

JOB ENRICHMENT AND EMPLOYEE JOB SATISFACTION IN MOBILE TELECOMMUNICATION COMPANIES IN RIVERS STATE, NIGERIA

Oparanma, A. O.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

and

Orlu, C. C.

*Department of Management, Faculty of Management Sciences, Rivers State University,
Port Harcourt, Nigeria*

ABSTRACT

The study examined the relationship between job enrichment and employee job satisfaction in mobile telecommunication companies in Rivers State, Nigeria. The Herzberg Two Factor Theory and the Job Characteristics Theory served as the theoretical underpinnings for this study and helped to explain the relationship between the study variables. The study employed a cross-sectional survey design, a type of quasi-experimental research. The population of the study consisted of 190 administrative staff of the four major GSM mobile telecommunication companies in Rivers State (MTN, Globacom, Airtel and 9Mobile). This study adopted the entire population as the sample size since the population was not too large. The primary data was collected using a self-administered questionnaire that was designed in a multiple-choice format with a 5-point Likert scale. The data were analyzed using an inferential statistical technique with SPSS version 25.0 at a 95% confidence interval and a 0.05 level of significance. Spearman's rank order (ρ) correlation coefficients and p-values were calculated in order to ascertain the nature and direction of the proposed associations and for testing the stated hypotheses. The findings from the study revealed that there is a moderate relationship between job enrichment and employee job satisfaction. Therefore, it is concluded that the more jobs are enriched in mobile telecommunication companies in River State, employee job satisfaction gets moderately affected. Based on the findings from the study, the study recommends that management of mobile telecommunication companies should consider using the job enlargement technique to increase worker's scope. This is necessary to make work more stimulating and helps to motivate employees to do their best work.

Keywords: Job enrichment, employee job satisfaction, affective job satisfaction, cognitive job satisfaction

INTRODUCTION

The success of an organization hinges on the proficiency and aptitude of its human resources, as these attributes empower the organization to secure a favorable competitive standing relative to its rivals. Human resources are a vital asset within an organization, responsible for achieving desired goals, generating profits, and enhancing performance levels (Hirbawi, 2019). Every organization strives to achieve optimal performance, productivity, and efficiency in their daily operations and activities. Organizations also aim to cultivate a contented workforce to prevent any hindrances that may impede employees from wholeheartedly dedicating themselves to achieving the established and potential organizational objectives. The overall performance of an organization is contingent upon the efficient and effective performance of its individual employees. An organization relies on the job satisfaction of its individual employees to achieve high performance. The performance of individual employees is a crucial determinant of organizational performance. According to Obiekwe, Obibhunun, and Omab (2019), job satisfaction leads to increased employee motivation and effort.

Job satisfaction refers to the degree to which employees experience contentment with their current positions as a result of having their needs and desires fulfilled. Job satisfaction is a psychological response that occurs when an employee compares the actual outcomes of their job with the desired outcomes, resulting in an emotional or affective reaction (Finn, 2001; Cranny, Smith, & Stone, 1992). Newstrom (2011) further asserts that employees who experience job satisfaction are less inclined to contemplate resigning, exhibit greater commitment, and are more likely to maintain longer tenures with their respective employers. In addition, employees who experience lower or no job satisfaction tend to exhibit a higher propensity to resign from their current positions in favor of more promising opportunities elsewhere. Bolino and Turnley (2003) assert that in order to cultivate employee satisfaction, organizations must fulfill their needs. Job satisfaction is contingent upon one's perception rather than solely relying on an objective and comprehensive assessment of the circumstances. Job satisfaction among workers is contingent upon their perception that their jobs align with their significant values. Managers can optimize workers' satisfaction

by adjusting the work environment and its corresponding rewards and recognition to reinforce the value of the workers (Noe *et al.*, 2009).

