

**Job Enrichment, Organization Commitment and Job Satisfaction of Secretaries in
Local Governments in the Ibadan Metropolis, Oyo State, Nigeria**

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Certification

This is to certify that this thesis was carried out by **Segun Emmanuel**

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Dedication

This thesis is dedicated to God Almighty for His sufficient grace over my life.

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Even though the above-mentioned institutions and persons have assisted in the process of this project work, I alone stand responsible for the error(s) if any, found in this work”.

Abstract

Secretaries are essential to the operations of local government so their job satisfaction is usually a priority for administrators. However, there are several factors that can affect job **satisfaction** many of which have not been explored in the context of Nigerian public services. This study therefore **examined** the influence of organizational commitment and job enrichment **on** job satisfaction among secretaries of local governments in the Ibadan metropolis. The study adopted a descriptive survey research design. The population of this study **consisted** of **198** secretaries employed in five Local government headquarters in the Ibadan metropolis, Oyo State, Nigeria. Total enumeration was adopted due to the population size. The research instrument was a **Likert-type** structured questionnaire. The data was analysed using descriptive and inferential statistics. The results showed that organizational commitment has a weak but significant influence on job satisfaction of the secretaries ($R^2 = 0.112$; $p = 0.000$). It was also found that job enrichment has a significant influence on job satisfaction of the secretaries ($R^2 = 0.288$; $p = 0.000$). **The** multiple regression analysis also shows that both organizational commitment and job enrichment have a combined significant influence on job satisfaction of the secretaries ($R^2 = 0.292$; $p = 0.000$). The researcher concluded **that** various factors, including job enrichment and organizational commitment are very essential in shaping job satisfaction **employees**. It was recommended that organizations, including local governments, should focus on improving job enrichment measures.

Keywords: Job satisfaction, Job enrichment, **Organizational** commitment, **Public** service, **Secretaries**

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Chapter One

Introduction

1.1 Background to the Study

The most effective tool for achieving the desired organizational performance is through employee jobs satisfaction. Job satisfaction refers to an individual's overall contentment, fulfilment, and positive emotional and psychological well-being in the context of their job or career. It is a subjective and complex measure of how employees perceive their work and their work-related experiences. As a result, there are various ways to define job satisfaction. Nonetheless, it is defined as the emotive, behavioural, and cognitive reactions that an individual has to their work. Additionally, it is described as the comprehensive combination of psychological, physiological, and environmental factors that motivate individuals to acknowledge their level of satisfaction with their jobs¹. This applies to every organization especially public organization. Several factors can contribute to job satisfaction, including the nature of the work, the work environment, relationships with colleagues and supervisors, compensation, opportunities for growth and advancement, and the alignment of personal values and goals with the organization's mission and culture.

The implementation of employee satisfaction techniques to enhance the expansion of organizational job competences suggests that job satisfaction is essential to an organization's ability to operate at a high level. High job satisfaction is associated with several positive outcomes, including increased productivity, better job performance, reduced turnover, and improved employee morale. It is an essential aspect of employee

well-being and can have a significant impact on an individual's overall quality of life. Employers and organizations often strive to understand and enhance job satisfaction as it can lead to a more engaged and committed workforce, ultimately benefiting both employees and the organization^{1,2}.

Employee satisfaction allows diverse organizations to fulfill their goals and guarantee performance at the right moment, which boosts productivity. When employees are satisfied with their jobs, they will be more committed and creative, contributing innovations that help organization develop successfully throughout time in response to shifting market conditions. The effect of job satisfaction on work quality, work efficiency, and costs is known to be particularly significant in the public sector. In light of the present brain drain issue in Nigeria's service sector, emphasis must be made to enhance the work satisfaction among all categories of employee, particularly secretaries. This is certain to improve their performance so as to assure the quality of work processes and customer satisfaction⁴.

In the field of organizational engagement, the job satisfaction of office manager or secretary' is crucial. However, the importance grows in public institutions in general and local government institutions in particular, due to the crucial role they play in the organizing and recording the proceedings of meetings, executive maintenance, collection and analyzing of office data. Thus, secretaries play an important role in the public sector as they are in charge of the flow of information and correspondence essential to the smooth running of the offices⁵.

It is viewed that job satisfaction is a multidimensional idea consisting of many facets and therefore has been the subject of study for many researchers who found that there is no universally accepted way of measuring job satisfaction and has been approached using different phenomenon and dimensions each emphasizing its multidimensional nature and consists of many components⁶. These various components result in differing measuring criteria for satisfaction in terms of “the knowledge, skills, and personal characteristics of an employee”, “the motivation or energy to work” and the “work environment, such as technology, materials, information, administrative hierarchy, management systems required to perform a task”⁷.

However, the Frederick Herzberg Two Factor Theory of satisfaction propounded in 1959 is a robust technique used for measuring job satisfaction. This theory was based on the premise that stipulates that the work itself could serve as a primary source of job satisfaction among employees in an organizational setting which stimulate employees’ commitment and job satisfaction. It further describes employees’ sources of satisfaction subsequently called satisfiers or motivator factors that by extension motivate the employees to reach their full potential and thus reach their highest level of performance by integrating a means such as workload, achievement, recognition, autonomy, variety, work condition, responsibility, and advancement will lead to enhanced worker’s satisfaction and hence increased performance⁸. These metrics that have been found useful in previous studies will also be adopted in this study to measure job satisfaction. In this study, the metric of job satisfaction are; responsibility, achievement, advancement and work conditions.

Responsibility refers to the sense of duty, accountability, and ownership that employees feel towards their tasks, roles, and the outcomes of their work within an organization⁵. It encompasses the extent to which employees are entrusted with important responsibilities, have a clear understanding of their job duties, and are empowered to make decisions that impact their work⁵. Similarly, achievement represents the sense of accomplishment and success that employees derive from their work-related tasks and goals⁶. It measures how well employees meet their targets, complete projects, and attain objectives within their roles. On the other hand, advancement pertains to the opportunities and prospects for career growth and progression within an organization⁸. It encompasses the extent to which employees feel that they can develop their skills, take on more challenging roles, and move up the career ladder.

Employees seem to be more satisfied when they see a clear path for advancement and when their efforts are rewarded with promotions, increased responsibilities, or new opportunities. Lastly, work conditions refer to the physical and environmental factors that affect the comfort, safety, and overall well-being of employees in their workplace⁹. These conditions include aspects such as office ergonomics, temperature, noise levels, lighting, cleanliness, and safety measures.

The job satisfaction of secretaries is vital for an efficient and effective service delivery in local government institutions in Nigeria. It is a win-win situation in which the secretaries provide services to make the local government institution to function and for the local government institution to be able to play their roles. This input and output flow brings the personnel, organization and society at large, maximum benefit in terms of growth and provision of quality service. However, the inability of these local government institution

to access sound, qualitative and well responsive secretarial work force has led to lacks fulfillment in the workplace and ineffective service delivery to achieved and accomplish the goals of the organization⁹. This has led experts to examine the factors that can bring about job satisfaction for a range of employees. Some of the factors that have been considered include job enrichment and organizational commitment¹⁰.

Most employees can deliver more and better performance than they presently do if their jobs required more of them and gave them the opportunity and freedom to achieve on their own. However, many organizations fail to properly exploit their employee work role in order to boost the variety of tasks assigned to them, the freedom they have in carrying tasks out, the wholeness and completeness of the tasks performed and the performance feedback built into the jobs are all included in job enrichment programmes.

Job enrichment, accordingly is described as the redesigning of jobs in a way that increases the opportunities for workers to experience feelings of responsibility, achievement, growth, and recognition. It is an improvement of job context /content in order to make it challenging, autonomy, significant, have more skill variety, better control, feedback from work done, self-respect of the employee, more opportunity for growth, and more chance to contribute his or her ideas¹². Job enrichment may also be defined as an attempt to motivate and satisfy employees by giving them greater opportunity for personal growth and achievement giving an employee the opportunity to maximally use their competences (skills, knowledge and a range of their abilities) to meet organization goals¹³. It is described as the vertical expansion of the jobs, increasing the degree of to which the worker controls the planning, execution, and evaluation of the work¹⁴.

Job enrichment motivate secretaries in local government institutions by giving them opportunity to use a range of their abilities; which is achievable by giving them more responsibilities and varieties in their job, so it is critical that they are offered 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 employee¹¹. As a result, it is crucial to mention that job enrichment plays a significant role in implementing additional job motivators to make it more interesting for the employees.

Furthermore, job enrichment is a strategy for managing which is directed to the need for better management of human resources. It is grounded on the idea that worker motivation depends on the objective characteristics of the job itself and, as a result, the variety of tasks assigned to the individual, the freedom they have in carrying tasks out, the wholeness and completeness of the tasks performed and the performance feedback built into the job^{15, 16}.

Considering the above concept of job enrichment for the purpose of this study, job enrichment would be measured with the following dimensions; skill variety, skill identity, skill significance, autonomy and job feedback which were adapted from Job Enrichment or design Theory¹⁷. Skill variety refers to the range of different tasks and activities involved in a job. Jobs with high skill variety require employees to use a diverse set of skills and abilities. This can make the work more engaging and interesting as employees are not constantly repeating the same tasks. It is closely related to skill identity which refers to the extent to which an employee can identify and see the results of their work. Jobs with high skill identity allow employees to complete a whole piece of work or a

significant task from start to finish. This can create a sense of accomplishment and pride in one's work.

Another aspect of the job characteristic model is skill significance which describes how an employee perceives the impact of their work on others or the organization. Jobs with high skill significance make employees feel that their work is meaningful and contributes to the success of the organization or benefits others. Job enrichment also include autonomy. This refers to the level of independence and control an employee has over their work. Jobs with high autonomy provide employees with the freedom to make decisions, set goals, and choose how to perform their tasks. This can lead to a greater sense of ownership and responsibility for their work. Then there is also job feedback which involves providing employees with information about their performance and the results of their efforts. It can help employees understand how well they are doing and where they might need improvement. Regular and constructive feedback can motivate employees and help them improve their performance¹⁸. Another factor that has been linked with employee job satisfaction is organizational commitment.

Organizational commitment, has been defined as the employee's identification with the values, goals and principles of the organization, a true desire to belong and remain within the organization and to make an effort and an endeavour on the organization's behalf. Nevertheless, commitment works in multiple ways between an organization and its employee, while complementing enrichment and motivation. At the highest level, an employee is proud to be recognised as being a part of an organization, fully embracing the organization's goals and doing their best to help in achieving them¹⁹.

Most organizations know about the significance of organizational commitment and its part in motivating employees. Organizational commitment is the psychological attachment and the resulting loyalty of an employee to an organization. In today's competitive world each organization is confronting new difficulties in regards to maintained efficiency and creating committed workforce²⁰. However, no organization can perform at top levels unless every employee is focused on the organization's goals. Consequently, it is critical to understand the idea of commitment and its practical result. Still, commitment is the most difficult and researchable idea in the fields of management and organizational behavior. This is because, some employees are committed to their jobs for diverse reasons. While some are committed because they love what they do, or because their goals align with those of the organization. Others might stay because they fear what they could lose if they leave. Still others might stay because they feel obligated to the company, or to their manager just to mention a few. Clearly, some of these types of commitment can have a negative effect on an employee's well-being, self-respect, and job satisfaction²¹.

Commitment to an organization is a positive psychosomatic consequence that can be realized when individuals perceive good congruence between themselves and their organizational environment, believe in the organization's vision and values, desire to stay in the organization, and want to contribute to it. Organizational commitment of employee in government institutions implies their considerable identification and involvement with the public institution, a belief in and acceptance of the government's goals and values, a willingness to exert considerable effort on behalf of the government and a strong desire to maintain membership in the public sector²². It also implies a good person organization fit

that should result in willingness to do work that is consistent with and promotes the reason for the existence or purpose for which the government institution was established. Understanding the commitment of secretaries in local government institutions is important in the context of the tendency for secretaries to have a strong orientation and commitment to the occupation or profession rather than to the organization²³. Commitment to the profession has been positively associated with intrinsic motivation to engage in services with greater productivity²⁴. Productivity in service delivery is consistent with a secretary's desire to be well-connected and well positioned within his/her profession (professional commitment). This can provide unique opportunities for success that can translate to organizational access to high-potential employees, institutional visibility and enhanced reputation that should benefit the institution and the public in general. The commitment of employees to their work place has, historically, had three distinguishable, yet related dimensions referred to as affective, normative and continuance commitment²⁵.

In this study, organizational commitment of employees will consider measures such as affective commitment, continuance commitment and normative commitment. These measures are adapted from Meyer and Allen Theory. Affective commitment is an employee's emotional attachment to, psychological bond with social attachment to, identification with, and involvement in the organization. It is an attitude or orientation towards an organization which links or attaches the identity of the employee to the organization and absorbs the individual's fund of affectivity, normative commitment is based on a moral obligation to remain an employee of the organization as a result of internalization of normative pressures, a sense of guilt resulting from thoughts about

leaving the organization and Continuance commitment is the result of economic decisions and rationale motivated by investment of individual resources and anticipation of subsequent rewards.

Generally, the job satisfaction of employees in government institutions especially local government owned institutions is premised on the quality and capacity of work output. However, within the public service sector rankings of government institutions, the best government institutions still battle with issues on the provision of effective, efficient, accessible, viable, and high-quality services by secretaries who, technically, are driven job enrichment and motivation. This only reinforces the notion of dissatisfaction among employees of local government institutions in the Ibadan metropolis area of Oyo state. Although, secretaries in government institutions in the local government area need not only a better job enrichment but adequate motivation that could enhance their organizational commitment. This is due to the fact that in order for secretaries to perform optimally, the local government authorities need to put in place proper job enrichment that increases the opportunities for secretaries to experience feelings of responsibility, achievement, growth, and recognition. The job enrichment of secretaries in the aforementioned local government has to do with the choice of suitable factors that include welfare package, salary, career development, conducive environment, and satisfactions derived on the job, which will propel them to be committed and perform at optimum level. Thus, enhancing the job enrichment for secretaries as well as encouraging organizational commitment through motivation and job satisfaction will make them fulfilled in their career and assist a smooth running of the local government sector.

1.2 Statement of the Problem

Job satisfaction among secretaries, particularly those working in local is important to the smooth running of the public organization. This is due to the roles that secretaries play in the local government as the link between various stakeholders within and beyond the local administrative offices. Satisfied secretaries are more likely to relate well with others, service their principals diligently and contribute to the smooth running of the office. On the other hand, dissatisfied secretaries may exhibit lack of initiative, act irritable or become swayed by inducement to reveal organizational secrets that may be detriment both to the government and the citizens. in addition, dissatisfied secretaries may become cogs in the development of the organization. In line this researcher has examined factors relating to job satisfaction.

Despite the various studies that have been conducted on job satisfaction as it relates to job enrichment and organizational commitment among employees Nigeria in particular, the issue of dissatisfaction among employees still persist which may have inhibited government-owned institutions from meeting the set goals. This is the gap to be filled in this study as it intends to provide empirical evidence on the influence of job enrichment and organizational commitment on job satisfaction of secretaries in the Ibadan metropolis of Oyo State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of this study was to investigate the influence of job enrichment and organizational commitment on job satisfaction of secretaries in the Ibadan metropolis of Oyo State, Nigeria. The objectives are to:

- i. identify the level of job satisfaction among secretaries in local governments within the Ibadan metropolis;

- ii. identify the job enrichment enjoyed by secretaries in local governments within the Ibadan metropolis;
- iii. assess the level of organizational commitment of secretaries in local governments within the Ibadan metropolis;
- iv. determine the influence of job enrichment on job satisfaction of secretary's local governments in the Ibadan metropolis;
- v. ascertain the influence of organizational commitment on job satisfaction of Secretaries in local governments within the Ibadan metropolis; and
- vi. determine the combined influence of job enrichment and organizational commitment on job satisfaction of secretaries in local governments within the Ibadan metropolis;

1.4 Research Questions

The following are the research questions for the study;

- 1 What is the level of job satisfaction among secretaries in local governments within the Ibadan metropolis?
- 2 What is the level of job enrichment experience by secretaries in local governments within the Ibadan metropolis
- 3 What is the level of organizational commitment of secretaries in local governments within the Ibadan metropolis

1.5 Hypotheses

The following hypotheses were tested at 0.05 level of significance:

- H₀1: There is no significant influence of job enrichment on job satisfaction of secretaries in local governments within the Ibadan metropolis.

H₀₂: There is no significant influence of organizational commitment on job satisfaction of secretaries in local governments within the Ibadan metropolis.

H₀₃: There is no significant combined influence of job enrichment and organizational commitment on job satisfaction of secretaries in local governments within the Ibadan metropolis.

1.6 Significance of the Study

It is envisaged that the findings of the study upon completion would be of immense significance to the following stakeholders: secretaries, head and management of local government institutions, policy makers and educational administrators, human resource professionals and researchers.

The result of this study would provide secretaries a better understanding of those factors that may enhance their job satisfaction. It would also make them to know how to adjust to the varying work climate such as noise, unfriendly organizational neglect in the provision of some benefits and rewards, among others without inhibiting their job satisfaction.

The study would equip head and management of local government institutions with improved management strategies and leadership attributes to boost the morale of their workforce in order to enhance productivity and boost satisfaction. It would also provide invaluable information to the management in the five Local Government Area in the Ibadan in understanding the factors that affect job satisfaction of secretaries. This would assist the management in creating effective job enrichment that is devoid of tension and pressure that would increase job satisfaction, hence work commitment. In addition, it would also make them to know how to institute measures that will enrich the job needs of

secretaries so that they would be able to give their best in terms of meeting the goals and vision of the organization. It would also help them to adopt the appropriate leadership attribute that would make secretaries and other employees to also take part in decision making that would be favourable to everyone in the local government.

The result of this study would also be of immense benefit to policy maker in the sense that they would be well informed of the relevance of job enrichment, creating an enabling work environment where there would be collaborative effort among the staff as these would lead to high job satisfaction. Also, it would make them to establish a good communication network within the local government where secretaries could communicate with one another for effective job output. It would also make human resource professionals to create a warmth work environment that involves giving employees' autonomy, adequate reward system, fairness in judgment among superior and subordinates, cohesion among team, among others. All these would be put in place to enhance the job satisfaction of secretaries in local government institution.

Lastly, the result of this study would be of great help to other researcher who are interested in the factors influencing job satisfaction secretaries in an organization as this will further increase the interventions created to enhance job satisfaction among employees. In addition, this study promises to contribute to scholarly knowledge by providing empirical evidence on factors influencing job satisfaction. It could thus pilot upcoming researchers as a reference material on works related to it so as to augment their own study.

1.7 Scope of the Study

The geographical scope of the study is Oyo State. The study would cover five Local Government Area in the Ibadan metropolis, Oyo State, Nigeria. The respondents include all secretaries from the local government headquarters that would be used for this study. This will include male and female secretaries who are in different levels. The researcher is particular about secretaries because they constitute the larger percentage of administrative staff and also, they circulate the various information that emanate from the head of the organization to other staff.

1.8 Limitation of the Study

The major limitation experienced in the course of this study is the reluctance of secretaries to fill the questionnaire also insincerity of the respondents in getting sufficient information for accurate data analysis and also time factor for retrieval of information. Nevertheless, the study was successfully concluded.

1.9 Operational Definition of Terms

The following terms are operationally defined as they were used in the study:

Job Satisfaction: This is the integrated set of psychological, physiological and environmental conditions that encourage secretaries to admit that they are satisfied or happy with their jobs in the five local government in the Ibadan metropolis Area of Oyo State.

Responsibility: This refers to what must be done to complete a task and the obligation created by the assignment given to secretaries in the five local government in the Ibadan metropolis Area of Oyo State to enhance productivity.

Achievement: This refers to result gain by effort, attaining or accomplishment by secretaries in the five local government in the Ibadan metropolis Area of Oyo State in other to excel in relation to set standards.

Advancement: This refers to a development or improvement process in which secretaries in the five local government in the Ibadan metropolis Area of Oyo State are encouraged to participate in order to meet organizational goals and aid in their development.

Work Condition: This is the conditions created by the interaction of secretaries in the five local government in the Ibadan metropolis Area of Oyo State with their organizational climate.

Job Enrichment: It refers to the opportunity given to secretaries in the five local government in the Ibadan metropolis Area of Oyo State to maximally use their competences (skills, knowledge and a range of their abilities) to meet organizational goals.

Skill variety: This refers to the extent to which a job demands various skills, ability and capacity from secretaries in the five local government in the Ibadan metropolis Area of Oyo State in achieving a set task.

Task identity: This describes the aspect in which job demands identifying the part of the job task that will help secretaries in the five local government in the Ibadan metropolis Area of Oyo State in accomplishing the work from beginning to the end with a visible, marked and positive outcome

Task significance: It emphasizes the extent to which a job has a cogent influence on the well-being of other employees, or how it affects other employees, within and outside the firm.

Job autonomy: This refers to the degree of independent judgment of secretaries in the five local government in the Ibadan metropolis Area of Oyo State to make informed decision and discretion regarding the assigned task given.

Job feedback: This explains a process by which superiors and peers at work offer constructive suggestions to secretaries in the five local government in the Ibadan metropolis Area of Oyo State on the assigned task which allows improvement and possible enhanced productive work behaviour

Organizational Commitment: This refers to the psychological bond of secretaries to local government institutions, including a sense of job involvement, loyalty and belief in the values of the institution in which they work.

Affective commitment: It is the feeling of compassion secretaries have towards local government organization.

Continuance commitment: It is the secretary's perception of considering the cost and efforts spent in the local government institution.

Normative commitment: It is the secretary's feeling of obligation of duty to stay with the local government institution.

Secretaries: These are male and female administrative staff in the five local government in the Ibadan metropolis Area of Oyo State, whose work consists of supporting management, including executives, using a variety of project management, communication and organizational skills.

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Chapter Two

Literature Review

This chapter encapsulates reviews (theoretical and empirical) literature of the concept in the study. This is to make the concepts clearer within the context of the study. Relevant related theories to the main construct of the study are also reviewed as stated under the following sub-headings:

2.1 Conceptual Review

- 2.1.1 Overview of Job Satisfaction
- 2.1.2 Overview of Job Enrichment
- 2.1.3 Overview of Organizational Commitment

2.2. Theoretical Framework

- 2.2.2 Fredrick Herzberg Two Factor Theory
- 2.2.2 Job Enrichment Theory
- 2.2.3 Allen and Meyer Model of Organizational Commitment

2.3 Review of Empirical Studies

- 2.3.1 Job Enrichment and Job Satisfaction
- 2.3.2 Organizational Commitment and Job Satisfaction

2.4 Conceptual Framework

2.5 Summary of Gaps in Literature Reviewed

Endnotes

2.1 Conceptual Review

2.1.1 Overview Job Satisfaction

Employee satisfaction has been a key area of research among industrial and organizational psychologists. Some people like to work and they find working an important part of their lives. Some people on the other hand find work unpleasant and work only because they have to. Job satisfaction tells how much people like their jobs.

Job satisfaction is the most studied field of organizational behavior¹. It is important to

know the level of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization. In the workers' point of view, it is obvious that people like to be treated fairly. If workers feel respected and satisfied at work it could be a reflection of a good treatment.

An important factor that has potential to influence the employee performance is job satisfaction. Employees' work performance deteriorates when they do not feel satisfied with their jobs. Every person is unique and might expect a different outcome from the job; however, there are some job satisfaction factors that psychologists usually agree will improve employee satisfaction. In addition to having a significant impact on employees' performance, job satisfaction affects the relationship between employees and their organizations. A key factor in this relationship is employees' satisfaction to perform effectively. The concept of job satisfaction is an employee sense of achievement and is generally noted to be directly associated to improve efficiency as well as their personal welfare². The importance of job satisfaction in determining the performance of an employee in any organization cannot be overemphasized. Because, it contributes greatly to the performance and commitment of employees in an organization. When an employee experiences a drop in job satisfaction, it tends to leads to poor performance even if the employers make available tools required to perform the job and reward them handsomely while allowing them to express creativity in their area of specialization, they will still perform poorly.

