



JOB DESIGN AND EMPLOYEE SATISFACTION OF FOOD AND BEVERAGE FIRMS IN PORT HARCOURT RIVERS STATE OF NIGERIA

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Article history:		Abstract:
Received:	20 th October 2024	<p>The study examined the relationship between job design and employee satisfaction of food and beverage firms in Port Harcourt Rivers State of Nigeria. Population comprised of 271 employees of food and beverage firms in Port Harcourt, while the sample size is 159 as an output of Krejcie and Morgan sample size determination Table. Accordingly, copies of the questionnaire were distributed and only 118 returned and certified valid for analysis. The Spearman's Rank Order Correlation was used to analyze the data via the statistical package for social science (SPSS). It was found that; job design disposition positively influences venture employee satisfaction, survival, and performance, specifically, skill variety and task identity could positively determine the extent of affective satisfaction and cognitive satisfaction. It was therefore concluded that; Consider in multidimensionality skillfulness if the organization was to achieve large organizational goals with minimal and at a refund cost within their industry. Improve in their skill variety to enhance value and brand recognition broadening their distribution network without physically going far. Adopt task identity to enhance their flexibility and preparedness towards achieving a greater percentage of their target market. Build in their task identity to tap into existing business infrastructure for their new products and increase market share. Build capacity to intensely challenge competitors and reducing the risk of their investment. Boost their ability attack larger rivals, while acquiring some to enhance capital base beyond their industry.</p>
Accepted:	11 th November 2024	
Keywords: Job Design. Employee Satisfaction. Skill variety. Task Identity. Affective Satisfaction. Cognitive Satisfaction.		

INTRODUCTION

Employees' satisfaction is a multi-disciplinary concept that results from employees' perception of their jobs and the degree to which there is a good fit between them and the organization (Ivancevich, Matteson & Konopaske, 2011). The term employee satisfaction refers to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitude towards the job, while an unsatisfied employee holds negative attitude about work. Therefore, satisfaction of the employee is the key step to sustaining the employee and keep him/her loyal to the organization (Abid, Sarwar, Imran, Jabbar, & Hannan, 2013). The satisfaction of employees plays a very vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results. Target and achievement depends on employee satisfaction and in turn contribute for organizational success and growth, enhances the productivity, and increases the quality of work (Muhammad et al, 2013).

Job designs and employee satisfaction remains very important topic not only for the organizations but also for the researchers. A number of studies have tried to ascertain the relationship between these two variables (E.g. Al-Maabadi, Salem, & Baddar, 2018; Ali & Zia-ur-Rehman, 2014; Abid, Sarwar, Imran, Jabbar, & Hannan, 2013; Tsuma & Omondi.

2015; Onimole, 2015; Matilu & K'Obonyo, 2018). Al-Maabadi, Salem, & Baddar, (2018) in his study the relationship between job design and Nurses' satisfaction revealed that there was a weak positive relationship between job design and job satisfaction. Another study by Ali & Zia-ur-Rehman, (2014) on the impact of job design on employee performance, mediating role of job satisfaction: A study of FMCG's Sector in Pakistan, the research of this study indicated a positive relationship between job design and employee performance. While the mediating effect of Job satisfaction is also found having a positive effect on employee's performance. Similar studies by Abid, Sarwar, Imran, Jabbar, & Hannan, (2013) on effect of job design on employee satisfaction (A study of Fertilizer Companies Listed in Lahore Stock Exchange) the results concluded that there is a strong positive correlation between job design and employee satisfaction and both of these variables move in the same direction. In like manner, Tsuma and Omondi (2015) in their study found out that job design affects employee satisfaction levels in Mount Kenya University, both variables move in the same direction, good job design brings more job satisfaction and bad job design brings job dissatisfaction for the employee. With respect to these various studies that have been examined, it will interest you to know that most of the studies that have been examined the relationship between job design and employee satisfaction have carried out this studies in either a manufacturing firm, the banking sector and in various higher institutions of learning of which no study have been able to ascertain the relationship that exist between these two variables in Food and Beverage firms in Nigeria which have therefore created a lacuna in this study which the researcher intends to fill.

