

JOB DESIGN AND EMPLOYEE ENGAGEMENT IN MANUFACTURING COMPANIES IN ANAMBRA STATE

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ABSTRACT

Job design is the deliberate structuring of tasks and responsibilities into roles, which is critical for organizational effectiveness, particularly in manufacturing where it impacts employee engagement and retention. Employee continuity an organization's ability to retain its workforce over time is crucial in manufacturing due to high turnover costs and the loss of skilled know-how. This research investigated the relationship between job enrichment, a job design strategy enhancing motivational potential by increasing autonomy, responsibility, and feedback, and employee continuity in manufacturing companies in Anambra State, Nigeria. It addressed a recognized gap where, despite theories suggesting enriched roles boost retention, limited specific evidence existed for Anambra's firms. A descriptive survey research design was adopted, with data collected from 290 employees selected via simple random sampling from a population of 1,200 senior staff in four manufacturing companies. A structured Likert-scale questionnaire, validated by experts and tested for reliability (Cronbach's $\alpha = 0.896$), served as the data collection instrument. Data were analyzed using descriptive statistics and Pearson's correlation coefficient at a 0.05 significance level. Findings revealed a statistically significant positive relationship ($r = .876, p = .041$) between job enrichment and employee continuity in the selected companies. This indicates that initiatives focused on enriching jobs by enhancing characteristics such as skill variety, task significance, autonomy, and feedback are likely to improve employee retention. Therefore, manufacturing firms in Anambra State can leverage job enrichment strategies to foster a more stable, committed workforce, mitigate high turnover, and enhance overall organizational performance, contributing to understanding job design's role in supporting continuity in this growing manufacturing hub.

Key words: Job Enrichment, Employee Continuity, Job Design, Employee Retention, Manufacturing Sector, Anambra State.

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INTRODUCTION

Job design, defined as the deliberate structuring of tasks, responsibilities and work processes into roles, is foundational to effective manufacturing operations. Well-designed jobs integrate organizational needs for productivity, efficiency and quality with employees' needs for

challenge and accomplishment (Dibua, Nzewi and Onyegbuna, 2023). In manufacturing especially, thoughtful job design can yield a safer, more productive and more engaged workforce; conversely, poor design often produces monotony and disengagement (Australian Industrial Transformation Institute, 2022; Dibua, Nzewi and Onyegbuna, 2023). Employee engagement refers to the degree of emotional investment and enthusiasm workers feel toward their jobs (Turner, 2020; Gallup, 2025). Engaged employees typically display high commitment and effort – for example, research finds they “work harder, stay longer” and 92% of business leaders agree engaged staff perform better (Naong, 2024). In practice, high engagement is linked to better productivity, innovation and organizational performance (Abdelwahed and Doghan, 2023). Because employees’ attachment to work often depends on how their roles are designed, job design is understood as a key driver of engagement (and disengagement) in organizations (AITI, 2022).

Within job design strategies, job enrichment plays a central role by vertically enhancing jobs to make them more intrinsically motivating. Unlike job rotation (cycling workers through different tasks) or job enlargement (adding more tasks horizontally), job enrichment deepens a role by adding greater autonomy, responsibility and feedback to the job (Onyango, 2019). Classic theory (the Job Characteristics Model) identifies core enriching elements – increased skill variety, meaningful task identity/significance, and autonomy – which foster a sense of responsibility, meaningful work and competence (Roche and Haar, 2020). In practice, enriching a job might mean giving a worker decision-making authority over how work is done, expanding the meaningfulness of tasks, or providing regular feedback on performance (Alshemmari, 2023). These changes have well-documented benefits: by making work more challenging and self-directed, job enrichment tends to raise intrinsic motivation, job satisfaction and commitment (Roche and Haar, 2020). In short, enrichment transforms routine jobs into more fulfilling ones, which in turn motivates employees to perform better.

A vital outcome linked to engagement (and thus to enriched design) is employee continuity, that is, retention or reduced turnover. Continuity means keeping employees in the organization rather than losing them to resignation (Adriyanto, 2023). Retaining skilled staff is particularly important in manufacturing: high turnover imposes heavy costs in recruiting and training replacements and risks losing critical know-how (Sawaneh and Kamara, 2019). Indeed, research in Nigerian manufacturing finds turnover costs include advertising, recruitment fees, training, lost efficiency and operational disruptions. Conversely, engaged and enriched roles promote continuity: as one source notes, employees who feel connected to

their work “stay longer” (Nuel Ifechi and Chike, 2022). For example, studies have found that providing meaningful feedback and autonomy (key aspects of enrichment) improves satisfaction and significantly lowers turnover intentions. Thus, by boosting engagement, job enrichment can help ensure employees remain with the company over time (Wang, Jiang and Mao, 2020).

