

Innovations

Job Design and Employee Performance in Benue State Civil Service

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Abstract: *The study examined the effect of job design on employee performance in Benue State Civil Service, Makurdi. The specific objectives were, to: determine the effect of task variety on employee productivity in Benue State Civil Service; investigate the extent to which job autonomy affect employee engagement in Benue State Civil Service; and evaluate the extent to which feedback mechanism affect job satisfaction in Benue State Civil Service. The study adopted a survey research design with a total population of 657. Census sampling technique was used, which meant that the entire population was used. However, a total number of 650 duly completed and returned copies of the questionnaire were used for data analyses. The study adopted stratified sampling technique to reach out to the different ministries selected. Regression analysis was used for data analysis at 5% level of significance. Findings revealed that job design had a significant positive effect on employee performance in Benue State Civil Service, Makurdi. The study therefore recommended, among others, that Benue State Civil Service should implement job rotation and enrichment programs to introduce task variety and enhance productivity within the Benue State Civil Service.*

Keywords: *Job Design, Employee Performance, Benue State Civil Service.*

1.0 Introduction

The surge in globalization and industrialization has precipitated an unparalleled proliferation of diverse organizations dedicated to addressing various needs. At the heart of these organizations lies the pivotal element of their workforce—the employees. In the dynamic landscape of contemporary business, characterized by constant technological evolution, a diverse workforce, varying age demographics, globalization, and evolving job designs, there is a critical focus on examining how these factors influence employee performance.

Today's work environment is undergoing significant transformations due to the advent of new technologies, shifts in workforce dynamics, and globalization trends.

Numerous jobs are being reshaped by emerging work practices and rapid technological advancements. As automation and flexibility become more prevalent, employees are experiencing diminishing control over their workloads. Recognizing the significance of human resource development, government ministries are actively involved in initiatives to ensure that employees enhance their knowledge and skills (Hussein, 2020).

In the knowledge economy era, the key to thriving workplaces lies in the adept utilization and cultivation of employees' skills. This encompasses not only technical proficiency but also the implementation of robust job design mechanisms that directly impact both employee productivity and overall organizational performance. Acknowledging that human resource utilization stands as the cornerstone and most pivotal responsibility in any organization, it becomes imperative for management to grasp the intricacies of each employee's role within the organizational framework (Amakiri&Godday, 2016).

Human Resources (HR) serves as the lifeblood coursing through the veins of organizations. Modern-day enterprises have realized profoundly the paramount significance of human resources within their structures. Consequently, organizations now actively strive to allure, retain, and motivate their workforce with the ultimate aim of accomplishing organizational goals. It is universally acknowledged that without a committed and engaged workforce, no organization can truly excel and attain its stated objectives (Guidice, Heames& Wang, 2019). The essence of success lies in the symbiotic relationship between the organization and its human capital.

Job design transcends mere task assignments; it encompasses the art and science of structuring roles to offer regular feedback, a tangible sense of task accomplishment, and empowerment for employees to self-monitor their behavior. In the orchestration of job design, individuals are afforded a high sense of personal control over their work environment, as expounded by Amakiri and Godday (2016).

Delving into the intricacies of job design reveals a multifaceted landscape where tasks, roles, and responsibilities are not merely delineated but intricately woven to influence individual, group, and organizational outcomes, as expounded by Grant and Parker (2019). It is a dynamic process that goes beyond a static description of job structures; rather, it encapsulates the performance, modification, and impact of these structures on the holistic organizational ecosystem.

Job design, as envisioned by Sugianto, Muhyi, and Purnomo (2018), is the artful restructuring of the elements of work. It is a deliberate effort to infuse encouragement and inspiration into specific job roles, transforming them into more than just a set of duties. This transformative process is not a mere rearrangement; it involves the meticulous revision, analysis, alteration, reforming, and reshuffling of job-related dimensions. The ultimate goal is to breathe life into the work environment, fostering motivation by increasing the variety of assignments and

functions. Achieng, Ochieng, and Owuor (2014) assert that this dynamic approach not only motivates employees but also instills in them a profound sense of importance, making them feel like invaluable assets to the organization. The essence of job design lies in the deliberate cultivation of a work atmosphere that transcends routine tasks and resonates with the intrinsic motivation of the workforce.

