

The Impact of Reward Management and Job Enrichment On Job Satisfaction among Employees In The Ogun State Polytechnics.

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ABSTRACT : *The study examined how reward management and job enrichment determine the level of job satisfaction in the job place. A sample of 173 staff was selected using random sampling technique. The responses were analysed using the Statistical Package for Social Sciences (SPSS) version 15.0. The Pearson Product Moment correlation coefficient and descriptive statistics were used. The findings indicated that there is significant positive relationship between job enrichment and job satisfaction; but a negatively significant relationship between reward management and job satisfaction. A further study on the relationship between reward management and job satisfaction was recommended.*

I. INTRODUCTION

Jobsatisfactionno doubt is a prerequisite for the growth of any organisation or even a nation. The absence of Job satisfaction is a national disaster in Nigeria. No wonder the nation is not moving forward. The current agitations, gingles and adverts by NULGE as advocacy for the autonomy of local government councils is an indicator of dissatisfaction with their job. Salaries of local council employees are delayed, and that is even when it is paid at all. A survey conducted by Ogunjimi, Umunna, and Ogunjimi(2008) on factors affecting job satisfaction of rangers in Yankari Game Reserve, Bauchi revealed that the large majority of rangers are dissatisfied with their job owing to poor remuneration, and lack of good welfare package. Another findings on teacher motivation and incentives in Nigeria showed there is a teacher motivation and job satisfaction crisis in Nigeria(Adelabu 2005). He asserts that Nigerian educational system is staffed by teachers with poor morale and low levels of job commitment. In organised societies, organisations sees an average worker as the root source of quality and productivity gains. Those organisations or nations do not look at capital investments but to employees, as the fundamental source of improvement (Ogunjimi et al, 2008). Over there, is an increased emphasis on people as a key source of competitive advantage, often being regarded as the key differentiator between organisations, and many managers try to comprehend the complexities of motivating people at work and provide them with job satisfaction so that they can gain employee commitment (Galanou, Georgakopolous, Sotiropoulos and Dimitris; 2010).

Given the whole ambits of human resource management, hardly is any issue more important, relevant, and crucial to an employee than what he receives in exchange for his labour and services to the organisation (Banjoko 2006). In present days, among manager's tasks is to create an environment which motivates people to perform satisfactorily and to be a profitable asset, so that they can foster the organisation's growth. Job satisfaction and motivation are two inseparable brothers. Motivation has been described as an accumulation of different processes which influence and direct our behaviour to achieve some specific goal (Baron 1983, as cited in Danich and Usman2010). It is such a dynamic in today's environment that explicitly creates and encompasses a positive impact on job. Motivation contains those psychological processes that cause the arousal direction and persistence of voluntary actions that are goal directed (Kreiter and Kinicki 2004). Motivation is premised on certain intrinsic, as well as extrinsic factors which in collaboration results in fully committed employees (Galanou et al 2010). Job satisfaction issues has being the cause of incessant dispute with the Academic Staff Union of Polytechnics and the Nigerian government. Ditto is the case with the Academic Staff Union of Universities. The issues range from autonomy, bad working conditions, failure to fulfil agreements, to inadequate remuneration. In Ogun State tertiary educational institutions, the complaints have being the unpaid salary arrears, high handedness of governing councils, late payment of monthly salaries and allowances. For employees to be effective and efficient on their job, it is imperative to be satisfied with their job. It is on the premise of 'satisfaction – causes – performance' hypothesis; that this study aims at identifying the impact of reward management on the job satisfaction among employees in Ogun State Polytechnics.

