

## **Intrinsic Job Redesign and Employee Commitment in Manufacturing Firms, Benin City, Edo State, Nigeria**

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### **Abstract**

*Research and practical experiences have demonstrated that there is a link between the manner and magnitude of tasks and employees physical, psychological and social disposition towards such a job. This study examines intrinsic job redesign and employee commitment in manufacturing companies Benin City, Edo State. The study adopts research survey design and the study had a population of eight hundred employees who served as the respondents, and considering the fact that the entire population is large, a sample size was reached determine through the Godden sample size statistical formular to obtain a sample size of 260. The researcher designs a sixteen items structured questionnaire designed in a 5- points likert scale. A total number of 600 copies of the structured questionnaire were distributed while 204 copies were collected given a retrieval rate of 78%. The research tested three hypotheses using multiple regression statistical tool. The result of the analysis revealed that job autonomy significantly influences employee commitment. The study further showed that task significance has a significant impact on employee commitment. Also, that job feedback significantly influences employee commitment ( $r = .675$ ,  $F(2, 202) = 116.271$ ,  $p < .0005$ ). Based on these findings, the study recommends that when enriching jobs all the five core job characteristic of the Job characteristic theory should be modified to elicit the required employee's behaviors and enhances motivation and job satisfaction potential to increase employee commitment.*

**Keywords:** Job, Enrichment, Employees, Commitment, Firm, Manufacturing

### **Introduction**

The Nigeria manufacturing sector is the largest in sub-Saharan Africa with its contribution of about 9% gross domestic product therefore despite its significance to the continents and nations economy its growth of less than ten percent suggest that much seems not to have been achieved as expected. The rapid changing world and extremely competitive contemporary labour market, it is essential for firms especially manufacturing companies to address tendencies such as changes in products, technological advancement, increased population, stiff competition to serve the economy which has risen the necessity for the firms to react quickly, therefore making these companies to compete and introduce new ideas (Peral & Geldenhuys, 2020). The old connotation of task which is a précised set of accountabilities and movements is debilitated since employees in recent time cannot just restrict themselves to their assigned duties as they need to change their unceasingly altering necessities tasks (Nzewi et al, 2017). intrinsic job redesign is seen as the technique of involving the employees in managerial functions of the higher ranks which rises the self-actualization, self-control and self-esteem of the employees which leads to improved commitment of the employees. Intrinsic job redesign is a source of motivation for the employees which leads to commitment (Nkansah et al, 2024).

Herzberg (1968) asserted that intrinsic job redesign leads to enhancement in the framework of the job which gives the employees more challenge, complete task, responsibility, opportunity for growth, and chance to contribute their ideas. The unnecessary work specialization brought by Taylor's scientific management and developing of scientific technology has been dehumanizing the job and making the employees work worthless, monotonous, boring removing all complexities from the job by making the employee a part of the machine culture. The employees under this situation resulted in frustration and estrangement from their task since the human capacities are not utilized fully. Also, the rising disaffection of employees from their task has created a grave human relations challenge. Several firms have been making effort to solve these problems by applying job rotation and job enlargement design periodically to bring diversity but this has not helped to reduce job boredom and monotony from the employees (Iman & Wayan 2018).

More so employee responses refer to the degree in which the workers fasten themselves to the organization and see its achievement or failure as theirs. Several studies have carried out over the years to identify the most efficient ways that will upsurge employees' commitment to their work and organization because of its importance (Jamal & Anwar, 2021). Most of these are of the same opinion that organizations relied so much on the employee responses in terms of employee's commitment (Genty et al, 2017).

Again, employees' management is the most significant facet of the organizational procedures, this originated from the credit that the employees of any organization and the organization its self are one and the same. And to ensure the attainment of the organizational objectives, the organization must create a conducive working condition of commitment and collaboration for its workers through the organizational guiding principles that enable employee commitment especially in Rontai Aluminum Company Limited thus interrogating the extent in which intrinsic job redesign propel employees' commitment (Emurugat et al,2017). More so, considering the reality of globalization, organizations are competing globally and one of the vital resources to organizational competitive advantage is the pursuant of utilizing employees in the most efficient manner thereby making employees to be committed in the organization through fair compensation policies and human resource (HR) techniques ranging from job analysis, reward management practices, promotion, job security, and good working conditions. However, management of these firms could not comprehend why some employees are not committed to the organization even though they have proactively implemented fair compensation policies and human resource (HR) practices to motivate and retain them. It was observed in the studied companies that employees seem to be bored, tired, lack participation and autonomy. This seems to be as a result of poor intrinsic job redesign practices in the firms. These seem to be affecting the commitment level of employees as they are ready to perform only the assigned tasks; they seem not to have a sense of duty and responsibility. It is within the foregoing that the research evaluates the relationship between intrinsic job redesign and employees' commitment in manufacturing firms in Benin City, Edo State, Nigeria.

