
JOB ENRICHMENT AND ORGANIZATIONAL INNOVATIVE BEHAVIOUR OF MANUFACTURING COMPANIES IN RIVERS STATE

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ABSTRACT

The research investigated the relationship between job enrichment and organizational innovative work behavior in Rivers State manufacturing firms. A cross-sectional research approach was used for the investigation. Taro Yamene's sampling approach was used. A sample size of 164 was calculated from a population of 266 workers. 160 copies of the questionnaire were distributed and 145 copies of which were recovered. The data were analyzed using the Statistical Package for Social Sciences (SPSS) and Spearman's Rank-Order Correlation Coefficient Statistic. The results demonstrated a favorable and substantial relationship between job enrichment and organizational innovative work behavior in Rivers State manufacturing firms. Based on the result, the research concluded that job enrichment is related to the organizational innovative work behavior of Rivers State manufacturing enterprises. To improve the innovative work behavior of manufacturing firms in Rivers State, the study recommended that management should provide employees with opportunities to learn new skills, rotate employees through different jobs, provide employees with training in a variety of skills, provide employee job autonomy, and create an organizational culture of trust and empowerment.

Keywords: Job Enrichment, Skill variety, Job task significance, Innovative work behavior, Idea Realization.

Introduction

To stay effective and competitive in rapidly evolving business contexts, employees' engagement in innovative work behaviors is increasingly necessary (Ramamoorthy et al., 2005). Since corporate settings have become more dynamic over time (Ramamoorthy et al., 2005; Yuan & Woodman, 2010), customers are expecting more from businesses in terms of adaptability and competitiveness in these changing and dynamic situations. Developing and implementing ideas for practices, techniques, and role usage for the company's performance is considered innovative work behavior (Janssen, 2000). Innovative work behavior is essential for both the individual and the company since employees in innovation-oriented professions play a critical part in ensuring that such innovative-oriented projects are completed (Axtell et al., 2000; Mumford, 2003; De Jong & Den Hartog, 2010). Some employees may consider employee creativity as unrestrained, discretionary behavior that is exempt from the organization's standards and procedures (Janssen, 2000, 2001).

According to several scholars, it is important for employees to be creative since doing so may boost an organization's overall performance in dynamic business contexts (Janssen, Van de Vliert & West, 2004; Yuan & Woodman, 2010). Innovative work behavior (IWB) is the conduct of employees who generate or accept excellent ideas and implement them. The process begins with consciousness and the development of notions or reactions. IWB may be seen as a multi-stage process, according to Janssen (2000, 2004), in which concepts or solutions are originally generated before going through phases of being championed or pushed to garner support. It's interesting to note that when people feel that their employers have greater expectations for them, they will behave more creatively at work (Bruce & West, 1998).

Increasing an organization's potential for innovation may enhance overall organizational performance, claim Rosenbusch et al. (2011). Instead of focusing on the organizational level, this research will examine how individuals approach their creative job. De Jong & Den Hartog (2007) claim that one way to increase an organization's potential for innovation is through using its personnel. Employees who can generate ideas and implement them to improve products, services, and company processes may thus contribute to more creative work behavior in this context. Other authors (Axtell et al., 2000; Smith, 2002; Unsworth & Parker, 2003) have also emphasized the need of innovative work practices among employees in order to improve organizational performance.

According to Scott and Bruce (1994), the idea should be explored to have a better grasp of it since there are several qualities that may be related with IWB. The majority of the study has been on the effects of various variables on IWB. IWB is impacted by a number of variables, including expected results (Yuan & Woodman, 2010), role conflicts (Leung et al., 2011), coping with change (Battistelli et al., 2014), psychological contracts (Chang et al., 2013), and job engagement (Alfes et al., 2013). The components that a job must have in order to be considered an enhanced job are referred to as work enrichment. Research by Hackman and Oldham (1975) identified five essential components of enriched employments: skill variety, job identity, task importance, autonomy, and feedback. However, this research focuses on three unique aspects: job autonomy, work relevance, and skill variety. Task significance is concerned with the perceived influence of work on people or organizations. Task significance also refers to the impact of a job on the lives of others or the organization (Hackman & Oldham, 1975). When employees perceive that their tasks have significant meaning, they are more likely to be motivated and satisfied with their work. Skill variety is concerned with professions that need a diverse range of tasks and skills. This dimension involves the

diversity of skills required to perform a job. Jobs with high skill variety demand a range of different skills and tasks, making the work more interesting and engaging. In contrast, jobs with low skill variety can become monotonous over time.

Job autonomy is concerned with the level of freedom employees have in their working practices. Job autonomy also refers to the degree of control employees have over their tasks and decision-making. Jobs with high autonomy provide employees with the freedom to shape their work, fostering a sense of responsibility and empowerment (Hackman & Oldham, 1975). Although, many of studies have shown that a variety of variables may influence innovative work behavior. However, the majority of these studies were carried out in foreign settings, where the cultures may not be the same as those in Nigerian workplaces. There is a vacuum in the research since it has not been extensively investigated how job enrichment and creative work behavior relate to the Nigerian workplace. This demonstrates that, for a developing nation like Nigeria, particularly in Rivers State, research on this link is still at an early stage of knowledge. This research will fill a gap in the literature by analyzing this link and offering major theoretical and practical insights on how job enrichment might enhance the creative work behavior of manufacturing enterprises in Rivers State.

