

JOB DESIGN AND OFFICE MANAGERS' ENGAGEMENT IN CONSTRUCTION FIRMS IN RIVERS STATE**Chux-Nyeche, Gloria Chinyere Ph.D, Osakwe, Okwudini Christian & Ogbuli, Stella Ifeanyichukwu**Email: glochux@yahoo.com, glochux911@gmail.com**Department of Office and Information Management, Ignatius Ajuru University, Rumuolumeni, Port Harcourt, Rivers State, Nigeria****ABSTRACT**

The study examined the relationship between Job Design and Office Managers' Engagement in construction firms in Rivers State. The objectives of the study were to determine the relationship between the dimensions of Job Design such as job enlargement, job enrichment and job rotation; and Office Managers' engagement measures such as dedication, involvement and quality of work. The study adopted the Cross-sectional Survey Research Design. The population of the study comprised one hundred (100) construction firms in Rivers State. The sample consists of the entire 100 construction firms in Rivers State, which makes the study a census study. The instrument for the study was the use of questionnaire that was validated by experts in Measurement and Evaluation Dept. The instrument was tested for reliability using Cronbach Alpha method and established a reliability index of 0.70. 200 copies of the questionnaires were administered to the targeted respondents. However the researchers were able to retrieve 145 copies which was used for the analysis. Mean and standard deviation were used for the univariate analysis; Pearson Product Moment Correlation Coefficient was used for the bivariate analysis, while the multivariate analysis was done using Partial Correlation. The findings revealed that there is a significant relationship between Job Design and Office Managers' Engagement in construction firms in Rivers State. It was also found that technological innovation moderates the relationship between job design and Office Managers' Engagement in construction firms in Rivers State. The study concluded that Job Design correlates with Office Managers' Engagement in construction firms in Rivers State. It recommended amongst others that construction firms should expand the scope of Office Managers' roles to enhance dedication by adding diverse tasks that align with their skills and interests

Key words: Job Design, Job Enlargement, Involvement, job enrichment**INTRODUCTION**

Within the context of construction firms, Office Managers often juggle multiple responsibilities, from coordinating administrative tasks to liaising with project teams. By enlarging their roles, these managers can engage more deeply with various aspects of the projects they oversee. This engagement is essential in an industry where effective communication and coordination are paramount for success (López & Fagerlund, 2016). Research suggests that when employees perceive their jobs as meaningful and diverse, they are more likely to exhibit higher levels of engagement (Kahn, 1990). Office Managers play a vital role in the smooth functioning of construction firms, overseeing various administrative tasks, coordinating projects, and facilitating communication among teams. Their engagement is crucial for ensuring that operations run efficiently and effectively. Engaged Office Managers are more likely to be motivated, committed, and productive, leading to better organizational outcomes.

In line with the above, dedication of Office Managers as a measure of Office Managers' engagement refers to a strong identification with a job and is characterized by a sense of significance, enthusiasm, inspiration, pride and challenge (Ogboso & Amah, 2016). To Reissová and Papay (2021), dedication of Office Managers' engagement is the state of being deeply engrossed in one's job and experiencing a sense of difficulty, challenge, inspiration, and pride indulging in one's work, feeling time pass swiftly, and being unable to disengage from the task are

all signs of quality of work involvement (Obeidat, 2016). While vigor is characterized by high levels of energy and mental resilience in the course of work, A characteristic of workers who are absorbed in their work is that they are entirely focused on it and find it difficult to go away from it (Shekari, 2015). The effectiveness and stability of corporate organizations are impacted by high rate of employee quality of work which is characterized by being fully concentrated and engrossed in one's job, whereby time passes quickly and one has difficulties with detaching oneself from work (Ogboso & Amah, 2016).