### **Objectives of the Study**

The main objective of the study is to examine the relationship between intrinsic job redesign and employees' commitment in manufacturing firms Benin City, Edo State. The specific objective of the study is:

1. To determine the relationship between job autonomy and employee commitment.
2. To examine the relationship between task significance and employee commitment.
3. To evaluate the relationship between job feedback and employee commitment.

## **Statement of Hypotheses**

Premised on the research objectives the researcher formulates three null research hypotheses such as:

H<sub>01</sub>: There is no relationship between job autonomy and employee commitment.

H<sub>02</sub>: There is no relationship between task significance and employee commitment.

H<sub>03</sub>: There is no relationship between job feedback and employee commitment.

## **Literature Review**

### **Employee Commitment**

Employee commitment involves employee being bound emotionally to accomplish a performance goal or a course of action, employee commitment according to (Li et al, 2018 & Mac-Ozigbo, Cross, 2020) is seen as the extent to which an employee attaches herself to work or company and see the organizational success or failure as his own. More so, defined commitment as attachment and loyalty, the term commitment means to be fully engagement or involvement to a course. Therefore, a good commitment would involve behavioural and attitudinal change to achieve agreed performance targets and identification with an organization (Lichtenthaler, & Fischbach, 2018). Commitment involves an employee having an effective psychological attachment and identification to task. One of the objectives managers is to promote employee commitment that will increase organizational performance, encourage individual growth and development. More so, committed employees have a good attitude towards their work and organization, cooperate and collaborate well with colleagues and can be relied upon. Therefore, organizations should develop techniques that will increase employee commitment which increases their loyalty by providing an environment that boosts talent retention and performance as a result of elevated motivation and job satisfaction is a critical aspect of job redesign. Magaji et al (2015) & Okolie et al (2017) opined employee commitment and loyalty have a profound impact on organizational effectiveness and committed employees perform better therefore, Nanle (2015) noted that commitment manifest in a vivid behavior such as employees devoting time and energy to meet own work obligations. The research designed a research instrument on employee commitment as: I observed the job satisfaction impact the level of my commitment to the organization, I observed that employee commitment influences employee turnover rate, I noticed that employee commitment leads to reduced absenteeism and improved performance, the leadership style of the manager significantly increases my commitment to the organization ( Ajmal et ai, 2015 & Nzewi; Audu, 2023).

### **Job Design**

Job design is the continuous and deliberate changes carried out by the manager or supervisor in an organization with the aim of making it more inspiring and attractive. Job redesign is also the systematic process of reshaping, restructuring or re-organizing the physical, social and psychological elements of tasks, duties or responsibilities to excite, motivate and encourage the employees towards improved performance. Job redesign also called work redesign is the managerial process of restructuring elements of jobs, tasks, duties and responsibilities in order to make it look more attractive. The job redesign technique may require reshuffling, restructuring, increasing, reducing or review tasks to improve the moral, social and psychological traits of the employees towards improved performance (Lichtenthaler, & Fischbach, 2018).

### **Rationale for Job Redesign**

Job redesign contributes significantly to improving productivity, operational efficiency and employee's motivation. The rationale for job redesign include the following: to improve the quality of work life and employees' performance to facilitate job satisfaction and employees' motivation, to reduce hazards and risks that could be attached to some kinds of tasks, to structure tasks so as to enhance operational efficiency and effectiveness, to prepare employees to acquire broad varieties of skills to enable them meet emerging tasks of an organization, to make adequate plan to strategically meet likely organizational changes (Amodu; Audu, 2016; Alfin & Nasution, 2025 & Alfin, 2025).

### **Techniques for Job Redesign**

The techniques for job redesign include the following: job enlargement, job enrichment, job rotation and job simplification.

