



Job enlargement: A strategic option for enhancing employee performance in Nigerian manufacturing industry

Dr. Maurice E Eyo¹, Vincent O Igbang², Dr. Aneozeng Awo Egbe Esq², Abaji Emmanuel Abiji²

¹ Department of Supply Chain Management, Federal University of Technology, Owerri, Nigeria

² Department of Business Administration, University of Cross River State Calabar, Nigeria

Abstract

In the modern-day business climate defined by fierce competition, organisations always strive to optimize employee performance and general productivity. However, in many manufacturing firms, there exists an observable prevalence of fatigue, monotony, lack of commitment, and lack of autonomy, ultimately resulting in increased absence, increased employee turnover, and lackadaisical work attitude. These result from poor job enlargement strategies that have been established in these organisations. These undesirable phenomena negatively impact the level of performance by employees, as individuals tend to restrict their efforts only to those responsibilities allocated to them; this contributes to an absence of duty consciousness. In the Nigerian manufacturing industry, several strategies aimed at job enlargement, such as restructuring work, added responsibility, and job structuring, have been established with the goal of enhancing employee performance. However, effectiveness thereof has always been unclear. In this study, an examination of job enlargement as an organizational strategic tool aimed at enhancing employee performance across the Nigerian manufacturing industry has been aimed. The study aims specifically at assessing the correlation between work restructuring and employee performance across the Nigerian manufacturing industry, exploring the link between work structuring and employee performance across the same context, as well as evaluating the correlation between added responsibility and employee performance across the Nigerian manufacturing industry. Through an extensive analysis of relevant literature, it has been found that work restructuring, work structuring, and added responsibility greatly shape employee performance across the Nigerian manufacturing industry. These findings validate the argument that job enlargement offers an efficient option aimed at enhancing employee performance across the Nigerian manufacturing industry. Through the application of job enlargement strategies, manufacturing organisations enhance the level of workforces' productivity, reduce cases of employee turnover, and attain a long-term competitive advantage.

Keywords: Job enlargement, task restructuring, job arrangement, increased responsibility, job redesign

Introduction

Background to the Study

The contemporary work environment's dynamic has necessitated organizational competition by developing human capital. In achieving this, human resource management strategies have evolved, focusing on means of stimulating employees while maximizing work processes. Among these strategies includes job enlargement, which involves enlarging the scope of work an employee does at the same level in an organization (Hanushek, 2019) ^[34]. Job enlargement is commonly implemented to reduce monotony in work, enhance skill variety, and satisfy employees, ultimately translating into increased employee performance (Campion, Mumford, Morgeson, & Nahrgang, 2015) ^[13]. Job enlargement entails grouping various organizationally equal duties and assigning them to an existing job. It refers to a situation whereby workers are rotated across various positions and allocated other duties to carry out while carrying out their normal work routine (Dessler, 2019) ^[19]. According to Raza and Nawaz (2021) ^[58], job enlargement refers to the horizontal extension of work duties aimed at widening workers' scope and work load. Job enlargement aims at enhancing job satisfaction, work productivity, and work quality while reducing employee discontent (Atkinson, 2020) ^[6].

Job enlargement involves the idea of work extension, an idea that plays an essential role in stimulating employee motivation by maximizing efforts and commitment toward organizational performance (Tumi, Hasan, & Khalid, 2021)

^[66]. Job enlargement makes work scope greater, adds variety, and reintroduces abilities, as it involves redistributing duties beyond mere subdivision. Job enlargement aims to fulfill employee-specific demands by rearranging duties so that content, type, and quality match both social demands and personal demands. Job enlargement may be achieved by embracing a routine monotony role while assigning other responsibilities, thus making work meaningful and interesting to the employee. Job enlargement has been defined as an intentional approach toward enlarging an employee's role by delegating additional duties, thus widening the scope of work without altering established responsibilities. The approach has been theorized to decrease monotony and enhance commitment by exposing the employee to varying duties, thus enhancing enjoyment, effectiveness, and performance (Saleem, Shaheem, & Saleem, 2022) ^[61]. Literature indicates that if work, due to added responsibilities, appears meaningful, it may lead to work effectiveness, as well as an improvement in performance level (Ahmed, 2018) ^[1].

Task restructuring involves modifying or redesigning the tasks assigned to employees to enhance efficiency and effectiveness. This process aims to eliminate redundant or unnecessary tasks while ensuring that employees engage in meaningful and value-adding activities (Parker, Van den Broeck, & Holman, 2017) ^[57]. Research has shown that organizations that adopt task restructuring experience improved employee engagement, reduced boredom, and enhanced job performance (Lunenburg, 2021) ^[43].

Employees who perceive their tasks as challenging and purposeful are more likely to be motivated, which in turn enhances their performance. Increasing an employee's responsibilities involves assigning additional duties and giving them greater control over their tasks. This dimension of job enlargement aligns with the concept of job enrichment, where employees are empowered to make decisions and take ownership of their work processes (Herzberg, 1966) ^[37]. When employees are entrusted with greater responsibilities, they tend to develop a stronger sense of accountability, leading to higher levels of job satisfaction and performance (Rousseau, 2019) ^[59]. Studies suggest that employees who have opportunities for personal and professional growth through increased responsibility exhibit higher levels of motivation and productivity (Parker *et al.*, 2017) ^[57]. Job arrangement refers to the structuring of job roles and responsibilities to ensure clarity and efficiency. Proper job arrangement minimizes role ambiguity, reduces job stress, and enhances employee productivity (Karasek, 2019) ^[40]. By organizing tasks systematically, employees can better understand their job expectations, leading to improved performance and job satisfaction. Effective job arrangement also facilitates teamwork and collaboration, as employees can coordinate their efforts more efficiently (Campion *et al.*, 2015) ^[13]. Employees' performance and motivation are considered the primary drivers of an organization's success (Sakovska, 2022) ^[60]. therefore, these constructs have been of main concern for human resource managers to fulfill organizational goals. Employee performance is referred to as how employees behave and how well they perform their job. Moreover, Jiang, Li, Wang and Chen (2019) ^[39]. refer the performance as work quality, efficiency, and effectiveness at the task level. Magaji, Akpa and Akinlabi (2017) ^[45]. illustrate performance as the degree to which employees contribute and add value to their tasks and activities to achieve goals. Ali and Jadoon (2022) added that employee performance could be gauged by their motivation, attitude, and behavior to achieve targets.

