

Job Enrichment and Employees Satisfaction in Nigeria: A Study of Nigerian Police Force and Nigerian Security Civil Defense

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ABSTRACT

This study investigated the relationship between job enrichments and employees' satisfaction of the Nigerian Police Force and Nigerian Security Civil Defense Corps in the zonal command headquarters in Delta, Edo and Bayelsa States. Primary data (questionnaire) was the major instrument of data collection which was administered on three hundred and eight (308) officers in the Nigerian Police Force and three hundred and eighty (380) officers in the Nigerian Security Civil Defense Corps thus amounting to six hundred and eighty-eight (688) respondents. Out of the 688 administered questionnaires, four hundred and ninety-five (495) were fully completed and retrieved. Data obtained were analyzed using descriptive statistics (simple percentages, frequency counts, mean, median, standard deviation, minimum and maximum values, skewness, kurtosis, Karl Pearson correlation), diagnostic statistics (variance inflation factor, Breusch-Pagan Cook Wiesberg, Ramsey regression specification-error and Cameron & Trivedi's Decomposition tests) and inferential statistics (simple regression). The regression results revealed that while skills variety ($F=0.48$; Prob. $F=0.4905 > 0.05$) had insignificant effects on employees' satisfaction, task identity ($F=140.02$; Prob. $F=0.0000 < 0.05$), task significance ($F=185.65$; Prob. $F=0.0000 < 0.05$), task autonomy ($F=49.28$; Prob. $F=0.0000 < 0.05$) and feedback from job ($F=214.94$; Prob. $F=0.0000 < 0.05$) had significant effects on employees' satisfaction. Given the findings, it was recommended among others that Nigerian Police and Civil Defence Commissions should adopt these job enrichment strategies as it would accord personnel the opportunity to use the range of their abilities in promoting the Commissions' goals and in turn, the their satisfaction levels. This study contributes to knowledge by using the enriched job characteristics model of Hackman and Oldham (1975) in describing the relationship between job enrichments (task identify, significance, autonomy, skill variety and job feedback) employees' satisfaction in Nigeria.

Keywords: Job Enrichment, Employee Satisfaction, Performance, Task

1. INTRODUCTION

In human resource management (HRM) literature, job enrichment has been a vital tool which management uses in motivating the workforce in order to enhance performance, commitment, satisfaction, and organizational growth among others (Akpolo&Odiri, 2023; AlKahtani, Iqbalb, Sohail. Sherazd, Jahane, Anwarf& Haider, 2021; and Miheso&Mukanzi, 2020). The prime aim of job

enrichment as a human resource (HR) strategy is to make the job or work place more interesting, meaningful and responsible. According to Affandie, Sulistiyono, Mayasari, Suyono and Damarsari (2020), jobs are enriched so as to motivate the workforce by adding to their tasks/responsibilities with a greater necessity for skill varieties in their jobs/ roles.

Azeez(2020) sees job enrichment as a means of stirring the workforce by providing them with the opportunity to use a wide-range of their abilities and skill varieties in the workplace. Crow (2021) contended that job enrichment is a way to motivate military personnel by giving them the opportunities to use a range of their abilities. The aim of which is to reverse the negative impacts of repetitive tasks requiring skill variety, task significance, identity and autonomy, which turns out to result to jadedness, lack of flexibility and employees' dissatisfaction (Mac-Ozigbo& Cross, 2021; and Marta &Supartha, 2018). Specifically, an enriched job requires a wide range of challenges and tasks of varying toughness, feedbacks, encouragements that must be put in place by management (Mia, Thatok& Dwi, 2020; Miheso&Mukanzi, 2020; and Najameddin, Ali & Jamshed, 2021). Employees' satisfaction according to Najameddin, et al (2021) is a pleasurable and/or positive emotional state resulting from the appraisal of an employee's job/role or job experience. It is the positive feelings employees have for their job/roles in the workplace.

Given the nature of the armed forces' job, they deserve pleasure and fulfillment with a greater variety of skills and tasks (task significance, identity and autonomy) requiring self-sufficiency (Crow, 2021). Thus, in developed countries, the HR practices of the armed forces have drifted from the conventional ideology of viewing money as the utmost motivator to a standpoint where the military personnel will continue to value their job (task significance), have more controls in scheduling their job and how best it should be carried out (task autonomy), and to be esteemed for the work they do (task identity) (Crow, 2021; Nwankwo &Tantua, 2021; and Mia, Thatok& Dwi, 2020). This implies that the armed forces' personnel will perceive job dissatisfaction when they realize that their job lacks adequate recognition, respect, autonomy, significance and over-controlled authority structure.

Consequently, job enrichment serves as a blueprint for employees' satisfaction and fulfillment by improving employees' responsibility, autonomy and control of the job to be performed (Ahakwa, Yang, Tackie, Odai &Dartey, 2021; and AlKahtani, Iqbalb, Sohail. Sherazd, Jahane, Anwarf& Haider, 2021). The dogma of job enrichment has immensely been viewed as a vigorous process of increasing work structures/processes in an environment that offers autonomy, personal growth, satisfaction, and flexibility in the workplace (Orooj& Gaurav, 2020; and Palomo, 2020). Realistically, when tasks are monotonous and unrewarding couple with over-controlled structure, employees tend to be highly dissatisfied and de-motivated (Valor-Segura, Navarro-Carrillo, Extremera, Lozano, García-Guiu, Roldán-Bravo & Ruiz-Moreno, 2020).

Notably, while job enrichment may not lead to positive outcomes for the entire workforce, the principle of individual disparity suggests that some employees may assume more roles or responsibilities which may later result to skill varieties, self-sufficiency, personal growth and satisfaction while others resist (Sanda, Asikhia& Magaji, 2015; and Putri &Setianan, 2019). However, it can be envisaged that job enrichment becomes meaningful to the workforce as long as tasks or job roles will augment job

satisfaction and productivity (Affandie, Sulistiyono, Mayasari, Suyono & Damarsari, 2020). Prior studies (see Najameddin, et al, 2021; Crow, 2021; Nwankwo & Tantua, 2021; Valor-Segura, et al, 2020; and Orooj & Gaurav, 2020) have shown that job enrichment contributes significantly to increased employees' satisfaction.

Consequently, a robust understanding of why job enrichment is vital for the Nigerian police (NPF) and Nigerian Security Civil Defense Corps (NSCDC) to perform their tasks passionately and relieve jadedness will enable them adopt HR strategies that will assist the commissions (particularly those in Zone 5 command) to focus more on job-depth to gain more and adequate control over their duties. To this end, this study intends to investigate relationship between job enrichment (skill variety, task identity, significance, autonomy, and feedback from job) and employees' satisfaction with the NPF and NSCDC, Zone 5 Command in focus.

Statements of the Problem

The problem of job dissatisfaction which consequently result in personnel's low productivity, lack of commitment to responding to security matters and eventually withdrawal of services are predominant decimal in the NPF and NSCDC. One of the probable reasons for this is that NPF and NSCDC personnel view their work as a dead-end and thus, have no pride in their work. Ahakwa, Yang, Tackie, Odai and Dartey (2021); and Ali, Akhtar and Jangraiz (2020) observed that to avoid losing valuable workforce due to job dissatisfaction, job enrichment could be a fantastic way for recruitment and sustenance of a formidable workforce, the NPF and NSCDC inclusive.

