

**Effect of Job Enrichment, Work Environment and Job Satisfaction on Employee Job
Performance in Selected Tertiary Institutions in Adamawa State, Nigeria**

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Abstract

This research study investigated how work environment, job enrichment, and job satisfaction influence job performance of employees in some chosen tertiary institutions in Adamawa State, Nigeria. The study took a descriptive and cross-sectional survey design. The study population was 3717 and the sample size was 372. SmartPls version 4.0 was used to perform partial least squares Structural Equation Modeling (PLS-SEM). Cronbach Alpha. Composite Reliability, discriminant validity and Average Variance Extracted were used to determine reliability and validity. The results indicated that job enrichment ($\beta = 0.555$, $t = 15.043$, $p < 0.000$), job satisfaction ($\beta = 0.313$, $t = 5.772$, $p < 0.000$), and work environment ($\beta = 0.410$, $t = 6.995$, $p < 0.000$), indicate significant influence on employee job performance in selected tertiary institutions in Adamawa State. the model revealed overall effect of the three exogenous variables on employee performance with R square of 49.4%. the study was anchored on Herzberg's two factor theory of motivation and hygiene factors. The research recommends among others that the management should increase job enrichment programs in order to boost employee performance in the selected tertiary institutions in Adamawa State. management is also expected to enhance employees' working conditions for effective performance.

Keywords: *Employee Work Performance; Job Enrichment; Job Satisfaction; Work Environment; Higher Institutions*

Introduction

In every organization, human resources constitute the most valuable asset, as they directly influence productivity, innovation, and long-term sustainability (Armstrong & Taylor, 2020). The success of an organization depends largely on how effectively employees perform their duties and responsibilities (Eliyana & Ma'arif, 2019). Employee job performance has become a central concern for management and organizational scholars seeking to understand the factors that shape employee efficiency and output (Motowidlo & Kell, 2012; Bakker & Demerouti, 2017). Tertiary institutions in Adamawa State are not exceptional, they also depend largely on the efficiency and effectiveness of its human resources considering the fact that they are service institutions. Service institutions are most likely to rely heavily on the capability of its employees. These include both academic and administrative staff.

Employee performance refers to “observable behaviours that are relevant to the goals of the organization (Campbell 1990). Similarly, Borman and Motowidlo (1997) described it as a combination of task performance activities directly involved in producing goods or services and contextual performance, which supports the social and psychological environment of the organization. Productivity, operational efficiency, service quality, and overall competitiveness are improved with the high-performing employees, whereas failure to achieve the strategic goals and long-term sustainability is promoted by underperformance (Campbell and Wiernik, 2015 and Prasetyo and Harsono, 2023). Performance of employees in providing the right tools, job descriptions, and favorable work environment would be more effective and lack of resources, job design and low morale may destabilize the efforts and output (Akinyele, 2010). Performance appraisal systems are currently being utilized in modern organizations in order to gauge productivity, skills, and match personal performance to the strategic goals of the organization, but the performance of the employees does not take place in a vacuum; instead, it is influenced by a set of organizational and psychological factors including the work setting, job enrichment, and job satisfaction (Bakker and Demerouti, 2017; Inuwa, 2016). These are what affect how much the workers are motivated, dedicated, and can perform their duties efficiently (Eliyana & Ma'arif, 2019). An enabling and supportive working atmosphere encourages focus, psychological well-being and creativity (Chandrasekar, 2011; Bakotic and Babic, 2013). Likewise, job enrichment also increases the sense of responsibility, autonomy and intrinsic motivation among employees (Herzberg, 1968; Hackman and Oldham, 1980). Also, job satisfaction leads to emotional and attitudinal steadiness, which maintains dedication and decreases counterproductive actions (Robbins and Judge, 2019; Okolie and Omoruyi, 2022). Thus, there are high chances that these factors can affect the performance of employees.

Chandrasekar (2011) opined that, work environment is the totality of interrelationships that exist among employees and between employees and their physical surroundings which is divided into physical and psychosocial aspects. The physical environment includes tangible elements such as workspace layout, lighting, ventilation, safety measures, temperature, and office equipment and psychosocial environment, on the other hand, covers aspects such as interpersonal relationships, communication patterns, leadership style, and organizational culture (Oswald, 2012). A friendly work environment facilitates the well-being of employees,

their focus, and creativity, and a hostile or hazardous environment may cause exhaustion, stress, and dissatisfaction with the job (Bakotic and Babic, 2013).

