

Job Design and Employee Work Outcomes in Deposit Money Banks in Enugu Metropolis, Nigeria

Timinepere Ogele Court^{1*}, Charity A. Ezenwakwelu²

¹Department of Business Administration, Faculty of Management Sciences, University of Africa, Toru-Orua, Bayelsa State, Nigeria

²Department of Management, Faculty of Business Administration, University of Nigeria, Enugu Campus, Enugu State, Nigeria

*Corresponding author: Timinepere Ogele Court

| Received: 25.08.2025 | Accepted: 14.10.2025 | Published: 31.10.2025 |

Abstract: The paper investigated the nexus between job design and employee work outcomes as well as the mediating roles of employee commitment and job satisfaction of Deposit Money Banks in Enugu Metropolis. The study adopted quantitative survey design and this allowed for the collection of data from a large number of respondents. The population of the study was 386 employees from Deposit Money Banks. The sample size was determined using Yamane sample size determination formula and a sample of 201 employees was selected through a stratified sampling procedure. Data were collected, using a structured questionnaire designed on a 5-point Likert scale. The validity of the data collection instrument was determined through content validity approach. The data collected were analysed through the application of one step process approach of Partial Least Square Structural Equation Modelling (PLS-SEM) with the aid of Smart PLS software 4.1.2 version. The results demonstrated that job rotation has a positive significant effect on employee commitment ($\beta = 0.268$, $t = 9.25$, $P < 0.05$). There was a positive significant relationship between job enrichment and job satisfaction. ($\beta = 0.342$, $t = 9.71$, $P < 0.05$). There was a negative but significant relationship between job satisfaction and employee productivity ($\beta = -0.060$, $t = 3.734$, $P < 0.05$). In terms of the indirect relationships, employee commitment mediated the relationship between job rotation and employee productivity ($\beta = -0.159$, $t = 6.390$, $P < 0.05$) and job satisfaction mediated the relationship between job enrichment and employee productivity ($\beta = 0.405$, $t = 8.409$, $P < 0.05$). We recommended that the approaches of job design should be executed to foster job satisfaction, employee commitment, employee productivity and motivation of workers in Deposit Money Banks in Nigeria.

Keywords: Job Design, Employee Work Outcomes, Employee Performance, Job Satisfaction, Employee Commitment.

INTRODUCTION

Organizations are networks of jobs that serve as the foundational building blocks in the workplace. Each Job consists of tasks and responsibilities, deliberately structured to enhance organizational efficiency and improve employee work outcomes such as job satisfaction, employee commitment and productivity. Job design refers to the process of assembling of tasks, roles and responsibilities in alignment with organizational goals, employee expertise and specialization (Cohen, 2013; Ezigbo, 2011). Job design is conducted with the aim of attracting a quality workforce, fostering employee retention, and ensuring smooth execution of activities (Cohen, 2013).

Over the decades, job design has evolved from mechanistic and organic approaches to more socio-technical structure of organization (Cole, 2002; Grant *et al.*, 2011). This evolution reflects a shift in emphasis from work system and production efficiency to employee

motivation. Within this context, job design includes the approaches of job rotation, enrichment and simplification. Job rotation refers to the systematic transfer of employees across different tasks or positions, providing room for employees to gain broader experience and develop diverse knowledge, skills and competence (Kaymaz, 2010).

Cohen (2013) emphasizes that embedding more responsibilities into jobs can enhance their motivational quality and support employee advancement and growth. A key method for providing such opportunities is job enrichment, which refers to the vertical enlargement of a job by increasing the responsibilities and providing room for personal growth. Additionally, Felister and Mary (2020) describe job simplification as a job design technique that breaks down complex task into smaller and manageable units, aimed at improving employee productivity while minimizing physical and mental strain on employees.

Quick Response Code



Journal homepage:

<https://www.easpublisher.com/>

Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

Citation: Timinepere Ogele Court & Charity A. Ezenwakwelu (2025). Job Design and Employee Work Outcomes in Deposit Money Banks in Enugu Metropolis, Nigeria. *Cross Current Int J Econ Manag Media Stud*, 7(5), 105-111.

