Job Enrichment and Employee commitment of Indigenous Oil Servicing Companies in Rivers State

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ABSTRACT: This study examined the relationship between job enrichment and employee commitment in indigenous oil servicing companies in Rivers State. The study adopted a cross-sectional research survey design. Primary source was generated through self- administered questionnaire. The population of the study is 270 employees of twenty four (24) selected indigenous oil servicing companies in Rivers State. The sample size of 161 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 selected. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The findings revealed that there is a significant relationship between job enrichment and employee commitment in indigenous oil servicing companies in Rivers State. The study thus concludes that job enrichment significantly relate with employee commitment in indigenous oil servicing companies in Rivers State. The study recommends that indigenous oil servicing companies should ensure that jobs are continuously enriched so that those repetitive tasks become more challenging and exciting to employees which will facilitate employee commitment.
Keywords: Job Enrichment, Affective Commitment, Normative Commitment and Continuance Commitment

I.　　　INTRODUCTION

Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011 cited in Kamau, 2015). John and Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). Brow and Taylor (2011) argued that committed employees remain within the organization therefore saving the organization of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer satisfaction due to discontinued service delivery (Scott, 2007).

Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2013). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George & Jones, 2013). Employees not only want good extrinsic compensation on the work but also want to be praised and valued for the efforts they put in on the work to enhance their level of commitment (Adim &David, 2020).An employee's commitment towards an organisation, whether termed as employee commitment or organisational commitment, has been defined by Armstrong (2007) as the employee's identification with the values, goals and principles of the hiring organisation, a true desire to belong and remain within the organisation and to make an effort and an endeavour on the organisation's behalf. Truly, commitment works in multiple ways between an organisation and its employee, while complementing engagement and motivation (Armstrong, 2007). At the highest level, an employee is proud to be recognised as being a part of an organisation, fully embracing the organisation's goals and doing their best to help in achieving them (Armstrong, 2007).

Job enrichment has become a basic tool for management to motivate their employee's inorder to improve their performance and organizational growth. The main aim of job enrichment is to make the job more interesting, meaningful, challenging and responsible. Jobs are enriched to motivate employees by adding to their responsibilities with a greater need for skill varieties in their jobs. Job enrichment is a way to motivate workers by giving them opportunity to use a range of their abilities; this is done by giving them more responsibilities and varieties in their job. The purpose of job enrichment is to reverse the negative effects of repetitive tasks requiring autonomy, and having effects such as boredom, lack of flexibility and employees dissatisfaction. An enriched job will contain (a) a range of tasks and challenges of varying toughness (b) a complete unit of work and (c) feedback, encouragement and communication mechanisms. (Leach &Wall, 2004).

Job enrichment, according to Leach and Wall (2004) is a design of job that increases the volume of employees' autonomy, control, skill varieties and responsibility which invariably helps to reduce rigidity, tediousness, lack of creativity and employees dissatisfaction. Frederick Hertzberg in the 1950s developed and sees job enrichment as 'vertical loading' of a job (Davoudi, 2013). It means that an enriched job should provide a range of tasks to be done with adequate feedback mechanism, encouragement and communication. Leach & Wall (2002) posited that Job Enrichment is a vertical expansion of tasks with increase in employee control and responsibility. It is a vertical expansion Job enrichment is the systematic technique of "harnessing work processes and procedures for stimulating employees' performance and satisfaction" (Robbins & Judge, 2011). This implies that workers can sense job dissatisfaction when they realize their jobs lack necessary challenge(s), lack of adequate recognition, respect, creativity and other motivators, repetitive procedures, or a highly bureaucratic and over-controlled authority structure. Job enrichment, according to Kotila (2001) is a job design technique that is useful in providing autonomy and encouraging employees' initiative towards high quality performance and job excellence. Mione (2004) sees Job enrichment as a managerial activity intended to provide employees with the necessary resourcing strategies to facilitate skill development opportunities. Ralph Brown (2004) concluded that enriching job brings about internal work motivation and not just more work for them to do. Hence, Job enrichment serves as a roadmap to job fulfilment by improving the level of employees' responsibility, acknowledgement, creativity, autonomy and control of the job to be performed in the organization