1. Job enlargement: This is the job redesign technique that involves combining a series of tasks into one challenging and interesting assignment. The job enlargement technique involves deliberate horizontal loading or combination of two or more tasks previously performed by different employees for a single individual.
2. Job Enrichment: Job enrichment technique is the motivational management strategy that upgrade an existing task vertically. Job enrichment technique involved upgrading the responsibility of an employee to carryout planning and control of work and motivate the employee level of productivity.
3. Job rotation: This is the job redesign technique that involved movement of an employee from one kind of task to another. The job rotation strategy is mostly suitable when the series of routine tasks cannot be combined or enriched then the employee would be shifted. Job rotation technique is not the same wit transfer because in transfer of an employee there is likelihood of doing the same kind of job whereas in job rotation the essence is to change the nature of the task being performed by the employees for improved productivity.
4. Job simplification: This is the process of producing task efficiency by splitting or breaking down a task into simple steps or processes and assigning these tasks to different employees. Job simplification is the systematic process of limiting task procedures by diving the tasks into various segments and assigning them to different employee (Adagbabiri & Okolie, 2019 & Kabiru et al, 2021).

### **Core Job Dimensions**

The five core job dimensions include the following:

1. Skill variety: This is psychological state of experience meaningfulness which determines the extent to which a task contains several challenging areas capable of demanding the employee's skills and abilities.
2. Task identify: This is the psychological state of experienced meaningfulness which determine the extent to which task requires completion of the whole identifiable unit of work.

3. Task significance: This is also the psychological state of experienced meaningfulness which determine the extent to which a task has a significant impact on the lives and general wellbeing of the citizenries both within and outside the organization.
4. Autonomy: This is the psychological state of experienced responsibility and knowledge of results which establishes the extent to which an employee is free to exhibit freedom or discretion in designing the task and processed for actualizing such task.
5. Feedback: This is the psychological state of experienced responsibility and knowledge of results which determined the degree to which a precise and unequivocal report of the tasks are communicated to the employee

### **Intrinsic job redesign**

Intrinsic job redesigns according to Neyshabor (2013) is the redesigning of jobs in a way that increases the opportunities for the employees to experience feelings of advancement, responsibility, achievement and recognition. It is seen as a qualitative change to a job that increases the extent of autonomy, feedback, and significance of the job thereby allowing employees to have better control and feedback in their work setting. Again, job related tasks with a view to increase employee control and responsibility according to Latham and Baldes (1975) is called intrinsic job redesign, while Dost et al (2012) submitted that intrinsic job redesign is seen as changing job content in order to make tasks more challenging and to increase productivity. Concurring to this, Cahyati and Qomariyah (2019) confirmed that intrinsic job redesign satisfies employees' psychological and social needs, and sense of belongingness to the organization.

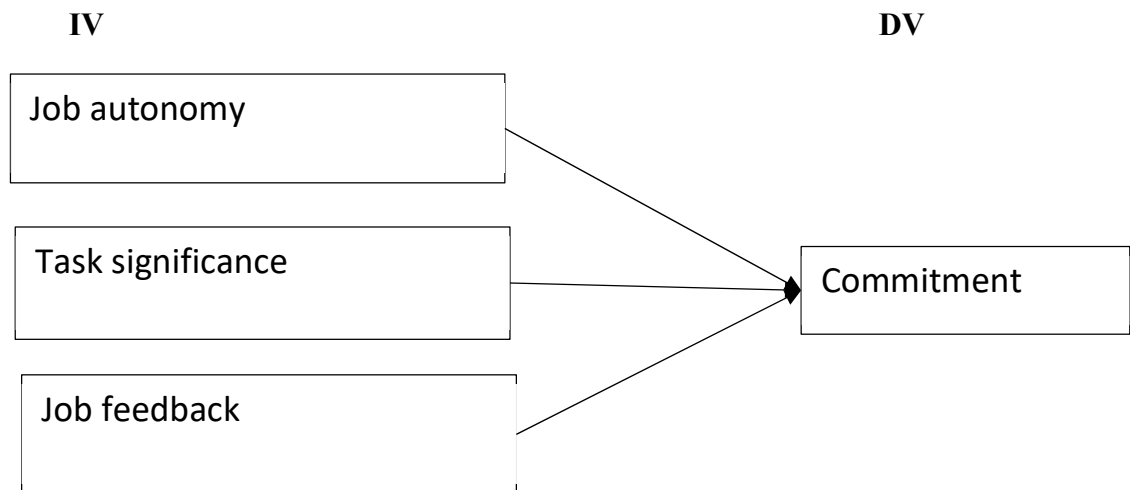
Breevaart et al (2015) asserted that intrinsic job redesign is an attempt to build into tasks a sense of challenge, achievement and variety thus, giving workers more freedom in deciding about such things as work techniques, sequence and pace of the acceptance or rejection of materials, encouraging participation and interaction between employees, giving feelings of personal responsibility for their task, feedback on job performance before their supervisors get it as well as employees being involved in any change in the organization. Therefore, Budiyanto et al (2023) argued that enriched job offers more autonomy and freedom in executing the related responsibility and adds variety and challenge to an employee's daily routine. Consequently, the pecuniary remuneration associated to work, an enriched job renders self-fulfillment, actualization and contentment of meaningful job (Al-Badarin et al 2017).