In the context of Anambra State’s manufacturing sector – a key driver of the local economy – these issues are especially pressing. Anambra has seen rapid growth in manufacturing industries in recent years, but this has been accompanied by HR challenges. Many firms report repetitive, monotonous jobs with little skill variety or autonomy. Such poor designs lead to boredom and disengagement, reducing motivation and productivity in local factories (Dibua, Nzewi and Onyegbuna, 2023). However, although general literature recognizes that good job design yields high motivation, engagement and low turnover, studies focused on Anambra are limited. This gap motivates the current study: understanding the link between job enrichment, engagement and employee continuity could guide local manufacturers in designing jobs that keep skilled workers engaged and on the job.

Statement of the Problem

Despite the recognized importance of job design in influencing employee attitudes and behaviors, many manufacturing companies continue to struggle with low levels of employee engagement. Poorly structured jobs—characterized by monotony, lack of autonomy, minimal skill variety, and inadequate feedback—often result in disengaged workers who exhibit low motivation, reduced productivity, and minimal organizational commitment. This disengagement is particularly detrimental in labor-intensive industries like manufacturing, where sustained employee effort and attention to detail are crucial for operational efficiency.

One key aspect of job design that has been shown to enhance engagement is job enrichment, which involves increasing the depth and meaning of a job by expanding responsibilities and promoting autonomy and growth. However, in many firms, job enrichment is either poorly implemented or overlooked entirely, leading to high levels of dissatisfaction and, ultimately, increased employee turnover. High employee turnover not only disrupts operations but also imposes significant costs related to recruitment, training, and loss of institutional knowledge. While several studies acknowledge the link between job enrichment and employee engagement, limited research has specifically examined whether enriched jobs translate into better employee continuity. This study aims to address this gap by investigating the

relationship between job enrichment and employee continuity in manufacturing companies in Anambra State.

Objectives

The broad objective of this study is to explore the relationship existing between job design and employee engagement in manufacturing companies, Anambra state. However, the specific objectives are to

- 3 Determine the relationship between job enrichment on employee continuity of manufacturing companies, Anambra state.

Research Questions

The following research questions are raised in line with the specific objectives to guide this study;

1. What is the relationship between job enrichment and employee continuity in manufacturing companies in Anambra state?

LITERATURE REVIEW

Job Design

Job design refers to the way work tasks and responsibilities are organized, grouped, and structured within a job. It involves “creating a job with certain characteristics in order to motivate employees and bring about positive outcomes”. In practical terms, job design delineates who does what tasks, how tasks are performed, and how they are combined into meaningful job roles (Kapur, 2021). Classical definitions emphasize that job design should align tasks to the organization’s strategy, technology, and structure (Gagné, Tian, Soo, Zhang, Ho and Hosszu, 2019). For example, Dibua, Nzewi and Onyegbuna (2023) note that in Nigeria’s manufacturing firms, well-designed jobs (clearly assigned and described) allow employees to exert themselves fully and boost productivity.

Scholars have identified several core components of job design. Hackman and Oldham in 1976 originally proposed five “core job characteristics”: skill variety, task identity, task significance, autonomy, and feedback. Skill variety refers to the number of different skills a job requires; task identity is the degree to which an employee completes a whole, identifiable piece of work; task significance is the impact of the job on others; autonomy measures the freedom and discretion employees have; and feedback denotes the extent to which employees receive clear information on their performance (Cotič, Man, Soga, Konstantopoulou and

Lodorfos, 2025). Modern work-design frameworks extend these to include knowledge, social, and contextual characteristics, but the original five remain widely cited (Wang, Liu and Parker, 2020). In manufacturing settings, careful job design ensures that each worker's tasks suit their skills and motivations. For instance, in Nigerian manufacturing firms it has been found that assigning jobs to the "right person, at the right time" and providing clear responsibilities significantly raises employee satisfaction and product quality (Bernard, Farin and Akwari, 2023). Effective job design thus plays a key role in organizational performance by enabling employees to use a range of skills and take ownership of their work. As Dost and Al Qatiti (2023) observes, aligning jobs well "ensures the well-being of employees" and unleashes their full effort, which translates into higher productivity.