Consequently, to make the workforce more committed to their duty, the NPF and NSCDC has resorted to fair compensation policies and human resource (HR) tactics such as promotion and job security. However, NPF and NSCDC fail to comprehend why some officers are not still satisfied and committed to their job even with the proactively fair compensation policies and HR practices to inspire and retain them. It was observed that officers, particularly those in zonal command appears jaded, lack participation and autonomy coupled with little or no existence of performance feedbacks from their job; this seems to be due to poor job enrichment practices in the NPF and NSCDC and seems to be affecting employees' satisfaction and commitment levels.

Furthermore, there has been incessant inconsistency among researchers' finding on the role job enrichment plays in influencing employees' satisfaction. More worrisome is the fact that studies on job enrichment and employees' satisfaction were done in non-military parastatals or organizations; hence, there are scanty studies to the researcher's knowledge on how job enrichment and satisfaction relates to the NPF and NSCDC. It is within the above mentioned that this study examined the relationship between job enrichment (skills variety, task identity, significance, autonomy and feedback from job) and employees' satisfaction in the NPF and NSCDC.

Objectives of the Study

The broad objective of this study was to investigate the effect of job enrichment on employees satisfaction in the Nigerian Police Force (NPF) and Nigerian Security Civil Defense Corps (NSCDC) with a focus on Zonal Commands in Delta, Edo and Bayelsa States. The specific objectives are:

1. To assess the effect of skills variety on employees' satisfaction in the NPF and NSCDC.
2. To ascertain the effect of task identity on employees' satisfaction in the NPF and NSCDC
3. To determine the effect of task significance on employees' satisfaction in the NPF and NSCDC

4. To examine the effect of task autonomy on employees' satisfaction in the NPF and NSCDC
5. To evaluate the effect of feedback from job on employees' satisfaction in the NPF and NSCDC

Research Questions

The following research questions were raised to guide the study:

1. What effect does skills variety have on the satisfaction of employees' in the NPF and NSCDC?
2. What effect does task identity have on employees' satisfaction in the NPF and NSCDC?
3. To what extent does task significance affect employees' satisfaction in the NPF and NSCDC?
4. To what extent does task autonomy affect employees' satisfaction in the NPF and NSCDC?
5. What is the effect of feedback from job on employees' satisfaction in the NPF and NSCDC?

Hypotheses of the Study

- H₀₁: Skills variety has no significant effect on employees' satisfaction in the NPF and NSCDC
- H₀₂: Task identity has no significant effect on employees' satisfaction in the NPF and NSCDC
- H₀₃: There is no significant effect of task significance on employees' satisfaction in the NPF and NSCDC
- H₀₄: There is no significant effect of task autonomy on employees' satisfaction in the NPF and NSCDC
- H₀₅: Feedback from job has no significant effect on employees' satisfaction in the NPF and NSCDC

REVIEW OF RELATED LITERATURE

Conceptual Review

Job Enrichment

Job enrichment has become a vital tool for the HRM in enhancing employees' satisfaction, motivation and organizational performance. According to Valor-Segura et al (2020), job enrichment occurs when the workforce via development and intensification, places additional amount of work on the workforce with the aim of making their jobs more meaningful and interesting, hence increasing job challenges and responsibilities. Nzewi, Chiekezie, Ekene, Agu and Ebuka (2017) believed that jobs are enriched to increase employees' satisfaction and motivation by adding to their tasks/responsibilities, increased skill varieties in their jobs.

Job enrichment is an HR technique useful in providing task autonomy, significance, identity and in promoting employees' initiative towards quality performance as well as job excellence (Mahmood, 2019). Job enrichment is a job design that involves a variety of job contents, higher levels of knowledge and expertise, greater responsibility and autonomy for planning, directing and controlling work (Sungkit&Meiyanto, 2015). Whittington (2013) found that job enrichment has a direct impact on employee attitudes and behaviors, one of them being an affective commitment to the organization (Whittington, McKee, Goodwin, & Bell, 2013).

According to Azeez and Abimbola (2016); Ali, Akhtar and Jangraiz (2020), job enrichment is a systematic way HRM use in harnessing work processes and procedures in order to stimulate employees' satisfaction. The ideology of job enrichment is to assist the workforce to build a sense of self-control

and self-sufficiency (Adeyemo, 2015). Magaji (2015); and Neyshabor (2013) asserted that job enrichment increases the magnitude of task autonomy, feedback, task identity and significance of the job, thus allowing the workforce to have a better control in their work-settings.

Employees' Satisfaction

The concept of employees' satisfaction can have diverse interpretations among employees and HR practitioners. Putri and Setianan (2019) see employee satisfaction as the positive feelings an employee gets from his/her job or work experience. Notwithstanding the positive feelings about their job, employee satisfaction also entails the gratification an employee feels with other employees, management, organization's policies and strategies, and the aggregate effect that the employee's job impact on their family and society (Mahmood, 2019; and Palomo, 2020). Thus, employees' satisfaction entails numerous facets of an employee's employment.

Regardless of the fact that employees' satisfaction is deemed individualistic, there are two (2) predominant dynamics (intrinsic and extrinsic), which can be connected with employees' satisfaction. Mac-Ozigbo and Cross (2020) opined that intrinsic values comprised of self-fulfillment (meaningful work, expansion of knowledge, skills and capabilities) while extrinsic values consist of job safety, earning potential, and career development. Some recent studies (Azeez, 2020; Crow 2021; and Najameddin, Ali & Jamshed, 2021) examining intrinsic and extrinsic dynamics concerning employees' satisfaction found intrinsic dynamics more of a predictor of employee satisfaction than external dynamics. Similarly, Mohsin and Muhammad (2011) report that extrinsic dynamics predicts employees' satisfaction; thus, an examination of military employee satisfaction will be via the need by the NAF to institute skill varieties, task identity, significance, autonomy and feedback from job as both intrinsic and extrinsic dynamics in predicting employees' satisfaction.

Skills Variety

Skills variety is one of the first core job enrichment dimensions which entail the number of diverse skills types that are used by the workforce in carrying out assigned tasks. Skill variety according to Obi-Nwosu, et al (2013) centres on the extent to which a task challenges the workforce to use diverse kinds of skills, capabilities and talents to execute their job roles. Neyshabor (2013) noted that when a specific skill is used in carrying out tasks repetitively, it may result to stress and jadedness which will in turn influence the morale and productivity of the employees at the workplace.

Task Identity

Task identity according to Mahmood (2019); and Palomo (2020), is the level or extent to which a job demands completion on a whole and certain piece of work. Similarly, Valor-Segura et al (2020) see task identity as doing or accomplishing a job from beginning to end with a clear outcome. Thus, task identity is all about finishing an identifiable task. Orooj and Gaurav (2020); and Crow (2021) found that task identity impacts on employees' satisfaction.