More so, job redesign is one of the effective ways to increase the performance of Office Managers. It 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) as cited in Chux-Nyeche et al (2025). For example, job redesign is needed when business process re-engineering is implemented like the introduction of information technology to enhance the effectiveness of customer service. Well-designed jobs also lead to increased employee well-being and thus an alternative approach to reduce job dissatisfaction and enhance the motivational potential of a job (Ali, 2014). The job design method is crucial to achieving employee fulfilment. Magaji (2014) as cited in Ogboso and Amah (2016), noted that managers, for decades have been trying to device better means to ensure employees get fulfilment from their jobs. Operationally, job redesign connotes an essential undertaking within an organizational, operational scope that has the potential of enhancing employee performance. Initiatives focusing on job redesign are centered on the component of employee performance, which forms the central determinant in the overall success of the organization . Whereas employee performance is tantamount to overall Office Manager engagement, the total employee performance is subject to other organizational facets such as corporate culture, reward systems, work environment and overall motivation strategies (Opiyo *et al.* 2014). Job redesign has emerged as one of the organizational initiatives that can help shape the operational framework and consolidate optimal productivity. Through continued evaluation of job-related components, it is possible to identify the strengths and value of each element and devise a mechanism to optimize their contribution towards increasing employee productivity and general Office Manager engagement (Mensa-Bonsu, 2012) as obtained in Chux-Nyeche, (2021).

Job design encompasses several elements, including job rotation, job enlargement, and job enrichment. Each of these aspects contributes uniquely to how Office Managers experience their roles. For instance, job rotation can provide variety and prevent monotony, which is essential for maintaining engagement levels. When Office Managers are rotated through different tasks, they can develop new skills and perspectives, enhancing their overall effectiveness. Job enlargement on the other hand is a metric with which Office Manager engagement is measured in this study. Job enlargement involves giving workers more tasks and increasing their workload This reduces daily monotony and motivates employees (Dessler, 2005). Hulin and Blood (2017) opined that job enlargement boosts productivity by allowing workers to set limits, control quality, correct mistakes, and plan their work.

Problem Statement

The role of Office Managers in construction firms is integral to the seamless coordination and administration of organizational operations. However, challenges related to their engagement particularly in terms of dedication, involvement, and quality of work — have garnered attention as potential impediments to overall organizational efficiency. One of the fundamental challenges is the lack of clearly defined roles and responsibilities. In many construction firms, Office Managers are often assigned a wide array of tasks that span administrative, financial, and operational domains without clear prioritization or boundaries. This ambiguity leads to role overload, where Office Managers feel overwhelmed by the sheer volume and variety of responsibilities. Such situations diminish their ability to dedicate themselves fully to any single aspect of their role,

resulting in reduced focus and a decline in the quality of work. Additionally, the lack of role clarity fosters a sense of confusion, which can erode confidence and engagement. When Office Managers are unsure about the scope of their responsibilities or the expectations of their performance, they may struggle to align their efforts with organizational goals. This misalignment further exacerbates disengagement and compromises their ability to contribute meaningfully to the firm's success.

Job design in many construction firms often limits the autonomy of Office Managers, constraining their ability to make independent decisions. This lack of autonomy can stifle creativity and initiative, as Office Managers may feel that their contributions are undervalued or that their potential is restricted. When individuals perceive their roles as overly controlled or bureaucratic, their sense of involvement diminishes, and they may disengage from their work. This disengagement not only affects their dedication but also undermines the overall quality of their output. Moreover, the limited decision-making power of Office Managers often places them in a reactive position, where they are merely executing tasks dictated by others. This reactive dynamics can lead to a sense of monotony and a lack of ownership over their work, further detracting from their motivation and engagement. In the course of carrying out this study, we discovered gap in literature as many empirical studies relating to job design have focused predominantly on employee engagement, while Office Managers remain underrepresented in research. This lack of focus has resulted in an incomplete understanding of the specific challenges they face, particularly concerning job design. Furthermore, most studies have explored engagement in a general sense without delving deeply into how job design elements such as job enlargement, job enrichment and job rotation impact Office Managers' dedication and involvement hence, the need for this study.