Employee commitment, job satisfaction and productivity are critical job-related attitudes that represent key employee work outcomes within the workplace ecosystem (Court, 2022). In the view of Lambert *et al.*, (2021), employee commitment is the attachment of an employee to the goals of an organization. Employees identify with organizational objectives when there is alignment of an entity goals with individual employee goals and values. Raharjo *et al.*, (2018) assert that various approaches of job design may account for the organizational commitment of the workforce in the in sector. Job satisfaction is an important job-related attitude of employees. Job satisfaction is the positive emotional feelings of employees towards various aspect of a job in an organization. Employee productivity is a work outcome that measures efficiency and effectiveness of a worker in an organization. The proper structuring of jobs gives room for the economic, tangible and intangible output of workers in production and operations setting in organizations. There is an abundance of existing body of knowledge on job design. Nonetheless, not much scholarly attention is directed to job design and employee work outcomes in the context of Deposit Money Banks in Enugu Metropolis, Nigeria. Accordingly, the study sets out to examine the nexus between job design and employee work outcomes in the banking industry in Enugu State. There are three specific research questions that guided this study: *What is the relationship between Job rotation and Employee Commitment? What is the nexus between Job Enrichment and Job Satisfaction? Does Job Simplification Influence Employee Productivity? Does Employee commitment mediate the relationship between Job rotation and Employee productivity? Does Job satisfaction mediate the relationship between Job Enrichment and employee productivity?* The rest part of the paper is structured as follows: Review of literature, methodology, presentation of analysed data, results and discussion of findings, theoretical and managerial implications, and conclusion.

REVIEW OF LITERATURE

The Job Characteristics Model (JCM) developed by Hackman and Oldham (1976) proposes five core job dimensions of skill variety, task identity, task significance, autonomy, and feedback which affect three critical psychological states. The three psychological states are experienced meaningfulness of the work, experienced responsibility for outcomes, and knowledge of results. According to Grant *et al.*, (2011), the three psychological states in turn influence work outcomes such as motivation, performance, satisfaction, and absenteeism. The model posits that enriching these job characteristics enhances employee engagement and effectiveness by fostering a deeper connection to the work (Hackman & Oldham, 1976). In the context of this study, the relevance of the JCM lies in its comprehensive framework for understanding how specific elements of job design influence employee work related outcomes of commitment, job satisfaction and productivity.

Job rotation and Employee Commitment

The methodical transition of workers from one job duty to another at predetermined intervals is known as job rotation (Dessler & Varkkey, 2009: 304; Malinski, 2002). Job rotation is said to be an excellent way for organizations to develop their employees (Beatty *et al.*, 1987). According to organizational scholars, shifting employees from one department to another is not aluxury but rather a requirement for modern workplace because it gives workers opportunities to take on more complex and varied tasks, which increases their interest in and involvement in their work and, ultimately, improves their performance (Eittington, 1997).

In recent times, companies create personalized job rotation plans by asking workers about their career goals to meet their needs for career fulfillment. This results in a more devoted and loyal workforce because managers are able to give workers more hope and confidence, which increases their loyalty to the company (Zigarelli, 2004). Rotational assignments also help employees feel happier and fulfilled at work and increase their level of involvement, which can be a competitive advantage for a company in the fast-paced business world of today. Additionally, it aids firms in achieving long-lasting results from each employee's dedication to the company's core values.

Job Enrichment and Job Satisfaction

According to Raharjo *et al.*, (2018), job enrichment helps make work more engaging, demanding, and capable of bringing employees greater happiness. According to Johari and Yahya (2016), job enrichment is a component of the high-involvement work design that influences job satisfaction. A major factor in raising employees' job happiness is job enrichment, which is a way for them to participate in higher managerial tasks. Job satisfaction is positively impacted by job enrichment, according to empirical research (Loghmani *et al.*, 2018).

