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**Job enrichment and Employees Self-Efficacy of Indigenous Oil and Gas Servicing Companies in South-South, Nigeria.**

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**Abstract**

This study examined the relationship between job enrichment and employee self-efficacy of indigenous oil and gas servicing companies in South-South, Nigeria. The specific objectives were to examine the relationship between job enrichment, employee emotional self-efficacy and cognitive self-efficacy of indigenous Oil and Gas Servicing companies in South-South, Nigeria. The cross sectional survey research design was adopted. The study population was based on 26 indigenous Oil and Gas Servicing companies operating in the South-South, Nigeria. Total population of 332 (Three Hundred and Thirty Two) comprising of 26 functional indigenous Oil and Gas Servicing companies in the south-south, Nigeria while 181 employees were sampled for the study in line with the objectives of the study. Descriptive statistics was used for ascertaining the univariate distribution of the data for each while Spearman's rank order correlation coefficient was used in determining the bivariate relationship between the variables and test of hypotheses. The results of the study showed that Job Enlargement have a very strong and positive relationship with Employee Emotional and Cognitive Self Efficacy development. This study recommends among others that; management should Job enrichment techniques should also be embraced as way of getting employees to develop their cognitive self-efficacy. Management of the oil and gas companies should also embrace Job rotation as a job design technique that could be used to make employees gain personal development at work.

**Introduction**

There is significant value in appraising employee performance components as an approach to the implementation of job redesign initiatives (Siruri & Muathe, 2014). Critical aspects of implementing job redesign must focus on each item in the work chain, which eventually determines net organizational productivity. These items include employee roles and their quantified input across the corporate, operational framework. Dessler and Varkey (2009) observed that employee's role in an organization form the foundational pillar upon which organizational performance is derived from. Therefore, an initiative aimed at increasing or enhancing organizational productivity must commence with the improvement of employee performance. Employee performance is linked with overall organizational productivity and competitiveness. Thus job redesign program that aims to enhance overall organizational performance must centralize on shaping and with the determination of the employee component to its optimal output (Alber, 2007).

Many variables have proven to increase performance of human resource in organization; one of those variables that can affect the job performance is self-efficacy using job design techniques (Cherian & Jacob, 2013; Day & Allen, 2004). A number of research studies have proven that there is a positive influence or impact from self-efficacy on performance of the employee. According to Singh, *et.al* (2009) self-efficacy relates to a person's confidence over the ability he has in resolving various problems that in the middle or will face. A number of research studies have been discussed and proved that self-efficacy is an important factor that can affect the job performance of employees in a variety of industries. A study conducted by Mojavezi & Tamiz (2012) examines the influence of self-efficacy towards 80 teacher's performance in four different cities in Iran; the research concluded that self-efficacy is proven to affect the performance of the work of teachers. Other study by Tannady, *et al.* (2017) examined the influence of self-efficacy towards Transjakartas' driver performance and has the same conclusion with Mojavezi & Tamiz (2012) that there is a positive influence between self-efficacy against the performance of the driver. In addition, there are more studies shown positive results between the influence of self-efficacy against motivation and job performance in the different areas of work and sectors as in the performance of athletes (Schunk, 1995), academic sector (Zimmerman *et al.* 1992; Lane, j. & Lane, a. m., 2001; Ahmad & Safaria, 2013), manufacturing industry (Olusola, 2011; Pan, *et al.*, 2011), aviation sector (Setyawaty *et al.*, 2017), and information technology industry sector (Judeh, 2012). From the researcher's observation there has been paucity of research efforts that considered the predictive role of job design on employee self- efficacy hence a knowledge gap exists which this study as its point of departure seeks to examine the relationship between job design techniques and employee self-efficacy of indigenous oil and servicing companies in South-South, Nigeria.