Statement of the Problem

In most public institutions, the issues of boredom and job discontent are widespread and lead to low worker productivity, administrative performance delays, work stress, psychological breakdowns, absenteeism and lateness, and ultimately the withdrawal of services. One potential explanation for this phenomenon is that employees in these organizations don't take pleasure in their work since they see their occupations as dead ends (Beatty & Schneier, 1981). As a result of boredom and job unhappiness, Brown (2004) said that job enrichment may be a great way to keep such a valuable staff from defecting to rivals.

Consequently, it can be reasonably deduced that the management style employed by line managers plays a significant role in the connection between employees' Innovative Work Behavior (IWB) and their individual job performance. De Jong and Den Hartog's research in 2007 identified several approaches taken by line managers that can effectively facilitate the generation and application of original ideas or solutions by employees. This underscores the potential for line managers to motivate their staff by effectively guiding them in the development and execution of IWBs. Nevertheless, studies indicate that despite increasing organizational pressures to reassess traditional perspectives concerning human resources, management, recruitment, and development, certain employers still maintain the viewpoint that enhancing their employees' work is unnecessary as long as the workforce remains profitable. This segment of employers considers efforts to enhance working conditions for employees as unproductive in terms of both time and money.

However, because of this misconception, some firms have failed to offer adequate job enrichment programs, which have led to certain employees performing below par. Additionally, Pillai et al. (2012) note that the employees are frequently not included and guided in the development and execution of job enrichment, which results in discontent. Job dissatisfaction is a significant factor in why people quit a company. According to Nwadiani and Akpotu (2002), there are frequently changes in professors within a semester due to the high turnover rate of academic personnel in Nigerian institutions. This quick and frequent mobility is a sign of how the academic staff's inclination to leave private colleges is influenced by demographic considerations, work-related issues, and their degree of job

satisfaction. According to Brown (2004), job enrichment might be a great way to increase workers' job happiness and prevent losing such a valuable workforce to rivals due to boredom and job discontent. In order to find answers to the problem, the current study studied the connection between job enrichment and creative work behavior of manufacturing enterprises in Rivers State based on the problem description above.

Conceptual Framework

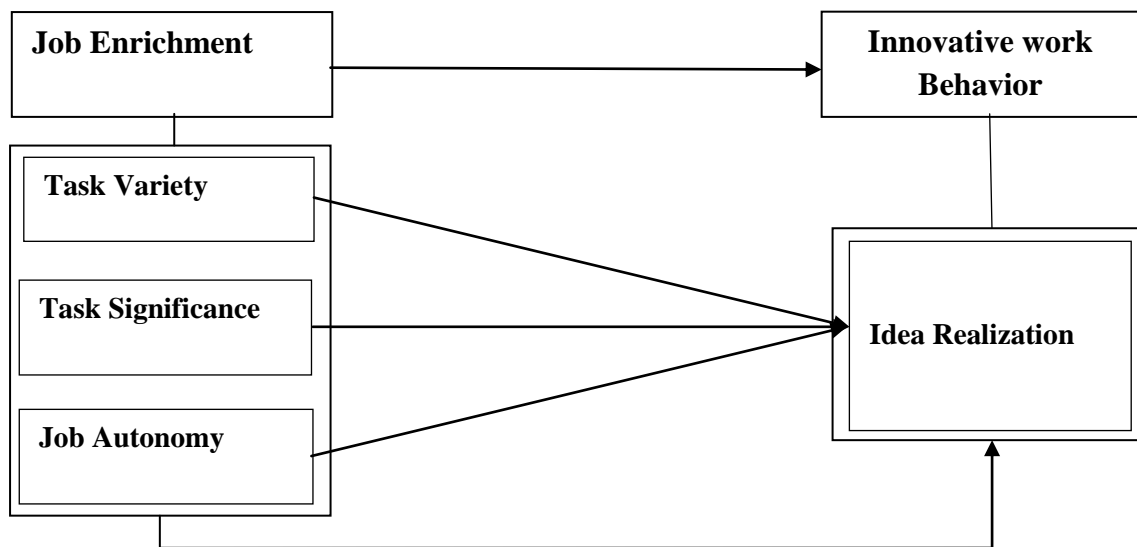


Figure 1.1 Conceptual Framework of job enrichment and innovative work behaviour.
Source: Dimensions of Job enrichment adopted from Hackman and Oldham (1976), and Daft (2000).
Measures of innovative work behaviour adopted from the work of Jasen (2000).

1.4 Aims and Objectives of the Study

This study aims to investigate the correlation between job enrichment and innovative organizational work behavior within manufacturing companies located in Rivers State. The study has undertaken the subsequent objectives:

- i. investigate the relationship between task variety and idea realization.
- ii. ascertain the relationship between task significance and idea realization.
- iii. ascertain the relationship between job autonomy and idea realization.

1.5 Research Questions

The following research questions were used to guide the study:

1. What is the relationship between task variety and idea realization?
2. How does task significance relate to idea realization?
3. What is the relationship between job autonomy and idea realization?

Research Hypotheses

The study examined the following research hypotheses:

H₀₁: There is no significant relationship between task variety and idea realization.

H₀₂: There is no significant relationship between task significance and idea realization.

H₀₃: There is no significant relationship between job autonomy and idea realization.

Significance of the Study

This study will assist managers in tackling the issue of poor job enrichment to achieve innovative work behaviors. Business organizations will use the findings from this study in policy and decision-making to determine which firms that wants to survive in recent times cannot do without. Scholars will also build a strong concept from the findings in this study to widen their understanding of the concepts of job enrichment and innovative work behavior.