Conceptual Framework

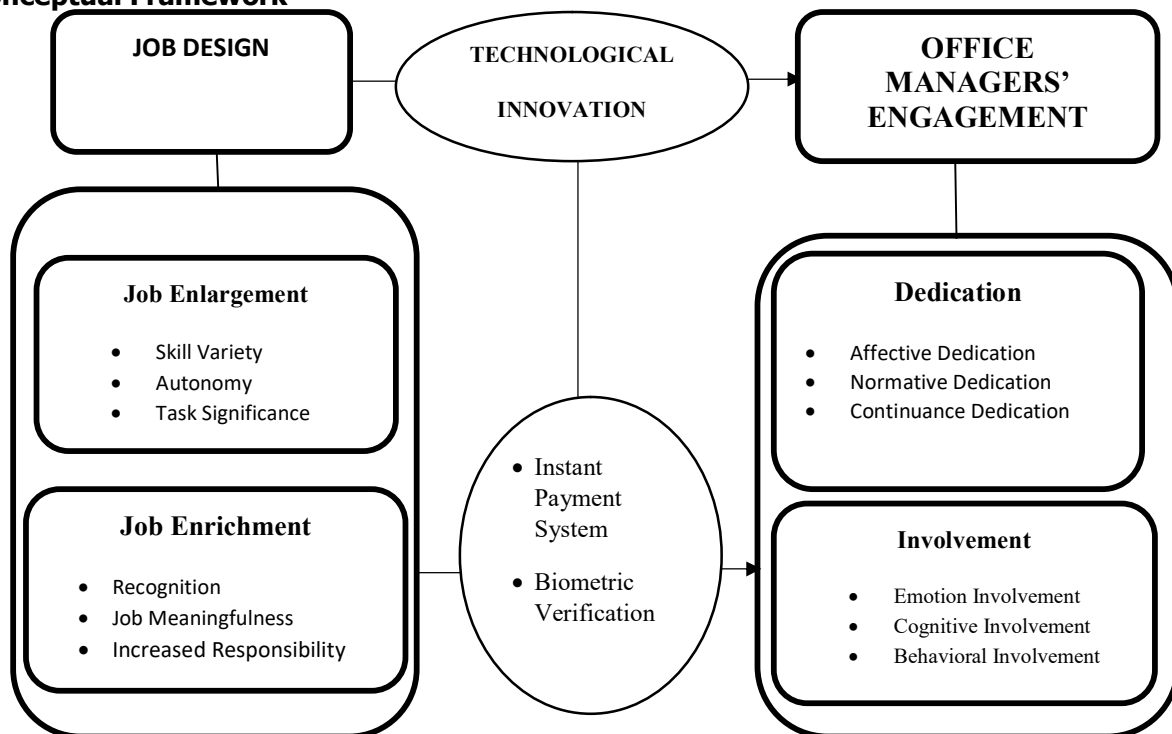


Fig.1.1 Conceptual framework of Job Design and Office Managers' engagement

Source: Adapted from Ejabefio and Nwaeke (2018), Nthiga and Ngui (2019); Ogboso and Amah (2016); Oloboh and Gabriel (2022), Researcher's Conceptualization (2024).

Aim and Objectives of the Study

The aim of the study was to determine the relationship between job design and Office Managers' engagement in construction firms in Rivers State. The objectives of the study were to:

1. examine the relationship between job enlargement and dedication of Office Managers in construction firms in Rivers State;
2. determine the relationship between job enlargement and involvement of Office Managers in construction firms in Rivers State;
3. ascertain the relationship between job enrichment and dedication of Office Managers in construction firms in Rivers State;
4. examine the relationship between job enrichment and involvement of Office Managers in construction firms in Rivers State;
5. determine the moderating impact of technological innovation in the relationship between job design and Office Managers' engagement in construction firms in Rivers State;

Research Questions

Sequel to the research objectives stated above, the following research questions were posed to guide the study.

1. How does job enlargement relate with dedication of Office Managers in construction firms in Rivers State?
2. What is the relationship between job enlargement and involvement of Office Managers in construction firms in Rivers State?
3. What is the relationship between job enrichment and dedication of Office Managers in construction firms in Rivers State?
4. How does job enrichment relate with involvement of Office Managers in construction firms in Rivers State?
5. How does technological innovation moderate the relationship between job design and Office Managers' engagement in construction firms in Rivers State?

Research Hypotheses

The following null hypotheses were formulated for further verification in the course of the study:

Ho₁: There is no significant relationship between job enlargement and dedication of Office Managers in construction firms in Rivers State.

Ho₂: There is no significant relationship between job enlargement and involvement of Office Managers in construction firms in Rivers State.

