

JOB ENRICHMENT AND EMPLOYEE ENGAGEMENT IN TELECOMMUNICATION FIRMS IN RIVERS STATE, NIGERIA

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ABSTRACT

This study examined the relationship between job enrichment and employee engagement in telecommunication firms in Rivers State, Nigeria. The study adopted a cross-sectional survey design while the population of the study consisted of 732 staff from 8 telecommunication firms in Rivers State. The sampling technique adopted in this study was the simple random sampling technique to ensure equal chance of each population element being selected. The study also adopted the Taro Yamene's formula in determining the sample size of 259. The instrument used for data collection was the questionnaire. Face and content validity were used to validate the research instrument while Cronbach alpha was adopted in assessing the reliability of the study instrument. The data were analysed, and hypotheses were tested using the Spearman Rank Order Correlation co-efficient with the aid of Statistical Package for Social Sciences, version 26, to establish the significance of relationship between the variables used in the Study. The findings indicated that there was a strong positive and significant relationship between job enrichment and employee engagement proxies of dedication, vigor and absorption. It was thus recommended that managers of telecommunication companies in Rivers State should create an organizational climate that encourages creativity, openness and learning (accepting new ideas), and also taking risks and entrepreneurial mentality should be adopted.

Keywords: Job enrichment, employee engagement, dedication, vigor, absorption

INTRODUCTION

The telecommunications industry has in recent times witnessed a tremendous upturn in patronage due to the use of various communication strategies for awareness creation on the existence of products. Telecommunications industry plays a key role in the Nigeria economy. The telecom industry is an enabler for the business environment to extend and keep the path of global expansion. These have influenced the telecom industry to constantly find ways of being agile and keep up the trend of Job design. Job enrichment is a critical aspect of organizational management that involves structuring roles, tasks, and responsibilities within a workplace to optimize productivity, efficiency, and employee satisfaction. A well-designed job encompasses various elements such as task allocation, work methods, autonomy, feedback mechanisms, and job enrichment strategies. Job enrichment is a vital concept in business management and has been reverberating for several years among the scholarly literature. It is a core function of human resource management which influence employees' attitude and performance in terms of their membership, role clarity, and innovative/spontaneous behaviour (Ugboro, 2016).

Job enrichment is a core function of the human resource management and it is related to the specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder or the employee. Job design research has sought to establish the mechanisms through which job characteristics affect employee outcomes such as performance and wellbeing. Gibson, Ivancevich, Donnelly and Konopaske (2022) opined that Job enrichment tries to identify the most important needs for employee and organization, also to eliminate workplace barriers that are frustrating to meet those needs. Managers hope that the result is work which meets individual's important needs and contributes to the group, the individual and the effectiveness of an organization. Job enrichment refers to the integration of processes and contents that are dynamic into the description of a job to make it more desirable to employees (Morrison, Ross, Morrison and Kalman, 2019).

Employees may feel underutilized in their jobs and as such they become dissatisfied and their motivation is lowered. Job enrichment seeks to explore the extent to which an employee is involved in the task assigned to them. An employee should have a Job enrichment that is in line with the organization's goals as well as their personal goals (Siengthai & Pila-Ngarm, 2016). Employee's engagement and understanding of job design contributes to their effectiveness since it contributes to a feeling of participation which motivates them. Job design contributes to intrinsic motivation that drives employees towards the achievement of organization success. Macey et al (2019) defined engagement as an individual's purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort and persistence directed towards organizational goals. Employee engagement involves placing more emphasis on how the employee feels when he or she is completely engaged (Robert, Jansen & Cooper, 2022). Work engagement is a robust and consistent state that is fully characterised by vigour; dedication (work is a significant and meaningful pursuit); and absorption (work is engrossing and something on which the worker fully concentrates). It is a positive fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption (Schafeli et al., 2022).

