



JOB REDESIGN AND ORGANIZATIONAL COMMITMENT IN GOVERNMENT MINISTRIES IN ANAMBRA STATE

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ABSTRACT: *The study focused on job redesign and organizational commitment in government ministries in Anambra State. The specific objective of the study was to ascertain the nature of relationship that exists between job redesign and organizational commitment. Relevant hypothesis was formulated and tested. Survey research design was adopted for this study. The study was anchored on Equity Theory by Edwin Locke and Social Exchange Theory by George Homans (1958). Six government ministries were selected systematically. The population of the study was 2526 employees from which the sample size of 345 employees was gotten through Taro Yamane sampling technique. The data collected using structured questionnaire were analyzed using Pearson Product moment correlation coefficient while the hypothesis was tested using Pearson's Table of Test of Significance. The findings revealed that there is a significant relationship between job redesign and organizational commitment ($p_{val} 0.033 < 0.05$). The study concluded that Job Redesign is a major determinant of the performance of employees which to a great extent the performance of the organization as a whole. The study recommended that to improve the level of satisfaction employees get from their jobs, the management of government ministries should carefully plan the Job Redesign process in the ministries since this will ensure that suitable employees are placed in appropriate positions thus making for a workforce poised towards goal attainment.*

KEYWORDS: Job Redesign, Organizational Commitment Government Ministries

INTRODUCTION

Background of the Study

Government ministries are an essential part of the Nigerian civil service. Civil Service as a government institution plays important role in ensuring that government policies result in tangible services for the population. In fact, without the body of professional civil servants, national government cannot operate effectively and efficiently (Ogunrotifa, 2012). Thus, the effectiveness of the government is hinged on its ministries which are influenced by the performance of the workforce. It is to be noted that in this paper the term 'civil service' refers to the service within government ministries and departments charged with the responsibility of implementing public policies.



All organizations are concerned with what should be done to achieve sustained high levels of performance through people, since the employees are the life wire of any organization (Bandura, 2010). The challenging economic circumstances that have been experienced in recent times have forced many organizations to re-structure. Restructuring of organizations is inevitable because changes that took place in the global economy over the past few years have not passed without consequences for organizations especially government ministries. These must be able to cope with an increasing number of challenges arising from the business environment, thus increasing their ability to adapt (Coyle-shapiro & Shore, 2007). Organizations face increasing demands to systemize and rationalize their policies and procedures regarding the career mobility of employees. Internal pressures are created by employees and potential employees with rising expectations, who demand more from organizations than just a job. Some want to know details about their career within the organization (Heinz, 2010).

Job redesign is one of the effective ways to increase the performance of employees. Job redesign is the planning and specification of job tasks and the work setting in which they are to be accomplished. Job redesign can solve problems such as those related to skills, work overload, repetitiveness, and increase in working hours (Saleem & Shaheen, 2012). For example, job redesign is needed when business process re-engineering is implemented (e.g. the introduction of information technology) to enhance the effectiveness of customer service. Well-designed jobs also lead to increased employee well-being (Tolentino, 2013). Job redesign is thus an alternative approach to reduce job dissatisfaction and enhance the motivational potential of a job.

Personnel of government ministries are key to the actualization of developmental policies of the government. However, it is the appropriate placement of the employees that will guarantee their effectiveness and efficiency in carrying out their duties. The ministries studied were: Information and Culture, Commerce, Industry and Tourism, Land, Housing, Education and Youth and Sports need to effect the benefits of promotion, job redesign and job transfers which are indicators of employee redeployment so as to get a workforce which is satisfied, committed and engaged.

Anambra State was created in 1976 when East Central State was broken into Anambra and Imo States. Then, it comprised of the present Anambra State and Enugu State Including the Abakaliki part of Ebonyi State, with Enugu as its capital. During States creation in August 1991, Enugu State with Abakaliki were excised, leaving Anambra State as presently constituted with Awka as its capital. (Orogbu, Onyeizugbe, Agu & Onwuzuligbo, 2016).