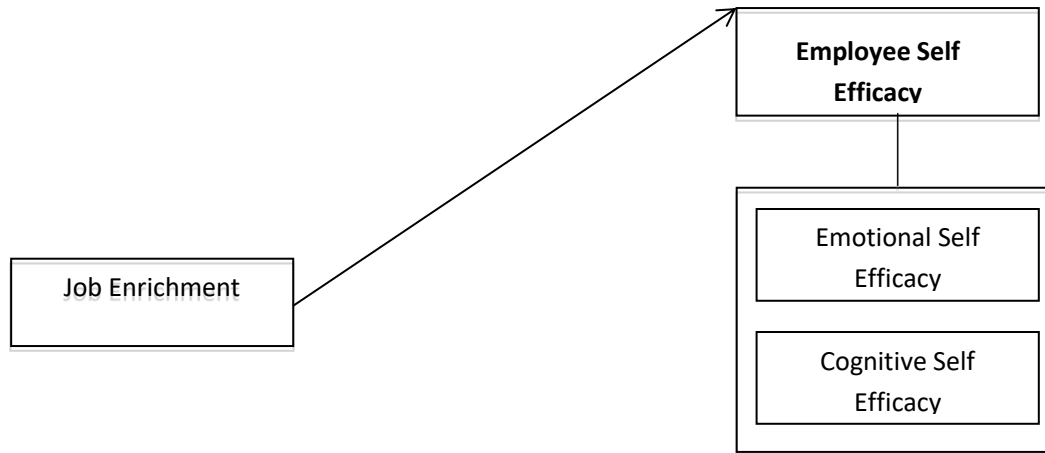
Generally, self-efficacy refers to an individuals' belief that he or she is capable of performing a task. The higher your self-efficacy, the more confidence you have in your ability to succeed in a task. So, in difficult situations, we find that people with low self-efficacy are more likely to lessen their effort or give up altogether while those with high self-efficacy will try harder to master the challenge. Employees today spend a lot of time at the workplace and are expected to discharge their assigned duties efficiently. However, many employees resist work because they do not believe they have the ability to perform their duties successfully. The study therefore seeks to research into how peoples' self-efficacy could improve upon by job design techniques.

According to Bandura (2001), self-efficacy makes a difference in how people think, feel and act. That is, in terms of feeling, low self-efficacy is associated with depression, anxiety and helplessness. People with low self-efficacy also have low esteem, harbour pessimistic thoughts about their accomplishments and personal development (Schwarzer & Schmitz, 2005). Low self-esteem is a debilitating condition that keeps individuals from realizing their full potential. A person feels unworthy, incapable, and incompetent to live if he possess low self-esteem. In fact, because the person with low self-esteem feels so poorly about him or herself, these feelings may actually cause the person's continued low self-esteem. Therefore, the study will consider the following objectives: (i) To evaluate the relationship between job enrichment and employee social self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. (ii) To ascertain the relationship between job enrichment and employee emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. (iii) To investigate the relationship between job enrichment and employee cognitive self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. The following research questions are designed to correspond with the objectives of the study and provide a premise for the actualization of the purpose of the study. They are stated as follows:

- (i) To what extent does job enrichment influence social self-efficacy of indigenous oil and servicing companies in South-South, Nigeria?
- (ii) How does job enrichment relate with emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria?
- (iii) To what extent does job enrichment relate with cognitive self-efficacy of indigenous oil and servicing companies in South-South, Nigeria?

The hypothetical statements for this study are derived from the operational relationship between the dimensions of job design techniques and employees self-efficacy. They are stated as follows:

- H01:** There is no significant relationship between job enrichment and social self-efficacy of indigenous oil and servicing companies in South-South, Nigeria.
- H02:** There is no significant relationship between job enrichment and emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria.
- H03:** There is no significant relationship between job enrichment and cognitive self-efficacy of indigenous oil and servicing companies in South-South, Nigeria.



**Fig 1:** Conceptual framework showing the relationship between job enrichment and employee self-efficacy

**Source:** Based on desk research (2020) with dimension of job design techniques from the work of work of Meyer (1994); Herzberg (1966); Hackman (1980) and Measures of employee self-efficacy sourced from the work of Loeb (2016) identified three dimensions of employee self-efficacy which includes; emotional self-efficacy and cognitive self-efficacy.