The relationship between job enlargement and employee performance has been widely studied, with research indicating positive outcomes when implemented effectively. Employees who experience job enlargement often exhibit increased motivation, job satisfaction, and commitment to organizational goals (Lunenburg, 2021) ^[43]. By engaging in a broader range of tasks and responsibilities, employees develop diverse skill sets, which enhance their adaptability and problem-solving abilities. Additionally, job enlargement reduces monotony, leading to lower turnover rates and higher employee retention (Parker *et al.*, 2017) ^[57]. However, while job enlargement offers numerous benefits, it must be carefully managed to avoid potential drawbacks. If employees perceive job enlargement as merely an increase in workload without corresponding rewards or support, it can lead to job dissatisfaction and burnout (Karasek, 2019) ^[40]. Therefore, organizations must ensure that job enlargement strategies are accompanied by adequate training, resources, and recognition to maximize positive outcomes.

Statement of the Problem

In today's competitive business environment, companies constantly seek ways to improve employee performance and overall productivity. One common strategy is job

enlargement, which involves expanding an employee's responsibilities to make their work more engaging and efficient. In the Nigerian manufacturing industry, job enlargement practices such as task restructuring, increased responsibility, and job arrangement have been implemented to enhance employee performance. However, the effectiveness of these measures remains uncertain.

For instance, some employees in Manufacturing companies who experienced task restructuring, where their job roles were modified to include additional tasks struggled with the increased workload, leading to stress and declining productivity. Similarly, increased responsibility has been given to employees as a means of motivation. Yet, some workers feel overwhelmed, especially when the added duties do not come with corresponding rewards or training. Job arrangement, which involves reorganizing work schedules and task distribution, has also been implemented, but its impact on teamwork, job satisfaction, and performance varies among employees.

In most manufacturing companies, employees appear bored, tired and lack participation and autonomy which leads to high absenteeism, high employee turnover and a nonchalant attitude to work. These are a result of poor job enlargement programmes in the firm. This is affecting the performance level of employees as they are ready to do only what they are asked to do; they do not have a sense of duty and responsibility. Employees in most Nigerian manufacturing companies maybe facing the problem of monotony as they have to do repetitive work everyday and they feel a lack of responsibility and creativity. It is within the foregoing that the study examines job enlargement as strategic option for enhancing employee performance in the Nigerian manufacturing industry

Objectives of the Study

The general objective of this study is to examine job enlargement as a strategic option for enhancing employee performance in Nigerian manufacturing industry. The specific objectives were:

1. To examine the relationship between task restructuring and employee performance in the Nigerian manufacturing industry
2. To ascertain the relationship between job arrangement and employee performance in the Nigerian manufacturing industry
3. To examine the relationship between increased responsibility and employee performance in the Nigerian manufacturing industry

1. Conceptual Framework

1.1 Concept of Job Enlargement

Job enlargement involves assigning further identical responsibilities to those executed by employees, thus elevating the level of duties managed by them (Dessler, 2020) ^[20]. Raza and Nawaz (2021) ^[58]. noted that the basic determinants of employee behavior by the organization relate to job enlargement. The efforts by modern firms regarding job enlargement seek to widen the scope of duties managed by the employees, coupled with an addition to the basic load. Job enlargement by firms serves the objective of strengthening the ability of firms to support additional clients, meet personnel deficits, or compensate for the implications of employee turnover (Hellgren & Sverke, 2021) ^[35]. At first, the employees welcome job

enhancement, but over time, as work load increases, it makes them less enthusiastic and find the added responsibilities burdensome (Dessler, 2020) ^[20]. Raza and Nawaz (2021) ^[58], argue that job enlargement serves the objective of satisfying basic-level requirements aimed at enhancing job satisfaction.

Job enlargement involves widening the scope of duties relating to an occupation by widening the scope of duties. In this context, it demands personnel handling various duties relating to one role. A greater number of managers have the idea that there are benefits accrued due to the allocation of work across various units by the organization. Firms, as an encouragement, get inclined toward recruiting adaptive personnel able to perform diversified duties well. It has been stated that recurrent duties lead to monotony, coupled with decreased work motivation (Hellgren & Sverke, 2021) ^[35]. Hence, an attempt has been made toward utilizing job enlargement as an efficient means toward reducing monotony by the organization, coupled with an enhancement toward patterns of work motivation.

A significant factor that determines an employee's work behavior in an organizational setting is job enlargement; thus, there arises an essential need for studies analyzing the correlation between job enlargement and associations with organizational commitment, work satisfaction, and work motivation (Morrison, 2020) ^[49]. Organizational demands, especially in modern organizational processes, necessitate the application of job enlargement by widening an employee's scope and work load. These demands may involve the acquisition of competences necessary for handling fresh clients, conformity to industry norms, or compensation due to an insufficiency of means due to poor hiring strategies or increased rate of workforces leaving (Hellgren & Sverke, 2021) ^[35]. At first, when an employee receives an extension of duties, this may be seen as an encouragement, but if this extension does not involve any compensation, the employee may end up carrying added burdens and responsibilities, perceiving work as heavy and demanding (Dessler, 2020) ^[20]. Job enlargement has been seen as an indicator that conforms to the satisfaction of basic needs by Maslow's hierarchy of needs, thus indicating that job enlargement enhances work satisfaction (Chung & Ross, 2017) ^[15]. However, job enlargement has the ability to decrease social relations and add load, ultimately causing the employee's level of work motivation, work satisfaction, and commitment to decrease (Donaldson, 2020) ^[22].