Ho₃: There is no significant relationship between job enrichment and dedication of Office Managers in construction firms in Rivers State

Ho₄: There is no significant relationship between job enrichment and involvement of Office Managers in construction firms in Rivers State

Ho₅: Technological innovation does not significantly moderate the relationship between job design and Office Managers' engagement in construction firms in Rivers State

Justification for the Study

It is hoped that the findings of this study will be of immense beneficial to management of construction firms and researchers/scholars in the following ways:

Management of construction firms: This work will be of great significance to the management of construction firms, and other organizations in Rivers State and the nation at large. It will help them to appreciate the relevance of job design practices on the overall activities of the firm, especially on the performance of their organizations. By integrating job design practices such as job enlargement, enrichment and rotation, employees will be able to enjoy the best of performance from the organizations, as employees will be empowered with the right knowledge and skills. To the employees, the findings of this study will enlighten and empower employees in

construction firms and other organizations in the various job design practices and their relevance towards them through their Human Resource department. It will awaken them to their duties as employees when management must have employed the diverse job design practices that will spur them to be dedicated, develop involvement as well as entice them to be absorbed in their job.

Researchers/Scholars: This work extends the frontiers of knowledge about job design and Office Managers' engagement in construction firms in Rivers State. It adds to the bulk of knowledge and research literature in Management Science. It is capable of providing scientific ground for the collection of data, test of hypotheses, and the emergence of job design.

Area of coverage

Content wise, the study examined the relationship between job design and Office Managers' engagement. Geographical scope of the study was limited to construction firms in Rivers State while the unit of analysis was the Office Managers in construction firms in Rivers State.

Conceptual Review

The Concept of Job Design

Job design refers to the functions or procedures of identifying and organizing the content of tasks, roles and responsibilities into a work unit in an organization < (Opatha, 2022). To Morrison, et al. (2019) in Chux-Nyeche, (2021), it refers to integration processes and contents that are dynamic into the description of a job to make it more desirable to employees. Workers may feel underutilized in their jobs when the design of their jobs is not properly done, they may become dissatisfied and their motivation, reduced. Thus, job design seeks to explore and review the extent to which employees are involved in the task assigned to them. In doing this, employees should have a job design that is in tandem with the organization's goals as well as their individual goals. The first person that presented the idea of designing a job is Adam Smith with its most associated concepts, published in 1850s on the manufacturing of pins which developed in the job design theory of Fredrick Taylor in 1911 in the bid to achieve an efficient and effective means of getting jobs done. Buchanan (1979) in Oldham and Hackman (2010) also defined job design as specifying contents or methods of any task in a manner that ensures effective satisfaction of the various requirements of the job holder. Nthiga and Ngui (2019) noted that job design adds to intrinsic motivation that leads employees towards the attainment of organizations' objectives. The same studies identified that job design could be implemented in different ways such as rotation, enlargement, and enrichment of jobs.

Job design has been defined by Davis (1966) as cited in Chux-Nyeche et al (2025) as the specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the jobholder. Job design is concerned with a number of facets of a job. Before designing a job for workers for improving their quality of work life and increase in level of engagement, there is need to analyze the job itself. Carrel and Kazmits (1982) described job analysis as a systematic investigation of the tasks; duties and responsibilities of an organization's jobs. Flippo (1984) defines job analysis as the process of studying and collecting information relating to the operations and responsibilities of a specific job. That is, it defines the jobs within the organization and the behaviors necessary to perform the jobs.

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 increasing activities done (Dessler, 2015). This helps to reduce boredom arising from doing repetitive work daily and it helps motivate workers in an organization. Hulin and Blood (2017) explain that job enlargement enhances the productivity of employees because it allows them to set their desired limits, control their quality, correct their mistakes and plan their work. Gupta (2008) opined that job enlargement makes the

job more interesting by increasing its scope on the basis of number of tasks performed. The widened and more complex job is expected to satisfy the higher order needs of employees. Job enlargement entails adding the number of tasks in a job with an aim of meeting the diverse social and personal needs of the employees. The reorganization and restructuring of work is based on motivational theories to ensure that the new tasks in the job design meet the employees' expectations. Job enlargement also considers the elements of work performance and job satisfaction to ensure a balance between organizational needs and employee needs.

As a trait of job design, job enlargement reduces the monotony of work by increasing the number of tasks performed. The formulation of effective job enlargement involves considering two reasons; personal satisfaction of employees and optimal use of resources. To Wales (2000), job enlargement principles are concerned with specialization and division of labor. The repetitive nature of the divided tasks results into specialization, which increases employee productivity and job satisfaction. Job enlargement has two major reasons to be considered that is improving the level of satisfaction by individuals which is obtained from their work and maximizing on available organizational resources and to use it in overcoming barriers towards effective performance. However, division of labor may be counterproductive because of boredom and alienation experienced by the employees.