Job satisfaction demonstrates how much employees are satisfied with their work. Job satisfaction can have an impact on the work conduct and organization execution. Employees satisfied with their working context is perceived to be to be essential

promoting institutions goals³. Making a strong working place is a must for an entity which wants to attain job satisfaction for its employees⁴. Employee's satisfaction is the main factor which have impact to efficiency, job satisfaction and employee performance also determine the behavior of employees⁵. For any organization to accomplish its goals and mission has to make sure that its employees are well satisfied with their work, because when workers are satisfied, they tend to perform well their job. It sometimes involves the mental well-being of a person who has a final decision to continue or stop from the work he or she is doing⁶.

In the organization's point of view good job satisfaction can lead to better performance of the workers which affects the result of the company⁷. Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and recognition service. Employee have basic needs, choices, wishes, goals and different perceptions that makes one satisfied, comfortable and productive to an organization or being dissatisfied, uncomfortable and unproductive. To achieve high levels of employee productiveness, top authorities must ensure that the psychological well-being of a person is in a good state and physical environment is conducive for a person to be comfortable and be productive to the organization.

In organizational research, job satisfaction occupies a dominant role in many theories and models of individual attitudes and behaviors. Job satisfaction is a complex and multifaceted concept which can mean different things to different people. Job satisfaction is usually linked with motivation but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an

internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative⁸. The concept of job satisfaction was defined in various ways. But the most widely used job satisfaction and organizational research definition is that which described job satisfaction as a pleasant or optimistic emotional state due to job evaluation or work experience. It can also be used to describe a sense of hope that comes from understanding a person's work. It is also the result of the employee's perception of how well their work is what is considered important and just how people relate to their work and various aspects of their work. This is the degree to which people like (satisfaction) or dislike (dissatisfaction) aspects of their work or work, such as "work for themselves", "pay", "promotion of opportunities", "control", and "cooperation"⁹.

When an organization intends to conduct its activities efficiently, it is suggested to satisfy the employees first, because when employees are satisfied, they participate fully in their assigned tasks and responsibilities hence they become productive to the organization. Job satisfaction includes the combination of different views on what a person expects to get or receive from the job and sometimes he or she compares the expectations with the reality that he or she receives. It is used to measure how well the organization is doing in meeting the needs and expectations of the employees¹⁰.

As a social and economic fact, employees are expected to spend most of their time at work. Accordingly, job satisfaction has been traditionally utilized as a surrogate for a desirable organizational outcome. Accordingly, economic motive alone might not fully satisfy employees. It is always of greater interest to know why people work and at which level they are satisfied with their job so that the leader can focus on areas that mostly satisfy employees¹¹. Studies have reviewed the implications on organizational behavior of

goal setting, the perception of fairness, reward systems, and feedback. Taken together, these attributes might affect employees' motivation, commitment, and job satisfaction. Accordingly, job satisfaction depends upon the extent to which the job that employees' do meets their expectations. The degree of satisfaction is determined by the ratio between what employees have and what they want¹².

According to literature, there are many factors affect the level of success in organization such as job satisfaction, the employee performance, and the level of employees' engagement in organizations. Job satisfaction could come from allowing employees to be self-directed and a strong relationship with fellow workers. Satisfied employees do perform better and contribute to the overall success of an organization. On the other hand, if employees' satisfaction level is low, the level of performance will drop, and accordingly will affect the success of organization. However, improving the level of satisfaction and performance will lead to a competitive advantage for organizations. One important strategy to improve job satisfaction and performance is to ensure that the right people are selected for the right jobs. Managers of various organizations improve engagement, commitment, and enhance organization culture by selecting the right person for the right job¹³.

When leaders improve organization environment and foster communication, the employees will be more satisfied at work, produce better results, and will demonstrate more enthusiasm. Therefore, leaders must work continuously to improve internal process, foster communication, and plan, encourage employees' personal growth, and ask for employees' input to improve the engagement^{14,15}. The higher the level of engagement, the more the employee will feel valued at work. This can be achieved through commitment

and communication between management and staff. To this end, understanding employees' needs and keeping them committed and engaged can be the difference between success and failure. As a law of nature, as employees have more, they want more; hence the level of job satisfaction remains less. Thus, job satisfaction is dynamic, and constantly changing. It is a positive emotional state that occurs when a person's job seems to fulfill important values, provided these values are compatible with one's needs. Therefore, organizations must be aware of strategies, conditions, and factors that can increase job satisfaction and team excellence such as job achievement, job responsibility, job supervision and work condition¹⁶.

Achievement is a vital satisfaction factor for employees. Sometimes, it can be hard for team members to understand how they're contributing to the big picture. Accordingly, achievement is a drive to excel, to achieve in relation to a set of standards and strive to succeed. On the other hand, achievement can be described as a drive to overcome challenges and obstacles in the pursuit of goals. Achievement is present when employees have feelings of personal accomplishment. For achievement to be present as a motivation factor, the job must be challenging and interesting. For the employees to experience achievements, he or she must be able to succeed, have abilities to solve job-related problems and performs effectively. Employees feel more satisfied when they feel they are achieving something. Team members need to feel that they are part of something. Therefore, organization must ensure the right mix of team members and train, engage, provide sufficient information, inspire, recognize, and treat all team members as a unified team to increase job satisfaction. At the same time, team members must stay technically and personally competent within the group. The organization can increase opportunity for

on-job achievement by authority and responsibility, employee' involvement in planning and goal-setting, availability of information concerning performance and individual control of the quality of job performance¹⁷.

Achievement-oriented employees enjoy getting things done and moving to the next objective. They place greater value on the level of their own capabilities. They seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative. When confronted with obstacles in their work, these employees perform their jobs outstandingly because of the inner satisfaction they feel for a job well done. Delegation of duties helps employees to utilize their talents and also contributes to personal growth and development. Based on this information about achievement, managers that implement the above points in their organizations facilitate job satisfaction and those managers that do not take into consideration the points mentioned above, demotivate employees and this could lead to failure in achieving organization's goals. In such situations, employees experience lack of satisfaction and may absent themselves from the workplace.

Leaders must not only focus on the challenges the team is facing but also spend some time reflecting on how much has already been achieved. If the team members feel that their achievements matter and are progressing toward stated goals, they will feel motivated to continue pursuing the leaders' goals. Efficiently leading as a global change agent of an organization can be very stressful and hence, leaders can maintain success by keeping effective communication channels, enforcing positive feedback, setting clear goals, and recognizing employees. In short, job satisfaction is synchronization of what leaders require of their employees and what the employees are seeking from the

organization. Job satisfaction has also been identified through the level of responsibility allowed for such employees.

Leaders and employees must take ownership of their roles and responsibilities to achieve organizational excellence and effectiveness¹⁸. Job responsibility therefore refers to what must be done to complete a task and the obligation created by the assignment. Responsibilities are normally determined by the employer to enhance productivity. To this end, employers must communicate positive accomplishments and not only negative ones. If employees only communicate negative outcomes but do not recognize accomplishments, this may discourage the team from taking risks. Generally, organizational managers encourage subordinates to accept responsibility by making sure that they are aware of the capabilities and characteristics of their subordinates. If subordinates' physical abilities are ignored during delegation of responsibilities in the unit, derogating consequences may occur.¹⁹ When managers consider subordinate's knowledge and skills, they promote feelings of pride in the subordinates and in turn facilitate independent functioning. If subordinates' capabilities, knowledge and skills are considered, employees enjoy their work and thus productivity will be raised to higher levels among employees.

Advancement encompasses the process by which an employee steadily climbs the hierarchical ladder within an organization, usually marked by promotions to more elevated positions²⁰. This journey signifies not just career development but a broader transformation involving increased responsibilities, greater authority, and often, higher income. It entails acquiring new skills and knowledge to excel in more demanding roles, transitioning from entry-level positions to mid or senior levels, and gaining increased

recognition and visibility within the organization²¹. Advancement typically involves milestones like becoming a team leader or supervisor, managing larger projects or teams, and taking on more complex tasks and decision-making²². It's a path paved by consistently meeting and surpassing performance goals, a commitment to continuous learning, and seizing opportunities for leadership. Building positive relationships, setting clear career goals, and demonstrating problem-solving skills are also essential components of job advancement, ultimately leading to personal and professional growth within one's chosen career path.

Employees spend most of their lives in the workplace, so it is hopeful that many people like to work and spend time with their colleagues²³. Working conditions are created by the interaction of employees with their organizational climate. Working conditions include, psychological work conditions and the physical layout of the job. The physical working conditions include availability of facilities like protective clothing, equipment and appliances. Failure to provide these facilities makes it impossible for employees to carry out their jobs and thus promote job dissatisfaction because employees cannot perform their jobs in an easy non-obstructive way.

However, the psychological contract includes the psychological expectations of both employees and their employers. Employees will perform better when they know what the employer expects from them and vice versa. They will be productive because they know the benefits they will get from their employer if their performance is satisfactory; but if they are not aware of what the employer expects from them, they will be unsure and less productive and feel dissatisfied. Physical layout of the job refers to the neatness, organization, convenience and attractiveness of the work environment. If working

conditions are good, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby experience dissatisfaction²⁴.

Good employers recognize that their employees are the best assets and invest in creating a positive work condition, teaches employees through reliable leadership and provides other benefits that help employees work, feel good and interested. It is a simple description of how much people like or dislike their work. It is used to describe a pleasant or positive emotional state caused by an assessment of work or work experience or an emotional response to the environment. The importance of work condition as a source of satisfaction, was first emphasized in the two-factor theory of motivation which proposes that work condition should be a challenging experience that encourages creativity and self-expression. Studies have advocated that work itself could be a source of satisfaction²⁵. Therefore, it is imperative that management creates organizational climates that facilitate satisfaction in the execution of jobs.

As indicated, employees should be given opportunities to advance in their field of work so that they could accept responsibilities entrusted to them. Study leave can be provided for those employees with the desired skills and willingness to perform the job, who want to improve their skills and knowledge. This is very important in the satisfaction of employees because the nature of the job they do, emphasize regular updating of their skills. Organizations should make sure that employees are given adequate feedback on performed tasks to motivate them to work harder and better as well as to point out areas that needed attention and provide assistance when needed. Management should also give employees bigger responsibilities, allow them to exercise autonomy and offer them

challenging tasks as means of enhancing the quality of work life. The organizational climate should provide promotional opportunities to motivate the employees to work harder and strive for excellence in his or job. Thus, rewards attached to the job make the job more enjoyable and improve performance. A job condition should always be interesting and challenging – never boring. Apart from that, a job or the work itself should also provide a sense of status and achievement.

Employee satisfaction is crucial to maintaining and maintaining the right and effective people within the organization. In this sense, it is the right position of the right person in the right culture and its maintenance. In addition, job satisfaction is an important variable that is taken into account when evaluating an organization's success. To be effective and efficient, an organization must meet the expectations and concerns of its employees. In other words, in order for an organization to be successful, it must constantly ensure the satisfaction of its employees. In addition, job satisfaction has been extensively studied in many areas of knowledge such as organizational theory, psychology, administration science, economics and sociology. This usually stems from the fact that many of the experts feel that changing job satisfaction affects many organizational outcomes, such as labor productivity, productivity, delays or omissions, employee intentions to give up your job, Accidents and occupational safety at work, mental / physical health and overall satisfaction with life. Therefore, job satisfaction is an important factor in determining the overall well-being and satisfaction of an employee's life, and dissatisfaction is a good reason for an employee's intentions or decisions workers leave work and leave work.²⁶.

Organizations have a strong influence on their employees, and some of these effects are reflected in the behavior of their employees and their organization as a whole. This shows

that job satisfaction is important for both organizations and employees. Because a number of studies have shown that organizations use the behavior of satisfied employees because they are more likely to have better employee turnover and productivity when their employees are experiencing great job satisfaction²⁷. Employees must also be satisfied with their work, depending on how long they need to spend. Therefore, job satisfaction is self-sufficient because it is part of the social well-being of employees" - deciding whether or not to do or maintain a job, and the extent of their effort will depend heavily on a partially positive employee attitude that reflects his personal his work, in other words, the pleasure of working. Employee satisfaction can be seen as one of the key factors contributing to the efficiency and effectiveness of business organizations. In fact, the new management approach, which states that employees should be valued and treated first and foremost as people with their desires, needs, personal desires, is a good indicator of job satisfaction in modern organizations. When considering job satisfaction, a satisfied employee is a healthy worker, and a happy employee is a successful employee. The value of job satisfaction is largely achieved by taking into account many of the negative consequences of job dissatisfaction, such as lack of loyalty, an increase in the number of incapacity for work, an increase in accidents, and so on.

Organizations that operate in the context of Universal Values will be people oriented towards respect for and interaction with employees. The result of job satisfaction on these issues can be a key indicator of employee performance. A high level of job satisfaction can be a symbol of good mental and emotional staff. Secondly, employee behavior based on their level of job satisfaction will have a major impact on the performance and processes of the entire organization's subsystem. In this sense, one can conclude that job

satisfaction will be positive behavior and job satisfaction, which will lead to negative employee behavior. Nevertheless, employee satisfaction with work is considered a good indicator of organizational performance. Different employee evaluation systems may have different levels of job satisfaction in different organizational units, but it is a good indicator of what organizational actions or unit changes need to be done to increase their effectiveness.

Various contemplations can be depicted as the significance of job satisfaction in other words, occupation fulfillment. Job satisfaction adds to emotional well-being and general life fulfillment of employees. This may happen as a result of the likelihood of obtaining confidence, which is an individual's general feeling of self-esteem or individual qualities²⁸. The chance to partake in a wonderful work is frequently point of view to add to mental prosperity. Subsequently, the more fulfilled the specialists are more beneficial frequently physically and mentally²⁹.

Secondly, job satisfaction makes an employee to stay longer in an organization. When workers satisfaction is attained, they always work for a long time in one organization. Workers who are being satisfied with their work do not change from one organization to another. Job satisfaction may be attributed to organizational cultures that emphasize on interpersonal relationship values, compensation and benefits. Various studies comment on, employers reap benefits from satisfied workers. They are said to be benefited from few staff turnover and peaceful industrial climate accompanied with high level of job satisfaction³⁰.

Third, job satisfaction raises workers dedication. Research discoveries demonstrate that individuals who are moderately happy with their occupations will probably be progressively dedicated to their organization. Employment fulfillment is so significant in that its nonappearance frequently prompts lateness and diminished hierarchical duty³¹. To be sure, representatives' fulfillment builds workers' spirit, fulfilled workers may buckle down and guarantee that they satisfy their duties inside the time arranged by the organization.

Also, work fulfillment builds representatives' responsibility and it has significant ramifications in an exchange of responsibility in organizations. Research demonstrates that there is a positive connection among responsibility and occupation fulfillment³². Responsibility of workers may raise work execution and profitability. It tends to be contended that by expanding work fulfillment, the exhibition and efficiency of laborers can be expanded. Thinking about the above contentions, work fulfillment isn't significant for the individual working yet in addition for hierarchical working. In this manner, organizations must know about the activity fulfillment and disappointment factors. The administrative representatives need to think about the necessities of their representatives and value the work they do so as to hold and make them pulled in to work with the organization.

Long-tenured employees develop personal relationships with colleagues and patients in the case of health information management personnel. The more developed the relationship, the more the solid foundation and interaction between employees and patients³³. There is a significant relationship between employee engagement, vision guiding and emotional commitment on patients and employee satisfaction. It is also

suggested that there is a significant relationship between emotional commitment and employee satisfaction. The more satisfied the employee, the better interaction will happen with patients in any tertiary health centre, which will eventually lead to fewer complaints from patients on employees and better service provided by employees to patients.

Higher employee job satisfaction increases service quality and this increases organizations' profit through achievement of goals and objectives. Leadership style is a concept which has been associated with many variables such as service quality, performance and job satisfaction. In the marketing literature, it has been widely accepted that service quality is positively related to customer satisfaction. The level of leadership style moderates the relationship between service quality and satisfaction despite what is commonly believed that leadership actually is a prerequisite of service quality. Flexible leaders who pay attention to the strategic capabilities of employees, provide feedback and develop the employees' skills will have satisfied employees. Not receiving feedback can be quite discouraging for most employees. Effective feedback will help team members know where they are and how they can improve. Leaders also need to know what kind of feedback the team members respond to best. Negative feedback is as important as the positive feedback; it's not enough to simply point out what is wrong. Accordingly, leaders must explain why something employees did is not working, and how it might be corrected³⁴.

There is a relationship between, employees' satisfaction, and organizational profitability. When employees are happy at work, they will tend to take extra miles to enforce a positive behaviour and relationship toward the patients, and accordingly patients will be happy and continue to deal with organization. The more satisfied the patient, the more

profitability organizations can achieve its goals and objectives. Employees who are satisfied have higher intentions to continue working in an organization, becoming more innovative, more responsible, more productive, and will have lower levels of absenteeism. Researchers have examined many characteristics of job satisfaction. Taken together, how these attributes affect organizations and employees' motivation and satisfaction explain the differences observed in prior research³⁵. Employees that are satisfied with their jobs put forth greater effort to complete their tasks and advance the organization's goals. An organization with employees who have high job satisfaction can retain and attract employees with the skills that it needs. Researchers have argued that increasing job satisfaction is important for its humanitarian values and its financial benefits due to its effect on employee behavior. Furthermore, employees with higher job satisfaction believe that the organization will be satisfying in the long run, care about the quality of their work, are more committed to the organization, and have higher retention rates, and are more productive. When employees are satisfied, attrition decreases, collegiality improves, and work performance improves. Moreover, positive and favorable attitudes towards the job are strong predictors of job satisfaction; while negative and unfavorable attitudes towards the job are strong predictors of job dissatisfaction. In this regard, employees with high job satisfaction exhibited characteristics such as low turnover (employee retention), highly committed as well as highly efficient and effective and friendly to the organization³⁶. Each of this characteristic will be discussed in details in the preceding paragraphs.

Valuable asset to every organization is its employees alongside with their products and service. Employees can be seen as the engine of the company whereas the core product

itself can be described to be the body. Satisfied employees are necessity for a company which is seeking growth and market dominance, therefore more and more organizations are acting accordingly³⁷. Sources of employee satisfaction may vary from one organization to another but there is one prerequisite, high employee retention. Satisfied employees are easier to retain than unsatisfied ones. Thus, employee satisfaction is something to be kept in mind when talking about employee retention.

Indeed, satisfying employees connects to organizational performance. On the one hand, when an organization loses a skilled person, it has a negative influence on innovation, customer happiness, knowledge collected over the years, and the firm's profitability. Furthermore, the expense of replacing an employee adds significantly to the business³⁸. Furthermore, organizational performance in terms, satisfied coworkers and reporting personnel, efficient succession planning, and other factors are all influenced by a company's ability to retain its finest people who in turn will contribute to higher organizational performance. As a result, there is a virtuous circle where retention plays a central role.

In human resources context, employee retention is the rate at which an organization gains and losses employees. It is a sign of low morale and it is the amount of movement in and out of employees in an organization. It is generally considered undesirable to low rate of employee retention, because this means that the organization will be made up of mostly new hires without many years of experience and may be harmful to an organization's productivity specifically project if experienced and qualified staffs are often leaving. The result of which is that new employees constantly need to be hired and trained, which can get expensive and time-consuming.

Employee Retention is actually a policy or it is a process that is defined in different ways and in many different definitions. One definition is that Employee retention is actually the practice of urging employees to stay in the organization for an extended period of time. It is a movement completed with the employees to make them happy, secure, and satisfied and to motivate or persuade them to stay with the organization for an extended period of time so they may accomplish their task with more satisfaction³⁹. Also, by definition, employee retention is the capacities to cling to the personnel that an organization want to keep for a longer period of time; hence retention is as a long-term connection or commitment between employee and employer. Another definition could be that employee retention is an all-encompassing element in an organization's human resource initiatives, beginning with the recruitment of the appropriate people and continuing with the implementation of programs to keep workers engaged satisfied and motivated⁴⁰.

The recruitment and training of new employees is not only expensive but also time consuming. The first step in order to ensure the possibility of satisfied employees is right recruitment process which means that the right person is selected for the job. Recruitment processes are surprisingly expensive for organizations, since they require intangible assets such as facilities, professionals to hold interviews and sometimes there is open territory to be filled where nobody is doing the daily work. In addition, recruitment processes may take months which means that professionals appointed for the recruitment process are absent from their daily work routines. Furthermore, training of the new employees also requires continuous coaching since it takes patience and time for new employees to work to their top potential. Recruitment as a process is expensive and

coaching is even more expensive. It takes relatively long time before return on investment is actually positive with new employees. Organization's working in competitive industry should aim to keep their existing employees with the company as long as possible.

There is an old saying "satisfied worker is a productive worker", which might still be true. However, talented employees are not only satisfied for the job they possess since talents often have countless of job opportunities, thus organizations nowadays should have working employee retention strategies to retain their talented employees. In today's work-market there is a fierce competition for skilled professionals which is due to availability of alternatives created by the global economic upturn. Therefore, it should be clear for organizations to do as much as possible in order to hold tight to their personnel especially key personnel who are usually the hardest to replace because of their intangible assets. Unfortunately, employee selections and work expectations often collide and, in such cases, usually the relationship ends prematurely and the process of finding a new suitable candidate begins again. Therefore, employee retention are key issues for organizations in order to create natural growth and to sustain competitive advantage in otherwise competitive markets. In the product-oriented markets, mature companies will have to ultimately gain competitive advantage through superior, professional staff i.e. level of service. Not only is it important to find potential and good employees but also it is important to nurture their hunger for personal development and retain them. Employee attraction and understanding of desired employee profile should be clear to companies. By understanding and identifying the desired profile of the employee, it is easier to create organizational practices to support long-term careers. However, complexity in forecasting

of different individual's motivational factors is extremely difficult. Thus, generalization of organizational practices should be promoted.⁴¹

No matter how good employee retention strategies are implemented, not all the employees could be retained. As noted earlier, organization's rarely target complete retention in addition, not all the employees could even be retained since there is always unavoidable turnover. Unavoidable turnover is caused by the reasons of which companies have no control of i.e., external causes. For instance, employee's desire to return to school or change of occupation. For organizations, avoidable turnover is more important since it is something which companies are able to influence. If employees are leaving because of unfair pay or low job satisfaction, company could introduce more compelling compensation or redesigned jobs where employees would have new responsibilities. The difference between avoidable and unavoidable is important because by understanding the avoidable and unavoidable causes of turnover companies could potentially save great amount of money by not investing on things which arise from unavoidable reasons⁴². Turnover and retention go hand in hand and organizations have to carefully assess the cost and benefits of retaining employees.

Lower levels of job satisfaction mean that an individual is feeling a decreased level of job satisfaction due to a lack of intellectual, emotional or financial benefits. Dissatisfaction is mostly related to money. However, other studies argue that money is not a great retention tool in the long-run⁴³. It is argued that increasing monetary incentives may increase the job satisfaction temporarily nonetheless, in the long run previous increase of wage will be forgotten and the raise will lose its meaning. Increase of wage relation to job satisfaction is widely debated. Researchers have argued that there is a positive correlation in one's

job satisfaction and wage, especially regarding wage increases. Causing lower levels of job satisfaction could have numerous of reasons. Employee turnover paths are a mismatch of desired working hours and actual working hours may create dissatisfaction through image violation. In addition, supervision is being listed as one vital cause of dissatisfaction. Performance-based compensation tends to set off uncertainty. Income uncertainty is closely linked to the possibility of wage decrease, which in turn not only creates a lower level of income for individuals but also hinders the effort of individual and possibly increases job dissatisfaction⁴⁴.