In a larger sense, empowerment refers to the opportunities, trainings, and preparations given to employees so they make the best choices for their businesses (Kele *et al.*, 2017). Numerous scholars have studied empowerment's direct impact on job satisfaction and acknowledged it as a significant factor in organizational success (Kazlauskaite *et al.*, 2012). Empowerment is advantageous for both people and organizations, according to numerous research. Employees are more satisfied with their jobs when they are empowered. Empowerment positively affects job satisfaction, according to a number of research (Nikpour, 2018).

Job Simplification and Employee Productivity

Work simplification falls within the wide area of "job redesign" and is seen as an organisational development (OD) intervention (Rush & Hershaber, 1978). But from an OD perspective, it appears that work

simplification is really implemented in Mexico does not achieve the goals of an OD transformation, which include having a good effect on all businesses, people, and the environment. Work simplification is described as a technique for increasing the production per unit of time and consequently, reducing the unit cost. However, this strategy will allow for beneficial impact if the goal of work simplification is to simplify activities and get flexibility in order to integrate tasks into a job that is highly enriched, non-routine, and that the worker can execute.

Employee Commitment Mediates the Relationship between Job Rotation and Employee Productivity

A prior study of Al-Romeedy (2019) examined the mediating role of organizational commitment between job satisfaction and employee performance. The study was conducted in Egypt and data were collected and analysed through structural equation modelling. The findings indicated that organizational commitment mediated the nexus between job rotation and employee performance. The study is related to the current research as it examined the mediation of employee commitment between job rotation and employee productivity. The variation of the study is contextual as prior study focused on the tourism sector in Egypt while the current study focuses on Deposit Money Banks in Nigeria. Additionally, Manurung *et al.*, (2024) assessed the mediating role of organizational commitment and Work Life Balance in regard to the linkage between job rotation and employee performance in Lampung. The finding demonstrated a positive relationship between job rotation and employee performance. However, there was no mediating role of organizational commitment between job rotation and employee performance.

Job Satisfaction Mediates the Relationship between Job Enrichment and Employee Productivity

Sholars have actually assessed the nexus between job enrichment and employee performance, and the mediating role of job satisfaction. Yuso *et al.*, (2022) evaluated the relationship between job rotation and employee performance and that job satisfaction mediated the relationship between job rotation and employee performance in the civil service in Melaka. In another related study, Mohammad *et al.*, (2024) investigated workplace internet leisure and employee productivity and the mediating role of employee satisfaction in Malisia. The findings showed that workplace internet leisure (WIL) and workplace autonomy orientation affected employee satisfaction and that employee satisfaction further mediated the relationship between workplace internet leisure and employee productivity.

Empirical Review

Etuk and Alah (2025) investigated the connection between worker performance and job design in Nigeria's Cross River State's commercial banks. The study used a cross-sectional survey research approach, drawing on the five fundamental characteristics of the

Job Characteristics Model: autonomy, feedback, job significance, task identity, and skill variety. To evaluate the hypotheses, multiple linear regression analysis was employed. According to the results, every job design facet significantly improves employee performance, showing that workers are more productive when their positions are created with these features in mind. The study emphasizes how crucial job roles are to improving performance, particularly in the cutthroat and rapidly changing digital banking industry.

Similarly, Baridula and Kobani (2021) looked into the connection between employee performance and job design in Port Harcourt's Deposit Money Banks. There was no requirement for sampling because the study used a cross-sectional survey and self-administered questionnaires to gather data from all 79 managerial staff members. Cronbach's Alpha was used to determine the instrument's reliability, and all of the items scored higher than the acceptable cutoff point of 0.70. Spearman's Rank Order Correlation was used to test the hypotheses at a significance level of 0.05 and a 95% confidence level. The results showed a strong correlation between employee performance and job design. In particular, it was discovered that task importance and skill variation improved employees' productivity and punctuality.

