

**IMPACT OF JOB ENRICHMENT ON EMPLOYEE JOB INNOVATION IN JORDANIAN****\*Refat Alfaouri and Itedal Bani Issa**

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**Received 20<sup>th</sup> July 2020; Accepted 17<sup>th</sup> August 2020; Published online 30<sup>th</sup> September 2020****Abstract**

This study aims at exploring the impact of job enrichment on employee job innovation at Jordanian public-sector institutions. In deep dawn of this study to indicate the influence of study variables as: (task integration, vertical loading, and feedback channels) on employee job innovation at Jordanian public-sector institutions. The study sample consisted of (239) public employees, chosen randomly from employees at the Jordanian public-sector institutions on Irbid Governorate at the north of Jordan. The questionnaire was organized by used in this study to gather data and information to identify the level of Job enrichment and reflect that on employee job innovation at Jordanian public-sector institutions, through scheming the views of employees. As a result of the study indicate that an elevated level of Job enrichment at the Jordanian public sector institutions and there is an appositive relationship between the impact of job enrichment and employee job innovation in Jordanian public sector institutions (JPS).

**Keywords:** Job Enrichment, Job innovation, Task integration, Vertical loading, Feedback channels, Jordanian public sectors (JPS).

**INTRODUCTION**

As organizations live today in a dynamic world, this imposed in organizations needs to grapple with trends such as rapid product, competitiveness, and technological changes, demographic changes, and a shift to a service economy. All this has increased the need for firms to enhance their responsiveness, flexibility, and innovation. So, the traditional mechanism of job that is of a defined set of responsibilities and duties actions is no more accepted, because employees now cannot just limit themselves to job descriptions only, as there is a need to modify their work according to continuously changing requirements of work. All this lead to the use to job enrichment as a trending strategy which is the redesigning of jobs in a way that increases the opportunities to enhance the feelings of responsibility, autonomy, achievement, growth, and recognition, as job enrichment allows the employee to work with innovation and accordingly because of expansion of role and responsibility (Shilpa *et al.*, 2013). Job enrichment has become a fundamental tool for improving employee's performance by motivating them. Empowering employees to place an extra amount of work intending to make more interesting, challenging, meaningful, and increasing job challenge and responsibility, as adding to their responsibilities with a greater need for skill varieties and ability in their jobs. Due to the change in firm's environment and high level of competitive rivalry, consequently, firms are now beginning to shift from the traditional orientation of taking money as the greatest motivating factor to a new orientation where workers today will continue to value their work, have more control their work and deciding how the work should be done and to be esteemed for the work they do (Choudhary, 2016). So, this research will investigate the impact of job enrichment on employee job innovation in Jordanian public-sector institutions.

**Problem statement:** Change and change, it's our lifecycle now, as we are recognized that, we must keep going to try to

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capture our life's change and technology, as of this our world's system competent is the changes occurring within the organizational landscape. With greater international competition, with a high level of the open technological world, a new method of work allowed by information and transportations technology, to amplified facility sector work, development in conditional workplaces, and job design, the addition of that added personalized career paths approaches, and the varying composition of the employees. As we are here in Jordan, the developing and small country with limited reassesses. Besides of that, the size of the public sector is one of the main reasons that affect Jordan's economic competitiveness, political factors that are effect very hard, So as the size of the Kingdom's public sector is the largest in the world given its ratio to population, also, the sector is inundated with red-tape, low productivity.

So how we can treat the situation with a high level of challenges and obstacles?

In Jordan the human resources management is the most significant factors we have, we have to work hard to make this competitor factors more influence, productivity and efficiency, with a high level of work performance which that, reflect off the Jordanian public-sector institution's performance, how we can be developing a theory and practice of work design? how we can be developing a theory and practice of Job enrichment? How can it affect employee behavior? And the main question, what is the Impact of Job Enrichment on Employee Job Innovation in Jordanian public-sector institutions?

The problem of this study is to answer the main question:

What is the Impact of Job Enrichment on Employee Job Innovation in Jordanian public-sector institutions?

How we can be developing a theory and practice of work design?

How we can be developing a theory and practice of Job enrichment?

How can it affect employee behavior?

There is much confusion surrounding the question, how public sectors institutions creativities affect by enhancement Job Innovation?