Statement of the Problem

The Civil Service plays a huge role in the development of a state. It is important for civil servants to be well motivated, financially and non-financially, equipped with current skills, knowledge and abilities and given duties and tasks to carry out. Unfortunately, despite the fact that much is expected of this very organ of government, problems of boredom and job dissatisfaction which consequently result in workers' low productivity, delay in administrative performance, work stress, psychological breakdown, absenteeism and lateness and eventually withdrawal of services seem to be prevalent in most public institutions. Also observed in the ministries is that the employees seem to perceive their work as monotonous. There has not been a change or increment in their job tasks and duties thus making them to



feel bored thereby limiting their commitment to their jobs. Jobs performed by the employees seem not to be challenging and enjoyable. This situation appears to be part of the reason the employees almost always come late to work or engage in other unethical behaviors like loitering during office hours since they seem not to find their jobs meaningful.

Based on the above observations, this study seeks to examine the type of relationship that exists between job redesign and organizational commitment in government ministries in Anambra State.

Objective of the Study

The specific objective of this study is:

To ascertain the nature of relationship that exists between job redesign and organizational commitment in government ministries in Anambra State.

Research Question

To achieve the research objective, the following question is raised:

What is the nature of relationship that exists between job redesign and organizational commitment in government ministries in Anambra State?

Hypothesis

The following hypothesis was formulated for testing:

H₀ There is no significant relationship between job redesign and organizational commitment in government ministries in Anambra State.

Significance of the Study

This study would be of immense benefit to the government and employees under the Ministries of: Information and Culture, Commerce, Industry and Tourism, Land, Housing, Education and Youth and Sports. It would also help managers of organizations to appreciate the importance of proper job redesign in the organization. The study would be beneficial to students and future researchers as the concept and relationship between employee job redesign and organizational commitment would be extensively reviewed.

Scope of the Study

This study is centered on the topic: Job redesign and Organizational commitment in government ministries in Anambra State using Ministries of: Information and Culture, Commerce, Industry and Tourism, Land, Housing, Education and Youth and Sports, as focus Ministries. The focus was to ascertain how job redesign and job enrichment correlate with employee satisfaction and organizational commitment.

Limitations of the Study

Some employees of the focus ministries were reluctant to provide the information needed for the study because they claimed to be busy. Some were not willing to give any information as they claimed such information could put them in jeopardy with their organization. These



employees were assured that the information was strictly for academic purpose. Also collecting all distributed copies of questionnaire was not possible as some were not returned thereby inhibiting the complete opinions of the employees to be sampled and evaluated. However, copies of questionnaire filled and returned were adequate for the study. The researchers had 97 percent recovery of copies of questionnaire distributed, 345 copies were distributed and 336 copies recovered

REVIEW OF RELATED LITERATURE

Job Redesign

Job redesign is one of the effective ways to increase the performance of employees. Job redesign is the planning and specification of job tasks and the work setting in which they are to be accomplished. Job redesign can solve problems such as those related to skills, work overload, repetitiveness, and increase in working hours (Saleem & Shaheen, 2012). Techniques of job redesign include: job Rotation, job enrichment and job enlargement.

Job Rotation

Job rotations are lateral transfers of employees between jobs in an organization. Job rotation is a way of designing jobs for employees to learn the required skills from different departments and get rid of exhaustion arising from repeated tasks. Facing new tasks and roles will revive and refresh employees and boost their morale (Tichy, 2004). The importance of job rotation is relatively known to all companies around the world. It is a good approach for organizations to develop employees, managers and executives (Mponda & Biwot, 2015). As an alternative tool for redesigning jobs, job rotation helps in recognition of different skills of different jobs, and to eliminate employees' fatigue resulting from doing boring tasks (Dessler, 2008).

Job Enrichment

Job enrichment according to (Dessler, 2008) is redesigning of jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition. It is a qualitative change to a job that increases the extent of autonomy, feedback, and significance of the job, allowing workers to have better control and feedback in their work setting. An addition in job related tasks with a view to increase employee control and responsibility is called job enrichment (Tubman, 2007)

An enriched job offers more autonomy and freedom in executing the related responsibility and adds variety and challenge to an employee's daily routine. And besides the pecuniary remuneration associated to work, an enriched job renders self-fulfillment, actualization and contentment of meaningful job (Nzewi, Chiekezie, Agu & Arachie, 2018).

