



**IMPACT OF JOB DESIGN ON ORGANISATIONAL PERFORMANCE:
EVIDENCE FROM LUBCON NIGERIA LIMITED**

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ABSTRACT

Proactive work design is a challenge to any organisation, however, operating, line, or hiring managers are mostly carried away by planning for financial, material, and other resources leaving job design to chance. Hence, Nigerian manufacturing firms have not been able to utilize job design practices to identify the number of employees the company requires in terms of high quality and quantity. This has hindered the ongoing process of regular structured planning and has created problem of inadequate right number of people to carry out the essential duties in the firm. The study, therefore examined the impact of job design on organizational performance in Nigeria using Lubcon Nigeria Limited in Ilorin Kwara State as the case study. The study considered a population of 447 workers where a sample size of 207 was arrived at using Epiinfo Statistical software. The study adopted simple random sampling technique where the major instrument was a structured closed ended questionnaire. Multiple Linear Regression was adopted to test the stated hypotheses for this study. Findings revealed that Job flexibility and job enrichment has a significant relationship with organizational profitability. This study, therefore concluded that job design through rotation, job flexibility, job integration, job enrichment significantly influence organizational performance in Nigeria. The study recommended among others that there should be training for managers and

employees on organizational job design processes that are important for organizational performance.

Key word: *Job design, job flexibility, job enrichment, job rotation, organization profitability*

Introductions

To develop a competitive advantage, it is important that firms truly leverage on the workforce as a competitive weapon. Jobs is design for improving workforce productivity to drive higher value for the firms has become an important focus. Firms seek to optimize their workforce through comprehensive job design programmes not only to achieve business goals but most important is for the long term survival and sustainability of the organization. To accomplish this, firms will need to invest resources to ensure that employees have the knowledge, skills, and competencies they need to work effectively in a rapidly changing and complex environment. Job design is very important and so viable that organizations cannot do without it. If such organizations want to succeed and even achieve their goals and objectives, reliance on the skills and knowledge of their operations and employees to deliver products and services to the market place is an imperative.

Deploying and sustaining a highly technical job design for the organization requires a strong management commitment towards effective initial and on-going operations. As a result of focusing on the need for employees to work to their full potential, manufacturing industry system efficiency will be optimized and the retention of workers strengthened. Forecasting manpower demand involves the estimation of the number and type of work design required at different levels in different departments in an organization. Putting job design in context” in the 21st century requires the incorporation of cross-cultural perspectives, cross disciplinary, and cross-level. Traditionally, organizations have approached job performance and system efficiency through staff development and training. Training continues to be an important part of the appropriate utilization of job design but underutilization can be influenced by many variables.

In Nigeria, job design is not only effective utilization of people but it is the harnessing of the totality of the people skills, energies, talent, capability, social characteristics, like and belief to achieve company’s objectives and

simultaneously making the people to be part and parcel of organization in fulfilling their life goals. There must be a proper utilization of job design in organizations in order to achieve high performance standard (Lunenburg, 2012). Nigerian job design is the systematic utilization of human potentials to realize organizational objectives and staff contentment. The benefits of proper job enrichments in Nigerian business environment cannot be quantified, an organization cannot build a good team of working professionals without it. Nigerian organizations may have adequate non-human resources like machines; materials and money but inadequate job design cannot achieve high performance, work or job designs are the main asset of an organization. Job rotation contributes to organizational success because it ensures that organizations always have a concept of the job market and how it relates to its failure. A company that refuses to engage in job enlargement in order to be proactive may find itself with a number of unfilled positions. Grant and Parker (2009), job re-engineering practices significantly contribute to organizational performance, its practices are set of technique used by organization to manage job design through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. The study is designed examine the impact of job design on organizational performance in increasingly complex world.

Statement of the Problem

Deficiency in work design can affect the performance of an organization and its competitive advantage over its rivals, and this can happen as a result of poor implementation or unspecified job design programmes for staff. Cortis (2007), argues that team assignment may optimally balance the trade-off between mitigating the multitasking problem and exposing the workers to a higher performance volatility. These uncertainties pose a major challenge to work design planning in general in that it limits the managers' ability to forecast staff management needs in particular as it hinders the manufacturing organization's much needed strategic actions, with the resultant effect of ineffectiveness, unproductiveness, and unsuccessful goal attainment.