### Study significance

The importance of the study in the subject is very important considering that it will be studied in the Jordanian public-sector institutions, this study which was conducted to determine how Jordanian public-sector institutions performance could be improved through job enrichment. which is the largest sector in Jordan in terms of the number of employees and its impact, the result of this research will help Jordanian public-sector institutions to stimulate the Innovation throw interest and awareness of the employers, then it could be a reference for other interest in this field.

### Study Objective

The general purpose of this research is:

1. To define the meaning of Job Enrichment in Jordanian public-sector institutions.
2. To define the meaning of the Employee Job Innovation in Jordanian public-sector institutions.
3. To analyses the effect of job enrichment (Task integration, vertical loading, and feedback channel) on Employees Job Innovation in Jordanian public-sector institutions.

### Theoretical Framework

In this study, I will try to make a new vision about Job enrichment and the impress at employees invention in our public sector institutions in Jordan, how we can make a difference when we give our employees more confidence, more responsibly, encouraging employees to pursue innovative ideas, to reflect all of this in the organization performance to achieve goals to increased productivity, to reduced cost and time, in general, how we can make our job more challenge for the employees using Job enrichment to increasing employees innovation, by increasing the responsibility, autonomy, and control in the execution of the job. Job enrichment is a managerial challenge to motivate employees by giving them enough opportunity they can use all their abilities. In 1950, this new concept emerged and was being applied in a job designing method. This term was presented by Fredrick Herzberg from his work on hygiene and motivational factors. Job enrichment refers to add factors to one's job to make it more pleasurable (Davoudi, 2013). In the 1960s job enrichment was established as an alternative work paradigm, the aim being to provide meaningful work for employees with some degree of control and feedback on performance (Buchanan, 1979). In short intrinsic motivation was seen as critical to job satisfaction and jobs were to be enriched by reintegrating maintenance tasks and providing some decision-making opportunities (Wilkinson, 1998). Moreover, we can use the Job enrichment, as the process where administration elasticity and in-creasing tasks, as tools to makes the job more improves to the employees, to advanced them to shape the intellect of self-command and self-sufficiency (Parker and Wall, 1998), also suggested that job enrichment is an essential aspect of exciting the effort of employees by expanding job responsibilities through vertical loading and giving more independence more

responsibility for the task integration and success through feedback channels (Niehoff *et al.*, 2001), although, Job enrichment is an organized way of inspirational workers by allowing them to use some diverse types of mission and abilities in performing a job. By applied a Job enrichment in our public-sector institutions in Jordan leads to job approval by increasing the level of duty and responsibility by giving the sense of self-determination, self-sufficiency and prospect for employees to make them resolve and deiced what and how the task they do to be achieved and talented, how much it necessitates the performs that allocates better responsibility for ordering.

In this study, we are concentrating on the three essential job enrichment characteristics, which are "Task integration, vertical loading, and feedback channel", let's get scan each one of these more deeply.

**Task integration:** is related to The main duties of the job, the level to which a job requires a diversity of different activities and includes the use of some different aids and capacities of the employee, which high inability variation such as the more stimulating sense of the range of aids complicated; with results from advance activity; and enhance employees to give a superior logic of capability, to give the employee greet feeling how the role implementation in the organization is very impertinent. Although it's related to the Task identity: which is the degree to which a job needs the achievement of a whole and recognizable as a piece of farm work organization, that means, the employee responsibility a job from start to finish with a noticeable result. Also, the job aspect attention to how significant the task is to the overall efforts of the institute or the world at huge. If staffs can understand that the duty meaning is more impertinent, it will help as motivating energy and motivational instrument for them to rise and exert additional efforts on the work, rather more, the level of autonomy the of the job holder, reflects the degree of liberty, liberty, individuality, independence, objectivity and managerial capability the job holder has in achieving the task assumed to them (Salau, *et. al.*, 2014).