II. LITERATURE REVIEW

Perspectives of Reward Management

Reward management has been described as the development, implementation, maintenance, communication and evaluation of reward processes (Murlis as cited in Galanou et al 2010). The objectives of rewards management is to ensure the accomplishment of both corporate, individual and unions goals and objectives through the formulation and implementation of appropriate policies and strategies for the organisation (Banjoko 2006). Reward management is about compensating or rewarding the employee for making himself available for work, for his capability and for the specific performance of a job, an assignment or for rendering a service to the organisation. Compensation is the totality of both the financial and non financial rewards that an employee receives in returns for his labour or services to the organisation (Banjoko, 2006). An employee's compensation includes his **basic pay, incentive pay, and his benefits** (financial and non-financial). There are direct financial rewards, which consist of payment in the form of wages, salaries and bonuses. There are also the indirect financial rewards or benefits, such as insurance plans (life health etc), retirement plans, sick leave etc. (Galanou et al, 2010) Banjoko (2006) made it clearer. He identified financial and non-financial rewards. The financial or extrinsic rewards cover the broad spectrum of monetary or financial compensation received by the worker (Banjoko 2006). The non-financial or intrinsic rewards include verbal or written commendation, recognition, appreciation, increased power and authority. Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation (Danish and Usman, 2010). There are two factors which determine how much a reward is attractive: the amount of reward which is given, and the weightage an individual gives to a certain reward (Lawler 2003). The relationship between productivity (performance) and satisfaction is not a direct one, but that there is a third variable that mediates and moderates the relationship. The moderating variable is 'Reward'. An employee does not just become job satisfied because he has performed his job, but he must receive a reward for performance. Hence, it is the value he places on such reward that leads to satisfaction (Lawler 2003).

Specifically, Lawler's model of pay satisfaction hypothesized that pay satisfaction is a function of :

- The individual worker's perception as to what amount that he should receive.
- The individual worker's perception as to what amount he actually received. (Lawler, 1971)

Lawler then proposed that whether an individual experiences pay satisfaction or not will depend on the congruency existing between what he perceived he should receive and what he actually received. Judging from his job inputs, his commitment and dedication, if what he actually received falls short of what he expected to receive, he is likely to be disappointed and experience pay dissatisfaction. On the other hand, if what he received is exactly what he expected to receive, then he is bound to experience pay satisfaction. The factors that influence individual perception of what he expects to receive and what he actually received as: Perceived job inputs of the individual, perceived job characteristics, perceived non-monetary rewards, wage history and perceived inputs and outcomes of referent others (Lawler 2003). As a critique of Lawler's model, Dyer and Thierault (1996) conclude that mere congruency between an individual perception as to what he should receive and what he actually received is not enough to fully explain what makes for pay satisfaction. They introduced another element into the Lawler's model: adequacy of pay systems administration. Dyer and Thierault agreed with Lawler that congruency between perception and reality with respect to one's pay can lead to perceived equity and hence pay satisfaction. They argued however that the real pay satisfaction can be experienced by the individual only when he perceives some equity in the amount of pay received as well as in the way and manner the pay system administration is conducted (Dyer and Thierault, 1996).

Simply put what Dyer and Thierault are saying is that pay satisfaction or dissatisfaction may not necessarily be with the quantum of pay received, but with the manner the organisations pay policies, procedures and administration are handled. For example, how consistently, fairly and uniformly are pay policies and programmes executed, and how regular are the monthly salaries and wages paid to the workers?. The size of salaries and wages may be attractive but when such salaries and wages meant for the month of say January don't come until the first or second week of February, it is bound to arouse feeling of dissatisfaction on the part of the employees (Banjoko, 2006).

Perspectives of Job Enrichment

Job enrichment is defined as "redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition". Job enrichment is a qualitative change to a job that increases the extent of autonomy, feedback, and significance of the job, allowing workers to have better control and feedback in their work setting (Hackman & Oldham, 1976).

An addition in job related tasks with a view to increase employee control and responsibility is called job enrichment. Job enrichment is a vertical expansion of the job as opposed to job enlargement. (Raza&Navaz, 2011). Job enrichment allows the employee to work innovatively and accordingly because of expansion of role responsibility. Job enrichment encourages workers to learn, develop and do innovative experiments at work; by that, it helps to boost up the morale and motivation of workers (Hackman and Oldham (1980).An employee knows that he alone completed the task which is important for him by implementing his own skills and knowledge. This will lead to motivation. Involving the workers to managerial functions of the higher ranks is called job enrichment. The job enrichment also increases the self – actualization, self-control and self-respect of the workers. That thing leads to the success of the employees’ performance (Vroom, 1964).