There are elements that must be built into a job for it to be regarded as an enriched job.

Daft (2000) posits that for a job to be called enriched, it must have the five job enrichment dimensions which include: skill variety, task identity, task significance, autonomy and feedback.



- i. **Task Identity:** is the degree to which a job requires completion of a “whole” and identifiable piece of work—that is, doing a job from beginning to end with a visible outcome.
- ii. **Task Significance:** Is the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organisation or in the external environment. Skill variety, task identity, and task significance together contribute to a person’s meaningfulness of the work.
- iii. **Autonomy:** The degree 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. Jobs that provide a great deal of autonomy are said to contribute to a person’s responsibility for outcomes of the work. When they have the freedom to decide what to do and how to do it, employees feel more responsible for the results.
- iv. **Job feedback:** The degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance. Feedback can be positive or negative, but it is best when it is balanced appropriately.

Job Enlargement

Job enlargement can be described as horizontal job loading which is an act of assigning employees’ additional duties within their work spectrum and thus increasing activities done. Job enlargement is defined as assessing workers additional same level activities, thus increasing the number of activities they perform. (Dessler, 2005). Job enlargement is a job design in which the number of tasks associated with a job is increased to add greater variety to activities, thus reducing monotony.

Job enlargement can be done through: **task structuring, job arrangement and meaningful job. (Dessler, 2005).**

a. Task structuring

This can be defined as the level at which a task is made clear to its staff who are assigned to perform it. Task structuring entails the magnitude to which jobs are defined and have a detailed description of processes. Employees are made aware of the steps they should take in performing a job for them to be successful.

b. Job arrangement

The management and team leaders are entrusted with the tasks of planning and controlling the job while the employees are responsible for execution of the tasks.

c. Meaningful Job

Some psychologists hold that meaningfulness of job and aligning responsibilities to work productivity has a great influence on motivation. Motivation was linked to an employee experiencing meaningfulness of job that is fundamental to his/her output.



Organizational Commitment

Organizational commitment is the employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty (Caught & Shadur, 2000). It is an emotional response that can be measured through people's behaviors, beliefs, and attitudes and can range anywhere from very low to very high. Meyer and Allen (1997) have identified three types of organizational commitment: affective, continuance, and normative.

- **Affective or moral commitment** occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization.
- **Continuance or calculative commitment** occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations.
- **Normative commitment** occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviors as those who have affective commitment.

Zangaro (2001) suggests that an additional type, **alienative commitment**, may also exist. He opines that this occurs when individuals feel they have little or no control or impact, and would like to leave their jobs. These employees usually demonstrate low levels of performance.

From all of these variables reviewed, it can be deduced that for a job redesign process to be successful it must be channeled in such a way that the employees will get the best out of it. When the redesign process is critically reviewed before implemented, the organization is likely to benefit from a highly satisfied, loyal and committed employees.

Theoretical Framework

This study is anchored on Equity Theory propounded by Stacy Adams and Social Exchange Theory of George Homans in 1958.

Equity theory of motivation recognizes that motivation can be affected through an individual's perception of fair treatment in social exchange. When compared to other people, individuals want to be treated fairly for their contributions (the outcomes they experience match their inputs). A person's beliefs in regards to what is fair and what is not fair can affect their motivation, attitudes, and behaviors and subsequent performance. Equity Theory proposes that a person's motivation is based on what he or she considers to be fair when compared to others (Baruch & Holtom 2008). Individuals develop their perception of fairness by calculating a ratio of their inputs and outcomes and then comparing this to the ratio of others (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009). Inputs are the value proposition of individuals, such as their productivity, time, and education. Other examples



include the experience, knowledge, ability, qualifications and ambition of the individual. Outcomes are the rewards an individual receives. These rewards can be tangible, such as financial compensation, or intangible, such as recognition or job security, equal treatment and employee voice. The means of reducing inequity will vary depending on the situation and will not all be equally satisfying to an individual (Latham, 2013), as each employee wants to experience fair treatment at the place of work. This theory explains why an employee intentionally decreases his/her performance at work, when he/she regards the human resource practices at the place of work are not fair as opposed to the level of inputs they bring in to the organization just to achieve equity.