Owing to the importance attached to employee engagement, several empirical studies have been carried out around the globe on this subject matter. Apparently, they sought to examine different variables in a bid to achieve employee engagement. However, we have not seen much of the empirical investigation on the relationship between Job enrichment and employee engagement in telecommunication companies in Rivers State, Nigeria. Notably, there is a lack of empirical studies and practical evidence about the applicability of job design on employee engagement. Therefore, this study intended to bridge this gap in the literature by examining the relationship between Job enrichment and employee engagement of telecommunication companies in Rivers State, Nigeria. The specific objectives were to:

- i. Examine the relationship between Job enrichment and dedication in telecommunication companies in Rivers State, Nigeria.

- ii. Examine the relationship between Job enrichment and vigor in telecommunication companies in Rivers State, Nigeria.
- iii. Examine the relationship between Job enrichment and absorption in telecommunication companies in Rivers State, Nigeria.

Conceptual Framework

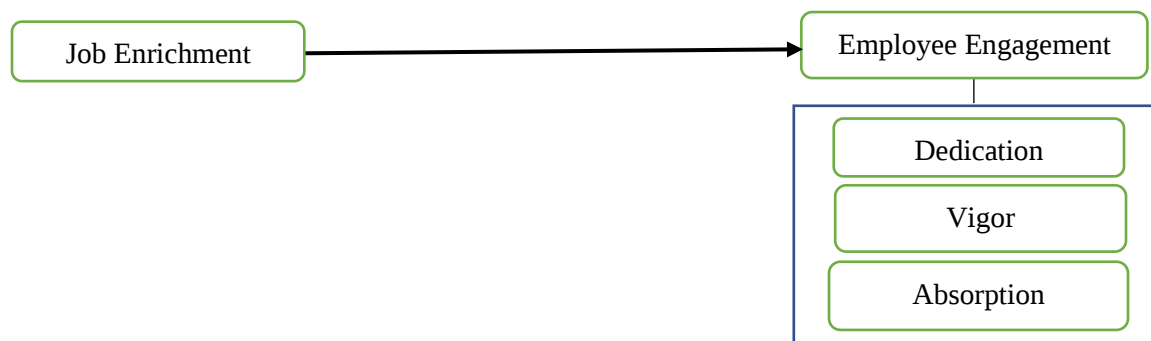


Figure 1: Job enrichment and employee engagement

Source: Desk Research (2024)

The following Research Questions were posed to guide the study:

- i. What is the relationship between Job enrichment and dedication in telecommunication companies in Rivers State, Nigeria?
- ii. What is the relationship between Job enrichment and vigor in telecommunication companies in Rivers State, Nigeria?
- iii. What is the relationship between Job enrichment and absorption in telecommunication companies in Rivers State, Nigeria?

LITERATURE REVIEW

Theoretical Foundation

The study was hinge on the Social Exchange Theory as its theoretical foundation.

Social Exchange Theory

Social Exchange Theory, propounded by sociologist George Homans in the 1950s and later developed by Peter Blau, focuses on the social interactions that occur within relationships, emphasizing the give-and-take of resources, such as time, energy, support, and benefits. It suggests that individuals in relationships strive to maximize their rewards and minimize their costs, evaluating the outcomes based on comparisons with alternatives. The social exchange theory further explains the findings of the studies linking job design to employee commitment. It states that employers and employees are in an interdependent relationship such that if the employees perceive to be treated fine by the employers, they respond by putting more vigor and enthusiasm towards work. Engagement is conceived as increased energy and enthusiasm towards work as portrayed by the employees. Employees feel well-treated by their employers if they are allowed to have autonomy in their work. As a result, employees is committed in performing their tasks at the optimum level of engagement.

Socio exchange theory argues that employees with conducive job designs are more satisfied with their jobs and highly likely to be loyal their organization. The theory also predicts that positive and beneficial actions directed at employees by the management of an organization, creates feelings of obligation for employees to reciprocate in positive, beneficial ways, including feelings of loyalty, commitment and performance (Eisenberger et al, 1986). Social Exchange Theory provides a framework for understanding the dynamics of relationships within organizations and can inform strategies for effective job design, employee engagement, and retention.