According to Okoro, Nebo, and Nwosu (2017), the essence of a job is intricately woven into five core characteristics, each playing a pivotal role in shaping the employee experience. These dimensions—skill variety, task identity, task significance, autonomy, and feedback—collectively orchestrate the symphony of productivity in the workplace. As expressed by Okoro, Nebo, and Nwosu (2017), delving into these dimensions reveals a tapestry where the very fabric of job design influences the output and satisfaction of employees.

Skill variety introduces a kaleidoscope of activities demanding diverse skills. Task identity goes beyond mere job fragments; it embraces the completion of an entire and visible piece of work, offering employees a tangible sense of accomplishment. Task significance delves into the profound impact a specific task holds on the lives of others, adding a layer of purpose to the daily grind. Autonomy grants employees the freedom and pleasure in executing tasks, fostering a sense of ownership and empowerment. Lastly, feedback provides direct insights from the job, serving as a compass for enhancing efficiency and effectiveness (Hussein, 2020).

In the quest for a more meaningful job experience, attention to task identity, task variety, task significance, and autonomy becomes paramount. These elements, as highlighted by Okoro, Nebo, and Nwosu (2017), transform a job from a mundane routine to a source of inspiration and fulfillment.

The heartbeat of organizational success lies in employee productivity, defined by Hussein (2020) as the pace at which employees execute their tasks or the quantum of work accomplished within a specified timeframe. In essence, the job design model becomes not just a framework but a dynamic force shaping the very fabric of a thriving and productive workplace.

In the public sector organizations, the pivotal role of job design emerges as a linchpin that profoundly influences employee productivity, as underscored by Aswathappa (2016). Within the dynamic landscape of public sector management, a perpetual quest is underway among organizational leaders to unearth opportunities and alternatives that elevate the art of job design. The reason is crystal clear – the productivity of employees hinges significantly on the nuanced interplay between job design and job satisfaction.

For managers navigating the labyrinth of public sector intricacies, the pursuit of a well-crafted job design is not a mere aspiration; it's a strategic imperative. As highlighted by Aswathappa (2016), the satisfaction derived from a thoughtfully constructed job design becomes the bedrock upon which employee productivity is

built. In this pursuit, managers become architects, sculpting environments that foster job satisfaction and, by extension, enhance overall organizational performance.

The realm of job design has become a focal point of heightened interest in recent decades, drawing attention from scholars and practitioners alike, as articulated by Fried, Grant, Levi, Hadani, and Slowik (2017). This surge in interest underscores the recognition that the intricacies of job design hold the key to unlocking untapped reservoirs of employee potential in the public sector. It is not merely a bureaucratic exercise but a dynamic force that has the potential to redefine the very fabric of productivity and satisfaction within these organizations.

In essence, the discourse on job design within public sector organizations is not a passing trend but a critical exploration into the foundations of employee engagement, satisfaction, and, ultimately, productivity. The symphony of success in the public sector harmonizes with the artistry of job design, creating a vibrant and conducive environment where employees flourish and organizations thrive (Aswathappa, 2016).

The intricate coordination inherent in work design not only steers the trajectory of organizational success but also profoundly influences the individual well-being of its participants, carrying significant implications for both operational efficiency and employee satisfaction. In the pursuit of diverse organizational outcomes, the design of work emerges as a crucial element, possessing considerable practical importance in delicately balancing operational effectiveness and employee contentment. Within the domain of the public sector, the government assumes the role of a master conductor, diligently shaping an outstanding and dynamic workforce. This workforce transcends being a mere collection of individuals; it is a synergistic ensemble adept at not only meeting but exceeding the expectations delineated by both management and customers, as elucidated by Johari and Yahya (2016).

The skill inherent in work design, as portrayed by Johari and Yahya (2016), becomes a strategic imperative for the government, shaping a workforce that is not only proficient but also adaptable to the evolving demands of the public sector. It is a dynamic process that surpasses routine tasks, immersing itself in the creation of an environment conducive to individual flourishing, where collective excellence becomes the prevailing standard.

In the grand arrangement of organizational dynamics, the design of work emerges as a formidable crescendo, blending the pursuit of efficiency and satisfaction into a harmonious composition. It is through this intentional orchestration that the government nurtures a workforce capable of not only meeting but also elevating the inherent expectations of public service. This ensures the development of a resilient and responsive apparatus adept at navigating the intricate complexities of modern governance (Fried, Grant, Levi, Hadani, and Slowik, 2017).