This theory aligns with this study in that when redeployment of employees in organizations in line with job redesign is done fairly and not being partial, employees will have no need of perceiving unequal treatment thereby reducing and eradicating incidences of poor or decreased performance.

Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties (Baruch & Holtom, 2008). A social exchange relationship rests on the norm of reciprocity. An exchange starts with one party giving a benefit to another if the recipient reciprocates a series of beneficial exchanges occurs and feelings of mutual obligation between the parties are created. (Coyle-Shapiro & Shore 2007). A broad notion of reciprocity encompasses a feeling of an obligation to repay favorable treatment. Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theory has roots in economics, psychology and sociology. Social exchange theory involves a series of interactions that are interdependent, contingent on the actions of the other partner in the social relationship, and generate obligations (Walton, 2013).

This theory explains why employees start underperforming at their place of work when they perceive not to be treated well or, fairly or unappreciated at their work and it is relevant to this study because employees will feel obligated to reciprocate any favour done to them by being more efficient than ever before. Also, when employees are redeployed because there is need for their skills, experience or knowledge at the new post as a result of job redesign, they will ensure that their current output match the level of esteem they are being held.

Empirical Review

Gichuki, & Munjuri (2018) examined the impact of job enlargement on performance of employees at Rift Valley Railways in Kenya. 400 respondents were selected from a population of 2000 employees. Questionnaire was used to collect data from the respondents and regression analysis was used to analyze the data. The findings revealed that there was a relationship between job enlargement and performance of employees at Rift Valley Railway, Kenya.

Abid, Jabbar and Hannan (2013) studied Effect of Job redesign on Employee Satisfaction in Fertilizer Companies Listed in Lahore Stock Exchange Pakistan. The study aimed at exploring the effect of job design on the employee satisfaction in order to come up with a clear view of the relationship. A Questionnaire was used for measuring the different variables of job design connected with the job satisfaction. The questionnaire contained the questions



on the basis of one-best-selected answer method. This research was qualitative and exploratory in nature as it was going to explore the relationship of job design and employee satisfaction. Data were analyzed by using descriptive statistics including means, median and standard deviation. A sample of 50 employees was selected from the two companies Dawood Hercules Corporation Ltd and Engro Corporation Limited from fertilizer industry of equal volume and work load. Sample size was taken from the entry level employee to middle level as they bear more work load in an organization. Linear Regression analysis and Correlation techniques were also implemented to explore the effect of job design on the employee job satisfaction. The findings revealed that there was a strong positive relationship between job design and job satisfaction.

Hashim and Mamman (2013) investigated the Impact of Job redesign on Lecturers Job Satisfaction in Kaduna Polytechnic in Nigeria with a view to highlight whether or not the lecturers were happy with their job. The study adopted a survey research approach and used a structured questionnaire on a five-point Likert's scale. Data from 261 respondents (Kaduna Polytechnic lecturers) were collected and analyzed with the aid of descriptive statistics. The findings revealed that job redesign had an effect on employee job satisfaction.

Achiaa (2012) examined the effect of job redesign on employee motivation and job performance in banks in Ghana. A cross-sectional survey and a case study were employed. A sample size of one hundred and twenty (120) respondents was selected to partake in the study; sixty (60) respondents each were selected from GTBANK and GCB respectively. The study made use of both primary and secondary sources of data collection. The results revealed that job redesign tend to affect motivation and job performance significantly.

Bassey, M. (2002) aimed to identify the key issues of job design research and practice to motivate employees' performance in Nigeria. The study looked at job design with respect to employee motivation and job performance that skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for motivating employees. The findings revealed that a dynamic managerial learning framework was required in order to enhance employees' performance to meet global challenges and recommended that attention should be given specifically to the psychological needs of workers and how they may be met.