Vertical job loading is the terminology used by Herzberg to define his philosophies for enriching situations and giving employees more inspiring more challenging effort. It is proposed to contrast with 'job enlargement' in a job. It contains the planning, controlling and coordination of numerous activities in a specific, by additional that job complexity, its posited job depth facilitates how greatest to set agendas and design job accomplishments by sympathetic the job tasks, and defining the appropriate methods for applying (Davoudi, 2013). The last variables concept is Feedback channels, which is a very vital aspect of career development, which related to the evaluation of the performance of staffs in the organization, it doesn't stop in the employee performance, so it's the evaluation over a good feedback instrument to assist the employee to recognize how they are rolling within the institute in loud out their responsibilities, task, communication skills, attitude, this feedback can be made accessible on regular time in the year. Feedback must be set to rates on their general development within the organization. and organizational performance and get feedback in return which should not just be every year but also as frequent, timely as possible (Roberson and Stewart, 2006). Feedbacks leave room for improved competitive positioning (Sole, 2009), and It is part of the rights of employees to know how they are progressing

within the organization in carrying out their duties, tasks, and responsibilities (Gupta and Upadhyay, 2012). If it is done, there is the high possibility of this feedback raising an inner drive within the employee and motivating him to do more or increase his level of performance to the organization which in turn will lead to an improved and better competitive positioning for an organization. In the analysis of 67 reasons taken from exit surveys done by employees who are changing jobs in various industries in the US, (Branham, 2005) narrowed down the causes of exit to what he referred to as "hidden reasons why employees leave" (Salau *et al.*, 2014).

On the other side of this study we focused on The Concept of Job Innovation: As a definition of innovation found that in the literature review the level of analysis which is used. The more functions the approach, the more diverse the meanings, some definitions are general and wide, whereas others focus on detailed innovations like the operation of knowledge for a new product or service. In an organizational environment, examples of innovation are the implementation of new ideas for restructuring or how they saving the costs, improving communication, get new technology for production processes, or new organizational structures and the ways how personnel plans or programmers, how can create ideas "(Kanter (1983) cited in West and Farr, 1990; Robbins, 1996). West and Farr (1990) define innovation as follows: the intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, organization or wider society" (Martins and Terblanche, 2003).

## LITERATURE REVIEW

According to a previous investigation of the main concept of "Job enrichment", Frederick Herzberg 1950s, Herzberg termed as 'Job Enrichment', "that is, augmenting routine tasks with special assignments. Besides, managers need to assure their employees of commensurate pay but essential to emphasize to employees that pay is based on performance and that 'bonuses' and other benefits are awarded for the extra effort put in by those who are committed to advancing the fortunes of the companies they work for. Tying performance and salary increases to work outputs may be one of the ways of encouraging commitment and advancing organizations' aspirations" (Dartey-Baah and Amoako, 2011). To improve the importance of Job Enrichment as one of the most significant factors in HR management with involved with more experiences, responsibilities, and growth opportunities, they tested effected on employee's innovation, they collected data used a questionnaire among a sample of (384) employees from the Telecommunication sector in Egypt, those study findings that Job Enrichment has a positive role in employees' job innovation according to the telecommunication sector employees in Egypt (Badawi *et al.*, 2019). The researcher they examined the effect job enrichment of the employee's behavior in the organization, and the job characteristics related to job enrichment, the scholar was studying the behavior of employees in general, and he takes many companies in India as examples. So, he founded that Job enrichment is a great influent of employee loyalty, job satisfaction, reduce turn over employees, other ways its motivating employees for greater performance through performed for skill variety, task identity, task significance, and autonomy (Choudhary, 2016). To the indirect effect of enriched job design on (IWB) 'Innovative

Work Behavior' through touching obligation. On the another hand, the effect of transformational leadership was tried on the association between affective commitment and IWB, in this study the researcher used questionnaires among different Aruban and Dutch organizations, a total of 292 respondents. "The resampling boot strap process macro method of Hayes (2013)". As outcomes of this study exposed that job enrichment had a positive direct effect on IWB (Werleman, 2016). As the main idea is to recognize the relationship between organizational culture as a conductor to addition to innovation with the arbitration of job enrichment in the Fars governor's employees, on this study's the researcher developing a questionnaire with supported with table Morgan (1970) as a tools method, the segmentation sample of (175) employees who the answers support the mediating role of job enrichment between the relationship of organizational culture, and innovation. As a conclusion of this study confirmed that there is a positive relationship between the organizational cultures of innovation of the employees in the Fars governor's; Also of that, there is a positive relationship among the organizational culture of job enrichment (Salimi and Mahbobeh, 2016)