On the other hand, according to Kassem and Sarhan (2013), employee performance is the accomplishment of a given task measured against standards of accuracy, output, and efficiency. Delving into the realm of employee performance unveils a nuanced evaluation. It extends beyond the mere completion of assigned tasks, venturing into the meticulous scrutiny of accomplishments against predefined standards of accuracy, output, and efficiency, as articulated by Kassem and Sarhan (2013). The essence of this assessment lies in gauging how effectively employees fulfill the requirements of their roles, emphasizing not just task completion but the qualitative aspect of job execution, as expounded by Somez (2013).

Employee performance, then, becomes the intricate tapestry that weaves together the rate of task completion within established boundaries. It transcends the mere adherence to assigned responsibilities and delves into how well these tasks are executed, forming a comprehensive assessment of the efficiency of an individual or a group of workers, often measured in terms of output within a specific timeframe (Okoro, Nebo & Nwosu, 2017).

The benchmark for measuring performance is a multifaceted one, as elucidated by Marwa and Muather (2014). It encompasses the efficiency and effectiveness of service delivery, the timeliness of service, the quantity and quality of work accomplished, and the overall amount of work done. Within the scope of this study, the lens is focused on evaluating employee productivity through the prism of efficiency and effectiveness, the quality of work produced, and the overall quantity of work accomplished. This approach provides a richer and more comprehensive understanding of how employees contribute to the organizational landscape.

Within the public sector, the design of jobs carries a profound impact, serving as a catalyst for enhanced employee motivation, satisfaction, and unwavering dedication to their work. The ripple effect extends to the overall improvement of employee performance, effectively mitigating health issues often associated with suboptimal work design, as aptly highlighted by Borman (2014). The Ministry of Education, entrusted with the crucial responsibility of educational management in the state, bears the onus of ensuring that these pivotal factors are not merely addressed but meticulously nurtured. This diligence is imperative for fostering an environment conducive to effective teaching and learning, aligning with the tenets set forth by the National Policy on Education.

The National Policy on Education leaves no room for ambiguity, underscoring that the success of any educational system hinges upon three pillars: proper planning, efficient administration, and adequate financing. Within the domain of administration, elucidated by Amakiri and Godday (2016), the multifaceted functions encompass organization and structure, proprietorship and control, as well as inspection and supervision. These elements form the backbone of a well-oiled educational machinery, essential for ensuring the seamless functioning of the

Ministry of Education. In essence, this comprehensive approach not only aligns with national educational policies but also serves as a roadmap for crafting an organizational ecosystem that propels educational excellence and organizational success.

Within the various state organizations, the Ministries stand as the lifeblood, relying fundamentally on the dedicated performance of their employees to fulfill their crucial responsibilities. As these Ministries set their sights on the lofty goals they aim to achieve, the backbone of their operations lies in the hands of their diligent workforce. In the pursuit of organizational objectives, the employees are entrusted with the crucial task of executing their respective roles, adhering meticulously to their job descriptions. It is against this backdrop that this study delves into the effect of job design on employee performance within the Benue State Ministry of Education, Ministry of Housing and Urban Development, and Ministry of Information Culture and Tourism, Makurdi, Benue State, Nigeria.

In every organization, the effectiveness and success of organizational endeavors hinge profoundly on the dedicated performance of their employees. However, a critical concern arises concerning the impact of job design on employee performance within the specific context of the Benue State Ministry of Education, Ministry of Housing and Urban Development, and Ministry of Information Culture and Tourism, situated in Makurdi, Benue State, Nigeria. While it is evident that employees play a pivotal role in achieving organizational goals, the intricate dynamics of how job design influences their performance remain areas of exploration. Thus, in an ideal situation, state ministries should exhibit an organizational landscape where job design seamlessly aligns with employee job descriptions. In this ideal situation, the structuring of jobs would be strategically tailored to enhance job performance, fostering efficiency, satisfaction, and the successful attainment of organizational goals. Employees would find themselves well-positioned within roles that not only adhere to their job descriptions but also empower them to contribute meaningfully to the overall success of their respective Ministries.

However, the present reality reveals potential disparities between the ideal and the actual state of affairs. There exists a gap in understanding how job design influences employee performance within these Ministries, leading to uncertainties about the efficiency and effectiveness of the workforce. The current situation may witness employees navigating roles that do not optimally align with their job descriptions, potentially hampering their ability to contribute fully to organizational objectives. The lack of clarity in this regard may result in challenges related to job satisfaction, productivity, and the cohesive functioning of these vital governmental entities.