Dost and Jabbar (2012) carried out a study whose objective was to investigate the type of relationship that exists between job enrichment and employee commitment in selected organizations in Lahore Pakistan. A survey research design was adopted and structured questionnaire was given to 400 respondents. Of these 400 respondents, 396 were answered correctly and 4 copies of questionnaire were discarded. So the total sample size of their research was 396 employees in public and private organizations. The data were analyzed using ANOVA and the finding showed that there was a significant positive relationship between job enrichment and employee commitment among the employees in the selected organizations.



METHODOLOGY

Research Design

The study employed correlation survey research design. Survey research design is used to quantitatively describe specific aspects of a given population. A survey research design is one in which a group of people or items is studied collecting and analyzing data from only a few people or items considered to be representative of the entire group (Nworgu,2006). This method shall enable the researchers identify the relationship that exist between job redesign and organizational commitment in the selected government ministries in Anambra state.

Area of study

The study was carried out in Anambra State. The state was initially created in 1976. However, on 27th August, 1991 the military government of General Ibrahim Babangida, divided old Anambra into two states, one state retaining the name of Anambra while the other was named Enugu State. The State has its capital in Awka, which is a fast-growing state capital in the country. It has three senatorial zones; Anambra North, Anambra South and Anambra senatorial zones and twenty-one (21) local governments. The state is known for its commercial exploits as its citizens are known for their proclivity for entrepreneurship. It has the biggest market in West Africa (the Onitsha Main Market). The state also boasts of the first automobile manufacturing plant in Nigeria at Nnewi. The city of Nnewi is often touted as the Japan of Africa as other small car and motorcycle fabricating industries and companies are found there.

Anambra State is not just a trading zone, it has also its own fair share of natural resources. Some of the resources found in the state include natural gas, crude oil, bauxite, ceramic and its lands are mostly arable soil in nature ([en.m.wikipedia.org/wiki/Anambra State](http://en.m.wikipedia.org/wiki/Anambra_State)). The state covers an area of about 4844km² (1870sqm). It is bordered by Delta and Edo States to the west and River State to the South, Enugu State to the East and Kogi state to the North (www.nigeriagalleria.com). The major ethnic groups in the state are Igbo, they constitute about 98% of the ethnic groups while the remaining 2% are Igalas ([en.m.wikipedia.org/wiki/Anambra State](http://en.m.wikipedia.org/wiki/Anambra_State)).

Population of the Study

The population of the study consisted of employees of the government ministries in Anambra State. For clarity, the distribution was given below:

Table 1: Government ministries in Anambra State

S/N	Ministries	Population
1.	Information and Culture	569
2.	Agriculture and Rural Development	749
3.	Economic Planning and Budget	365
4.	Commerce, Trade and Industry	433
5.	Justice	485
6..	Finance	481
7.	Land and survey	493
8.	Works	350



9.	Science and Technology	234
10.	Housing and Urban Development	531
11.	Environment	309
12.	Health	287
13.	Education	403
14.	Public Utilities	452
15.	Women Affairs and social development	340
16.	Youth and Sports	97
17.	Transportation	270
18.	Local Government and Chieftaincy matters	85

Source: Field Survey, 2019

Table 1 above shows the names of ministries in Anambra State. The researcher systematically selected ministries and they are: the Ministry of Information and culture, Ministry of Commerce, Industry and Tourism, Ministry of Land and Survey, Ministry of Housing, Ministry of Education and Ministry of Youth and sports. In systematic sampling, all the items in the population are listed and numbered serially. An item is selected after a given interval. The interval is determined by the population and sample size. Since the population size is 18 and we want to obtain a sample of 6 ministries, the procedure is as follows: $18/6=3$. This means that we select every third item in the population.

Table 2: Population Table.