1.2 Forms of Job Enlargement

Job enlargement can be done through task restructuring, job arrangement and increased responsibility. These forms of job enlargement have been discussed as follows:

1.2.1 Task Restructuring

Task restructuring is a significant aspect of job design that focuses on modifying, redistributing, or redefining employees' job responsibilities to enhance efficiency, productivity, and job satisfaction (Parker, Van den Broeck, & Holman, 2017) ^[57]. It is a key component of job enlargement, where employees are assigned additional tasks to make their work more engaging and efficient. While task restructuring is widely used across various industries, its impact on employee performance remains a subject of academic and managerial debate. Task restructuring involves modifying job roles, responsibilities, and processes to optimize performance and align tasks with organizational goals (Campion, Mumford, Morgeson, & Nahrgang, 2015)

^[13].

A systematic review by Bambra *et al.* (2017) ^[8], examined the health and psychosocial effects of task restructuring interventions through the lens of the demand–control–support model. The study found that interventions increasing job demands while reducing employee control adversely affected health outcomes. Conversely, strategies that reduced demands and enhanced control improved employee well-being, although the effects were sometimes minimal. The study also noted that workplace support did not significantly mediate these relationships, emphasizing the importance of balancing demands with autonomy in restructuring processes. The relationship between task restructuring and employee well-being has been further explored in contemporary research. A study by Tims *et al.* (2020) ^[65], highlighted the buffering potential of workplace learning in mitigating the negative effects of task restructuring on well-being. It suggested that opportunities for learning and skill development during restructuring could enhance employee adaptability and reduce stress, thereby supporting mental health and job satisfaction.

Task restructuring is often implemented to improve organizational performance. Cascio (2022) ^[14], emphasized the importance of responsible restructuring, which focuses not only on altering job roles but also on fostering employee engagement through practices like skills training, participative decision-making, and flattened organizational structures. This approach has been shown to yield long-term benefits, including enhanced productivity and financial performance. However, organizations that prioritize downsizing without addressing how work is performed may fail to achieve sustainable improvements.

1.2.2 Job Arrangement

Hackman and Oldham (1975) ^[31], explain that work organization involves an attempt by the organization to offer an amalgamation of various elements relevant to an assignment, specifically those relating to planning, controlling, and executing. Management responsibilities relate to controlling and planning, while executing these responsibilities lies with the employees. A crucial factor that plays a role toward work organization includes work enlargement, whereby the organization first attempts to add elements relating to controlling and planning to the assignments. Subsequently, employees are empowered, creating an environment that allows them to develop, coupled with encouragement. Among the notable benefits accrued by the organization due to successful work organization includes the capacity of the workers to balance personal lives and work duties. In this respect, it refers to people's perceptions toward the presence of balance between personal accomplishments and work accomplishments. A work-life balance allows the workforce to balance work duties, personal time, and personal obligations (Luthans, 2021) ^[44]. In an attempt to capitalize on increased momentum created by work-life balance, employers institute work strategies, including quality-of-work-life strategies, that involve flexible work schedules. Through these schedules, the organization allows the workforce to enjoy convenient work hours, subject to them meeting agreed work hours and delivering specified performance. Workplace wellness involves various elements, including childcare, counseling, and support, which, if well managed, give power to the workforce to excel in work duties allocated.

1.2.3 Increased Responsibility

Job enlargement is a strategy in human resource management that involves expanding the range of tasks and responsibilities assigned to an employee, often to enhance motivation, job satisfaction, and productivity (Hackman & Oldham, 1980) [30]. One key aspect of job enlargement is increased responsibility, which serves as a proxy for the concept by broadening the employee's scope of work without necessarily elevating their job title or pay grade (Herzberg, 1966) [37]. Increased responsibility in job enlargement occurs when employees are given additional duties that require higher levels of autonomy, decisionmaking, and accountability (Gupta & Sharma, 2016) [28]. This approach aligns with the job characteristics model, which emphasizes the importance of skill variety, task identity, and task significance in improving employee engagement and performance (Hackman & Oldham, 1976) [32]. Research suggests that when employees perceive their roles as more meaningful due to increased responsibility, they are more likely to experience higher job satisfaction and intrinsic motivation (Demerouti *et al.*, 2021).

Additionally, increased responsibility as a form of job enlargement has been linked to enhanced employee development and career growth (Morgeson & Humphrey, 2016) [48]. By handling more complex tasks, employees develop new skills and competencies, making them more valuable to the organization. However, it is crucial to ensure that job enlargement does not lead to work overload, as excessive responsibilities without adequate support can result in job stress and burnout (Karasek, 2019) [40].

1.3 Concept of Employee Performance

Performance is categorized under two, namely organizational performance and employee performance (Otle, 2019) [55]. In many firms, performance in the work environment is evaluated subjectively; it does not measure independently but relies on various elements found in the work environment. Job performance has been viewed as the rewards accrued from an employee's work (Hunter, 2016) [38]. Employee performance has been defined as an assessment of whether an individual meets duties and responsibilities satisfactorily. In addition, employee performance has also been defined as the level by which work-related obligations are accomplished by the employee, considering the level of inputs devoted and proficiency by them in utilizing these inputs (Bruce, 2020). Campbell (2019) [11, 12], has defined employee performance as an indicator of an individual carrying out duties allotted, considering that this measure relies upon the competence of the individual. Campbell further assumes performance has an underlying connection to behavior, thus drawing the line from it. Outcomes are indicators of an effect produced by both external influences as well as an individual's inputs, possibly being subtle aspects such as choices and reactions. However, performance involves an individual's volitional power over it, consisting both of cognitive processes as well as acts.

Muhammad (2019) [50], states that an employee's performance makes one of the essential determinants that lead an organization toward success. An individual employee's level of productivity serves both the organization and the employee. Bandura (2017) [9], states that exceptional performance by an employee normally comes with increased job satisfaction, work competence, as

well as personal efficiency. Many benefits attached to an employee's performance lead to an increased scope of opportunities an employee has for advancing their career (Van Scotter *et al.*, 2020) [67]. The importance of measuring performance comes out through Haden's (2019) [33], statement that it ought to be practiced continuously. The author further states that performance measurement has to cover every sphere of an employee's accomplishments, as well as work morals.