Job enrichment aims to enhance task variety and increase the level of expertise and proficiency required. In addition, individuals have greater autonomy and responsibility in various fields, all of which lead to getting more useful and meaningful experience. The source cited is Bakri (2015). This concept has emerged as a primary instrument that plays a crucial role in enhancing employees' performance, making a substantial contribution to overall organizational growth. Consequently, the employee is exposed to more appealing job opportunities and feels a greater sense of accountability. This shift is occurring in modern organizations, as they are gradually moving away from prioritizing financial resources as the primary driver for job enrichment, and instead emphasizing the intrinsic value of the work itself. Employees in this context fulfill their duties with an inherent motivation stemming from their commitment and allegiance to their work, surpassing any external rewards that may be bestowed upon them (Al-Khayat, 2017). Job enrichment is an administrative strategy that allows employees to enhance their job satisfaction by increasing their level of responsibility, autonomy, control, and overall satisfaction with their work (Allemon, 2019).

Several mobile telecommunication companies currently face challenges with employee commitment, performance, and productivity as a result of low levels of employee satisfaction (Ogbajafor, 2012). This has resulted in a decline in the overall performance of the organization, which has had a detrimental impact on the performance of telecom companies throughout the industry. Upon reflection, it is evident that the cause of this development can be attributed to the organization's failure to implement an effective job design mechanism. This mechanism would have stimulated employees' job satisfaction, motivation, commitment, and productivity, thereby positively impacting the organization's performance. Job satisfaction, as defined by Koys (2001), is the state in which an individual's evolving needs align with the unique attributes of their job. The lack of job satisfaction among employees leads to negative workplace behaviors, including poor

performance, frequent absences, high turnover, and reduced productivity. Job satisfaction and dissatisfaction are influenced by both the characteristics of the job and the employee's expectations regarding what the job provides (Hussami, 2008).

Each employee desires to optimize job satisfaction while exerting their utmost effort for the organization. Managers seek employees to utilize their skills and unique abilities to fulfill job responsibilities and accomplish organizational goals and objectives. Enhancing an employee's job is one of the multiple methods managers employ to guarantee that employees achieve the desired fulfillment and satisfaction from their jobs. Job enrichment is an essential tool for organizational management to enhance worker motivation and promote organizational innovation. Jobs are enhanced by increasing employees' responsibilities and requiring a greater range of skills. Leach and Wall (2004) define job enrichment as a job design that enhances employees' autonomy, control, skill variety, and responsibility. This, in turn, mitigates rigidity, tediousness, lack of creativity/innovation, and employee dissatisfaction.

Though several studies have been conducted linking employee job satisfaction with other concepts, only few scholars have empirically investigated the link between job enrichment and employee job satisfaction (Rothwell & Kazanas, 2004; Nsour, 2012) and none of the related studies that is known to the research was conducted in the telecommunication sector in Nigeria. The telecommunication industry in Nigeria, including Rivers State, has undergone a significant transformation over the past decade, driven by technological advancements and increasing consumer demands. In this rapidly evolving sector, the interplay between job enrichment and employee satisfaction plays a pivotal role in the attainment of long-term organizational success. This article aims to elucidate the relationship between job enrichment practices and employee satisfaction within the context of mobile telecommunication companies in Rivers State. Based on this claim, the present study examined the relationship between job enrichment and employee satisfaction in mobile telecommunication companies in Rivers State.

Specifically, the study seeks to:

- i. Determine the relationship between job enrichment and affective job satisfaction in mobile telecommunication companies in Rivers State.
- ii. Determine the relationship between job enrichment and cognitive job satisfaction in mobile telecommunication companies in Rivers State.

The relationship under examination is depicted in the conceptual framework in figure 1.