Job Enrichment

Job enrichment is a specific approach to job design that increases the motivational potential of a job by giving employees more meaningful tasks and responsibility. It is often defined as restructuring jobs "to make them more challenging, motivating, and satisfying to the individual". In practice, job enrichment involves adding tasks or responsibilities that enhance the job's core characteristics (e.g. autonomy, task identity, skill variety, feedback) (Tumi, Hasan and Khalid, 2022). For example, a manager might enrich a factory operator's role by giving them control over their work pace (autonomy), opportunities to perform a sequence of tasks from start to finish (task identity), or training to handle more diverse machines (skill variety). These changes create a sense of ownership and meaningfulness (Azeez, 2020). Mac-Ozigbo and Daniel (2020) describes job enrichment as "an organizational intervention designed to restructure jobs with the intent of making them more challenging, motivating, and satisfying".

The principles of job enrichment flow from classic motivational theory. Based on Herzberg's two-factor theory (1959), enrichment adds motivators—such as achievement, recognition, responsibility, and advancement—into the work itself (Hussain, Haque and Baloch, 2019). As the AIHR guide explains, job enrichment thus gives employees greater autonomy, responsibility and feedback, enabling them "to do a job from start to finish" and increasing job satisfaction (AIHR, 2025). In effect, enriched jobs augment the five core characteristics: they intentionally increase skill variety and task significance, grant more discretion (autonomy), and provide clearer feedback on performance. These enriched characteristics, in turn, boost intrinsic motivation (Ruth and Njoku, 2022).

Empirically, job enrichment has been linked to higher employee motivation and satisfaction. For instance, organizations report that making jobs more meaningful through enrichment tends to increase employees' engagement and performance while reducing turnover (Tumi, Hasan and Khalid, 2022; Marta, Supartha, Dewi and Wibawa, 2021). Wika Harisa Putri and Setianan (2019) found a moderate negative relationship between job enrichment and turnover in manufacturing firms (i.e., enriched jobs were associated with lower turnover). In other words, when employees find their work more stimulating and autonomous, they tend to be more motivated and committed. In the Nigerian manufacturing context, implementing enrichment (by expanding job scope or involving workers in decision-making) is recommended as a way to enhance satisfaction and retention (Chua and Ayoko, 2021).

H₀: There is no significant relationship between job enrichment and employee continuity in manufacturing companies in Anambra state.

Employee Engagement

Employee engagement refers to the extent to which employees are involved in, enthusiastic about, and committed to their work and organization (Turner, 2020). Rathee and Sharma (2020) defined "personal engagement" as the "harnessing of organization members' selves to their work roles," so that they express themselves physically, cognitively, and emotionally during performance. In this view, an engaged employee brings their full energy and attention to the job. Building on this, Huang, Huang and Chang (2022) describes engagement as a distinct construct with cognitive, emotional, and behavioral components linked to role performance. Cognitive engagement refers to the level of mental focus and absorption in work tasks, emotional engagement involves feelings of connection and investment in one's job, and behavioral engagement reflects discretionary effort and extra-role behaviors (Huang, Huang and Chang, 2022). Engaged employees tend to display three general behaviors: they *say* positive things about the organization, *stay* and intend to remain despite other opportunities, and *strive* by exerting extra effort (Gull, Khan and Sheikh, 2020). This is often summarized as employees who "say, stay, and strive" (Paredes, 2023). In practice, highly engaged workers are attentive, proactive, and aligned with organizational goals. For example, Yadav, Pandita and Singh (2022) notes that engagement encompasses going beyond basic job requirements and actively participating in organizational success.

Engagement has substantial implications for organizational outcomes. Research consistently shows that higher employee engagement is associated with better performance metrics. Engaged workers are more productive, offer higher-quality work, and contribute to customer

satisfaction and profitability (Ghlichlee and Bayat, 2021; Sungmala and Verawat, 2021). For instance, Isa, Ibrahim, Dass, Jaaffar, Hanapiyah, Tajuddin, Lyana and Haque (2025) report that employees who are more engaged are “more focused, not easily distracted and highly motivated,” leading to positive organizational results. Conversely, disengaged employees are more likely to be absent or leave. The Job Characteristics Model (discussed below) specifically predicts that when jobs foster engagement, turnover declines. In short, engagement – encompassing emotional attachment, mental involvement, and motivated behavior – boosts innovation, productivity, and loyalty. Organizations with engaged workforces enjoy better retention, lower costs, and greater competitive advantage (Russell, Attah, Chase, Gong, Kim and Liggans, 2020).