The purpose of this study therefore was to examine the relationship between job enrichment and employee commitment in indigenous oil servicing companies in Rivers State.
Furthermore, this study was also guided by the following research questions:
   i.   What is the relationship between job enrichment and affective commitment in indigenous oil servicing companies in Rivers State?
   ii.   What is the relationship between job enrichment and normative commitment in indigenous oil servicing companies in Rivers State?
   iii. What is the relationship between job enrichment and continuance commitment in indigenous oil servicing companies in Rivers State?
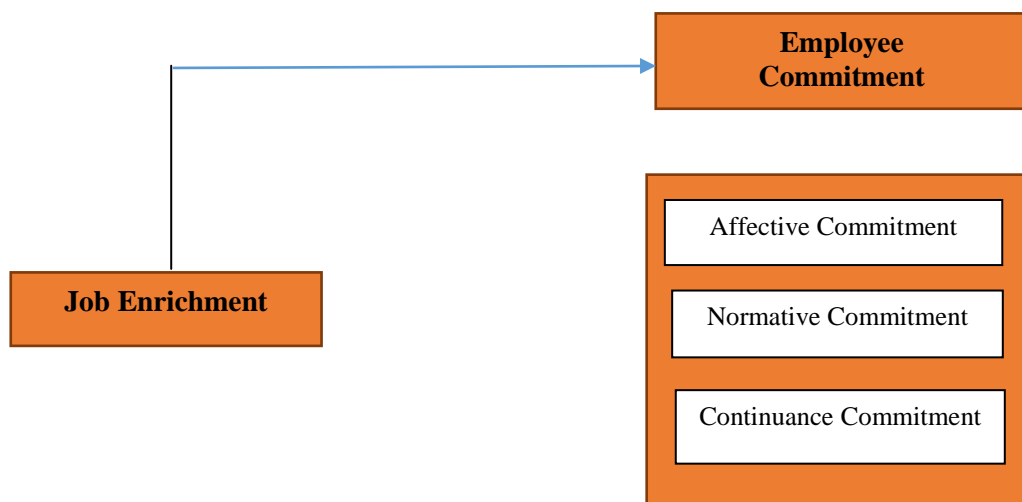

Fig.1 Conceptual Framework for the relationship job enrichment and employee commitment
Source: Desk Research (2021)

II.   LITERATURE REVIEW LITERATURE REVIEW

Theoretical Foundation

Job Characteristics Model

Model of job characteristics was developed by Hackman and contemporaries and it's majored on five jobs structural characteristics. The jobs structural characteristics included variety of task, feedback, autonomy, identity and significance. The researchers disputed that such characteristics can improve amongst others, motivation of work, satisfaction of job, and performance of job (Hackman & Oldham, 1980; Hackman & Lawler, 1971). In its early stages, the researchers had a condition on a variety of its features. For instance, Aldag, Barr and Brief (1981) reported that there existed weak relations concerns between characteristics of job and job performance and with additional questions over the build between job perceptions nature as well as attitudes of job. Aspersions have been casted as to its soundness with queries of whether simply matching enhancement in reimburse could establish preference for enrichment of job (Simonds & Orife, 1975).

In line with the model, a member of staff will have internal motivation which is high if three significant states of emotion are experienced. The states which can be perceived as work place motivation precursors includes; work meaningfulness, Knowledge of the job results and Responsibility for the work outcomes. In order to attain the three basic states of emotion, the model of Job Characteristics supports that the job be designed with adequate five chief characteristics of job levels. The characteristics includes; variety of skill, identity of task, significance of task, feedback and autonomy. Out of the five characteristics of job, identity of task, variety of skill and significance of task are chief contributors to experienced work meaningfulness (Dodd, 2012).