Conceptual Review

Concept of Job enrichment

Job enlargement is often confused with job enrichment. However, there is a distinct difference. Job enlargement aims at broadening one's job in order to make the job more motivating. Job enrichment is the process of adding motivators to existing jobs. This means that job enlargement is a way to do job enrichment but not all job enrichment activities are also considered job enlargement. Job enrichment means a vertical expansion of a job. It is different from job enlargement. Job enlargement means a horizontal expansion of a job. Job enrichment makes the job more meaningful, enjoyable and satisfying. It gives the workers more autonomy for planning and controlling the job. It also gives the workers more responsibility. Job enrichment gives the workers opportunities for achievement, recognition, advancement and growth. The concept of job enrichment is now a vital tool for management of organizations in improving workers' motivation and organizational innovation. Jobs are enriched to motivate employees by adding to their responsibilities with a higher need for skill varieties in their jobs. According to Leach and Wall (2004), job enrichment is a design of job that increases the volume of employees' autonomy, control, skill varieties and responsibility which in turn helps to reduce rigidity, tediousness, lack of creativity/innovation and employee's dissatisfaction.

Aninkan (2020) argues that Job enrichment provides more employee opportunities, autonomy and feedback, as well as giving them more responsibilities that require decision making, such as job scheduling, determining work methods and quality. Job enrichment also improves selfactualization, self-control and self-esteem of the workers, therefore job enrichment within an organization must be managed well and correctly to ensure the role of employees in the process of making a decision within the organization (Saleem et al., 2022). Job enrichment is an act or process of including employees in decision – making of the organization (Dost and Khan, 2022). Job enrichment is a job-design strategy for enhancing job content by building into it more motivating potential (Lunenburg 2021). It is an attempt to motivate employees by giving them the opportunity to use their abilities (Pillai, Mashood, Amoodi, & Husain, 2022). Mohr and

Zoghi (2006) and Cappelli and Rogovsky (2014) asserted that their fundamental supposition is that Taylorist tasks do not meet the social and mental wants of workers. That job enrichment encounters these wants of the employees and rises the driving promise of work, which concurrently rises together employee commitment and satisfaction. (Robbins, Judge, Millett & Waters- Marsh, 2018; Razag & Nawaz, 2021).

Concept of Employee engagement

Employee engagement is thus desirable for organizations and it positively affects organizational outcomes such as low turnover, retention, productivity and loyalty (Guan, Yeh, Chiang & Huan, 2020; Verčič, 2014). Engagement is a relatively new concept in the field of human resources management that tend to focus on issues of employee commitment, behavior and satisfaction (Saks, 2016). Engagement has been conceptualized in several ways. Engagement was coined by Kahn (1990), who posits that engagement come up when an employee brings in or relinquish themselves during assigned job-role. This behavior is defined in terms of the extent to which employees displays their originality via physical, cognitive and emotional involvement (Trussa et al., 2011). According to Kahn and Heaphy (2019), there seems to be a consensus that job engagement is a disposition and capability of employees that is influenced by contingent factors. It is a positive work-related disposition that exhibits capability, commitment, involvement and dedication (Schaufeli et al., 2022). According to Mc. Bain 2016 employee engagement is a modern concept, which defines employees' commitment, job satisfaction and involvement.