Therefore, the output of the employee depends on how the job contents, duties, and responsibilities are given to the employees according to their core competencies. Designing the job according to employee capabilities and their mindsets have a long role to play. Properly designing and administering jobs have a positive influence on employee satisfaction which directly leads to improving individual and group organizational performance (Hussain, Ghouri, Hassan, Kanwal, & Rashid, 2018). Therefore, the point of departure is to ascertain the relationship between job designs and employee satisfaction of food and beverage firms in Rivers state.

OBJECTIVES OF THE STUDY

This study aims to ascertain if there exists any relationship between Job Design and Employee Satisfaction. More specifically, this study will seek to:

- i. Ascertain the relationship between Skill variety and Affective Satisfaction of Food and Beverage Firms in Port Harcourt.
- ii. Examine the relationship between Skill variety and Cognitive Satisfaction of Food and Beverage Firms in Port Harcourt.
- iii. Investigate the relationship between Task Identity and Affective Satisfaction of Food and Beverage Firms in Port Harcourt.
- iv. Ascertain the relationship between Task Identity and Cognitive Satisfaction of Food and Beverage Firms in Port Harcourt.

RESEARCH HYPOTHESES

From the research questions stated above, the following hypotheses were formulated and tested in a null form:

- H0₁** There is no significant relationship between Skill variety and Affective Satisfaction of Food and Beverage Firms in Port Harcourt.
- H0₂** There is no significant relationship between Skill variety and Cognitive Satisfaction of Food and Beverage Firms in Port Harcourt.
- H0₃** There is no significant relationship between Task Identity and Affective Satisfaction of Food and Beverage Firms in Port Harcourt.
- H0₄** There is no significant relationship between Task Identity and Cognitive Satisfaction of Food and Beverage Firms in Port Harcourt.

2. LITERATURE REVIEW

Job Design

Job design has been one of the most effective tools used for optimizing an employee's performance. It can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010). It is a work arrangement or rearrangement aimed at reducing and overcoming job dissatisfaction and employee alienation arising from repetitive tasks (Shahid, Bashir & Shoukat, 2017).

According to Armstrong (2014) job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues. Alishiri, (2012) stated that Jobs must be designed and structured in such a way that they will increase employee's satisfaction. So, automatically the employer will see benefits because employees feel themselves to be the part of the organization. Job design and related concepts has rooted back to 1900. When many pioneers of scientific management had explore new ways about the business ideology like Taylor (1947), Gilbreth (1911) systematically examine the jobs with numerous methods and techniques but all of these consider job design is the most important in the scientific management (Ali & Zia-ur-Rehman, 2014).

Schermerhorn, Hunt, and Osborn, (2005) posit that it is the creation of tasks and work settings for specific tools. The best job design is always one that meets organizational requirements for high performance, offers a good fit with individual skills and needs, and provides opportunities for job satisfaction. Job design by scientific management or job simplification standardizes work and employs people in clearly defined and specialized tasks.

Skill Variety: Skill variety is the degree to which a job requires a variety of different activities that involves the use of a number of different skills and talents of the employee. Hackman and Oldham (1976) views it as the degree to which a job requires a variety of different activities in carrying out work, which involves the use of a number of different skills and talents of an individual (Lunenburg, 2011). Garg and Rastogi (2005) stated that skill variety is the degree of utilization of different skills and abilities. Skill variety is the extent of diversity in any task of the occupation.

Jobs that are high in skill variety are seen by employees as more challenging because of the range of skills involved; relieve monotony that results from repetitive activity; and gives employees a greater sense of competence. For example, an administrative assistant with high skill variety may have to perform many different tasks (e.g., schedule meetings, make airline and hotel reservations, do research, prepare written reports, and meet with customers) (Lunenburg, 2011). Garg and Rastogi (2006) posit that skill variety requires the employee to draw from a number of different skills and abilities as well as upon a range of knowledge (Au, 2010). According to Benjamin (2012) the theory behind providing skill variety in job design is that it will reduce boredom, thereby increasing job satisfaction, motivation and commitment. This is likely to be true as long as the employee enjoys the skills and perceives the addition and mix of skills to be a benefit to the job. But adding a variety of skills the employee finds stressful, isn't qualified to address, or simply adding basic duties and minimal skills without adding to the intrinsic value of the job could actually have the opposite effect and increase dissatisfaction.