Search and evaluation correlates to lower levels of job satisfaction. An individual is undergoing a process of searching for job alternatives mostly because of dissatisfaction and then evaluating options compared to the current job. Based on this evaluation an individual makes a decision of leaving or staying⁴⁵. Organization's initial plan should be ensuring retention of high performing employees since these employees tend to have higher set of skills and required knowledge of performing on higher levels. In other words, if organization is unable to retain these talented, top performers it will be left with less qualified workforce which could have effect on competitiveness of the organization. Naturally, organizations should have high commitment to retaining majority of the workforce but especially talent profile workers. Reasons behind staying with the current employer may differ greatly between top performers and other organization. Thus, different retention attributes should be examined. Before distinguishing different attributes, the theory of organizational equilibrium that two main drivers for employee retention should be desirability of movement and ease of movement⁴⁶ should be considered. This theoretical construct is in line with previous forecasts of predicting

whether one leaves or stays. In more detail, desirability of movement is defined by the individuals will to change the employer, in other words, one's satisfaction with the current job. Ease of movement means availability of alternative jobs. In other words, according to this model employee should stay with greater odds with their current employers when they are generally satisfied with their current jobs and there is not large supply of alternative jobs on external markets.

Employee satisfaction improves their ability to be creative and productive, and it is also linked to employee retention. Looking closer at job satisfaction we can identify different factors of impacting employee retention in an organization. One of such is pay and promotional potential; there is no such thing as free labor; it is the goal of employees to receive a fair pay, and employers want their employees to be happy with their pay⁴⁷. Money is the primary driving force of human behavior as it gives satisfaction to employees, and no other reward or motivating strategy compares to money in terms of its persuasive power. Money is the most evident incentive, and it has the potential to encourage and keep individuals toward improved performance and to remain with the organization. Money is stated as the most important component in encouraging industrial workers to continue working within the company thus increasing employee retention.

In addition, promotion is another inductive factor which is described as an employee's advancement to a position of greater responsibility and pay. Promotion, in fact, allows employees to climb up the organizational ladder or even take a stepping stone to a different professional path⁴⁸. Accordingly, promotion enhances employees' social lives by allowing them to climb a promotion ladder based on seniority and so get a higher compensation rate and this increases job satisfaction and employee retention rate to some

extent. In comparison to internally promoted personnel, the rate of delivery failure is higher when individuals are hired from outside⁴⁹. When compared to other elements such as recognition and accomplishment. Promotion has a greater influence on job satisfaction and thus employee retention rate. This is owing to the fact that advancement to the next level typically entails changes in salary, autonomy, and supervision.

Another factor in employee retention is good work relationship. Work relationships include relationships with coworkers, supervisors, and subordinates, and can impact an employee's decision to leave or stay in an organization. An employee having a great connection with coworkers enhances job satisfaction and, as a result, employee retention increases. Furthermore, a supervisor or manager who fosters a pleasant work environment and builds positive connections aids in the retention of critical personnel⁵⁰. Healthy work environments and relations are created when employers are fair and nondiscriminatory, provide work flexibility and work and family life balance, and give feedback and help in career advancement. According to Maslow's theory work relation lies under the heading of love and belonging need. Love/ Belonging needs: After the physiological wants, the desires for survival and for wellbeing and security were met; an individual can be spurred to satisfy the desires spoke to better levels of the pyramid. The third level of the pyramid is wants related with adoration and love. These wants are met through quality and connections and associations with buddies, companions, colleagues, instructors, and diverse individuals with whom individuals collaborate and interact⁵¹.

Thirdly, training and development, this is described as the systematic development of knowledge, perspectives, and skills necessary to complete a certain activity successfully and efficiently. It is a widely acknowledged concept in all sorts of companies that

employee training is critical in preparing employees to address current-era issues and achieve the company's intended objectives through the application of applicable skills, expertise, and education. Training and development are critical aspects in keeping personnel in the firm for the long haul thus increasing employee retention⁵². Training and development is one of the most significant retention techniques, and it is especially beneficial for modern-day businesses. In today's global competitive environment, the firm may improve retention and productivity by utilizing a variety of training programs⁵³.

Furthermore, empowerment have been identified as having a positive connotation to employee retention. Employee empowerment aims to improve individual and organizational effectiveness while also assisting workers in attaining individual objectives by empowering them to participate in decision making, find and resolve issues, and oversee their own work. Numerous studies have found that empowerment programs provide personnel with a positive work environment, a solid understanding of engagement, and sovereign rights in initiating and managing their actions, which leads to increased employee satisfaction that in turn increases employee retention. Empowerment is also thought to have a psychological element. It is a worker's perceptual experience or mental attitude regarding their job and their role in the organization⁵⁴. Human resource policies play an essential role in employee retention by encouraging skilled labor. Empowerment may be enhanced through the goal-setting process, because the employee feels more powerful knowing what he or she is doing. Because they have greater control in the decision-making process, empowered workers are more confident and attempt to provide their best to their firm. Employee empowerment may instill in workers a sense of commitment to stay with the organization. As a result, even when faced with pressure

from those who want to leave, employees tend to stay in the organization since they feel like they are a part of it⁵⁵.

Another factor that initiates employee retention is working conditions. Workers have lately begun to place a high value on companies that provide decent working conditions, believing that it is indeed a significant factor in their overall satisfaction and also employee retention⁵⁶. Working conditions are one of the most important aspects of job satisfaction and in turn employee retention. Working conditions, according to Ingram, are composed of a variety of characteristics such as working culture, leadership style, working environment, flexibility in scheduling and working hours. Working condition has a significant influence on job satisfaction because a heavy workload is generally connected with poor performance and decreased employee retention. Employees, on the whole, want to work in environments that provide them with more physical comfort and convenience⁵⁷. Employee retention can be significantly impacted by the absence of such ideal working conditions, since it affects the worker's emotional and physical well-being, among other factors⁵⁸.

Support and availability of support within the organization has been denoted to be one of the most important attributes in employee retention. Positive supervision is negatively related to employee turnover. From supporting working environment aspect supervisory support, organizational support and peer support are highlighted. Importance of positive social network in the workplace is important. Performance of teams is highly dependent on the available social resources and job resources. Better performance creates retention as long as all the basic structures of future engagement are met. Highly performance oriented organizations are often measured by their success and thus, high performing

individuals and team tend create future wellbeing which is important in building long-term competitive and desired workplace. Satisfied employees and sound financial results are base for building employer brand which could induce more talent⁵⁹. Thus, organization's initial employee retention tool is desired and well managed work environment. It is a fact that people are desiring to work in organizations where pleasant working environment is provided and employee's contributions are noticed and valued. Working environment should be motivational which ensures employees to develop their engagement inside the job.

Studies have also shown that job security impact employee retention. Job security is defined as a worker's comparable affirmation that he or she is protected against issues that would result in the loss of his or her job. The comprehensive definition considers two major elements in determining the financial viability of a job. To begin with, job security refers to comprehensive protection, in which an employee is guaranteed to do his or her work until he or she retires. This term also refers to resolving ambiguity, such as whether someone will perform on a given day or not. In the second part of the definition, it is fully acknowledged that work stability improves not just an individual's economic situation, but also their psychological and physical well-being. Job security is also linked to employee well-being. Workers' welfare, which is a component of intellectual assets. Accordingly, job security is a predictor of organizational support and employee retention⁵⁹. Job security has been identified as one of the most important management approaches for employee retention and enhancing their skills. The extent to which organizations provide steady jobs for their employees is referred to as job security. Furthermore, it is the expectation of each employee to stay on the job for a prolonged

period of time. It is one of the most important variables in employee commitment and retention. The employees who feel they can count on retaining their jobs are more inclined to stay with the firm for a longer span, and plan to stay with the company for a longer period of time⁶⁰.

Nevertheless, employee retention is heavily influenced by job security. It's a legally binding agreement that guarantees employment security. Employees' confidence is boosted as a result of this certainty, which leads to longer stays. To encourage employment stability and efficiency, businesses should include job security in their policies. Workers will be more dedicated to organizations that give a high level of job security. Employees that are confident in their job security will work without stress and contribute to the general productivity of the company by utilizing their intellectual capabilities. Job security is one of the most effective and important ways for fostering employee loyalty, job security and employee retention have a considerable positive association⁶¹.

In the labor market there is demand of highly skilled, trained and qualified employees. The output and productivity is measured in terms the performance of its workforce was found that better performance of the workforce is the result of level of job satisfaction. Efficiency and effectiveness are both related to productivity, but in different ways. Efficiency refers to how we execute our tasks. When we work efficiently, we use less time, resources, and/or human effort to do our job. Effectiveness looks at the quality of the results we achieve. Studies have shown that the level of job satisfaction and motivation affects the employee's productivity in terms of effectiveness and efficiency^{62,63}. The low level of job satisfaction adversely affects the employee

commitment and sequentially affects the achievement of organizational objectives and their abilities to perform effectively and efficiently.

Effectiveness and efficiency is very important in the activities of employees. Not only must organizations do the right thing such as offering quality services, but, they must also give their services efficiently. Sometimes it is only efficient when it is effective; which is the only way to distinguish between effectiveness from efficiency. In other words, something is efficient if it has a useful effect⁶⁴. Hence, one can only talk about efficiency when effectiveness is already in place. Efficiency is the ability to act or produce effectively with a minimum of waste, expenditure or unnecessary effort. The focus is on the resources and speed with which organizational goals are achieved. Employee efficiency/effectiveness is an employee characteristic, which relates to the speed and accuracy of an employee at the job task. The concept relates to employee productivity, which provides that the more efficient/effective an employee is, the more productive they will be if well-managed⁶⁵. Invariably, employee efficiency/effectiveness is a complex measurable parameter which characterizes an output produced by efforts and by achievements of an employee. Therefore, how successfully resources are assigned in order to achieve organizational goals in the right way determines the efficiency and effectiveness of such an organization. In other words, how well an organization converts inputs into outputs such as products, programmes and services speaks a lot about how efficient such an organization is. As a result of this, efficiency and effectiveness contributes to the success of an organization. Nevertheless, two categories of employee effectiveness/efficiency are often referred to, and they are: static efficiency and dynamic efficiency. Static efficiency relates to refining existing processes or opportunities; making

improvements within existing conditions. Dynamic efficiency refers to the continuous development of new processes or opportunities so that profitability can improve. There is no single understanding of employee efficiency/effectiveness, but usually, refers to the following conceptions, which intersect with each other in certain aspects and usually are used in a mixture⁶⁶:

According to the productivity-oriented approach of describing employee efficiency/effectiveness, it stands for objective appraising of the value produced by efforts and talents of the employee and comparing this value against the worth of inputs and resources provided to this employee by the organization. In other words, this attitude means determining the level of employee profitability: his or her ability to convert investments into direct profits or some long-term benefits. Secondly, according to the Objectives-oriented Approach, It is used for determining an ability of employee to accomplish certain amount of work (or to achieve some other required objectives) within a given period of time or/and other business resources⁶⁷.

While effectiveness measures quantity, efficiency measures quality. One could calculate a very high productivity number per employee, but that number alone does not give any insight into the quality of work (in theory, an employee could seem very productive, but actually be producing horrible outputs). Employees are considered to be the asset of an organization, and the level of the employees' efficiency in any organization is largely responsible for such an organization's profit-making ability and its long-run survival. Hence, it is not only important to recruit the right people, but it is also crucial to maintain their efficiency and effectiveness. Nowadays, employees are forced to spend more time at the office, but, exceeding the office hours does not mean increasing the productivity.

Instead, organizations should make an effort to increase the efficiency of the workers which will lead to individual growth as well as the development of the organization⁶⁸. Accordingly, leaders and managers can improve employee efficiency while still saving time. A good employee is an asset to any organization because the key to the organization's success is the efficiency/effectiveness of the employees working in it. In such a scenario, it is vital to attach importance to employee satisfaction. It is always necessary to address the fair needs of an employee and attend to his/ her grievances to create job satisfaction, improve efficiency and a happy working environment⁶⁹:

First, the employee performance will speak for itself. Not only is there a good performance with little supervision but also willingness to take up additional responsibilities. Such employees do not require supervision and direction to complete tasks. They take up the ownership towards their work and derive satisfaction by completing tasks and being productive. Secondly, efficient/effective satisfied employees always look to develop themselves professionally by working towards improving their position. They actively participate in their career development programs and also keep up on the current industry trends. Their efficient work pays off and helps them climb the organizational ladder. They are concerned about the company's performance and also offer ideas to improve the same. Thirdly, efficient employees have a positive attitude and an open mind. They are emotionally stable and have a consistent and efficient working and leadership style. They are quite composed even under pressure. Job satisfaction enhances the learning capabilities of employees and also makes them good problem-solvers. Furthermore, they outperform the unsatisfied employees in productivity, energy levels and health care costs. Their approach is quite receptive and they are more

successful and effective in handling clients than their unsatisfied counterparts. Satisfied employees are receptive to feedback about their work as they constantly look forward to improving their skills and efficiency. They take healthy criticism in a positive way and look at it as an opportunity towards self-improvement. Satisfied employees keep their knowledge updated with the current trends and anything concerning the company - be it newsletters, advertisements, press coverage etc. This shows their interest and dedication towards the company even though their business position does not necessarily ask for it. The management should play an active role to have a positive effect on the satisfaction of employees to enhance their efficiency. The employees no doubt would benefit but the organization also stand the chance to gain from employee satisfaction due to their performance.

Studies have attributed job turnover, absenteeism, and job burnout to a lack of job satisfaction⁷⁰. It has found support for a possible causal chain leading to job turnover/retention. The chain proceeded from individual expectation through commitment propensity, along with meaningfulness of the job to increased commitment, through intention, and finally to turnover/retention. The impact of job dissatisfaction goes far beyond the previously mentioned consequences. For instance, the negative effects of job turnover on organizations may include: increased costs to recruit, select, and train new employees; demoralization of remaining employees; negative public relations; disruption of day-to-day activities; and decreased organizational opportunities to pursue growth strategies. To curb the negative consequences associated with job dissatisfaction, a thorough understanding is required as to which factors or strategies lead to job satisfaction and which create job dissatisfaction. The more organizational support

employees perceive, the higher the job satisfaction they experience⁷¹. Employees want to know that their workplace care about them. This can be expressed through a multitude of messages, from how superiors treat them, to the benefits they receive and other, more subtle messages. Even if organizations can't offer the employees all the benefits and perks they would like to receive, the important thing is that employees perceive their leaders support them.

One most important impact of job dissatisfaction is absenteeism. Employees not showing up for work when scheduled can be a major problem for organizations. Most researches had concluded that absence is a complex variable and that it is influenced by multiple causes, both personal and organizational. Job satisfaction has been noted as one of the factors influencing an employee's motivation to attend. There is an inverse relationship between job satisfaction and absenteeism. Therefore, it can be said that when satisfaction is high, absenteeism tends to be low and when satisfaction is low, employees tend to be absent more. Satisfaction and absenteeism are negatively related at the individual level. This relationship has received little research attention at the team level, however, there is similar reason to expect that average or mean satisfaction levels within a team will relate negatively to mean levels of absenteeism. There is a positive relationships between mean levels of satisfaction and unit-level performance. Absenteeism is a costly personnel problem that concerns employers. The cost of absenteeism can be a significant drain on agency budgets. The author postulates that the following are significant costs associated with absenteeism: Overtime, extra hours for part-time employees or overstaffing, regular fringe benefits that must be paid when employees are absent; Costs of maintaining and administering an absence control system. Time spent by supervisors revising work

schedules, counselling and reprimanding employees and checking on output of substitutes, Reduced productivity and morale among co-workers and Higher level of turnover, grievances and tardiness⁷².

Studies have demonstrated a significant negative relationship between satisfaction and turnover. That is, the higher the level of overall job satisfaction, the lower the degree of turnover intentions. However, if the levels of job satisfaction are consistently low, the employee is more likely to leave the job. Replacing existing employees is costly to organizations and destructive to service delivery. It is therefore imperative for management to reduce, to the minimum, the frequency at which employees, particularly those that are crucial to its operations leave.

Thirdly, low performance and poor productivity. A study, found an average correlation between job satisfaction and job performance or productivity, the relationship between job satisfaction and performance was found to be even higher for complex (for example, professional) jobs than for less complex jobs⁷³. Thus, it appears that job satisfaction is, in fact, predictive of performance, and the relationship is even stronger for professional jobs. Many authors state that “happy employee is a productive employee”. Empirical research studies have shown that these two variables are closely related to each other. the conditions of the work equipment or the employees’ own abilities have a greater impact on how much one can produce than his or her job satisfaction does. Secondly, there is sufficient evidence to indicate that job performance results in job satisfaction. Accordingly, if workers are not motivated, then turnover will increase and workers will become apathetic and decrease their productivity⁷⁴.

Furthermore, low commitment. Organizational commitment has been conceptualized as a psychological state or mindset that binds individuals to a course of action relevant to one or more targets, and a willingness to persist in a course of action⁷⁵, when an employee has a low level of commitment to the organization, he or she will tend to have low productivity and consequently, the profit of an organization will be affected. Indeed, this will also lead to bad image to its customers. Finally, it will lead to high turnover rate. The practical implication of the results is that managers need to actively improve their organizations job satisfaction for employees to achieve higher levels of organizational commitments⁷⁶.

Job satisfaction in the working places can be categorized into three categories which are psychological, physical and environmental factors. When an employee's mental condition is settled most of the time, he or she can be productive to the organization since when he or she is assigned a task to do his mind concentrates fully on the work where the outcomes will be positive because he or she is not thinking of anything than work but when a worker is stressed the concentration to work is poor due to the thinking of the problems that his mind is thinking of most of time. So, every employee tends to consider the above-mentioned categories before he or she comments that satisfaction is attained in the work he or she is performing. However, studies have shown various factors which influence job satisfaction in the organization. Some of which are discussed in the following sections.

The financial reward is one of the most common reasons why people engage in one work or the other. This is because no other incentive or motivational technique is in line with their instrumental value except remuneration. Many work options cannot be considered

an excellent choice because money provides life, security and privileges. In most cases, people live, and the material aspect of work is what sustains life. Satisfaction at wage level means "the satisfaction of a person with his basic salary. Satisfaction with wage levels is one of the four aspects of Wage Satisfaction, it is used to understand its impact on attitudes and behavior at work. Studies on overall payment satisfaction indirectly increase productivity by increasing organizational authority, and basic salary was positively related to work motivation⁷⁵.

furthermore, in the work environment, the ability to gain recognition, reward and promotion is a great factor in enhancing job satisfaction. In modern conditions, organizations strive to strike the right balance between employee responsibilities and organizational efficiency. Promotion and recognition programs are the most likely factor to ensure high self-esteem and passion for employees. Skills formulated through education, equipment, training, experience, task simplicity, and two types of skills, i.e. mental and physical. The commitment of all employees is based on awards and recognition. The prosperity and survival of organizations is determined by human resources and their behavior. Most organizations have made great progress in fully respecting their business strategy through well-balanced reward programs and employee recognition. Therefore, employee satisfaction and productivity can be improved by ensuring their effective recognition, which ultimately increases the effectiveness of organizations. When an organization receives effective rewards and recognition, it creates a favorable working environment that encourages employees to work successfully. Employees perceive recognition as a sense of value and gratitude, which increases the morale of employees, which ultimately increases job satisfaction and productivity. It is

believed that employees only achieve a state of satisfaction and happiness when they use their skills in their functions and work⁷⁴.

Employee motivation increases when employees receive unexpected increases in recognition, praise and payment. The awards play an important role in determining important performance, and this is positively related to the satisfaction process. Studies have found that there are two factors that determine how attractive reward is, firstly, the amount of compensation given, and secondly, the weight a person gives to a particular reward. Furthermore, good promotion opportunities, taking into account the skills and abilities of the employee, give him more loyalty to his work and become an appropriate source of health for the employee. When employees experience success in psychologically complex occupations that allow them to use their skills and skills, they experience greater job satisfaction⁷⁷.

Another important factor for job satisfaction is management and supervision style. The leader plays an important role in ensuring responsibility rather than focusing on power and leadership in dealing with subordinates. In addition, attitudes, behaviors, qualities and leadership skills can contribute to good leadership in an organization. It encourages employees to work as efficiently as possible. Thus, leaders must be able to act with integrity, integrity, efficiency and clarity with their employees. The right leadership style leads to employee satisfaction, and this is a good indicator that a better style can encourage an employee to work effectively. Here, leaders must be able to convey the values, vision and mission of their organization to motivate employees⁷⁶. In addition, the leader is also a person who can direct his / her staff and lead their behavior. Organizations with transaction leadership is more effective in terms of change

commitments than those with a transformational leadership style. Employees perform a transformational leadership style with their organizational mission, leading the transaction, and creating a compatible workforce.

Studies have shown that Satisfaction with the Working Group and Social Relations of the Employees impact job satisfaction. Homogeneity is a necessary (and possibly sufficient) criterion for identifying structures at group level, which means that the group can be described as a structure. However, group-level construction can take place in several ways, depending on the nature of the functional relationships that should exist between construction at the individual level and the construction group level. In the case of job satisfaction, it is predicted that at group level, the structure will be functionally independent of individual job satisfaction for three reasons. First, social identity studies and self-classification processes have shown that group rates can differ significantly from individual members of the group. These effects are partly due to the need to distinguish the group from other groups and may lead to a higher or lower level of satisfaction at group level individual job satisfaction group. We also predict that satisfaction with group tasks may differ from total satisfaction with individual work on group work environment and group work experience.

When it is difficult for the group to effectively manage their processes, it is likely that their teamwork experience is negative, and in a group where team members communicate well and coordinate their work, it is likely that the experience of the team is positive. In fact, studies have shown that satisfaction with the group's internal work environment can be a key aspect of the group's tasks. Finally, the focus on job satisfaction at group level may differ from job satisfaction, individually, as the group can develop a common

approach to those work environment characteristics that are common to all members of the group. For example, personal work is an important direction of individual job satisfaction. However, in some groups, each member of the group performs various tasks. When members of a group have different jobs, it is unlikely that the group will develop a common approach to the work of any member of the group. The approach to group-level work is more focused on the overall task of the group and other aspects of the work environment shared by the team members.

Lastly, satisfaction with work Conditions such as Safety, Healthy and Stability have been proven to enhance job satisfaction. Employee health will have a major impact on job satisfaction. Increased participation in occupational safety and health can contribute to the positive assessment of various occupational safety and health initiatives, including ergonomic changes risks and the overall security environment. However, if the organization implements good safety and health practices and care for the employees, it will partly contribute to employee satisfaction. It is logical that people who feel comfortable in their work environment work much more efficiently and like to work more than those who feel uncomfortable.

2.1.2 Overview of Job Enrichment

Worldwide, every organization desires to be successful and achieve their aims in a competitive environment⁷⁷. In order to achieve this, organizations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome challenges, organizations should create a strong and positive relationship with its employees, direct them towards task fulfillment and ensure they have job satisfaction. In order to achieve their goals and

objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly can lead to failure of the organization and high staff turnover. Employers are faced with the task of motivating employees and creating high job satisfaction among their staff. Developing programs and policies that embrace job satisfaction and serve to motivate employees takes time and money. When the employer understands the benefits of job enrichment in the workplace, then the investment in employee-related policies can be easily justified⁷⁸.