Due to the fact that job enrichment and innovative work behavior are on the decline, this study will assist managers in tackling the issue of poor task variety, task significance, and job autonomy that encroaches on the innovative work behavior. This study will assist manufacturing firms in Rivers State to use these dimensions of job enrichment to improve the innovative work behaviors. The gap to be filled in the present study will also aid future researchers in building more foundations for further relevant areas and for better treatment of job enrichment and innovative work behavior in literature within the Nigerian work context.

Scope of the Study

The study focused on examining the relationship between three dimensions of job enrichment and three measures of innovative work behavior using organizational culture as the moderating variable. The study was conducted in manufacturing firms in Rivers State. The unit of analysis was the macro level because it examined how employee innovative work behaviors are affected by lack of providing job enrichment. This was appropriate since employees are the ones directly involves in exhibiting innovative work behaviour with the motivation of job enrichment to improve innovative work behavior in the organization.

REVIEW OF RELATED LITERATURE

Theoretical Framework

The research is grounded in a comprehensive framework that draws from two prominent theories: the two-stage innovation theory proposed by Kanter in 1988 and the job characteristics theory formulated by Hackman and Oldham in 1976. These theoretical foundations provide a solid basis for examining and understanding the dynamics of innovation within organizational contexts and the impact of job characteristics on employee motivation and satisfaction.

The Job Characteristics Theory

The job characteristics theory, formulated by Hackman and Oldham in 1976, revolves around the concept that certain job characteristics can significantly impact employee motivation, job satisfaction, and overall work performance. The theory proposes five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. According to Hackman and Oldham, when these dimensions are present and effectively managed, they can enhance employee engagement and contribute to a more enriching work experience. By

incorporating this theory, the research investigates how the specific job characteristics within the studied organization influence employee attitudes, behaviors, and overall job outcomes. Hence, the study draws from the seminal works of Kanter, Hackman and Oldham (1976), to construct a robust theoretical framework. Their framework offers a multi-dimensional perspective on innovation and job characteristics, enabling a comprehensive exploration of how these factors interact and influence employees' experiences and organizational outcomes.

As outlined by the job characteristics theory, enhancing one's job situation revolves around the qualities inherent to the job itself. These qualities, which include factors like motivation, contentment, dedication, engagement, performance level, and actions such as absenteeism and turnover, are influenced by three key psychological elements: the sense of purpose derived from the job, the responsibility for outcomes, and awareness of the results (Grant & Shin, 2011; Lawler, 2003).

This theory postulates that optimal work motivation, satisfaction, performance, involvement, and commitment can be achieved by designing jobs with specific attributes. These attributes create an environment in which individuals thrive in their work. The theory emphasizes that by incorporating particular characteristics into job roles, management can enhance employee effectiveness. This is achieved by enriching jobs with a high level of key elements and ensuring that employees possessing the appropriate personal qualities are assigned to these roles.

Theory of Two Stage Innovation

Kanter's two-stage innovation theory, introduced in 1988, delineates a structured approach to the innovation process within organizations. This theory emphasizes the importance of two distinct stages in innovation: the initiation phase and the implementation phase. In the initiation phase, individuals or teams generate novel ideas and concepts, fostering an environment conducive to creative thinking and idea generation. In the current phase of exploring ideas, individuals typically recognize shortcomings in meeting customer demands, identifying flaws in both existing and new prototypes, and observing sluggishness in delivery pipelines and workflow. As a result, they focus on seizing opportunities by seeking novel methods to enhance service quality and streamline work processes. This phase involves actively seeking solutions to problems and striving to innovate.

According to Atuahene Gima (1996) and Farr & Ford (1990), during this stage, individuals work towards improving the quality of services, refining product offerings, and optimizing work processes. Within Kanter's theory of innovation, this phase can be referred to as the "championing stage." Here, individuals comprehend that engaging in innovative work behavior entails a range of activities such as advocating for ideas, mobilizing resources, negotiating, persuading, influencing stakeholders, confronting challenges, and taking calculated risks. All of these efforts are directed towards realizing the potential of new ideas, which could encompass innovations in product design, service excellence, prototype enhancements, and work process efficiency.

Concept of Job Enrichment

Job enrichment is a process in which management gives employees more duties, which are typically transferred by their superiors, with the goal of encouraging self-management and autonomy. According to Williams (2009), work enrichment is important for employee

engagement and may be done by increasing job responsibilities and offering greater flexibility in task execution. This method tries to motivate workers in a systematic way, allowing them to use a variety of talents and competencies while doing jobs (Feder, 2000). According to Kotila (2008), work enrichment leads to increased job satisfaction via increased responsibility, as well as offering a feeling of freedom and independence by enabling employees to choose how tasks are done and completed.

Skill Variety

The first essential feature of a work is its skill dimension, which refers to the variety of talents required to do a task. This element focuses on how much a job enables the worker to use a variety of skill sets, skills, and talents. It is claimed that using a single skill primarily for repeated activities may lead to emotions of exhaustion, tension, and boredom, decreasing motivation and job productivity. According to Derek and Laura (2000), allowing workers to migrate between jobs within an organization and participate in a range of activities may help to minimize the emergence of monotony, boredom, and ennui. Several academics have also proposed that introducing skill variation functions as a strategy for keeping and rewarding employees, resulting in improved performance. According to Bratton (2007), when a diverse set of abilities is required for job accomplishment and these skills are valued by the firm, people regard their work as more meaningful. Skill variety defines the amount to which a profession requires a diversity of tasks and requires people to use a wide range of skills and abilities. Employees consider jobs with high degrees of skill variation as more engaging owing to the range of talents required. Such professions relieve boredom caused by repeated activities and offer employees with a greater feeling of expertise.