Ministries	Population
Information and Culture	569
Commerce, Industry and Tourism	433
Land and Survey	493
Housing	531
Education	403
Youth and Sports	97
Total Population	2526

Source: Field Survey 2019

From Table 2 above, the population figures of the selected ministries are shown. The population of ministry of Information and Culture is 569, the population of Ministry of Commerce Industry and Tourism is 433, the population of ministry of Land and Survey is 493, the population of the ministry of Housing is 531, the population of ministry of Education is 403 and the population of the ministry of Youth and Sports is 97.

Sample Size and Sampling Technique

The Taro Yamane (1973) sampling technique was used to determine the sample size. It is denoted by the formula below:



$$n = \frac{N}{1 + Ne^2}$$

where n = Sample size

N = Population Size

e = Sampling Error = 0.05

$$n = \frac{2526}{1 + 2526(0.05)^2}$$

$$\frac{2526}{1 + 2526(0.0025)}$$

$$\frac{2526}{1 + 6.315}$$

$$\frac{2526}{7.315}$$

$$n = 345.31$$

$$= 345 \text{ approx.}$$

Method of Data Collection

Structured questionnaire was be used in collecting data. The questionnaire was be structured on a 5-point Likert scale divided into two sections. Section A and Section B. Section A contained questions relating to Job Redesign, while Section B contains questions relating to organizational commitment.

The Bowley's (1926) allocated formula was used to determine the copies of the questionnaire to be distributed to each ministry. The formula is denoted below:

$$N_h = \frac{n(n_h)N}{N}$$

Where N_h = Number of units to be distributed to each group.

n_h = Number of respondents in each group

n = Total sample size

N = Total population size

Ministry of Information and Culture:

$$N_h = \frac{345(569)}{2526} = \frac{196305}{2526}$$

$$= 77.7$$

$$= 78 \text{ approx.}$$

78 copies of the questionnaire were randomly distributed to employees in the Ministry of Information and Culture.



Ministry of Commerce:

$$\begin{aligned} \text{Nh} &= 345(433)/2526 = 149385 /2526 \\ &= 59.1 \\ &= 59 \text{ approx.} \end{aligned}$$

59 copies of the questionnaire were randomly distributed to employees in the Ministry of Commerce.

Ministry of Land and Survey:

$$\begin{aligned} \text{Nh} &= 345(493)/2526 = 170085/2526 \\ &= 67.33 \\ &= 67 \text{ approx.} \end{aligned}$$

67 copies of the questionnaire were randomly distributed to the employees in the Ministry of Land and Survey.

Ministry of Housing:

$$\begin{aligned} \text{Nh} &= 345(531)/2526 = 183195/2526 \\ &= 72.5 \\ &= 73 \text{ approx} \end{aligned}$$

73 copies of the questionnaire were randomly distributed to employees in the Ministry of Housing.

Ministry of Education:

$$\begin{aligned} \text{Nh} &= 345(403)/2526 = 139035/2526 \\ &= 55.04 \\ &= 55 \text{ approx} \end{aligned}$$

55 copies of the questionnaire were randomly distributed to employees in the Ministry of Education.

Ministry of Youth and Sports:

$$\begin{aligned} \text{Nh} &= 345(97)/2526 = 33465/2526 \\ &= 13.2 \\ &= 13 \text{ approx.} \end{aligned}$$

13copies of the questionnaire were randomly distributed to employees in the Ministry of Youth and Sports.



Validity of the Instrument

The face and content validity test were used to validate the instrument of data collection. The face validity was used based on the face value of the instrument, while the content validity was meant for coverage. Copies of the research instrument were sent to experts and some items were restructured before confirming the instrument valid.

Reliability of the Instrument

Spearman-Brown Coefficient was used and the result gotten was .994 which is above the .7 benchmark of acceptance of a reliable instrument

Table 3: Reliability Statistics Table

Reliability Statistics			
Cronbach's Alpha	Part 1	Value	.898
		N of Items	15 ^a
	Part 2	Value	.950
		N of Items	15 ^b
Total N of Items			30
Correlation Between Forms			.988
Spearman-Brown Coefficient	Equal Length		.994
	Unequal Length		.994
Guttman Split-Half Coefficient			.972

Source: Field Survey.

Computation: SPSS, Ver 23.