Job inflexibility has decrease the right number of job design at a specific time to carry out manufacturing services, it has make the manufacturing company to decrease their performance and productivity which in turn reduces the achievement of the strategic objectives and goals of the organization.

Undoubtedly, it seems obvious that the job design in most of the manufacturing companies in Nigeria today are not up to expectation in terms of job flexibility. Job enrichment policies however have not been beneficially successful in attaining its predetermined organizational growth, most company's still experience low performance despite job design planning practices. This is because proactive job enrichment in manufacturing company is a challenge as operating, line, or hiring managers are mostly carried away by planning for financial, material, and other resources leaving job design to chance (Armstrong, 2006). Most of the manufacturing firms are unable to meet their work design needs, as a result of poor job design strategy. There is a problem of inadequate right number of people to carry out the essential duties in the firm. They lack sufficient employees in the organization for production and render delivery of services as demanded by the customers in terms of service delivery, industrial production, capacity utilization and drilling operations which affects the performance of the firm negatively. Job enrichment planning if not systematically carried out cannot bring to equilibrium demand and supply of manpower in organizations (Armstrong, 2006).

Research Aims, Objectives

The main question this study seeks to answer is how job rotation, flexibility, integration and enrichment can be used to improve job design on organizational performance.

Objectives of the Problem

- 1. To determine how job flexibility affects the organizational profitability;*
- 2. To evaluate the impact of job enrichment on organizational profitability.*

Hypotheses

H₀₁: Job flexibility has no significant effect on organizational profitability.

H₀₂: Job enrichment has no significant impact on organizational profitability.

Literature Review

Job design is defined as “the content, methods and relationships of jobs in order to satisfy work requirements for productivity, efficiency and quality, meet the personal needs of the job holder and thus increase level of employee engagement (Armstrong 2006). Job design has also been defined as “the process to optimize organizational goals of efficiency and productivity and how workers can be satisfied doing it, optimizing individual goals of personal growth and

wellbeing (Nmaadu 2013). The meaning derived from these definitions refers to work design as something that is used and decided upon by managers of the organization. Organizational literature offers two theoretical viewpoints to guide the restructuring process, namely job design and system redesign. Work design is concerned with the content of the job that an individual or group undertakes, i.e. the roles and tasks they fulfill, as well as the methods that they use to complete their work (Holman, Clegg, & Waterson, 2002).

System redesign is concerned with the design of the entire department or organization and even the entire health care system. Both job design and system redesign have advantages and disadvantages. In nursing, job design strategies are often easier to implement since they focus on the job of the nurse and rarely have substantial impact on the jobs of other professional groups within the organization. In fact, firms often adopt such a strategy even when it is technologically feasible to give the same work assignment to a single worker and hold the worker solely accountable for his own performance (Bartol & Hagmann, 2011). Although there may be resistance to changes in the distribution of work or the nature of work, changes in nursing practice fall within the scope of nurses' practice, work design is often a precursor to any attempt to engage in system redesign. In contrast, system redesign is more radical as it has implications not only for the role of the nurse but also the roles and relationships of other health care professionals. This level of change requires cooperation across the entire organization and is much more difficult to accomplish.

Job design is defined as the process by which managers decide individual job tasks and authority (Donnelly, 2014). The meaning derived from these definitions refers to work or job design as something that is used and decided upon by managers of the organization. Accordingly, there has been a reduction in interest among researchers in exploring issues in work design, stemming from a shared belief that most of the important theoretical and practical questions in work design research have been answered (Ambrose & Kulik, 2010). However, a number of scholars have recently pointed out that current theoretical models and empirical studies of job design no longer reflect and have yet to integrate the impact of the dramatic changes in work contexts that have occurred over the past few decades (Grant & Parker, 2009).

Job flexibility as Work Life Balance

Work-life balance emerges as an important area influencing employee attitudes towards their employer. It is important to consider work-life balance for all employees not just those with young children and the type of flexibility that people want. It is often not so much reduced hours that employees indicate they would benefit from but the possibility of varying hours at short notice to deal with whatever pressures they have outside of work. However, consistent with other research, the research by Purcell and his colleagues found that good job design practices are not enough. What makes a bigger difference is 'the way people work together to be productive and flexible enough to meet new challenges' (Purcell, Wright, McMahan & McWilliams 2003). This is facilitated by two key ingredients organization culture and the attitudes of line managers.