Employee Continuity

Employee continuity generally refers to an organization’s ability to retain its workforce over time – in other words, maintaining a stable employee base with low turnover (Strouse and Reed, 2021). Continuity can be viewed as the flip side of turnover: high continuity means fewer employees leaving and more remaining with the firm (Moon, Loyalka, Bergemann and Cohen, 2022). In manufacturing, continuity is vital because skilled workers and institutional knowledge are critical for consistent production and quality. Disruptions due to turnover can be costly: recruiting and training replacements in technical roles takes time and money, and frequent staff changes can hurt productivity and safety (Sumbal, Tsui, Durst, Shujahat, Irfan and Ali, 2020). Scholars note that ensuring continuity (“employee retention”) enhances organizational competitiveness (Sivakami and Roy, 2022). For example, a review of turnover studies emphasizes that managers must implement strategies to minimize exits and achieve employee continuity in order to stay competitive (Scott, Waite and Reede, 2021).

Factors influencing continuity (or turnover) are well documented. Common drivers of turnover include low job satisfaction, poor working conditions, limited career opportunities, inadequate compensation, and lack of recognition or growth (Mumin and Iddrisu, 2022). The study by Ingsih, Kadarningsih and Rijati (2022) finds that dissatisfaction with pay, job stress, insecurity, or absence of advancement are major reasons employees resign. In a manufacturing context, factors like job design, leadership support, and workplace safety also play roles. For instance, jobs that are unattractive or monotonous tend to push workers out, whereas enriching jobs with meaningful tasks can help keep them (Kjendlie and Dahlquist, 2024). Moreover, research notes that engaged employees – those who feel valued and motivated – are significantly more likely to stay (Nikolova, Schaufeli and Notelaers, 2019).

The job characteristics model notes explicitly that happy, engaged employees “are more likely to come to work and less likely to quit”. In other words, improving the job to boost engagement and satisfaction directly contributes to continuity. By the same token, poorly designed jobs and low engagement can lead to high attrition (Grobelna, 2019). In Nigerian manufacturing firms specifically, continuity is a concern: studies emphasize retention strategies so that trained labor remains “in their organisations to enhance overall organizational performance” (Owolabi and Adeosun, 2021).

Theoretical Framework

Job Characteristics Model (JCM)

The Job Characteristics Model (JCM), propounded by Hackman and Oldham in 1976, posits that five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—directly influence three critical psychological states in employees: experienced meaningfulness, experienced responsibility for outcomes, and knowledge of results. These psychological states, in turn, affect important work outcomes such as intrinsic motivation, job satisfaction, performance, and retention. According to the model, jobs that are high in these characteristics have greater motivational potential and are more likely to lead to engaged and satisfied employees. This theory provides a useful framework for understanding the present study, as job enrichment involves deliberately enhancing these core job characteristics. By increasing autonomy, task variety, and feedback, enriched jobs are expected to foster greater employee engagement and intrinsic motivation. Within the context of manufacturing companies in Anambra State, the JCM suggests that such job enrichment strategies can lead to improved employee continuity by reducing turnover intentions and strengthening workers’ commitment to the organization. Thus, the JCM directly links the core concepts of job design and enrichment with the psychological and behavioral outcomes that support employee retention.

Empirical Review

Likuajang, and Ariyanto (2020) examined the effect of job design on work commitment in Star Capital Group company. This research method is quantitative approach. Data collection techniques are carried out through surveys, with a questionnaire instrument. The population is all employees of the Star Capital Group. The sampling technique uses saturated samples, because all population elements are sampled. The number of samples are 170 employees. The analysis technique uses the ordinary least square (OLS) through SPSS software. The results

showed that work design had a positive and significant effect on work commitment. Among the five dimensions of work design, four dimensions (job variation, job significance, job autonomy, and feedback) have a positive and significant effect on work commitment.

Ram and Prabhakar (2020) examined the roles of employees' engagement in work related outcomes and investigated the antecedents and consequences of employee engagement in Jordanian Industry. Jordanian hotel industry was selected and data collected using the snowball method. A sample of 310 respondents comprising of employees from different levels of management was established and data collected. The research findings supported the relationship between employee engagement and perceived organizational support. The effect of job characteristics, intrinsic and extrinsic rewards, perceived supervisor support, perceptions of procedural justice, and perceptions of distributive justice on employee engagement is also confirmed.