The consequences of this misalignment between job design and employee performance could be significant. It may lead to diminished job satisfaction, lower

productivity levels, and a potential hindrance to the Ministries' capacity to achieve their overarching goals. Additionally, there may be adverse effects on employee morale and engagement, potentially leading to turnover or reduced commitment. Addressing this problem is crucial not only for the well-being of the workforce but also for the overall effectiveness and success of the Ministries in fulfilling their vital roles within the state governance framework, hence, the need for this study. This study therefore addressed these three research questions:

- RQ1:** To what extent does task variety affect employee productivity in Benue State Civil Service?
- RQ2:** To what extent does job autonomy affect employee engagement in Benue State Civil Service?
- RQ3:** To what extent does feedback mechanism affect job satisfaction in Benue State Civil Service?

By addressing the above three research questions, the study aims to investigate the impact of task variety, job autonomy, and feedback mechanisms on employee productivity, engagement, and job satisfaction, respectively, within the context of the Benue State Civil Service. By addressing these three research questions, the study seeks to provide a comprehensive understanding of the relationship between these key aspects of job design and various facets of employee performance and satisfaction. The contribution of this study to the existing body of knowledge lies in its specific focus on the Benue State Civil Service, a context that may have unique challenges and dynamics compared to other organizational settings. By conducting research within this specific context, the study can offer insights and recommendations tailored to the needs and circumstances of civil service employees in Benue State. Furthermore, by examining the influence of task variety, job autonomy, and feedback mechanisms on employee productivity, engagement, and job satisfaction, the study contributes to a deeper understanding of the factors that drive performance and well-being in the workplace. This knowledge can inform the development of targeted interventions and policies aimed at enhancing employee effectiveness, satisfaction, and overall organizational performance within the civil service sector. Overall, the study aims to fill a gap in the literature by providing empirical evidence on the relationship between key aspects of job design and employee outcomes in the specific context of the Benue State Civil Service, thereby contributing to both theoretical understanding and practical implications for organizational management and policy-making.

2.0 Literature Review

2.1 Task Variety and Employee Productivity:

Several studies have explored the relationship between job characteristics and various aspects of employee performance and behavior. Morf, Feierabend & Staffelbach (2017) found that low task variety is associated with higher levels of counterproductive work behavior (CWB), highlighting the importance of providing employees with diverse tasks to mitigate such behaviors. Nyabundi&Kagiri (2016) emphasized the significance of task identity in influencing employee performance, suggesting that jobs with clear beginning and end points can enhance productivity and minimize errors. Similarly, George, Jonathan & Michael (2020) revealed a positive relationship between task characteristics (including variety, identity, significance, autonomy, and feedback) and employee engagement, underscoring the importance of challenging tasks and constructive feedback in fostering engagement. Hussein (2020) highlighted the positive impact of job characteristics such as skill variety and task significance on job performance, emphasizing the need for employees to perceive their roles as meaningful and challenging. Wambui (2018) further supported the notion that job characteristics, including skill variety, task identity, autonomy, and feedback, significantly influence employee performance in private equity firms. Additionally, Zhikry, Tetra and Siti (2021) found that job design, particularly in the context of remote work, positively affects motivation and performance among civil servants. Contrastingly, Nthiga and Ngui (2019) found that job design had an insignificant relationship with employee performance in a specific organizational context, suggesting potential variations in the impact of job characteristics across different industries or settings. Okoro, Nebo and Nwosu (2017) focused on the manufacturing industry and highlighted the significant influence of organizational design on employee performance, underscoring the importance of organizational structures in fostering employee commitment and contributing to corporate success. Thus, these studies collectively underscore the importance of job design and organizational structures in shaping employee behavior, engagement, and performance across various sectors and contexts. They provide valuable insights into the complex interplay between job characteristics, employee behavior, and organizational outcomes, highlighting the need for tailored approaches to optimize employee performance and organizational success.