If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success. People have different needs that are continuously competing with each other and vary with an individual. Each person has a different mixture and strength of needs, if the managers/supervisors are able to understand, predict and control employee behavior, they should also know what the employees want from their jobs. For that reason, it is essential for a manager/supervisor to understand what really motivates employees without making an assumption⁷⁹.

The concept of Job enrichment has become a fundamental tool for management in improving employee's motivation and organizational growth. It occurs when an employer through development and intensification, placed extra amount of work on employees with the aim of making it more interesting, meaningful and increasing job challenge and responsibility. Jobs are enriched to motivate employees by adding to their responsibilities with a greater need for skill varieties in their jobs. Due to the rapid change in environment and increasing level of competitive rivalry, organizations are now beginning

to shift from the traditional ideological orientation of seeing money as the greatest motivating factor to a situation where workers today will continue to value their work, have more control in scheduling their work and deciding how best the work should be done and to be esteemed for the work they do.

Job Enrichment is a "vertical" enlargement of job duties, providing the employee with tasks and responsibilities normally done by a senior employee or supervisor, and usually comes with more freedom and control over the planning, execution, and evaluation of job tasks. The rationale behind job enrichment is to motivate employees. The traditional practice of specialization, or division of labour, dividing work into many components, and assigning each component to a separate worker result in employee boredom, and consequently loss of efficiency, and low productivity. Thus, it is necessary to enhance individual jobs and responsibilities to make them more inspiring and rewarding for the workforce. Accordingly, a few motivators are added to a job to make it more rewarding, challenging and interesting. The motivating factors enrich the job and improve performance. The motivating factors can be Giving more freedom, encouraging participation, giving employees the freedom to select the method of working, allowing employees to select the place at which they would like to work, allowing workers to select the tools that they require on the job, allowing workers to decide the layout of plant or office. Job enrichment gives lot of freedom to the employee but at the same time increases the responsibility. Some workers are power and responsibility hungry. Job enrichment satisfies the needs of the employees.

Job enrichment is seen as a process where management give increasing responsibilities which are often assigned to the superiors to the employees. In order to create a

competitive advantage organization need to have a competitive employee policies and practices. Job enrichment is an important stimulation which directs human behavior. No individual has same attitude or behavior, hence in midst of this diversity organization are supposed to frame practices which will be able to satisfy the group and not just an individual. Also the managers and the supervisors support towards encouraging employee participation, mutual commitment, and understanding of the diversity issues play a significant role in enabling performance. The prerogative lies with the organization management, in order to extract performance should create an alignment between the organizational and employee goals and objective. It is the organizational behavior represented by the organizational senior management which effects the beliefs, principle and underlying values which are closely followed by organization. Organizations core potential lies in its satisfied employees who consistently contribute towards organization goals and objective. Effective job enrichment could be a great deal of assistance in keeping employee morale high⁸⁰.

Organizations 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 performance⁸¹. Organizations can use job enrichment as a work approach for augmenting job content by making jobs more appealing to the workers. Organizations need to encourage employee initiatives and participation as this will help build leadership at different levels. For leadership roles formal authority is not the criteria but the initiatives and innovation are. Employee's at all the level can choose to act as a leader if given an opportunity and this further helps motivating and influencing other employees⁸². Studies have shown that the satisfied employees show higher level of

motivation and commitment ultimately positive impact on the performance and behavior of employees reflected in their productivity. Today's business environment is such that more or less most of the resource are available and could be acquired but the talented human resource is not easily available and if found takes time to develop and effectively perform for which human resource management activities play a critically important role in developing such employee base and optimal utilization. It is the key factor to create a competitive edge⁸³.

A detailed expedition on the critical aspects of job enrichment and its account for the accrued outcome in employee performance showed 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 performance⁸⁴. Job enrichment boosts the motivational level and employee's performance on work and it also cause an increase in the propensity of employees to achieve the goals⁸⁵. Furthermore, 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. It 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

Job enrichment is an attempt to motivate and satisfy employees by giving them greater opportunity for personal growth and achievement. Organization should be able to identify

and evaluate internal motivation which an employee derives from job satisfaction and further enhance it with external motivation as required for which organization could take note. These factors are very important tools used in any organization to compel employees to perform a certain task effectively with the aim of getting positive results. Among employees, the use of motivational factors will unquestionably affect the overall input and performance in achieving the desire goals and objectives of the tertiary health institution. It gives an employee the opportunity to maximally use their competences (skills, knowledge and a range of their abilities) to meet organization goals. Job enrichment interest is on the factors that can give employee satisfaction with his/her job. It can be through vertical expansion of the jobs, increasing the degree of to which the worker controls the planning, execution, and evaluation of the work⁸⁶. The idea behind job enrichment is that motivation and satisfaction can be enhanced by making the job so interesting and the workers feel responsible and motivated in performing the assigned job⁸⁷. Jobs that provide job characteristics/attributes such as variety, autonomy, identity and feedback increased motivation in turn resulting in job outcomes like the following: job commitment, job involvement, increased attendance and job satisfaction, with individual differences moderating the level of outcomes. However, studies have identified the following core job characteristics with respect job enrichment: The five core job characteristics are skill variety, task identity, task significance, autonomy, and job feedback.

Skill variety is the degree to which a job requires a variety of different activities and involves the use of a number of different skills and talents of the employee. Skill variety is an aspect of the knowledge characteristics of work and is defined as the extent to which

the job requires the use of a wide range of skills to complete the work. Meta-analytic results showed that skill variety is positively related to satisfaction, motivation, and involvement. Indeed, increased skill variety can lead employees to experience a higher chance of performing a challenging and interesting job that can positively affect their satisfaction. Moreover, a job with low skill variety can affect early retirement intentions, especially workers who feel that their work is less interesting. Thus, it seems that the opportunity to use different skills can be especially helpful in keeping workers engaged in their work. Employees therefore should benefit from using their accumulated skills, with an increased gratification and ability to compensate for domains in which they are weak. Indeed, employees should be more interested in selecting and investing in domains of well-established expertise, that give them the possibility to use accumulated knowledge and skill and accomplish their work demands. In contrast, younger workers are probably at the beginning of their career when they still need to develop knowledge and experience. For that reason, performing a job that requires the use a wide range of experience and knowledge can bring higher frustration. This is aligned with the fact that older workers should benefit more from skill variety than their younger counterparts because it allows them to draw on their accumulated skills, leading to more positive occupational health outcomes.

Jobs that are high in skill variety are seen by employees as: more challenging because of the range of skills involved; relieve monotony that results from repetitive activity; and gives employees a greater sense of competence. For example, an administrative assistant with high skill variety may have to perform many different tasks (e.g., schedule meetings,

make airline and hotel reservations, do research, prepare written reports, and meet with customers).

Task identity is the degree to which a job requires completion of a “whole” and identifiable piece of work—that is, doing a job from beginning to end with a visible outcome. It is also described as a situation where tasks are combined to form complete jobs. The organization or firm can capitalize on employees’ interests when designing jobs. Job design provides guidelines to help get appropriate fit between employees and their job. When employees work on a small part of the whole, they are unable to identify any finished product with their efforts. However, when tasks are broadened to produce a whole product or an identifiable part of it, then task identity has been established. Research attempts to identify task attributes proved that motivation was influenced by job structure (that is, it was found that it is possible to design jobs to increase motivation). When an individual is assigned a whole work, they have the opportunity to become familiar with all the tasks included in that work, and they know the order of tasks and links between tasks. Therefore, compared to individuals doing individual tasks, those individuals assigned to the whole work understand that job better. In addition, when the individual does the whole work from the starting point to the finishing point, they spend more time thinking about the work, for example, what needs to be done and the time required to do each individual task. Spending more time at work means dedicating more to work. Therefore, task identification has a positive effect on job-based psychological ownership.

Task significance is the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the external

environment. It also describes the extent to which the task has a considerable impact on the life or work of employees in the organization or the external environment. The significance of the task affects psychological ownership through the route of self-investment in the work. When doing work with a high significance level, bearing in mind that the results of this work can positively and/or negatively affect the lives of others, an employee will work more carefully and more diligently. They will tend to devote a great deal of energy, time and effort to these tasks. The more employees devote themselves to the tasks, the stronger the feeling of possession of the tasks⁸⁸.

Research suggests that employees' organizational behaviors and performance depended directly on their perceptions of their job⁸⁹ which is a function of how important employees thought their job was and the impact it had on others⁹⁰. Since task significance is the degree to which the job provides an opportunity for individuals to have a substantial impact on the lives of others, that is, to improve their welfare. Organizations are increasingly concerned with benefiting the societies with which they interact and employees are more conscious of their contributions⁹¹. Thus, task significance should gain more attention as it not only leads to experienced meaningfulness as shown in the Job Characteristics Model but also provides employees with an opportunity to realize that their work is beyond the financial benefit of the organization solely. Perceptions of task significance could be objectively be enhanced by redesigning work but through a subjective perception that could be manipulated through interactions with people. Employees need to know how significant their work is beyond the mere task which is in the organization as a whole and if possible, their contribution to others and the society in general. Although it was weakly supported in the literature, it provides a basis to assume

that social perceptions might be moderators of the relationships between task significance and outcome variables that could lead to job satisfaction. Even more modest contributions to an organization can be recognized as being important to the extent that employees understand the role of their jobs to the overall mission of the company. The point is that employees should believe they are doing something important in their organization or society, or both.

Autonomy is the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in doing the work. It also refers to the extent to which the job provides significant freedom, independence and discretion to the employee with regard to scheduling the work and determining the procedures required to perform the job. Job autonomy allows employees to make decisions related to issues such as deadlines, methods, tools, etc., which promotes job control⁹² which leads to a feeling of possession of the job. Moreover, job autonomy leads to more dedication and participation at work, which results in a feeling of possession towards the job.

Although most employees are willing to work within the broad constraints of an organization, employees want a certain degree of freedom. For example, a salesperson is considered to be highly autonomous by scheduling his or her own work day and deciding on the most effective approach to use for each customer without supervision. Autonomy increases motivation at work, but it also has other benefits. Giving employee autonomy at work is a key to individual as well as company success, because autonomous employees are free to choose how to do their jobs and therefore can be more effective. They are also less likely to adopt a “this is not my job” approach to their work environment and instead

be proactive (do what needs to be done without waiting to be told what to do) and creative.

To the extent that autonomy is high, work outcomes will be viewed by employees as depending substantially on their own efforts, initiatives, and decisions, rather than on the adequacy of instructions from the boss or in a manual of procedures. This condition has positive effects on employees' self-efficacy judgment because they perceive themselves as more capable and more resourceful thereby increasing their self-efficacy⁹³. Employee with high self-efficacy will put forth more effort and is more likely to persist when encountering obstacles or negative experiences⁹⁴. On the other hand, employee with low self-efficacy is apt to give up, believing the difficulties merely prove that he or she was unable to do the job. Self-efficacy also has a significant positive correlation with job satisfaction, job performance and job stress. Employees' satisfaction increases because the feeling of competence and confidence that accompany self-efficacy make job the more enjoyable and able to coping the stressor in the workplace. Therefore, job design with high autonomy will be powerful in influence employees' performance, satisfaction and reduce job stress through increased self-efficacy.

Job feedback is the degree to which carrying out the work activities required by the job provides the individual with direction and clear information about the effectiveness of his or her performance. The psychological conditions of employees play an important role in predicting employee workplace behaviour. Psychological conditions are "momentary" instances of an employee's experience that shape his/her workplace behaviour. Recent studies show that psychological conditions have a positive impact on employee performance⁹⁵, employee innovative behaviours⁹⁶, employee wellbeing⁹⁷. Psychological

ownership refers to the state in which individuals feel as if the target is owned partly or fully owned by them. Hence, it can be inferred that psychological ownership might affect employee outcomes.

Feedback can be positive or negative, but it is best when it is balanced appropriately. Feedback can come directly from the job itself, or it can be provided verbally by management or other employees. For example, salespersons receive information regularly about how many contacts they make per day or week and the monetary value of sales made. Valuable feedback to employee's performance is relevant, because it contains supportive information on how well they perform, how their superiors evaluate them, and what is needed to be modified to accomplish goals and objectives.

First, feedback decreases doubt that employees may experience, and help them to explain their other roles expected from them. It is found that employees who proactively seek feedback from their supervisors have a higher level of career success through obtaining relevant information to expand their performance. When employee receive feedback indicating that they have not achieved their goals at required level, they become motivated to put greater effort towards their goal which will positively translate to higher performance since feedback allows employees to appraise their current level of performance relating to desired work objectives and thus satisfaction⁹⁸.

Research suggests that there are 3 levels of job feedback which are: wages only, wages coupled with non-financial feedback and wages coupled with non-financial and financial feedback. Motivating employees in an organization is important in improving organizational performance⁹⁹. In an organization, employees have a perception that their

duties and roles as a competence degree in which the employees can do their job. The effect of these perceptions will generate a belief that employees can accomplish their work performance. Furthermore, it can be said that employees with a certain level of confidence would be able to assert their job quite well, and if they have that level of competence, their competence will have a direct impact on employee motivation which enhances employee satisfaction. The employees' behaviour to get performance feedback affects employee competence, this competence is individual assumptions about how well they can accomplish specified-assigned task. Employees who are motivated will be able to improve their work performance. Moreover, motivated employees are important and this motivated state needs to be maintained by organization.

Summarily, increased skill variety, task identity, task significance, task autonomy will positively influence the job psychological needs of an individual by creating the sense of doing meaningful job, feel responsible for the work outcome and learning as a result of understanding the actual result of work performance. Increased responsibility will make job more challenging and complex that employee must be creative and innovative to meet increase demand of the job in the changing business environment. When job characteristics failed to have positive influence the employee's psychology the job in question cannot also produce the personal outcome of motivation and satisfaction. In other words, job enrichment creates an opportunity to for an individual to grow, advancement, achievement, recognition and increased responsibility as a result of continuous learning which sources of job satisfaction are.

Job enrichment is a job redesign technique that allows employees to have autonomy on how they perform their own tasks, giving them more responsibility. As an alternative to

job specialization, organizations using job enrichment may experience positive outcomes such as increased motivation, reduced turnover, increased productivity, and reduced absences. This may be because employees who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and overall increase their own performance. At the same time, there is some evidence that job enrichment may sometimes cause employees to be dissatisfied. The reason may be that employees who are given additional autonomy and responsibility may expect greater levels of pay or other types of compensation, and if this expectation is not met, they may feel frustrated. One more thing to remember is that job enrichment may not be suitable for all employees. Not all employees desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job¹⁰⁰. Only good workers who work hard are granted this stability¹⁰¹.

Enrolling staff in training sessions boosts their productivity while also providing them with suitable working conditions and encouraging them to work harder. This is attributable to the characteristics of service that help to enhance the institution's manners efficiency¹⁰². If there are appropriate prices that meet the individual's needs, concrete benefits can be considered one of the most important factors in motivating workers to function honestly. Low and unfair rates, on the other hand, are a major factor in ignoring needed work and resulting in low productivity when the given rates do not meet the individual's needs. Furthermore, it is worth noting that tangible rewards are an old reward that is both quick and immediate, and it recognizes an individual's efforts right away. Furthermore, tangible benefits may be positive, such as bonuses, aids, promotions, and

extraordinary extra cash over and above the wage, or negative, such as refusing workers bonuses and promotions, or even lowering their wages¹⁰³.

Wages are part of the reward rewards for the work of an employee. It is also one of the main motivating and job enrichment factors. If the wages system is managed well at the organization, it can raise employee motivation, productivity and satisfaction. Managers should take into account this factor, because when it is improved, it can raise the motivation and satisfaction of the employees¹⁰⁴.

Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence and status among others. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotions are better in private sector. It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied¹⁰⁵. If an organization enriches the employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. The need theory indicates that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled.

The work group does serve as source of motivation to individual employees. It does so primarily by providing group members with opportunities for interaction with each other. It is well known that for many employees work fills the need for social interaction. The work group is even stronger source of motivation when members have similar attitudes and values as it causes less friction on a day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept¹⁰⁶. A co-worker is a person who holds a position or rank similar to that of an employee in the same company/organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees. People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support. Therefore, employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as relations between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and motivation. Pleasant associations with co-workers have been found to have a positive influence on an individual's level of motivation¹⁰⁷.

Many years of research in different organizations and jobs have shown that job enrichment becomes a dominant factor of job employee motivation when employees assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues and so on. When the job performed by an employee is perceived to be important, this will increase motivation level. Work challenges let employees utilize their skills, knowledge and intelligence to deal with complexities involved in their job. There

is a negative association between intelligence and motivation when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job doesn't have the perceived element of interest it may possibly bring demotivation among intelligent employees¹⁰⁸.

That is why a study says that deficiency of appropriate recognition and rewarding reduces employees work motivation and job satisfaction. Hence, administration of organizations and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level. As a part of such a competitive business environment every organization has to plan and strategize as per the prevailing business situation. Today the organizations are highly focused on customer preferences so as to maximize the returns of business. The organizations have also realized the importance of building internal competency and capacity so as to survive and compete in this dynamic business environment. Ensuring employee commitment towards organizational objective has been a critical issue faced by majority of the organization. Organizations are doing their best in understanding various factors which could motivate the employees and make sure of the required commitment towards organizational objective. The organizations failing to develop such framework of organizational practices will result in to high turnover of employees which will burden organization with extra cost of hiring and training new employees as well as non-execution of organization plans and strategies in the desired manner and low productivity and performance.

There is a relationship between motivation and job enrichment, which is the principal of any organization's existence. Motivation and job enrichment both are related terms but not synonyms. Job enrichment is one part of motivational process. While motivation is

principally concerned with the goal directed behavior, and the job satisfaction related to the fulfillment, which is acquired through different job enrichment activities. It is also possible that an employee is enjoying all the job enrichment activities but still he has low level of motivation¹⁰⁹.

Increasing motivation, commitment and engagement levels are key organizational aspects nowadays. The development of compensation policies has an important role in motivating workforce to deliver high levels of performance, discretionary effort and contribution. The process of motivation usually starts with someone recognizing an unsatisfied need. Then a goal is established to be reached and that way to satisfy the need. The social context will also affect the motivation level. This context consists of organizational values and culture but it also includes leaderships and management as well as the influence of the group or team in which a person works.

It is important for organizations to give employees the requisite motivation to inspire them to do more and achieve better organizational results. Studies have found that job enrichment raises the level of effectiveness in the workforce. It is not just an employee's credentials, experiences, or skills that decide satisfaction with resultant productivity but rather motivation which plays a major role in deciding an employee's satisfaction. To fill the gap between an employee's skill and his willingness to be productive, the organization must inspire the employee so that he or she can be motivated through job enrichment to achieve organizational goal according to requisite skills. As organization boost employee satisfaction through job enrichment, it improves overall productivity, decrease costs, and increase organization's effectiveness. This is because motivation

brings human capital into motion and increases the degree of employee satisfaction to accomplish the objectives, every issue requires financial and human capital.

Nevertheless, with little effort, a motivated employee will not struggle to get by, but will be more focused on work. Moreover, an employee who is motivated due to enriched work will obtain a higher value than an employee not motivated which will benefit both the employees as well as the organization and when organizations achieve quality improvement and good results from their workers, the incentive goes to the empowered staff. Highly satisfied employees are generally able to give the organization an extra effort when it is needed. Achieving personal targets helps an employee to remain motivated and to continue to deliver. Therefore, encouragement can make it easier for a worker to achieve his or her personal goals and can drive an individual's self-development. Accordingly, job satisfaction improves employee performance by helping them reach their full potential in fulfilling the organization's mission¹¹⁰.

As long as employee needs are met by the organization using various motivational approaches, employees begin to have more interest in the organization and start believing that there is no distinction between the organization's interests and their interests which helps to create cordial relationships between management and employees. Theoretically motivation has significant function in organizations which might be either monetary or non-monetary which can stimulate the job satisfaction of the employee resulting in work efficiency, job quality, and job achievement¹⁵⁴. Various studies have shown that motivation plays a crucial role in employee satisfaction in Nigeria which is indicated in the form of working conditions, interest in work and good pay as main factors for greater motivation of employees¹¹¹.

Motivation has long been recognized as a very important factor for an organization because of the following advantages: putting human capital into action; enhancing employee efficiency; contributing to organizational goals; creating friendly relationships; leading to workforce stability; which has, however, been taken for granted by many organizations¹¹². Based on research findings, low job satisfaction occurs due to poor motivation of employees, and it implies that motivation is related to satisfaction because motivated employees are satisfied employees. This is confirmed on the premise which requires encouragement and work satisfaction to increase productivity¹¹³. Therefore, there is an obvious connection between motivation and employee job satisfaction. Better results will also lead to good successes which will lead to greater encouragement. They have the ability to do the job needed honestly, as though workers are empowered and happy. Often, motivated workers or more work than others with their high ability as they are happy and having high results. That is to say; if employees are motivated and satisfied, they will do their job to the best of their ability instead of just doing it because they have to. Unmotivated workers, on the other hand, lose the enthusiasm in work that leads dissatisfaction and to a greater extent, to quitting the job.

2.1.3 Overview of Organizational Commitment

A number of research efforts over the past years, have been devoted to understanding the nature, antecedents, and importance of organizational commitment. Organizational commitment has been widely researched by numerous authors and stayed correlated to different variables in the area of human resource management^{114,115}.

Commitment is a very multidimensional concept and therefore somewhat hard to define. Commitment has been studied much, and it still remains one of the most challenging and

researched in the fields of management, organizational behaviour and human resource management¹¹⁶. There have been numerous ways to define commitment in the past years and researchers from different fields like to emphasize different aspects. Often commitment is seen as a force that binds individual to a course of action that is relevant to one or more targets.

Commitment in the workplace can further be divided into different aspects. Employee may be committed to career, occupation, goals, teams, leaders or organization as such¹¹⁷. Therefore, it is well recognized that employees develop more than one work-relevant commitment. Even though all of these are to be seen in the workplace and affect employees total workplace commitment, they all have their own characteristics. In this paper the focus would be in organizational commitment.

Like it is hard to comprehensively define commitment as such, the same difficulty is for organizational commitment. However, it has been possible to find common factors to various definitions. Common to all of these conceptualizations is a connection with turnover, “employees who are strongly committed are those who are least likely to leave the organization. Organizational commitment is connected to many things considered important one of which is work satisfaction. Despite the vast number of studies and interest towards commitment, there is still disagreement about what it is, how it develops and affects behavior.

Organizational commitment is therefore defined as a psychological attachment to an organization which reflects “the degree to which employee internalizes or adopts the characteristics or perspectives of the organization” formed by three independent

mechanisms: compliance, identification and internalization¹¹⁸. Compliance is shallowest of them all and is connected to rewards. Person adopts certain attitudes and behaviors in order to gain specific awards. Identification is step further into deeper commitment. Employee feels proud to be part of that specific organization and thus accepts and respects its' values and accomplishments. He or she wants to establish or maintain good relationship with that specific group. However, what separates that from the internalization is that he or she does not adapt those values as his or her own. Therefore, internalization occurs finally when there is value congruence between the person and the organization. Employee accepts organization's values because those are very similar to his or her own. The fact that this model was first one to make clear distinction between the instrumental exchange and psychological attachment as forms of commitment has been noted as benefit for this model. Instrumental refers to commitment based on rewarding, while psychological attachment is the deeper form¹¹⁹.

Traditionally, there have been associated Organizational commitment which is the individual's mental connection to the organization. The premise behind huge numbers of these studies was to discover approaches to enhance how specialists feel about their works so that these workers would turn out to be more dedicated to their organization. Organizational commitment predicts work variables, such as, turnover, hierarchical citizenship conduct, and employment execution. A percentage of the elements, which relates to, part stretch, strengthening, work shakiness and employability, and appropriation of authority have been appeared to be associated with employee's feeling of commitment¹²⁰. The desired and undesired behavior of those who interact inside an organizational system.