Meaningful and easily understood organization values help to unite an organization around a shared mission, while the way in which managers implement policies and exercise leadership is positively related to positive employee attitudes in respect of the range of issues that support increased motivation and productivity. As the authors conclude (Purcell et al, 2003). Their managerial behaviour - in implementing job design policies, in showing leadership by involving staff and responding to their suggestions, and in controlling quality, timekeeping and absence makes a real difference to employees' attitudes. It's not something that can be legislated for because it's a behaviour rather than a duty. It's strongly linked to the way that the line managers are themselves managed and to the wider values and culture of the organization.

According to Masood (2006) a developmental organizational culture involves a flexibility focus in which readiness and adaptability are utilized in order to achieve growth, resource acquisition and external support. Productivity can be improved when a company focuses on the following: goal setting, communication, autonomy, responsibility, and flexibility. Flexibility as one of the aims of companies should be flexibility with employees. During the 1990's, companies realized tremendous productivity gains by demonstrating flexibility in the work environment. Schedule and organizational flexibility allow employees to balance home and work more effectively and cause productivity and morale gains as well (Nelson & Quick, 2005). Just as previously illustrated with McCormick and Company, more hours worked and time clock punching

do not necessarily make a company profitable or effective. Flexibility in work scheduling allows work to be arranged according to the individual's need. Many companies illustrate how the flexible schedule gives tremendous returns in employee loyalty, retention, and compensation. One company could not attract desirable applicants because it could not afford the massive benefit and financial compensation packages of the bigger firms.

Job enrichment in Manufacturing Companies

The job concept of job enrichment is further described as seeking to “improve both efficiency and human satisfaction by means of building into people jobs, quite specifically, a greater scope for personal achievement and recognition, more challenging and responsible work and more opportunity for individual advancement and growth. This line of thinking, referred to as ‘job enrichment’, emphasizes psychological growth of an individual through work itself. An improvement in job content may stimulate growth needs and the individual would be motivated to satisfy these needs. On the other hand, an improvement in the physical environment or job context factors would only remove dissatisfaction but not increase motivation.

Job enrichment has been suggested as a possible answer to the question of motivation of employees. According to Herzberg a job can be enriched by making it more interesting and meaningful. Any improvement in working conditions, interpersonal relations, work methods, financial benefits, job security, etc. will not, motivate employees as these factors are only capable of sustaining and maintaining the achieved level of motivation and performance. Fredrick Herzberg's (1976) work advocates Job enrichment which identifies simplified, short cycle repetitive, low discretion work as detrimental to employee well-being and motivation. The theory proposes that group or individual work should be specifically designed to: Require the use of a variety of skills. Be a whole task is complete and worthwhile in its own right. Be supported by clear feedback so that employees can assess and monitor their performance, and above all. To involve employees in exercise of substantial autonomy and decision making in work activities.

Measuring Organizational Performance

According to Richard (2008), organizational performance comprises three specific areas of firm outcomes: financial performance (profits, return on assets,

return on investment, etc.), Product and market performance (sales, market share, etc.) and Shareholder return (total shareholder return, economic value added, etc.). The term Organizational effectiveness is broader. Most of the studies are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. Many organizations in recent years have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as (Paul 2008): financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach) Kaplan & Norton (1992) defined organizational performance as a set of financial and non-financial indicators capable of assessing the degree to which organizational goals and objectives have been accomplished.

The challenge for any organizational performance is generally indicated by the effectiveness of an organization to achieve its objectives and efficiency to use the resources properly, satisfaction of employees and customer innovation, quality products and services and thereby ability to maintain unique job enrichment pool (Katou & Budwar, 2007). These days, many organizations have been insisted to implement different performance-increasing or advanced job design practices to increase their efficiency to compete in the global marketplace. Such endorsements are predictable given that specialists have long emphasized that the way that the organization used to manage people can affect organizational performance Organizational performance encompasses the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

Organizational Profitability: Measuring the performance of organizations is not straightforward especially for firms with numerous objectives of customer retention, productivity, and profitability, ability to become accustomed to the ever varying environment, employee satisfaction, growth and social responsibility amongst additional goals. Organizational performance has mostly been conceptualized on the basis of financial measures, however some scholars have urged for a wider performance construct that incorporate aspects of non-financial measures such as, effectiveness, efficiency, quality, and company image, (Waiganjo, Mukulu & Kahiri, 2012). For organizations that have a market culture they see themselves as being dictated to by the market forces,

since they are expected to provide whatever the market wants. Market-oriented organizations are driven by competition which requires a clear purpose and an aggressive strategy to increase productivity and profitability.