According to Robinson 2016 employee engagement can be attained through designing an organizational environment where positive emotions such as involvement and pride are encouraged, subsequently organizational performance improves, employee turnover reduces. Mahendru et.al, 2016 defined Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. It is the degree of commitment towards the hub that an individual performs and until however long the individual remains with the organization as the results of their commitment. Stockley, 2016 defined 'engagement' as an extent that the employee believes in the mission, purpose and values of the organization

and reveals their commitment through their actions as an employee and their attitude towards the organization and the customers. Robinson et al. 2020 defined employee engagement is a positive attitude believed by the employees towards the organization and its values. An engaged employee is responsive towards business environment, and works with colleagues to improve performance within the job for the advantage of the organization. The organization must place effort to develop and encourage engagement, which requires a two-way relationship between employer and employee.

Measures of Employee Engagement

Employee dedication

Dedication is an emotional attachment to employees to their work. Dedication describes the enthusiastic feelings of employees in the work, proud of the work done and the company where they work, remain inspired and remain diligent to the end of the company without feeling threatened by the challenges encountered. People who have high dedication score strongly to identify their work because it makes it a valuable, inspiring and challenging experience. They usually feel enthusiastic and proud of their work and organization. While low scores of dedications mean not identifying themselves with work because they have no meaningful, inspiring or challenging experience, moreover they feel unenthusiastic and proud of their work and organization. Dedication engagement is being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge (Al- Dalahmeh, Masa'deh, Abu Khalaf & Obeidat, 2018). It entails the mental and emotional state that reflects a sense of significance, enthusiasm, inspiration, and pride on experience. A person cannot be labelled as dedicated without the presence of such factors.

Employee vigour

Vigor as a construct of engagement refers to the high energy, resilience and willingness to invest effort on the job, the ability not to be easily fatigued, and the persistence when confronted with challenges or obstacles (Obeidat, 2016). It usually involves high energy levels; mental resilience; willingness to invest effort; and the persistence in the face of challenges. All these factors are required in order for an individual to show vigor while performing a certain job (Schaufeli & Bakker, 2020; Shirom, 2020). According to Shirom (2020) Vigour can be considered as a motivational concept and as Mauno et al., (2017) observed, vigour is comprised of high degrees of energy and the experience or presence of mental resilience during work. It is the willingness to fully invest one's energy into the work and the ability to persist even in the face of problems, set-backs and challenges (Schaufeli et al., 2022).

Employee vigor represents the energy, enthusiasm, and resilience individuals bring to their work. It encompasses a proactive approach, high levels of motivation, and a readiness to invest effort in achieving organizational goals. Understanding and nurturing employee vigor is crucial for fostering a dynamic and high-performing workforce. This essay delves into the concept of employee vigor, its significance, and strategies for cultivating it within organizational settings.

Employee Absorption

Absorption is an employee attachment that is described by employee behavior that gives full attention to its work. Absorption describes the state of an employee that is happy to be totally immersed, concentrated, and serious in doing his job. While doing their work, they tend to make the time pass so quickly that they find it difficult to let go or separate themselves from work. Absorption engagement is the third construct of employee engagement that entails the pleasant state of being immersed in one's works, experiencing time passing by quickly and being unable to detach from one's job (Truss, Alfes, Delbridge, Shantz & Soane

2014; Bakker & Leiter (2020). Bakker and Leiter (2010) stated that absorption may appear to be an outcome of vigor and dedication. This implies that an employee who is absorbed in his or her job is characterized by being fully concentrated in his or her job, does not feel time passing by while performing the job, and has difficulty detaching or removing his or herself from work (Shekari, 2015; Rayton & Yalabik, 2014; Schaufeli & Bakker, 2020) and characterized by mentally being at work.

Employees that experience absorption engagement gets themselves engrossed in their work and find it difficult to detach themselves from the job (Shekari, 2015; Rayton & Yalabik, 2014). According to Schaufeli et al., (2002) absorption refers to the state of being fully aware, captivated, concerned and happily engrossed in one's work, in such a way that time passes quickly without one even being aware. It can be described as a cognitive aspect or dimension of employee engagement. Employee engagement and work flow relate and are linked to each other because the definition of flow is very similar to that of absorption. Absorption is considered a strong manifestation of employee engagement as it indicates the workers focus and interest in the work. This is as the sensations of most workers are in many respects similar when they are engaged with their work or experience work flow.