Task Significance

Task significance refers to the amount of influence a job has on the lives of others and its role in contributing to the organization's performance (Mullins, 1999). This part of employment requires a high level of task relevance. Perceived task relevance measures how much a job influences people's life, both inside the local organizational setting and in the larger external world. The amount to which a job has a substantial impact on the lives of people, whether they are part of the company or not, is referred to as task significance. When people have a diversified skill set, a feeling of purpose in their work, and participate in substantial activities, job meaning is formed.

Job Autonomy

Job autonomy refers to the level of freedom, independence, and impartiality that an employee possesses when completing their assigned tasks. Research by Kotila (2001) suggests that employees tend to perform better when they are given the liberty and autonomy to determine how to carry out their tasks. This autonomy is crucial for motivating employees and fostering a sense of belonging within the organization, as highlighted by Leach and Wall (2004). In essence, job autonomy entails granting individuals the substantial discretion to schedule and execute their work, as well as the authority to decide on the methods and procedures they will employ. This level of control over the work process, as described by Mullins (1999), leads to increased flexibility and independence in task arrangement. Jobs characterized by high autonomy are believed to enhance an individual's sense of responsibility for the outcomes they achieve.

Concept Organizational Innovative Work Behaviour

The concept of innovative work behavior lacks a universally accepted definition. It can be described as the active engagement of individuals in generating novel ideas and implementing new approaches within the workplace. The capacity of an individual to carry out innovative activities within their work setting is recognized as a vital means to foster organizational innovation. Various behaviors exhibited by individuals in an organization contribute to introducing and executing these innovative activities. Researchers emphasize the significance of innovative work behavior for an organization's survival and performance (De Jong & Den Hartog, 2007; Janssen, 2000; Unsworth & Parker, 2003).

Idea Generation

Individuals continue to be the most important source of new ideas in the field of innovation, and idea production is of utmost significance (Mumford, 2000). Idea creation, according to Kleysen and Street (2001), occurs when knowledge workers focus their efforts on envisioning changes. Idea generation is seen in the context of this research as a dynamic process that includes imaginative association and invention, the formulation of possibilities, and the transmission of ideas, which may take the shape of anything abstract, concrete, or visual.

Conceptualizing new and improved services, client interfaces, or auxiliary technologies is also a part of the idea creation process (Kanter, 1988). This procedure also includes coming up with plans to increase the effectiveness of problem-solving throughout the provision of services (Mumford, 2000). The process of idea creation is launched when preexisting knowledge and ideas are combined and reorganized to solve a problem or improve performance (De Jong et al., 2003). As a result, each act of creativity requires the ability to combine and rearrange notions (Mumford et al., 1997).

Idea Promotion

Frequently, ideas don't necessarily originate from designated knowledge workers appointed by entrepreneurs; instead, they often stem from individuals who possess genuine commitment and belief in the acceptance of their ideas by others (De Jong et al., 2003). These individuals are commonly known as idea champions, denoting those who invest effort in nurturing creative ideas (Kleysen & Street, 2001). In this context, the terms "idea promotion" and "idea championing" will be used interchangeably, as they refer to the same concept. Additionally, an idea champion can also be an individual without a formal role who successfully overcomes organizational hurdles to advance a new service (Shane, 1994).

Idea Realization

When knowledge workers embark on developing, testing, and bringing a new service to market, the stage of idea realization or implementation unfolds, effectively integrating innovation into the organization's operational framework (De Jong et al., 2003; Kleysen & Street, 2001). It's noteworthy that idea realization and idea implementation hold synonymous meanings; thus, they are employed interchangeably in this context. Moreover, the idea realization phase encompasses the creation of novel services and operational methodologies (West & Farr, 1989), including the process of refining ideas, as mentioned by Anderson et al. (1993).

Given the nature of instantaneous services, the proficient involvement of knowledge workers in the implementation stage is vital. They must aptly discern customer needs and competitive offerings to tailor the service and make it user-friendly (De Brentani, 2001). The pivotal role of knowledge workers becomes particularly evident during the launch of new services. Their capacity to educate and persuade clients about the benefits of novel problem-solving approaches is pivotal for the successful adoption of new services (Atuahene-Gima, 1996). Building on the aforementioned context, this study sees idea realization as the comprehensive process of developing, modifying, commercializing, and standardizing an innovative concept.

Empirical Review

In an organizational setting, Sanda et al. (2015) looked at the effects of work enrichment on staff retention and job satisfaction. Research on the use of job enrichment in Nigerian organizational settings is, however, scarce. Therefore, the goal of this study was to examine how work enrichment affects non-academic staff members' job satisfaction at a few private institutions in southwest Nigeria. 2462 non-academic staff members from seven authorized private institutions in south-western Nigeria that have been in existence for six years were included in the study's cross-sectional survey technique. A multistage sampling process was used to choose a final sample size of 740 respondents. A total of 547 of the initial 688 questionnaires submitted were judged appropriate for the research. They looked at the provided data using a simple regression model. The results of the research indicate a statistically significant positive relationship between employee satisfaction and job enrichment at the chosen private institutions in southwest Nigeria. Additionally, the regression findings showed that variations in how job enrichment is implemented may account for around 44% of the difference in employee satisfaction. These findings provide light on how job enrichment approaches are adopted and their potential effects.