This orientation to results is characterized by toughness and a will to win. Market-oriented organizations therefore always strive to have a strong position in the market (Masood, 2006; Slocum & Hellriegel, 2007). According to Richard (2009), organizational performance means achievement of organizational goals and objectives. Organization performance should be measured not only in terms of market share, return on investment and financial profitability, but should encompass both qualitative and quantitative parameters of measurement. Job design encourages the survival, growth and profitability of any public sector organization especially, also enables learning and personal development, it is essential for the organization as it ensures quality, customer satisfaction and it improve productivity, moral, management succession, business development and profitability. It also includes effectiveness whether the target set for the entire business are being accomplished (Ali, Ali, & Raza, 2011).

Theoretical Review

Resource Base View Theory

The Resource Base View is concerned with the connection between internal resources, strategy and the performance of the organization. It focuses on the encouragement of sustained competitive advantage through the development of human capital rather than just aligning job design to current strategic goals (Torrington, 2005). The argument that resources internal to an organization can result to competitive advantage is a shift from earlier suggestions of strategy which focuses on the external environment and such factors as customers, industry, and competitors (Miles and Snow 2004; Porter 2005). The RBV provides a theoretical enlightenment of how the work design of an organization can add to performance and competitive advantage.

The Resource Based View (RBV) theory is founded on the work of Penrose (1959), others who have extended the theory include, Wernerfelt and Rumelt (1984), Barney (2001). The RBV theory is currently predominantly used by researchers studying job design (Wright, Dunford, & Snell, 2001). Barney (2001) posits that an organization gains competitive advantage by not only acquiring but also developing, putting together, and effectively deploying its

physical, human and organizational resources in techniques that put in unique value and that are difficult for competitors to imitate. The resource based view states that competitive advantage comes from the internal resources that are owned by a firm (Wernerfelt, 2004).

For the purpose of this study, resource base view theory is adopted to this study, according to Wright, McMahan, & McWilliams (2004), resources that are valuable, rare, inimitable and non-substitutable lead to competitive advantage. It is the job enrichment of an organization that make up the resource that leads to competitive advantage. From this outlook job design practices or work design systems possibly will without difficulty be duplicated by other organizations and only the knowledge skills and abilities possessed by individuals within a firm would meet the criterion outlined by Barney (2001). Lado and Wilson (1994) argue that job design practices put together into a general job integration system can be exceptional and not easy to duplicate and constitute a resource satisfying the conditions necessary for sustained competitive advantage. While both views appear to be acknowledged in the literature, the majority of job flexibility researchers using RBV as their theoretical framework have paid attention on the job design philosophy as a resource functioning to develop the human capital of the firm (Boxall, 1998). The resource based view was used in this study to support organization's job design capabilities which needs to be valuable, rare, inimitable and non-substitutable to give a firm competitive advantage. It was also used to identify the job design practices that are used in the study.

Empirical Review

Ogolo, Chiekezie and Nsoedo, (2015) conducted a study titled Dynamics of Employee Recruitment and Job Design in Nigeria's Manufacturing Companies. The study explores the effect of job design on employee engagement using the stoical exchange theory. The study employed Cochran (1963) sampling technique to get the sample size. Questionnaire was used to elicit information from respondents. Job Design characteristics were measured using 23-items scale based on the five dimensions by Hackman and Oldham (1980) while Employees Engagement was measured with 9- items scale by Schaufeli, Bakker, and Salanova (2006). Pearson product moment correlation was adopted as a statistical tool for data analysis. Based on the data from 234 employees across three manufacturing companies in Nigeria, the results reveal that there is

a significant positive relationship between job design and employee engagement. The study concluded that the redesign of workers' jobs therefore needs to be linked with a consideration of the role of the line manager as well. If jobs are redesigned to increase worker's autonomy, for instance, then in some settings, this might be perceived as the line manager 'passing the buck' and interpreted in negative, rather than positive ways. This is particularly important when the intent of the job redesign is to impact levels of employee engagement given the close relationship between behaviour and employee performance. The study therefore recommends that management needs to pay more attention to job design, by creating more opportunities for workers to contribute.