2.2 Job Autonomy and Employee Engagement:

Extant studies have delved into the relationship between job autonomy and employee engagement across various industries and settings. Muecke& Greenwald (2020) found that job autonomy positively influences work engagement, with challenge demands mediating this relationship, suggesting that empowering

employees with autonomy can enhance their engagement levels. Ade-Adeniji, Adeniji&Imhonopi (2021) highlighted the significance of job autonomy in the banking sector, indicating its positive effects on physical, emotional, and cognitive work engagement among employees. Onuegbu, Silver & Kalu (2022) emphasized the role of job autonomy in enhancing employee performance in the oil and gas industry, underscoring its importance in facilitating task execution and adaptation to workplace changes. Similarly, Wang, Weilin& Ding (2024) revealed a positive relationship between job autonomy and employee strengths use, mediated by work engagement, suggesting that autonomy promotes the utilization of employee strengths. Ahmed, Umar & Shehzad (2019) explored the impact of job autonomy on job satisfaction in both public and private sectors, highlighting its significance in enhancing satisfaction levels, particularly in public sector employees. Knutson (2023) further emphasized the motivational aspect of job autonomy, suggesting that it fosters intrinsic motivation, proactive attitudes, and a deeper connection to work, leading to greater engagement and dedication. Magaji, Akpa&Akinlabi (2017) focused on job enrichment and its effects on employee commitment, illustrating that autonomy is a strong predictor of commitment among non-academic staff in private universities. Collectively, these studies underscore the importance of job autonomy in promoting employee engagement, satisfaction, and performance across diverse organizational contexts, highlighting its multifaceted impact on employee well-being and organizational success.

2.3 Feedback Mechanism and Job Satisfaction:

Several studies have explored the relationship between feedback mechanisms and job satisfaction across various organizational contexts. Ling & Ibrahim (2019) identified a significant influence of feedback environment on job satisfaction, particularly highlighting feedback credibility, quality, and delivery as crucial aspects. Idoko (2018) corroborated these findings by demonstrating a positive relationship between feedback and employee performance, suggesting that effective feedback mechanisms contribute to enhanced organizational effectiveness. Mosquera, Soares & Ribeiro (2018) emphasized the importance of feedback environment and satisfaction with feedback in fostering job satisfaction, underscoring the role of source credibility and feedback quality. Nikolic, Peric&Bovan (2020) further highlighted the significance of clear and precise feedback in strengthening organizational performance, recommending a focus on fact-oriented solutions. Andrews (2020) expanded the conceptualization of job satisfaction within a broader organizational systems framework, advocating for a holistic understanding of its determinants. Hee et al. (2020) examined factors influencing job satisfaction among academic staff, suggesting managerial interventions related to pay, benefits, work environment, and leadership.

Adegbaye, Babalola, and Alegbeleye (2020) investigated the impact of job design dimensions on librarians' affective commitment, emphasizing the importance of skill variety and feedback in fostering commitment. Together, these studies underscore the critical role of feedback mechanisms in shaping employee satisfaction and organizational performance, highlighting the need for organizations to prioritize feedback environment and quality to enhance overall effectiveness and employee well-being.

3.0 Methodology:

The study adopted a survey research design. The population of the study was 657 staff of the three ministries selected, which included: The Ministry of Education; The Ministry of Housing and Urban Development; and The Ministry of Information Culture and Tourism. The population distribution includes: Ministry of Education – 167; Ministry of Housing and Urban Development – 66; and Ministry of Information Culture and Tourism – 424. Census sampling technique was used, which meant that the entire population was used. The study adopted stratified sampling technique to reach out to the different ministries selected. The research instrument was validated using face and content validity. Both test-re-test and Cronbach’s Alpha Statistic methods were used to test the reliability of the instrument, which reported reliability coefficient of 80% and above. Regression analysis was used to test the hypotheses at 5% level of significance.

4.0 Data Analysis, Results/ Implication and Discussion

4.1 Data Analysis

Ha₁: Task variety has a significant effect on employee productivity in Benue State Civil Service.

Table 4.1.1 Coefficients^a for Task Variety and Employee Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.112	.428		16.636	.000
	Task Variety	.677	.022	.767	30.393	.000

a. Dependent Variable: Employee Productivity

In the coefficient table, standardized coefficients (beta) are referred to as beta weights and are presented in the "beta" column. These weights indicate how much the outcome variable increases (measured in standard deviations) when the

predictor variable is increased by one standard deviation, assuming other variables in the model remain constant. Beta weights allow for ranking predictor variables based on their contribution to explaining the outcome variable. For instance, in this analysis, Task Variety is shown to contribute 0.767 to explaining Employee Productivity. Under the "T" and "Sig." columns, the analysis provides the t-value and p-value, respectively, which are used to test the hypothesis that the coefficient/parameter is 0 (i.e., the test of significance). Coefficients with p-values less than the chosen significance level (alpha), typically set at 0.05 (5%), are considered statistically significant. For instance, if the p-value (e.g., p = .000) is less than 0.05, it indicates statistical significance. Thus, in this model, as the p-value (.000) is less than 0.05, Task Variety is deemed statistically significant. Consequently, the alternative hypothesis is accepted, leading to the conclusion that Task Variety has a significant effect on employee productivity in Benue State Civil Service.