1.4 Job Enlargement and employee Performance

Job enlargement refers to how employers widen the scope of duties allocated to an employee, thus elevating the level of responsibility taken by that employee (Dessler, 2020) [20]. Raza and Nawaz (2021) [58], clarified that the basic determinants of an employee's behavior in an organization relate very well with job enlargement. Hence, there lies an immense need for further studies aimed at exploring the implications of job enlargement, together with the connection between job enlargement, employee motivation, organizational commitment, and work satisfaction. As stated by Siruri and Muathe (2020) [63], job enlargement acts as an alternative justification for work restructuring. Job enlargement implications show that several employees find this change lacking motivational rewards, especially when an organization makes changes thereof without giving due consideration to its implications on employee motivation. These efforts are bound to break down if it does not address concerns by the employees, thus negating the very reason these efforts are pursued. A lack of employee motivation negates any benefits an employee gets from job enlargement, both organizational benefits, as well as personal benefits by the employee.

In the modern organizational setting, work enlargements form the cornerstone of strategies aimed at enlarging an employee's responsibilities and maximizing the necessary workload (Raza & Nawaz, 2021) [58]. Organisations employ work enlargements with the goal of widening capacity to involve new clients, meet understaffing issues, or cope with the implications of increased employee turn over (Hellgren & Sverke, 2021) [35]. At first, work enlargements may enjoy support from personnel, but as time goes by, as the load increases while compensation does not match, the work force gets de-moralized, considering the added duties as burdens (Dessler, 2020) [20]. Others argue that work enlargement aims at fulfilling basic demands stipulated by Maslow's need hierarchy. Raza and Nawaz (2021) [58], have proved work enlargement has the capacity to boost work satisfaction.

Studies by Ameh (2019), Mahmoud (2020) [46], and Muhsan (2022) [51], have touched on the application of work enlargement via various models of appraising, specifically focusing on the work being executed as well as the ability of the work force to carry out operational duties. However, these studies fall below the necessary level, as these studies neither address nor measure the delegation of added duties by bridging the apparent 'gap' that has emerged. Before applying work enlargements, there is the need to carry out processes of appraising capacity level, and only later, add duties, while exercising utmost care while setting the scope of duties. In addition, these studies lack clear-cut protocols in creating approved timetables that allow personnel changes from original work assignments so that there may accommodate an increased load.

2. Theoretical framework

This study was anchored on the Two factor theory

2.1 Job Characteristics Model (JCM) This study relies upon the work attributes model by Hackman and Lawler (1971) ^[29], whereby five work attributes, including work variety, work identity, autonomy, and importance, are identified. According to Hackman and Oldham (1980) ^[30], these work attributes play an essential role in work motivation, work satisfaction, and work performance. However, it has also been noted that poor correlations still prevail between work attributes and work performance. Job perception has been found to play an effect upon work attitude, while work attitude, in turn, influences work performance, as shown by Simonds and Orife (2020) ^[62].

It has been noted by Garg and Rastogi (2020) ^[24], that this theory relies upon past expertise, concepts, and other theories, including the Hierarchy of Needs Theory, Expectancy Theory, and Frederick Herzberg's Two-Factor Theory. Job enlargement, as defined by Hackman and Oldham (1976) ^[32], relies upon work attributes, which lead to work motivation, work satisfaction, commitment, work involvement, and work quality. These work attributes have been suggested as enabling work enrichment by incorporating elements, which lead to enriched work environment, enriched work performance, increased work involvement, and increased commitment. The theory outlines the work environment wherein an employee is expected to perform. Job characteristics theory allows management an approach, whereby work effectiveness may be increased by work enrichment by incorporating meaningful amounts of necessary work attributes, while also placing individuals possessing relevant attributes, as noted by Garg (2016) ^[25], in relevant positions.

According to the job characteristics model, an employee shall attain maximum internal motivation if work has meaning, allows them to understand work outcomes, and involves responsibility over those work outcomes. In order to satisfy the three basic emotional states, work must be well-designed so it includes many kinds of skill, work identity, work importance, work feedback, and independence. Among these, work identity, skill variety, and work importance are essential contributors toward work meaningfulness (Dodd, 2022) ^[21]. Empirical studies have indicated that it may not always be possible for all three work attributes to be maintained at optimum levels, necessary, within one single work (Hackman & Oldham, 1980) ^[30]. However, if any one of these attributes reaches an independently optimum level, it may heighten an individual's work meaningfulness, as well as general job satisfaction (Mohr, 2021) ^[47]. Also, this factor plays an essential role toward an individual perceiving responsibility while carrying out work. Ganster (2022) ^[23], states an employee only requires enough work knowledge if there exists an exchange system wherein work and an employee reciprocate. The model comes into play here, as it clarifies how an extension of an employee's work scope—by enhancing the variety of work (skill variety), giving greater latitude choice (autonomy), and focusing work importance—may result in increased employee performance.

2.2 Two Factor Theory

This study relies on motivational theories, specifically Herzberg's two-factor theory. A notable problem facing

modern-day organizations is the need to deal with issues that matter to the employees, an idea captured by Herzberg's (1957) ^[36] Two Factor Theory. In this respect, work attitude has proved to be an essential factor that determines the level of employee motivation. In this theory, an employee work attitude comes from work situations that form the work environment. Herzberg theorizes that those factors that cause employee motivation are other than those causing job dissatisfaction. In this respect, it is implied that it does not only take absence of discontentment, but also, it takes presence of contentment. An employee's motivation relies on the organization's ability to satisfy both the physiological as well as the psychological demands. The first refers to financial rewards that allow the employee to obtain necessary goods, food, as well as accommodation, while the second involves the work environment, among other elements, that lead to the advancement of the employee's career. Intrinsic or motivational factors cause an employee's contentment, while discontentment stems from hygiene factors or outside influences (Mohr, 2021) ^[47].