Task Identity: Task identity is the when tasks are combined to form complete jobs; Employers can capitalize on employees' interests when designing jobs. Job design provides guidelines to help get appropriate fit between employees and their job (Hackman & Oldham, 1975). Also, task identity by Nyabundi and Kagiri (2017) is the overall extent to which a job is done from the start point to finish point to the extent the outcome is predicted or visible. Task identity is an important and critical element of employee performance. Here, the entire job is viewed from a holistic view and not viewed for its components.

Task identity is the degree to which the job requires completion of a whole and identifiable piece of work. Tasks should be combined or put together to form a new, larger module of work (job enlargement) to increase skill variety and task identity. Create natural work units. Managers should design tasks that form an identifiable and meaningful whole to increase employee "ownership" of the work and encourage employees to view their work as meaningful and important rather than as irrelevant (Choge, Chepkiyeng & Chelimo, 2014).

Employee Satisfaction

Satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets." Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction (Abid, Sarwar, Imran, Jabbar, & Hannan, 2013).

Job satisfaction is all about how one feels about (or towards) one's job. An employee who expresses satisfaction is said to have a positive attitude towards the job, unlike a dissatisfied employee who has a negative attitude towards the job. A person having negative attitude shows a personality disposition which is inclined to experience nervousness, tension, worry, upset and distress, where as those with positive attitude will feel happy with themselves, others, and with their work.

Job satisfaction reflects the extent to which people find gratification or fulfillment in their work. Job satisfaction shows that personal factors such as an individual needs and aspirations determine his/her attitude, along with group and organizational factors such as relationships with co-workers and supervisors and working conditions, work policies, and compensation. A satisfied employee tends to be absent less often, to make positive contributions, and to stay with the organization. The effect of job satisfaction goes beyond organizational setting. Satisfied employees are more likely to be satisfied citizens. These people will hold a more positive attitude towards life in general and make for a society of more psychologically healthy.

Affective Satisfaction: The conditions under which a job is performed can be different - from those completely comfortable to those very difficult and dangerous to employees' life and health. Difficult working conditions can be influenced by: (1) external factors that include climate - meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors; (2) subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work, etc.; (3) factors related to the organization of production such as duration of the work shift, work schedule, working time, work pace, excessive strain etc. Jobs with difficult working conditions may perform only those employees who meet specific requirements in terms of age, sex, qualifications, health, physical and mental condition and psycho-physiological and psychological capabilities. Difficult working conditions influence employees' performances. It is therefore necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures.

Cognitive Satisfaction: Cognitive satisfactions play a vital role in determining the significant performance in job and it is positively associated with the process of motivation (Danish & Usman, 2010). Mostly organizations have increased

the substantial improvement by entirely complying with the organizational strategy by a well-balanced cognitive satisfaction programs for employee (Head & Eshwa, 2014).

Cognitive satisfaction of employees is a fundamental function of human resource managers in an organization as they deal with assessment of job values, the design and management of payments (expenditures), job satisfaction, pay system, employees' benefit and pensions. Mujtaba and Shuaib (2010); Kock (2007) asserted that effective, appropriate, timely and market-driven cognitive satisfactions tend to motivate both managers and employees. Khalid, Salim and Loke (2011) also explained that cognitive satisfactions are received as an exchange of services between employees and employers. Hence, the cognitive satisfactions offered by employers have been found to significantly improve employees' motivation towards their job and consequently increase job satisfaction (Negash, Zewude & Megersa, 2014; Khalid et al., 2011; Rafikul & Ahmad, 2008; Milne, 2007).

Theoretical Review

Herzberg's Two-Factor Theory

This theory therefore emphasizes the job content and suggests that jobs should have certain inherent characteristics (Onimole, 2015).

According to the Herzberg's Two Factor Theory, there are certain factors at the workplace that causes employee satisfaction while a separate set of factors causes dissatisfaction so therefore people are influenced by these two factors (Tsuma, 2015).