Conceptual Framework

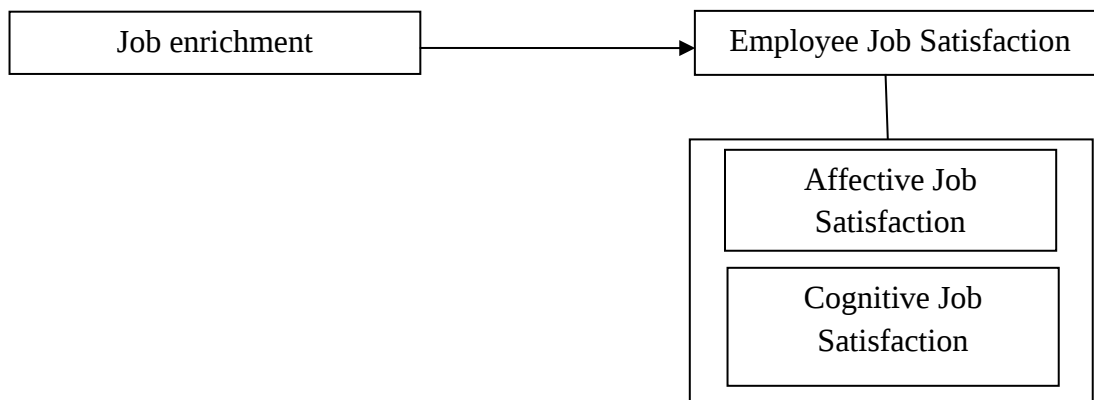


Figure 1: Job Enrichment and Employee Job Satisfaction

Source: Desk Research, 2023

The following research questions were stated to guide the study;

- i. What is the relationship between job enrichment and affective job satisfaction in mobile telecommunication companies in Rivers State?
- ii. What is the relationship between job enrichment and cognitive job satisfaction in mobile telecommunication companies in Rivers State?

LITERATURE REVIEW

Theoretical Foundation

The Herzberg Two Factor Theory and the Job Characteristics Theory served as the theoretical underpinnings for this study and helped to explain the relationship between the study variables.

Herzberg Two Factor Theory

The Herzberg Two-Factor Theory, developed by Frederick Herzberg in the 1950s, is a psychological theory that focuses on the factors that contribute to employee satisfaction and dissatisfaction in the workplace. Herzberg's theory posits that there are two distinct sets of factors that influence employee motivation and job satisfaction. Herzberg's theory suggests that improving hygiene factors can eliminate job dissatisfaction but will not necessarily create job satisfaction. To enhance motivation and job satisfaction, organizations must focus on the intrinsic, motivational factors that encourage employees to find meaning and fulfillment in their work. This theory has had a significant impact on management practices and the understanding of employee motivation. It underscores the importance of creating a work environment that not only avoids factors that cause dissatisfaction but also actively promotes motivation and satisfaction through job enrichment, recognition, and opportunities for personal growth.

Job Characteristics Theory

The Job Characteristics Theory (JCT), developed by Richard Hackman and Greg Oldham in the 1970s, is a well-known framework for understanding how specific job characteristics impact employee motivation, satisfaction, and performance. The theory is based on the idea that employees are more likely to experience job satisfaction and motivation when their jobs possess certain key characteristics that make the work more meaningful and engaging. The Job Characteristics Theory suggests that jobs can be redesigned to include these characteristics, leading to improved employee motivation, job satisfaction, and performance. It has

been influential in guiding organizations to create more engaging and fulfilling work environments by focusing on these job design principles.

Coceptual Review

The Concept of Job Enrichment

Job enrichment refers to the allocation of additional responsibilities associated with planning, organizing, and designing tasks to the personnel who are directly involved in product production (Behson, Eddy & Lorenzet, 2000). Job enrichment, according to Robinson and Judge (2011), increases the variety of duties performed on the job and cultivates positions vertically. This implies that job enrichment provides employees with opportunities to exercise autonomy in their work. Job enrichment is a structured approach to employee motivation that provides them with opportunities to utilize a variety of skills and capabilities when carrying out their duties (Feder, 2000). Job enrichment increases the level of responsibilities and provides employees with a sense of autonomy, decision-making power, and the ability to determine how the job is to be executed and accomplished; this contributes to job satisfaction (Kotila, 2001).

Armstrong (2010) argues that feedback should be provided so that the employee can assess and appraise the degree of execution that is inherent in the task. In organizations that have enhanced job responsibilities, employee satisfaction tends to rise in tandem with a reduction in employee turnover and absenteeism (Saavedra & Kwua, 2000). Organizational development contributes to the reduction of these demotivating factors by empowering workers with decision-making authority and job autonomy, thereby fostering improved workplace performance. According to Brown (2004), job enrichment is not universally effective. The principle of individual differences demonstrates that while some individuals are willing to take on additional responsibilities, which ultimately results in skill development, personal fulfillment, and self-sufficiency, others resist.