Herzberg asserts that while the presence of extrinsic motivational factors does not lead to employee satisfaction, the lack thereof plays an essential role in creating dissatisfaction. These factors are compensation, work security, and fringes. In contrast, intrinsic drivers work to boost efforts toward work. Examples that illustrate these drivers are opportunities for active participation in decisionmaking processes, as well as the granting of necessary recognition. Both categories work independently; an indication by one does not change the presence of the other. The Two Factor Theory states that, for an organization to achieve maximum employee productivity, it must have both hygiene elements and motivational factors (Dodd, 2022) ^[21]. Organisations ought to organize work in ways that make it meaningful to the employee. Job enlargement is an efficient way of maintaining employee motivation by giving them an expanded work choice, reducing monotony, as well as creating excitement. In addition, giving authority over work boosts increased commitment.

Applicable to this study, enlarging the scope of work by giving added responsibilities—through processes such as job enlargement—allows organisations to attain increased job satisfaction coupled with intrinsic motivation. An example relevant here is that by Lafarge Africa PLC, wherein delegating added responsibilities empowers the employee, enhancing capabilities, work worthiness, as well as recognition, ultimately translating to increased performance.

3. Empirical Review

Baraka, Butali, and Maalim (2025) ^[10], explored the link between non-financial motivational strategies and organizational performance. The study aimed to measure the effect of employee recognition, work scope expansion, and employee empowerment on Water Bottling Companies' organizational performance, which are located in Garissa County. Social exchange theory, job characteristics theory, and self-determination theory guided this study. A descriptive study approach was utilized in this study. A sample size of 200 individuals representing management grades across management level categories was targeted. Using Slovin's formula, it was possible to get a sample of 133 individuals. A structured questionnaire was administered to the targeted individuals. Frequency, means,

and standard deviation, as well as Pearson's correlation analysis, regression analysis, and analysis of variance, were the analysis strategies used to obtain findings from the study. In conclusion, it emerged that both employee recognition and work scope expansion have an influential effect on organizational performance in Water Bottling Companies located in Garissa County. Particularly, employee recognition, especially by means of praising individuals, showing them appreciation, giving them opportunities for decision-making, recorded an excellent correlation ($R = 0.815$) as well as an influential effect ($B = 0.437$, $p = 0.004$) on performance. In addition, work scope expansion, including work variety, display, and specification, recorded an influential effect ($B = 0.586$, $p < 0.001$). In addition, employee empowerment recorded a complicated correlation, as shown by the coefficient ($B = 0.277$, $p = 0.009$), indicating that over-empowerment may result in decreased performance. In response to organizational problems, it has also been advocated that there must be an extension of well-thought-out employee recognition plans, an extension of strategies of job enlargement to cater to personnel demands, and an examination of power strategies so that it aligns with organizational priorities. In addition, power must also be matched by clear directives and support so that undesirable implications are negated.

Alias, Othman, Koe, Krishnan, and Romaiha (2024) [3], explored, through an examination, the interrelations among job rotation, job enlargement, job enrichment, and job satisfaction in the Malaysian civil service. While these aspects of job design have previously been explored across various contexts, these particular relations across these elements in the Malaysian civil service had not previously undergone extensive scrutiny. Using non-probability convenience sampling, data were gathered from data collected from 180 out of a sample of 389, and correlation and multiple regression analysis by the scholars established distinct relations across job rotation, job enlargement, job enrichment, and job satisfaction, indicating that job rotation emerged as the strongest predictor of job satisfaction. These findings provide useful recommendations across leadership in the civil service, advocating the importance of sound job design toward enhancing employee satisfaction. The study also highlights the need for creating opportunities across the work environment so that general job satisfaction is increased.

Nasution (2023) [54], did an analysis of work expansion's effect on employee engagement. Purposive sampling by PT. Bank Aceh Syariah Medan Area produced an adequate sample consisting of 346 people. In this study, multiple linear analysis was used as the analytical instrument. The findings established that work expansion had an effect on employee engagement. Findings from the t-test gave an $F = .000$, significantly less than the threshold level ($0.000 < .05$), thereby decisively confirming this conclusion. In addition, findings from the coefficient tests indicated that greater employee engagement was positively impacted by 28%, while other determinants covered the other 72%. A strong work expansion boosts perception of importance. High level of engagement stems from the meaning created by work design that aligns individuals' aims and personal values. In addition, work contexts that allow individuals to find meaning in work generate greater engagement than work contexts that drain the meaningfulness out of work

values.

Awan, Anwar, and Tariq (2023) [7], had the objective of exploring the effect of job enlargement and job enrichment on teachers' performance level and motivational level, as well as the partial mediation effect of motivation among these constructs. A sample consisting of 150 teachers across various faculties at the University of Sargodha and the University of Education was used in the study. A five-point Likert scale was used as an instrument to measure the partial mediation variable. The tool's reliability was established by applying Cronbach alpha so that it could measure correctly. Regression analysis, Process Macro, and analysis by SPSS were conducted on the data collected. The findings gained from the analysis supported the effect of job enlargement and job enrichment on teachers' performance level and motivational level. In addition, it has also been found that partial mediation happened through the variable of motivation between teachers' performance level and job enlargement. The study proposes that teachers' work assignments must be diversified by department heads so that teachers get engaged and enhance the quality level of work as an encouragement.

Owhorji and Bayo (2023) [56], did an analysis of the link between employee commitment and job enlargement across insurance firms found in Rivers State. A survey approach was used for this study. The study engaged a sample consisting of 36 insurance firms' employees found across Rivers State. Structured questionnaires collected data. Spearman rank order correlation was the measure that had been used by the study. A positive correlation, found by the study to be statistically significant, occurred between employee commitment and job enlargement across the insurance firms' employees. In conclusion, it had established by the study that employee commitment has a positive effect by way of job enlargement across the insurance firms found across Rivers State; additionally, it recommends that management across these firms, while constantly aiming for employee commitment, consider job enlargement while evaluating employee performance and positions.