Task Significance

Task significance as observed by Palomo (2020); and Orooj and Gaurav (2020), refers to the amount to which the job has a momentous effect on the lives of people within and outside the organization. Thus,

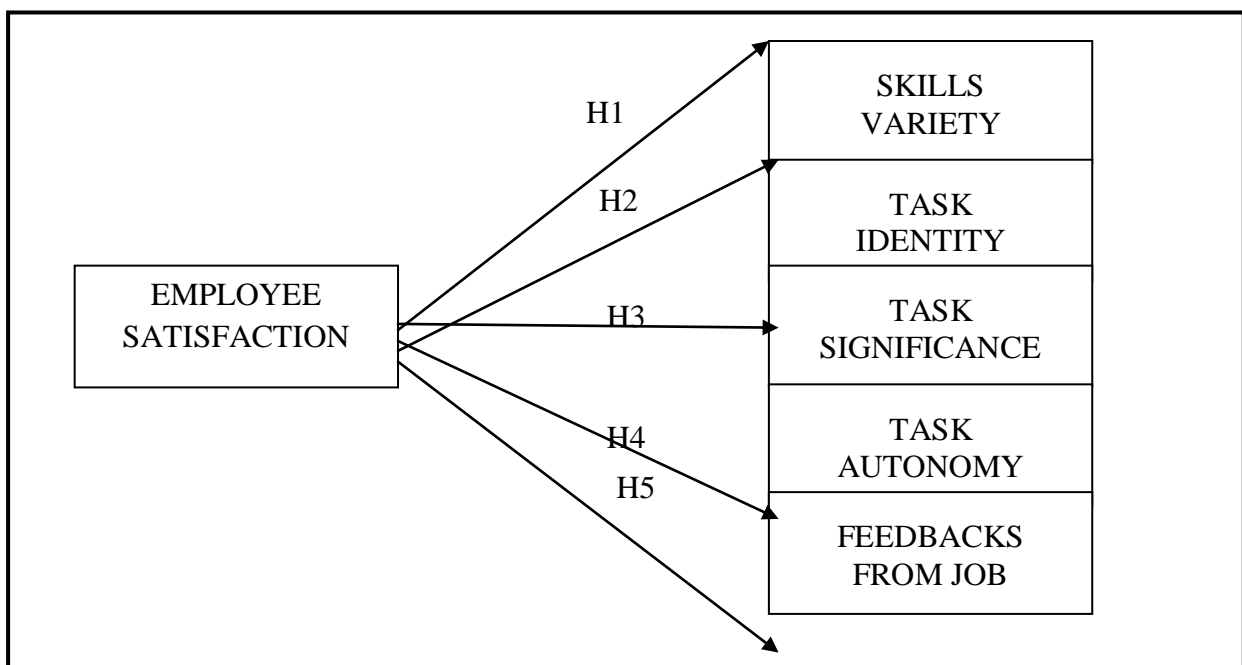
task significance is the extent to which a job has impact other peoples’ lives. Orooj and Gaurav (2020) found that task significance impacts on the satisfaction level of employees. For instance, Obi-Nwosu, Akuune and Oguegbe (2013) studied the nexus between job enrichment attributes and organizational commitment and found that task significance had a positive and significant effect on the commitment level of employees.

Task Autonomy

Task autonomy is the extent to which a job offers substantial independence and discretion to the employees in scheduling their work and in determining the procedures to be employed in carrying out their assigned roles(Putri &Setianan, 2019). According to Mahmood (2019); and Najameddin, etal(2021), job autonomy plays a vital role of improving employees’ satisfaction and performance. Thus, job autonomy initiates a sense of responsibility among the workforce of the organization (Nwankwo &Tantua, 2021).

Feedbacks

Feedbacks from job according to Obi-Nwosu (2013); and Neyshabor (2013) refers to the level or extent to which the job makes available information about the efficiency and effectiveness of the employees’ satisfaction and performance which can be positive (optimistic) or negative (adverse). Armstrong (2010) sees feedback as very vital to allowing the workforce to evaluate and examine their levels of completion of tasks assigned to them. Azeez and Abimbola (2016) indicated that where there is feedbacks from job, employees satisfaction tends to be more improved resulting in the decline in labour turnover and intention to withdraw from work or quit.



Skill Variety and Employees’ Satisfaction

Skill variety is one of the job enrichment variable that is considered to affect the performance of employees in an organization; a view that is adequately supported by the Humanistic Theory. Skill variety according hinges on the extent to which a task challenge the employee to use diverse kinds of

skills, capabilities and talents to execute their job roles (Obi-Nwosu, et al, 2013). Prior studies (see Nzewi, et al, 2017; Vijay & Indradevi, 2015; and Salau, Adeniji & Oyewunmi, 2015) showed that skill variety serve as ways of motivating and retaining employees for higher performance and satisfaction. Furthermore, Najameddin, et al, (2021); Palomo (2020); Orooj and Gaurav (2020) showed that skill variety result to increased employees' competence and satisfaction. Thus, there are ample evidence suggesting that skill variety will increase the satisfaction of employees; however, whether it will significantly affect the satisfaction of Nigerian police and civil defence personnel seems to be absent in the literature; a gap which this study seeks to satisfy.

Task Identity and Employees' Satisfaction

Task identity is one of the constituents of job enrichment and is seen as the level or extent to which a job demands completion on a whole and certain piece of work (Palomo, 2020). Valor-Segura et al (2020) believed that task identity is doing or accomplishing a job from beginning to end with a clear outcome. Hence, task identity is all about finishing identifiable task(S). Orooj and Gaurav (2020); and Crow (2021) found that task identity significantly impacts on employees' satisfaction. Furthermore, Obi-Nwosu, Akuune and Oguebe (2013); Vijay and Indradevi (2015); Azeez and Abimbola (2016) showed that task identity results to increased employees' competence and satisfaction. Thus, there are ample evidence suggesting that identity will increase the satisfaction of employees; however, whether it will significantly affect the satisfaction of Nigerian police and civil defence personnel seems to be absent in the literature; a gap which this study seeks to satisfy.

Task Significance and Employees' Satisfaction

Task significance is the amount to which the job has a momentous effect on employees' lives within and outside the organization (Palomo, 2020; Orooj& Gaurav, 2020). Orooj and Gaurav (2020) found that task significance significantly impacts on the satisfaction level of employees. More so, numerous studies have found relationship between task significance and employees' satisfaction (Neysabor., 2013; Vijay and Indradevi, 2015; Nzewi, et al, 2017; Palomo, 2020; and Orooj& Gaurav, 2020). Furthermore, Crow (2021) showed that task significance result to increased employees' competence and satisfaction. Thus, there are ample evidence suggesting that task significance will increase the satisfaction of employees; however, whether it will significantly affect the satisfaction of Nigerian police and civil defence personnel seems to be absent in the literature; a gap which this study seeks to satisfy.

Task Autonomy and Employees' Satisfaction

Task autonomy is the extent to which a job offers substantial independence and discretion to the employees in scheduling their work and in determining the procedures to be employed in carrying out their assigned roles (Putri & Setianan, 2019). Extant literature (Obi-Nwosu, et al, 2013; Neysabor, 2013; Vijay & Indradevi, 2015; Nzewi, et al, 2017; Palomo, 2020; Orooj& Gaurav, 2020; and Crow, 2021) showed an increasing effect of task autonomy on employees' satisfaction and performance. Furthermore, Najameddin, et al, (2021) showed that task autonomy result to increased employees' competence and satisfaction. Thus, there are ample evidence suggesting that task autonomy will increase the satisfaction of employees; however, whether it will significantly affect the satisfaction of Nigerian police and civil defence personnel seems to be absent in the literature; a gap which this study seeks to satisfy.