According to Tsuma, (2015), Managers have the opportunity to influence the satisfaction levels of their employees through design of their jobs. Well-designed jobs help accomplish two important goals: getting the necessary work done in a timely and competent manner, and motivating and challenging employees (Borman, 2004). Both the business and the employee benefit from successful job design. Poorly designed jobs leave to chance whether the expected tasks would get done in a timely and competent manner. Poorly designed jobs, moreover, are likely to be discouraging, boring and frustrating to employees.

3. METHODS AND MATERIALS

Research design

There are two types of research planning. These are quasi-experimental and experimental patterns. According to the experimental plans, the data are under the control of the researcher, while under the almost experimental design multiple variables are evaluated in a single time period. This research has embraced interdisciplinary research, which is a form of quasi-experimental design. This design will be used because the variables are not under the control of the researcher.

Population of the Study

The population is the entire group of people, events or interesting things that the researcher wants to explore (Sekaran, 2001). The target population of this study comprise of Food, & Beverage companies under the Manufacturers Association of Nigeria (M.A.N) Rivers/Bayelsa Branch. The accessible population comprise 271 employees of 10 major food and beverage firms that have their plants and operations in Port Harcourt, Rivers State.

4. TEST OF HYPOTHESES

The Spearman's Rank Correlation is used to test the correlations and strength of relations.

The decision rule is:

$p < 0.05$ significant level = reject the null hypotheses

$p > 0.05$ significant level = and accept the null hypotheses where.

All six bivariate hypotheses were tested in the null form.

Table 1. Skill variety and Affective satisfaction

Correlations		SKILL VARIETY	CONCENTRIC DIFFERENTIATION
Spearman's rho	Correlation Coefficient	1.000	.452
	Sig. (2-tailed)	.	.000
	N	118	118
	Correlation Coefficient	.452	1.000
	Sig. (2-tailed)	.000	.
	N	118	118

Ho₁: There is no significant relationship between skill variety and affective satisfaction.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.452$ between Skill variety and Affective satisfaction. This means that there is a significant relationship between Skill variety

and Affective satisfaction. The null hypothesis is rejected, and restate that *there is a significant relationship between Skill variety and Affective satisfaction.*

Table 2 Skill variety and Cognitive satisfaction
Correlations

		SKILL VARIETY	CONGLOMERATE DIFFERENTIATION
Spearman's rho	Correlation Coefficient	1.000	.190
	Sig. (2-tailed)	.	.039
	N	118	118
	Correlation Coefficient	.190	1.000
	Sig. (2-tailed)	.039	.
	N	118	118

Ho₂: **There is no significant relationship between Skill variety and Cognitive satisfaction.**

The result of the analysis in Table 2 shows a significant level $p < 0.05$ ($0.039 < 0.05$), $\rho = 0.190$ between Skill variety and Cognitive satisfaction. This means that there is a significant relationship between Skill variety and Cognitive satisfaction. The null hypothesis is rejected, and restate that *there is a significant relationship between Skill variety and Cognitive satisfaction.*

Table 3 Task identity and Affective satisfaction
Correlations

		TASK IDENTITY	CONCENTRIC DIFFERENTIATION
Spearman's rho	Correlation Coefficient	1.000	.147
	Sig. (2-tailed)	.	.111
	N	118	118
	Correlation Coefficient	.147	1.000
	Sig. (2-tailed)	.111	.
	N	118	118

Ho₃: **There is no significant relationship between Task identity and Affective satisfaction.**

The result of the analysis in Table 3 shows a significant level $p > 0.05$ ($0.111 > 0.05$), $\rho = 0.147$ between Task identity and Affective satisfaction. This means that there is no significant relationship between Task identity and Affective satisfaction. The null hypothesis is accepted, and maintain that *there is no significant relationship between Task identity and Affective satisfaction.*

Table 4 Task identity and Cognitive satisfaction
Correlations

		TASK IDENTITY	CONGLOMERATE DIFFERENTIATION
Spearman's rho	Correlation Coefficient	1.000	.400
	Sig. (2-tailed)	.	.000
	N	118	118
	Correlation Coefficient	.400	1.000
	Sig. (2-tailed)	.000	.
	N	118	118