Aminu and Sulaiman (2022) [5], explored the correlation between Job Enlargement and Organizational Efficiency in the context of the Jos Electricity Distribution Company, specifically focusing on the Bauchi Main Office. A cross-sectional study approach was utilized. The sample for this study comprised three hundred and fifty-six (356) people, representing the totality of management and personnel of the Jos Electricity Distribution Company, JED, located at the Bauchi offices. A sample size was established by employing the Krejcie and Morgan (1970) [42], table, which has the objective of calculating the minimum sample size that any specified population requires. Using the specified population, one hundred and eighty-three (183) emerged as the sample size indicated by the table. Through data cleansing, data from only 173 respondents only found its way into analysis. In sample selection, the approach used included a purposive sampling method, targeting the managers and the operators. In analyzing data and hypothesis, descriptive statistics together with Spearman's rank correlation were conducted. Empirical findings indicated there exists an established, positive, and meaningful correlation between Job Enlargement and Organizational Efficiency in the context of the Jos Electricity Distribution Company, Bauchi Main Office. Job Enlargement has a positive, meaningful effect, the study

concluded, on Organizational Efficiency. In addition, it suggested that continuous training and development opportunities must be implemented by the management of JED, targeted at senior management across the various outlets, targeting the concepts of organizational efficiency, as well as those of job enlargement. By so doing, the top management would obtain competences and knowledge relating to the allocation, tracking, and supervision of personnel, enhancing organizational efficiency alongside commensurate plans and decisions relating to job enlargement.

Tantua (2022) ^[64], had experimented, exploring the correlation between Rivers State-owned tertiary institutions' employee satisfaction and the widening of work in offices. The sample included all teaching staff from these tertiary schools, that is, Rivers State University, Ignatius Ajuru University of Education, Port Harcourt Polytechnic, Kenule Beeson Polytechnic, Bori, and Captain Elechi Amadi Polytechnic, Rumuola. A sample size of 4,906 had previously been recorded by the Establishments Unit of these tertiary schools. Using Taro Yamane's formula, the final sample size stood at 370. Approval had previously been granted to the study instrument by an approved supervisor, while the instrument's dependability had previously been established by the use of the Cronbach Alpha coefficient, whereby all the questions had recorded over a measure of 0.70. The data gathered had been analyzed descriptively, as well as by the use of inferential statistics. The analysis relied upon Spearman's Rank Order Correlation Statistics. These tests had been conducted by applying both the level of confidence and the level of significance, both of them being established at 95% and 0.05, respectively. The findings by this study had established correlation between Rivers State-owned tertiary schools' employee satisfaction and the widening of work in offices. In conclusion, it is advisable that these tertiary schools carry out an extensive study of work by defining duties and responsibilities presently occupied by the employees, as well as any other responsibilities that could complement these duties. In addition, it is advisable that by the inclusion by the employees, duties, together with those duties that could further form an extension.

Raza and Nawaz (2021) ^[58], presented an analysis that examined the effect of job enlargement on organizational commitment, employee job satisfaction, and motivation, drawing data from Pakistan's public sectors. A sample, randomly sampled from two Pakistan government agencies, comprised 650 personnel, out of whom 534 submitted their responses. In data gathering, a survey instrument, consisting of questionnaires, was implemented, while this data was gathered manually from the organizational offices.

Descriptive statistics, correlation analysis, and various tests were implemented, while applying these analyses, to validate these analyses by applying SPSS. In conclusion, it turned out that the Pakistan government agencies' job enlargement strategies bear an underlying correlation that negates organizational commitment, job satisfaction, and motivation. In this study, findings, implications, and recommendations were exhaustively presented.

Nancy (2021) ^[52], undertook an examination of the correlation that exists between analysis, job design, and employee performance by deposit money banks found in the Federal Capital Territory (FCT) Abuja. A sample survey representing 97 personnel was collected, out of whom

questionnaires were issued, collected, and later analyzed by applying the Spearman Rank Correlation Coefficient. The study implemented various tests, while findings from analysis indicated an underlying correlation exists, indicating an underlying correlation exists, showing that an underlying correlation exists between job enrichment and performance considering the underlying variables. Job analysis turned out to be an underlying correlation with employee performance by deposit money banks found in FCT Abuja. In this study, various recommendations emerged, prioritizing the need by deposit money banks, whereby work assignments must match personal attributes, values, and aims so as to boost performance.

Gichuki and Munjuri (2018) ^[26], carry out an analysis of the effect of job enlargement on employee performance in the railways sector in Kenya. A descriptive survey study was conducted at one of the prominent railway's firms in the nation. A descriptive survey approach, targeting the whole population of 2,000 employees from the railways company, from which an ordered sample of 400 employees was randomly sampled. Structured questionnaires were used to obtain primary data. Regression analysis techniques, as well as descriptive statistics, were used to analyze data. The findings indicated that employee performance had an enhancing effect due to job enlargement. Regression analysis also proved that structuring duties, as well as work organization, increased the level of performance by the employees, while work meaningfulness had an inversely linear effect on the performance level by the employees. It is the researcher's recommendation that the government provide training and development interventions aimed at enhancing skill and expertise by structuring duties, thus enhancing organizational processes' intelligibility as well as organizational procedures. It is also suggested that firms implement adaptive organizational shapes so that firms can accommodate changes occurring in the environment, thus facilitating the ability by the employees to understand responsibilities, enabling them to achieve targets. Future scholars are urged to carry out this study in private firms so that it may be established whether findings from this study shall continue being consistent.

Nanle (2018) ^[53], evaluated the effect of work-need strength moderator on the work-related attitude-job enrichment correlation among non-academic staff in targeted private colleges in South-West Nigeria. The study systematically explored the work-need strength moderator functions over work-related attitude-job enrichment correlation among non-academic staff in the targeted colleges. A survey study method was used in this study. The sample included 2,462 non-academic staff from seven accredited choice colleges, which had operated for not less than six years in South-West Nigeria. A multi-staged sample method was used to obtain the study sample from the general population. Using this multi-staged sample method, a sample of 740 individuals was achieved. Out of the questionnaires sent, 618 questionnaires were returned, but only 547 questionnaires were found suitable for analysis. Multiple regression analysis, analysis variance, and Pearson correlation analysis were conducted to analyze data collected and confirm the formulated hypotheses. Findings established work-related attitude-job enrichment correlation moderated by employee strength. It was found that employees showing strength in need tend to show an increased level of positive reaction toward work-related attitude-job enrichment correlation, as

compared to those showing less need-strength. The study suggested human resource officers offer support to individuals showing strength in need and institute plans to build those showing need-strength via training.