Most organizations know about the significance of employee commitment and its part in motivating employees. Employee commitment is the psychological attachment and the resulting loyalty of an employee to an organization. In today's competitive world each organization is confronting new difficulties in regards to maintained efficiency and creating committed workforce⁵⁹. However, no organization can perform at top levels unless every employee is focused on the organization's goals. Consequently, it is critical to understand the idea of commitment and its practical result. Still, commitment is the most difficult and researchable idea in the fields of management, organizational behavior¹²¹. This is because, some employees are committed to their jobs for diverse reasons. While some are committed because they love what they do, or because their goals align with those of the organization. Others might stay because they fear what they could lose if they leave. Still others might stay because they feel obligated to the company, or to their manager⁶¹ just to mention a few. Clearly, some of these types of commitment can have a negative effect on an employee's well-being, self-respect, and job satisfaction¹²².

Employee commitment alludes to the employee's passionate connection to, recognizable proof with, and contribution in the association, as per¹²³, it is described as employees' ability to add to organizational objectives. At the point when employees are certain that they will develop and learn with their present bosses, their level of duty to stay with that specific organizations higher Commitment appears when a man, by making a side wager, joins unessential premiums with a predictable line of action which relates commitment with the nature of the relationship of the part to the framework overall. characterizes commitment is described as the eagerness of social performing artists to give their vitality

and reliability to social frameworks, the connection of identity frameworks to social relations, which are seen as self-expressive characterized employee commitment as the conduct that associates representatives to the organization^{124,125}.

Employee commitment is the means by which a devoted worker feels to the organization. There have been a few measures and definitions about organizational commitment. There are three types of employee commitment each one of these show a level of commitment of an employee to the organization which determines how much each employee committed to the organization. Researchers recognized employee commitment as three kinds which are affective, continuous and normative. Affective commitment is the employees' feelings toward joining the organization, continuous commitment is employees' perceptions of costs if leaving the organization and normative commitment is employees' perceptions of their duties and promises toward the organization⁶⁶. However, employee commitment is in respect to the laborers' connection to or support in the organizations in which they are employed. Employee commitment is noteworthy since it figures out if workers are liable to leave their employments. Various studies have identified with employee commitment. Employee commitment construct includes elements of desires, needs, and obligations which are represented in the three components of commitment¹²⁶.

Several alternative models of commitment were proposed in the 1980s and early 1990s; multidimensionality was common to all. There are three-component model of affective, continuance, and normative commitment as mentioned above⁶⁸. All the three segments in particular Affective Commitment that is mental connection to organization; Continuance Commitment -costs connected with leaving the organization; and Normative

Commitment- commitment to stay with the association have suggestions for the proceeding with investment of the person in the organization. The higher an employee's level of instruction is, the lower that individual's level of organizational commitment¹²⁷.

Affective commitment alludes to the feeling of distinguishing proof as an individual from the organization and inclusion in the organization. Affective commitment responsibility is commitment of duty that there is a positive association between the individual and the association on the grounds that both have comparative qualities. Affective commitment identifies with the number of employees need to stay at their organization. In the event that an employee is affectively committed to their organization, it implies that they want to stay at their organization. They commonly relate to the organizational goals, feelings that they fit into the organization and are fulfilled by their work. Employees who are affectively committed feel esteemed, go about as representatives for their organization and are for the most part extraordinary resources for organization. If there is a high level of affective commitment, an employee enjoys their relationship with the organization and are likely to stay. They stay because they intend to stay. An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives, and might turn down offers to move to a new company, even if they seem more attractive financially. The individuals who stay in their organizations with a solid commitment hold their position since they require the occupation, as well as in light of the fact that they need it¹²⁸. Affective commitment is the procedure in which individuals carry on and consider their relationship with the organization.

Continuation commitment alludes to an individual's awareness of the expense to leave the organization. The counterpart to affective organizational commitment is continuance

organizational commitment, which considers the idea that individuals do not leave a company for fear of losing their benefits, taking a pay cut, and not being able to find another job. Continuation commitment is an auxiliary marvel which happens as a consequence of the exchanges of people and organizations. At that point, continuance commitment is identified with one's experience and what one has given to an organization. There is accordingly trouble in "surrendering it" and the obscure "open door expense" of leaving the organization or having few or no options. In addition, aptitudes and instruction are not effortlessly exchanged to other organization which tends to expand laborers' dedication to their present organization. Continuation responsibility connected with the experience that has been given to the organization¹²⁹. Representatives with a high managed duty think that it's hard to leave the association as a result of apprehension of the open-door cost borne when leaving the organization or on the grounds that they have next to zero option opportunities outside the organization¹³⁰. The individuals who stay inside of their organization with a solid continuance commitment are there in light of the fact that they require it. Continuous commitment which demonstrates the risk to the person of specific losses that the employee would cause if they somehow managed to leave organization. Here the dedication of the representative to the organization is because of the reason that the choice of quitting from the organization is excessive for the worker. He/she sees high cost from losing the enrollment of the organization. This expense incorporates the (monetary cost, for example, annuity and (social cost, for example, (fellowship with the collaborators. There is more commitment to the organization in duration duty since he/she needs to. This form of commitment reflects financial binds to the organization taking into account the expenses

connected with leaving the organization. Research into continuance commitment proposes that this part comprises of two related sub-measurements: giving up of one's own priorities and saw absence of options¹³¹. In other words, employee will remain in the organization because there are no other job alternatives outside the organization or because it is not accepted elsewhere.

Normative commitment refers to loyalty and a sense of debt to the organization based on moral obligation and usually develops as a result of socialization practices and based on a sense of duty and loyalty¹³². Normative commitment explains the employees with strong normative commitment will remain with an organization by virtue of their belief that it is the “right and moral” thing to do¹³³. Normative commitment is defined as a strong social emphasis on the obligations and the tendency of individuals. Normative commitment to the organization develops based on a collection of pressures that individuals feel during their early socialization from family and culture and during their socialization as newcomers to the organization. Besides that, normative commitment might also develop because of the “psychological contract” between an employee and the organization. Normative commitment refers to feelings and obligations of employees to remain employed in the organization. Furthermore, normative commitment can increase when an individual feels loyal to his employer or responsible to work for the benefits that he gets from the organization as a result of the desire to compensate the favors received from the institution, for example, preparing, training, and learning opportunities, profession development given by the organization to the person. The sentiment commitment makes the individual more dedicated as the inclination that the organization has contributed on

the individual makes him stay in the organization to "reimburse the obligation" the worker stays with the organization in standardizing responsibility since he "ought to".

Employee commitment and job satisfaction have been two of the recurring constructs in the scientific literature about work organization. Organizations are social systems where human resources are the most important factors utilized for effectiveness, efficiency and organizational performance. Organizations are social systems where human resources are the most important factors utilized for effectiveness, efficiency and organizational performance. Effective job performance is the attainment of specific results or outcomes required by the job through those specific actions while maintaining or being consistent with policies, procedures and conditions of the organizational environment¹³⁴. The analysis of organizational performance is a crucial step in the organizational assessment process. Organizations cannot succeed without their employee's efforts and commitment, which are all connected to job satisfaction. Employees' satisfaction with their jobs and commitment to their organizations has been viewed as major determinants of organizational performance. Employee commitment develops through stages, which are outlined as compliance, identification and internalization. These stages are described below¹³⁵:

The first stage, namely compliance centralises around the employee accepting the influence of others mainly to benefit from them, through remuneration or promotion. At this stage, attitudes and behaviours are adopted not because of shared beliefs but simply to gain specific rewards. The nature of employee commitment in the compliance stage is associated with the continuance dimension commitment, where the employee is

calculative with the need to stay in the organization when evaluating the rewards. This implies that at this stage employee stay in the organization because of what they receive.

The second stage, namely identification occurs when employees accept the influence of others in order to maintain a satisfying self-defining relationship with the organization. Employees feel proud to be part of the organization; they may regard the roles they have in the organization as part their self-identity. Employee commitment at this stage is based on the normative dimension. The individual stays because he or she should and is guided by a sense of duty and loyalty towards the organization.

The last stage, namely internalisation takes place when the employee finds the values of the organization to be intrinsically rewarding and congruent with his or her personal values. Employee commitment at this level is based on the affective dimension. The employee at this stage develops not only the sense of belonging but passion to belong to the organization hence the commitment is based on a “want to stay” basis. The values of the individual are therefore congruent with those of the group and the organization. There is different level of employee commitment. The first is high level of employee commitment. A high level of employee commitment is characterized by a strong acceptance of the organization’s values and willingness to exert efforts to remain with the organization. High employee commitment means identifying with one’s employing organization. The “will to stay” suggests that the behavioural tendencies at this level relate closely with affective dimension of commitment, where individuals stay because they want to.

The second is moderate level of employee commitment which is characterized by a reasonable acceptance of organizational goals and values as well as the willingness to exert effort to remain in the organization. This level can be viewed as a reasonable or average commitment, which implies partial commitment. The willingness to stay is an attribution of a moral commitment associated with the normative dimension of commitment. The individuals stay in the organization because they should do so.

The third is lower level of employee commitment. It is characterized by a lack of neither acceptance of organizational goals and values nor the willingness to exert effort to remain with the organization. The employee who operates on this level must be disillusioned about the organization; such an employee may stay because he or she needs to stay as associated with the continuance dimension. Given an option they will leave the organization. There are a variety of factors that shape employee commitment. Such factors include the following: job-related factors; employment opportunities; demographic characteristics; positive relationships; organizational structure; and management style.

Employee commitment is an important job-related outcome at the individual level, which may have an impact on other job-related outcomes such as turnover, absenteeism, job effort, job role and performance or vice versa. The job role that is ambiguous may lead to lack of commitment to the organization and promotional opportunities can also enhance or diminish employee commitment. Other job factors that could have an impact on commitment are the level of responsibility and autonomy. It was stated that “the higher the level of responsibility and autonomy connected with a given job, the lesser

repetitive and more interesting it is, and the higher the level of commitment expressed by the person who fill it.

The existence of employment opportunities can affect employee commitment¹⁴². Individuals who have a strong perception that they stand a chance of finding another job may become less committed to the organization as they ponder on such desirable alternatives. Where there is lack of other employment opportunities, there is a tendency of high level of employee commitment. As a result, membership in the organization is based on continuance commitment, where employees are continuously calculating the risks of remaining and leaving.

Employee commitment can also be affected by the employee's demographic characteristics such as educational qualification, years of service and marital status. It could be stated that employees with higher degree tend to have low commitment to the organization, this could possibly be because the organizations cannot meet their high expectations and it could also be that they tend to focus on alternative greater work opportunities elsewhere. While those with lower degree tend to be more committed because there is less opportunity for them elsewhere.

Another demographic characteristic that may affect employee commitment is associated with work experience. Work experience in the early stage has little or no effect on employee commitment, while in the late employment stages whereby years of work experience has been accumulated, employees tend to gain seniority and connections within an organization, hence increase commitment to the organization. However, marital status of an employee is believed to have a positive influence on employee commitment.

This is assumed to be because married employees, especially those with children are most times the breadwinners of their families; hence they have more personal responsibilities and larger financial load than their single counterpart. As a result of this, they have more reasons not to risk leaving the organization.

The working environment is also identified as another factor that affects employee commitment. One of the common working environmental conditions that may affect employee commitment positively is partial ownership of a company. Ownership of any kind gives employees a sense of importance and they feel part of the decision-making process. This concept of ownership which includes participation in decision-making on new developments and changes in the working practices, creates a sense of belonging. A study conducted also indicates that managers who participate in budget decision making tend to have a high level of employee commitment.

Another factor within the work environment that may affect employee commitment is work practices in relation to recruitment and selection, performance appraisal, promotions and management style. It was concluded that the low level of employee commitment of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of managerial style and behaviour that has a negative effect on employee commitment of subordinates.

The organization as a workplace environment is built up of working relationships; one of which is the supervisory relationship. The supervisory relationship can affect employee commitment either positively or negatively". A positive supervisory relationship depends on how work-related practices such as performance management are being implemented

in the organization. When individuals find the supervisory relationship to be fair in its practices, they tend to be more committed to the organization. Other work relationships, such as teams or groups, which exist in the workplace, can affect employee commitment. Organizational members can demonstrate commitment when they are able to find value through work relationships¹⁵². Employee commitment and attachment to the organization can be increased through efforts made to improve the organizations social atmosphere and sense of purpose. In essence, when work relationships reflect mutual respect to individuals, they are able to commit themselves to the organization.

Organizational structure plays an important role in employee commitment. Bureaucratic structures tend to have a negative effect on employee commitment. The removal of bureaucratic barriers and the creation of more flexible structure are more likely to contribute to the enhancement of employee commitment both in terms of their loyalty and attachment to the organization. The management can increase the level of commitment by providing the employees with greater direction and influence.

The answer to the question of employee commitment, morale, loyalty and attachment may consist not only in providing motivators, but also to remove demotivators such as styles of management not suited to their context and to contemporary employee aspirations. A management style that encourages employee involvement can help to satisfy employee's desire for empowerment and demand for a commitment to organizational goals. It is argued that "more flexible and participatory management styles can strongly and positively enhance employee commitment. Organizations need to ensure that their management strategies.

2.2 Theoretical Framework

This section explains the various theories and models that can be used to describe the job enrichment and organizational commitment on job satisfaction of Secretaries in the five local government in the Ibadan metropolis Area of Oyo Statesch. Basing on this, the following theories are reviewed to indicate the relationship between job enrichment and organizational commitment on job satisfaction includes Job Characteristics Theory, Allen and Meyer Theory of organizational commitment and Frederick Herzberg Two Factor Theory

2.2.1 Frederick Herzberg Two Factor Theory

Frederick Herzberg Two Factor Theory propounded by Frederick Herzberg in 1959 describes defined two sets of factors in deciding employees working attitudes and level of performance, named Motivation & Hygiene Factors. This theory proposed that Intrinsic and Extrinsic Factors are interdependence to each other. The presence of Extrinsic Factors will only eliminate employees' work dissatisfaction; however, it will not provide job satisfaction. It has widely been known as job content factors which aim to provide employees meaningful works that able to intrinsically satisfy themselves by their works outcomes, responsibilities delegated experience learned, and achievements harvested. Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growth. Intrinsic Factors will propel employees to insert additional interest into their job. When employees are well satisfied by motivational needs, their productivity and efficiency will improve.

Frederick Herzberg Two Factor Theory identified four core job dimensions that have an effect on four work-related outcomes or satisfaction. The four components are advancement, working condition, achievement and responsibility¹⁴¹. Advancement is seen as a form of career development, leading to higher income and greater job satisfaction. It refers to the progression of an employee within an organization, often involving promotions to higher positions. Working conditions are created by the interaction of employees with their organizational climate. Working conditions include, psychological work conditions and the physical layout of the job. The physical working conditions include availability of facilities like protective clothing, equipment and appliances, psychological contract includes the psychological expectations of both employees and their employers. Achievement is a drive to excel, to achieve in relation to a set of standards and strive to succeed. Achievement is present when employees have feelings of personal accomplishment.

For achievement to be present as a motivation factor, the job must be challenging and interesting. For the individual to experience achievements, he or she must be able to succeed, have abilities to solve job-related problems and performs effectively. Responsibility refers to what must be done to complete a task and the obligation created by the assignment which are normally determined by the employer to enhance productivity.

This theory is relevant because provides an insight into key elements that encourage employees. It can be used to understand the motivations of individual employees that can in turn be utilized to craft a holistic employee motivation plan. It can also be used to identify diverse factors to reaffirms that lack of job satisfaction is not due to poor work

performance but rather other factors, such as organizational policies and procedures. It can be used to encourage managers to be aware of workers who may have a more difficult time achieving job satisfaction. This ensures their concerns are heard and changes are made if necessary.

2.2.2 Job Characteristics Theory

The theory of Job characteristics was propounded by Richard Hackman and Greg Oldham in 1975. This model, also referred to as job design model, looks at work place characteristics that have effect on work related outcomes. It is a psychosomatic theory of drive that describes the systematic and purposeful distribution of job task to the team, group and individuals in an organizational setting. The theory describes job enrichment as the existence of specific work characteristics that affect employee behavior and attitudes in different ways. It is a multilevel interactionist model describing job design based on the idea that work itself is the key to motivating employees; specifically, a tedious and monotonous task acts as a deterrent to employees trying to achieve the goals set by the company or organization, while a problematic task strengthens the motivation to achieve them. The Job Characteristics Theory identified five core job dimensions that prompt three psychosocial states which, in turn, lead to or have an effect on five work-related outcomes or results. The five components of job design are skill variety, task identity, task significance, autonomy and job feedback¹³⁶.

Skill variety explains the extent to which a job demands various skills, ability and capacity from an individual employee in achieving a set task. This is said to drive employee satisfaction when an employee has the necessary skills to perform a certain task and opportunity for training where there is a deficiency of required skills. Task

identity describes the aspect in which job demands realizing complete and identifying the part of the job task that will help in accomplishing the work from beginning to the end with a visible, marked and positive outcome. This also is said to motivate employee and gear them to be happy on the job. Task significance emphasizes the extent to which a job has a cogent influence on the well-being of other employees, or how it affects other employees, within and outside the firm. In other words, employees' understanding of several other individuals who depend on the work they are performing is a crucial point in their satisfaction. Job autonomy describes the degree of independent judgment to make informed decision and discretion regarding the assigned task given to individual employees. In other words, the liberty to expand on the job and responsibilities is given to the employees to perform their duties and functions effectively. Autonomy in the workplace provides employees with a sense of job ownership and make them feel in charge of the work which largely steers up the satisfaction in an individual employee. While Job feedback explains a process by which reporting managers, superiors and peers at work offer constructive suggestions to employees on the assigned task which allows improvement and possible enhanced productive work behaviour. This, according to the theorist, stimulates dedication of employees and make them happy on the job.

This theory is of the view that certain factors come into being in provoking employees 'satisfaction and by extension the ultimate quality performance in the workplace. One of it is the fact that job design seeks to integrate means in which change to job characteristics, such as workload, autonomy, variety and workplace supervisory support, will lead to enhanced worker's satisfaction and hence increased productivity¹³⁷. The second aspect is the benefits of job design, which are improved job satisfaction, inner

drive of the workforce and increased employees' skills and ability^{138,139}. Indeed, job design is appropriate to explain employee satisfaction and commitment in the work setting, as it has a direct relationship with improved workers' productivity. In addition, this model posits that there are set of opportunities and constraints considered into tasks distribution and role functions that affect how employees fulfil their job functions.

The theory is relevant to the study because it has the ability to address the connection between a component of job and employee reactions to work which is crucial to goal accomplishment of the employees as well as their job satisfaction through establishing an extended system of job characteristics, which include those more fundamental in the modern-day workplace, such as emotional and performance monitoring demands, and operational uncertainty and outcomes such as creativity, proactivity and safety at work. It also advances conditions that will make employee perform very well on the job and takes into consideration employee divergent views between job features and job outcome factors and make organizational leaders and superiors understand factors of job characteristics that will make their workforce happy and satisfied with their work to realize productive work behaviour. Nevertheless, the weakness of the model is that it failed to take cognizance of other perceived objective job characteristics relationship because the theory only emphasized on the presence of narrow set of job characteristics, intervening variables (mederators) and behavioural results and was only directed at motivational techniques at work but neglect the stressful aspect of work that this may create

2.2.3 Allen and Meyer Model of Employee Commitment

The Allen and Meyer model is the first contemporary theory of employee commitment which was propounded by Allen and Meyer in 1990. This theory was used to study a wide range of conceptual framework on employee commitment from the view point of individual's connection with the organization. Employee commitment was initially viewed as two dimensional namely, affective and continuance. The first dimension, namely affective commitment was defined as “positive feelings of identification with, attachment to and involvement in the work organization”, and the second dimension, namely continuance commitment is “the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving”. After further research, a third dimension, namely normative commitment was added. It is a sense of obligation an employee has to the organization, a feeling of staying with the organization because it is the right thing to do¹⁴⁰.

Affective commitment represents the individual's emotional attachment to the organization. It is the employee's emotional attachment to, identification with, and involvement in the organization. Employees who are committed to an organization on an affective basis, continue working for the organization because they want to. Affective commitment is a work-related attitude with positive feelings towards the organization. It was also maintained that this type of attitude is an orientation towards the organization, which links or attaches the identity of the person to the organization. The second dimension of the tri-dimensional model of organizational commitment is continuance commitment.

Continuance commitment is the awareness of the costs associated with leaving the organization. It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organization. The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization. Therefore, continuance commitment will be the strongest when availability of alternatives is few and the number of investments are high. This argument supports the view that when given better alternatives, employees may leave the organization.

The last dimension of the employee commitment model is normative commitment which is defined as a feeling of obligation to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization. The strength of normative commitment is influenced by accepted rules about reciprocal obligation between the organization and its employees. The reciprocal obligation is based on the 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. This implies that individuals often feel an obligation to repay the organization for investing in them, for example through training and development.

It was argued that this moral obligation arises either through the process of socialization within the society or the organization. In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, it places him or her, or the organization under the moral obligation to respond in kindness. The Allen and Meyer model for employee commitment is related to this study because it has given an explanatory fact about the commitment of an employee in an organization. The output of a secretary of

any institution depends on the attitude and behaviour of such individual as Allen and Meyer model is considered to relate to process in which a secretary becomes locked in the institution and how he or she is able to deal with it, as a result, determines the commitment of such secretary in the institution.

2.3 Review of Empirical Studies

2.3.1 Job Enrichment and Job Satisfaction

Various management literature has discussed about the issue of job satisfaction and job enrichment where by the first people to discuss were the historians from the socio-technical group and the group from human relations. According to the socio- technical group ideas, employees' satisfaction depends on the characteristics of the working places while the group of human relations ideas claimed that when workers are being satisfied when they perform well in their working environment. That means the fitness in body and mind and satisfaction of employees are influencing the production and accuracy on the performance of employees'.

A study examined the impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as intervening variable: a correlational study from Pakistan. Survey research was used in order to carry out the study¹⁴². The total 250 respondents were approached for data collection. The data collected with the aid of a questionnaire was numerically quantified, tabulated and analyzed using Likert scale and percentages. Results of the study show that there is a moderate level interdependence between job enrichment, job enlargement, employees' satisfaction and employees' performance. Job enrichment and job enlargement are the steps used to make the

employees feeling that the organization is actually owning them and that thing boost their performance on the job. This has a direct impact on their satisfaction level in the organization while performing their duties. That thing ultimately increases the level of performance of the employees on the job. Based upon the data collected from three big cities of Pakistan, it is recognized that employees' performance can be enhanced by increasing their satisfaction level. And the satisfaction level can be enhanced by enriching and enlarging their jobs in the organization. Therefore, this study recommended that management should put in place both intrinsic and extrinsic motivational packages to enhance nurses job satisfaction.

In a similar study conducted to investigate the Effect of Job Enrichment on Employee Satisfaction 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. 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. The finding of this also showed that some of the highest level of satisfaction expressed by the employees in the seven private universities were on the relationship with colleagues, work environment, independence to do work, feedback from work done, work

responsibility, participating, recognition and rewards for outstanding works and contributions, challenging schedules and right to put on opinions and growth ¹⁴³.