When taken as a whole, these studies offer empirical evidence that, in the Nigerian banking sector, job design significantly influences employee performance. While Baridula and Kobani (2021) stress certain dimensions of skill diversity and job significance as important drivers of work efficiency and timeliness, Etuk and Alah (2025) draw attention to the Job Characteristics Model's wider application.

METHODOLOGY

The study adopted quantitative survey research design. The population of the study was 386 staff of Deposit Money Banks while the sample of 201 bank employee was derived from Yamane sample size determination formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size, N = Population of the study, 1 = Theoretical constant, e = error term

$$n = \frac{386}{1 + 386(0.05)} = 201$$

The sample was selected using stratified sampling method while the research instrument was designed on 5-point Likert Scale and assessed the validity of the instrument through content validity approach. The reliability of the data collection instrument was determined for reliability with spearman rank order correlation with reliability index of 0.988 that indicates a high degree of items consistency. Data were collected through a structured questionnaire and were analysed using the structural equation modelling with the aid of Smart PLS.

Presentation of Analysed Data

Table 1: Analysis of Job Design and Employee Work Outcomes of a Process Approach of Smart PLS with Application of Structural Equation Modelling

<i>Direct Effects</i>	B	Standard deviation (STDEV)	T statistics	P values	Hypothesis
Job Rotation->Employee commitment	0.268	0.029	9.252	0.000	H1
Job Enrichment -> Job Satisfaction	0.342	0.035	9.741	0.000	H2
Job Simplification -> Employee Productivity	-0.060	0.018	3.374	0.001	H3
<i>Indirect Effects</i>					
Job Rotation -> Employee commitment -> Employee Productivity	-0.159	0.025	6.390	0.000	H3
Job Enrichment -> Job Satisfaction -> Employee Productivity	0.405	0.048	8.409	0.000	H4