Conclusion

This study examined job enlargement as a strategic option for enhancing employee performance in the Nigerian manufacturing industry. The literature review revealed that task restructuring, job arrangement, and increased responsibility significantly influence employee performance. Task restructuring, as a component of job enlargement, enhances efficiency by diversifying employees' skills and reducing monotony. Similarly, effective job arrangement ensures clarity in roles and responsibilities, leading to better task execution. Furthermore, increased responsibility motivates employees, fosters commitment, and enhances productivity. These findings confirm that job enlargement is a viable strategy for improving employee performance in the Nigerian manufacturing sector. By integrating job enlargement practices, manufacturing firms can enhance workforce productivity, reduce turnover, and achieve long-term competitive advantage.

References

- Ahmed HJ, Effect of job redesign on employees' performance. A case study of Rift Valley Railways K. Ltd. United States International University Africa, 2018.
- Ali Q, Jadoon MZ, I. Towards an Indigenous Perspective on HRM. A study of textile industry of Pakistan. *Human Resources Studies*, 2022;1(2):1-10.
- Alias NE, Othman R, Koe W, Krishnan R, Romaiha NR, The Impact of Job Design Factors on Job Satisfaction. A Study of Job Rotation, Enlargement and Enrichment in the Malaysian Public Sector. *Information Management and Business Review*, 2024;16(4):251265.
- Ameh OJ, Effectiveness of Non-Financial Motivational Scheme on Construction Workers output in Nigeria. *Ethiopian Journal of Environmental Studies and Management*, 2013;6(3):263-272.
- Aminu S, Sulaiman W. Job Enlargement and Organizational Efficiency in the Jos Electricity Distribution Company, Bauchi Zonal Office. *International Academic Journal of Management Marketing*, 2022;7(1):78-90.
- Atkinson JW, *An Introduction to Motivation*. London Princeton, 2020.
- Awan RN, Anwar MN, Tariq R. Effect of Job Enrichment and Job Enlargement on Teacher's Performance as Mediated by Motivation at University Level. *Journal of Interdisciplinary Educational Studies*, 2023;3(1):45-51.
- Bambra C, Egan M, Thomas S, Petticrew M, Whitehead M. The psychosocial and health effects of workplace reorganization. A systematic review of task restructuring interventions. *Journal of Epidemiology Community Health*, 2017;61(12):1028-1037.
- Bandura A. *Self-Efficacy the Exercise of Control*. New York WH, Freeman, 2017.
- Baraka KH, Butali P. Maalim B, Non-Financial Motivation Strategies Organizational Performance of Water Bottling Companies in Garissa County, Kenya. *Human Resource and Leadership Journal*, 2025;10(1):124.
- Bruce T. *Optimizing employee performance: Strategies for workplace efficiency*. New York NY, McGraw-Hill, 2020.
- Campbell DJ, The Proactive Employee Managing Workplace Initiative. *Academy of Management Executive*, 2019;14(3):52-66.
- Campion MA, Mumford TV, Morgeson FP, Nahrgang JD, Work redesign Eight obstacles opportunities. *Human Resource Management*, 2015;44(4):367-390.
- Cascio WF, Responsible restructuring Improving organizational performance through employee engagement. *Journal of Business Management*, 2022;34(2):112-128.
- Chung KH, Ross MF, Differences in Motivational Properties between Job Enlargement a Job Enrichment. *Academy of Management Journal*, 2017;1(2):113-122.
- Cooper DR, Schindler PS, *Business Research Methods 12th Ed*. New York NY The McGraw- Hill Companies, 2020.
- Demerouti E, Bakker AB, Nachreiner F, Schaufeli W. B. The job demands-resources model of burnout. *Journal of Applied Psychology*, 2001;86(3):499-512.
- Dessler G, *Human Resource Management, 11th Ed*. Pearson Prentice Hall, New York, USA, 2018.
- Dessler G. *Human Resource Management. 10th Ed*. London Pearson, Inc, 2019.
- Dessler G. *Human resource management, 13th Ed*. New York Prentice Hall, 2020.
- Dodd R. Job characteristics and employee motivation: Applying the job characteristics model in modern workplaces. London, UK, Routledge, 2022.
- Donaldson L. Job Enlargement A Multidimensional Process. *Human Relations*, 2020;28(7):593-610.
- Ganster DC, Comparing Group and Individual Level Assessments of Job Characteristics in Testing the Job Demand-Control Model A Multilevel Approach. *Human Relations*, 2022;52:95-122.
- Garg P, Rastogi R. New Model of Job Design: Motivating Employees' Performance. *Journal of Management Development*, 2020;25(6):572-587.
- Garg E. An Empirical Investigation of Two-Factor Theory. *Journal of Applied Psychology*, 2016;1:24-27.
- Gichuki MM, Munjuri MG, Influence of Job Enlargement on Employee Performance in the Railway Industry in Kenya. *Archives of Business Research*, 2018;6(5):244-259.
- Green P, Tull C. *Research Methods 1st Ed*. New York, New York Pearson Education, 2019.
- Gupta M, Sharma P. Job enlargement and its impact on employees' motivation. A study of Indian manufacturing sector. *Journal of Business and Management*, 2016;18(3):55-62.
- Hackman JR, Lawler EE, Employee Reactions to Job Characteristics. *Journal of Applied Psychology Monograph*, 1971;55(3):259-286.
- Hackman JR, Oldham GR, *Work Redesign*. New York: Addison-Wesley, 1980.
- Hackman JR, Oldham GR, Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 1975;251(2):159-170.
- Hackman JR, Oldham GR, Motivation through the design of work Test of a theory. *Organizational Behavior Human Performance*, 1976;16(2):250-279.