Hackman and Oldham (1975) in Robbins and Judge, (2011) explained that job arrangement aims at ensuring integration of different elements of a job; planning, controlling and executing. 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. Among the leading factors that promote job arrangement is job enlargement, whose main objective is to integrate the planning and controlling elements into the assigned tasks. Consequently, employees gain empowerment that promotes their career advancement and motivation. One of the leading merits of job arrangement is workers ability to achieve a balance between life and work. It refers to the perceptions that employees gain about the balance between their career and personal achievements. Good work life balance allows employees to balance between family care, personal time and career success with minimal conflict. For employers to take advantage of the high employee motivation that results from work life balance, they implement measures such as quality-of-work-life programs like flexible work schedules. Through the flexible work schedules, employees are allowed to work when they can as long as the agreed hours of work are covered and the required job output is met. Workplace wellness includes things such as counseling, childcare and family support programs which, when taken care of, employees are able to concentrate fully on their jobs.

Job Enrichment

Job enrichment, to Leach and Wall (2004) is a design of job that increases the volume of employee autonomy, control, skill varieties and responsibility which invariably helps to reduce rigidity, tediousness, lack of creativity and employee dissatisfaction. Frederick Herzberg in the 1950s developed and sees job enrichment as 'vertical loading' of a job (Davoudi, 2013). It means that an enriched job should provide a range of tasks to be done with adequate feedback mechanism, encouragement and communication. Leach and Wall (2004) posited that job enrichment is a vertical expansion of tasks, with increases in employee control and responsibility. Job enrichment is the systematic technique of harnessing work processes and procedures for stimulating employee performance and satisfaction (Robbins & Judge, 2011). This implies that workers can sense job dissatisfaction when they realize their jobs lack necessary challenge(s), adequate recognition, respect, creativity and other motivators, have repetitive procedures, or a highly bureaucratic and over-controlled authority structure. Job enrichment, to Kotila (2001) in Ogboso and Amah (2016) is a job design technique that is useful in providing autonomy and encouraging employee initiative towards high quality performance and job excellence.

Mione (2014) sees job enrichment as a managerial activity intended to provide employees with the necessary resourcing strategies to facilitate skill development opportunities. Ralph (2004) concluded that enriching jobs brings about internal work motivation and not just more work for them to do. Hence, job enrichment serves as a roadmap to job fulfillment by improving the level of employee responsibility, acknowledgement, creativity, autonomy and control of the job to be performed in the organization. Job enhancement is a job redesign approach that seeks to realign components of job tasks through adding more responsibilities in the effort to make the job more interactive and fulfilling to the employee (Vijay & Indradevi, 2015). To Azeez and Abimbola (2016), job enrichment is a strategy that is used in implementing additional job motivators to make it more interesting for the employees. The idea of job enhancement is widely credited to the works of Fredrick Herzberg in his 1968 breakthrough work while examining the motivation-hygiene theory. Job enrichment seeks to inspire employees by according them enough opportunities to apply their capabilities in work-related activities (Davoudi & Mehdi, 2013).

Office Managers' Engagement

Decades ago, employees had a very clear and simple relationship with their companies and employers. During the engagement stage, the emphasis switched from hard work to smart work, with a greater emphasis on how and why employees work for the organization. Office Managers' engagement has been examined by both practitioners and academics, who have discovered that engaged managers are more productive, devoted to the firm, and maintain a happy and healthy lifestyle (Itam & Ghosh, 2020). Certain scholars have used the terms employee experience and Office Managers' engagement interchangeably (Morgan, 2017). Other researchers, however, believe that a positive employee experience leads to better levels of Office Managers' engagement (Plaskoff, 2017). These two concepts, while not identical, are complementary and can be viewed as cause and effect. Different authors in previous literatures have adduced various definitions of Office Managers' engagement.

Engagement as a concept was developed by Williams (2009) when he wrote about the psychological conditions of engagement. To his work, life and work involve taking on roles, which people occupy in different ways – physically, cognitively and emotionally (Ajulo et al., 2019). Cognitive work engagement indicates the level of effectiveness with which people work, which arises from having an awareness of the importance of one's work. Such individuals are positive in thinking, attentive and have a high cognitive tendency towards work. Khan (1990) in Terry (2020) coined the term cognitive engagement to describe concentration and the amount of time spent thinking about work. Thus, cognitive work engagement would entail having positive views about work, devoting time and attention to reflecting on the roles played at work, and focusing on work in order to achieve excellent results (Oliveira *et al.*, 2017). Cognition is believed to develop as a function of engagement that emanates from an employee's unique experience of work (Joo *et al.*, 2017). Having a unique experience emanates from the understanding the employee has of the organizational goals and objectives, which increases their desire to work to achieve whatever targets set before them (Metin, 2019; Terry, 2020).