The job enrichment plans should be managed to make sure that the employee participation is a must in the operational decisions. The employees should be empowered to make them able to achieve the organizational goals within a due time. The employee should be enabled in such a way that they can evaluate their own performance by themselves without the involvement of the others and the higher level authorities of the organization. Also the employees should be made able to evaluate and then manage their performance according to their own way and their own standard (Saleem, Shaheem & Saleem 2012).Other research findings revealed that there is always a positive relationship between involvement and the accomplishment of the goals by the workers when these employees’ jobs are enriched. That job enrichment also increases the motivation level and the performance of the employees in the work place and their tendency to achieve the goals also becomes more possible (Myer, 1970, Latham & Yuki, 1975).

Perspectives of Job Satisfaction

Locke (as cited in Yang and Lee 2009) defined Job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences. Smith et al (as cited in Galanou et al, 2010) defined job satisfaction as the feelings that worker has for his job. Spector (1997) opined: “whereas the humanitarian perspective views job satisfaction as a reflection of the good treatment of employees, the utilitarian perspective views job satisfaction as an antecedent of positive organisational functioning”. The utilitarian school of job satisfaction puts an emphasis on the positive relationship between job satisfaction and higher organisational performance.

Banjoko (2006) revealed that research evidence had extensively indicated that pay has a motivational value but that the direct relationship between pay and performance is contingent on the facts that:

- * Increased pay is tied to higher performance and that workers are able to see direct relationship between increased pay and higher performance such that only the highest performers get the highest rewards.
- * The workers perceive adequate degree of fairness between their pay and their work efforts.
- * The employees firmly believe that better performance will always lead to more pay.
- * The employees also believe that their effort will always result in better performance and hence better pay.

Job satisfaction dimensions include satisfaction with pay, promotional opportunities, fringe benefits, contingent rewards (appreciation and recognition), supervision, co workers, nature of work itself, communication, and work conditions (Spector 1985). Various research findings had established the importance of job satisfaction on the achievement of organisational goals. External work factors such as supervisor relations, pay, co-worker relations and organisation culture significantly influence employee satisfaction and commitment to the organisation (Pepe 2010).

The result of Yang and Lee (2009) research on the influence of job satisfaction on turnover intention suggested that organisations that are serious about employee turnover need to improve employee job satisfaction. Managers who want to design empowerment programs to reduce turnover rate must keep in mind that these programs must first target the employees job satisfaction, contended Yang and Lee.

Galanou et al (2010) reasoned “The term of job satisfaction has become a very significant one, now that managers seek for practices which are likely to make people more satisfied and therefore, more productive. In a survey conducted by Danish and Usman (2010) on the impact of reward and recognition on job satisfaction and motivation, it was concluded that:

- * Managers can provide recognition to employees by sitting with employees, having informal talks spending time with them in form of a combine dinner or else in other activities like asking about their families and other crucial aspects related to their personal life.
- * Operating procedure should be fairly implemented as procedural justice is quite important for employee motivational programmes.

- * The managers should let the employees participate in decision making so that employees feel that their opinion is important for the organisation development.
- * Increments in pay allowances, compensations and fringe benefits both on periodic basis as well as on special occasions should be provided to the employees for keeping them motivated. Banjoko (2006) succinctly displayed his conviction of money as a good provider of job satisfaction, when he posited that money is important to all employees not merely because of its instrumentality and symbolic value, but also because it is the only path to the satisfaction of some other needs. To this end and to many

managers, money and money making have, no doubts become ends that are powerful incentives. Banjoko posited

further: that the reality of the situation is that money making is the main reason why many people work and most crucial incentive to work motivation. Job satisfaction may be viewed as a result of a behavioural cycle; likewise, it can be viewed as a cause of behaviour, or it can be due to an evaluation of results that lead to decision about what kind of changes need to be made (Thierry & Koopmann Vauvma, 1984). From several studies, job satisfaction has been demonstrated to be a crucial predictor of turnover intention, organizational commitment, and absenteeism (Baroudi, 1985, Igbaria & Greehaus, 1992; Moymhann & Pandey, 2007; Spector, 1997). Keller, Jullian and Kedia (1996) examined the relationship between job satisfaction and productivity of R&D teams, and the results were highly positive. This was supported by Chen et al (2004).