Feedbacks from Job and Employees' Satisfaction

Feedbacks from job according to Obi-Nwosu (2013); and Neyshabor (2013) refers to the level or extent to which the job makes available information about the efficiency and effectiveness of the employees' satisfaction and performance which can be positive (optimistic) or negative (adverse). Aside the empirical studies of Valor-Segura, et al (2020) in Spain and Crow (2021) in the USA, there are no other empirical studies that had assessed whether feedback from the job impacts on employees' satisfaction of armed forces.

Furthermore, Najameddin, et al, (2021) showed that feedbacks from job result to increased employees' competence and satisfaction. Thus, there are ample evidence suggesting that feedbacks from job will increase the satisfaction of employees; however, whether it will significantly affect the satisfaction of Nigerian police and civil defence personnel seems to be absent in the literature; a gap which this study seeks to satisfy.

Theoretical Review

Maslow Theory of Need (MTON)

The Maslow's theory of need (MTON) has become one of the most popular and persuasive paradigm illustrating the relationship between variables of employees' motivation, employee job satisfaction, and turnover due to its simplicity and effectiveness in identifying employees' motivational needs (D'Souza & Gurin, 2016). MTON grouped human motivational needs into five, namely physiological, safety, love/belonging, self-esteem and self-actualization needs. The fulfillment of each hierarch of needs largely depends on the satisfactory realization of the prior need (Maslow, 1943).

As applied to this study, employee job motivation reflects the fulfillment of love/belonging, self-esteem and self-actualization. Employee job satisfaction thus depicts the fulfillments of the physiological, safety and love/belonging. In turn, fulfillment of employee job satisfaction and motivation result in job stability (low turnover) for the organization. Thus, MTON holds that an individual would expect an augmentation in job enrichment and military employees' satisfaction and motivation related to a decrease in military employees' turnover.

Empirical Review

Mohsin and Muhammad (2011) investigated the degree to which job enlargement impact on employees' work-related attitudes and behaviour in Pakistan using 534 respondents. The Pearson correlation results showed that organizations using job enlargement practices are negatively linked with motivation, job satisfaction and organizational commitment. Thus, job enrichment negatively affects job satisfaction, motivation and organizational commitment.

Al-Nsour (2012) examined the role of job enrichment in influencing the performance of organizations in Malaysia. Parts of the roles of job enrichment investigated were internal motivation, commitment, retention and competitive advantage. The regression result indicated that job enrichment significantly and positively influences the performance of organizations.

Dost and Khan (2012) studied how job enrichment can result to high-level of employees' commitment in the performance of duties in an organization. Using structured questionnaire, the regression results indicated that job enrichment causes increased level of employees' commitment during the performance of their duties in the workplace.

Saleem, Shaheen and Saleem (2012) evaluated how job enrichment and job enlargement affect employees’ satisfaction in Pakistan using 241 respondents. The one sample t-test and analysis of variance (ANOVA) were used in analyzing the data obtained in the field survey. The one sample t-test result showed that job enrichment significantly affect employees’ satisfaction while the ANOVA result indicated that job enrichment and job enlargement significantly affect employees’ satisfaction.

Shilpa, Asif, Sathyanarayana and Roopa (2013) studied the influence of job enrichment practices towards employees’ satisfaction in insurance companies in Bangalore using 120 respondents. The ANOVA results indicated job enrichment assists in enhancing motivation and decreasing turnover, however, job enrichment was found not to decrease employees’ absenteeism.

Magaji, Akpa and Onyia (2013) evaluated the impact of job enrichment on employees’ involvement and performance in Nigeria using a sample of 547 respondents who are non-academic staff of seven Nigerian universities in the South-West. Data obtained were analyzed using Pearson correlation, and multiple regressions. Findings indicated that job enrichment significantly impacted on employees’ involvement and performance. Also, the study showed that job enrichment had a direct positive and significant impact on employees’ involvement.

Methodology

The study adopted a descriptive survey design. The target population for this study is 1,366 which comprised the police and civil defense personnel in the zonal command (Edo, Bayelsa and Delta States with respect to their headquarters); The sample size is 688. Questionnaire was used as instrument for data collection, designed in two sections; A and B and constructed based on the modified Likert 5-point scale of Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD). The reliability of the instrument was established by using the test and retest method. The responses were analyzed using Cronbach Alpha.

The Cronbach Alpha reliability results for each of the sections (job enrichment dimensions and employees’ satisfaction) was correlated and presented (see Table 1):

Table 1: Cronhach Alpha Reliability Results

| Variables | Cronbach Coefficients | Remark |
|-------------------------|------------------------------|---------------|
| Skill Variety | 0.81 | Reliable |
| Task Identity | 0.77 | Reliable |
| Task Significance | 0.82 | Reliable |
| Task Autonomy | 0.74 | Reliable |
| Feedback from Job | 0.70 | Reliable |
| Employees’ Satisfaction | 0.79 | Reliable |

Source: Compiled by the Researcher, 2023

The data collected from the administration of the questionnaire was analyzed using The study employed descriptive statistics (simple percentages, frequency counts, mean, median, standard deviation, minimum and maximum values, skewness, kurtosis, Karl Pearson correlation), diagnostic statistics (variance inflation factor, Breusch-Pagan Cook Wiesberg test for heteroskedasticity, Ramsey regression specification-error test for omitted variables, and Cameron & Trivedi’s Decomposition of IM-Test), and inferential statistics (simple regression).

Furthermore, the Karl Pearson correlation was used to assess the signs of the relationship (positive or negative) between the dependent and independent variables of the study. The variance inflation factor (VIF) was used to establish whether there is presence or absence of multicollinearity among the pairs of the independent variables using the rule of thumb. The rule of thumb is that if VIF exceeds 10.0, then there is presence of multicollinearity but if otherwise, there is multicollinearity absence. Also, the Breusch-Pagan Cook Wiesberg test was used to ascertain the presence/absence of heteroskedasticity) while the simple regression statistical tool was used in validating the research hypotheses of the study.

Data Analysis

Out of the 688 administered questionnaires, four hundred and ninety-five(495) were fully completed and retrieved, representing about 72% response rates of administered questionnaires. Thus, the analysis was based on the 495 fully completed and retrieved questionnaires.

Analysis of Mean Responses and Correlation

Research Question 1: What effect does skills variety have on the satisfaction of employees’ in the NPF and NSCDC?