Job enrichment is a motivational need that is assigned to employees in order to increase the likelihood that they will utilize their abilities, talents, and capacities in the most efficient and effective manner possible to

accomplish the goals of the organization. Failure to meet the needs and requirements of employees renders the goals of an organization aspirational and impracticable (Brown, 2004). The composition of individual tasks is associated with the capacity to attain and accomplish organizational objectives. By implementing a coordinated job design, employees are motivated to perform at a higher level through the use of various motivational techniques (Behson, Eddy & Lorenzet, 2000). Job enlargement, in essence, pertains to a scenario in which employees are rotated through various positions and entrusted with supplementary responsibilities to be executed in addition to their regular duties (Dessler, 2005). Additionally, the level of motivation, satisfaction, and organizational commitment are impacted by the job expansion (Morrison, 1994; Hellgren & Sverke, 2001; Chung & Ross, 1977).

According to Heligren and Sverke (2001), as competition among organizations increases, there is a declining trend of employees remaining with a single organization for an extended period of time. As a consequence, management is burdened with additional responsibilities, while organizations incur additional expenses. As a consequence of heightened work pressure, it has become increasingly prevalent to modify employees' work activities to enable them to perform at every level. This factor has increased employee productivity and decreased the overall expenses of the businesses. (Brown & Leigh, 1996; Burchell et al., 1999). Psychology of the work environment is defined as the employees' attitude toward their duties (Hater, James, Gent, & Bruni, 1978). This phenomenon influences the performance of both individuals and organizations, and it fosters both short-term and long-term increases in employee and organizational commitment (Brown & Leigh, 1996; Hellgren & Sverke, 2001). A monotonous work environment may also result from employees being confined to repetitive duties, which can hinder their effective performance. Additionally, this phenomenon has a negative impact on employee motivation (Dessler, 2005).

The Concept of Job Satisfaction

Job satisfaction is an emotion that can be enhanced through the recognition of one's intrinsic value in a position (Locke, 1969). Job satisfaction, according to Spector (1997), is a global sentiment regarding one's occupation, comprised of interconnected constellations of attitudes regarding various facets or aspects of the job. According to Salancik and Pfeiffer (1977), job satisfaction is achieved when the precise and unchanging characteristics of the job align with the evolving needs of the employee. The absence of job satisfaction results in detrimental workplace behaviors, including reduced productivity, absenteeism, high employee turnover, and decreased efficiency. Employee commitment refers to the degree to which an individual associates themselves with the job and the organization, regarding its achievements and shortcomings as if they were their own. Khan and Dost (2012).

Additionally, job satisfaction can be described as the degree to which an employee is satisfied with the benefits derived from their occupation, specifically with regard to their intrinsic motivation (Statt, 2004). Job satisfaction refers to the disposition and emotions that individuals hold regarding their employment. Job satisfaction is indicated by positive and favorable attitudes toward one's occupation. Job dissatisfaction is indicated by negative and unfavorable attitudes toward the position (Armstrong, 2006). Job satisfaction encompasses an individual's sentiments and convictions regarding their present occupation. Extreme dissatisfaction to extreme satisfaction is a spectrum of job satisfaction levels among individuals. In conjunction with harboring overall attitudes toward their occupations. Additionally, individuals may hold attitudes regarding their pay, coworkers, superiors, or subordinates, and the nature of the work they perform (George et al., 2008). Job satisfaction is a multifaceted and intricate concept that can have varying interpretations among individuals. Motivation is frequently associated with job satisfaction; however, the precise nature of this correlation remains ambiguous. Motivation is distinct from satisfaction. Job satisfaction is primarily an internal state and a mindset. It might, for instance, be linked to an individual's subjective or objective sense of accomplishment (Mullins, 2005).

Job satisfaction is a collection of positive or negative emotions that an employee experiences in relation to his or her job. Job satisfaction is a significant factor in determining whether an individual likes or dislikes something. Satisfaction is the feeling of contentment that one attains when a desire, necessity, or objective is fulfilled. Mullins (2010) argues that job satisfaction is a multifaceted and intricate concept that can be perceived differently by different individuals. Moreover, job satisfaction is primarily an attitude and an internal state. It would appear that an employee who lacks job satisfaction will experience a dearth of work-life balance (Azeez, 2015). Job satisfaction is an amalgamation of favorable and unfavorable emotions that employees experience in relation to their occupation. Conversely, an employee engaged by a business entity brings along personal requirements, preferences, and life encounters that shape anticipations that he previously disregarded. Job satisfaction is an indicator of the degree to which anticipated rewards align with actual outcomes. The behavior of an employee in the workplace is strongly correlated with their level of job satisfaction (Davis et al., 1985).