Job enrichment is a motivation strategy based on the job design theory and based on the works of Herzberg (1968) who has asserted that the real motivation and satisfaction come out of intrinsic factors like achievement, recognition, and responsibility. According to Hackman and Oldham (1980), job enrichment was described as redesign of work to enhance the control, responsibility and the chance of personal growth to the employees in the job. It is a process of strengthening the job content with planning, decision making and evaluation tasks that are challenging to the employee and make the job worthwhile. Job enrichment is not the same as job enlargement (addition of tasks of similar magnitude) since job enrichment enhances the depth and not the breadth of the job. The most important elements of job enrichment as outlined by the Job Characteristics Model by Hackman and Oldham are skill variety, task identity, task significance, autonomy and feedback. Practically, job enrichment allows employees to apply more of their skills, make decisions, and observe the results of their work, which subsequently increases self-efficacy and professional pride. In the modern workplaces that are knowledge-based and where creativity and innovation is encouraged, job enrichment is a very crucial element in enhancing employee engagement and task ownership. It is also consistent with the larger human resource aim of developing meaningful and fulfilling work experiences that promote incessant learning and growth.

Job satisfaction is one of the most studied notions in the field of organizational behavior because it determines the well-being of employees and the stability of the organization. Locke (1976) asserted that, job satisfaction was a desirable or positive state of emotion, which is a product of job or job experiences appraisal. In the same manner, Spector (1997) defined it as the degree of liking (satisfaction) or disliking (dissatisfaction) of their jobs. Job satisfaction is multidimensional that includes emotional, cognitive and behavioral elements. The emotional dimension is connected with the feelings of employees towards the work they do, the cognitive one deals with the assessment of the job conditions, and the behavioral one is associated with the commitment, absenteeism, or turnover intention. Pay and benefits, career development opportunities, recognition, supervision, work conditions, and organizational policies are the major determinants of job satisfaction (Robbins and Judge, 2019). Job satisfaction is not only important to the individual happiness, but also to the workplace harmony, stability and long-term organizational performance. Loyalty, teamwork and enthusiasm towards attainment of organizational goals are more likely to be exhibited when employees are satisfied. On the other hand, the dissatisfaction can be in the form of low morale, absenteeism, or reduced productivity (Okolie and Omoruyi, 2022). However, employee performance in Nigerian tertiary institutions has been increasingly undermined by several organizational and psychological factors such as poor work environment, inadequate job enrichment, and low job satisfaction (Ojo, 2016; Ogunnaike & Adebayo, 2018; Chikezie, 2018). An unfavorable work climate get worsens due to substandard infrastructure, ineffective funding and leadership, and low productivity, motivation, and well-being among employees are also caused by the endemic issues of inadequate infrastructure, funding, and leadership (Owolabi, 2019; Olayinka *et al.*, 2020). Hence, this study investigates the effect of job enrichment, work environment and job

satisfaction on employee job performance in selected tertiary institutions in Adamawa State, Nigeria.

Hypotheses

Ho₁: Work environment has no significant effect on employee job performance in selected tertiary institutions in Adamawa State.

Ho₂: Job satisfaction does not have significant effect on employee job performance in selected tertiary institutions in Adamawa State.

Ho₃: Job enrichment has no significant effect on employee job performance in selected tertiary institutions in Adamawa State.

Literature Review

Effect of Job Enrichment on Employee Performance

Several literatures revealed that job enrichment has a significant and positive effect on employee performance across diverse organizational contexts; for instance, Rizwan et al. (2022) found that job enrichment enhances productivity and task engagement. According to Mahmood et al. (2023) job enrichment influences intrinsic motivation and creativity as well as employee performance. Ada Mac-Ozigbo and Ogohi (2020) state that job enrichment significantly influences employee performance. Chukuigwe (2022) reported a similar positive link between job enrichment and organizational productivity. Rasheed and Abimbola (2016) also observed that job enrichment strongly predicts performance, satisfaction, and motivation. Abu Tayeh (2022) revealed that job enrichment has significant positive effects on employee performance. Likewise, Saleem, et al., (2012) found that job enrichment indirectly improves performance by enhancing job satisfaction. According to Kittur and Ramesh (2023), job enrichment has been found to affect motivation, job satisfaction, and employee performance and reduce turnover intentions. In the same way, Untoro et al. (2023) also discovered that job enrichment incorporated into performance indicators enhances staff competency and appraisal systems, which enhances the overall organizational performance.