Ho₄: **There is no significant relationship between Task identity and Cognitive satisfaction.**

The result of the analysis in Table 4 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.400$ between Task identity and Cognitive satisfaction. This means that there is a significant relationship between Task identity

and Cognitive satisfaction. The null hypothesis is rejected, and restate that *there is a significant relationship between Task identity and Cognitive satisfaction.*

Table 5 Summary of the Result and Decision Making

S/N	Hypotheses	Outcome	Extent of Relationship	Decision
H ₀₁	There is no significant relationship between Skill variety and Affective satisfaction.	rho = .452 sig. = .000	Moderate Positive Relationship	Reject Null Hypothesis
H ₀₂	There is no significant relationship between Skill variety and Cognitive satisfaction.	rho = .190 sig. = .039	Weak Positive Relationship	Reject Null Hypothesis
H ₀₃	There is no significant relationship between Task identity and Affective satisfaction.	rho = .147 sig. = .111	Weak Positive Relationship	Accept Null Hypothesis
H ₀₄	There is no significant relationship between Task identity and Cognitive satisfaction.	rho = .400 sig. = .000	Moderate Positive Relationship	Reject Null Hypothesis

5. DISCUSSION OF FINDINGS

The analysis conducted above has given rise to the following deductions;

Skill variety and Affective satisfaction

The bivariate analysis between skill variety and affective satisfaction reveals a significant relationship between the two variables. The spearman's correlation coefficient holds that the P-value of 0.000 was less than 0.05 ($P = 0.000 < 0.05$). The result of the correlation coefficient (r) is 0.452. This findings align with the studies of Adisa et al. (2016) and Rahman and Arein (2014); which lays emphasis on skill variety and expansion of brand architecture.

Skill variety and Cognitive satisfaction

The bivariate analysis between skill variety and Cognitive satisfaction reveals a significant relationship between the Spearman's correlation coefficient holds that the P-value of 0.039 is less than 0.05 ($p = 0.039 < 0.05$). The result of the correlation coefficient ρ is 0.190. This findings align with the studies of Arisi-Nwugballu et al (2016), and Suddaby and Greenwood (2001); which stresses the significance of innovation and jurisdictional expansion.

Task identity and Affective satisfaction

The bivariate analysis between task identity and affective satisfaction reveals no significant relationship between the two variables. The Spearman's correlation coefficient holds that the p-value of 0.111 greater than 0.05 ($p = 0.111 > 0.05$). The result of the correlation coefficient ρ is 0.147. This findings align with the study of Brettel et al. (2015); which lays emphasis on organizational culture and task identity.

Task identity and Cognitive satisfaction

The bivariate analysis conducted on hypothesis four shows a significant relationship between task identity and Cognitive satisfaction at $0.000 < 0.05$; where the result of the correlation coefficient ρ is at 0.400. This outcome conforms to studies of De-clereq et al. (2015), and Roberts and McEyily (2005); which stresses the significance of interdependence, resource mobilization and product-line expansion.

CONCLUSION

In light of the above, this study investigates the adoption and implementation of job design in the food and beverage industry in Nigeria. Discovering business opportunities in a manner that is different from the approaches of other organizations is a fundamental benefit of expediting job design. Thus, job design disposition positively influences venture employee satisfaction, survival, and performance, specifically, skill variety, task identity, and autonomy could positively determine the extent of affective satisfaction.

RECOMMENDATIONS

The result of the analysis has necessitated the following recommendations for owners and operators of food and beverage firms in Rivers State, Nigeria. Thus, the entrepreneurial leaders-managers needs to:

- Improve in their skill variety to enhance value and brand recognition broadening their distribution network without physically going far.
- Adopt task identity to enhance their flexibility and preparedness towards achieving a greater percentage of their target market.
- Build in their task identity to tap into existing business infrastructure for their new products and increase market share.
- Build capacity to intensely challenge competitors and reducing the risk of their investment.
- Boost their ability attack larger rivals, while acquiring some to enhance capital base beyond their industry.

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