Results from studies have also confirmed that higher job satisfaction causes lower absenteeism and turnover intention. For example, Folkenburg & Schyus, 2007; Williams & Hazer, 1986 in different studies confirmed or negative relationships job satisfaction and turnover and intention.

2.1 The Relationships Between Job Satisfaction, Job Enrichment and Reward Management.

A meta-analysis of 28 studies has reported that job enrichment is positively related to job satisfaction (Loher et al. 1985). Also, much of the empirical research in the Hachman and Olham's (1980) model of job enrichment confirmed the positive relationship between job enrichment and job satisfaction. Yang and Lee (2009) in their study on 'linking empowerment and job enrichment to turnover intention: the influence of job satisfaction', found out that there is a positive relationship between job enrichment and job satisfaction. Employees with enriched jobs are more likely to be satisfied with them. (Orpen, 1979) observed the impact of job enrichment on employees and found that job enrichment leads to a significant increase in employees job satisfaction, internal motivation and job involvement. But there could be some negative outcomes of job enrichment. It is also observed that job enrichment may cause intensification of work (Raza & Nawaz, 2011). For example, a report on job enrichment by the Business Week (1983, p 100) stated that job enrichment increases additional burden and responsibility on employees.

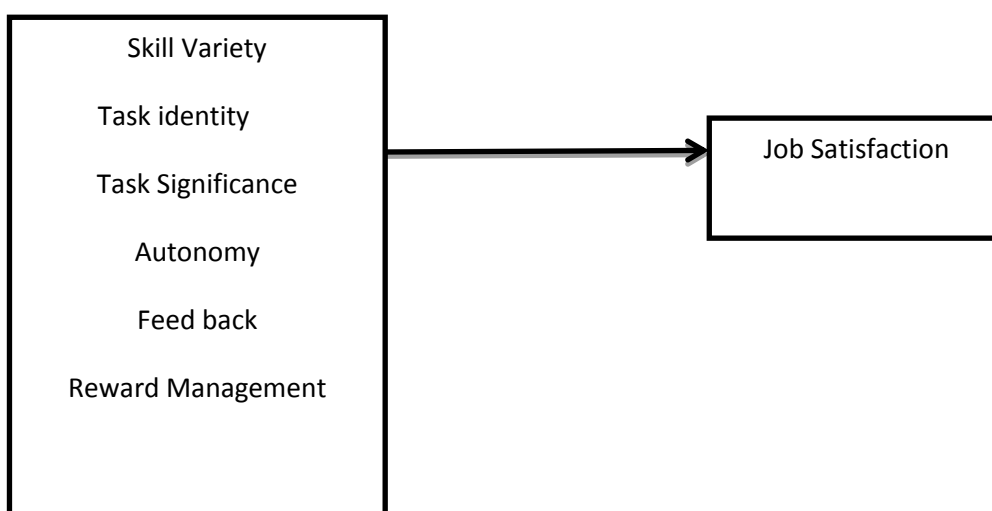
Raza and Nawaz (2011) in a study of the 'impact of job enrichment on employees' job satisfaction, motivation and organisational commitment: evidence from public sector of Pakistan', discovered job enrichment to be a strong predictor of job satisfaction, motivation and organisational commitment. Employers normally expect that people with higher levels of job satisfaction will have higher levels of organisational commitment, and that a higher level of job satisfaction may lead to good work life and reduction in stress (Cote & Heslin 2003). In the same vein, if employees are highly satisfied with their work, co-workers, pay, and supervision and derive high level of overall job satisfaction with their jobs, they are more likely to be committed to the organisation than if they are not satisfied (Wasi et al 2009). Job characteristics, job satisfaction and organizational commitment, have been examined in many studies, and have shown to positively influence organizational success. A study conducted by Bhuian, M-Sham-Mari & Jefri (1996) revealed that the three variables influence positively organisational commitment and job satisfaction. Flynn (1998) argued that rewards and recognition programs keep high spirits among employees, boost up their morale and create a linkage between performance and motivation of the employees. Also, Lawler (2003) established that rewards play a vital role in determining the significant performance in job and that it is positively associated with the process of motivation and job satisfaction. Danish and Usman (2010) in their study of the 'impact of reward and recognition on job satisfaction and motivation: an empirical study from Pakistan', confirmed that there is a statistically direct significant, and positive relationship between rewards and motivation. That if rewards being offered to employees were to be altered, then there would be a corresponding change in satisfaction and work motivation.