Formula is:

$$r_{SB} = \frac{2r_{hh}}{1+r_{hh}}$$

where:

r_{hh} = Pearson correlation of scores in the two half tests.

Applying the formula, we would have:

$$r_{SB} = \frac{2 \times 0.988}{1 + 0.988}$$

$$r_{SB} = \frac{1.976}{1.988}$$

$$r_{SB} = 0.994$$



Method of Data Analysis

The data collected were presented in Tables with descriptive statistics. Pearson's Product Moment Correlation Coefficient with the aid of (SPSS) was used to test the hypothesis to ascertain the nature of relationship that exists between the dependent and independent variable.

Decision Rule

The researchers adopted a 5% (0.05) level of significance and this will aid in the interpretation of the result to be obtained in test of hypothesis. If the probability value (p-value) obtained is less than the significant level the alternate hypothesis will be accepted, if otherwise (p-value > 0.05), the null hypothesis will be accepted.

Table 4: Job Redesign

S/N	Job Redesign	SA 5	A 4	SD 3	D 2	U 1	Total
1.	Autonomy over job duty motivates the employee toward superior performance.	167(50%)	138(41%)	23(7%)	8(2%)		336(100%)
2.	Given new duties improves my morale at work	123(37%)	119(35%)	23(7%)	55(16%)	16(5%)	336(100%)
3.	Changing job duty is a sign of job improvement.	166(50%)	110(32%)	33(10%)	12(4%)	15(4%)	336(100%)
4.	Job redesign increases my job competencies.	156(46%)	133(40%)	18(5%)	21(6%)	8(2%)	336(100%)
5.	New job duty is a skill acquisition technique.	134(40%)	116(49%)	33(10%)	19(6%)	34(10%)	336(100%)

The analysis in Table 4 shows that 50 percent of the respondents strongly agree autonomy over job duty motivates the employee toward superior performance, 41 percent agree, 7 percent disagree, while 2 percent of the respondents strongly disagree.

Also, the analysis shows that 37 percent of the respondents strongly agree that given new duties improves their morale at work 35 percent agree, 7 percent disagree, 5, were undecided while 16 percent of the respondents strongly disagree that given new duties improves their morale at work

Also, the analysis shows that 50 percent of the respondents strongly agree that changing job duty is a sign of job improvement. 32 percent agree, 10 percent disagree, 4, were undecided while 4 percent of the respondents strongly disagree that changing job duty is a sign of job improvement.



Also, the analysis shows that 46 percent of the respondents strongly agree that Job redesign increases their job competencies., 40 percent agree, 5 percent disagree, 2, were undecided while 6 percent of the respondents strongly disagree that Job redesign increases their job competencies.

Also, the analysis shows that 40 percent of the respondents strongly agree that New job duty is a skill acquisition technique., 49 percent agree, 10 percent disagree, 10, were undecided while 6 percent of the respondents strongly disagree that New job duty is a skill acquisition technique.

Table 5: Response on Organizational commitment

S/N	Organizational commitment	SA 5	A 4	SD 3	D 2	U 1	Total
1.	The challenging nature of my work makes it interesting.	103(31%)	177(53%)	16(4%)	10(3%)	30(9%)	336(100%)
2.	Employees of my office are treated fairly and equitably.	151(45%)	128(38%)	20(6%)	17(5%)	10(3%)	336(100%)
3.	I put myself more to my work because my input is appreciated	98(29%)	171(51%)	23(7%)	14(5%)	30(9%)	336(100%)
4.	The promotion process inmy office is unbiased.	123(37%)	119(35%)	23(7%)	55(16%)	16(5%)	336(100%)
5.	Good relations with my superiors make me devoted to duty.	167(50%)	109(32%)	33(10%)	12(3%)	15(4%)	336(100%)

The analysis in Table 5 shows that 31 percent of the respondents strongly agree that the challenging nature of their work makes it interesting, 53 percent agree, 4 percent disagree, 9 percent were undecided while 3 percent of the respondents strongly disagree that the challenging nature of their work makes it interesting.