Another study examined the Effect of Job Enrichment on Employee Commitment 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. The findings revealed that job enrichment had a statistically significant positive effect on employee commitment of non-academic staff in the selected private universities in South- West Nigeria. This finding shows that non-academic staff in the sample Universities are committed to their work as the result of the practice of job enrichment. However, the study recommended that managers and human resources managers of the surveyed Universities and other private and public universities and other organizations should pay more attention to job enrichment practices as to keep employee committed all the time. The findings of the study further implied that the non-academic staff in the surveyed universities are committed to their organizations/jobs because the organization they work with presently deserve their loyalty, they have a sense of obligation to the people in their organization, they enjoy the feeling of accomplishment they get from their present jobs, the level of autonomy they have in their organization and they enjoy the feeling of accomplishment they get from their present jobs. ¹⁴⁴.

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. 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 relates 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 commitment¹⁴⁵.

A study researched on The Impact of Job Enrichment on Employees' Performance: A Survey Study on Jordan Customs Employees in Aqaba. The researcher applied the descriptive- analytical approach, using a random population sample of 138 employees SPSS was applied to analyze data.

The findings indicates that there is a significant relationship between job enrichment, diversity of skills, job autonomy, job feedback and the performance of employee at Aqaba Jordan Customs which indicates that employees have the ability to perform some tasks in the way they prefer; to some extent, they have the autonomy to make decisions through the power they are authorized. The study concluded that there was a positive significant relationship between the dimensions of job enrichment and job performance of employees at Aqaba Jordan Customs, which confirms the need to pay more attention

to this administrative approach in order to improve the level of job performance of employees in organizations in general¹⁴⁶.

2.3.2 Organizational Commitment and Job Satisfaction

Organizational commitment and job satisfactions are one of the key factors which could have effect on the performance of the employees in any organization including government institutions. In the organizational setting, many studies had been carried out on the influence of organizational commitment on job satisfaction as well as the performance of employees. A study found a positive relationship between “affective commitment” and job satisfaction, a significant negative relationship between “continuance commitment” and JS, and a positive relationship between “normative commitment” and job performance¹⁴⁷. In another similar study conducted on the influence of employee commitment on job performance among library personnel in Southwest Nigeria using the descriptive survey and purposive sampling technique. The finding revealed that there was significant influence of employee commitment on job performance among library employees. It was also revealed that there were no significant differences in the library personnel affective, continuance, and normative commitment based on gender, age, marital status and years of experience. However, there was a significant difference in the affective commitment of library personnel based on their years of experience¹⁴⁸. This study therefore, concludes that years of work experience in the organization have an impact on the affective attachment of the library personnel to the organization. It is thereby recommended among others that management should pay attention to policies geared towards improving employee commitment to the organization.

A study examined the impact of employee commitment among employees in selected organization in India using the survey design and purposive sampling. One hundred and thirty-five employees were used in the study and questionnaire was the instrument used in the collection of data and data was analysed using the descriptive and inferential statistics. Result revealed that there was significant impact of employee commitment on job performance. It was also found that in employer's stand point, role ambiguity, job control, job insecurity, career advancement, performance appraisal, and positive team experience have been claimed significantly affecting employee commitment¹⁴⁸. In contrast, factors affecting employee's commitment are locus of control, age and tenure in organization, task self-efficacy, culture, job satisfaction, and employee engagement.

Another study on investigating the relation among job satisfaction, perceived organizational support and employee commitment, job satisfaction is divided into two categories, namely, internal and external satisfaction. External satisfaction is related to factors such as payment, promotion, admiration and interaction with colleagues; whereas employees' satisfaction is related to values, social status, position; and professional responsibility indicate internal satisfaction. Individuals' assessment of their job and expression of satisfaction or dissatisfaction can be regarded as the general outcome of their job constituents it was found that employee commitment had influence on job performance among employees¹⁴⁹.

A study conducted in five Lebanese banks on the relationship between employee commitment and job performance, results showed that job performance and employee commitment were significantly correlated and satisfaction was a predictor of commitment¹⁵⁰. This is similar to a study conducted which was also found that there is a

significant and positive correlation between employee commitment and job performance. In a study carried out on the employees working in the service and production industry, results showed a significant relationship between affective commitment and job performance. Results also showed that there is a significant relationship between normative commitment and job performance. It was also discovered that there is a significant and positive relationship between continuance commitment and job performance. In contrast, another study conducted showed that there is no significant correlation between continuance commitment and job performance.

A study examined the relationship between employee commitment and job performance academic staff members in a selected higher education institution in South Africa using the descriptive survey and purposive sampling. The study utilized a self-administered questionnaire to solicit data from 302 participants randomly selected from a South African higher education institution. Correlations were used to test whether there is any relationship between the variables. T-tests and ANOVA were also used in this study. Results showed a significant positive relationship between affective commitment as well as continuance commitment and job performance, but no significant relationship between normative commitment and job performance was found. The results also show that there is a significant difference in job performance between male and female academic staff members. The results show that there is no significant mean difference between employee job performance as well as employee commitment in terms of age¹⁵⁰.

Another study conducted on “Exploring the Job performance and Employee commitment of Employees in Information Technology Environment”, aimed at examining the relationship between employees’ job performance (as measured by the job performance

survey) and employee commitment as measured on the employee commitment scale. A quantitative survey design was used to achieve the research objectives. Sample of the study was drawn from 195 employees at four information technology firms in South Africa. In all, 86 usable surveys were returned, yielding a moderate response rate of 44 percent¹⁵¹. The Job performance Survey measured nine facets of job performance: pay, fringe benefits, promotion, supervision, contingent rewards, operating conditions, co-workers, nature of work and communication, as well as the overall job performance. The questionnaire on job performance consisted of a set of 36 items, while employee commitment was measured using the three-dimensional Meyer, Allen and Smith's instrument, originally developed by Allen and Meyer in 1990. The affective, continuance and normative organizational scales comprised six items, modified from the original questionnaire consisting of 24 items. Response was made on a 7 – point Likert scale. Descriptive and inferential statistics were used to analyse the data collected. Pearson-Product Moment Correlation and stepwise multiple regression analysis were used to test the research hypotheses. The findings of the study suggest a significant relationship between job performance and affective and normative commitment variables, as the respondents were satisfied with pay, fringe benefits, promotion (advancement), supervision, contingent rewards, nature of work, communication and relationship with co-workers, and seem to feel more emotionally attached to and involved with their respective organizations¹²⁴.

In another study on evaluation of employee commitment of employees in universities: A Case Study of Islam Azad University”, aimed at evaluating the influence of affective factors: age, gender, educational level and job background on university staff employee

commitment, using Mathew Employee commitment Model. A sample population of 127 (out of 192) employees were selected based on random sampling. A 7 – point scale questionnaire was used for data collection. Based on the research hypotheses in this study and sampling groups, descriptive statistics, frequency distribution, percentages, mean, standard deviation, variance analysis, t-test and correlation matrix were used to analyse the data collected. Results obtained indicate that age increase or decrease has no significant influence on employees' employee commitment. Also, there is no significant relationship between employees' job background and employee commitment; no significant relationship between gender and employee commitment; and no significant relationship between faculties and employees in terms of employee commitment. This study is related to the present effort in that they both focused on important job-related variable of employee commitment of employees in university environments¹⁵⁵. However, the earlier research is an evaluative case study of a particular university, whereas the current effort is a correlational survey, involving two major variables: job performance and employee commitment.

2.4 Conceptual Framework

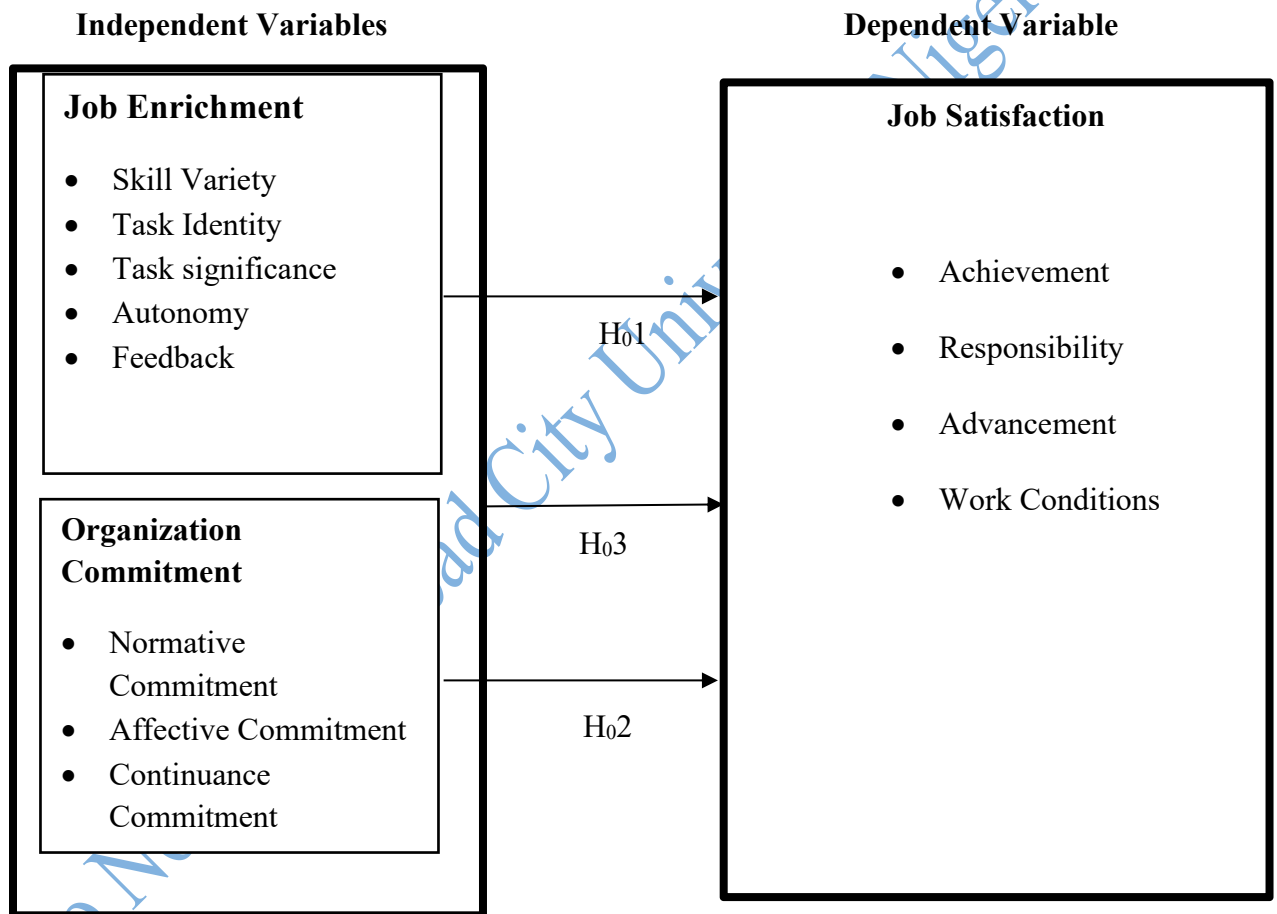


Figure 2.1 Conceptual Model of the Independent Variable and the Dependent Variable

Source: Researcher, 2023

According to the conceptual model of the study, the dependent variable of this study Job satisfaction. Employee job satisfaction in the context of this study would be measured using Fredrick Herzberg Two Factor Theory. Job satisfaction (dependent variable) has

four measures relevant for this study which includes: Job Responsibility, Job achievement, Job supervision and work condition. The independent variables are Job enrichment and organizational commitment; Job enrichment is measured with skill variety, task identity, task significance, feedback and autonomy while organizational commitment has three measures relevant for this study which include: Affective commitment, continuance commitment and normative commitment. The selections of the model are based on the belief that there is a relationships and interactions between the components of the independent variables and job satisfaction of Secretaries in the five local government in the Ibadan metropolis Area of Oyo State. It suggests that Job enrichment and organizational commitment are some of the key determinants of job satisfaction of Secretaries in the five local government in the Ibadan metropolis Area of Oyo State.

The conceptual model illustrates the combine influence of Job enrichment and Organizational commitment on job satisfaction of Secretaries in the five local government in the Ibadan metropolis Area of Oyo State, Nigeria. With these variables, this study identify the impact of Job enrichment on job satisfaction (Job responsibility, achievement, supervision and work condition) of Secretaries in hypothesis one, impact of Organizational commitment on job satisfaction (Job responsibility, achievement, supervision and work condition) of secretaries in hypothesis two and the combine impact of job enrichment and organizational commitment on the job satisfaction Secretaries in the five local government in the Ibadan metropolis Area of Oyo State, Nigeria; where recommendations that will improve the job satisfaction among secretaries will be drawn.

The conceptual model is anchored on Job characteristics theory, Frederick Herzberg Two Factor Theory and Job Characteristics or enrichment theory and Allen and Meyer Theory. Frederick Herzberg Two Factor Theory was used to explain the Job Satisfaction. Some of the measures that were adapted for the theory of Frederick Herzberg Two Factor Theory are Job responsibility, achievement, supervision and work condition. Job Characteristics Theory was used to explain the Job enrichment. Some of the measures that were adapted for Job enrichment are skill variety, task identity, task significance, feedback and autonomy. For organizational commitment, Allen and Meyer theory was used. The measures used for this study were affective commitment, continuance commitment and normative commitment

2.5 Summary of Gaps in Literature Reviewed

The reviewed literature in this research delves into the intricate relationships among job enrichment, organizational commitment, and job satisfaction, with a specific focus on secretaries within the five local government in the Ibadan metropolis Area of Oyo State, Nigeria. The conceptual review section provided a solid foundation by defining and dissecting the key concepts. Job satisfaction, the central focus of the study, was analyzed through various dimensions, including achievement, responsibility, advancement, and work conditions. These factors play a crucial role in determining the overall satisfaction levels of employees, in this case, secretaries.

Job enrichment, on the other hand, was explored in terms of skill variety, task identity, task significance, autonomy, and job feedback. Job enrichment is a key strategy aimed at enhancing the quality of work by incorporating these elements, potentially leading to increased job satisfaction. Organizational commitment, another pivotal aspect of the

study, was divided into three categories: affective commitment, continuance commitment, and normative commitment. Understanding these dimensions is essential as they contribute to the overall commitment of secretaries to their respective organizations.

Theoretical underpinnings were provided by Herzberg's Two Factor Theory, which sheds light on the factors that influence job satisfaction and dissatisfaction, and the Job Enrichment Theory, which emphasizes the importance of incorporating various elements into work to enhance motivation and satisfaction. Additionally, the Allen and Meyer Model of Organizational Commitment was discussed, providing a framework to understand the different dimensions of commitment.

The empirical review section summarized previous studies, highlighting the complex interplay between job enrichment, organizational commitment, and job satisfaction. Despite numerous studies conducted in different parts of the world, including Europe, America, Africa, and specifically Nigeria, dissatisfaction among employees, which may hinder government-owned institutions from achieving their goals, continues to persist.

The research aims to bridge this existing gap by providing empirical evidence specific to secretaries in the five local government in the Ibadan metropolis area of Oyo State, Nigeria. Through a comprehensive analysis of job enrichment and their impact on organizational commitment and job satisfaction, this study seeks to contribute valuable insights that can inform strategies to improve the working conditions and overall job satisfaction of secretaries in government-owned institutions. Ultimately, the goal is to facilitate the alignment of employee satisfaction with organizational objectives, fostering a more productive and committed workforce in the region.

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Chapter Three

Methodology

This chapter presents the methodology used in this study. The different sub-sections include: research design, population of the study, sample and sampling technique, description of research instrument, validity of research instrument, reliability of research instrument, method of data collection and method of data analysis

3.1 Research Design

This study adopted descriptive survey research. For the purpose of this study, descriptive research enabled the researcher to examine the relationship between measures of different variables obtained at the same time. This method is appropriate because it is found useful in the collection of data on phenomena that cannot be directly observed. It also enables the researcher to investigate the influence of Job Enrichment, Organization Commitment on Job Satisfaction of Secretaries employed in five Local government headquarters in the Ibadan metropolis Oyo State, Nigeria.

3.2 Population of the Study

The population of this study consisted of one hundred and ninety-eight (198) secretaries employed in five Local government headquarters in the Ibadan metropolis Oyo State, Nigeria. The population of the study is shown in Table 3.1.

Do Not Copy, Lead City University, Nigeria

Table 3.1: Population of the Study

S/N	Local Governments	Number of Secretaries
1.	Ibadan south-East, Mapo	34
2	Ibadan south-West, Oluyole	36
3	Ibadan North LGA, Agodi	43
4	Ibadan North East, Iwo Road	37
5.	Ibadan North-west, Dugbe/Onireke	48
	Total	198

Source: Information Record Department, State Directorate of Local Government Affairs, Oyo State, 2023

3.3 Sample size and Sampling Technique

The sample size of the population is one hundred and ninety-eight (198) which is made up of secretaries in five local government headquarters within the Ibadan metropolis. Hence, the study employs a “complete enumeration” sampling technique due to the relatively small size of the population. As the population can be entirely included in the research, a complete enumeration approach ensures that data was collected from every individual within the population, providing a comprehensive and accurate representation of the entire secretaries in five local government headquarters within the Ibadan metropolis.

3.4 Description of Research Instruments

A structured questionnaire was utilized to acquire data from the respondents because it can be used to assess the structured questions and replies quickly to meet the study’s purpose. The instrument to be used is Job Enrichment, Organizational Commitment and

Job Satisfaction (JoEOCJoS) Scale. The study would follow the Likert scale design which permits the researcher in providing alternatives that respondents picked from. The questionnaire includes the following sections:

Section A: This section is prepared by the researcher to gather demographic information of respondents. The bio-data of respondents contained; gender, age, qualification and job experience.

Section B: Job Satisfaction Scale (JSC) includes of four aspects; responsibility, achievement, advancement and work conditions which is targeted at analyzing the employee job satisfaction in the Local Government Area. The items were adapted from available theory as a guidance in designing the questions. The scale utilizes a four-point response likert scale of Very High Extent (VHE)=4, High Extent (HE)=3, Low Extent (LE)=2, Very Low Extent (VLE)=1

Section C: Job Enrichment Scale (JES) comprises of five sub-variables of skill variety, task identity, task significance, autonomy and job feedback. The elements were derived from available theory. The Cronbach's alpha coefficient for the variables is 0.7, 0.8, 0.6, and 0.76 respectively. The scale employs a four-point answer style of Very High Extent (VHE)=4, High Extent (HE)=3, Low Extent (LE)=2, Very Low Extent (VLE)=1

Section D: Organizational Commitment Scale (OCS) comprises of three sub-variables of affective commitment, continuance commitment and normative commitment. The components were derived from available theory. The Cronbach's alpha coefficient for the variables are 0.7, 0.8, 0.6, and 0.76. The scale employs a four-point answer style of Very High Extent (VHE)=4, High Extent (HE)=3, Low Extent (LE)=2, Very Low Extent (VLE)=1.

3.5 Validation of the Research Instruments

To validate this study, instrument was acquired from relevant literature analysis and adaption from questionnaires that have been utilized by other studies. Content and construct validity would be done. Content validity was utilized to determine the internal validity of the research instruments which was verified via the supervisor and other specialists in information management sector or department of the university. Corrections were used as guide in generating the final questionnaire which was sent out to the respondents for the research.

3.6 Reliability of the Research Instrument

The researcher subjected the questionnaire to a reliability test to assess the internal consistency of all items measuring each variable in the study. The reliability of the instrument was done by pilot research utilizing thirty (30) copies of the questionnaire was given to secretaries in Oluyole Local Government Area of Oyo State, which was not a part of the study. Data received was submitted to Cronbach's alpha reliability test to confirm internal consistency of the items. The results shows that the entire instrument has a cronbach alpha values of 0.74

3.7 Administration of the Research Instruments

A letter of recommendation was acquired from the Department of Information Management, Lead City University which was utilized to get authorization to conduct the survey from the relevant authority in the selected local government areas. Due to the number of respondents, a three (3) day training was performed for two (2) research

assistants to facilitate the administration, retrieval and initial sorting of copies of the questionnaires. In total, 198 copies of questionnaires were administered to secretaries across the five Government Area.

3.8 Method of Data Analysis

The researcher analyzed the data obtained using descriptive statistics to answer research questionnaires. The use of descriptive statistics was useful since it helps to explain and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response concerning variables under investigation, so addressing the research questions. To test the hypotheses stated, the inferential statistics using multiple regression analysis were employed, maintaining a significance level of 0.05.

Do Not Copy, Lead City University, Nigeria

Endnotes

1. Information Record Department, State Directorate of Local Government Affairs, Oyo state (2022).

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Chapter Four

Results and Discussion of Findings

This chapter presents the results of data collected in the course of the research. The researcher administered the study questionnaire to secretaries from five local governments within the Ibadan metropolis in Oyo. Out of the 198-questionnaire administered, 189 was completed and returned. This represents 95% return rate which is considered adequate for analysis and subsequent generalization. The decision rule for the descriptive analysis is as follows; 1.00 – 1.49= very low extent, 1.50 – 2.49= low extent, 2.50 – 3.49 = high extent, 3.50-4.00= very high extent. Also, the hypotheses were tested 0.05 level of significance.

4.1 Demographic Analysis

Table 4.1: Demographic Analysis

		Frequency	Percent
Gender	Male	76	40.2
	Female	113	59.8
	Total	189	100.0
Age	Below 20	35	18.5
	20-25	41	21.7
	26-30	37	19.6
	31-35	28	14.8
	36-40	16	8.5
	41-45	10	5.3
	46 and above	22	11.6
	Total	189	100.0
Educational Attainment	ND/NCE	72	38.1
	HND/BSC	13	6.9
	Masters	8	4.2
	Others	96	50.8

Total	189	100.0
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Source: Researcher's Fieldwork 2023

Table 4.1 presents a demographic analysis of the study population, breaking down various demographic factors such as location, gender, age, and education level. In the first section of the table, the "LGAs" (Local Government Areas) are listed along with the number of respondents from each area. It shows that Ibadan North-west, Dugbe/Onireke, has the highest representation with 45 respondents, making up 23.8% of the total. Ibadan North LGA, Agodi, follows closely with 41 respondents, accounting for 21.7% of the total. The table illustrates that the respondents are distributed across different LGAs, providing a geographic perspective of the population.

The Gender section reveals the gender distribution among the respondents. The data indicates that there are 76 males, representing 40.2% of the total, while females account for 113 individuals, making up 59.8%. This gender breakdown gives insight into the composition of the population with a slight female majority. The "Age" section provides information on the age groups of the respondents. The data is divided into various age categories, with "20-25" and "26-30" being the most common age groups, each representing 21.7% and 19.6% of the total, respectively. The data also shows that there is a relatively even distribution among different age groups, with "41-45" being the smallest group, making up 5.3% of the total.

The last section of the table, "Educational Attainment," categorizes respondents based on their educational qualifications. The data reveals that "Others" is the most prevalent category, representing 50.8% of the total respondents. "ND/NCE" (National Diploma/Nigeria Certificate in Education) is the next most common category, with

38.1% of respondents falling into this group. The data suggests that a significant portion of the population falls under the "Others" category, which may include individuals with various educational backgrounds beyond the specific categories mentioned. In summary, Table 4.1 provides a comprehensive demographic analysis of the population, covering location, gender, age, and education level. This information can be valuable for various research or planning purposes, helping to understand the composition and characteristics of the surveyed population.

4.2: Research Questions

4.2.1: What is the level of job satisfaction among secretaries in local governments within the Ibadan metropolis?

