

## **JOB INDIVIDUATION AND INFORMATION MANAGER PERFORMANCE IN MANUFACTURING SECTOR IN RIVERS STATE**

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### **ABSTRACT**

*This study examined the relationship between job individuation and information manager performance in manufacturing sector in Rivers State. The objective of the study was to examine the extent of relationship between job security and manager performance in terms of innovativeness, service quality delivery and efficiency. Ten research questions and hypotheses were formulated to guide the study. The study adopted the explanatory cross-sectional survey research design with a population of 332 information managers in 64 manufacturing firms in Rivers State. The sample size of the study was one hundred and eighty one (181) respondents which were obtained using the Taro Yamene formula. Questionnaire developed on a 5-point rating scale was used to elicit data from respondents. Out of 181 copies of the questionnaire administered, a total of 172 copies were retrieved. Mean and standard deviation were used for the univariate analysis; Spearman Rank Coefficient was used for the bivariate analysis while the multivariate analysis was done using Partial Correlation. SPSS version 23.0 was used. The analysis revealed that job individuation has significant positive relationship with information manager performance in manufacturing sector in Rivers State in terms of innovativeness, service quality delivery and efficiency. The study recommended that management should ensure that organizational justice prevails in every situation and adopt a reward system which will in turn propel information managers in the path of competence and competitiveness.*

***Keywords: Job Individuation, Manager Performance, Innovativeness, Service Delivery, Efficiency***

### **INTRODUCTION**

The researcher's experience and observation shows that many information managers' in Rivers State face low commitment in their organizations because of dehumanized work environment. Perhaps, the average information manager in manufacturing sector in Rivers State may not be sure of the security of his/her job if for any reason there is any health or economic challenge. The researcher therefore, decided to investigate through this study how humanized the work of the information manager is in the manufacturing firms in Rivers State. Supporting the above observation, Ahiauzu (1999) posits that more than 60% of the Nigerian worker prefers security to other incentives in the work place, these figure highlights the low level of security of work in a country that has Africa's biggest economy. The research further established that large populations of Nigerian workers do their job in boredom and helplessness. It is therefore, not surprising that the work place continues to witness increase in labour turn over and alienation (Banjoko, 1996; Bapuji, et al., 2020; Baridam, 2001).

inadequacy of job individuation can account for poor performance in the manufacturing sector in Rivers State. One of the most fearsome challenges faced by workers in manufacturing in Rivers State, Nigeria currently appears to be job security (Banjoko, 2018). The soul of the matter is that workers are not given equity in their wages/package. Workers in the manufacturing sector are perceived or viewed as second class citizens and are therefore, not given the privilege of job individuation on the job i.e they do not control what they do and how they do it (Ahiauzu, 1999). From the researcher's observation there has been paucity of research efforts that considered the predictive role of work humanization on information manger's performance hence a knowledge

gap exists which this study as its point of departure seeks to examine the relationship between job individuation and information managers' performance in manufacturing sector in Rivers State, Nigeria. This is the gap in literature which the present study sought to close.

### **Research Hypotheses**

The following hypotheses were formulated to be tested in the course of the study:

- H<sub>01</sub>:** There is no significant relationship between job individuation and innovativeness in manufacturing sector in Rivers State.
- H<sub>02</sub>:** There is no significant relationship between job individuation and service quality delivery in manufacturing sector in Rivers State?
- H<sub>03</sub>:** There is no significant relationship between job individuation and efficiency in manufacturing sector in Rivers State

### **Job Individuation and Information Managers' Performance**

Ahiauзу (1999) described job individuation to stimulate the development of unique abilities, craftsmanship and the capacity for continued learning. The author further highlighted that an essential predictor of individuals conduct at work is job individuation. He asserted if the principle of individuation is adopted, it can lead to work environment in which workers are encouraged to develop themselves and learn as much as they wish, which is bound to bring more innovativeness in an organization. Amis et al (2020) asserts that job individuation refers to an environment in which employees are encouraged to develop themselves to their fullest competence, a system of work which facilitates fullest possible development and individual potential.

In a further research carried out by Ekhund and Bergman (1998) establish that it is a work environment that job is more interesting, provide more autonomy and allow workers to develop abilities and make innovative contributions. Anthanason (1999) asserted that the principle of individuation can lead to a non-bureaucratic work environment where workers learn more and grow.