Table2: Mean and Standard Deviation Response on Skills Variety of NPF and NSCDC in the Zonal Commands Headquarters in Delta, Bayelsa and Edo States, Nigeria

| S/ N | Items | Mean | Std. Dev | Remark |
|-------------------|---|--------------|--------------|---------------------------|
| 1 | I have the opportunity to use variety of skill in my organization | 3.464 | 1.090 | Significant |
| 2 | My job does require me to utilize a variety of different skills | 2.176 | 1.434 | Insignifican t |
| 3 | | 1.664 | 1.046 | Insignifican |
| 4 | My job gives me a great sense of competence | 2.232 | 1.226 | t |
| | My job gives me a skill-oriented | 2.384 | 1.199 | Insignifican t |
| GRAND MEAN | | | | Insignifica nt |

Source: Compiled by the Researcher, 2023

Table 2 showed the mean and standard deviation responses of respondents with a grand mean of 2.384 and standard deviation of 1.199 suggest among others that the respondents disagreed and perceived that the diverse skills types used by the NPF and NSCDC in carrying out assigned tasks are not enough for them to adequately execute their job roles, which perhaps makes their work very challenging and cumbersome to do.

Research Question 2: What effect does task identity have on employees’ satisfaction in the NPF and NSCDC?

Table 3: Mean and Standard Deviation Response on Task Identity of NPF and NSCDC in the Zonal Commands Headquarters in Delta, Bayelsa and Edo States, Nigeria

| S/ N | Items | Mean | Std. Dev | Remark |
|-------------------|---|--------------|--------------|----------------------|
| 1 | I know what is expected of me at work | 2.366 | 1.362 | Insignificant t |
| 2 | My job involves completing a piece of work that has an obvious beginning and an end | 3.352 | 1.249 | Significant |
| 3 | I do my work from the beginning to the end with a visible outcome | 2.824 | 1.504 | Insignificant t |
| 4 | I have a special unit I work for | 3.168 | 1.376 | Insignificant t |
| GRAND MEAN | | 2.928 | 1.373 | Significant |
| | | | | Insignificant |

Source: Compiled by the Researcher, 2023

Table 3 showed the mean and standard deviation responses of respondents with a grand mean of 2.928 and standard deviation of 1.373 suggest among others that the respondents disagreed and perceived that task identity has made them had low job demands completion.

Research Question 3: To what extent does task significance affect employees’ satisfaction in the NPF and NSCDC?

Table 4: Mean and Standard Deviation Response on Task Significance of NPF and NSCDC in the Zonal Commands Headquarters in Delta, Bayelsa and Edo States, Nigeria

| S/ N | Items | Mean | Std. Dev | Remark |
|-------------------|--|--------------|--------------|----------------------|
| 1 | The results of my work are likely to significantly affect the lives of other people within and outside the organization. | 3.131 | 1.446 | Significant |
| 2 | The importance of my Job is well known to me. | 3.053 | 1.450 | Significant |
| 3 | I was briefed in a special session about the importance of my job. | 2.759 | 1.366 | Insignificant t |
| 4 | My organization does create significant work team | 1.996 | 1.421 | Insignificant t |
| GRAND MEAN | | 2.735 | 1.421 | Insignificant t |
| | | | | Insignificant |

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Source: Compiled by the Researcher, 2023

Table 4 showed the mean and standard deviation responses of respondents with a grand mean of 2.735 and standard deviation of 1.421 suggest among others that the respondents agreed and perceived that the task significance used by the NPF and NSCDC had amounted to a momentous effect on their lives within and outside the work.

Research Question 4: To what extent does task autonomy affect employees’ satisfaction in the NPF and NSCDC?

Table 5: Mean and Standard Deviation Response on Task Autonomy of the NPF and NSCDC in the Zonal Commands Headquarters in Delta, Bayelsa and Edo States, Nigeria

| S/ N | Items | Mean | Std. Dev | Remark |
|-------------------|--|--------------|--------------|---------------------------|
| 1 | My job gives the opportunities to try out new and innovative/creative ways to carry out my job responsibilities. | 3.707 | 1.247 | Significant |
| 2 | I have independence in scheduling my work and determine how I do it | 2.713 | 1.262 | Insignifican t |
| 3 | I am given adequate freedom by my supervisor to do my work efficiently | 2.309 | 1.354 | Insignifican t |
| 4 | I am personally responsible for my success and failure. | 1.541 | 0.729 | Insignifican t |
| GRAND MEAN | | 2.568 | 1.148 | Insignifican t |
| | | | | Insignifica nt |

Source: Compiled by the Researcher, 2023

Table 5 showed the mean and standard deviation responses of respondents with a grand mean of 2.568 and standard deviation of 1.148 suggest among others that the respondents agreed and perceived that the task autonomy employed by the NPF and NSCDC had not offered them substantial independence and discretion in scheduling their jobs and in determining the procedures to be used in carrying out their assigned roles.

Research Question 5: What is the effect of feedback from job on employees’ satisfaction in the NPF and NSCDC?

Table 6: Mean and Standard Deviation Response on Feedback from Job of NPF and NSCDC in the Zonal Commands Headquarters in Delta, Bayelsa and Edo States, Nigeria

| S/N | Items | Mean | Std. Dev | Remark |
|-------------------|---|--------------|--------------|--------------------|
| 1 | The work activities in my organization provide direct and clear information about the effectiveness of my job performance | 2.513 | 1.349 | Insignificant |
| 2 | My work is interesting and mentally challenging | 3.204 | 1.158 | Significant |
| 3 | My job gives me a feeling of achievement and fulfillment | 3.179 | 1.116 | Significant |
| 4 | My organization increases direct feedback to employees on matters that concern them | 3.495 | 1.214 | Significant |
| GRAND MEAN | | 3.098 | 1.209 | Significant |

Source: Compiled by the Researcher, 2023

Table 6 showed the mean and standard deviation responses of respondents with a the grand mean of 3.098 and standard deviation of 1.209 suggest among others that the respondents agreed and perceived that feedback from job used by the NPF and NSCDC has been essentially good such that it has made them avail information about the efficiency and effectiveness of their satisfaction which can be positive (optimistic) or negative (adverse) on their job behaviour. This is expected, given the nature of the NPF and NSCDC job that requires high demand of feedback to superior on cases relating to civil matters.

| | emsat | svar | tasid | tasig | tasaut | fedjob |
|--------|--------|---------|--------|--------|--------|--------|
| emsat | 1.0000 | | | | | |
| svar | 0.0311 | 1.0000 | | | | |
| tasid | 0.4703 | -0.0413 | 1.0000 | | | |
| tasig | 0.5230 | 0.1387 | 0.6143 | 1.0000 | | |
| tasaut | 0.3014 | 0.1349 | 0.5032 | 0.5063 | 1.0000 | |
| fedjob | 0.5510 | 0.0936 | 0.5123 | 0.5467 | 0.5553 | 1.0000 |

Table 7: Pearson Correlation Result

Source: Compiled by the Researcher, 2023

Table 7 showed the correlation matrix for the dependent variable (employee satisfaction) and the independent variables (indicators of job enrichment, task variety (svar), task identity (tasid), task significance (tasig), task autonomy (tasaut), and feedback from job (fedjob) of the NPF and NSCDC in the Zonal Commands Headquarters in Delta, Bayelsa and Edo States, Nigeria. The correlation matrix showed that all the job enrichment indicators were positively correlated to employees' satisfaction. Furthermore, the result suggests among others that there is positive relationship between all the job enrichment indicators and employees' satisfaction. Additionally, Pearson coefficients of all the

independent variables (svar = 0.0311), (tasid = 0.4703), (tasig = 0.5230), (tasaut = 0.3014), and (fedjob = 0.5510) clearly suggest that there is the likelihood of the presence of multi-collinearity among the pairs of the independent variables of the study, since none of the Pearson coefficients exceed 0.8; however, this position was further verified via the diagnostic statistics.