Ha₂: Job autonomy has a significant effect employee engagement in Benue State Civil Service.

Table 4.1.2 Coefficients^a for Job Autonomy and Employee Engagement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.966	.433		16.103	.000
	Job Autonomy	.684	.023	.767	30.386	.000

a. Dependent Variable: Employee Engagement

In the coefficient table, standardized coefficients (Beta) are referred to as beta weights, which are presented in the "beta" column. These weights indicate the extent to which the outcome variable increases (measured in standard deviations) when the predictor variable is increased by one standard deviation, assuming other variables in the model remain constant. Beta weights are valuable for ranking predictor variables based on their contribution to explaining the outcome variable. For instance, in this analysis, Job Autonomy is shown to contribute 0.767 to explaining Employee Engagement. Under the "T" and "Sig." columns, the analysis provides the t-value and p-value, respectively, which are used to test the hypothesis that the coefficient/parameter is 0 (i.e., the test of significance). Coefficients with p-values less than the chosen significance level (alpha), typically set at 0.05 (5%), are considered statistically significant. For instance, if the p-value (e.g., p = .000) is less than 0.05, it indicates statistical significance. Thus, in this model, as the p-value (.000) is less than 0.05, Job Autonomy is deemed statistically significant. Consequently, the

alternative hypothesis is accepted, leading to the conclusion that Job Autonomy has a significant effect on employee engagement in Benue State Civil Service.

Ha₃: Feedback mechanism significantly affects job satisfaction in Benue State Civil Service.

Table 4.1.3 Coefficients^a for Feedback Mechanism and Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.048	.438		16.108	.000
	Feedback Mechanism	.676	.023	.760	29.768	.000

a. Dependent Variable: Job Satisfaction

In the coefficient table, standardized coefficients (Beta), referred to as beta weights, are presented in the “beta” column. These weights indicate the extent to which the outcome variable increases (measured in standard deviations) when the predictor variable is increased by one standard deviation, assuming other variables in the model remain constant. Beta weights are valuable for ranking predictor variables based on their contribution to explaining the outcome variable. In this case, Feedback Mechanism is shown to contribute 0.760 to explaining Job Satisfaction. Under the "T" and "Sig." columns, the analysis provides the t-value and p-value, respectively, which are used to test the hypothesis that the coefficient/parameter is 0 (i.e., the test of significance). Coefficients with p-values less than the chosen significance level (alpha), typically set at 0.05 (5%), are considered statistically significant. If the p-value (e.g., p = .000) is less than 0.05, it indicates statistical significance. Thus, in this model, as the p-value (.000) is less than 0.05, Feedback Mechanism is deemed statistically significant. Consequently, the alternative hypothesis is accepted, leading to the conclusion that Feedback Mechanism significantly affects job satisfaction in Benue State Civil Service.

4.2 Results and Implication:

- i. Task variety had a significant positive effect on employee productivity in Benue State Civil Service ($\beta = 0.767$); ($p < 0.05$). This implied that task variety significantly boosts productivity, indicating the importance of diverse tasks in enhancing efficiency within the Benue State Civil Service.

- ii. Job autonomy had a significant positive effect employee engagement in Benue State Civil Service ($\beta = 0.767$); ($p < 0.05$). This implied that Job autonomy substantially enhances employee engagement, highlighting the value of granting employee’s freedom and control over their work in fostering commitment and involvement in the Benue State Civil Service.
- iii. Feedback mechanism had a significant positive effect on job satisfaction in Benue State Civil Service ($\beta = 0.760$); ($p < 0.05$). This implied that Feedback mechanisms greatly contribute to job satisfaction, underscoring the crucial role of effective feedback systems in promoting contentment among employees in the Benue State Civil Service.