A study by Robert and Dung, (2015). *The Impact of Effective Work Design in achieving Profitability in Organization, (A Case Study of Selected Companies in Nigeria)*. Work design or job design is very important and so viable that organizations cannot do without it. If such organizations want to succeed and even achieve their goals and objectives, reliance on the skills and knowledge of their operations and employees to deliver products and services to the market place is an imperative. Deploying and sustaining a highly technical job design for the organization requires a strong management commitment towards effective initial and on-going operations. As a result of focusing on the need for employees to work to their full potential, manufacturing industry system efficiency will be optimized and the retention of workers strengthened. The problem under focus was to assess the impact of effectiveness of work design on profitability, using Selected Companies in Nigeria as a case study. Furthermore, the data obtained from secondary sources were analyzed and the hypothesis formulated tested using regression analysis. The result from the hypothesis tested revealed that there is a significant relationship between investment in work design and profit of Selected Companies in Nigeria. Based on their findings we recommended that: Companies should always remember to consider the potentials of its work design at the organization, activity, and individual levels, rather than outsourcing the designing of its work, Companies should train their employees. Finally, since investment in work design enhances company's profit, the companies under review and indeed other sectors as well should invest more in the designing of their jobs.

A study by Oluwatuase, Enitilo and Ogunjobi, (2019), titled *the Effect of Job Rotation on Employees' Performance in Nigeria with reference to Skye Bank Nigeria Plc*. The specific objectives were targeted towards assessing the effect

of job rotation on employees' performance. The population for the study was 3,011 employees of Skye Bank Nigeria Plc., in Southwest, Nigeria as indicated in the annual report of the bank as at 2015. Multi-stage sampling technique was used. Logit regression analysis was adopted to analyze the objective. The results showed that job rotation has significant effect on performance through employee improvement and versatility ($\beta = 0.801$, $t = 2.25$, $p < 0.05$) and on the job. The study recommended that that higher rate of rotation is expected to boost employee level of job improvement and improved ability in job versatility with attendant effect on performance and job rotation is a best and cheap training method and it can be followed by any organization to provide their employees a better life by making them to work in various tasks and gain more knowledge and make them efficient in handling issues in the organization which leads a successful career of banking sector. Since the study was limited to Skye bank Plc in Southwest Nigeria, a similar study may be carried out in the Public own parastatal. The study may also be done on private owned Universities or public owned Universities in Southwest, Nigeria and the results may be compared. The study concluded that rotating employee on the job will make him improved his ability on the job, making him versatile with attendant effect on performance.

A study by Ben and Moruf, (2011), examined the Effect of Job Design on Job Satisfaction among Doctors and Nurses in selected Hospitals. Data were collected from a sample size of 400 medical personnel (Nurses and Doctors) employed in four major medical centers in Lagos, Nigeria. Results from Pearson product moment correlation revealed that job design is associated with all dimensions of job satisfaction. In addition, the findings also revealed group differences among Doctors and Nurses on measures of job satisfaction. Finally, the study shows that job design alone may not explain all the variations in job satisfaction. This implies that other factors may contribute to employee job satisfaction. Research and managerial implications of these findings are discussed. The study concluded that the effect of job design on job satisfaction should never be underestimated. Any attempt to assume that job design is irrelevant to productivity and performance is hazardous to the good name and long term survival of any organization because absenteeism, high turnover of labor and low performance will each take its toll on the organization. The job design is not a major determinant of job satisfaction. Other extraneous variables may also account for job satisfaction. The recommendations are jobs in organizations should be redesigned constantly and consistently to meet

changing needs of workers as well as changes in the work environment. Organizations should therefore take job design very seriously because it is one of the most potent forms of incentive, which could trigger workers' motivation and satisfaction. Despite the achievements of this research effort, there shall always be need to conduct further researches on similar issues both as a means of certifying the validity and reliability of the present research, and to explore further and uncover more facts.