According to regulate the comparative performance of job enrichment schemes tossed selected construction organizations in Lagos, Nigeria, and the effects of the schemes on the employees in these organizations, the researcher was designed a questionnaire for gathering data from (42) project sites regained from, they found that job enrichment as an incentive for structure workers has great positive effects; include essential job enrichment effects (Aina and Omoniyi, 2014). Also, the researcher takings innovative employees converted imperative for an organization's achievement, job design is the critical variable effect in sponsoring innovative work behavior (IWB), the authors collect the data used a survey completed by (952) workers from 17 different firms from sectors, in Belgium. As conclusions how much it's important of HR and political suggestions as so as there is no one size fits all' HR explanation for innovation (Spiegelaere *et al.*, 2012). The researcher Encouraging the innovative potential of workers is the main factor test for HR specialists, through the relation between job design, work engagement and (IWB). The authors collect the data used a survey completed by (952) workers from 17 different from 17 from numerous industries in Belgium. The data were collected in companies contributing to a societal innovation scheme supported by the ESF (European Social Fund) before took place. The study found that innovation is essential in the existing dissertation on how to possess the European companies competitive and comfortable, the employee innovative involvement of employees is to be encouraged (Spiegelaere *et al.*, 2012). Although Researchers have recognized many aspects that may also inspire or overpower inspiration and innovation, they examined how HRM performs relate to worker creativity and structural innovation. They tasted organizations in China with a high level of economics concentrating on industries sectors where innovation is significant. They requested 167 CEO applicants to join in the study on behalf of their organizations; questionnaires were posted out to 135 CEOs who indicated a will. They use many sours data that were collected in China in (2007 and 2008). They received 825 questionnaires from 125 firms. That study results presented that four HRM follows, such as choice and employment, payment, job design, and teamwork, which were related to worker creativity whereas other functions (training and job performance) assessment are

not (Jiang *et al.*, 2012). Other researcher observes employee knowledge approaches contribute with job design touches the employee innovation progression, in the other world, the researcher tries to find and test the relationship between job design in two specific factors "(job control and problem demand)" and key mechanisms of the innovation development "(idea generation, idea promotion, and idea implementation)" p178. The researcher was collected Data supported with a questionnaire survey design by a methodology approach from (327) workers in a UK vehicle industrial. As in general most of representing survey are responded, and all the employees had the chance to involve in the innovation process through, and (37) years old is the average age for the employee participated, with (97%) were male, without financial incentives were given for participation. The researcher confirmed the optimistic relation between developing Structural modeling with the mediating role of knowledge strategies association with job design and idea generation, although this study supported and confirmed the optimistic relation the innovation, and specifically, idea cohort, are imperious experiences of knowledge and employee innovation (Holman *et al.*, 2012).

The significance of innovation for organizational effectiveness, how it was reflected the employee innovative behavior, evolving, approving, and implementing, a new task for products and work approaches, in this study the researcher surveyed 425 (employees plus 96 direct supervisors) from four U.S. companies in several diverse industries using Questionnaires that were managed via company mail. The consequences strongly reinforced the Status that the innovation had a significant positive outcome on anticipated positive performance results (Yuan and Woodman, 2010). The impact of job design relates – affording to current, inherent motivation, inspiration, felt responsibility, the play of a group role for individual outcomes and group innovation, and how much interaction of job design. The study takes the software company in Poland, the study sampling tools observation and questionnaires; Founded that there is a positive relationship between job enrichment and the organizational performance, the present task structure of the employees will reflect on employee satisfaction and increase organizational performance (Urbach *et al.*, 2010).

### Study model

This study focused on the relationship between the elements of job enrichment and Employee Job Innovation using some selected public sectors sector institutions, we proposed the following model depicted in figure 1.

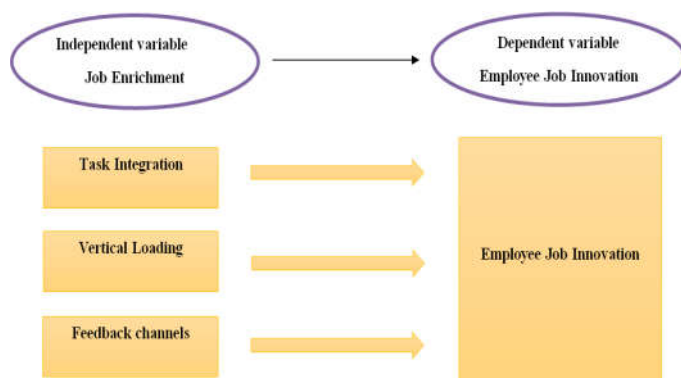


Figure 1.