Measures of Job Satisfaction

Affective Job Satisfaction

Affective job satisfaction is defined as “an emotional attachment to the organization such that the strongly satisfied individual identifies with, is involved in, and enjoys membership within the organization” (Allen & Meyer, 1990). Individuals remain within an organization largely because they want to (Allen & Meyer, 1990). According to Meyer and Allen (1991), the first of three dimensions of organizational commitment refer to the affective attachment of the employee to the organization. It is determined by an employee’s personal choice to remain satisfied to the organization via some emotional identification with the organization (Singh & Gupta, 2015), and a positive attitude toward the organization (Singh & Gupta, 2015). Mahal (2012) also noted that an individual’s attitude is directly related to whatever personal values they bring to the organization. How individuals identify and involve themselves within an organization exemplifies the relative strength of affective job satisfaction (Faloye, 2014).

The model of Meyer and Allen (1997) indicates that affective job satisfaction is largely influenced by several factors such as job challenges facing the individual, role clarity provided by the organization, direct clarity of goals and a degree of manageable difficulty in reaching goals, receptiveness by management for feedback, peer cohesion, equity of opportunity and compensation, perceived personal importance, and timely and constructive feedback. Enriching at work, increasing self-sufficiency, self-control, and self-confidence of workers, which adds to their performance (Saleem, Shaheen and Saleem, 2012).

The affective component of attitudes account for the feelings or emotions employees associate with their jobs or attitude object as well as the valence of those feelings (Bagozzi, 1978). Positive affective (PA) reflects the extent to which a person feels enthusiastic, active, and alert (Watson, Clark, & Tellegen, 1988). It is sometimes described as enjoying life and feeling fully engaged (Weiss & Cropanzo, 1996). Individuals tend to be extroverted, outgoing, and energetic (Watson, Clark, Macintyre & Hamaker, 1992; Yik & Russell, 2001). Not surprisingly, these individuals also display more social behavior (Watson et al., 1988) has been linked to extroversion (Watson et al., 1992). Individuals high in affection also tend to be more satisfied with work and life in general as well as being sensitive to the frequency of rewards, suggesting they may Orient towards the positive aspects of life (Watson et al., 1988).

Cognitive Job Satisfaction

Lazarus and Folkman (1984) defined cognitive appraisal as an evaluative process that reflects a person's subjective interpretation of an event. Individuals may evaluate a negative life event differently on the basis of their perception of situational demands of the stressors in relation to their personal coping resources. The negative life event may be perceived as a threat (seeing the events as threatening to life), a harm (seeing the events as damaging to life), or a challenge (seeing the events as an opportunity for growth). A few studies have examined the associations between people's appraisals of a negative life event and their adjustment out comes. For example, threat appraisal and challenge appraisal were positively associated with Posttraumatic growth. Cognitive satisfaction on the other hand, is the positive emotional feeling state

resulting from an employee's job experience (Parker, 2008). It involves people's attitudes, feelings or thoughts towards their organization, work, and workers, (Beer, 1964 as cited by Saleen, Majeed. Aziz & Usman, 2013). Positive and favourable attitudes towards the job depict job satisfaction, whereas negative and unfavorable attitudes towards the job depict job dissatisfaction (Qasim et al. 2012).

Cognitive satisfaction is satisfaction that is based on a more logical and rational evaluation of the job conditions. Satisfaction is an appraisal based on comparisons which do not rely on emotional judgments, but instead are evaluations of conditions, opportunities, or outcomes. Job satisfaction scales which reflect job cognitions include questions about the nature of the job, the working conditions, and the opportunities to satisfy important needs. The questions ask for appraisals of the job, not descriptions of the feelings. The relationship between job satisfaction and cognitive factors is very strong. Job satisfaction stands on two important aspects they are, affective and cognitive factors. The present study concentrates only on cognitive factors which are related to autonomy, liberty and freedom in decision making given to the employees by the employer. Cognitions are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Samson and. Nagendra Babu, 2017).