The hypothesis

From the foregoing literature, the following hypothesis surface:

- H1: Employee skill variety is correlated positively and significantly with job satisfaction.
- H2: Employee task identity is correlated positively and significantly with job satisfaction.
- H3: Employee task significance is correlated positively and significantly with job satisfaction.
- H4: Employee autonomy is correlated positively and significantly with job satisfaction.
- H5: Feedback opportunity is correlated positively and significantly with job satisfaction.
- H6: Reward management is correlated positively and significantly with job satisfaction.

2.2 The Research Model



Self-constructed (2013).

III. METHODOLOGY

A quantitative research design using a survey was employed in the study. The study examined the effect of reward management and job enrichment on job satisfaction. The population of study was made up of all academic and non-academic staff of the Moshood Abiola Polytechnic, Abeokuta with a population of 693 staff, comprising of 460 non-academic staff and 233 academic staff. The non academic list contained mainly the junior staff, while the academic list was purely senior staff.

Systematic sampling was adopted in selecting a sample size of 173 by $(693/173 = 4)$ selecting every fourth name on the nominal row.

3.1 Measurement of Variables

The three variables involved are reward management, job enrichment, and job satisfaction.

Reward management. Reward management was measured using four dimensions of base pay, recognition, achievement, and personal growth. Eight items from job satisfaction survey (JSS) was used. There were two items allocated to each of the four sub-scales. The 5-point Likert-type response scale ranging from strongly agree to strongly disagree was used.

Job Enrichment

Job enrichment was measured using the five subscales of the Job Characteristics Survey (Oldman & Hackman, 1976): skill variety, task identity, task significance, autonomy, and feedback. Each of the subscale was measured with three (3) items making up 15 items in all. The 5-point Likert-type response scale ranging from strongly agree to strongly disagree was used.

Job Satisfaction

The correlation between job satisfaction and each of the job enrichment subscales (skill variety, task identity, task significance, autonomy, and feedback), and reward management was measured. This variable was measured using the nine subscales of the job satisfaction survey (JSS) developed by Spector (1985). The nine subscales which assess satisfaction on the job include: pay, promotional opportunities, supervision, fringe benefits, contingent rewards (appreciation and recognition), nature of work itself, co-workers, operating procedures (work conditions) and communication. Each subscale has four questions for a total of 36 items. However, for this study, one item from each of the nine subscales of JSS (Spector, 1997) was chosen. In other words, there were nine items to test the variable, job satisfaction. A 5-point Likert-type response scale ranging from strongly agree to strongly disagree was used.

3.2 Statistical Analysis

Out of the 173 questionnaires distributed, 160 responses were collected back. Out of the 160 questionnaires collected, 10 were incomplete and were thus excluded from the study thus leaving 150 responses for analysis. In order to examine the hypothesis, all the data collected were analysed using the Statistical Package for Social Sciences (SPSS) version 15.0.