In Rivers State-owned Tertiary Institutions, Nwankwo and Tantua (2021) performed a study to examine the relationship between job enrichment and employee happiness. The four Rivers State-owned postsecondary institutions included in the research were Rivers State University, Ignatius Ajuru University of Education, Port Harcourt Polytechnic, Kenule Beeson Polytechnic in Bori, and Captain Elechi Amadi Polytechnic in Rumuola. The survey's scope included all academic staff members at each of these universities. 4,906 people made up the whole population of interest, according to the establishments unit of these institutions. A sample size of 370 individuals was decided using Taro Yamane's sample size calculation technique. The reliability of the research instrument was established using the Cronbach alpha coefficient, which produced values over 0.70 for all items. The dependability of the research instrument was thoroughly confirmed by supervisory vetting and approval.

Statistical analyses, both descriptive and inferential, were performed on the survey data. The rank-order correlation statistics of Spearman were used to test the hypotheses. These tests were run at a significance level of 0.01 and a 95% confidence interval. The study's results supported a notable relationship between work satisfaction and job enrichment in the setting of Rivers State-owned postsecondary institutions. The study's suggestions call for HR managers at higher institutions to take the initiative to develop jobs that include task identity and make use of psychological techniques. Organizations may increase employee motivation and happiness by including motivational elements into job descriptions.

The effects of job enrichment programs on a sample of Nigerian construction workers were examined by Lyngdoh et al. in 2018. In order to promote their continued use as catalysts, the study's objective was to ascertain the impact of job enrichment programs on workers in Nigeria's construction industry. The goal of this study is to evaluate both the relative

effectiveness of the job enrichment programs used by the selected construction companies in Lagos, Nigeria, as well as the effects of the programs on their employees. The 42 project sites that make up the targeted neighborhood served as the study's subject matter and unit of analysis. The survey tool used to obtain the data was a questionnaire. The study finds that high-performance job enrichment programs lead to better training, decision-making, and general quality management (Castillo-Vergara et al., 2018).

Among a few Anambra State brewing firms, Nzewi et al. (2018) investigated the nature of the link between job enrichment and employee commitment. Their study used a survey research methodology, with a sample size of 156 individuals chosen using the Taro Yamani formula from a population of 543 overall. Data were gathered using a questionnaire with 12 sections and closed-ended questions. Data analysis used the Pearson Product Moment Correlation Coefficient. The study's results showed that among workers of the selected brewing businesses, there was a substantial positive association between job autonomy and idea generation. Additionally, the information demonstrated that giving employees more fulfilling jobs boosted their level of commitment, which in turn enhanced production inside the company. These results led the study to propose that businesses prioritize giving employees plenty of job autonomy. Using their skills and abilities to perform assigned tasks, taking ownership of their activities, and maintaining a strong sense of loyalty and commitment to the company are all made possible by this technique.

The effect of work enrichment on employee job satisfaction, motivation, and organizational commitment was examined by Raza and Nawaz (2011). Their study discovered a strong correlation between work pleasure and job enrichment. Notably, work enrichment has been shown to be a powerful predictor of higher levels of worker commitment, motivation, and job satisfaction. The results of a study by Mohr and Zoghi (2006) titled "Is job enrichment really enriching?" show that a variety of job enrichment strategies, including suggestion programs, information sharing, teamwork, quality circles, feedback mechanisms, autonomy, and training, increase job satisfaction. The study found that by addressing workers' psychological and social needs, work enrichment techniques raised job satisfaction. Therefore, there is a connection between work enrichment strategies and job satisfaction.

In Nigerian public institutions, Salau et al. (2014) looked into the connection between job enrichment elements and overall performance of non-academic employees. The study's main objective was to look at how various aspects of job enrichment affect non-teaching staff members' organizational performance in Nigerian public institutions. The study used a descriptive research methodology and made use of 197 valid questionnaires that non-academic staff at certain state institutions in Ogun State, in southwest Nigeria, completed. Stratified and straightforward random sampling techniques were used to choose the participants. The collected data was subjected to comprehensive statistical analysis in order to derive meaningful insights. The findings showed a connection between job complexity, on-the-job training, and fundamental job requirements—all elements of job enrichment—and both employee and organizational performance. The motivating elements of job enrichment and performance outcomes, however, did not seem to be significantly correlated, according to the study. Accordingly, the study makes the case that raising the level of task relevance recognition may encourage employees to increase their commitment to achieving the objectives of institutions and organizations.

The effect of work enrichment on employee satisfaction was examined by Sanda et al. (2015) in a sample of private institutions in south-western Nigeria. The study was conducted using a cross-sectional survey approach. 2462 non-academic employees from seven (7) reputable

private institutions in south-west Nigeria that had been in existence for six years made up the study's population. To collect a sample of 740 respondents, a multistage sampling approach was utilized. Only 547 of the completed surveys—out of 680.8—were accepted as legitimate. A simple regression model was used to examine the acquired data. An analysis of a sample of private institutions in southern Nigeria revealed a strong correlation between employee contentment and job enrichment. The results of the regression analysis also showed that variations in the practice of work enrichment may account for 44% of the variation in employee satisfaction.

Summary of Reviewed Literature

The chapter dedicated its focus to a meticulous investigation into the potential correlation existing between job enrichment and innovative work behavior, particularly within manufacturing firms situated in the Rivers State region. In this pursuit, the research delved into the multifaceted dimensions of job enrichment, emphasizing three key aspects: skill variety, job significance, and job autonomy. In parallel, the study scrutinized the measures of innovative work behavior, which encompassed the critical stages of idea generation, idea promotion, and idea realization.