Table 4.2: Level of Job Satisfaction of Secretaries in the Ibadan metropolis, Oyo State, Nigeria

Responsibility	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean
I am regularly entrusted with tasks that require a high level of responsibility in my job	56 (29.6 %)	113 (59.8%)	18 (9.5%)	2 (1.1%)	3.18
I am responsible for managing confidential information or sensitive documents as part of my job	46 (24.3%)	110 (58.2%)	25 (13.2%)	8 (4.2%)	3.03
I am frequently involved in important decision-making processes within my office	52(27.5%)	112 (59.3%)	21 (11.1%)	4 (2.1%)	3.12
My role includes responsibilities that have a substantial impact on the success of my department.	56 (29.6%)	107 (56.6%)	22 (11.6%)	4 (2.1%)	3.14
Weighted Mean					3.11

Achievement	VHE	HE	LE	VLE	Mean
Tasks assigned to me help me achieve personal growth and development	69 (36.5%)	102 (54.0%)	15 (7.9%)	3 (1.6%)	3.25
I actively seek opportunities to improve my skills to enhance organizational achievements.	44 (23.3 %)	107 (56.6%)	29 (15.3%)	9 (4.8%)	2.98
I feel a strong sense of accomplishment when I complete projects or tasks	52 (27.5%)	100 (52.9%)	30 (15.9%)	7 (3.7%)	3.04
I receive regular feedback and support from my supervisors to help me excel in my role and achieve my goals	54(28.6%)	108 (57.1%)	24 (12.7%)	3 (1.6%)	3.13
Weighted Mean					3.10
Advancement	VHE	HE	LE	VLE	Mean
I am satisfied with the professional growth prospects available to me in my current role	57 (30.2%)	100 (52.9%)	24 (12.7%)	8 (4.2%)	3.09
I receive adequate support and guidance from my organization to help me advance in my career.	63(33.3 %)	102 (54.0%)	22 (11.6 %)	2 (1.1%)	3.20
The training and development opportunities provided by my organization contribute to my potential for advancement	51 (27.0%)	97 (51.3%)	37 (19.6%)	4 (2.1%)	3.03
I am motivated to excel in my role	60 (31.7%)	70	35	24	2.88

because I see it as a stepping stone for future career opportunities	(37.0%)	(18.5%)	(12.7%)		
Weighted Mean					3.05
Work Conditions	VHE	HE	LE	VLE	Mean
I am satisfied with the physical work environment	47 (24.9%)	70 (37.0%)	28 (14.8%)	44 (23.3%)	2.63
The equipment and tools provided to me are adequate and in good working condition	88 (46.6%)	64 (33.9%)	22 (11.6%)	15 (7.9%)	3.19
I feel that my work schedule and hours are reasonable and conducive to a healthy work-life balance	59 (31.2%)	74 (39.2%)	30 (15.9%)	26 (13.8%)	2.88
I have access to the necessary resources and facilities to perform my job effectively	42 (22.2%)	73 (38.6%)	38 (20.1%)	36 (19.0%)	2.64
Weighted Mean					2.84
Aggregate Mean					3.02

Source: Fieldwork, 2023

Table 4.2 presents a detailed analysis of job satisfaction among secretaries working in Local Governments within the Ibadan Metropolis. The table is organized into different categories, each related to job satisfaction factors such as responsibility, achievement, advancement, and work conditions, and it provides the frequency, percentage, and mean values for each factor.

The first category, deals with responsibility. It assesses the level of responsibility secretaries have in their roles. The response in the table showed that 29.6% of respondents feel they have a very high extent of responsibility in their job, while 59.8% have a high extent, with 9.5% of the respondents indicating low and only 1.1% very low extents. The mean score for this item is 3.18, indicating a relatively positive perception of their level of responsibility. Also, 24.3% of the respondents indicated that they have very high extent level of responsibility in managing confidential information, 58.2%, report a high extent of responsibility in managing confidential information. On the other hand, 13.2% reported low extent while 4.2% reported very low extent. The weighted mean for this item is 3.03, suggesting that respondents generally perceive themselves as being entrusted with confidential information.

The result also showed that 27.5% of the respondents have a very high extent and 59.3% report a high extent of involvement in decision-making respectively, contributing to a weighted mean of 3.12. This indicates a significant role in decision-making for majority of the respondents. In the same vein, 29.6% of the respondents have a very high extent and 56.6% report a high extent of responsibility with substantial impact on the success of their departments. Only 11.6% indicated low extent while 2.1% indicated very low extent. The weighted mean is 3.14, showing a moderately high sense of impact in their roles.

The second-dimension deals with sense of achievement on the job for secretaries. The results showed that 36.5% of the respondents perceived that, to a very high extent, their tasks and responsibilities offer opportunities for personal growth and development. 54% of the respondents perceive this to a high extent while 7.9% to a low extent, leading to a

mean of 3.25, indicating a strong sense of growth in their roles. The respondents also "actively seek opportunities to improve their skills and knowledge to enhance professional achievements": The result showed that 23.3% do this to a very large extent while 56.6% report high extents. a relatively low 4.8% report very low extents. The weighted mean is 2.98, suggesting a generally positive attitude toward self-improvement.

Also, majority of the respondents feel a strong sense of accomplishment when they complete projects or tasks. A significant 52.9% report high extents of accomplishment, with a weighted mean of 3.04, indicating that respondents feel accomplished in their work. In addition, the respondents receive regular feedback and support from supervisors to help them excel in their roles and achieve goals": The weighted mean for this item is 3.13, with 57.1% reporting high extents, suggesting that feedback and support are positively perceived.

In the dimension of career advancement, majority are satisfied with the professional growth prospects available to them as secretaries. 30.2% feel this to a very large extent, 52.9% to a large extent, 12.7% to a low extent and only 4.2% to a very low extent, leading to a mean of 3.09. The responses to the item; "I receive adequate support and guidance from my organization to help me advance in my career": also show that 33.3% report a very high extent of support, and 54.0% reported a high extent contributing to a high weighted mean of 3.20, indicating strong organizational support. Furthermore, the responses to the item "The training and development opportunities provided by my organization contribute to my potential for advancement" shows that 27% of the respondents perceived this to a very high extent while, 51.3%, report high extents of

contributions from training and development, with a weighted mean of 3.03, suggesting that these opportunities are valued.

Also 31.7% reported that they are motivated to a high extent to excel in my role because they see it as a stepping stone for future career opportunities". In addition, 37.0% are motivated to high extent while 18.5% reported low extent. The weighted mean for this item is 2.88, indicating that while 31.7% are motivated, there's room for improvement in this area.

In the dimension of work conditions, 24.9% of the respondents are satisfied with the physical work environment to a very high extent, 37.0% to a high extent while 14.8% reported low extent and 23.3% reported very low extent. The weighted mean is 2.63, with reporting high extents, suggesting that the physical work environment is not highly satisfying to a significant proportion. 46.6% of the respondent also reported that "The equipment and tools provided to me are adequate and in good working condition to very high extent, 33.9% reported high extent while 11.6% reported low extent. With a mean of 3.19 and, it indicates satisfaction with equipment and tools.

Also, in response to the item; I feel that my work schedule and hours are reasonable and conducive to a healthy work-life balance", 31.2% reported very high extent, 39.2% high extent, and 15.9% low extent. The weighted mean is 2.88, indicating that there's room for improvement in achieving a healthy work-life balance. Also, 22.2% of the respondents reported that, to a very high extent, they have access to the necessary resources and facilities to perform their job effectively" while 38.6% reported high extent and 20.1% reported low extent. The weighted mean is 2.64. The aggregate mean across all categories

is 3.02, indicating an overall moderately high level of job satisfaction level among the respondents. The respondents generally have a positive perception of their responsibilities, achievements, advancement opportunities, and work conditions, with a few areas where improvements could be made to enhance job satisfaction

4.2.2: What are is the level of job enrichment experience by secretaries in local governments within the Ibadan metropolis.

Table 4.3: Level of Job Enrichment of Secretaries in the Ibadan metropolis, Oyo State,

Nigeria					
SKILL VARIETY	VHE	HE	LE	VLE	Mean
I have the necessary skills to do my duties	88 (46.6%)	64 (33.9%)	22 (11.6%)	15 (7.9%)	3.19
I am allowed to use different types of skills to fulfill my task	48 (25.4%)	107 (56.6%)	29 (15.3%)	5 (2.6%)	3.07
My job usually requires me to utilize a variety of different skill	60 (31.7%)	103 (54.5%)	23 (12.2%)	3 (1.6%)	3.16
Weighted Mean					3.14
TASK IDENTITY	VHE	HE	LE	VLE	
My work involves completing a piece of work that has an obvious beginning and end	45 (23.8%)	104 (55.0%)	35 (18.5%)	5 (2.6%)	3.01
My work is arranged so that I can do an	49	114	20	6 (3.3%)	3.11

entire piece of work from beginning to end	(25.9%)	(60.3%)	(10.6%)		
My organization sets the necessary training programs to develop my skills and capabilities	40	115	31	3 (1.6%)	3.02
	(21.2%)	(60.8%)	(16.4%)		
Weighted Mean					3.05

TASK SIGNIFICANCE	VHE	HE	LE	VLE	Mean
The results of my work affect other people within and outside the organization	46	115	25	3 (1.6%)	3.08
	(24.3%)	(60.8%)	(13.2%)		
My work is very important in achieving the objective of the organization	48	116	22	3 (1.6%)	3.11
	(25.4 %)	(61.4%)	(11.6%)		
My organization recognizes and appreciates my efforts	58	79	36	16	2.95
	(30.7%)	(41.8%)	(19.0%)	(8.5%)	
Weighted Mean					3.04

AUTONOMY	VHE	HE	LE	VLE	Mean
I have independence in scheduling my work and determine how I do it	52	111	23	3 (1.6%)	3.13
	(27.5 %)	(58.7%)	(12.2%)		
I am given adequate freedom by my supervisor to do my work efficiently	45	103	36	5 (2.6%)	2.99
	(23.8 %)	(54.5%)	(19.0%)		
My supervisor gives the opportunities to try out new and innovative/creative ways to carry out my job responsibilities	52	100	30	7 (3.7%)	3.04
	(27.5%)	(52.9%)	(15.9%)		
Weighted Mean					3.05

FEEDBACK	VHE	HE	LE	VLE	Mean
My job gives me a feeling of achievement and fulfilment	47 (24.9%)	70 (37.0%)	28 (14.8%)	44 (23.3%)	2.63
The work activities in my organization provide direct and clear information about the effectiveness of my job performance	88 (46.6%)	64 (33.9%)	22 (11.6%)	15 (7.9%)	3.19
My work is interesting and mentally challenging	48 (25.4%)	93 (49.7%)	36 (19.0%)	12 (5.8%)	2.94
Weighted Mean					2.92
Aggregate Mean					3.04

Table 4.3 presents an analysis of the level of job enrichment experience among secretaries in Local Governments with, focusing on different factors related to their job enrichment.

The first dimension is skill variety. " Nearly half, 46.6%, responded that, to a very high extent, and 33.9 to a high extent, that they have the necessary skills to do their duties while 11.6% responded with low extent, and only 7.9% indicated very low extent. The mean score is 3.19, indicating that many respondents feel well-equipped for their job responsibilities. Also, 56.6% of the respondents indicated to a very high extent and 33.9% responded to high extent regarding whether "they are allowed to use different types of skills to fulfill their tasks, 15.3% indicated low extent while 2.6% responded with very low extent. The mean score is 3.07, suggesting that respondents have opportunities to utilize various skills in their work. Furthermore, with 31.7% believed that their job usually requires them to utilize a variety of different skills to a very high

extent, 54.5% high extent, 12.2% low extent, and 1.6% low extent, " the mean score is 3.16, indicating that many respondents find their jobs require them to use a variety of skills.

The second dimension is task identity. The result in this section showed that 55.0% of the respondents that, to a very high extent, their work involves completing a piece of work that has an obvious beginning and end": 18.5% indicated low extent while 2.6% very low extent. The mean score is 3.01, indicating that some respondents feel their work has a clear beginning and end. In the same vein, 60.3% indicated that, to a very high extent, there work is arranged so that they can do an entire piece of work from beginning to end", 10.6% perceived to a high extent, and 3.3% very low extent that "The mean score is 3.11, suggesting that many respondents have jobs that allow them to complete a task from start to finish. Also, a majority, 60.8%, perceived to a very high extent, 16.4% to a low extent, and 1.6% to a very low extent that "My organization sets the necessary training programs to develop my skills and capabilities. The mean score is 3.02, indicating that training programs for skill development are recognized

In the dimension of task significance, about 60.8% indicated that the results of my work affect other people within and outside the organization to very high extent. Other think this affect them to a low extent (13.2%) and some to a very low extent (1.6%). The mean score is 3.08, suggesting that many respondents perceive the significance of their work. Similarly, 61.4% of the respondents indicated very high extent, 11.6% low extent, and 1.6% very low extent regarding whether their work is very important in achieving the objectives of the organization": The mean score is 3.11, indicating that many respondents see the importance of their work in achieving organizational goals. In addition, 41.8%

responded very high extent, 19.0% low extent, and 8.5% very low extent to the item; "My organization recognizes and appreciates my efforts": The mean score is 2.95, suggesting that recognition and appreciation may vary among respondents.

In the section, job feedback, 37.0% indicated very high extent, 14.8% indicated low extent, and 23.3% very low extent was asked whether their job gives me a feeling of achievement and fulfillment": The mean score for this item is 2.63, indicating that respondents have mixed feelings about achieving fulfillment in their job. Also, 46.6% of the respondents indicated very high extent, 33.9% indicated high extent, 11.6% low extent, and 7.9% respondent to a very low extent, with the "The work activities in my organization provide direct and clear information about the effectiveness of my job performance". The response to the item, "My work is interesting and mentally challenging": shows that 49.7% of the respondents indicated very high extent, 19.0% indicated low extent, and 5.8% indicated very low extent The mean score is 2.94, indicating that respondents have varying perceptions of the interest and mental challenge in their work.

In the final section, job autonomy, the responses showed that 27.5% indicated very high extent, 58.7% indicated high extent, 12.2% indicated low extent, and 1.6% indicated very low extent, regarding whether they have independence in scheduling their work and determining how to do it". Also, 54.5% indicated high extent, 19.0% indicated low extent, and 2.6% indicated very low extent that they are given adequate freedom by my supervisor to do my work efficiently": The mean score is 2.99, indicating that respondents' perceptions of the freedom granted by supervisors vary. The responses to the item; "My supervisor gives the opportunities to try out new and innovative/creative ways

to carry out my job responsibilities" also showed that 27.5% indicated very high extent, 52.9% indicated high extent, 15.9% indicated low extent, and 3.7% indicated very low extent with, this item suggests that respondents feel they have opportunities to try new and innovative approaches in their work.

The aggregate mean, representing the overall level of organizational commitment, is 3.04. This suggests that, on average, the respondents have a generally positive attitude toward their organization and their work experiences, particularly in terms of skill variety, task identity, task significance, autonomy and feedback. However, there may be room for improvement in aspects related to feedback and job satisfaction.

4.2.3: What is the level of organizational commitment of secretaries in local governments with

Table 4.4 Level of Employee commitment of Secretaries, Oyo State

NORMATIVE COMMITMENT	VHE	HE	LE	VLE	Mean
This organization deserves my loyalty	41 (21.7%)	59 (31.2%)	46 (24.3%)	43 (22.8%)	2.52
I feel strong obligation to remain with my organization	27 (14.3%)	68 (36.0%)	46 (24.3%)	48 (25.4%)	2.39
I would not leave my organization right now because of my sense of obligation	58 (30.7%)	79 (41.8%)	36 (19.0%)	16 (8.5%)	2.95

I owe a great deal to this organization	30 (15.9%)	37 (19.6%)	40 (21.2%)	82 (43.4%)	2.08
Weighted Mean					2.48
AFFECTIVE COMMITMENT	VHE	HE	LE	VLE	Mean
I would be very happy to spend the rest of my career in this organization	47 (24.9%)	70 (37.0%)	28 (14.8%)	44 (23.3%)	2.63
I feel a strong sense of belonging to this organization	33 (17.5 %)	89 (47.1%)	55 (29.1%)	12 (6.3%)	2.76
This organization has a great deal of personal meaning for me	48 (25.4%)	94 (49.7%)	36 (19.0%)	11 (5.8%)	2.95
I am proud to be part of my section/department/unit.	60 (31.7%)	70 (37.0%)	35 (18.5%)	24 (12.7%)	2.88
Weighted Mean					2.81
CONTINUANCE COMMITMENT	VHE	HE	LE	VLE	Mean
Right now, staying with my job at this organization is a matter of necessity as much as desire	46 (24.3%)	105 (55.6%)	33 (17.1%)	5 (2.6%)	3.02
One of the consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.	45 (23.8 %)	109 (57.7%)	30 (15.9%)	5 (2.6%)	3.08
It would be very hard for me to leave my job at this organization	59 (31.2%)	74 (39.2%)	30 (15.9%)	26 (13.8%)	2.88
Deciding to work for this organization is a	30	37	40	82	2.08

wilful act	(15.9%)	(19.6%)	(21.2%)	(43.4%)	
Weighted Mean					2.77
Aggregate Mean					2.69

Table 4.4 provides an analysis of the level of job enrichment experience among secretaries in local governments with, focusing on three types of organizational commitment: Normative commitment, Affective commitment, and Continuance commitment.

In the dimension of normative commitment, 21.7% of the respondents indicated that, to a very high extent, that this organization deserves my loyalty": About 31.2% of respondents indicated high extent. However, 24.3% indicated low extent. The mean score is 2.52, indicating a moderate level. This suggests that loyalty to the organization varies among respondents. Also, only 14.3% of the respondents responded that they feel a strong obligation to remain with the organization to a very high extent. The majority, 36.0%, indicated high extent, while 25.4% indicated low extent. The mean score is 2.39, indicating that a significant portion of respondents feels an obligation to stay with their organization. Furthermore, the response to the item, "I would not leave my organization right now because of my sense of obligation" showed that 30.7% choose very high extent, and about 41.8% choose high extent, while 19.0% indicated that this applied to them to a low extent. The mean score is 2.95, indicating that many respondents express a strong sense of obligation to stay. Few respondents also feel that they owe a great deal to this organization" as only 15.9% choose very high extent, 19.6% choose high extent while

21.2% indicated low extent and 43.4% choose very low extent with. The mean score is 2.08, suggesting that many do not feel they owe a lot to their organization.

The second section dealt with affective commitment. 24.9% of the respondents responded that they would be very happy to spend the rest of their career in this organization" to a very high extent: A majority, 37.0%, indicated high extent, and 23.3% reported low extent. The mean score is 2.63, indicating a positive sentiment toward spending a career in the organization. Also, the responses to the item "I feel a strong sense of belonging to this organization": showed that 17.5% feel this to a very high extent and 47.1%, to a high extent, while 6.3% disagree. The mean score is 2.76, reflecting a strong sense of belonging among many respondents.

Furthermore, 25.4% of the respondents choose very high extent, nearly half, 49.7%, high extent while only 5.8% choose low extent. The mean score is 2.95, indicating that many find personal meaning in their organization. In the same vein, 31.7% responded that they were proud to be part of my section/department/unit to a very high extent, 37.0%, to high extent with this statement, 18.5% to low extent and only 12.7% indicated very low extent resulting in a mean score of 2.88, suggesting pride in their work unit.

The third dimension is continuance commitment. The responses show that 24.3% of the respondents view it to a very high extent, 55.6% high extent, 17.5% low extent and only 2.6% indicated that to, very low extent, staying with my job at this organization is a matter of necessity as much as desire": The mean score is 3.02, indicating that many respondents feel the necessity to stay with their current job. Furthermore, 23.8 % indicate a very high extent, 57.7% indicated high extent while 15.9% choose low extent and 2.6%

believe the statement "One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere. This item has a mean score of 3.08, suggesting that respondents consider the scarcity of alternatives if they leave. Also 31.2% feel that to a very high extent, It would be very hard for me to leave my job at this organization 39.2% indicated high extent while 15.9% believe that this reflect on them to a low extent and 13.8 a very low extent " "The mean score is 2.88, indicating a sense of difficulty in leaving. In the same vein, only 15.9% of the respondents feel that "Deciding to work for this organization was a mistake on my part apply to them to a very high extent. Although a further 19.6% indicated high, majority either indicated low extent (21.2%) or very low extent (43.4%). The item has a mean score of 2.08. This suggests that many respondents do not consider their decision to work for the organization a mistake. The aggregate mean, representing the overall level of job enrichment experience, is 2.69. This suggests that respondents experience a moderate level of job enrichments, particularly in terms of affective commitment, but also feel a level of obligation and necessity (normative and continuance commitment) to remain in their current jobs.

4.3 Presentation of Hypotheses

4.3.1 H₀1: There is no significant influence of job enrichment on job satisfaction of secretaries in local governments with.

Table 4.5 Job enrichment on job satisfaction of secretaries in local governments with.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.342a	.117	.112	4.17784

a. Predictors: (Constant), Job Enrichment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	431.185	1	431.185	24.704	.000b
	Residual	3263.958	187	17.454		
	Total	3695.143	188			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Enrichment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	27.867	1.308		21.303	.000
Job Enrichment	.262	.053	.342	4.970	.000

a. Dependent Variable: Job Satisfaction

Table 4.5 present the results of regression analysis on the influence of influence of job enrichment on job satisfaction of secretaries in local governments with. The adjusted R Square (R²) suggests that approximately 11.7% of the variance in the job satisfaction of the secretaries can be explained by the perception of job enrichment. This shows a weak but positively significant influence of job enrichment on job satisfaction of secretaries in local governments with. In the same vein, the analysis of variance shows that the regression model is statistically significant ($p < .005$) in explaining the variance in job satisfaction. It indicates that job enrichment contributes significantly to explaining the

variation in job satisfaction of secretaries in local governments with. This can be seen in the F value (24.704) and the p-value is (.0 00).

Ultimately, the analysis of the coefficient table also reveals that job enrichment has a significant influence on job satisfaction among the secretaries. The coefficient estimates of 27.867 indicates that for each unit increase in job enrichment, job satisfaction of secretaries is expected to increase by 27.867. Overall, the results indicate that job enrichment is an important factor in explaining the variability in job satisfaction of secretaries in local governments with. Consequently, the null hypothesis that there was significant influence of job enrichment on job satisfaction of secretaries in local governments with, is rejected

4.3.2 H₀₂: There is no significant influence of organizational commitment on job satisfaction of secretaries in local governments with.

Table 4.6: Influence of organizational commitment on job satisfaction of secretaries in local governments with

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540a	.292	.288	3.74114

a. Predictors: (Constant), Organization Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1077.871	1	1077.871	77.012	.000b
	Residual	2617.272	187	13.996		
	Total	3695.143	188			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Organization Commitment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.823	1.998		8.422	.000
Organization Commitment	.441	.050	.540	8.776	.000

Dependent Variable: Job satisfaction

Table 4.6 present the results of regression analysis on the influence of influence of organizational commitment on job satisfaction of secretaries in local governments with. The adjusted R Square ($R^2 = 0.288$) suggests that approximately 28.8% of the variance in the job satisfaction of the secretaries can be explained by organizational commitment. This shows a positively significant influence of organizational commitment on job satisfaction of secretaries in local governments with. Furthermore, the analysis of variance shows that the regression model is statistically significant ($p < .005$) in explaining the variance in job satisfaction. It indicates that organizational commitment

contributes significantly to explaining the variation in job satisfaction of secretaries in local governments with. This can be seen in the F value (77.012) and the p-value is (.000). Ultimately, the analysis of the coefficient table also reveals that job enrichment has a significant influence on job satisfaction among the secretaries. The coefficient estimates of 16.823 indicates that for each unit increase in job enrichment, job satisfaction of secretaries is expected to increase by 16.823. Overall, the results indicate that job enrichment is an important factor in explaining the variability in job satisfaction of secretaries in local governments with. Consequently, the null hypothesis that there was significant influence of organizational commitment on job satisfaction of secretaries in local governments with, is rejected

4.3.3 H₀₃: There is no significant combined influence of job enrichment and organizational commitment on job satisfaction of secretaries in local governments with

Table 4.7a-c: Combined Influence of job enrichment and organizational commitment on job satisfaction of secretaries in local governments with

Model Summary

Model	R	R Square	Adjusted R	Std. Error of the
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			Square	Estimate
1	.547a	.299	.292	3.73139

a. Predictors: (Constant), Job Enrichment, Organizational Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1105.415	2	552.708	39.697	.000b
	Residual	2589.728	186	13.923		
	Total	3695.143	188			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Enrichment, Organizational Commitment

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16.561	2.001		8.276	.000
Job Enrichment	.401	.058	.491	6.959	.000
Organizational Commitment	.076	.054	.099	1.407	.004

Dependent Variable: Job Satisfaction

Table 4.7 presents the results of combined influence of combined influence of job enrichment and organizational commitment on job satisfaction of secretaries in local governments with. The model summary demonstrated a significant relationship between the variables. The analysis shows that the adjusted R² is 0.292 indicating that 29.2% of the change in job satisfaction can be explained by job enrichment and organizational commitment.