**Theoretical Foundation**

In assessing the relationship between Job Enrichment and Employee Self Efficacy, one finds strong evidence of Model of job characteristics was developed by Hackman and contemporaries and it’s majored on five jobs structural characteristics. The jobs structural characteristics included variety of task, feedback, autonomy, identity and significance. The researchers disputed that such characteristics can improve amongst others, motivation of work, satisfaction of job, and performance of job (Hackman & Oldham, 1976, 1980; Hackman & Lawler, 1971). In its early stages, the researchers had a condition on a variety of its features. For instance, Aldag, Barr and Brief, (1981) reported that there existed weak relations concerns between characteristics of job and job performance and with additional questions over the build between job perceptions nature as well as attitudes of job. Aspersions have been casted as to its soundness with queries of whether simply matching enhancement in reimburse could establish preference for enrichment of job (Simonds & Orife, 1975).

**Concept of Self-Efficacy**

Self-efficacy is defined as 'people's judgments of their capabilities to organize and execute courses of action required to attain designated types of performances. It is concerned not with the skills one has but with judgments of what one can do with whatever skills one possesses' (Bandura, 1986). This description shows that people's self-efficacy is not of a general nature, but related to specific situations. Individuals can judge themselves to be very competent in a specific field and less competent in another field. For instance, a person can be convinced that he/she is able to run ten kilometers, but be quite certain not to be able to run a

marathon. This means that self-efficacy is related to specific situations and tasks, which is not the case for related concepts like self-esteem, self-confidence and locus of control (Maibach & Murphy, 1995). Contrary to self-efficacy these are personal characteristics of individuals which have a certain, stable influence on people's behavior. In other words, for individual to establish whether he or she has much or little self-confidence, but not whether this individual generally has a high or low measure of self-efficacy. No global sense of self-efficacy exists. Thus, self-efficacy is not a personality trait, but a temporary and easy to influence characteristic, and is strictly situation- and task-related.

Bandura (1994) describes self-efficacy as an individual's personal judgments of his ability to accomplish a task and this usually supports the importance of a determinant for behavior performance. There is a general view that people with high level of self-efficacy usually mold their perception about others based on their personal evaluation of their individual level of self-efficacy.

### **Emotional Self-Efficacy**

The emotional self-efficacy in the psychological and educational literature is seen as a base for the ability of emotional intelligence. And self-efficacy does not include regulate emotions and only, but it includes other elements and dimensions, such as: (recognize and understand emotions and beliefs of the individual about his emotional abilities). Emotional self-efficacy differs from the feature of emotional intelligence, despite the fact that some research indicated that emotional intelligence feature is a constant tendency can be considered or relevant to as self-efficacy or self-concept in emotions, but the emotional self-efficacy reflect the beliefs of the individual of his emotional and dynamic abilities, that are evolving and growing through experiences (Choi, Klumper, & Sauley, 2013).

### **Cognitive Self-Efficacy**

Cognitive self-efficacy is associated with an individual's ability to learn, process, apply knowledge, analyze, reason, evaluate and decide (Sims, 2007). They are generally based on abilities that seem to be in-born, in that some people can develop abilities that others cannot, at least not with similar effort. And yet cognitive skills must be developed and practiced to reach their full potential. In other words, it is possible to become more skilled, with a little work (Hunter & Schmidt, 2004). According to Harder, Rash & Wagner, (2014) Cognitive self-efficacy refers to an individual's basic capabilities in a variety of important areas. McDaniel & Banks (2010) defined general cognitive self-efficacy as the ability that consistently differentiates individuals on mental abilities regardless of the cognitive task or test.