Empirical Review

Job Enrichment and Employee job satisfaction

Nwankwo & Tantua (2021) investigated the relationship between job enrichment and employee satisfaction in Rivers State owned tertiary institutions. The target population of this study encompasses all academic staff of the four (4) Rivers State owned tertiary institutions. These institutions are: Rivers State University, Ignatius Ajuru University of Education and Port Harcourt Polytechnic, Kenule Beeson Polytechnic, Bori and Captain Elechi Amadi Polytechnic Rumuola. Leaning on the records sourced from this institution's Establishments Unit, the population of this study was 4,906. The sample size of 370 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through

supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of this study confirmed that there is a significant relationship between job enrichment and employee satisfaction in Rivers State owned tertiary institutions.

Rothwell and Kazanas (2004) discovered that the enhancement of organizational performance becomes vague the moment an employee feels displeased, disgruntled or discouraged about how things are done. Al-Nsour (2012) examined the indispensable role job enrichment played on organizational performance. Part of these roles are internal work motivation, greater commitment, employees' retention, job satisfaction, distinctive and competitive advantage, improving work place opportunities which have significant and important effects on corporate success statistically.

Feder (2001) argue that job enrichment is a systematic way of encouraging employees by creating for them the opportunity to utilize various number of skills and capabilities in carrying out tasks. Kotila (2001) opined that job enrichment spurs job satisfaction by increasing the level of accountability and engendering the sense of freedom, autonomy and opportunities so that employees can determine how tasks can be carried out and accomplished. According to Behson et al. (2000), job enrichment is essentially the procedures that assigns higher responsibility to employees by assembling, organizing and designing work for the workers who produces the products. This is usually applicable in manufacturing firm. Robins and Judge (2011) described job enrichment as a process of developing jobs vertically and increases different tasks in a job. Simply put, job enrichment creates an opportunity for workers to have greater control over their work. According to Armstrong (2010), feedback has become very important so as to allow workers to assess and examine the level of completion that is the end result of the assigned tasks. Saavedr and Kwun (2000),

indicated that where jobs are enriched, employee satisfaction tend to be more enhanced resulting in the decline of labour turnover and absenteeism.

However, Derek & Laura (2000), suggests that job enrichment in organizational development has helped in eliminating de- motivating factor by ensuring that employees have the privilege to make decisions as well as has control over their job roles in order to encourage healthier performance in the workplace. Asikha & Nanle (2015) the effect of job enrichment on job satisfaction of non- academic; staff in selected private universities in South-West Nigeria. This study employed a cross-sectional survey design. The population of the study was 2462 non-academic staff distributed among the seven (7) approved private universities that had existed for six years in South-West Nigeria. A sample of 740 respondents was selected using multi stage sampling technique. 618 filled questionnaires were returned but 547 was found useable. The simple regression model was used to analyze the data collected. The finding reveals that there is a significant positive relationship between job enrichment and employee satisfaction in selected private universities in South-West Nigeria. The regression results also showed that 44% of the variation in employee satisfaction can be explained by the changes in practice of job enrichment. With these findings, this study provides many implications for the practice of job enrichment.

Based on the strength of the foregoing, this study hypothesized thus:

Ho₁: There is no significant relationship between job enrichment and affective job satisfaction in mobile telecommunication companies in Rivers State.

Ho₂: There is no significant relationship between job enrichment and cognitive job satisfaction in mobile telecommunication companies in Rivers State.

RESEARCH METHODOLOGY

The study employed a cross-sectional survey design, a type of quasi-experimental research. The population of the study consisted of 190 administrative staff of the four major GSM mobile telecommunication companies in Rivers State (MTN, Globacom, Airtel and 9Mobile). This study adopted the entire population as the sample size since the population was not too large. The primary data was collected using a self-administered questionnaire that was designed in a multiple-choice format with a 5-point Likert scale, which enhanced simplicity in being understood by respondents. The research questionnaire was validated using the content validity technique while its reliability was tested using Nunnally's (1978) Cronbach's alpha at a benchmark of 0.7 as a minimum criterion. The data collected from the field were coded into the Statistical Package for the Social Sciences (SPSS) software for further analysis. The data were analyzed using an inferential statistical technique with SPSS version 25.0 at a 95% confidence interval and a 0.05 level of significance. Spearman's rank order (rho) correlation coefficients and p-values were calculated in order to ascertain the nature and direction of the proposed associations and for testing the stated hypotheses.