Empirical Review

In Lunenburg, (2011), investigation on stimulating employees by enriching jobs to make them interesting and challenging. It was noted job enrichment leads to higher job satisfaction and motivation. Employees performing enriched jobs usually experience lower absenteeism and turnover and high performance. And enriching certain elements of job alters people's psychological states in a way that develops their work success. Locke (1968) conducted research on a theory of task motivation and incentives and also in organizational behavior and human performance. The study observed that there is a positive relationship between participation and the completion of goals by the workers when their jobs are enriched. And that job enrichment also increases the motivation level and performance of employees in the work place and their tendency to achieve the goals also becomes more possible.

Fourman and Jones (2009) in their study found out that job enrichment influences motivation of employees who are in the middle of their career. Key factors described in job enrichment are hygiene and motivational factors. Their study aims to prove that apart from this vertical job enrichment adds more power, responsibility and knowledge to job thereby increasing motivational factors such as accountability, accomplishment, development and knowledge on the same job, therefore it leads to positive motivation and job satisfaction for the employee. Job enhancement is a job redesign approach that seeks to realign components of job tasks through adding more responsibilities in the effort to make the job more interactive and fulfilling to the employee (Vijay & Indradevi, 2015). According to Azeez and Abimbola (2016), job enrichment is a strategy that is used in implementing additional job motivators to make it more interesting for the employees. The idea of job enhancement is widely credited to the works of Fredrick Hertzberg in his 1968 breakthrough work while examining the motivation-hygiene theory. Job enrichment seeks to inspire employees by according them enough opportunities to apply their capabilities in work-related activities (Davoudi & Mehdi, 2013).

Vijay and Indradevi (2015) who reviewed McLean and Sims, 1978 article on job enrichment from theoretical poverty perspective considered various components that defined the model of job enhancement and examined the scope of job enrichment initiative. The article also pointed out the weakness in the model in its applications. The scholars summarized the inadequacies so that an individual can easily understand the failures of the model. The research evidence indicated that a practitioner would be better off pursuing an approach which enables them to discover directly from the employees the meaning of their work, their aspirations and the satisfaction level the employees gain from their job (Kinick & Williams, 2009).

In the modern work organization, the concern of job enrichment is a complementary aspect of job evaluation. Enriching jobs (both in this context and in simple terms) means changing a job's essentials in an attempt to improve task efficiency and employee empowerment. It is a process of introducing motivators into the job situation. Therefore, any effort that makes work more rewarding or satisfying through adding

and/or developing further meaningful tasks to an employee's job is called 'job enrichment' (see Pinder, 1998; DeCenzo and Robbins, 1999; Robbins and Coulter, 1999; Stafford, 1992; Milkovich and Boudreau, 1988; Torrington, et al., 1991; Fearn, 1992; Quible, 2001; Bohlander, et al., 2001; and Krajewski and Ritzman, 1999; Kreitner, 2001; Certo, 2003).

According to Pillai, Mashood, Amoodi, Husain & Koshy (2012), job enrichment centers in the evaluation of jobs to meet the individual needs and aspirations of the workers. The study insisted that a job enrichment programs begin with defining the jobs that had to be done and which did the program effect. The scholars further suggested that a project team made up of the task holder should be put in place to oversee the job enrichment initiative on behalf of the organization. According to Newstrom (2011) 'brainstorming' sessions involving jobholders could suggest as many changes as possible and invariably make the jobs more challenging and exciting, as well as provide ways to make the jobs more productive. Researchers further observed that job enrichment is not the only a strategy, but a way of managing all aspects of the organization and such job enrichment should include the full participation of the workers. (Pillai, Mashood, Amoodi, Husain & Koshy, 2012). Based on the forgoing the following hypotheses were formulated:

- H₀₁:** There is no significant relationship between Job enrichment and dedication in telecommunication companies in Rivers State, Nigeria.
- H₀₂:** There is no significant relationship between Job enrichment and vigor in telecommunication companies in Rivers State, Nigeria.
- H₀₃:** There is no significant relationship between Job enrichment and absorption in telecommunication companies in Rivers State, Nigeria.