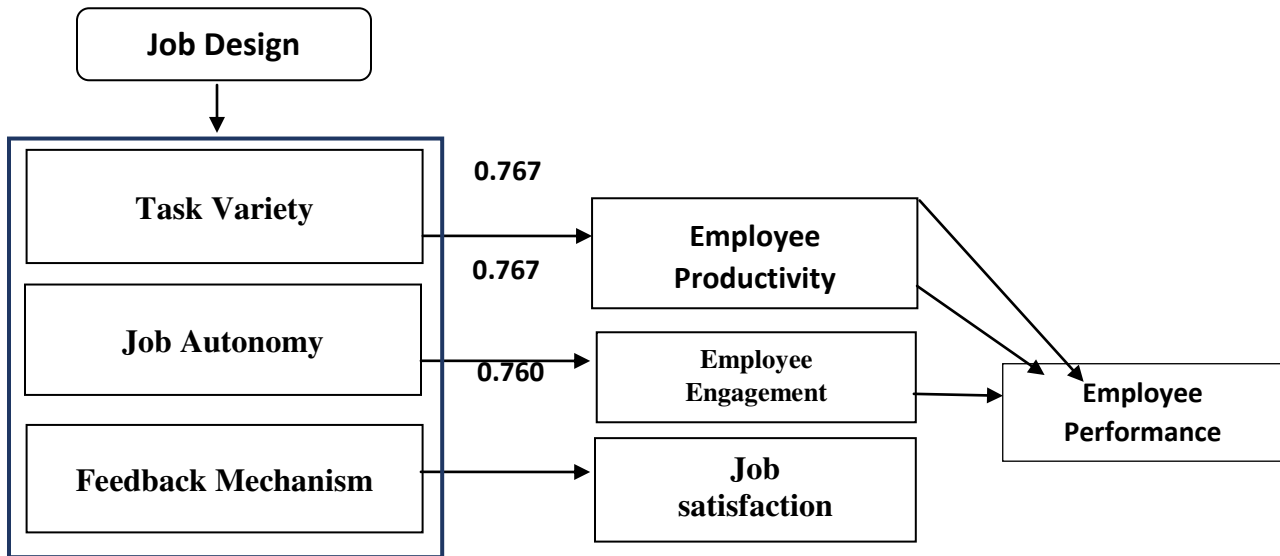


Figure 4.2: Researchers’ Conceptual Model Showing the Results

4.3 Discussion of Findings

4.3.1 Task Variety and Employee Productivity :

The findings align closely with those of previous research, corroborating the crucial role of task variety in influencing employee productivity and engagement. Morf, Feierabend&Staffelbach (2017) highlighted the inverse relationship between task variety and counterproductive work behavior (CWB), indicating that low task variety poses a higher risk for organizations in terms of CWB. This parallels the current study's emphasis on task variety's significant effect on employee productivity within the Benue State Civil Service. Nyabundi&Kagiri (2016) emphasized the impact of task

identity on employee performance, suggesting that job design influences the quality of products and services produced, thereby affecting overall performance levels. This aligns with the current study's focus on task variety within the context of the Civil Service, indicating its pivotal role in shaping employee productivity. Moreover, George, Jonathan & Michael (2020) emphasized the positive relationship between task characteristics and employee engagement, particularly highlighting the importance of feedback in enhancing engagement levels. This resonates with the current study's findings regarding the significant contribution of task variety to explaining employee productivity, underscoring the need for organizations to provide employees with challenging tasks and regular feedback. Additionally, Hussein (2020) highlighted the positive relationship between job characteristics, including task significance, and job performance, reinforcing the importance of task variety in fostering employee productivity, as observed in the current study. These consistent findings across multiple studies underscore the universal significance of task variety in optimizing employee performance across diverse organizational contexts, emphasizing the imperative for organizations to prioritize job design strategies that promote task variety to enhance employee productivity and engagement.