Theoretical Review

The Job Characteristics Model (JCM)

The study was based on the theory Job Characteristics Model, developed by Hackman and Oldham (1976). An important view on factors affecting jobs and motivation is provided by Hackman and Oldham (1974) in the job characteristics model. The theory was built on the previous knowledge and research, mainly coming from Need Hierarchy Theory, Expectancy Theory, Herzberg Two-Factor theory (Garg & Rastogi, 2005) and using also an earlier work by Turner and Lawrence (1965) about task attributes. This theory assumed that the main approach to job enrichment is based on the job characteristics, which offer motivation, satisfaction, commitment, involvement, performance quality, and withdrawal behaviors such as absenteeism and turnover are a function

of three critical psychological behaviours which are experienced meaningfulness, responsibility for outcomes, and knowledge of results (Grant & Shin, 2011).

The relevance of the theory to the current study is that, in today's competitive business world, every organization aspires to have an engaged and motivated workforce that is passionate about carrying out set tasks and committed to achieving organizational objectives. The reason for using this theory is that it proposes that a job should be designed to possess certain characteristics that create conditions for high Office Managers' engagement via, dedication of Office Managers,

METHOD

The Cross-sectional Survey Research Design was adopted for this study. The population consists of one hundred construction firms in Rivers State. No sample was drawn as the study is a census study. The entire population was used for the study. However, since the study was a macro level study, the unit of analysis comprised Office Managers in these firms. In this regard, Office Managers were selected from key departments (operations & production) in each of the 100 construction firms using the purposive sampling technique to derive a total number of respondents two hundred (200).

Instrument for Data Collection

The questionnaire titled 'Job Design and Office Managers' Engagement Index' (JDOMEI) was the instrument used. It was developed in order to empirically test their relationship. The questionnaire was divided into two parts (section A and B). The first part (Section A) contains socio-demographic variables such as gender, age, educational qualification, and work experience. Section B of the questionnaire was designed with the options of Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD). The respondents were requested to indicate their answers regarding each item based on a Four-Point Likert Scale with 1 scoring strongly disagree to 4 scoring strongly agree. The 4-Point Likert scale was used to measure the relationships between the variables. The secondary data was obtained from existing research works which included published management journals, textbooks, projects, magazines and articles, and was used in the introduction and the review of related literature. A total of two hundred (200) copies of the questionnaire were administered to the respondents. The administration, distribution and retrieval of the questionnaire were carried out by the researchers, with the help five (5) trained research assistants.

Validity & Reliability of Instrument

Face and content validity of the instruments was achieved through assessment by experts in Office and Information Management and other knowledgeable professionals. While the reliability was tested using the Cronbach's alpha to verify the internal consistency A reliability coefficient (alpha) of 0.70 was established.

Administration of Instrument

In line with the sample size, a total of two hundred (200) copies of the questionnaires were administered to the respondents, through the help of five research assistants. One Hundred and Forty-Five (145) copies of the questionnaires was retrieved which were used for analysis.

Method of Data Analysis

The descriptive statistic which deals with the presentation of demographic and other related data of this study was done through frequency tables. The Pearson Product Moment Correlation was used for inferential purpose as it measures the degree of relationship between two sets of ranked observation.

Data Analysis and Results**Univariate Analysis****Table 1: Items and Scores on Job Enlargement/enrichment**

S/N	Job Enlargement	SA 4	A 3	D 2	SD 1	TOTAL
1.	I am frequently given additional tasks and responsibilities beyond my regular duties.	69	47	22	7	145
2.	The scope of my job has expanded to include a variety of different tasks.	73	44	19	9	145
3.	I am satisfied with the increase in the variety of tasks I perform in my role.	70	49	20	6	145
4.	My role has been enlarged to improve my job satisfaction and skill development.	66	50	23	6	145