It has been reported that it would be hard to find all the three characteristics of job at critical and high levels in a given job (Hackman & Oldham, 1980). Nevertheless, the same researchers dispute that levels that are high of any one of the characteristics can alone add to superior knowledgeable meaningfulness at work and therefore by extension result to satisfaction of job (Loher, 2011). The researchers as well dispute that the fourth characteristic of job within the model, that is autonomy, is a vital contributor to experienced accountability for outcomes of work. In addition, in line with the model, results knowledge from the job could merely be satisfied if there is a system of feedback between the worker and the job (Ganster, 2012).

Job Enrichment

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).

Companies can enhance their employee's jobs by involving them in high-level decision-making activities, adding them more responsibilities, independence, and the ability to evaluate their performance (Neyshabor, 2013). Organizations can use job enrichment as a work scheme approach for augmenting job content by making jobs more appealing to the workers (Lunenburg, 2011). Studies by Herzberg between 1968 and 1969 undertook a detailed expedition on the critical aspects of job enrichment and its account for the accrued outcome in employee performance. Feder (1999) noted that some job enrichment programs, which got instituted in the previous decade, accrued an array of inconsistent results on the component of job performance. Job enrichment upsurges self-actualization, self-discipline and self-esteem of the workers which leads to increase their commitment and job performance (Saleem, Shaheen & Saleem, 2012). Education is the most significant factor of conflict in job enrichment. Job enrichment boosts the inspiration level and employee's performance on work and it also cause an increase in the propensity of employees to achieve the goals (Dost & Khan, 2012).Kotila (2001) emphasizes that job enrichment helps to attain job satisfaction by amplifying the level of accountabilities and allowing workers have sense of belonging, freedom, autonomy and opportunity for employees to choose how and what jobs they are to perform and accomplish. Williams (2009), posits that job enrichment is the elemental process of stimulating the effort of workers by expanding job responsibilities and granting enhanced autonomy over the job procedure and completion. This simply put is a means by which employers tries to increase or add more responsibilities to its workers.

Rentsch and Steel (1998), asserted that the variety of tasks in an enriched job makes an employee to complete a given activity with increased sense of autonomy, individuality and responsibility. On the other hand, Brown (2004) argues that job enrichment doesn't work for every employee. According to Hower (2008), the influence of individual differences indicate that individuals tend to take up more responsibilities, which later translates to skill varieties self-sufficiency, personal growth and satisfaction, while some others resists. It is also very essential to note that job enrichment can only be effective, meaningful and interesting, to employees only

when tasks enhance job satisfaction and increased productivity. In his further contribution to the job design techniques discourse, Durai (2010) describes job enrichment as "the development of work practices that challenges and motivate employees to perform better". Job enrichment therefore is a method or mechanism that comprises of enriching tasks which implies the combination of better or superior work components, necessitating a greater level of knowledge and skill, giving employees, autonomy and accountability with regards to planning, directing and having total control of their job performance and offering the prospect for individual growth and meaningful work experience (Ali &Aroosiya, 2012).

Williams (2009) posited that job enrichment is an essential characteristic in invigorating the efforts of employees by increasing job responsibilities as well as make them more independence over work processes and completion. The view of this scholar calls to mind the fact that by enhancing the skills of employees through enriching the job task they perform, and allowing them have the freedom to make decisions or use their hand to choose ways to carry out their job, that employee's gains the opportunity to develop and become more skilful. However, Robbins and Judge (2011), stated that job enrichment enlarges job vertically and enhance the array of tasks in a job. This simply means that job enrichment allows employees' to be independent and have power over their job.

Employee Commitment

Several attempts have been made to define "employee commitment." Perhaps the most comprehensive of those definitions is that of Meyer, Stanley and Parfyonova (2012) who define commitment using a multidimensional approach and consider it to have affective, continuance and normative perspectives. The affective dimension of commitment refers to an emotional attachment to and involvement with an organisation; continuance commitment denotes the perceived costs of leaving an organisation; and normative commitment refers to the felt responsibility to support and remain a member of an organisation. Thus it can be discerned from definitions such as the one above, that employee commitment is a bond between the employee and the organisation such that he/ she (the employee) wants to continue serving the organisation and to help it achieve its objectives.