In order to comprehensively explore the intricate relationships among these variables, a rigorous and systematic analysis was undertaken. This analysis not only encompassed the examination of individual dimensions but also incorporated a holistic approach by interconnecting the elements of job enrichment and innovative work behavior. To achieve this, the study reviewed a diverse range of empirical studies and scholarly works that shed light on how the identified independent variables, namely the dimensions of job enrichment, can exert influence over the dependent variables, represented by various aspects of innovative work behavior. Upon a thorough review of the existing literature, the study unveiled a rich tapestry of research efforts that have individually probed into the complexities of job enrichment and innovative work behavior. These scholarly endeavors have yielded noteworthy and insightful explanations that contribute to a deeper understanding of the dynamics within the examined variables.

Gap in Literature

This study's main objective was to conduct a comprehensive analysis into any possible links between job enrichment and creative work practices, particularly in Rivers State's industrial companies. The study's primary goal was to identify and correct current discrepancies among academics about the relationship between job enrichment and creative work behavior. While some academics have argued that job enrichment helps businesses develop creative work behavior, others have suggested that this connection may not be as strong or substantial as previously believed. The present corpus of literature contains a gap caused by this lack of agreement, necessitating a thorough investigation to fill it. The goal of the current study was to carefully evaluate and analyze the connection between job enrichment and creative work behavior, specifically in the context of manufacturing companies operating in Rivers State, in order to close this knowledge gap.

Therefore, by examining the relationship between job enrichment and creative work behavior in manufacturing enterprises situated in Rivers State, this research provides a thorough and methodical attempt to close the gap in the existing literature.

Method

In the context of this study, the chosen research design was the cross-sectional survey research design. This choice allowed the research to gather data on a single occasion, as the intention was not to collect data at multiple intervals.

Population of the Study: The available record shows that there are 114 functional manufacturing firms in Rivers State (Manufacturing Association of Nigeria (MAN), 2023). However, only ten (10) manufacturing firms were functional at the time of this study. Thus, the population of this study consists of ten (10) manufacturing firms in Rivers State. In terms of unit of analysis, the study employed two hundred and sixty-six (266) respondents that made up managers, supervisors, and employees in the ten (10) manufacturing firms. These categories of respondents were deemed suitable since they are suitable to provide responses that would assist the researcher in achieving the stipulated objectives. The method used in selecting the respondents was judgmental sampling. This was suitable because the researcher made a judgment on the categories and numbers of respondents who could provide the needed data for analysis in this study.

Sampling and Sample Size Determination

Size determination is a crucial aspect in research design and sampling methodology, as it directly affects the reliability and generalizability of study findings. When selecting a sample from a larger target population, a researcher utilizes a set of criteria called a sampling frame. The Taro Yamane sampling method was employed to choose the appropriate sample size since the study's accessible population was somewhat vast. The calculation and formula are shown below.

$$n = \frac{N}{1 + N(e)^2}$$

- N = Population size
e = Level of significance (0.05)
2 = Power of level of significance

Computing the sample size for the study by applying the formula becomes;

$$n = \frac{266}{1 + 266(0.05)^2}$$

n = 160

Nature/Source of Data: The nature of the data was ordinal. The study collected the primary data using a questionnaire administered using the drop-and-pick method. The choice of collecting primary data is based on the premise of reliability and originality of the data source, with the use of a questionnaire as a more efficient and reliable source. Primary data is the type of data which the researcher collects directly from the respondents (Saunders et al., 2009). Without prejudice, primary data is more reliable and helps a researcher obtain a true and fair view of the position of inquiry for which the respondent is solicited (Kothari, 2014).

Method of Data Collection/Instrument: In this research, questionnaire was designed using a five-point Likert scale evaluation, with choices ranging from "Strongly Agree" to "Strongly Disagree," with the following scores: Strongly Agree = 5, Agree = 4, Undecided = 3, Disagree = 2, Strongly Disagree = 1.

Operational Measures of the Study Variables: All factors were evaluated using a five-point Likert scale, with alternatives such as "Strongly Agree," "Agree," "Undecided," "Disagree," and "Strongly Disagree," with corresponding number values of 5, 4, 3, 2, and 1.

Validity Test: Validity testing evaluates how well a research instrument measures the particular factors it is designed to analyze. In this study, the research instrument's validity will be evaluated using both content and construct validity tests. To ensure the questionnaire's validity in terms of its content, the supervisor and knowledgeable experts in the study's relevant management area will be given access to it.

Reliability: The research instrument was tested using the Cronbach alpha coefficient reliability test with the aid of SPSS version 23.0. A Cronbach alpha coefficient of 0.7 and above was deemed reliable instrument for data collection.

Data Analysis

To evaluate the data gathered for this research, a mix of descriptive and inferential statistical approaches were used. Information regarding the distribution of the questionnaire will be included in the first presentation of field data. Demographic information was examined using descriptive statistics, which included tables, percentages, and charts. Additionally, bivariate data were analyzed using inferential statistic (Spearman's Rank-Order Correlation Coefficient).

All analyses were conducted using the Statistical Package for the Social Sciences (SPSS Version 23.0). The results of the correlation tests between pairs of variables are presented in Table 3.4 to aid in the decision-making process.

Administration and Retrieval of Questionnaire: A total of 160 (100%) questionnaire copies were administered to the participants. Out of these, 145 (90.6%) were successfully retrieved, signifying a loss of 15 (9.4%) questionnaire copies. This indicates a satisfactory retrieval rate, suggesting that respondents effectively completed the questionnaire. The analysis of the collected questionnaire copies is the focus of this study.