Effect of Work Environment on Employee Performance

Favorable working environment plays a major role in employee performance; Ajala (2012) and Chandrasekar (2011) have determined that properly organized physical and psychosocial environments enhance the welfare and performance of workers. Equally, Bakotic and Babic (2013) discovered that working environments that are conducive and safe, as well as well-equipped, have a positive effect on job satisfaction and productivity. It was reported that employee performance provides safe, supportive, and well-equipped work environments (Akinyele, 2010; Alalawari et al. 2024; and Obamiro and Kumolu-Johnson, 2022). Hafeez et al. (2019) and Goet et al. (2022) discovered that physical conditions, supervisory support, and teamwork have a positive direct and indirect impact on employee performance through enhancing health, morale, and general well-being. Likewise, Onyokoko and Onuoha (2023) and Irawan and Safaria (2023) also established that environmental factors, such as leadership

style, interpersonal relations, and organizational culture, have a significant positive impact on employee performance. Another critical factor is the political system in operation, the political climate or party directions or policy can also influence overall output (Abdulkadir, 2022).

Effect of Job Satisfaction on Employee Performance

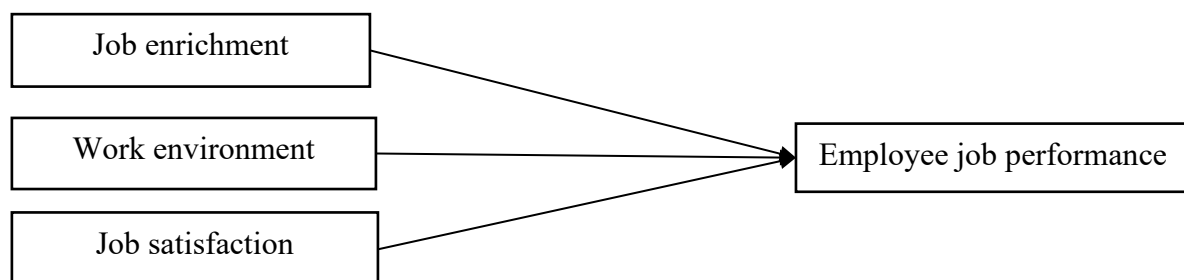
According to Anitha and Pragadeeswaran (2021), employees job satisfaction influences productivity and work commitment. Al-Maaitah (2017) reported that satisfied employees significantly enhance employee performance. Also, Ansah et al. (2022) and Okrah et al. (2023) state that job satisfaction significantly influences staff performance in Ghanaian tertiary institutions; likewise, Ofumbi and Bakashaba (2022) also established that, there is a strong positive correlation between job satisfaction and employee performance. The meta-analysis of 113 studies by Panda et al. (2022) has shown a moderate positive relationship between the two variables, indicating that satisfied employees are likely to perform better in various organizational environments. According to Ardianto et al. (2024), satisfaction plays a major role in enhancing productivity but its direct effect on performance depends on the context. These findings are supported by Zarini and Serly, (2022) and Rathod Rai et al., (2023), who indicate that satisfied employees are more motivated, efficient and loyal.

Theoretical Framework

This study is anchored on Herzberg’s Two-Factor Theory of Motivation. According to Herzberg et al., (1959), workplace factors can be divided into two categories: motivators and hygiene factors. Motivators, such as achievement, recognition, responsibility, and advancement, are intrinsic to the job and lead to satisfaction and improved performance when present (Herzberg, 1968). On the other hand, hygiene factors like salary, supervision, work conditions and company policies are extrinsic and when they are poor, they lead to dissatisfaction but do not always motivate employees when they are good. Within the framework of the current research, job enrichment can be regarded as the motivator in accordance with Herzberg since it increases autonomy, responsibility, and meaningfulness of work, whereas work environment corresponds to hygiene factors, which affect satisfaction and avoid dissatisfaction. Thus, the theory provides a foundation for understanding how improvements in work environment and job enrichment contribute to higher job satisfaction and enhances employee performance (Robbins & Judge, 2019; Bakotic & Babic, 2013).