Kariuki and Makori (2020) investigated the role of job design on employee engagement in private universities in Kenya. One private university was selected, Presbyterian University of East Africa. A sample size of 84 employees working at the top management, middle level management and low-level management at the Presbyterian University of East Africa was selected by use of stratified sampling technique and data collected by use of questionnaires. The findings of the study showed that skill variety, task identity, task significance and job feedback significantly and positively influenced employee engagement.

Nzewi, Chiekezie, Ekene, Raphael and Ebuka (2017) examined the relationship between job enrichment and employee commitment in selected brewing firms in Anambra State, Nigeria. A survey research design was adopted. A sample of 156 respondents was selected from the population size of 543 using Taro Yamani Formula. A 12-item questionnaire with close ended questions was used for data collection. Pearson Product Moment Correlation Coefficient was used for data analysis. Finding showed that there is a significant positive relationship between job autonomy and affective commitment among the employees in the selected brewing firms. It was also found that when the jobs of the employees are enriched, their commitment level would increase positively and that would ultimately increase their productivity level in the organization.

METHODOLOGY

This study adopted a descriptive survey research design to explore the relationship existing between job design and employee engagement in manufacturing companies in Anambra State. The study was carried out in Anambra State, Nigeria, focusing on senior staff Management and senior staff Employees of four selected manufacturing companies: Innoson group of companies, Nnewi; Juhel pharmaceutical limited, Awka; Nigerian bottling companies, Onitsha; and Sylfloral Nigeria limited, Onitsha. The population of the study consisted of 1,200 employees from these companies (Source: Personnel units, administrative block of each company (2025)). Using the Taro Yamani (1964) formula with an error limit of 0.05, a sample size of 300 respondents was determined. Simple random sampling was employed to ensure that all members of the population had an equal chance of being selected for participation.

The instrument for data collection was a structured questionnaire, divided into two sections, 'A' and 'B'. The questionnaire utilized a 5-point Likert scale, with response options including Strongly Agreed (5 points), Agreed (4 points), Disagreed (3 points), Strongly Disagreed (2 points), and Undecided (1 point). The instrument underwent content and face validity, which was carried out by valuers including one expert from the Department of Measurement and Evaluation, one expert from the Business Administration Department, and another expert within the faculty. These experts assessed the instrument's relevance, comprehensiveness, clarity, structure, readability, and grammar. Their feedback was incorporated to refine the instrument, which was subsequently certified as valid. To ensure reliability, Cronbach alpha was used with the aid of SPSS version 20; 30 copies of the questionnaire were initially distributed and analyzed, yielding a reliability coefficient of 0.896, which is greater than .70, indicating the instrument was reliable.

Primary data were adopted and sourced through self-administered structured questionnaires. Of the three hundred (300) questionnaires distributed to respondents, two hundred and ninety were completed and returned. Data analysis was conducted using both descriptive and inferential statistics. Descriptive statistics such as frequency, mean, and standard deviation were used to summarize respondents' demographic characteristics and response patterns, with a mean score of 3.0 and above used as the criterion for acceptance in answering the research questions. The hypotheses were tested using Pearson's correlation coefficient and regression analysis at a 0.05 level of significance. All analyses were carried out using Statistical Package for Social Sciences (SPSS) version 27.0.

DATA PRESENTATION AND ANALYSIS

The presentation and analysis of data collected from the field were carried out in this section. The aim is to present the data in an interpretable form so that the variables of the study can be comprehensive. Out of the 300 copies of questionnaires that were distributed, 290 (96.7%) copies of the questionnaires were filled and returned, while 10 (3.3%) copies of the questionnaires were not recovered.

Research Questions Analysis

Decision Rule

The decision in the analysis section is determined by the average of the responses of respondents.

Strongly Agreed (5 points), Agreed (4 points), Disagreed (3 points), Strongly Disagreed (2 points) and Undecided (1 point). The average of the responses:

$$\frac{(5 + 4 + 3 + 2 + 1)}{5} = 3.0$$

Therefore, a mean score below 3.0 would be considered rejected and a mean score of 3.0 and above would be considered accepted.

Research Question 1: What is the relationship between job enrichment and employee continuity in manufacturing companies in Anambra state?