Some descriptive tests were also run to observe the demographical characteristics such as age, gender, sex, marital status, qualification, experience, and designation. The Pearson product moment correlation coefficient was applied to find out the relationship between the variables. The significance of relationships was measured at confidence levels of 95% and 99%. Each of the 6 hypothesis was tested by determining the correlation and significance between skill variety, task identity, task significance, autonomy, feedback, and Job satisfaction.

IV. DISCUSSION OF RESULTS

The result revealed that there is a strong significant positive relationship between the variety of skills afforded the employee and his level of job satisfaction ($r = 0.178$, $P < 0.029$). This then means that as skill variety available to the employee increases, the level of job satisfaction increases. Hypothesis 1 is therefore accepted as true that employee skill variety plays a direct role in improving the level of job satisfaction in the job place. Hypothesis 2 states that employee task identity is correlated positively and significantly with job satisfaction. The result showed a weak positive insignificant relationship between employee task identity and job satisfaction, ($r = .033$, $P < .685$).

It means that as task identity increases, job satisfaction also increases. However the analysis revealed that task identity may not be a strong factor in determining the level of job satisfaction in the job place. Hypothesis 2 is therefore rejected because the relationship/correlation is not significant.

Hypothesis 3 posits that employee task significance is correlated positively and significantly with job satisfaction. The result showed a significantly positive correlation between task significance and job satisfaction ; ($r = .186$, $P < .023$). This means that the more the task significance, the more the level of job satisfaction. Therefore, hypothesis 3 is accepted.

Hypothesis 4 states that the employee autonomy is correlated positively and significantly with job satisfaction. The result showed that the level of employee autonomy correlated significantly positively with the level of job satisfaction. ($r = .161$, $P < .049$). Meaning that as autonomy increases, job satisfaction increases. Hypothesis 4 is therefore accepted.

Hypothesis 5 states that Feedback opportunity is correlated positively and significantly with job satisfaction. The result showed a significant and positive correlation between feedback opportunity and job satisfaction ($r = .615$, $P < .000$). This is interpreted to mean that, as the manager increases the amount of recognition for doing a job well, and communicating same to the subordinate (feedback), the employee level of job satisfaction increases also. Hypothesis 5 is hereby accepted.

Hypothesis 6 (H6) states that Reward Management is correlated positively and significantly with Job Satisfaction. The result showed a strong and significant negative relationship between reward management and the level of Job Satisfaction ($r = .379$, $P < .000$). This means that as base pay increases, the job satisfaction level decreases. The reason for this might be other factors like the issue of cut-throat taxation and the usual union struggle for more wages. Therefore, hypothesis 6 is rejected. It must also be noted that only the financial aspect of reward management was tested.

V. CONCLUSION & RECOMMENDATIONS.

Going by the outcome of the study, one can come to a conclusion that employees at the Ogun State Polytechnics are motivated more by what Herzberg called intrinsic factors than hygiene factors. This is a confirmation of Herzberg two-factor theory of motivation(Herzberg,1957/68) .It can also be concluded that job satisfaction to the Ogun state Polytechnics workers, does not mean the same thing as commitment. There is a problem with the reward management system of the polytechnic, and there is the need for a review of the reward system there. The job at the polytechnics should be further enriched by making the job more interesting especially for lecturers. This could be achieved by reviewing and enlarging the scope of individual course syllabus, providing relevant and modern teaching aids. Also there should be regular training of staff to enhance or increase the number of skills that individuals use while performing the job (i.e Skill variety). Staff must also increasingly be involved in decision making and be given the freedom to choose how and when work is done (i.e autonomy). This is necessary especially among lecturers in the institutions.

VI. LIMITATIONS

The limitations of this study are that the lower cadre staff were not well represented in the study sample (Only 6% of the sample). A further study which takes care of the junior staff may be necessary. Also, the study considered just one aspect of commitment (Affective Commitment). A further study can include the continuance commitment and the normative commitment. A further study is necessary to consider other factors that could have influenced the negative correlation between reward management and job satisfaction.

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