Employee commitment according to Sang (2016) is described by a resilient belief and approval of a corporation's aims and principles, readiness to apply substantial attempt in the organization's best interest and a strong wish to retain organization's membership. Employee commitment brings about satisfaction and involvement by employees in the organization. A committed workforce is essential in performance orientation. The importance of "employee commitment" is well captured by different authors. Yilmaz and Çokluk-Bökeoğlu (2008) expound that employees with high organisational commitment feelings affect organisational performance in positive ways because they lessen the frequency of performing negative behaviour and improve quality of service. A committed employee is a more compatible and productive individual who has higher levels of satisfaction, loyalty and responsibility. They continue to observe that organisational commitment not only increases the success in a certain role, but also encourages the individual to achieve many voluntary actions necessary for organisational life and high standard system success.

Park, Christie and Sype (2014) advance that committed employees may be more likely to engage in organisational citizenship behaviours (OCBs), that is, extra-role behaviours, such as creativity or innovation which are often what keep organisations competitive. Creativity according to Bosiok and Sad (2013) is the ability to think in ways and forms that are new, different and not seen in other individuals. Other authors (Lambert & Hogan, 2009) propose that employee commitment reduces employee turnover. Lambert and Hogan define employee turnover as the situation by which employees either voluntarily quit or are involuntarily terminated from their jobs. Allen, Bryant and Vardaman (2010) explain that with voluntary turnover, the employee initiates the quitting of the job; for example, quitting and taking another job while involuntary turnover is initiated by the organisation; for instance, when a company dismisses an employee due to poor performance or when there is organisational restructuring. Lambert and Hogan (2009) state that committed employees are loyal to the organisation, share its values, and identify with the goals of the organisation. Thus, they have little reason to want to leave.

On their part, Visagie and Steyn (2011) related employee commitment to acceptance of organisational change. Parnini (2011) define organisational change as an empirical observation in an organisational entity of variations in shape, quality or state over time, after the deliberate introduction of new ways of thinking, acting and operating. Visagie and Steyn explain that employee commitment to the organisation is critical when an organisation engages in change initiatives, as committed employees will provide many benefits to the organisation undergoing change. These benefits include putting in extra effort to ensure that the change succeeds, serving as public relations representatives during the change and going above and beyond the norm to assist the organisation to function effectively.

Measures of Employees Commitment

Affective Commitment (AC)

According to Meyer & Allen (1997) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi Abu-Jarad & Alqahtani, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment. AC has denoted an emotional attachment to, identification with, and involvement in the organization and is considered the primary concern for organizations wishing to retain employees in an economy that is centered on knowledge acquisition and transfer (Singh & Gupta, 2015).

It has also been seen in the view of Bal, Bozkurt and Ertemsir (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Allen & Meyer (1997) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

Normative Commitment (NC)

According to Madi, Abu-Jarad and Alqahtani (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Bal *et al.,* 2014). Messner (2013) described NC as the work behavior of individuals, guided by a sense of duty, obligation, and loyalty toward the organization. Organizational members remain committed based on moral reasons (Iverson & Buttigieg, 1999; Singh & Gupta, 2015). The normative committed employee stays in an organization because it is perceived by him or her as morally right to do so, regardless of how much status or satisfaction the organization provides over the years (Messner, 2013). The strength of NC is determined by the rules an individual accepts and the reciprocal relationship between the organization and its employees (Abreu, Cunha& Rebouças, 2013). The concept of reciprocity is based upon social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (Singh & Gupta, 2015). This implies that individuals remain committed to an organization from a perceived obligation to repay the organization for investing in them, for example, through training and development (Singh & Gupta, 2015).

Normative commitment displays a sentiment duty by an employee to continue staying in the business. Normative commitment employees believe that they must stick with the business and that if they leave the organization they will create a big gap. Normative commitment advances due to past involvements shaped by family-based experiences such as close relative that emphasize loyalty at job or cultural experiences such as sanctions against jumping from work to work (Meyer & Allen, 1997).