Test of Research Hypotheses

H₀1: Skills variety has no significant effect on employees’ satisfaction in the NPF and NSCDC

Table 8: Simple Regression Result for Skill Variety and Employees’ Satisfaction

| Source | SS | df | MS | Number of obs = 495 | | |
|----------|------------|-----|------------|---------------------|---------|--|
| Model | .4369294 | 1 | .4369294 | F(1, 493) = | 0.48 | |
| Residual | 452.422414 | 493 | .917692523 | Prob > F = | 0.4905 | |
| Total | 452.859343 | 494 | .916719319 | R-squared = | 0.0010 | |
| | | | | Adj R-squared = | -0.0011 | |
| | | | | Root MSE = | .95796 | |

| emsat | Coef. | Std. Err. | t | P> t | [95% Conf. Interval] | |
|-------|----------|-----------|-------|-------|----------------------|----------|
| svar | .0596725 | .0864803 | 0.69 | 0.491 | -.110243 | .229588 |
| _cons | 2.980049 | .1438374 | 20.72 | 0.000 | 2.697439 | 3.262659 |

Source: Compiled by the Researcher, 2023

Table 8 showed the regression result for skill variety (svar) and employees’ satisfaction (emsat). The R-Squared is 0.0010, indicating that the independent variable (svar) explained about 0.1% of the systematic variation in the dependent variable (emsat). The small R-Squared value implies that skill variety has a low predictive ability on employees’ satisfaction and that most likely, there are other variables predicting employees’ satisfaction. The f-ratio indicates (F=1, 493= 0.48; Prob. F = 0.4905 > 0.05) that skill variety insignificantly affects employees’ satisfaction.

Furthermore, the t-value (t= 0.69; P>/t/ = 0.491> 0.05) revealed that there is positive and insignificant relationship between skill variety and employees’ satisfaction in the NPF and NSCDC in Delta, Edo and Beyalsa States, Nigeria. This result conforms to Pearson coefficient which was carrying a positive sign(see Table 4.7). Thus, the alternate hypothesis was rejected while the null hypothesis was accepted. This means that skills variety has no significant effect on employees’ satisfaction in the NPF and NSCDC.

H₀2: Task identity has no significant effect on employees’ satisfaction in the NPF and NSCDC

| Source | SS | df | MS | | | |
|----------|------------|-----|------------|-----------------|--------|--|
| Model | 100.169868 | 1 | 100.169868 | Number of obs = | 495 | |
| Residual | 352.689476 | 493 | .715394474 | F(1, 493) = | 140.02 | |
| Total | 452.859343 | 494 | .916719319 | Prob > F = | 0.0000 | |
| | | | | R-squared = | 0.2212 | |
| | | | | Adj R-squared = | 0.2196 | |
| | | | | Root MSE = | .84581 | |

| emsat | Coef. | Std. Err. | t | P> t | [95% Conf. Interval] | |
|-------|----------|-----------|-------|-------|----------------------|----------|
| tasid | .7916347 | .0669005 | 11.83 | 0.000 | .6601896 | .9230799 |
| _cons | 1.529732 | .1359899 | 11.25 | 0.000 | 1.262541 | 1.796924 |

Table 9: Simple Regression Result for Task Identity and Employees’ Satisfaction

Source: Compiled by the Researcher, 2023

Table 9: showed the regression result for task identity (tasid) and employees’ satisfaction (emsat). The R-Squared is 0.2212, indicating that the independent variable (tasid) explained about 22.12% of the systematic variation in the dependent variable (emsat). The low R-squared value implies that task identity has a low predictive ability on employees’ satisfaction and that most likely, there are other variables predicting employees’ satisfaction. The f-ratio indicates (F=1, 493= 140.02; Prob. F = 0.0000 < 0.05) that task identity insignificantly affects employees’ satisfaction.

Furthermore, the t-value (t= 11.83; P>/t/ = 0.0000 < 0.05) revealed that there is positive and significant relationship between task identity and employees’ satisfaction in the NPF and NSCDC in Delta, Edo and Beyalsa States, Nigeria. This result conforms to Pearson coefficient which was carrying a positive sign(see Table 4.7). Thus, the null hypothesis was rejected while the alternate hypothesis was accepted. This means that task identity has significant effect on employees’ satisfaction in the NPF and NSCDC.

H₀3: There is no significant effect of task significance on employees’ satisfaction in the NPF and NSCDC

Table 10: Simple Regression Result for Task Significance and Employees’ Satisfaction

| Source | SS | df | MS | | | |
|----------|------------|-----|------------|-----------------|--------|--|
| Model | 123.881527 | 1 | 123.881527 | Number of obs = | 495 | |
| Residual | 328.977816 | 493 | .667297801 | F(1, 493) = | 185.65 | |
| Total | 452.859343 | 494 | .916719319 | Prob > F = | 0.0000 | |
| | | | | R-squared = | 0.2736 | |
| | | | | Adj R-squared = | 0.2721 | |
| | | | | Root MSE = | .81688 | |

| emsat | Coef. | Std. Err. | t | P> t | [95% Conf. Interval] | |
|-------|----------|-----------|-------|-------|----------------------|----------|
| tasig | .7999336 | .0587098 | 13.63 | 0.000 | .6845813 | .9152859 |
| _cons | 1.617188 | .1131007 | 14.30 | 0.000 | 1.394969 | 1.839406 |

Source: Compiled by the Researcher, 2023

Table 10: showed result of regression for task significance(tasig) and employees’ satisfaction (emsat). The R-Squared is 0.2736, indicating that the independent variable (tasig) explained about 27.36% of the systematic variation in the dependent variable (emsat). The low R-squared value implies that task significance has a low predictive ability on employees’ satisfaction and that most likely, there are other variables predicting employees’ satisfaction. The f-ratio indicates (F=1, 493= 185.65; Prob. F = 0.0000 < 0.05) that task significance significantly affects employees’ satisfaction. Furthermore, the t-value (t= 13.63; P>/t/ = 0.0000 < 0.05) revealed that there is positive and significant relationship between task significance and employees’ satisfaction in the NPF and NSCDC in Delta, Edo and Beyalsa States, Nigeria. This result conforms to Pearson coefficient which was carrying a positive sign(see Table 4.7). Thus, the null hypothesis was rejected while the alternate hypothesis was accepted. This means that there is significant effect of task significance on employees’ satisfaction in the NPF and NSCDC.