Source: Data Analysis Output from Smart PLS, 2025

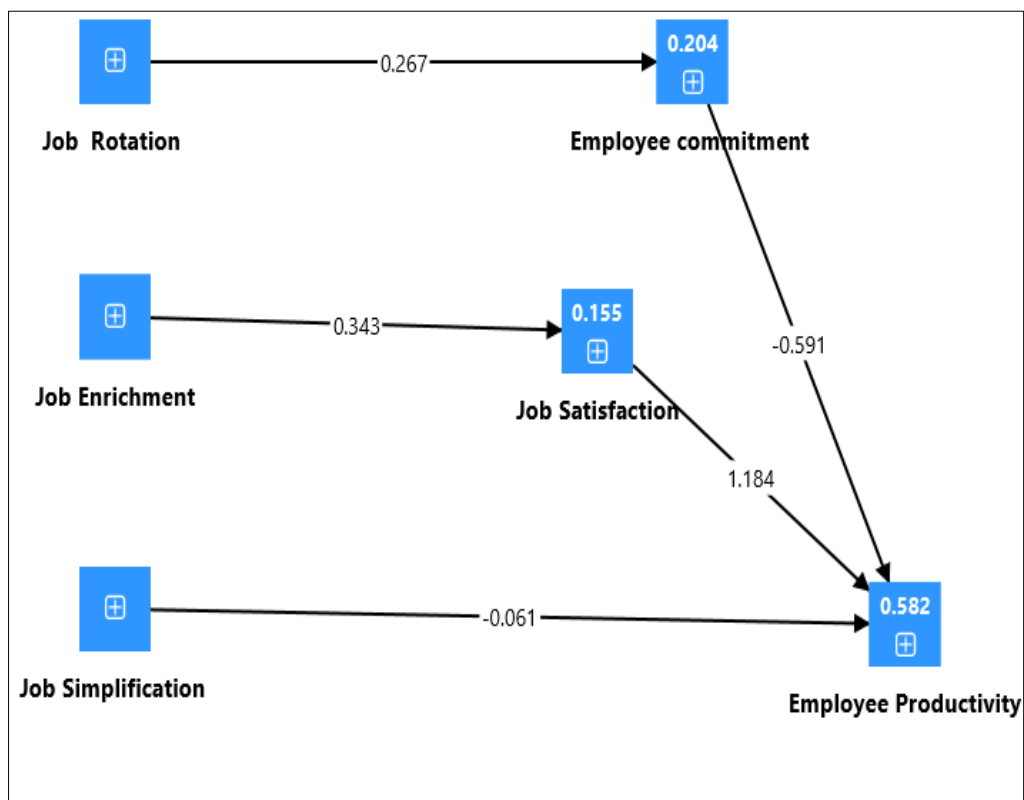


Figure 1: Path Analysis of Job Design and Employee Work Outcomes in Deposit Money Banks Enugu Metropolis

RESULTS AND DISCUSSIONS OF FINDINGS

The data analysis demonstrated that job rotation has a positive significant effect on employee commitment ($\beta = 0.268$, $t = 9.25$, $P < 0.05$); there was a positive significant relationship between job enrichment and job satisfaction. ($\beta = 0.342$, $t = 9.71$, $P < 0.05$); there was a negative but significant relationship between job satisfaction and employee productivity ($\beta = -0.060$, $t = 3.374$, $P < 0.05$). In terms of the indirect relationship, employee commitment mediates the relationship between job rotation and employee productivity ($\beta = -0.159$, $t = 6.390$, $P < 0.05$) and job satisfaction mediates the relationship between job enrichment and employee productivity ($\beta = 0.405$, $t = 8.409$, $P < 0.05$).

Discussion of Findings

The study examined the nexus between job design and employee work outcomes in Deposit Money Banks in Enugu State. The finding demonstrated that there was a positive significant relationship between job rotation and employee commitment. The finding implies that employees who undergo rotation of jobs identified with the goals of an organization. In the lens of the Job Characteristics Model which considers skill variety as a means of promoting motivation, the breakdown of task into different responsibility and giving room for transfer of staff to under take various task provide learning opportunities.

From the first hypothesis, the finding indicated that job rotation has a positive and significant influence

on employee community. The finding suggests that providing room for employees to be transferred from one task to another foster affective ties to the Deposit Money Banks. The finding underpins the prior studies of Ho *et al.*, (2009) and Mohsan *et al.*, (2012) which indicated that job rotation promotes employee commitment and minimizes turnover cognition and actual turnover of employees.

In terms of job enrichment and job satisfaction, there was a positive and significant effect of job enrichment on job satisfaction. Consequent upon the JCM model of Hackman and Oldham (1980), it is argued that job enrichment provides room for autonomy, task significance and opportunities for growth, resulting in motivation and job satisfaction of employees in banks. The finding of the study corroborates the prior studies of Orpan (1979) and Alias *et al.*, (2018) who indicated that job enrichment fosters and enhances job satisfaction of employees. On the contrary, the result further show that job simplification had a negative and significant effect on employee productivity. The finding implies that reduction of job content into smaller repetitive units to some extent weakens employee productivity. In the view of Grant *et al.*, (2011) who advanced that scientific management underscores the critical nature of efficiency through division of labour is akin to job efficiency while the JCM opposed job simplification and advocates for task variety and responsibility.

For the indirect effects, the study found that employee commitment mediates the relationship between job rotation and employee productivity in a negative direction. The finding suggests that job rotation affects employee productivity and it does not increase the level of employee productivity. The finding of the current study was supported by prior investigation of Suleman *et al.*, (2022) that organizational commitment mediated the nexus between job rotation practices and employee performance. Although the nature of the relationship differed as the prior study outcome indicated positive relationship as against inverse relationship in the current investigation. The negative effect may be related to the duration of employee adaptation and rational transition cost. In the mediation of job satisfaction between job enrichment and employee productivity, the results demonstrated a positive significant relationship and this implies that job enrichment promotes job satisfaction which in turn fosters employee productivity. The finding of the current study to some extent underpins the study of Yang *et al.*, (2009) whose study found that job satisfaction mediated the relationship between job enrichment and turnover intention while our study considered employee productivity, the prior study focuses on turnover cognition.