Continuance Commitment (CC)

One of the dimensions of organizational commitment according to Meyer and Allen theory is continuance commitment, which is based on the theory of investments (Rafiei, Amini & Navid 2014*).* It is explained as commitment related with expenses that workers perceive are associated with abandoning the institution. This type of commitment is grounded on the number of investment (Side–bets) individual make in their current organizations and absence of job opportunities (Dixit & Bhati, 2012). Continuance commitment is grounded on the benefits the worker has made in an organization (Folorunso, Andewale & Abodunde, 2014). Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). Ideally, workers with high continuance commitment to the institution will work hard to ensure that the institutions goals and objectives are achieved. They see themselves as an important part of the organization. They became more involved in achieving the organizational missions and visions by improving their job performance (Irefin & Mechanic, 2014). According to Khan, Nawaz and Khan, (2013) continuance commitment is the main advantage enjoyed from being with the group. Continuance commitment is therefore considered to be calculative. It considers the benefits of remaining

and the losses of quitting working in the institution (Ferreira, Nawaz & Khan, 2011). According to Masood, Nassem and Khan (2016) cited in Kasogela (2019) employees with high level of continuance commitment will remain in the organization. Individuals with continuance commitment remain with specific organization because of money and other investments they as employee have made as a result of the time spent in the organization, and not because the subscribe with its principles. Again, there is a dual association between institution and employees and this affiliation is continuance commitment (Daneshfard & Ekvaniyan, 2012)

Job Enrichment and Employee Commitment

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 job 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.

Askenazy (2011) on the study of the relationship between job enrichment and workplace hazard found out that, there is a fundamental association between various variables of job enrichment and hazards of workplace. The findings from the study reveals that it is important to make sure that interventions of job redesigns for instance enrichment of job are executed with care since they might result to elevated hazards of workplace which might otherwise result to injuries of workplace therefore resulting to reduced performances of employees. Brenner, Fairris and Ruser (2014) study on job enrichment and related work injuries found out that, that there is an association between enrichment of job and injuries related to work place. The research puts stress on the significance of understanding that there is want to implement cautiously enrichment of job as a redesign of job as it might have counterproductive impacts of negatively affecting workers by inducement of injuries therefore resulting to reduced efficiency. This research is vital as it points out the causal function of enrichment of job in accordance with enhanced worker job commitment.

The study postulates the following hypotheses to be tested:

Ho₁: There is no significant relationship between job enrichment and affective commitment in indigenous oil servicing companies in Rivers State.

Ho₂: There is no significant relationship between job enrichment and normative commitment in indigenous oil servicing companies in Rivers State.

Ho₃: There is no significant relationship between job enrichment and continuance commitment in indigenous oil servicing companies in Rivers State.

III. METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was sourced through structured questionnaire. The population of the study is two hundred and seventy (270) employees of twenty four (24) selected indigenous oil servicing companies in Rivers State. The sample size of one hundred and sixty one (161) was determined using the Taro Yamane's formula for sample size determination. One hundred and seventeen (117) copies of questionnaire were returned and used for data analysis. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. 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.

IV. DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1: Correlations for Job Enrichment and the Measures of Employee Commitment			Job Enrich ment	Affectiv e Commit ment	Normati ve Commit ment	Continu ance Commit ment
Spearman 's rho	Job Enrichment	Correlation Coefficient	1.000	0.777**	0.887**	0.706**
		Sig. (2-tailed)	.	.000	.000	.000
		N	117	117	117	117
	Affective Commitment	Correlation Coefficient	0.777**	0.868**	1.000	0.779**
		Sig. (2-tailed)	.000	.000	.	.000
		N	117	117	117	117
	Normative Commitment	Correlation Coefficient	.887**	1.000	0.868**	0.853**
		Sig. (2-tailed)	.000	.	.000	.000
		N	117	117	117	117
	Continuance Commitment	Correlation Coefficient	0.706**	0.853**	0.779**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	117	117	117	117
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: SPSS output version 23.0

Ho$_1$: There is no significant relationship between job enrichment and affective commitment in indigenous oil servicing companies in Rivers State.