Tende and Alagah (2017) analyzed a study titled Influence of Work Design On Organizational Performance of Fast Food Companies in Port Harcourt, Nigeria. Attempts to enhance the capabilities of organizations to serve its intended purpose are tied to several distinguishing attributes of prospective and existing manpower available to it. This study seeks to identify the influence of work design on organizational performance (OP) of fast food companies in Port Harcourt. Eighty-two (82) copies of the survey instrument was administered to the managers of the ten (10) fast food companies under review in Port Harcourt nonetheless, only sixty-three (63) copies returned and were analyzed. This study adopted the census study technique, and espoused the Product Moment Correlation Coefficient, with the aid of Statistical Package for Social Sciences (SPSS) amongst other tools. As established by the conclusion drawn from the analysis and discussion on findings, the need for proactive job design calls on organizations especially fast food companies to enhance their performance through and adhere strictly to forecasting or manpower needs, while taking constructive strategic actions through its policies; noting that appropriate sequence of action(s) (or activities) are taken into consideration when proactively forecasting needs and enhancing increased productivity which result in increase in sales as this will boost overall performance at every point in the life of the organization. It was recommended that: Organizations should through job design policies introduce and institutionalize effective job rotation plans to proactively forecast the actual numerical strength of manpower needs of the organization if the intension is to increase productivity and organizational performance.

Methodology

Research Design

The study was carried out using census and cross-sectional survey research design. The use of survey design is justified because it has its advantages of

predicting behaviour; and thus, identifying attributes of a population from a small group of individuals. This research study adopted quantitative method due to the purpose and nature of this study, the researcher collected the information with the aid of questionnaire. As it deals with primary data, the data was collected through a close ended questionnaire, the questionnaire adopted the five point Likert scale. The population of the study is totaled 447 workers. To be able to deal with the whole population in a survey, thus, simple random sampling techniques was adopted. Both descriptive statistics such as frequency, and inferential statistics used for presenting the data and Multiple Standard Regression was adopted to test the hypotheses, the Statistical Package for Social Science (SPSS Version 21.0) software was used to process and compute the collected data.

Data Analysis based on Hypotheses

Multiple linear regression was used to explore the effects of perceived Job Design (measured by flexibility and job enrichment scales) on perceived Organizational performance (measured by the Organizational Performance scale). Preliminary analyses were performed to ensure no violation of the assumptions of normality, multicollinearity, homoscedasticity and linearity.

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.833 ^a	.694	.688	.336	1.687
a. Predictors: (Constant), Job Enrichment, Job Flexibility					
b. Dependent Variable: Organizational Profitability					

Source: Author’s Fieldwork Computation, (2021).

The result of regression as contained in table of model summary, shows that the R Square gave a value of 69.4 per cent. The value of R-square indicates a strong relationship between the observed and predicted values of the variables. In other words, this means that the model (which includes job flexibility, and job enrichment scales) explained about 71.6 per cent of the variance in the dependent variable (perceived Organizational Profitability). The Durbin-Watson Statistic gives 1.687 coefficient which indicates that there is absence of

serial correlation in the error terms of the model as such ruling out problems associated with spurious regressions.

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.090	4	12.523	111.249	.000 ^b
	Residual	22.062	196	.113		
	Total	72.153	200			
a. Dependent Variable: Organizational Profitability						
b. Predictors: (Constant), Job Enrichment, Job Flexibility						

Source: Author’s Fieldwork Computation, (2021).

The result of regression as contained in table of ANOVA, shows that the estimated F-test was 111.249, significant at 1 percent [$p < .000$] which is less than p-value of 0.05 ($p < 0.05$). This by implication means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Organizational Profitability). Furthermore, the table below further summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (50.090) in comparison to the residual sum of squares with value of 22.062, this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. Hence, the model was well specified.

Table: Regression Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.956	.145		6.595	.000
	Job Flexibility	.233	.067	.268	3.459	.001
	Job enrichment	.127	.055	.160	2.327	.021
a. Dependent Variable: Organizational Profitability						

Source: Author’s Fieldwork Computation, (2021).

Specifically, the result of regression as contained in table coefficient: From the output below, there was positive relationship between perceived job flexibility and perceived organizational profitability such that a unit rise in perceived job flexibility scores induced about .233 unit increases in perceived organizational profitability score which was statistically significant at 1 per cent going by the p value (0.001). Every increase in this predictor increases organizational profitability by 23.3%. It therefore, implies that all things being equal, the better the job flexibility, the better and the variation in perceived profitability of the organization. Furthermore, there was positive relationship between perceived job enrichment and perceived organizational profitability such that a unit rise in perceived job enrichment scores induced about .127 unit rise in perceived organizational profitability scores which was statistically significant at 1 per cent going by the p value (0.000).

Test of Hypotheses

Multiple linear regression was used to explore the effects of perceived job design (measured by job flexibility and job enrichment scales) on perceived organizational performance (measured by the organizational profitability scales). Preliminary analyses were performed to ensure no violation of the assumptions of normality, multicollinearity, homoscedasticity and linearity. Regression coefficients test the two hypotheses of this study.