Again, Aisyah (2022) found that an enriched job has been attributed with certain critical characteristics such as: psychological conditions for a job to be considered as enriched, experience of meaningfulness, the experience of responsibility for outcomes and feedback or knowledge of results. More so, affirming this submission, Mac-Ozigbo and Cross (2020) asserted that intrinsic job redesign provides employee empowerment, and in turn leads to autonomy, in which such employee will manifest greater responsibility, engagement on work, satisfaction, commitment and performance and gives them a feeling or sense of belongingness (Neyshabor,2013). Intrinsic job redesigns according to Magaji et al (2015) increases the motivational level and performance of the employees in the work place and makes more possible the achievement of the organizational goals. The motivating characteristics of intrinsic job redesign include: participation, autonomy and responsibility which appeal to employees who strive for the satisfaction of higher-order needs such as self-control, self-respect and self-actualization. To this end, intrinsic job redesign is a job-design strategy targeted at enhancing job content by building into it more motivating potential.

Lichtenthaler and Fischbach (2018) noted that intrinsic job design is decomposed as job autonomy which is the level to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out (Jamal et al, 2021), task identity is also seen as the extent to which a job requires completion of a “whole” and identifiable piece of work; doing a job from beginning to end with a visible outcome whereas, task significance is the amount to which the job has a substantial impact on the lives of other people, whether those people are within or outside organization (Li et al, 2018). The questionnaire indices use to measure intrinsic job redesign were designed as: Job Autonomy, I am free to choose how I carry out my work, I have considerable opportunity for independence and freedom in how I do my job, I can decide on my own which methods to use to complete my work and I am allowed to make my own decisions about how I work. Again, task significance as: the redesigning of my task changes my understanding of its impact on the organization, increased task significance led to a higher experience meaningfulness of the work, I observed a clear connection between my task and the final impact on others after the redesign and I noticed that enhanced task significance led to higher intrinsic motivation. Finally, job feedback as: the feedback I received from my manager helps me to grow in my position, my manager recognizes my efforts and values my input to the organization, I feel comfortable receiving feedback from my manager, I noticed that my manager is concerned about me and personally rewards me for strong performance.

## Conceptual Framework

### Independent Variable



Source: Author's compilation, 2026.

The framework illustrates how intrinsic job design enhances employees' commitment thus, the research independent variable is intrinsic job redesign and measured as: Job Autonomy, I am free to choose how I carry out my work, I have considerable opportunity for independence and freedom in how I do my job, I can decide on my own which methods to use to complete my work and I am allowed to make my own decisions about how I work. Again, task significance as: the redesigning

of my task changes my understanding of its impact on the organization, increased task significance led to a higher experience meaningfulness of the work, I observed a clear connection between my task and the final impact on others after the redesign and I noticed that enhanced task significance led to higher intrinsic motivation. Finally, job feedback as: the feedback I received from my manager helps me to grow in my position, my manager recognizes my efforts and values my input to the organization, I feel comfortable receiving feedback from my manager, I noticed that my manager is concerned about me and personally rewards me for strong performance. More so, employee commitment as: I observed the job satisfaction impact the level of my commitment to the organization, I observed that employee commitment influences employee turnover rate, I noticed that employee commitment leads to reduced absenteeism and improved performance, the leadership style of the manager significantly increases my commitment to the organization. This study's framework examines the relationship between the research indices of the independent variable decomposed as job autonomy, task significance and job feedback with the dependent variable employee commitment (Nanle, 2015 & Nkansahet al, 2024). The researcher interrogates the relationship between the independent and dependent variable with test of hypothesis with multiple regression.