### **Job Enrichment**

Job enhancement is a job redesign approach that seeks to realign components of job tasks through adding more responsibilities in the effort to make the job more interactive and fulfilling to the employee (Vijay & Indradevi, 2015). According to Azeez and Abimbola (2016), job enrichment is a strategy that is used in implementing additional job motivators to make it more interesting for the employees. The idea of job enhancement is widely credited to the works of Fredrick Herzberg in his 1968 breakthrough work while examining the motivation-hygiene theory. Job enrichment seeks to inspire employees by according them enough opportunities to apply their capabilities in work-related activities (Davoudi & Mehdi, 2013).

### **Job Enrichment and Employee Self-Efficacy**

Feder (2001), argue that job enrichment is a systematic way of encouraging employees by creating for them the opportunity to utilize various number of skills and capabilities in carrying out tasks. Kotila (2001) opined that job enrichment spurs job satisfaction by increasing the level of accountability and engendering the sense of freedom, autonomy and opportunities so that employees can determine how tasks can be carried out and accomplished. According to Behsonet *al.* (2000), job enrichment is essentially the procedures that assigns higher responsibility to employees by assembling, organizing and designing work for the workers who produces the products. This is usually applicable in manufacturing firm. Robins and Judge (2011) described job enrichment as a process of developing jobs vertically and increases different tasks in a job. Simply put, job enrichment creates an opportunity for workers to have greater control over their

work. According to Armstrong (2010), feedback has become very important so as to allow workers to assess and examine the level of completion that is the end result of the assigned tasks. Saavedr and Kwun (2000), indicated that where job are enriched, employee satisfaction tend to be more enhanced resulting in the decline of labour turnover and absenteeism. However, Derek & Laura (2000), suggests that job enrichment in organizational development has helped in eliminating de-motivating factor by ensuring that employees have the privilege to make decisions as well as has control over their job roles in order to encourage healthier performance in the workplace.

Kelley (2012) study found out that, enrichment of job is efficient in organizations that are less complex that is in small organizations. It’s notable to point out that in the research; organizations’ complexity means size, and not essentially structure. The results of the study therefore are of importance as they provoke desire as well as curiosity of knowing whether redesigns of job, which basically might entail disturbing existing structures, have an impact on performance levels employees.

The study of job enrichment control on performance found out that, there is a positive relationship between job satisfaction of employee and controlling place of work characteristics (Drago, Estrin & Wooden, 2011). The study’s clarification aids researchers appreciate that if involvements planned to fluctuate jobs’ the characteristics could be carried out, and then it anticipated that the resulting association would be enhanced satisfaction of employee and therefore enhanced performance.

**METHODOLOGY**

The research design was a cross-sectioned survey, the population frame for this study were draw from 26 indigenous Oil and Gas Servicing companies operating in south-south, Nigeria with locations in Akwa-Ibom, Bayesa, Cross-Rivers, Delta, Edo and Rivers, a total population of 332 drawn from 26 functional indigenous Oil and Gas Servicing companies, while a sample size of 181 was utilized in this study.

The study applied descriptive statistics such as frequencies and percentages in ascertaining the distribution of the discrete data (demographic); as well as and the use of the Spearman’s rank order correlation coefficient in determining the bivariate relationship between the variables. These were carried out using the statistical package for the social sciences (SPSS) version 23.0

**DATA PRESENTATION AND ANALYSIS**

**Analysis on Job Enrichment and Emotional Self-Efficacy**

**Table 1: Spearman’s Correlations result for Hypothesis One**

		Job Enrichment	ESE
Spearman's rho	Correlation Coefficient	1.000	.783**
	Sig. (2-tailed)	.	.000
	N	168	168

	Correlation Coefficient	.783**	1.000
ESE	Sig. (2-tailed)	.000	.
	N	168	168

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Research Question 1

How does job enrichment relate with emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria.

From Table 4.24, the rho-value of 0.826 indicates that job enrichment has a positive and very strong influence on emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. This implies that an increase in emotional self-efficacy is dependent on job enrichment to a very strong extent.