H₀4: There is no significant effect of task autonomy on employees’ satisfaction in the NPF and NSCDC

Table 11: Simple Regression Result for Task Autonomy and Employees’ Satisfaction

| Source | SS | df | MS | Number of obs = 495 | | |
|----------|------------|-----|------------|---------------------|----------|--|
| Model | 41.1509343 | 1 | 41.1509343 | F(1, 493) = | 49.28 | |
| Residual | 411.708409 | 493 | .835108335 | Prob > F | = 0.0000 | |
| Total | 452.859343 | 494 | .916719319 | R-squared | = 0.0909 | |
| | | | | Adj R-squared | = 0.0890 | |
| | | | | Root MSE | = .91384 | |

| emsat | Coef. | Std. Err. | t | P> t | [95% Conf. Interval] | |
|--------|----------|-----------|-------|-------|----------------------|----------|
| tasaut | .6145165 | .0875417 | 7.02 | 0.000 | .4425156 | .7865174 |
| _cons | 2.022757 | .1553895 | 13.02 | 0.000 | 1.71745 | 2.328065 |

Source: Compiled by the Researcher, 2023

Table 11. showed result of regression for task autonomy (tasaut) and employees’ satisfaction (emsat). The R-Squared is 0.0909, indicating that the independent variable (tasaut) explained about 9% of the systematic variation in the dependent variable (emsat). The low R-squared value implies that task autonomy has a low predictive ability on employees’ satisfaction and that most probable, there are other variables predicting employees’ satisfaction. The f-ratio indicates (F=1, 493= 49.28; Prob. F = 0.0000 < 0.05) that task autonomy significantly affects employees’ satisfaction. Furthermore, the t-value (t= 7.02; P>/t/ = 0.0000 < 0.05) revealed that there is positive and significant relationship between task autonomy and employees’ satisfaction in the NPF and NSCDC in Delta, Edo and Beyalsa States, Nigeria. This result conforms to Pearson coefficient which was carrying a positive sign (see Table 4.7). Thus, the null hypothesis was rejected while the alternate hypothesis was accepted. This means that there is significant effect of task autonomy on employees’ satisfaction in the NPF and NSCDC.

H₀₅: Feedback from job has no significant effect on employees’ satisfaction in the NPF and NSCDC

Table 12: Simple Regression Result for Job Feedback and Employees’ Satisfaction

| Source | SS | df | MS | Number of obs = 495 | | |
|----------|------------|-----|------------|---------------------|--------|--|
| Model | 137.492981 | 1 | 137.492981 | F(1, 493) = | 214.94 | |
| Residual | 315.366362 | 493 | .639688361 | Prob > F = | 0.0000 | |
| | | | | R-squared = | 0.3036 | |
| | | | | Adj R-squared = | 0.3022 | |
| Total | 452.859343 | 494 | .916719319 | Root MSE = | .79981 | |

| emsat | Coef. | Std. Err. | t | P> t | [95% Conf. Interval] | |
|--------|----------|-----------|-------|-------|----------------------|----------|
| fedjob | .9216391 | .0628644 | 14.66 | 0.000 | .7981239 | 1.045154 |
| _cons | 1.171702 | .1346914 | 8.70 | 0.000 | .9070624 | 1.436342 |

Source: Compiled by the Researcher, 2023

Table 12; showed result of regression for job feedback (fedjob) and employees’ satisfaction (emsat). The R-Squared is 0.3036, indicating that the independent variable (fedjob) explained about 30.36% of the systematic variation in the dependent variable (emsat). The low R-squared value implies that job feedback has low predictive ability on employees’ satisfaction and that most probable, there are other variables predicting employees’ satisfaction. The f-ratio indicates (F=1, 493= 214.94; Prob. F = 0.0000 < 0.05) that job feedback significantly affects employees’ satisfaction.

Furthermore, the t-value (t= 14.66; P>|t/ = 0.0000 < 0.05) revealed that there is positive and significant relationship between job feedback and employees’ satisfaction in the NPF and NSCDC in Delta, Edo and Beyalsa States, Nigeria. This result conforms to Pearson coefficient which was carrying a positive sign (see Table 4.7). Thus, the null hypothesis was rejected while the alternate hypothesis was accepted. This means that job feedback has significant effect on employees’ satisfaction in the NPF and NSCDC.

Discussion of Findings

In this section, the findings of the study were briefly discussed; this was done in line with the five (5) specific objectives of the study as follows:

Skills Variety and Employees’ Satisfaction in the Nigerian Police Force(NPF) and the Nigerian Security Civil Defense Corps(NSCDC)

Predominantly, skill variety is one of the first core job enrichment indicators used by the workforce in carrying out assigned tasks. Skill variety entails a number of numerous skills types which centres on the extent to which a task challenges the workforce to use diverse kinds of skills, capabilities and talents to execute the job(Obi-Nwosu, et al, 2013). Neyshabor (2013) observed that when a specific skill is employed in carrying out tasks repetitively, it results to stress which will in turn affects the morale and productivity of employees.

Crow (2021) argued that the movement of military personnel from one job role within the command allows them to adopt a variety of skill in their job in order to avoid repetitiveness, and boredom.

However, other researchers (Nzewi, et al, 2017; Vijay & Indradevi, 2015; and Salau, Adeniji & Oyewunmi, 2015) showed that the use of skill variety serves as tool for motivating and retaining employees for higher performance and satisfaction. In this study, we assessed whether skills variety will influence employees' satisfaction in the NPF and the NSCDC zonal command headquarters in Delta, Edo and Bayelsa States of Nigeria. The simple regression results revealed that skill variety had a positive and insignificant influence on employees' satisfaction. This finding agrees with the result of Obi-Nwosu, et al (2013) who found that skill variety insignificantly affects the satisfaction of employees and disagrees with the result of Orooj and Gaurav (2020) who found that skill variety significantly affects skill variety.

Task Identity and Employees' Satisfaction in the Nigerian Police Force(NPF) and the Nigerian Security Civil Defense Corps(NSCDC)

Task identity refers to the extent to which a job demands completion on a whole and how it is been done from beginning to end with a clear outcome (Valor-Segura et al; 2020 Mahmood, 2019; and Palomo, 2020). In this study, we assessed whether task identity will influence employees' satisfaction in the NPF and the NSCDC zonal command headquarters in Delta, Edo and Bayelsa States of Nigeria. The simple regression results revealed that task identity had a positive and significant influence on employees' satisfaction.

The rationale behind the significant influence of task identity on employees' satisfaction could be linked to the fact that in the NPF and NSCDC, task assigned are clearly articulated by superiors, hence officers and NPF and NSCDC are able to know what they are supposed to do and the outcome that they desire to get. This finding disagrees with the result of Obi-Nwosu, et al (2013) who found that task identity insignificantly affects the satisfaction of employees and agrees with the result of Neyshabor (2013); Vijay and Indradevi (2015); Azeez and Abimbola (2016); Orooj and Gaurav (2020) who found that task identity significantly affects employees' satisfaction.

Task Significance and Employees' Satisfaction in the Nigerian Police Force(NPF) and the Nigerian Security Civil Defense Corps(NSCDC)

The literature showed that task significance is the amount to which a job has momentous influence on the lives of employees within and outside the organization (Palomo, 2020; and Orooj & Gaurav, 2020). Task significance may also be characterized as the extent to which a job impacts on the lives of people and others. In this study, we assessed whether task significance will influence employees' satisfaction in the NPF and the NSCDC zonal command headquarters in Delta, Edo and Bayelsa States of Nigeria. The simple regression results revealed that task significance had a positive and significant influence on the satisfaction of employees.