### **Job Characteristic Theory**

The key prominent proponents of this theory were, Hackman and Oldham (1976), It has four concepts such as: the core job dimensions, critical psychological state, outcomes and a moderator. It posits that employees with enriched tasks have high score level, which results to increase employee job satisfaction, motivation, commitment and performance. Hackman and Oldham (1976) submitted that Job characteristic model spells out particular aspect to consider when redesigning a job in order to have favorable outcome. Again, the review of these five core job dimensions (tasks variety, identity, significance, autonomy and feedback) is critical to propelling employee job satisfaction, motivation and performance. Premised on this submission, Hackman and Oldham (1976) noted that a job is expected to have all the five dimensions to be fully enriched. The theory of Job Characteristic Theory (JCT) is meant to increase employee commitment, work motivation, employee satisfaction, and sense of self-worth and enthusiasm. The application of this theory no doubt has a positive impact to an organization as these core job dimensions can be utilized to ensure better correlation between individual employees and jobs, enhanced productivity, steady organizational growth thus increasing organizational returns, employee's commitment and reduction of employee turnover.

This study on the impact of intrinsic job redesign on employee commitment therefore utilizes the job characteristics models considering its compelling relevance and practical reality to the manufacturing companies in the study area.

### **Research Methodology**

The study adopts a descriptive research survey design; the primary data was obtained through a sixteen (16) items structured questionnaire. The total population is eight hundred who are employees of manufacturing firms in Benin city however, the researcher focuses on Rongtai aluminum company limited considering the fact that it is one of the leading manufacturing firms in the city its findings would significantly serve as a representation of other manufacturing in the area The questionnaire was specifically designed to cover items on both the dependent and independent

variable. Though, the researcher reached respondents numbering two hundred and sixty determine using the Godden (2004) sample size statistical technique.

The Godden (2004) formula denoted as.:

$$SS = \frac{Z^2 (P) (1 - P)}{C^2} \quad \text{-- equ (1)}$$

$$\text{New SS} = \frac{SS}{1 + (SS - 1) / \text{Population}} \quad \text{equ (2)}$$

Where SS = Sample size

Z = Confidence level 95 %

P = Percentage of population (50%)

C= Confidence interval = 5 % (0.05)

$$SS = \frac{1.96^2 (0.5) (1 - 0.5)}{0.05^2} \quad \text{equ (1)}$$

$$SS = \frac{3.8416 (0.5) (1 - 0.5)}{0.0025}$$

$$SS = \frac{0.9604}{0.0025}$$

$$SS = 384$$

$$\text{Population} = 800$$

$$\begin{array}{r}
 \text{New SS} = \quad 384 \\
 \hline
 1 + (384 - 1) \\
 \hline
 800 \\
 \\
 384 \\
 \hline
 383 \\
 \hline
 1 + 0.4788
 \end{array}$$

$$\begin{array}{r}
 \text{SS} = \quad 384 \\
 \hline
 1.4788
 \end{array}$$

$$\text{New SS} = 260$$

However, out of the total questionnaires distributed only 204 were duly completed and retrieved giving a response rate of 78%. The questionnaire was designed in a 5- point Likert-scale responses of strongly agree (5), Agree (4), Undecided (3), Disagree (2) and strongly disagree (1) were used. The researcher employed the services of three research assistants who helped in the distribution and collection of the research questionnaire. More so, the research questions were analyzed using the decision rule to accept any mean value with 3.00 and above. Additionally, the inferential statistics used in testing the hypotheses is the simple linear regression analysis which is an inferential technique of examining the strength of relationship between the independent variable and dependent variable. This process was aided with the statistical package for social sciences (SPSS).