S/N	Items	SA	A	D	SD	U	Mean	Remark
Job Enrichment								
1	Job enrichment programs encourage worker participation and enhance motivation.	97	82	51	49	11	3.70	Accepted
2	Job enrichment can cause one workplace hazards thereby reducing employee engagement so must be implemented with caution.	5	13	224	6	42	2.76	Rejected
3	Job enrichment include the job development practices which propel as well as provoke employee to carry out their duty very well	103	95	62	23	7	3.91	Accepted
Employee Continuity								
4	Employee safety helps employee to continue in an organization	95	80	44	37	34	3.57	Accepted

5	Training and development help in the continuity of employee	143	66	61	15	5	4.13	Accepted
6	A positive work environment increases Employee continuity in an organization	36	8	182	62	2	3.05	Accepted
Grand Mean							3.52	Accepted

Source: Field survey, 2025

In table 1, all the items, 1, 2, 3, 4, 5, and 6 were questions addressing the first research question which is "What is the relationship between job enrichment and employee continuity of manufacturing companies in Anambra state?" From the data analysis, items 1, 3, 4, 5, and 6 obtained a mean rating above the criterion mean of 3.0 indicating that majority of the respondents agreed that Job enrichment programs encourage worker participation and enhance Engagement.

Hypothesis Testing

Decision Rule: Reject the null and accept the alternate if $P\text{-value} < 0.5$; if otherwise accept the null Hypothesis.

H_0 : There is no significant relationship between job enrichment and employee continuity in manufacturing companies in Anambra state.

Table 2: Correlation between job enrichment and employee continuity of manufacturing companies in Anambra state.

Correlations		Job Enrichment	Employee Continuity
Job Enrichment	Pearson correlation	1	.876**
	Sig. (2-tailed)		.041
	N	290	290
Employee Continuity	Pearson correlation	.876**	1
	Sig. (2-tailed)	.041	
	N	290	290

Source: SPSS ver. 27 Outputs.

Table 2 shows that there is significant relationship between job enrichment and employee continuity of manufacturing companies in Anambra state with $r = 0.876$, $n = 290$ and p value of 0.041 ($p < 0.05$). Therefore, the researchers reject the null hypotheses and accept the alternate hypothesis and conclude that there is significant positive relationship between job enrichment and employee continuity of manufacturing companies in Anambra state.

Discussion of Finding

The study revealed a significant positive relationship between job enrichment and employee continuity in manufacturing companies in Anambra State. This outcome supports the rejection of the null hypothesis, which stated no significant relationship. The possible reason for this finding, as underpinned by the Job Characteristics Model, is that job enrichment enhances core job dimensions such as skill variety, autonomy, and feedback, leading to positive psychological states like experienced meaningfulness and responsibility for work outcomes. These psychological states, in turn, cultivate higher intrinsic motivation, job satisfaction, and a stronger commitment to the organization, thereby fostering employee continuity. Employees in enriched jobs likely feel a greater sense of purpose and involvement, making them less inclined to leave. This finding is consistent with Nzewi and Chiekezie (2017), who found that when the jobs of employees in selected brewing firms in Anambra State were enriched, their commitment level increased, which would support continuity. Similarly, the research by Likujang and Ariyanto (2020) demonstrated that work design, including aspects central to enrichment like job autonomy and feedback, had a positive and significant effect on work commitment, a predictor of continuity.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, this study concludes that a significant positive relationship exists between these two variables. This suggests that enhancing job roles through enrichment strategies, which can include increasing autonomy, responsibility, and skill variety, is likely to improve employee retention within these firms. Given the challenges of high turnover and the need for a stable, engaged workforce in the manufacturing sector, these findings underscore the practical importance of job enrichment as a means to foster employee continuity..

Based on the study findings, the following recommendations are made:

- i. Manufacturing company managers and Human Resources departments in Anambra State should actively implement job enrichment programs that deliberately increase aspects like skill variety, task significance, autonomy, and feedback in employees' roles. This strategic focus is essential as the study demonstrated that such enriched job characteristics are significantly linked to higher employee continuity, thereby helping to retain skilled staff.
- ii. Senior management and HR professionals in Anambra's manufacturing firms should invest in training line managers and supervisors on the principles and practical application

of job enrichment to empower them to redesign subordinates' jobs effectively. By equipping leadership with these skills, companies can foster a more engaging work environment which, as the findings suggest, directly contributes to improved employee retention and organizational stability.

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