### Study hypotheses

The following hypotheses are formulated to answer the study questions

- **Main Hypotheses:** Job Enrichment has astatistically significant ( $\alpha \geq 0.05$ ) influence on Employee Job Innovation in the Jordanian public sector.
- **Sub Hypotheses:** the following three hypotheses explain the contribution impact of the factors that of the independent variables, (**Task integration, Vertical Loading, Feedback channels**), on the dependent variable **Employee Job Innovation** in the Jordanian public sector.
  1. **Task integration** has astatistically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in the Jordanian public sector.
  2. **Vertical loading** has astatistically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in the Jordanian public sector.
  3. **Feedback channels** have astatistically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in the Jordanian public sector.

### METHODOLOGY

#### Sampling

In this study, we surveyed (265) full-time employees that would participate at several different Jordanian Public-sector institution. Twenty institutions from the governorate of Irbid, was involved in this study, and been selected randomly, (265) questionnaires were returned, and (26) were excluded. The surveys were distributed to all employees the response rate was (%90.18), yet, (%9.81) surveys were left out of consideration due to missing data.

#### Instrument

A five-point Likert scale was used with weighed Mean of 3.00 and above as the criteria cut off point for the level of agreement. The study instrument was based on the theoretical literature of the impact of job enrichment on employee job innovation, in addition to many questionnaires used in previous studies. The first part of the questionnaire devoted to gathering personal and professional data for Jordanian Public-sector institution employees that include qualifications and experience. Another part of the questionnaire was dedicated to measuring the independent and dependent variables. The questionnaire consists of (4) paragraphs of which paragraphs (1-16) measure the independent variable (Job Enrichment). Paragraphs (1-5) measure the Task integration, (6-11) measure the Vertical Loading, and paragraphs (12-16) measure the Feedback channels. The second paragraph (1-6) measure the dependent variable (Employee Job Innovation), (Hackman, 1975).

#### Validity

The questionnaire was reread by the professors in the Faculty of Economics and Administrative Sciences to confirm the

validity of the paragraphs, and I have rewritten paragraphs that are needing to change or editing following their notes.

## Reliability

Cronbach's  $\alpha$  (alpha) as a coefficient of reliability was used to measure the internal consistency for all variables.  $\alpha$  for Task integration (0.77), Vertical loading (0.807), Feedback channels (0.82). and the Employee Job Innovation (0.793)) which indicates the reliability of the study.

## Data Analysis

The data were collected from respondents. A questionnaire containing 21 questions and three independent and one dependent variable; each question has five answers; Demographic information was also added to the questionnaire. Statistical packages for social sciences (SPSS) program was used for descriptive analysis to the study questions and test hypotheses as follows: - Frequencies and percentages to identify the characteristics of the study sample. - Arithmetic means and standard deviations for the analysis of the questionnaire paragraphs and arrange them according to their relative importance to answer the study questions.

After data was collected from the sample of the study, data was sorted and entered into SPSS software. The following results were obtained.

### Cronbach's $\alpha$ (alpha) Test:

Variables	Cronbach's Alpha
Task integration	0.77
Vertical loading	0.807
Feedback channels	0.844
Employee Job Innovation	0.918
Total	0.793

Cronbach's alpha is the reliability test, as we can see in the table above, the scale for all items its more than (0.77 and less than 1), which is mean a good index of reliability.

### Testing the Main hypotheses

- Job Enrichment has astatically significant ( $\alpha \geq 0.05$ ) influence on Employee Job Innovation in the Jordanian public sector.

**Table 1. ANOVA<sup>b</sup> Analysis of the influence of Job Enrichment on Employee Innovation ( N. 239 )**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	76.408	1	76.408	127.795	.000 <sup>a</sup>
1 Residual	127.950	214	.598		
Total	204.358	215			

a. Predictors: (Constant), Job Enrichment

b. Dependent Variable: Employee Job Innovation

Through the previous tables that show us the significance level was 0.000 and the sum of squares was 204.358, and the Mean Square totaled 76.408 and F was 127.795 and it indicates that there is a relationship between Job Enrichment and Job Innovation.