METHODOLOGY

This study as an exploratory study adopted a quasi-experimental (cross-sectional survey) research design suitable for this study. The study population Seven-Hundred and thirty-two (732) employees from the

respective State head offices of the eight (8) licensed telecommunication firms operating in Rivers State, Nigeria. The sample size of the study was 259 which was determined using the Taro Yamene's 1970 formula. The data were collected through a survey questionnaire method that is widely used for data collection. Out of 259 distributed survey questionnaires, only 251 representing (96.9%) questionnaire copies were retrieved from the respondents, 8 questionnaire copies representing 3.1% were not returned and 4 questionnaire copies that is (1.2%) were discarded due to error in filling the form leaving 247 that is 95.7% as the viable questionnaire copies. The data were therefore coded subsequently into the Statistical Package for the Social Sciences (SPSS) software Version 26.0 for further analysis, which was carried out using Spearman Rank Order Correlation.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman's Rank Order Correlation was used to test the hypotheses at 95% level of confidence and a (0.05%) level of significance in order to draw conclusion and make generalization to the study population.

Table 2: Correlations for Job Enrichment and the Measures of Employee Engagement

			Job Enrichment	Dedication	Vigour	Absorption
Spearman's rho	Job Enrichment	Correlation Coefficient	1.000	.587**	.715**	.637**
		Sig. (2-tailed)	.	.000	.000	.000
		N	247	247	247	247
	Dedication	Correlation Coefficient	.587**	1.000	.615**	.665**
		Sig. (2-tailed)	.000	.	.000	.000
		N	247	247	247	247
	Vigour	Correlation Coefficient	.715**	.615**	1.000	.534**
		Sig. (2-tailed)	.000	.000	.	.000
		N	247	247	247	247
	Absorption	Correlation Coefficient	.637**	.665**	.534**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	247	247	247	247

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

Source: SPSS Output, 2024

Table 2 illustrates the result for the test on the relationship between job enrichment and the measures of employee engagement of telecommunication companies in Rivers State, Nigeria.

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

The result of correlation matrix obtained between job enrichment and dedication was shown in Table 2. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. The correlation coefficient of 0.587 confirms the direction and strength of this relationship. The coefficient represents a moderate and positive relationship between job enrichment and dedication in telecommunication companies in Rivers State, Nigeria. The test of significance shows that this relationship is significant at $p\ 0.000 < 0.05$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enrichment and dedication in telecommunication companies in Rivers State, Nigeria.

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

The result of correlation matrix obtained between job enrichment and vigor was shown in Table 2. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. The correlation coefficient of 0.715 confirms the direction and strength of this relationship. The coefficient represents a strong and positive relationship between job enrichment and vigor in telecommunication companies in Rivers State, Nigeria. The test of significance shows that this relationship is significant at $p\ 0.000 < 0.05$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enrichment and vigor in telecommunication companies in Rivers State, Nigeria.

H₀₃: There is no significant relationship between job enrichment and absorption in telecommunication companies in Rivers State, Nigeria.

The result of correlation matrix obtained between job enrichment and absorption was shown in Table 2. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. The correlation coefficient of 0.637 confirms the direction and strength of this relationship. The coefficient represents a strong and positive relationship between job enrichment and absorption in telecommunication companies in Rivers State, Nigeria. The test of significance shows that this relationship is significant at $p\ 0.000 < 0.05$. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enrichment and absorption in telecommunication companies in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

This study examined the relationship between job enrichment and employee engagement of telecommunication Companies in Rivers State. The findings revealed that there is a strong relationship between job enrichment and employee engagement of telecommunication Companies in Rivers State. This finding supports the earlier finding of Hope et al. (2017) who carried out a study on the impact of job enrichment on job commitment in some manufacturing firms in Nigeria. The study adopted a survey design with a sample of 156 employees. The study consequently found that a positive significant relationship exists between job autonomy and the emotional commitment of employees.