Theoretical and Managerial Implication

The findings contributed to theory building. From the lens of Job characteristics model findings further underpin the critical nature of the job

characteristics model, explaining that job design exert influence on employee work-related attribute of job satisfaction, commitment and work outcomes of employee productivity in particular focus is job enrichment and job rotation, which indicates the important state of meaningfulness, variety of task and autonomy. In terms of job content, the negative relationship between job simplification and employee productivity demonstrated the constraints associated with traditional theory of scientific management which underscored efficiency to the detriment of intrinsic motivation.

For management implications, job design with intent to broaden the job content and advancement opportunities for job rotation enhance organizational commitment and job satisfaction. This is so important to the long-term survival and employee performance. Nonetheless, cautionary measure should be taken into consideration while understanding job rotation to strike a balance in ensuring employee productivity as well as employee commitment may not necessarily translate into productivity. Further, to maintain employee motivation and performance, Job simplification as an approach of job design should be executed in such a manner not to undermine employee motivation.

CONCLUSION

In conclusion, job design exerted significant influence on work employee outcomes as job enrichment and job rotation greatly determined employee work-related attitudes while job simplification had a negative effect on employee productivity. Additionally, the study corroborated the job characteristics model and offer a practical insight into job design, employee commitment and satisfaction.

REFERENCES

- Alias, N. E., Othman, R., Hamid, L. A., Salwey, N. S., Romaiha, N. R., Samad, K. A., & Masdek, N. R. N. (2018). Managing job design: The roles of job rotation, job enlargement and job enrichment on job satisfaction. *Journal of Economic & Management Perspectives*, 12(1), 397-401.
- Al-Romeedy, B. S. (2019). The role of job rotation in enhancing employee performance in the Egyptian travel agents: the mediating role of organizational behavior. *Tourism Review*, 74(4), 1003-1020.
- Baridula, V. & Kobani, B. P. (2021). Job Design and Employee Performance of Deposit Money Banks in Port Harcourt, Nigeria. *International Journal of Trend in Scientific Research and Development*, 5(4), 106 – 112.
- Beatty RW, Schneier CE, McEvoy GM (1987). Executive development and management succession. *Human Resources Management*, 5, 289-322.
- Cohen, L. E. (2013). Assembling jobs: A model of how tasks are bundled into and across jobs. *Organization Science*, 24(2), 432-454.