33. Haden M. Performance evaluation strategies. A continuous process for organizational success. London, UK Oxford University Press, 2019.
34. Hanushek E. Human capital development and job design: Strategies for modern organizations. New York NY, Springer, 2019.
35. Hellgren, Sverke. Unionized Employees Perception of Role Stress Fairness during Organizational Downsizing. Consequences for Job Satisfaction, Union Satisfaction Well-Being. *Economic Industrial Democracy*,2021;22:543-567.
36. Herzberg F. One More Time: How do You Motivate Employees. *Harvard Business Review*,1957;46:53-62.
37. Herzberg F. Work and the nature of man. London: World Publishing Company, 1966.
38. Hunter J. Measuring job performance Subjective and objective approaches in the workplace. London UK, Sage Publications, 2016.
39. Jiang X, Li Y, Wang Z, Chen H. Work performance metrics Evaluating quality, efficiency effectiveness in organizations. New York NY, Routledge, 2019.
40. Karasek RA, Job demands, job decision latitude, and mental strain Implications for job redesign. *Administrative Science Quarterly*,2019;24(2):285–308.
41. Kothari CR, *Business Research Methods 2nd Ed.* New Delhi New Age International, 2020.
42. Krejcie RV, Morgan DN, Determining Sample Size for Research Activities. *Educational Psychological Measurement*,1970;30:607-610.
43. Lunenburg FC, motivating by enriching jobs to make them more interesting challenging. *International Journal of Management, Business, Administration*,2021;15(1):1–6.
44. Luthans F. *Organisational Behaviour*. 8th Ed. London Pearson, 2021.
45. Magaji N, Akpa VO, Akinlabi, BH, Assessment of the Effect of Job Enrichment on Employee Commitment in Selected Private Universities in South-West Nigeria. *Funai Journal of Accounting, Business Finance*,2017;1(1):262-271.
46. Mahmoud AM, Impact of Job Enlargement on Employees' Motivation Job Satisfaction. Gaza Islamic University Gaza, 2020.
47. Mohr RD, Is Job Enrichment Really Enriching. U.S. Bureau of Labour and Statistics Office of Productivity Technology. BLS Working Paper, 2021, 389.
48. Morgeson FP, Humphrey SE, The Work Design Questionnaire WDQ Developing validating a comprehensive measure for assessing job design the nature of work. *Journal of Applied Psychology*,2016;91(6):1321–1339.
49. Morrison EW, Role Definitions Organizational Citizenship Behaviour The Importance of the Employee's Perspective. *Academy of Management Journal*,2020;37(6):1543-67.
50. Muhammad A. The impact of employee performance on organizational success A comprehensive analysis. Dubai, UAE Gulf Business Press, 2019.
51. Muhsan F. Impact of Job Rotation on Employee Motivation, Commitment Job Involvement in Banking Sector of Pakistan. *African Journal of Management*,2022;6(24):114-119.
52. Nancy T. Job design, analysis, employee performance in deposit money banks. A study in FCT Abuja. *Journal of Business Management Studies*,2021;15(3):45–58.
53. Nanle M. An Assessment of the Moderating Effect of Growth-Need Strength on the Relationship between Job Enrichment and Work-Related Attitudes of NonAcademic Staff in selected Private Universities in South- West Nigeria. *International Journal of Business Management Invention*,2018;7(2):15-26.
54. Nasution UN, The Impact of Implementing Job Enlargement on Employee Engagement at PT. Bank Aceh Syariah Medan. *Jurnal Ekonomi, Manajemen dan Bisnis*,2023;7(1):142-147.
55. Otley D. Performance measurement. The distinction between organizational employee performance. *Journal of Organizational Performance*,2019;23(4):67–82.
56. Owborji S, Bayo PL, Job Enlargement Commitment of Employees of Insurance Companies in Rivers State, Nigeria. *Nigerian Journal of Management Sciences*,2023;24(1):237-244.
57. Parker SK, Van den Broeck A, Holman D. Work design influences. A synthesis of multilevel factors that affect the design of jobs. *Academy of Management Annals*,2017;11(1):267-308.
58. Raza MA, Nawaz MM Impact of Job Enlargement on Employees' Job Satisfaction, Motivation Organizational Commitment. Evidence from Public Sector of Pakistan. *International Journal of Business Social Science*, 2021, 2(18).
59. Rousseau DM, Psychological implied contracts in organizations. *Employee Responsibilities and Rights Journal*,2019;2(2):121–139.
60. Sakovska M Importance of Employee Engagement in Business Environment Measuring the Engagement Level of Administrative Personnel in VUC Aarhus Detecting Factors Requiring Improvement. Published Thesis, Aarhus University, 2022.
61. Saleem S, Shaheem WA, Saleem R. The Impact of Job Enrichment Job Enlargement on Employee Satisfaction Keeping Employee Performance as Intervening Variable A Co-Relational Study from Pakistan. *Kuwait Chapter of Arabian Journal of Business Management Review*,2022;1(9):145-165.
62. Simonds RH, Orife JN, Worker Behaviour Versus Enrichment Theory. *Administrative Science Quarterly*,2020;20:606-612.
63. Siruri MM, Muathe S. A Critical Review of Literature on Job Designs in Sociotechnical Systems. *Global Journal of Commerce and Management Perspective*,2020;3(6):44-49.
64. Tantua E. Office Job Enlargement and Employee Satisfaction of Rivers State-Owned Tertiary Institutions. *International Academic Journal of Management and Marketing*,2022;6(7):1-17.
65. Tims M, Bakker AB, Derks D. Well-being in times of task restructuring. The buffering potential of workplace learning. Retrieved from, 2020. <https://ijecm.co.uk/wpcontent/uploads/2016/08/4839.pdf> (2/1/2025).
66. Tumi NS, Hasan AN, Khalid J. Impact of Compensation, Job Enrichment Enlargement, Training on Employee Motivation. *Business Perspectives Research*,2021;10(1):121-139.
67. Van Scotter JR, Motowidlo SJ, Cross TC, Effects of task performance contextual performance on systemic rewards. *Journal of Applied Psychology*,2020;85(4):526–535.