Furthermore, Yet, Al-Khayyat (2017) examined the relationship between job enrichment and motivity among university employees, and detection of the differences in the components of job enrichment. The study sample consisted of 170 male and 130 female employees using a quantitative methodology. The study

found a positive correlation between job enrichment and motivity, where it showed that enrichment and motivity were affected by the employee's gender in favor of female employees. Marta and Supartha (2018) in their study determined that impact of job enrichment and employee empowerment on the organizational commitment of employees in the regional office in Bali and Noosa. It thus discovered that job enrichment and empowerment affect significantly and directly the process of organizational commitment.

In Lunenburg, (2011), investigation on stimulating employees by enriching jobs to make them interesting and challenging. It was noted job enrichment leads to higher job satisfaction and motivation. Employees performing enriched jobs usually experience lower absenteeism and turnover and high performance. And enriching certain elements of job alters people's psychological states in a way that develops their work success. Locke (1968) conducted research on a theory of task motivation and incentives and also in organizational behavior and human performance. The study observed that there is a positive relationship between participation and the completion of goals by the workers when their jobs are enriched. And that job enrichment also increases the motivation level and performance of employees in the work place and their tendency to achieve the goals also becomes more possible.

Raza and Nawaz (2011) explained that job enrichment is a system, which encompasses the worker needs and the organizational needs and the two forces should be merged to make the process successful. According to Eze (2004), the primary goal of job enrichment is to enhance the relationship between the employee and the job. Job- worker relationship is the primary concern of job enrichment to ensure that the worker draws more benefit with the work leading to job satisfaction (Saleem, Shaheen & Saleem, 2012). Job enrichment is necessary initiative to reorganize work for productive employees (Behson, Eddy, & Lorenzet, 2000).

According to Robbins and Judge (2011), job enhancement develops jobs vertically and increases the number of tasks in a job whereas job enlargement increases the span of the job. What this means is that job enrichment enables the employees to exercise greater influence in their jobs. According to Choudhary

(2016), Job enrichment is an approach to redesign jobs to improve intrinsic motivation and increase job satisfaction. Workers are given power over their work, and they can make their work more specialized and straightforward. Of these workers can develop the skills that they have. Also, job enrichment can make workers gain the motivation to succeed in achieving job satisfaction (Azeez & Abimbola, 2016).

CONCLUSION AND RECOMMENDATIONS

Wrong and demotivating job design is among the challenges bedeviling many organizations across the globe today. This is because every employee wants to experience a balanced work-life. Experiencing a balanced work is considered a product of effective job design and through effective job design within the purview of job enrichment, job enlargement and job rotation employees are motivated to be engaged which in turn translates to corporate performance outcome. Therefore, in tandem with the findings of this study, we conclude that effective job design is a precursor of employee engagement of telecommunication companies in Rivers State, Nigeria. This is premised on the essential contribution of job designs in establishing the overall corporate performance, because job design is concerned with integrating or putting together job content and the work systems which are mostly employed in carrying out tasks.

From the research analysis and conclusion, the following recommendations were offered:

- i. That managers of telecommunication companies in Rivers State should ensure that job enrichment is considered in their planning and evaluation of employees' jobs and performance respectively.
- ii. That managers of telecommunication companies in Rivers State should employ job enlargement content in their work design as it serves a great source job satisfaction for enhance performance.

- iii. That managers of telecommunication companies in Rivers State should incorporate job rotation in their work arrangement so as to enable employees have some level of flexible work experience which in the long boost their commitment to stay and support the organization's goals.

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