### Hypothesis One

**H<sub>01</sub>:** There is no significant relationship between job enrichment and emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. Since the p – value (= 0.000) is less than the level of significance (alpha) (0.05), we therefore reject the null hypothesis and conclude that: there is a significant relationship between job enrichment and emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. This finding has helped to answer research question one.

### Analysis on Job Enrichment and Cognitive Self-Efficacy

**Table 2: Spearman’s Correlations result for Hypothesis Two**

		Job Enrichment	CSE
Job Enrichment	Correlation Coefficient	1.000	.784**
	Sig. (2-tailed)	.	.000
	N	168	168
Spearman's rho	Correlation Coefficient	.784**	1.000
	Sig. (2-tailed)	.000	.
	N	168	168

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Research Question 2

To what extent does job enrichment relate with cognitive self-efficacy of indigenous oil and servicing companies in South-South, Nigeria.

From Table 2, the rho-value of 0.784 indicates that job enrichment has a positive and very strong influence on emotional self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. This implies that an increase in cognitive self-efficacy is dependent on job enrichment to a very strong extent.

## Hypothesis Two

**Ho<sub>2</sub>:** There is no significant relationship between job enrichment and cognitive self-efficacy of indigenous oil and servicing companies in South-South, Nigeria.

Since the p – value (= 0.000) is less than the level of significance (alpha) (0.05), we therefore reject the null hypothesis and conclude that: there is a significant relationship between job enrichment and cognitive self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. This finding has helped to answer research question two.

## DISCUSSION OF FINDINGS

### Job Enlargement and Employee Self Efficacy

From the results, Job enlargement has shown a significant relationship with employee self-efficacy measures. Indicating that the fundamental determinants of employee's behavior at work are related to job enlargement (Raza & Nawaz, 2011). thus modern day corporate environments such as that obtained in the oil and gas sector in south-south, Nigeria initiatives towards job enlargement informs the actions towards expanding the scope of an employee's role and the enhancement of the primary workload, thus could result in their increased productively and overall performance. Looking at Job enlargement aspects of Job technique and employee self-efficacy measures, similar results are obtained with that of Job rotation and Job enrichment. Similarly, with respect of hypothesis one, which says that there is no significant relationship between job enlargement and emotional self-efficacy (SSE) of indigenous oil and servicing companies in South-South, Nigeria, using the value of rho (0.740\*\*), and P- level of 0.000, the alternate was accepted as there is a significant relationship between job enlargement and emotional self-efficacy indigenous oil and servicing companies in South-South, Nigeria.

On the aspect of hypothesis nine which says that there is no significant relationship between job enlargement and cognitive self-efficacy (CSE) of indigenous oil and servicing companies in South-South, Nigeria, using the value of rho (0.733\*\*), and P- level of 0.000, the alternate was accepted as there is a significant relationship between job enlargement and cognitive self-efficacy of indigenous oil and servicing companies in South-South, Nigeria. The result shows that 73% of the changes in employee self-efficacy in terms of cognitive self-efficacy development are accounted for by Job enlargement aspect of Job design techniques.

### Conclusion

In the same vein, Job enrichment has a strong, positive and significant relationship with emotional self-efficacy while at the same time, Job enrich and ESE is ranked 1<sup>th</sup> in the order of influence on the relationships. Job Enrichment has a positive, strong and significant relationship with Cognitive Self Efficacy and its ranked is ranked 2<sup>th</sup>;

### Recommendations

- i. Management of the oil and gas companies should also embrace Job rotation as a job design technique that could be used to make employees gain personal development at work. This is important as the result of the study has shown that the more job rotation techniques are in place, the more employee self-efficacy in terms of cognitive self-efficacy is in place that could lead to increase in overall performance employee.
- ii. Job enrichment techniques should also be embraced as way of getting employees to develop their cognitive self-efficacy. This is important as the result of this study showed that with job enrichment in place in organizations employees are likely to develop cognitive self-efficacy, and thus increase in their productivity and performance.
- iii. Finally, management of oil and gas companies should note that when considering designing job techniques as a way of enhancing employee self-efficacy development, Job enrichment.

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