Enders and Teacher (1997) in a research on job individuation asserts that it impacts on employee performance and increases the volume of work done by workers thus decreasing errors caused by stress and lack of commitment to work they do. The study further established a direct relationship between boredom, destructiveness and wastage in employees in an organization.

Kirkcaldy and Ahanason (1999) in a study on job individuation impact on performance of employees to work in an organization found that owing to boredom on the job employees do, there is increased absenteeism, destructiveness and lack of commitment to what workers do. The job individuation principle advocates for increased autonomy to increase motivation and commitment of workers thereby increasing their innovativeness in an organization. Job individuation increases motivation level and reduces wastage in man hour and material in organizations.

### **Social Exchange Theory**

Social exchange theory propounded by Homans (1961) and Pfeffer (1983). The theory holds that human behaviour and social interaction is basically an exchange of both tangible and intangible activities. It notes that behavioural compliance on the part of the individual is exchanged for something which is perceived to be contingent on the individual's behaviour. It is an exchange of benefits, giving others something more valuable to them than is costly to the giver, and vice versa. This mutually benefiting is important to all parties involved because in the long run the relationship produces maximum gain for the parties and the organization as well.

It is argued that people in organizations engage in a self-interested exchange process with the owners of the organization and among themselves, and strive to maximize the benefits of such an exchange process. Parties in exchange process carry out a cost – benefit audit to determine the

viability of the exchange relationship. Social exchange is composed of actions of purposive actors that presuppose constellations of their interests and resources. These processes are governed by reciprocal relations. Exchange is defined as social interaction characterized by reciprocal stimuli. It examines the processes establishing and sustaining reciprocity in social relations, or the mutual gratifications between individuals (Ahiazu & Asawo, 2016).

The basic assumptions of the social exchange theory are:

- 1) Theory is the rational man model
- 2) Actors in social exchange make choices freely in regard to alternative courses of action while guided by cost-benefit considerations.
- 3) Individuals establish and continue social relations on the basis of rational value – maximizing choices.
- 4) Participation in the exchange relationship is largely a product of intrinsic rewards.
- 5) Rational choice and behaviourisms

The social exchange theory is adopted as the anchor of this study because it is apt to the variables (work humanization and information managers' performance). The theory posits that the relationship between an employee and employer is a social exchange and that people in organizations engage in a self-interested exchange process with owners of the organizations and among themselves, strive to maximize the benefits of such exchange process. To accomplish this, the parties in the exchange process carry out a cost-benefit audit to determine the viability of the exchange relationship.

**METHODOLOGY**

The work adopted the cross-sectional explanatory survey research design. The population frame for this study was drawn from 64 manufacturing companies registered with Corporate Affairs Commission (C.A.C.) in Rivers State. The sample size for the study was determined using the Taro Yamane sample size derivation formula as put forward by Baridam, (2001). The study adopted the structured questionnaire as its main tool for the generation of data for the study. Mean and standard deviation were used for the univariate analysis while the bivariate analysis was done using Spearman rank order correlation in SPSS Version 22.0. The spearman rank order (Rho) is considered to be the most appropriate for the study as it appropriately measures the degree of relationship between the two set of ranked observations.

**Results**

**Bivariate Analysis**

**Job Individuation and Information Managers Performance**

H<sub>01</sub>: There is no significant relationship between job individuation and innovativeness in manufacturing sector in Rivers State.

H<sub>02</sub>: There is no significant relationship between job individuation and service quality delivery in manufacturing sector in Rivers State.

H<sub>03</sub>: There is no significant relationship between job individuation and efficiency in manufacturing sector in Rivers State.

**Correlations between Job Individuation and Information Managers Performance**

		Job Individuation	Innovativeness	Service Quality Delivery	Efficiency	
Spearman's rho	Job Individuation	Correlation Coefficient	1.000	0.622**	0.757**	0.668**
		Sig. (2-tailed)	.	.000	.000	.000
	Innovativeness	N	172	172	172	172
		Correlation Coefficient	0.622**	1.000	0.755**	0.767**

	Sig. (2-tailed)	.000	.	.000	.000
	N	172	172	172	172
	Correlation Coefficient	0.757**	0.755**	1.000	0.632**
Service Quality Delivery	Sig. (2-tailed)	.000	.000	.	.000
	N	172	172	172	172
	Correlation Coefficient	0.668**	0.767**	0.632**	1.000
Efficiency	Sig. (2-tailed)	.000	.000	.000	.
	N	172	172	172	

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

**Source: SPSS Output**

Column two of table above shows r value of 0.622 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating job individuation and innovativeness. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho<sub>7</sub>) which states that there is no significant relationship between job individuation and innovativeness in manufacturing sector in Rivers State is rejected and the alternate hypothesis (Ha<sub>7</sub>) is accepted. This implies that there is a strong positive relationship between job individuation and innovativeness in manufacturing sector in Rivers State.