Hypothesis one

H₀₁: Job flexibility has no significant effect on organizational profitability.

Table 4.4.4.3 shows the coefficients (Beta) for job flexibility on organizational growth. Results indicate that job flexibility has a positive and significant relationship with organizational growth. The coefficient has the value 0.233 and a critical value of $t=3.459$, $p\text{-value} (0.001) < 0.05$. This shows that for every increase in that predictor, organizational growth increases by 23.3%. Also, the coefficients result as contained in table 4.4.6.3 indicates positive relationship between perceived job flexibility and perceived organizational profitability with coefficient value of .329 and a critical value of $t=4.913$, $p\text{-value} (0.000) < 0.05$. Hence, this shows that job flexibility enhances organizational growth and organizational profitability. Based on the result, the null hypothesis is rejected; thus, job flexibility has significant effect on organizational performance.

Hypothesis four

H₀₂: Job enrichment has no significant impact on organizational profitability.

The result of regression as contained in Table 4.4.4.3: job enrichment has a positive and significant effect on organizational growth with coefficient value of .127 and a critical value of $t=2.327$, $p\text{-value} (0.021) < 0.05$. Every increase in this predictor increases organizational growth by 12.7%. Thus, job enrichment has significant effect on organizational growth. Again, as contained in Table 4.4.6.3: there exist a positive and significant relationship between perceived job enrichment and perceived organizational growth. The coefficient has the value of 0.150 and a critical value of $t=2.769$, $p\text{-value} (0.006) < 0.05$. This shows that for every increase in that predictor, organizational profitability increases by 15.0%. Hence, this shows that job enrichment enhances organizational growth and organizational profitability. Based on the result, the null hypothesis is rejected; thus, job enrichment and health has significant effect on organizational performance.

Discussion of the findings

This section highlights the results of the findings based on the four hypotheses formulated and tested in this study. The study findings revealed that human resource planning through job flexibility has significant effect on organizational performance. The findings revealed that the respondents were of the belief that when a company has a well- embraced concept towards work-life balance, there may be positive relationships with organizational growth and profitability. That is, when there is improved job flexibility, organizational performances are enhanced. This study is in line with Purcell et al, (2003); Masood (2006) who found that a developmental organizational culture involves a flexibility focus in which readiness and adaptability are utilized in order to achieve growth, high profits, resource acquisition and external support. The results also support the findings of Nelson and Quick (2005) who believed that schedule and organizational job flexibility allow employees to balance home and work more effectively and cause performance and morale gains as well.

Lastly, the finding of this study has shown that adequate improvement on job enrichment and health across the selected company provides for better and improved performance in the organization. The findings revealed that a safe, clean and healthy work environment that reduces accidents and injuries can

bring out the best in an employee. This aligns with the findings of Watson and McKenzie (2000); Lunenburg (2012). A good working condition is one of the benefits that the employees can expect from an efficient human resource team. When this benefit is in place, organizational growth increases relatively as well as organizational profitability.

Conclusion and Recommendations

This study, therefore, concludes that job design has a significant impact on organizational performance in Nigeria. From the outcome of the study, the following was concluded;

The study concluded that having required job flexibility structure and qualified personnel in the organization helps to achieve the firm's success. Thus, it was concluded that the performance in the selected organizations is assumed to often be an increase in the advent of an effective job flexibility structure in the organization.

Finally, this study concluded that improving job enrichment and health in enhancing organizational performance seems to be working out well in the selected company. Hence, the organizational growth and profitability in the occurrence of proper management of staff are largely determined by how the organization values its job enrichment.

Recommendations

Based on the result of the finding, the study, therefore, recommends the followings:

To further improve the performance of the organization, all members of the organization must be involved in job design processes which would help the organization with individuals who are capable of completing the objectives in other to help them attain it. This would encourage consistency and thus enhance growth and organizational profitability through upholding of organizational norms and employees' commitment.

Also, top management in the organization should create good job designs for matching of human resources strategies to the needs of the business strategies for both managers and subordinates to carry out activities together as this will give all employees/members sense of belonging and hence increases their performance. Managements should design a good organizational planning scheme that will give room for effective job enrichment measures within the

organization and allow total commitment from managers and subordinates which would foster cordial relationship within the organization and lead to adequate performance.

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