### Reliability of the Instrument

The reliability of this study was conducted to determine the internal consistency of the research instrument. Therefore, Clementina et al (2021) noted that an instrument is reliable if it gives similar outcomes under consistent circumstances. Hence, any coefficient of reliability that is up to 0.70 and above is considered reliable. In testing the reliability of the research instrument, the Researcher carried out a pilot study by distributing questionnaires numbering twenty (20) to the target respondents; the Cronbach alpha coefficient measure of internal consistency was adopted. The reliability of the research instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) yielded the result of 0.81 for items on independent variable,

0.80 for items on dependent variable thus giving the average reliability result of 0.81. The reliability result is showed in table 1.

**Table 1. Reliability Statistics**

Proxies/ Independent Variable	Number of items	Cronbach Alpha
Independent variable	12	0.81
Dependent Variable	4	0.80

Source: SPSS statistical analysis

The table revealed that all the variables have Alpha Values above 0.70. Thus, in line with the submission of Nzewi et al (2023) the instrument is deemed reliable.

## Data Analysis and Results

### Test of Hypotheses

**Table 2. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 <sup>a</sup>	.675	.674	.54321

a. Predictors: (Constant), job autonomy, task significance, job feedback.

Source: Field survey, 2026

Table 2 reported the change in employee commitment which is brought about by the variables of intrinsic job redesign by 68% (.674) as indicated by the adjusted R<sup>2</sup> value. The independent variables explain 82% of the variability of the dependent variable.

**Table 3. Fitness of the model ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	127.213	2	37.445	116.271	.000 <sup>b</sup>
	Residual	67.118	202	.323		
	Total	194.331	204			

a. Dependent Variable: Employee commitment

b. Predictors: (Constant) job autonomy, task significance, job feedback.

Source: Field survey, 2026

The *F*-ratio in table 3 shows that the variables of intrinsic job redesign statistically significantly predict employee commitment,  $F(2, 202) = 116.271, p < .0005$  (this means that the regression model is a good fit of the data).

**Table 4 Regression Analysis of intrinsic job redesign and employee commitment Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.154	.276		.432	.000
Job autonomy	.089	.068	.065	1.372	.000
Task significance	.120	.102	.129	1.141	.004
Job feedback	.153	.082	.143	1.464	.000

a. Dependent Variable: employee commitment  
Source: Field survey, 2026

Table 4 reported the regression analysis result for intrinsic job redesign and employee commitment. The table exhibited that job autonomy has positive effects on employee commitment ( $\beta = .065$ ,  $P < 0.01$ ). It reported that task significance has positive effect on employee commitment ( $\beta = .129$ ,  $P < 0.01$ ) and job feedback has positive effect on employee commitment ( $\beta = .1753$   $P < 0.05$ ). Since the decision criteria is that if the probability value of 0.00 is smaller than critical value of 5% (i.e.  $0.00 < 0.05$ ) the study conclude that the given parameter is statistically significant. In this situation it is accepted and there is need to reject the null hypotheses hence, the study concludes that there is a significant relationship between the indices of intrinsic job redesign and employees' commitment.

## Conclusion

This study focused on the impact of intrinsic job redesign and employee commitment, it was clear from the research findings that jobs were enriched in the manufacturing companies especially the aluminum company in Benin City, Edo State to enhance employee commitment and increase motivational and job satisfaction potential. Employees cannot increase their productivity unless committed since employee commitment involves behavioural and attitudinal change to achieve agreed performance targets and identification with an organization. Therefore, the research concludes that intrinsic job redesign plays a critical role in enhancing employee commitment in the company.

## Recommendations

Based on these findings, the study recommends that when enriching jobs all the five core job characteristic of the Job characteristic theory should be modified to elicit the required employee's behaviors and enhances motivation and job satisfaction potential to increase employee commitment. Employees create competitive advantage for the organization as such there is a need to increase their commitments by enriching their jobs to optimally use their skills and competencies. This study recommends that when enriching jobs all the core job characteristic of the Job characteristic theory should be modified to elicit the required employee's behaviors and enhances motivation and job satisfaction potential to increase employee commitment. The jobs should also be properly matched with employee competencies and experience for effective task performances and avoid dissatisfactions. The findings established that there were career gaps in the organization which have resulted to employee jobs being enriched up to five levels in hierarchy to perform very high-level jobs compared to the position they hold. The study therefore recommends that the company should have a well-designed succession management plans and strategies to ensure that

positions are filled by competent employees whenever a vacancy arises. Intrinsic job redesign should not be used as a tool to bridge employees' gap.

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