- Cole, A. G (2002) *Personnel and Human Resource Management*. Continuum, London
- Court, T. O. (2022). Demographic Characteristics and Job Satisfaction: The Mediation Role of Organisational Justice Perceptions in Public and Private Sector Health Organisations in Nigeria. *Health Economics and Management Review*, 3(4), 1-14. <https://doi.org/10.21272/hem.2022.4-01>
- Dessler G, Varkkey B (2009). *Training and development. Human Resource Management*. New Delhi: Dorling Kindersley (India) Pvt. Ltd
- Eittington J E (1997). *Managing a changing (diverse) workforce. The winning manager: leadership skills for greater innovation, quality and employee commitment*. Houston, Texas: Gulf Publishing Company
- Etuk, I. U. & Alah, E. U. (2025). Job Design and Employee Performance In Commercial Banks In Cross River State. *Nnadiesube Journal of Social Sciences*, 6(2), 256 – 263.
- Ezigbo, C. A. (2011). *Advanced management: theory and applications*, Immaculate Publishers Limited, Enugu.
- Grant, A. M., Fried, Y., & Juillerat, T. (2011). Work matters: Job design in classic and contemporary perspectives. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol. 1. Building and developing the organization* (pp. 417–453). American Psychological Association. <https://doi.org/10.1037/12169-013>
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.
- Hackman, J.R. & Oldham, G.R. (1980). *Work redesign*. Philippines: Addison-Wesley.
- Ho, W. H., Chang, C. S., Shih, Y. L., & Liang, R. D. (2009). Effects of job rotation and role stress among nurses on job satisfaction and organizational commitment. *BMC health services research*, 9(1), 8-10
- Johari, J. & Yahya, K. K. (2016). Job characteristics, work involvement, and job performance of public servants. *European Journal of Training and Development*, 40(7), 554-575.
- Kaymaz, K. (2010). The effects of job rotation practices on motivation: A research on managers in the automotive organizations. *Business and economics research journal*, 1(3), 69-85.
- Kazlauskaitė, R., Buciuniene, I., & Turauskas, L. (2012). Organisational and psychological empowerment in the HRM performance linkage. *Employee Relations*, 34(2), 138-158.
- Kele, A., Mohsin, A., & Lengler, J. (2017). How willing/unwilling are luxury hotels staff to be empowered? a case of east Malaysia. *Tourism Management Perspectives*, 22, 44-53.
- Lambert, E. G., Tewksbury, R., Otu, S. E., & Elechi, O. O. (2021). The association of organizational justice with job satisfaction and organizational commitment among Nigerian correctional staff. *International Journal of Offender Therapy and Comparative Criminology*, 65(2-3), 180-204.
- Loghmani, M., Taylor, T., & Ramzaninejad, R. (2018). Job characteristics and psychological states of football referees: Implications for job enrichment. *Managing Sport and Leisure*, 22 (5), 342-357.
- Malinski RM (2002). Job rotation in an academic library. *International Journal of Human Resources*, 50(4): 673-80.
- Manurung, B. H., Erlina, R. R., & Hayati, K. (2024). The Effect of Job Rotation on Employee Performance with Organizational Commitment and Work-Life Balance as Mediating Variables at PT. BPD Lampung. *International Journal of Social Science and Education Research Studies*, 4(09), 970-974.
- Mohammad, J., Quoquab, F., Halimah, S., & Thurasamy, R. (2019). Workplace internet leisure and employees' productivity: The mediating role of employee satisfaction. *Internet research*, 29(4), 725-748.
- Mohsan, F., Nawaz, M. M., & Khan, M. S. (2012). Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan. *African Journal of Business Management*, 6(24), 7114-7119
- Nikpour, A. (2018). empowerment and Psychological organizational innovation: mediating role of job satisfaction and organizational commitment. *International Journal of Organizational Leadership*, 7(2), 106-119.
- Orpen, C. (1979). The effects of job enrichment on employee satisfaction, motivation, involvement, and performance: A field experiment. *Human relations*, 32(3), 189-217.
- Raharjo, K., Nurjannah, Solimun, & Achmad Rinaldo Fernandes, A. (2018). The influence of organizational culture and job design on job commitment and human resource performance. *Journal of Organizational Change Management*, 31(7), 1346-1367.
- Rush, W. A. & Hershaver, H. C. (1974). *Factors Affecting Workers Productivity*, Bureau of Business and Economic Research, College of Business Administration, Arizona State University
- Suleman, A. R., Bingab, B. B. B., Boakye, K. O., & Sam-Mensah, R. (2022). Job rotation practices and employees' performance: do job satisfaction and organizational commitment matter? *SEISENSE Business Review*, 2(1), 13-27.
- Yang, S. B., & Lee, K. H. (2009). Linking empowerment and job enrichment to turnover intention: The influence of job satisfaction. *International Review of Public Administration*, 14(2), 13-24.

- Yusof, M. A. M., Zainudin, M. Z., Rawi, A. H. M., & Isa, M. F. M. (2023). Impact of job rotation on employee performance through job satisfaction in the public civil service Melaka. *Journal of Human Capital Development (JHCD)*, 16(1), 1-11.
- Zigarelli MA (2004). *Develop Employee Careers. Management by Proverbs: applying timeless wisdom in the workplace*. Otsego: Page Free Publishing, Inc., pp. 147-148.