The correlation coefficient (rho) result in table 1 is used to answer the question 1. The correlation coefficient (rho) 0.777 indicate that there is a positive and strong correlation between job enrichment and affective commitment. The interpretation of the foregoing result means that as job enrichment improved, affective commitment improves also. The p-value of $0.000<0.05$ shows that relationship job enrichment and affective commitment is significant. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between w job enrichment and affective commitment in indigenous oil servicing companies in Rivers State.

Ho$_2$: There is no significant relationship between job enrichment and normative commitment in indigenous oil servicing companies in Rivers State.

The correlation coefficient (rho) 0.887 for job enrichment and normative commitment indicate that there is a positive and very strong correlation between job enrichment and normative commitment. The means that job enrichment leads normative commitment. The p-value of $0.000<0.05$ shows that relationship between job enrichment and normative commitment is significant. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enrichment and normative commitment in indigenous oil servicing companies in Rivers State.

Ho$_3$: There is no significant relationship between job enrichment and continuance commitment in indigenous oil servicing companies in Rivers State.

The correlation coefficient (rho) 0.706 for job enrichment and continuance commitment indicate that there is a positive and strong correlation between job enrichment and continuance commitment. Therefore, the relationship between job enrichment and continuance commitment is positively strong. The P-value of $0.000<0.05$ shows that relationship between job enrichment and continuance commitment is significant. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enrichment and continuance commitment in indigenous oil servicing companies in Rivers State.

V.   DISCUSSION OF FINDINGS

The results from the test of hypotheses revealed that there is a significant positive relationship between job enrichment and employee commitment in indigenous oil servicing companies in Rivers State, Nigeria. This finding agrees with Vijay and Indradevi's (2015) who examined job enrichment and individual performance among faculties with special reference to a private university, and revealed that individual performance is influenced by job enrichment whose aspects of task identity helps employees to meet the standard of work and cope with the changes in the institution.

The finding of this current study corroborates with the earlier finding of Sushil (2017) who studied the effect of job enrichment on the competency development and job satisfaction of employees with special reference to multinational companies in India found that, there exists a positive association between job enrichment and competency development and job satisfaction. She therefore concluded that job enrichment is a motivational job design tool that entrusts responsibilities on employees by giving them autonomy, achievement, growth and recognition. Thus, this satisfaction helps both the organisation and the employee resulting in higher profits and commitment to the organisation.

Again, the finding aligns with Asl, Nazari and Raadabadi (2015) in their investigation on the relationship between job enrichment and its dimensions on nurses' performance in Iran indicated that there was no statistically significant importance between job performance and job enrichment. They further concluded that the degree of the nurses job enrichment is low though they have high job performance hence the insignificance. This finding agrees with Garg and Rastogi's (2006) view that enriched jobs can have a positive impact on both employee satisfaction and quality of performance.

VI.   CONCLUSION AND RECOMMENDATIONS

The study established that job enrichment positively and significantly relate with employee commitment of in indigenous oil servicing companies in Rivers State, Nigeria. The findings were consistent with the existent literature that the more jobs are enriched; it causes a proportionate increase in employee commitment.

Based on the foregoing the study recommends that:

i.   Indigenous oil servicing companies should ensure that jobs are continuously enriched so that those repetitive tasks become more challenging and exciting to employees which will facilitate employee commitment.

ii. Indigenous oil servicing companieshould ensure that job enrichment is considered in planning and evaluation of employees' jobs and performance respectively in a manner that would encourage commitment among employees.

iii. Indigenous oil servicing companies should consider using the job enrichment techniques to increase worker's scope and workload. This is necessary to increase skills in handling new customers or it can be the requirement of an industry or to offset lack of resources due to lack of hiring or high turnover.

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