The analysis also shows that 45 percent of the respondents strongly agree that employees of their office are treated fairly and equitably, 38 percent agree, 6 percent disagree, 3 percent were undecided while 5 percent of the respondents strongly disagree that Employees of their office are treated fairly and equitably.

The analysis also shows that 29 percent of the respondents strongly agree that they put themselves more to their work because their input is appreciated, 51 percent agree, 7 percent



disagree, 5 percent were undecided while 9 percent of the respondents strongly disagree that they put themselves more to their work because their input is appreciated.

The analysis also shows that 37 percent of the respondents strongly agree that the promotion process in their office is unbiased, 35 percent agree, 7 percent disagree, 5 percent were undecided while 16 percent of the respondents strongly disagree that the promotion process in their office is unbiased.

The analysis also shows that 50 percent of the respondents strongly agree that good relations with their superiors make them devoted to duty, 32 percent agree, 10 percent disagree, 4 percent were undecided while 3 percent of the respondents strongly disagree that good relations with their superiors make them devoted to duty.

Hypothesis

H₀: There is no significant relationship between job redesign and organizational commitment in selected government ministries in Anambra State.

H₁: There is a significant relationship between job redesign and organizational commitment in selected government ministries in Anambra State.

Descriptive Statistics

	Mean	Std. Deviation	N
Job redesign	67.2000	62.999	5
Organizational commitment	67.2000	63.789	5

Correlations

		Job redesign	Organizational commitment
Job redesign	Pearson Correlation	1	.081
	Sig. (2-tailed)		.033
	N	5	5
Organizational commitment	Pearson Correlation	0.81	1
	Sig. (2-tailed)	.033	
	N	5	5

From the analysis above, it shows that the probability value (0.033) is less than the alpha value (0.05), the researchers therefore rejects the null hypothesis and concludes that there is a significant positive relationship between job redesign and organizational commitment in selected ministries in Anambra State with a correlation value of 0.81.



Discussion of Findings

The focal point of this study was to examine the type of relationship that exists between job redesign and organizational commitment in selected government ministries in Anambra State. The result of the tests carried out on the studied ministries are discussed hereunder.

From the analysis of correlation between job redesign and organizational commitment in selected ministries in Anambra State, the result revealed that there is a significant positive relationship between job redesign and organizational commitment in selected ministries in Anambra State. This means that an increase in job redesign will also lead to an increase in organizational commitment. That is, the more employees find their work meaningful, challenging and varied the more they are committed to their jobs

Testing the significance of the relationship indicated that the relationship was statistically significant; the relationship observed was not by chance or error. This was because the calculated correlation coefficient was greater than the critical correlation coefficient at appropriate degrees of freedom and alpha level. This result signifies that there is direct relationship between job redesign and organizational commitment in selected ministries in Anambra State. The findings of previous researchers corroborate these findings. For example, Dost and Jabbar (2012) carried out a study whose objective was to investigate the type of relationship that exists between job enrichment (which is a component of job redesign) and employee commitment in selected organizations in Lahore Pakistan. Their findings revealed that an increase in job redesign also led to an increase in organizational commitment.

Summary of Findings

Hypothesis test showed that there was a significant positive relationship between job redesign and organizational commitment in selected ministries in Anambra State ($p_{val} 0.033 < 0.05$)

CONCLUSION

The objective of the study was broadly to determine the relationship that exists between job redesign and organizational commitment in selected government ministries in Anambra State. The objective was examined and tested using correlation analysis and the significance of the result was determined using Pearson correlation table of test of significance and result obtained showed that the hypothesis tested was statistically significant. Based on the findings obtained from statistical testing of hypothesis, the research concludes that job redesign plays a crucial role in determining the performance of employees in selected Anambra State Government Ministries. This was as a result of the positive relationship observed between: job redesign and organizational commitment.

RECOMMENDATION

The study recommends that in order to improve the level of satisfaction employees get from their jobs, the management of government ministries should carefully plan the job redesign process in the ministries since this will ensure that suitable employees are placed in appropriate positions thus making for a workforce poised towards goal attainment.



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