Conceptual Framework

The framework below shows the relationship existing between the variables of the study:



Source: Author’s conception based on review

Figure I: Relationship between job enrichment, work environment, job satisfaction and employee performance

Methodology

The study adopted a descriptive survey research design using a cross-sectional method, which is suitable for collecting data from a population at a single point in time (Creswell & Creswell, 2018; Saunders et al., 2019). Questionnaire was used to collect data from the respondents. The population of the study comprised staff from Federal Polytechnic Mubi (2,303), Adamawa State University Mubi (734), and the Federal College of Education Hong (680). The sample size of 372 respondents was determined using Taro Yamane’s (1967) statistical formula for sample size determination. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0, which is appropriate for predictive models (Hair et al., 2021). Reliability and validity of the constructs were established through Cronbach’s Alpha, Composite Reliability, Average Variance Extracted, and discriminant validity (Fornell & Larcker, 1981; Hair et al., 2019). The hypotheses were tested using bootstrapping procedures at 1% level of significance.

Measurement Model

Measurement model is use to assess the reliability and validity of the constructs (Hair et al., 2010). Assessment of indicator reliability was done by using factor loadings. When the associated indicators have much in common, this is captured in the construct and indicated by high loadings on the construct (Hair et al., 2014). According to Hair et al. (2010), values exceeding 0.50 indicate significant factor loadings. Table 4.1 shows that all items in this study had factor loadings higher than the recommended value of 0.5. Except for the items WET1, WET2, WET7, JET1, JET2, and JNS1, JNS2, JNS3 which were eliminated from the scale due to low loadings.