DATA ANALYSIS AND RESULTS

Table 1: Correlation Matrix of Job enrichment and Measures of Employee job satisfaction

			Job enrichment	Affective job satisfaction	Cognitive job satisfaction
Spearman's rho	Job enrichment	Correlation Coefficient	1.000	.645**	.798**
		Sig. (2-tailed)	.	.000	.000
		N	173	173	173
	Affective job satisfaction	Correlation Coefficient	.645**	1.000	.834**
		Sig. (2-tailed)	.000	.	.000
		N	173	173	173
	Cognitive job satisfaction	Correlation Coefficient	.798**	.834**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	173	173	173

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023

Table 1 illustrates the result for the test on the relationship between job enrichment and the measures of employee job satisfaction in mobile telecommunication companies in Rivers State, Nigeria.

H₀₁: There is no significant relationship between job enrichment and affective job satisfaction in mobile telecommunication companies in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between job rotation and affective job satisfaction. The rho value 0.645 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job rotation and affective job satisfaction of Mobile telecommunication companies in Rivers State.

H₀₂: There is no significant relationship between job enrichment and cognitive job satisfaction in mobile telecommunication companies in Rivers State, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between job rotation and cognitive job satisfaction. The rho value 0.798 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job rotation and cognitive job satisfaction of Mobile telecommunication companies in Rivers State.

DISCUSSION OF THE FINDINGS

The hypotheses sought to examine the relationship between job enrichment and employee job satisfaction of Mobile telecommunication companies in Rivers State. The study findings reveal that there is a very strong positive and significant relationship between job enrichment and employee job satisfaction of Mobile telecommunication companies in Rivers State. This finding agrees with the position of Ongori (2007) who

agreed that job enrichment and employee empowerment coupled with compensation mechanisms have had a positive effect on employee commitment and loyalty. The implication of this argument is that job enrichment is not necessarily a stand-alone as a determinant of employee productivity but never-the-less is an important determinant of such workplace productivity. Perhaps one of the strongest persuasions in favour of job enrichment as a structural intervention lies in the fact that it meets employee's psychological and social needs (Cappelli and Rogovsky 1994) besides increasing employee motivation to work, which consequently has the benefit of increasing an employee's work satisfaction levels.

The overall effect of such a motivated employee is workplace productivity. The aforementioned argument resonates well with that of Kopelman, (1985) who argues that job enrichment influences the quality of employee task performance principally through satisfying an employee's lower level hierarchy needs. Attainment of employees' higher level needs thus is seen to be predicated on work designs such as job enrichment interventions. Kelley (1990): recognized that job enrichment works better in less complex organizations i.e. in small firms. it is noteworthy to indicate that in their study, complexity of organizations implies size, and not necessarily structure. Their findings hence are of interest as they arouse curiosity and desire of knowing whether job redesigns, which essentially may imply disrupting extant structures, have an effect on employee's performance levels.

The current study finding further corroborates the study of Brenner, Fairris and Ruser (2004) which showed that there is exists a relationship between job enrichment and work place related injuries. Just like in Askenazy (2001), this study emphasizes the importance of appreciating that there is need to cautiously implement job enrichment as a job redesign as it may have counterproductive effects of adversely affecting employees through inducing injuries hence leading to reduced productivity. Fuller, Marler, and Hester (2006): Showed that autonomy as depicted in job enrichment interventions has positive relationship with job performance and functional work behaviours.

CONCLUSION AND RECOMMENDATIONS

The purpose of the study was to ascertain the relationship between job enrichment and employee job satisfaction of mobile telecommunication companies in Rivers State. The findings from the study revealed that there is a moderate relationship between job enrichment and employee job satisfaction. Therefore, it is concluded that the more jobs are enriched in mobile telecommunication companies in River State, employee job satisfaction gets moderately affected. Based on the findings from the study, the study recommends that management of mobile telecommunication companies should consider using the job enlargement technique to increase worker's scope. This is necessary to make work more stimulating and helps to motivate employees to do their best work.

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