Analysis of Demographic Data

The respondents' demographic information, including their gender, age, marital status, and manager and supervisor roles within the business, was examined. The response rate and percentage of the response categories made are shown in Table 4.2.

Table 1 Respondents' Gender Distribution

Gender	Respondents	Percentage Rate
Male	76	49.4%
Female	69	47.6%
Total	145	100%

Source: Research Survey (2023).

According to Table 1, there are 63 (47.6%) female respondents and 76 (49.4%) male respondents. This suggests that men make up the majority of the responders.

Table 2 Age of the Respondents

Age	Respondents Rate	Percentage Rate
21-30 years	56	39.00
31-40 years	44	30.00
41-50 years	26	18.00
51 and above	19	13.00
Total	145	100%

Source: Research Survey (2023).

In table 2, 56 (39%) people said their age ranged from 20 to 30 years, while 44 (30%) said they were between 31 and 40 years old. 1(13%) of respondents reported age 60 or older, whereas 26(18%) indicated age 41–50. Consequently, the majority of the responders said between 21 and 30 years.

Table 3 Reports on Years of Service

Respondents' Years of Service	Response	Percentage Rate
1-5years	48	33
6-10 years	46	32
11-15 years	28	19
16-20 years	15	10
Above 20 years	8	6
Total	145	100%

Source: Research Survey, (2023).

Table 3 presents the data distribution indicating the tenure of respondents within the organization. It is noted that 48 (33%) of the participants reported a service period of 1-5 years, while 46 (32%) indicated their tenure as 6-10 years. Furthermore, 28 (19%) respondents reported serving for 11-15 years, and 15 (10%) indicated a duration of 16-20 years. Additionally, a smaller proportion of 8 (6%) respondents indicated a service period of more than 20 years. These figures provide insight into the distribution of participants' tenure within the organization.

Table 4 Educational Qualification of Respondents

Education Qualification	Respondents Rate	Percentage
OND/HND	43	30.00
B.sc	52	36.00
Masters	36	24.00
Others	14	10.00
Total	145	100%

Source: Research Survey, (2023).

As indicated in Table 4, the data reveals that 43 (30%) of the respondents hold OND/HND certificates, while 52(36%) possess B.Sc degrees. Additionally, 36(24%) respondents have attained master's degrees, and 14 (10%) respondents fall into the "others" category. It is evident from the data that a majority of the participants hold B.Sc degrees.

Testing of Hypotheses

Testing of Hypothesis One

H₀₁: There is no significant relationship between skill variety and idea realization.

Table 5 Correlation Analysis showing the relationship between skill variety and idea realization

Correlations			Skill variety	Idea realization
Spearman's rho	Skill variety	Correlation Coefficient	1.000	.897**
		Sig. (2-tailed)	.000	.000
		N	145	145
	Idea realization	Correlation Coefficient	.897**	1.000
		Sig. (2-tailed)	.000	.000
		N	145	145

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

Table 5 shows that skill variety correlates with concept realization at .897, with a p-value of $0.000 < 0.01$. This suggests a significant favorable relationship. As a result, the study rejects the null hypothesis and accepts a strong association between skill diversity and concept realization in Rivers State manufacturing enterprises.

Test of Hypothesis Two

H₀₂: There is no significant relationship between task significance and idea realization

Table 6 Relationship between task significance and Idea realization

Correlations			Task significance	Idea realization
Spearman's rho	Task significance	Correlation Coefficient	1.000	.753**
		Sig. (2-tailed)	.	.000
		N	145	145
	Idea realization	Correlation Coefficient	.753**	1.000
		Sig. (2-tailed)	.000	.
		N	145	145

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

Source: Research Survey (2023).

The findings in Table 6 show a correlation coefficient of $r = 0.753$ between task importance and concept realization. Furthermore, the computed p-value is .000, which is less than the 0.01 significant threshold. These findings point to a strong and statistically significant link. As a result, the research rejects the null hypothesis and accepts the alternative hypothesis, indicating the existence of a significant association between task importance and idea manifestation among manufacturing enterprises in Rivers State.

Test of Hypothesis Three

H₀₃: There is no significant relationship between job autonomy and idea generation

Table 7 Relationship between Job Autonomy and Idea Realization

		Correlations		
			Job autonomy	Idea realization
Spearman's rho	Job autonomy	Correlation Coefficient	1.000	.876**
		Sig. (2-tailed)	.	.000
		N	145	145
	Idea realization	Correlation Coefficient	.876**	1.000
		Sig. (2-tailed)	.000	.
		N	145	145

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

Source: Research Survey (2023).

The result, as shown in Table 7, demonstrates a correlation coefficient of $r = 0.876$ between work autonomy and concept realization. Furthermore, the computed p-value is .000, which is less than the 0.05 significant threshold. This conclusion suggests a strong and statistically significant relationship between the two variables. As a result, the research rejects the null hypothesis and confirms the alternative hypothesis, indicating a significant association between work autonomy and idea realization among Rivers State manufacturing enterprises.

Discussion of Findings

This part of the analysis focuses on assessing the results of the theories that were tried, hoping to draw useful insights. Each null hypothesis was created to allow a comparison between the results and previous research that fits with the current findings, as noted in the following subheadings.