4.3.2 Job Autonomy and Employee Engagement :

The findings regarding the significant effect of job autonomy on employee engagement within the Benue State Civil Service are well-supported by existing literature. Muecke & Greenwald (2020) delved into the relationship between job autonomy and work engagement, identifying challenge demands as mediators in this relationship. This aligns with the current study's emphasis on job autonomy's significant effect on employee engagement, underscoring the importance of considering challenge demands in job design models to optimize employee outcomes. Ade-Adeniji, Adeniji & Imhonopi (2021) further explored the outcomes of job autonomy on work engagement in the banking industry in Nigeria, finding that job autonomy affects various dimensions of work engagement, including physical, emotional, and cognitive engagement. This resonates with the current study's findings regarding the substantial contribution of job autonomy to explaining employee engagement within the Civil Service, highlighting its multidimensional impact on employee performance. Moreover, Onuegbu, Silver & Kalu (2022) examined the role of job autonomy in employee performance within the oil and gas companies in Rivers State, concluding that increased job autonomy enhances employee performance. This reinforces the current study's assertion regarding the significant effect of job autonomy on employee engagement, emphasizing its positive influence on employee outcomes across diverse organizational contexts. Additionally, Wang, Weilin & Ding (2024) investigated the impact of job autonomy on

employee strength use, highlighting the mediating role of work engagement in this relationship. This aligns with the current study's findings regarding the positive relationship between job autonomy and employee engagement, emphasizing the importance of fostering work engagement to leverage the benefits of job autonomy. These consistent findings underscore the universal significance of job autonomy in promoting employee engagement and performance, emphasizing the imperative for organizations to prioritize autonomy-supportive practices to enhance employee outcomes effectively (Muecke & Greenwald, 2020; Ade-Adeniji, Adeniji & Imhonopi, 2021; Onuegbu, Silver & Kalu, 2022; Wang, Weilin & Ding, 2024).

4.3.3 Feedback Mechanism and Job Satisfaction :

The findings regarding the significant effect of feedback mechanism on job satisfaction within the Benue State Civil Service are well-supported by existing literature. Ling & Ibrahim (2019) explored the relationship between feedback environment and job satisfaction in a Tvet Education Organization, finding that feedback environment significantly influences job satisfaction, particularly through factors such as feedback credibility, quality, and delivery. This resonates with the current study's emphasis on the substantial contribution of feedback mechanism to explaining job satisfaction, highlighting the importance of prioritizing feedback environment factors to maintain organizational effectiveness. Similarly, Idoko (2018) investigated the impact of feedback on employee performance in Benue Brewery Makurdi, Benue State, concluding that feedback significantly affects employee performance. This reinforces the current study's assertion regarding the significant effect of feedback mechanism on job satisfaction, emphasizing its pivotal role in enhancing employee outcomes within organizational settings. Furthermore, Mosquera, Soares & Ribeiro (2018) examined the relevance of feedback environment for job satisfaction, identifying dimensions such as feedback source credibility and quality as having a significant impact on job satisfaction. This aligns with the current study's findings regarding the substantial contribution of feedback mechanism to explaining job satisfaction, underscoring the importance of considering specific dimensions of feedback environment in organizational practices. Additionally, Nikolic, Peric & Bovan (2020) explored the role of feedback as a management tool in performance management programs, highlighting the importance of clear and precise feedback in strengthening organizational processes. This supports the current study's emphasis on the significant impact of feedback mechanism on job satisfaction, emphasizing the need for organizations to foster effective feedback practices to enhance employee satisfaction and performance. Finally, Andrews (2020) advanced job satisfaction scholarship by refining its conceptualization within a greater organizational systems framework, highlighting the importance of understanding job satisfaction as part of a complex

multi-level system. This perspective underscores the significance of feedback mechanism as one component influencing job satisfaction within the broader organizational context, reinforcing the relevance of the current study's findings in understanding and addressing organizational dynamics.

5.0 Conclusion and Recommendation

5.1 Conclusion:

This study underscores the pivotal role of various organizational factors in shaping employee outcomes within the Benue State Civil Service. The findings highlighted the significant positive effects of task variety, job autonomy, and feedback mechanisms, on employee productivity, engagement, and job satisfaction. These results emphasize the importance of implementing job design strategies that promote task diversity, autonomy, and effective feedback systems to enhance employee well-being and organizational effectiveness. Thus, the study concluded that job design had a significant positive effect on employee performance in Benue State Civil Service, Makurdi.

5.2 Recommendation :

- i. Benue State Civil Service should implement job rotation and enrichment programs to introduce task variety and enhance productivity within the Benue State Civil Service.
- ii. Benue State Civil Service should foster a culture of autonomy by empowering employees to make decisions and have control over their work processes to boost engagement levels.
- iii. Benue State Civil Service should establish robust feedback mechanisms, including regular performance evaluations and constructive feedback loops, to enhance job satisfaction among employees in the Benue State Civil Service.

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