This finding agrees with the results of Orooj and Gaurav (2020); Azeez and Abimbola (2016); Vijay and Indradevi (2015); Obi-Nwosu, et al (2013); Neyshabor (2013); and Nwosu, Akuune and Oguegbe (2013) who found that task significance influence satisfaction and commitment levels of employees. On the other hand, finding of this study disagrees with the results of Valor-Segura, et al (2020) and Crow (2021) who showed that task significance impacts on employees' satisfaction in the armed forces in the USA and Spain.

Task Autonomy and Employees' Satisfaction in the Nigerian Police Force(NPF) and the Nigerian Security Civil Defense Corps(NSCDC)

The concept of task autonomy refers to the extent to which a job provides substantial independence and discretion to the employees in scheduling their work and in determining the procedures they will use in carrying out assigned tasks (Putri &Setianan, 2019). Some studies (Mahmood, 2019; and Najameddin, et al, 2021) had shown that job autonomy plays a major role of enhancing the satisfaction level and performance of employees. In this study, we assessed whether task autonomy will influence employees' satisfaction in the NPF and the NSCDC zonal command headquarters in Delta, Edo and Bayelsa States of Nigeria. The simple regression results revealed that task autonomy had a positive and significant influence on the satisfaction of employees.

This finding corroborates with the views of Obi-Nwosu, et al (2013); Neyshabor (2013); Vijay and Indradevi (2015); Nzewi, et al (2017); Palomo, (2020); Orooj and Gaurav (2020); Azeez (2020); Crow (2021) who showed that job autonomy increases employees' satisfaction. On the other hand, there are no studies that had shown that task significance do not play a major role in influencing employees' satisfaction level. Thus, task autonomy is a vital dimension of job enrichment as it offers satisfaction to the workforce, how independent it makes the workforce and also the discretion of the workforce in scheduling their work and the process they may employ for doing their work

Feedbacks from Job and Employees' Satisfaction in the Nigerian Police Force (NPF) and the Nigerian Security Civil Defense Corps(NSCDC)

In the literature, feedbacks from job is very vital to allowing the employees to evaluate and examine their levels of completion of tasks assigned to them (Armstrong, 2010; and Azeez & Abimbola, 2016). Numerous studies had shown that there is a relationship between feedbacks from job and employees' satisfaction. Studies by Obi-Nwosu, et al (2013); Neyshabor (2013); Vijay and Indradevi (2015); Nzewi, et al (2017); Palomo (2020); Orooj and Gaurav (2020); and Crow (2021) showed that feedbacks from job (which is the extent to which information about effectiveness is obtainable) impact on employees' satisfaction.

Given the viewpoints of prior researchers, we assessed whether feedbacks from job will affect employees' satisfaction in the NPF and the NSCDC zonal command headquarters in Delta, Edo and Bayelsa States of Nigeria. The simple regression results revealed that feedbacks from job had a positive and significant affect the satisfaction of employees. This finding corroborates in part with the view the results of Azeez and Abimbola (2016) Vijay and Indradevi (2015); Nzewi, et al (2017); Palomo (2020); and Orooj and Gaurav (2020); who established that feedbacks from job play a major role in influencing employees' performance and commitment level.

On the other hand, finding of this study absolutely agrees with the results of Valor-Segura, et al (2020) and Crow (2021) who showed that feedback from impacts on employees' satisfaction in the armed forces in the USA and Spain. From the findings of the study, it is obvious that people or employees are motivated by different things; hence generalizations should not be made about what would enrich employees in the work environment. Also, what will satisfy a particular officer of the NPF and NSCDC may not satisfy the other officers, hence the commission should observe and know what satisfies each employee. With these findings, this study offered numerous implications for the practice of job enrichment in the Nigerian Police Force (NPF) and Nigerian Security Civil Defense Corps(NSCDC).

Conclusion

One of the most debatable themes in the management literature is whether job enrichments affect employees' satisfaction. Prior studies indicated that employees' satisfaction cannot be attained by the workforce without enriching the job roles of the employees. The fact that job enrichments is a vital tool employed in motivating employees so as to enhance their levels of commitment, satisfaction, performance and organizational growth. In this study, we examined the relationship between job enrichments and employees' satisfaction in the Nigerian Police Force and Nigerian Security Civil Defense Corps in the zonal command headquarters in Delta, Edo and Bayelsa States of Nigeria. Five (5) indicators of job enrichments (skill variety, task significance, identity, autonomy and job feedbacks) were employed and their relationship was assessed with employees' satisfaction. In specific, the result showed that while job enrichment indicator of skill variety had insignificant relationship with employees' satisfaction, the other job enrichment indicators (such as task autonomy, significance, identity and job feedbacks) had significant relationship with employees' satisfaction. Overall, the conclusion reached is that job enrichments play contributions in influencing employees' satisfaction in the Nigerian Police Force and the Nigerian Security Civil Defense Corps in Delta, Edo and Bayelsa States of Nigeria.

Recommendation

Based on the study findings, the researcher recommended as follows:

1. The Nigerian Police and Civil Defence Commissions can increase the employees' level of satisfaction by ensuring that working conditions conform to best practices as well as standardized workplace designs. Thus, unpleasant work conditions that would lead to employee dissatisfaction should be eliminated.
2. It is recommended that job enrichment indicator of skill variety is not a recommended job design (but can be made optional) as it is not supported as a positive intervention way of enhancing employees' satisfaction.
3. Given that task significance and identity play major roles in influencing the levels of employees' satisfaction, the Nigerian Police and Civil Defence Commissions should adopt these job enrichment strategies, as it would accord NPF and NSCDC personnel the opportunity to use the range of their abilities in promoting the Commissions' goals and in turn, their satisfaction levels.
4. The study established that task autonomy contributes significantly and positively to enhanced employee satisfaction; thus, the Commissions should encourage autonomous role(s) of the NPF and NSCDC personnel in the course of carrying out assigned tasks or duties; this would create a sense of responsibility among NPFC and NSCDC personnel.
5. Given that feedbacks from job plays a fundamental role in influencing employees' satisfaction, it is recommended that NPF and NSCDC Commissions should strengthen the feedback channels between superiors and subordinates in such a way that every task assigned and achieved are reported to the appropriate channel.

Contributions to Knowledge

1. This study contributes to knowledge by filling the literature gap on the relationship between job enrichments and employees' satisfaction in the Nigerian Police Force and the Nigerian Civil

DefenceCorps. Notably, majority of the studies on job enrichments and employees' satisfactions as evidence from the empirical literature were carried out in other countries.

2. This study contributes to knowledge by establishing that while job enrichment indicator of skills variety had insignificant effects on employees' satisfaction, job enrichment indicators of task identity, significance, autonomy and job feedbacks had significant effect on employees' satisfaction on Nigerian Police Force and Nigerian Security Civil Defense Corps in Delta, Bayelsa and Edo States of Nigeria.
3. This study contributes to knowledge by using the enriched job characteristics model of Hackman and Oldham (1975) in describing the relationship between job enrichments (task identify, significance, autonomy, skill variety and job feedback) employees' satisfaction in Nigeria.

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