Column three of table above shows r value of 0.757 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating job individuation and service quality delivery. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho<sub>8</sub>) which states that there is no significant relationship between job individuation and service quality delivery in manufacturing sector in Rivers State is rejected and the alternate hypothesis (Ha<sub>8</sub>) is accepted. This implies that there is a high positive correlation between job individuation and service quality delivery in manufacturing sector in Rivers State.

Column four of table above shows r value of 0.668 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating job individuation and efficiency. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho<sub>9</sub>) which states that there is no significant relationship between job individuation and efficiency in manufacturing sector in Rivers State is rejected and the alternate hypothesis (Ha<sub>9</sub>) is accepted. This implies that there is a strong positive relationship between job individuation and efficiency in manufacturing sector in Rivers State. These results show that job individuation amongst information managers in manufacturing firms brings about innovativeness, service quality delivery and efficiency.

**Discussion of Findings**

The tests of one to three revealed that there is a high positive correlation between job individuation and information managers’ performance in manufacturing sector in Rivers State. These findings imply that competency development, autonomy and craftsmanship among information managers positively impact in their performance, especially in terms of innovativeness, service quality delivery and efficiency. Correspondingly, Ahiauzu (1999) asserted that if the principle of individuation is adopted, it can lead to work environment in which workers are encouraged to develop themselves and learn as much as they wish, which is bound to bring more innovativeness in an organization. Job individuation, which encourages competence development, autonomy and craftsmanship, is a strong tool through which organizations such as manufacturing firms can achieve improved performance. A lot of positive results achieved in a workplace are being triggered. And empirical results from this study have proved that job individuation such as autonomy, craftsmanship and competence development brings about innovativeness, service

quality development and efficiency. Job individuation also encourages self-discovery; employees are allowed to freely use their initiatives to handle task, and in the process, creativity is borne. Job individuation does not allow for too much guide and monitoring of employees' duty performance, as these are capable of dwindling their ability to think productively. A further research carried out by Ekhund and Bergman (1998) establish that it is a work environment that job is more interesting, provide more autonomy and allow workers to develop abilities and make innovative contributions. Employees seem to do little or no exploit when they are no given the needed freedom to do so. Information managers and other employees across organizations should be allowed to widen their horizon of knowledge through personal trainings and seminars. Organizations should as well set up these for them, both on-the-job and off-the-job. These will propel them to develop careers that will in turn add to their performance, thereby enhancing their innovativeness, service quality delivery and efficiency, among other things. Furthermore, job individuation creates an avenue for workers to learn more and grow. Confidence is also developed. The freedom to learn and grow also increases motivation level and reduces wastage in man hour and material in organizations. Just like students, employees want to learn and also be given some level of autonomy to discover their abilities. By so doing, they do more than expected by the organization. At this juncture, it is therefore buttressed that there is a strong positive correlation between job individuation and information managers' performance.

## CONCLUSION

The study has shown that job individuation, positively and significantly correlate with information managers' performance. The study has also shown that organizational culture highly moderates how work humanization brings about improvement in the performance of information managers. The findings of the study suggest that organizations, especially manufacturing firms that desire to enhance the performance of their information managers in terms of innovativeness, service quality delivery and efficiency, should put in place job security, equity in remuneration and job individuation, among others. The study therefore concludes that the ensuring job individuation by an organization are true paths with which information managers' performance can be achieved, especially when organizational culture mediates.

## RECOMMENDATIONS

Base on the findings of the study, the following recommendations are made:

1. Information managers should be assured of job security by management, so as to boost their morale towards innovativeness.
2. Information managers should enjoy equitable remuneration so as to encourage them to perform better in terms of innovativeness, service quality delivery and efficiency.
3. Manufacturing firms should adopt values and norms that will encourage job security, equity in remuneration and job individuation, leading to enhanced performance.
4. Management should organize on-the-job and off-the-job training sessions that will build competency, autonomy and craftsmanship in their information managers. This will in turn boost their performance.

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