Also, the regression model accounted for a significant amount of variance in the dependent variable. The F-statistic was 39.697, indicating a significant relationship between the variables. The p-value was 0.000, which also confirms the significance of the

model. Furthermore, the regression coefficients (table 4.7c) showed that the coefficient for the Job Enrichment was 0.401, indicating a positive relationship. However, the coefficient for organizational commitment is 0.076, suggesting a smaller positive effect. The t-statistics for Job Enrichment and organizational commitment were 8.276 and 1.407, with corresponding p-values of 0.000 and 0.004. This means that, job enrichment has a more significant joint influence on job satisfaction of secretaries compared to organizational commitment.

Notwithstanding, the results suggest that both job enrichment and organizational commitment have significant combined effects on patient satisfaction. The model explains approximately 29.2% of the variance in job satisfaction among the secretaries. As a result, the null hypothesis which states that there was significant combined influence of job enrichment and organizational commitment on job satisfaction of secretaries in local governments with is rejected.

4.5 Discussion of Findings

The study found an overall moderately high level of job satisfaction level among the secretaries in local governments with. Job satisfaction is a crucial aspect of an employee's overall well-being and plays a fundamental role in their motivation, engagement, and commitment to their work.

In the context of local government employment, this finding aligns with expectations for job satisfaction. Local government positions often come with unique challenges and responsibilities. The moderately high job satisfaction level suggests that the surveyed secretaries find their roles fulfilling and rewarding. They are content with their work within the local government framework, indicating that these positions offer a sense of purpose and job satisfaction¹.

However, scholars have recognized that job satisfaction is a multifaceted concept. It can be influenced by various factors, including the specific aspects of the job. As seen in the study's detailed analysis, different aspects, such as responsibility, achievement, advancement, work conditions, skill variety, task identity, task significance, autonomy and feedback, were evaluated. These factors provide a deeper understanding of the contributors to overall job satisfaction². While the overall job satisfaction level is moderately high, there is room for improvement. As indicated in the study, some areas, such as feedback and job satisfaction, may require attention and enhancement. Addressing these specific aspects can further boost overall job satisfaction, contributing to employee retention, increased productivity, and the overall well-being of the workforce³. Comparing the findings with national or international benchmarks for job satisfaction in similar job roles can offer additional context. Such comparisons can help local governments identify areas where they excel and areas that may need attention or improvement. This benchmarking can provide valuable insights for shaping future policies and initiatives aimed at enhancing job satisfaction among secretarial staff³.

The moderately high job satisfaction level among secretaries in local governments with is a positive outcome, reflecting contentment with their roles. This result underscores the

significance of job satisfaction in local government employment, impacting employee retention, productivity, and overall organizational success. However, the study also highlights specific areas for potential improvement, which local government authorities should consider when addressing the well-being and job satisfaction of their secretarial workforce⁴.

This study also found that respondents experience a moderate level of organization commitment, particularly in terms of affective commitment, but also feel a level of obligation and necessity (normative and continuance commitment) to remain in their current jobs. The study's exploration of organization commitment among the respondents, particularly concerning affective commitment, normative commitment, and continuance commitment, provides valuable insights into the complexities of their job experiences and their motivations to remain in their current roles. The findings suggest a multifaceted relationship between employees and their jobs, reflecting a mix of positive and obligatory feelings⁵.

Affective commitment, characterized by the strong desire to stay in one's job and a deep sense of belonging, emerges as a significant component of job enrichment. The moderate level of affective commitment indicates that the respondents derive personal meaning from their work and feel a strong connection to their organization. This sense of belonging and the desire to spend their careers in their current jobs can have profound implications for employee retention and job satisfaction. It suggests that many secretaries within the local governments find their work fulfilling and meaningful⁶.

However, the study also reveals that respondents experience normative and continuance commitment, which involve feelings of obligation and necessity to remain in their current positions. Normative commitment reflects a sense of loyalty and obligation towards the organization. This suggests that respondents may feel a moral or ethical obligation to stay in their jobs, possibly due to their sense of commitment or the support they receive from the organization. Continuance commitment, on the other hand, underscores the idea that employees may feel that they need to stay in their jobs due to a lack of better alternatives or the perceived costs of leaving.

The presence of both normative and continuance commitment indicates a nuanced relationship between employees and their organizations. While employees may genuinely care about their organizations and derive personal meaning from their work (affective commitment), they may also feel a level of obligation or necessity to stay (normative and continuance commitment). This complexity suggests that employees' motivations for remaining in their jobs are not solely driven by personal attachment but may also involve external factors or a sense of responsibility⁶.

Overall, the findings highlight the need for organizations, including local governments, to recognize and nurture affective commitment while also addressing the factors that contribute to normative and continuance commitment. By creating a work environment that fosters a sense of belonging and personal meaning, organizations can enhance employee job satisfaction and reduce the feelings of obligation or necessity to remain in their positions. This approach can lead to higher levels of organization commitment, increased employee engagement, and improved overall well-being, benefiting both the employees and the organization⁷.

The study found that the respondents perceived a moderately high level of job enrichment in terms of skill variety, task identity, task significance, autonomy and feedback. However, there may be room for improvement in aspects related to feedback and job fulfilment. The study's findings concerning job enrichment shed light on the various aspects of respondents' job experiences within local governments. While the overall level of job enrichment is moderately high, it's essential to delve into the specific components, as this nuanced analysis can guide organizations in enhancing the overall well-being and job satisfaction of their employees⁸.

The positive perception of respondents regarding skill variety, task identity, task significance, autonomy and feedback are significant finding. This indicates that the secretaries in these local government roles have a diverse range of tasks and responsibilities, experience a clear sense of the tasks they perform, believe their work is meaningful and impactful, and have a degree of independence in managing their responsibilities. These factors are often associated with higher job satisfaction and engagement, as employees find their work to be both challenging and fulfilling⁹. However, the study also identifies room for improvement in aspects related to feedback and job satisfaction. The feedback component is crucial for employees to understand how their performance aligns with organizational goals and to receive recognition for their efforts. The perception that there is room for improvement in this area implies that employees may not be receiving sufficient feedback, which can impact their job satisfaction and engagement¹⁰.

Job satisfaction, on the other hand, is a key factor in employees' overall well-being. The indication that there may be room for improvement in this area suggests that some

secretaries may not find their work as personally fulfilling as other aspects of their job. Addressing this aspect is essential to enhancing job satisfaction and retaining valuable employees. In response to these findings, organizations, including local governments, can consider several actions. First, they can focus on improving feedback mechanisms to ensure that employees receive timely and constructive feedback on their performance. This can help employees understand their contributions and areas for growth, leading to increased engagement and job satisfaction¹¹.

Second, organizations can work on enhancing job satisfaction by aligning employees' tasks and responsibilities with their individual goals and interests. Creating a work environment where employees find personal meaning and fulfillment in their roles can significantly improve overall job satisfaction and employee well-being.

The study's findings highlight the moderately high level of job enrichment experienced by secretaries in local governments with. While many aspects of their work are positively perceived, there are areas, such as feedback and job satisfaction, where improvements can be made. Addressing these aspects can contribute to higher job satisfaction, increased employee retention, and a more engaged and motivated workforce, ultimately benefiting both the employees and the organizations they serve.

The result of hypothesis one showed that there is a weak but positively significant influence of job enrichment on job satisfaction of secretaries in local governments with. The result of hypothesis one, which indicates a weak but positively significant influence of job enrichment on job satisfaction among secretaries in local governments with, is an important finding with several implications. First, the positive significance suggests that

there is indeed a relationship between job enrichment and job satisfaction. In this context, job enrichment refers to the various factors, such as skill variety, task identity, task significance, feedback, and autonomy, which impact the overall quality of work and work experiences. The result implies that as these factors increase or improve, job satisfaction among secretaries in local governments also tends to increase¹².

However, the finding of a weak influence indicates that the relationship is not particularly strong. This suggests that while job enrichment does play a role in shaping job satisfaction, other factors may also significantly contribute to the overall job satisfaction of secretaries. It's important for organizations and policymakers to recognize that job satisfaction is a multifaceted concept influenced by various aspects, including work conditions, job security, organizational culture, and personal values. The implication of this finding is that there may be other important determinants of job satisfaction for secretaries in local governments that should be explored in future research. Additionally, it underscores the need for organizations to consider a holistic approach to improving job satisfaction, not only by enhancing job enrichment but also by addressing other relevant factors that may have a more substantial impact¹³.

For organizations and local governments, this result underscores the importance of continuing to invest in job enrichment measures to enhance the work experiences of secretaries. While the influence may be weak, it is still a positive one. Actions that improve skill variety, task identity, task significance, autonomy and feedback can contribute to increased job satisfaction, even if the effect is not exceptionally strong.

The result of hypothesis two showed a positively significant influence of organizational commitment on job satisfaction of secretaries in local governments with. The result of hypothesis two, indicating a positively significant influence of organizational commitment on the job satisfaction of secretaries in local governments with, is a noteworthy finding with several implications for understanding the relationship between commitment and satisfaction in the workplace. The positive significance of this influence suggests that there is a meaningful connection between organizational commitment and job satisfaction. Organizational commitment encompasses the sense of loyalty, attachment, and responsibility that employees feel toward their organization. When employees are committed to their organization, they are more likely to feel satisfied with their jobs. This positive relationship underscores the importance of nurturing a strong sense of commitment among employees to improve their job satisfaction¹⁴.

The result also implies that the more committed secretaries are to their organizations, the more satisfied they tend to be with their jobs. This is a valuable insight for organizations, as it suggests that efforts to foster commitment among employees can have a direct impact on job satisfaction. By implementing strategies that enhance employees' feelings of loyalty and belonging, organizations can contribute to increased job satisfaction, which, in turn, can lead to higher employee retention and productivity. Additionally, this finding highlights the importance of promoting a positive organizational culture that values and recognizes employees' contributions. When employees perceive that their efforts are appreciated and that their organization supports their growth and development, they are more likely to feel committed and, consequently, more satisfied with their work¹⁵.

The result of hypothesis three indicates a combined significant influence of organizational commitment and job enrichment on job satisfaction of secretaries in local governments with. The result of hypothesis three, revealing a combined significant influence of both organizational commitment and job enrichment on the job satisfaction of secretaries in local governments with, is a pivotal finding that emphasizes the importance of considering multiple factors when assessing job satisfaction.

This result highlights that organizational commitment and job enrichment together play a significant role in shaping job satisfaction. Secretaries who are both committed to their organization and experience a high level of job enrichment tend to report higher job satisfaction. This suggests that the interplay between these two factors is essential for understanding and enhancing the overall well-being of secretaries in local government positions.

The finding supports the idea that job satisfaction is not solely determined by one factor but is influenced by a combination of elements in the work environment. Organizational commitment reflects the loyalty and attachment to the organization, which can contribute to a positive work experience. On the other hand, job enrichment factors, such as skill variety, task identity, task significance, autonomy, and feedback, directly impact the nature of the job and how fulfilling it is for the employee.

The implication of this result is that organizations and policymakers should consider a holistic approach to improving job satisfaction. Fostering commitment through recognition, support, and a positive organizational culture is essential, but it should be complemented by actions to enhance job enrichment. By creating an environment that

promotes skill development, provides meaningful and impactful tasks, allows for autonomy and offers regular feedback, organizations can boost job satisfaction among their secretarial staff¹⁶.

Furthermore, this result reinforces the importance of recognizing that job satisfaction is a multifaceted concept and that a one-size-fits-all approach may not be effective. Tailoring strategies to address the unique needs and preferences of secretaries and other employees can be more successful in promoting overall well-being and satisfaction within the workplace¹⁷.

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Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendation, contribute to knowledge and suggestions for further studies

5.1 Summary of Findings

1. The study found an overall moderately high level of job satisfaction level among the secretaries in local governments with
2. The study found that the respondents perceived a moderately high level of job enrichment in terms of skill variety, task identity, task significance, autonomy and feedback. However, there may be room for improvement in aspects related to feedback and job fulfilment.
3. This study also found that respondents experience a moderate level of Organization Commitment, particularly in terms of affective commitment, but also feel a level of obligation and necessity (normative and continuance commitment) to remain in their current jobs.
4. The result of hypothesis one showed that there is a weak but positively significant influence of job enrichment on job satisfaction of secretaries in local governments with
5. The result of hypothesis two showed a positively significant influence of organizational commitment on job satisfaction of secretaries in local governments with

6. The result of hypothesis three indicates a combined significant influence of organizational commitment and job enrichment on job satisfaction of secretaries in local governments with

5.2 Conclusion

The present study has provided valuable insights into the job satisfaction of secretaries in local governments with. The findings reveal a moderately high level of job satisfaction among these employees, reflecting a positive perception of their work. The study also emphasizes the significance of various factors, including job enrichment and organizational commitment, in shaping job satisfaction. The combined influence of these factors underscores the multifaceted nature of job satisfaction.

5.3 Recommendations

Based on the study's findings, the following recommendations are made:

- i. Organizations, including local governments, should focus on improving job enrichment measures. This includes providing opportunities for skill development, offering more meaningful tasks, providing regular feedback, and granting employees greater autonomy in their roles.
- ii. Efforts to foster a sense of loyalty, belonging, and responsibility among employees are essential. Recognize and appreciate employee contributions, provide support, and create a positive organizational culture that encourages commitment.
- iii. Organizations should adopt a holistic approach by combining strategies to enhance both job enrichment and organizational commitment. Recognizing that

these factors are interrelated and play a combined role in job satisfaction can lead to a more effective approach.

- iv. Enhance feedback mechanisms within organizations to provide employees with timely and constructive feedback on their performance. This can help them understand their contributions and areas for growth.
- v. Local government should identify aspects of the job that may not be as fulfilling for employees and work to align their tasks and responsibilities with their individual goals and interests.
- vi. Further research is needed to explore additional determinants of job satisfaction and their unique roles in the context of local government employees.

5.4 Contribution to Knowledge

This study makes significant contributions to knowledge in several key areas. The study enhances the society's understanding of the multifaceted nature of job satisfaction. It emphasizes that job satisfaction is influenced by a combination of factors, including job enrichment and organizational commitment. This expanded conceptual understanding can guide future research and organizational strategies. The study also provides empirical evidence of the relationship between job enrichment, organizational commitment, and job satisfaction among secretaries in local governments. This real-world data contributes to the body of knowledge on job satisfaction in a specific organizational context.

In addition, the study advances theoretical understanding by highlighting the interconnectedness of job enrichment and organizational commitment in shaping job satisfaction. It underscores the need for a holistic theoretical approach to job satisfaction that recognizes the interplay of these two factors.

5.5 Suggestion for Further Studies

- i. The influence employee coordination practices, emotional intelligence and job satisfaction on job performance of secretaries in federal universities in other geo political zones of Nigeria.
- ii. Influence of employee coordination practices, emotional intelligence and job satisfaction on job performance of secretaries in state and private owned university in south-west Nigeria.
- iii. Exploring the job satisfaction and organizational commitment of employees in the information technology environment.
- iv. The determinant of job satisfaction in public service organization
- v. Impact of Leadership Styles on Job Satisfaction
- vi. Job Satisfaction and Employee Turnover

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Lead City University
Faculty of Communication and Information Sciences (FCIS)
Department of Information Management

Dear Respondent,

I am a Master's student of the above-named institution gathering data for the purpose of academic research on the topic "Job Enrichment, Organizational Commitment and Job Satisfaction of Secretaries, Oyo State, Nigeria. To achieve this, your optimum cooperation is needed, there are no right or wrong answers. All your responses will be kept confidential and used for research purpose only.

Thank you.

Section A: Demographic Information

Gender: a. Male () b. Female ()

Age: a. below 26 years () b. 26 – 30 () c. 31 – 35 () d. 36 – 40 () e. 41-45 () f. 46 and above ()

Educational Level: a. National Diploma () b. Higher National Diploma () c. Bachelor's degree () d. Master's degree. ()

Years of experience: a. less than 6 b. 6 – 10 () c. 11 – 15 () d. 16 – 20 () e. 21 – 25 () f. 26 - 30 ()

Section B: Level of Job Satisfaction of Secretaries, Oyo State, Nigeria

Please tick the appropriate choice that indicates your opinion on job satisfaction. To what extent do you agree with the following:

**Very High Extent (VHE) = 4, High Extent (HE) = 3, Low Extent (LE) = 2,
Very Low Extent (VLE) = 1**

S/N	Responsibility	VHE	HE	LE	VLE
1	I am regularly entrusted with tasks that require a high level of responsibility in my job.				
2	I have a significant degree of autonomy in making decisions related to my daily tasks and responsibilities.				
3	I am responsible for managing confidential information or sensitive documents as part of my job.				
4	I am frequently involved in important decision-making processes within my office.				
5	My role includes responsibilities that have a substantial impact on the success of my department.				
	Achievement	VHE	HE	LE	VLE
1	Tasks assigned to me help me achieve personal growth and development.				
2	I often set time to meet challenging goals in my job				
3	I actively seek opportunities to improve my skills to enhance organizational achievements.				
4	I feel a strong sense of accomplishment when I complete projects or tasks.				
5	I receive regular feedback and support from my supervisors to help me excel in my role and achieve my goals.				
	Advancement	VHE	HE	LE	VLE
1	I am satisfied with the professional growth prospects available to me in my current role.				
2	I receive adequate support and guidance from my organization to help me advance in my career.				
3	The training and development opportunities provided by my organization contribute to my potential for advancement.				
4	I am motivated to excel in my role because I see it as a stepping stone for future career opportunities.				
5	I feel that my skills and contributions are recognized and valued, enhancing my prospects for career advancement.				
	Work Conditions	VHE	HE	LE	VLE
1	I am satisfied with the physical work environment.				
2	The equipment and tools provided to me are adequate and in good working condition.				

3	I feel that my work schedule and hours are reasonable and conducive to a healthy work-life balance.				
4	I have access to the necessary resources and facilities to perform my job effectively.				
5	The administrative assistance is readily available when needed.				

SECTION C: Level of Job Enrichment of Secretaries, Oyo State, Nigeria

Please tick the appropriate choice that indicates your opinion on Job Enrichment. To what extent do you agree with the following:

Very High Extent (VHE) = 4, High Extent (HE) = 3, Low Extent (LE) = 2, Very Low Extent (VLE)=1

S/N	Skill variety	VHE	HE	LE	VLE
1	I have the necessary skills to do my duties.				
2	I am allowed to use different types of skills to fulfill my task.				
3	I have the opportunity to use variety of skill in my organization.				
4	My job usually requires me to utilize a variety of different skill.				
5	My job gives me a great sense of competence.				
	Task identity	VHE	HE	LE	VLE
1	My work involves completing a piece of work that has an obvious beginning and end.				
2	My work is arranged so that I can do an entire piece of work from beginning to end.				
3	I usually fulfill or finish my tasks.				
4	I do my tasks in the specified time.				
5	My organization sets the necessary training programs to develop my skills and capabilities.				
	Task significance	VHE	HE	LE	VLE
1	The results of my task affect other people within and outside the organization.				
2	My work is very important in achieving the objective of the organization.				
3	My organization recognizes and appreciates my efforts.				

4	The importance of my Job is well known to me.				
5	I am always briefed in special session about the importance of my job.				
	Autonomy	VHE	HE	LE	VLE
1	I have independence in scheduling my work and determine how I do it.				
2	My job enables me to use my personal know how when doing my task.				
3	I choose the method to do my task freely.				
4	I am given adequate freedom by my supervisor to do my work efficiently the work activities in my organization provide direct and clear information about the effectiveness of my job performance.				
5	My job gives the opportunities to try out new and innovative/creative ways to carry out my job Responsibilities.				
	Feedback	VHE	HE	LE	VLE
1	My knowledge of the outcome of my job provides me with knowledge of my performance.				
2	My job gives me a feeling of achievement and fulfillment.				
3	My organization provides staff with daily reports that assess their performance.				
4	The work activities in my organization provide direct and clear information about the effectiveness of my job performance.				
5	My work is interesting and mentally challenging.				

SECTION D: Level of Employee commitment of Secretaries, Oyo State, Nigeria

Please tick the appropriate choice that indicates your opinion on employee commitment. To what extent do you agree with the following:

Very High Extent (VHE) = 4, High Extent (HE) = 3, Low Extent (LE) = 2, Very Low Extent (VLE) = 1

S/N	Normative commitment	VHE	HE	LE	VLE
1	This organization deserves my loyalty.	4	3	2	1

2	I feel strong obligation to remain with my organization.	4	3	2	1
3	I would not leave my organization right now because of my sense of obligation.	4	3	2	1
4	I owe a great deal to this organization.	4	3	2	1
5	I would recommend this as a good place to work.	4	3	2	1
	Affective commitment	VHE	HE	LE	VLE
1	I would be very happy to spend the rest of my career in this organization.				
2	I feel a strong sense of belonging to this organization.				
3	This organization has a great deal of personal meaning for me.				
4	I really feel as if this organization's problems are my own.				
5	I am proud to be part of my section/department/unit.				
	Continuance commitment	VHE	HE	LE	VLE
1	Right now, staying with my job at this organization is a matter of necessity as much as desire.				
2	One of the consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.				
3	Too much of my life would be affected if I leave my organization.				
4	It would be very hard for me to leave my job at this organization.				
5	Deciding to work for this organization is a willful act.				

Bio-data

A. Personal Data

1. **Full Name:** Segun Emmanuel Ojokobirikale
2. **Address:** Adron Homes & Properties Golf Estate Simawa
3. **Email:** segunojoko@gmail.com
4. **Date and Place of Birth:** 2nd Jan. 1984.
5. **Nationality:** Nigerian
6. **Name and Address of Next of Kin:** Mrs. C. A Ogungbola

Add. Same as above

A. Educational Background

Educational Institutions attended with dates and Qualifications:

- i. **Primary Education** : Local Government Primary School Ijegun
- ii. **Secondary Education:** Ebute Metta High School
- iii. **Higher Educational Institutions:** Federal Polytechnic Ede
Lead city University Ibadan

B. Working Experience with Dates

Organization: Golden Civil Engineering Limited,
Role: Administrative Supervisor
Date: 2019 till date

C. Working Experience with Dates

Organization:
Role:
Date:

D. Awards and Fellowships:

E. Membership of Academic/professional Bodies: NIOAIM (Member)

F. Publication:

G. Major Conferences Attended with Dates:

H. Referees:

Signature

Date

University Compliance Certificate

This is to certify that this thesis by Segun Emmanuel OJOKOBIRIKALE with Matriculation Number LCU/PG/002839 in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date

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