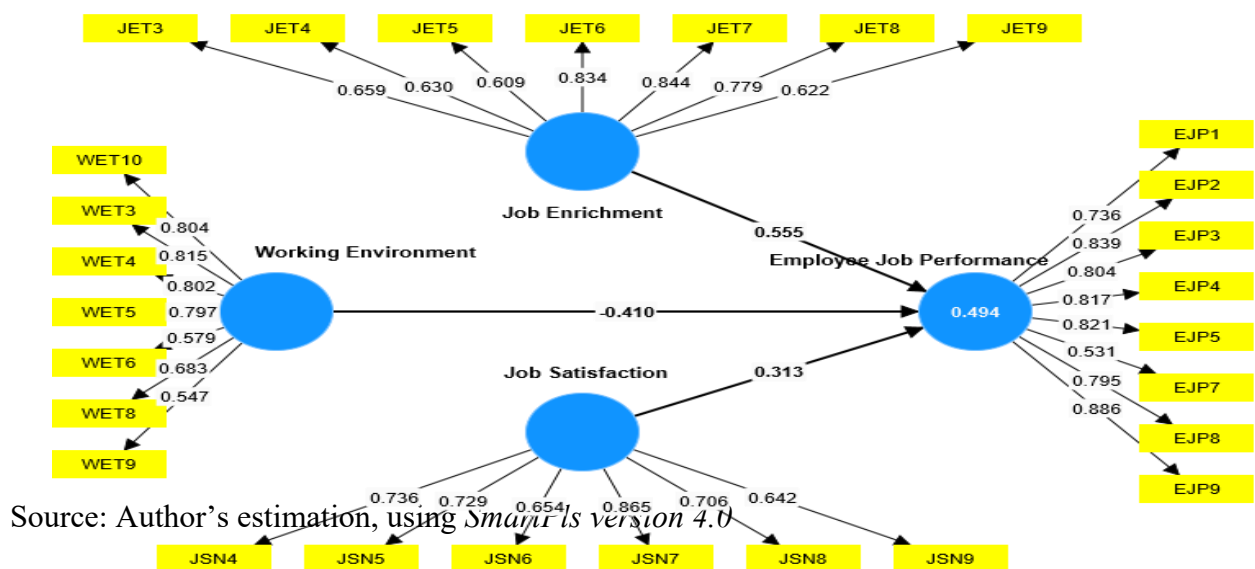


Figure II: Measurement Model

Instrument Validity and Reliability

The validity and reliability of this study was accessed via several statistical methods as follows: Discriminant validity was examined through cross-loadings and the Fornell–Larcker criterion. The cross-loading analysis revealed that each indicator’s outer loading on its respective construct exceeded its cross-loadings with other constructs, thus meeting the required threshold for discriminant validity. Convergent validity was assessed using the Average Variance Extracted (AVE), with values of 0.617 for Employee Job Performance, 0.515 for Job Enrichment, 0.527 for Job Satisfaction, and 0.527 for Working Environment which exceeded the 0.5 benchmark as stated by Hair et al., (2014). Reliability was achieved using Cronbach’s Alpha and Composite Reliability, with Cronbach’s Alpha ranging from 0.839 to 0.908 and Composite Reliability values ranging from 0.869 to 0.927, which exceeded the minimum acceptable level of 0.70 (Nunnally & Bernstein, 1994). The Fornell–Larcker criterion further revealed that the square root of the AVE for each construct was greater than its correlations with other constructs, which shows that there is no issue of discriminant validity according to Fornell & Larcker, 1981. Additionally, the Heterotrait–Monotrait (HTMT) ratio was evaluated, and the highest HTMT value (0.707) fell below the 0.90 threshold, which means that there is no issue of discriminant validity according to Gold et al., (2001) and Watanuki & Moraes, (2016).

Structural Model

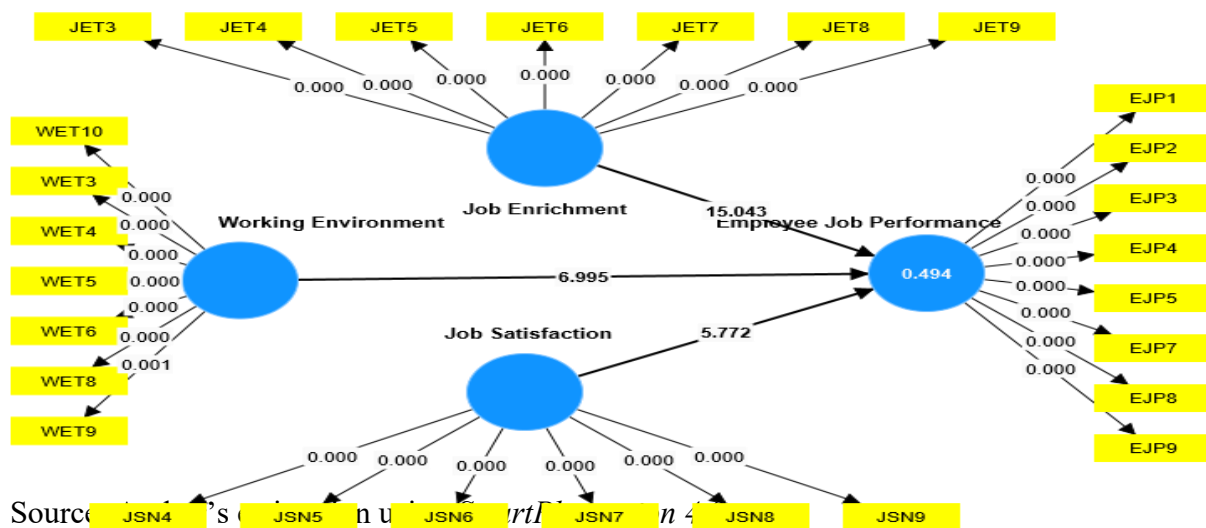


Figure III: Structural Model

In structural model, the Coefficient of determination (R^2), effect size (f^2) and path coefficient (Hypotheses testing) were assessed. The R^2 value of this study is 49.4%. It means that employee job enrichment, working environment and employee satisfaction explained the 49.4.% variance of employee job performance, as shown in the Figure above. According to Table 6 below, employee job performance was explained by employee job enrichment, employee satisfaction and working environment with effect size (f^2) of 0.547, 0.130 and 0.243 respectively, and thus indicating medium effect size of the three respective exogenous variables.

Table I: Effect size

Exogenous Construct	f^2	Effect size
Employee job enrichment	0.547	Large
Employee satisfaction	0.130	Medium
Working environment	0.243	Medium

Source: Author's estimation using *SmartPls version 4.0*

Note: 0.02 < stand for small, 0.15 < stand for medium and 0.35 > stand for large.

The strength of the relationship between exogenous and endogenous constructs are measured by the standardised path coefficients, which in this case show that the direct effect of quality of work environment, job enrichment, job satisfaction on employee job performance. The values of R^2 have an acceptable level of explanatory power, indicating a substantial model (Cohen, 1988; Chin, 1998).