Source: Field Survey, 2025

Table 1 above shows the number of responses recorded in each of the response options. For example, on the measurement item 4, respondents were required to indicate their **role has been** enlarged to improve job satisfaction and skill development. Majority (66) of the respondents strongly agreed, 50 respondents agreed, 23 disagreed, and 6 strongly disagreed. The dominant view therefore is that they strongly agreed that their role has been enlarged to improve job satisfaction and skill development. The responses are summarized in the SPSS table shown below:

Table 2: Descriptive Statistics of Job Enlargement, Job Enrichment

	N	Minimum	Maximum	Mean	Std. Deviation
JE 1	145	1.00	4.00	3.2276	1.467085
JE 2	145	1.00	4.00	3.2483	1.476489
JE 3	145	1.00	4.00	3.2621	1.482759
JE 4	145	1.00	4.00	3.2138	1.530378
Valid N (likewise)	145			3.2380	1.487

Source: Field Survey, 2025.

Table 2 above reveals mean scores below 4 points across all the response items with a grand mean score of 3.2380. Item 1 indicates that the respondents agreed that they are frequently given additional tasks and responsibilities beyond their regular duties with mean score of 3.2276. Item 2 with mean score of 3.2483 indicates that the respondents agreed that scope of their job expanded to include a variety of different tasks. Item 3 with mean score of 3.2621 indicates that the respondents agreed that they are satisfied with the increase in the variety of tasks performed in their role which has also brought about job enrichment. Item 4 with mean score of 3.2138 indicates that the respondents agreed that their role has been enlarged to improve job satisfaction and skill development.

Table 3: Items and Scores on Dedication and involvement of Office Managers

S/N	Dedication of Office Managers	SA 4	A 3	D 2	SD 1	TOTAL
1.	I am fully dedicated and involved to my role as an office manager.	69	45	23	8	145
2.	I often go above and beyond my job responsibilities to ensure my tasks are completed					145

	effectively.	75	51	13	6	
3.	I am committed and involved to contributing to the long-term success of the organization.	65	50	20	10	145
4.	I take personal responsibility for achieving the goals set for my position.	71	49	17	8	145

Source: Field Survey, 2025

Table 3 above shows the number of responses recorded in each of the response options. For example, on the measurement item 3, respondents were required to indicate whether they are committed and involved to contributing to the long-term success of their organization. Majority (65) of the respondent strongly agreed, 50 respondents agreed, 20 disagreed, while 10 strongly disagreed. The dominant view therefore is that they are committed and involved to contributing to the long-term success of their organization. The responses are summarized in the SPSS table shown below:

Table 4: Descriptive Statistics of Dedication and involvement of Office Managers

	N	Minimum	Maximum	Mean	Std. Deviation
D 1	145	1.00	4.00	3.2069	1.45768
D 2	145	1.00	4.00	3.3448	1.520376
D 3	145	1.00	4.00	3.1724	1.442006
D 4	145	1.00	4.00	3.2621	1.553366
Valid N (likewise)	145				

Source: Field Survey, 2025

Table 4 above reveals mean scores of 3 points across all the response items. This implies that the respondents agreed that they are fully dedicated and involved to their role as an office manager, they often go above and beyond their job responsibilities to ensure their tasks are completed effectively, they are committed to contributing to the long-term success of their organization and they take personal responsibility for achieving the goals set for their position. It implies also that the respondents affirmed that they are actively involved in decision-making processes within their organization, they feel their opinions and feedback are valued by their supervisors and colleagues, they regularly contribute ideas and suggestions to improve workplace efficiency and that they participate in team meetings and discussions related to their department's goals.

Bivariate Analysis

Table 5: Correlations between Job Enlargement and Office Manager engagement

		Job Enlargement	Dedication	Involvement	Job Enrichment
Pearson Correlations	Correlation Coefficient	1.000	.611**	.814**	.531**
	Job enlargement				
	Sig. (2-tailed)	.000	.000	.000	.000
	N	145	145	145	145
	Dedication of Office Managers				
	Correlation Coefficient	.611**	1.000	.611**	.611**
	Sig. (2-tailed)	.000	.	.000	.000

	N	145	145	145	145
	Correlation Coefficient	.814**	.814**	1.000	.814**
Involvement of Office Managers	Sig. (2-tailed)	.000	.000	.000	.000
	N	145	145	145	145
	Correlation Coefficient	.531**	.531**	.531**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000
	N	145	145	145	145

Source: Field Survey, 2025

Column two of table 5. above shows r value of 0.615 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to job enlargement and dedication of Office Managers. Since the significance level is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that job enlargement has no significant relationship with dedication of Office Managers of construction firms in Rivers State was rejected. The correlation value of 0.615 indicates that there is a moderate positive relationship between job enlargement and dedication of Office Managers of construction firms in Rivers State.