Discuss of Findings from Hypothesis One

The outcome of hypothesis two reveals that there is a considerable association between skill variety and concept realization. A number of scholars have investigated the link between skill variety and concept manifestation. Amabile et al. (1996) discovered that skill diversity was positively connected to creativity as evaluated by idea production, concept quality, and idea execution in a meta-analysis. This implies that individuals who are able to apply a range of abilities in their job are more likely to come up with new and inventive ideas. There are a number of reasons why skill variety may lead to increased creativity. First, it can help employees to develop a deeper understanding of the problem they are trying to solve. Second, it can provide them with a wider range of tools and techniques to draw on when generating solutions. Third, it can help them to see the problem from different perspectives, which can lead to new insights. Of course, skill variety is not the only factor that contributes to creativity. Other important factors include intrinsic motivation, access to resources, and a supportive work environment. However, skill variety is an important factor that can help to create a more creative work environment.

Discuss of Findings from Hypotheses two

The finding from the analysis of hypothesis six on task significance and idea realization, task significance has a significant relationship with idea realization. The relationship between task significance and idea realization is a complex one. On the one hand, task significance can motivate people to work harder and more effectively, as they feel that their work is important

and has a positive impact on others. On the other hand, task significance can also lead to stress and anxiety, as people may feel pressure to perform well and achieve their goals. Ultimately, the relationship between task significance and idea realization is likely to vary depending on the individual and the specific task at hand.

One study that investigated the relationship between task significance and idea realization was conducted by Arnold et al. (2007). In this study, the researchers found that people who perceived their work as having a high degree of task significance were more likely to report having creative ideas and to be successful in implementing those ideas. The researchers suggested that this was because people who perceive their work as having a high degree of task significance are more motivated to work hard and to be creative, as they feel that their work is important and has a positive impact on others.

However, another study by Berg et al. (2009) found that task significance can also lead to stress and anxiety, which can hinder idea realization. In this study, the researchers found that people who perceived their work as having a high degree of task significance were more likely to report feeling stressed and anxious at work. The researchers suggested that this was because people who perceive their work as having a high degree of task significance may feel pressure to perform well and to achieve their goals, which can lead to stress and anxiety.

Discuss of Findings from Hypotheses Three

From the analysis of hypothesis nine on job autonomy and idea realization, job autonomy has a significant relationship with idea realization. There are a number of reasons why job autonomy can lead to increased idea realization. First, autonomy gives employees the freedom to experiment and try new things. Second, autonomy can increase motivation and engagement, which can lead to more persistence in pursuing ideas. Third, autonomy can provide employees with the opportunity to learn and grow, which can also lead to new ideas that they are more likely to realize.

A number of studies have found a positive relationship between job autonomy and idea realization. For example, a study by Zhang and Bartol (2010) found that employees who had more autonomy were more likely to realize their ideas. Another study by Carmeli and Schaubroeck (2009) found that employees who worked in autonomous work environments were more likely to report that they had realized their ideas in the past year. Overall, the research suggests that job autonomy is an important factor in promoting idea realization. However, it is not the only factor. Organizations that want to encourage innovation should also create a supportive culture, provide employees with the resources they need, and hire people who are naturally creative and innovative.

Conclusion

The research looked at the connection between job enrichment and creative organizational work behavior. Job enrichment is associated to organizational creative work behavior, according to the study's findings after a thorough analysis of the relevant literature, data gathering, and hypothesis testing. Because of this, the study came to the conclusion that there is a significant relationship between skill variety and idea generation, promotion, and realization as well as between task significance and each of these variables. The research comes to the conclusion that there is a substantial connection between work autonomy and

idea development, advancement, and realization. The research also finds that job enrichment and organizational creative work behavior are significantly influenced by organizational culture.

Recommendations

The following suggestions were given in light of the facts and inferences made:

1. Management should provide employees with training in a variety of skills, including technical skills, problem-solving skills, and communication skills to improve idea realization.
2. Management should offer incentives for employees who submit and implement successful ideas to motivate idea realization.
3. Management should allow employees to have some freedom in their work schedules, encourage experimentation, and provide resources and tools to support idea realization.

Contribution to Knowledge

Studying job enrichment and organizational innovative work behavior in manufacturing firms in Rivers State can contribute to the existing knowledge in several ways:

The research specifically focuses on manufacturing firms in Rivers State, providing insights into the unique challenges and opportunities faced by organizations operating in this specific region. This localized perspective contributes to the understanding of how contextual factors influence job enrichment and organizational innovative work behavior.

Therefore, studying job enrichment and organizational innovative work behavior in manufacturing firms in Rivers State contributes to the knowledge by providing insights into the specific context, generating empirical evidence, identifying influential factors, and offering practical implications for enhancing job enrichment and fostering a culture of innovation in these organizations.

Areas for Further Research

Areas for Further Research on Job Enrichment and organizational innovative work behavior in Manufacturing Firms in Rivers State may include: Examine the impact of job enrichment on employee well-being, such as job satisfaction, work-life balance, and psychological health. Investigate how job enrichment practices can contribute to creating a positive work environment and promote employees' overall well-being, thereby enhancing their engagement in innovative work behavior.

Explore how individual differences, such as personality traits, skills, and knowledge, influence the relationship between job enrichment and organizational innovative work behavior. Investigate whether certain traits or capabilities interact with job enrichment practices to facilitate or hinder employees' engagement in innovative behaviors. Investigate the role of knowledge management processes and practices in supporting job enrichment and organizational innovative work behavior. Explore how organizations in Rivers State can effectively capture, share, and utilize knowledge to foster innovation and enhance employees' autonomy and creativity.

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