A part from the mentioned statistics, Standardized Root Means Square Residual (SRMSR) can also be used as a measure of fit. Values less than 0.10 or 0.08 (Hu and Hentler, 1999) is considered a good fit. The value of SRMSR in the present study is 0.114. For evaluating the path coefficient (hypotheses testing), we run the bootstrapping in Smart-PLS. two-tailed test with 1% level of significance to assess the P-value and T-statistics to test the significance or insignificance of hypothesis.

Table II: Path Coefficient

Hyp.	Relationship	Std Beta	Sample mean (M)	(STDEV)	T- value O/STDEV	P- values	Decision	R^2
H ₀₁	JET-> EJP	0.555	0.552	0.037	15.043	0.000	Rejected	49.4%
H ₀₂	JSN -> EJP	0.313	0.298	0.054	5.772	0.000	Rejected	
H ₀₃	WET -> EJP	0.410	0.395	0.059	6.995	0.000	Rejected	

Source: Author's estimation using *SmartPls version 4.0*

Note: Hyp = Hypotheses, JET = job enrichment, JSN = job satisfaction, WET= working environment and EJP = employee job performance.

Hypothesis 1 predicted that job enrichment has no significant effect on employee job performance in selected tertiary institutions in Adamawa State, the above result did support the null hypothesis as ($\beta = 0.56$, $t = 15.043$, $P = 0.000$) this implies that there is significant influence of job enrichment on employee job performance.

Hypothesis 2 predicted that job satisfaction does not have significant effect on employee job performance in selected tertiary institutions in Adamawa State. Also, the above result didn't

support the null hypothesis. The result above indicated that job satisfaction has significant positive effect on employee job performance in selected tertiary institutions in Adamawa State at ($\beta = 0.313$, $t = 5.772$, $P = 0.000$).

Hypothesis 3 predicted that work environment has no significant effect on employee job performance in selected tertiary institutions in Adamawa State. As shown in Table 4.7 above, there is a significant effect of work environment on employee job performance at ($\beta = 0.410$, $t = 6.995$, $p = 0.000$) which also did not support the null hypothesis.

Discussions

The analysis revealed a significant effect of job enrichment on employee job performance. This finding aligns with existing literature that found positive influence of job enrichment on employee motivation, engagement, and job performance (Hackman & Oldham, 2019; Parker & Wall, 2008). By providing employees with meaningful tasks, autonomy, and opportunities for skill development, organizations can enhance overall job performance. The analysis also revealed a significant positive influence of job satisfaction on employee job performance. This result corroborates numerous studies emphasizing the importance of job satisfaction as a key predictor of job performance (Locke, 2019; Judge et al., 2009). When employees are satisfied with their jobs, they tend to be more committed, motivated, and productive, ultimately contributing to enhanced job performance. The findings indicate an insignificant effect of work environment on employee job performance. Current Nigerian literature agrees with this finding (Akinwale and George (2023; Eke et al. 2022; Bello and Amadi 2022; Musa and Ahmed 2023). this also means that work environment is important in enhancing employee performance in the selected institutions.

Conclusion

The study conclude that job enrichment and job satisfaction significantly enhance employee job performance. Although the work environment showed no significant direct effect, it remains important for supporting and sustaining employee effectiveness in the selected institutions.

Recommendation

Based on the research finding, the study recommends that:

1. The management of the selected institutions should consider implementing and strengthening job enrichment programs to enhance employee job performance. This may

involve providing employees with more challenging tasks, autonomy, and opportunities for skill development.

2. The institutions should prioritize employee satisfaction with their jobs in order to address the factors responsible
3. Although the study did not find a significant positive effect of work environment on job performance, it is recommended that the selected institutions should revisit and reassess their strategies for creating a conducive work environment.

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Outer loadings

Matrix

	Employee Performance	Job	Job Enrichment	Job Satisfaction	Working Environment
EJP1	0.736				
EJP2	0.839				
EJP3	0.804				
EJP4	0.817				
EJP5	0.821				
EJP7	0.531				
EJP8	0.795				
EJP9	0.886				
JET3			0.659		
JET4			0.630		
JET5			0.609		
JET6			0.834		
JET7			0.844		
JET8			0.779		
JET9			0.622		
JSN4				0.736	
JSN5				0.729	
JSN6				0.654	
JSN7				0.865	

JSN8			0.706	
JSN9			0.642	
WET10				0.804
WET3				0.815
WET4				0.802
WET5				0.797
WET6				0.579
WET8				0.683
WET9				0.547

APPENDIX