Column three of table 5 above shows r value of 0.814 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to job enlargement and involvement. Since the significant level is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that job enlargement has no significant relationship with involvement of Office Managers in construction firms in Rivers State was rejected. The correlation value of 0.814 indicates that there is a moderate positive relationship between job enlargement and involvement of Office Managers of construction firms in Rivers State. This implies that the more work schedules are made flexible in Construction firms in Rivers State, the more their involvement improves. More so, column four of table 5 above shows r value of 0.531 at a significant level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to job enlargement and quality of work. Since the significance level is less than the alpha level of 0.05, the null hypothesis (Ho₃) which states that job enlargement has no significant relationship with quality of work of Office Managers in construction firms in Rivers State was rejected. The correlation value of 0.531 indicates a strong or high positive correlation between job enlargement and quality of work of Office Managers in construction firms in Rivers State. This result implies that increase in job enlargement in construction firms brings about corresponding high increase in quality of work of Office Managers in construction firms in Rivers State.

Multivariate Analysis

Table 6 Moderating Role of Technology Innovation in the Relationship between Job Design and Office Manager Engagement

Control Variables		Job Design	Office Manager Engagement	Technology Innovation
-none ^a		1.000	.812**	.730**
	Correlation Coefficient			
	Sig. (2-tailed)	.000	.000	.000

Technology Innovation	Office Manager Engagement	Df	0	253	253
		Correlation Coefficient	.812**	1.000	.715**
		Sig. (2-tailed)	.000	.	.000
	Technology Innovation	Df	253	253	253
		Correlation Coefficient	.730**	.715**	1.000
		Sig. (2-tailed)	.000	.000	.000
	Job Design	Df	253	253	0
		Correlation Coefficient	1.000	0.650**	
		Sig. (2-tailed)	.000	.000	
	Office Manager Engagement	Df	0	253	
		Correlation Coefficient	0.650**	1.000	
		Sig. (2-tailed)	.000	.000	.000
		Df	253	0	

Source: SPSS Output, 2025

SUMMARY OF FINDINGS

Based on the analyses, the study found the following:

There is a high positive relationship between Job Enlargement; Job Enrichment and Dedication of Office Managers in construction firms in Rivers State. There is also, a moderate positive relationship between Job Enrichment and Office Manager Involvement in construction firms in Rivers State. Finally, Technology Innovation moderates the relationship that exists between Job Design and Office Manager Engagement of construction firms in Rivers State

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Construction firms should expand the scope of Office Managers' roles to enhance dedication of Office Managers by adding diverse tasks that align with their skills and interests.
2. They should encourage Office Managers to participate in decision-making and cross-departmental activities to increase their involvement and engagement. They should also, balance the workload when enlarging jobs of Office Managers, to ensure quality.
3. Management of Construction firms in Rivers State should redesign job roles to include meaningful tasks, autonomy, and growth opportunities to strengthen dedication of Office Managers through job enrichment.
4. Construction firms should provide training and mentorship to empower Office Managers, deepening their involvement in organizational processes.

5 Management of Construction firms should integrate advanced technology into job design to enhance engagement and provide training for effective use of technological tools.

Contribution to Scholarship

The findings of this study offer scientific explanation of the relationship between Job Design and Office Managers' Engagement of construction firms in Rivers State. The findings has also awaken construction firms in Rivers State and beyond on the need to provide the enabling strategies to enhance job design. Though often ignored, by adopting the recommendations of this study, construction firms and related firms stand the chance of maintaining Office Manager Engagement, as well as a peaceful organization. Also, by adopting the recommendations of this study, construction firms and other organizations stand the chance of solving the problem of poor performance and turnover of Office Managers.

The study extends the frontiers of knowledge on how Job Design relates with Office Manager Engagement. Before the present study, there was no empirical evidence on how dimensions of Job Design such as Job Enlargement and Job Enrichment enhance measures of Office Manager Engagement such as Dedication and Involvement of Office Managers This research effort has evidently closed this knowledge gap.

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