**Task integration** has a statically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in the Jordanian public sector.

**Table 2. ANOVA<sup>b</sup> analysis of the influence of Task Integration on Employee Innovation (N. 239)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.530	1	2.530	2.656	.105 <sup>a</sup>
1 Residual	215.274	226	.953		
Total	217.804	227			

a. Predictors: (Constant), Task integration

b. Dependent Variable: Employee Job Innovation

Through the previous tables that show us the significance level was 0.105 and the sum of squares was 217.804, and the Mean Square totaled 2.530 and F was 2.656 and it indicates that there is no a relationship between Task integration and Employee Job Innovation.

**Vertical loading** has a statically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in the Jordanian public sector.

**Table 3. ANOVA<sup>b</sup> Analysis of the influence of Vertical Loading on Employee Innovation (N.239)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	60.561	1	60.561	89.057	.000 <sup>a</sup>
1 Residual	150.966	222	.680		
Total	211.528	223			

a. Predictors: (Constant), Vertical loading

b. Dependent Variable: Employee Job Innovation

Through the previous tables that show us the significance level was 0.000 and the sum of squares was 211.528, and the Mean Square totaled 60.561 and F was 89.057 and it indicates that there is a relationship between Vertical loading and Employee Job Innovation.

**Feedback channels** have a statically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in the Jordanian public sector.

**Table 4. ANOVA<sup>b</sup> Analysis of the influence of the Feedback Channels on the Employee Innovation (N.239)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	111.989	1	111.989	230.421	.000 <sup>a</sup>
1 Residual	112.270	231	.486		
Total	224.260	232			

a. Predictors: (Constant), Feedback channels

b. Dependent Variable: Employee Job Innovation

Through the previous tables that show us the significance level was 0.000 and the sum of squares was 224.260, and the Mean Square totaled (111.989) and F was (230.421) and it indicates that there is a relationship between Feedback channels and Employee Job Innovation.

## Conclusion

This study touched the following conclusions:

Job Enrichment has astatically significant ( $\alpha \geq 0.05$ ) influence on Employee Job Innovation in Jordanian public sector, Task integration have no astatically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in Jordanian public sector, Vertical loading have astatically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in Jordanian public sector, Feedback channels have astatically significant ( $\alpha \geq 0.05$ ) influence on enhancing Employee Job Innovation in

Jordanian public sector. And it's confirmed the result we have mentioned on the literature review, such as (Choudhary, 2016), he founded that Job enrichment is great influent of employee loyalty, job satisfaction, reduce turn over employees, (Werleman, 2016), as outcomes of this study exposed that job enrichment had a positive direct effect on IWB employee (Salimi and Mahbobeh, 2016), These conclusions of this study confirmed that there is a positive relationship between the organizational cultures of innovation of the employees in the Fars governor's; In addition to that, there is a positive relationship among an organizational culture of job enrichment (Aina and Omoniyi, 2014), they found that job enrichment as an incentive for structure workers has great positive effects; include essential job enrichment effects (Spiegelaere *et al.*, 2012), The study found that innovation is essential in the existing dissertation on how to possess the European companies competitive and comfortable, the employee innovative involvement of employees is to be encouraged (Yuan, and Woodman, 2010). The consequences strongly reinforced the Status that the innovation had a significant positive outcome on anticipated positive performance results (Urbach *et al.*, 2010), they founded that there is a positive relationship between job enrichment and organizational performance, the present task structure of the employees will reflect on employee satisfaction and increase organizational performance. In our appointment, the decision-maker drawer in the government in Jordan, they must make a sequence of an act in demand to solve and develop a strategy for employee developing system to implement in Jordanian public sector institutions (JPS). included to give the employee more intuition, with the competent task that be sure to increases the opportunities to enhance the feelings of responsibility, autonomy, creativity, achievement, growing, appreciation and recognition, as job enrichment allows the employee to work with innovation and accordingly because of expansion of role and responsibility, appropriate organizational environment, directorial and fiscal support for positive employment of the Job enrichment package, so as to increase the efficiency and effectiveness of public sectors institutions unique performance.

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