

JOB REDESIGN AND INNOVATIVENESS OF TRADITIONAL CRAFT OUTFIT IN UYO, AKWA IBOM STATE, NIGERIA

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ABSTRACT

This study examined the relationship between job redesign and innovativeness of traditional craft outfit in Uyo, Akwa-Ibom State. The objective of the study was to determine the relationship between job redesign and measures of innovativeness (adaptability, resource acquisition, survival) of traditional craft outfit in Uyo, Akwa-Ibom State. The study adopted a cross-sectional survey research design. The population of the study comprised of 261 respondents in all admin section of Traditional Craft Outfits, 2025. The sample size for the study was 150 respondents, derived using Taro Yamane Formular of sampling. Data for the study was generated through primary/secondary sources. The main data collection instrument for this study was a structured questionnaire. To ensure the validity of the instruments for this study, the content and face validity was adopted in ascertaining the extent to which the instrument can be said to be accurate and precise in the measurement of the variables under investigation. The reliability for the study was determined using the Cronbach alpha coefficient. The bivariate analysis was carried out using Spearman Rank Order Correlation coefficient. The findings revealed amongst others that there is a positive and significant relationship between job redesign and measures of innovativeness (adaptability, resource acquisition, survival) of traditional craft outfit in Uyo, Akwa-Ibom State. Based on the findings, it was recommended that the strategy managers consider identification and application of those limited performance areas which help them achieve competitive advantage and achieve their goals. They should not only identify and apply those cost drivers, but should continuously monitor the values chain processes and built more on economies of scale.

Keywords: Job redesign, innovativeness, adaptability, resource acquisition, survival

INTRODUCTION

Change in consumers taste, globalization and rapid technological developments have contributed to the turbulence, unpredictability, hostility, complexity and uncertainties which characterized today's business environment (Felix & Hamilton, 2019). Therefore, to survive, companies are forced to do things different by developing innovative and high-quality products and services, and renew their way of operation. Innovation is the introduction of new things, ideas or ways of doing something to produce a good and greater result. Innovativeness can be defined as an engagement in creative behaviours, which includes behaviours related to the innovation process such as, i.e. idea generation, idea promotion and idea realization with the aim of producing innovations (Ramamoorthy, Flood, Slattery & Sardessai 2015). One concept that has gained enormous popularity in both business research and practice to improve innovativeness is job redesign (Odumeru, 2013).

Redesigning or restructuring involves revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction. Therefore, the purpose of job redesigning is to identify the task significance and skill variety available in the organization and reallocating the job-related tasks and responsibilities according to the specific skills possessed by an employee. Hackman & Lawler (2021) and Hackman and Oldham (2020). Studies by Hackman and his associates provided evidence that job characteristics can directly affect employee attitudes and behavior at work. These researchers predicted that if specific core job characteristics are present, employees will experience a positive, self-generated internal drive when they perform well. This internal drive will provide an incentive for continued efforts toward good performance. Job design is the deliberate purposeful planning of the job, including all its structural and social aspects and their effect on the employee. Job design is a broad concept that can refer to any part or combination of parts of the job. The purpose of this study was therefore to investigate the relationship between job redesign and innovativeness of traditional craft outfit in Uyo, Akwa-Ibom State. Consequently, the specific objectives of this study were to:

- i. Examine the relationship between job redesign and adaptability in traditional craft outfit in Uyo, Akwa-Ibom State.
- ii. Determine the relationship between job redesign and resource acquisition of traditional craft outfit in Uyo, Akwa-Ibom State.
- iii. Ascertain the relationship between job redesign and survival of traditional craft outfit in Uyo, Akwa-Ibom State.

Conceptual Framework

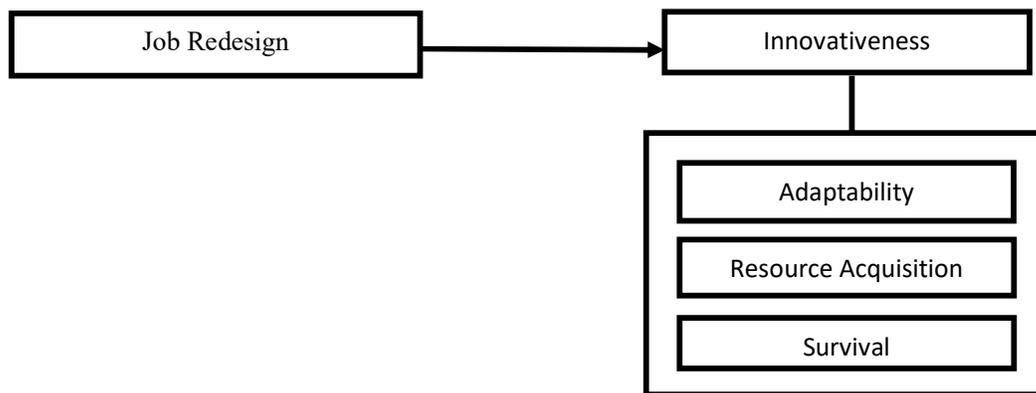


Figure 1.1: Conceptual Framework for Job Redesign and Innovativeness

Source: Desk Research (2025)

Research Questions

Based on the research objectives, the following research questions were posed:

- i. What is the relationship between job redesign and adaptability in traditional craft outfit in Uyo, Akwa-Ibom State?
- ii. What is the relationship between job redesign and resource acquisition of traditional craft outfit in Uyo, Akwa-Ibom State?

- iii. What is the relationship between job redesign and survival of traditional craft outfit in Uyo, Akwa-Ibom State?

Statement of Hypotheses

In order to draw inference to this study, the following null hypotheses were raised further guide the study.

- Ho1:** There is no significant relationship between job redesign and adaptability in traditional craft outfit in Uyo, Akwa-Ibom State.
- Ho2:** There is no significant relationship between job redesign and resource acquisition of traditional craft outfit in Uyo, Akwa-Ibom State.
- Ho3:** There is no significant relationship between job redesign and survival of traditional craft outfit in Uyo, Akwa-Ibom State.

LITERATURE REVIEW

Theoretical Foundation

This study was anchored on three theories which include: Action Research Model, Kotter's Eight Step Model and Competence Based Theory.

Action Research Model

Action research is a combination of changing not only attitudes and behavior, but also testing the change method being utilized (Lewin, 2021; Schein, 2022). The first part of the change process must be action-oriented because the ultimate goal is to make change happen. The second part revolves around trying different frameworks in a real situation to verify whether or not the theories really work or applying the various theories in various situations that require change. The process of action research is first to diagnose a need for change (unfreezing), then to introduce an intervention (moving) and finally to evaluate and stabilize change (refreezing). Each of these steps in the process is consistent with the three stages in Lewin's Model.

Competence Based Theory

Kotter (2018) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. Kotter's eight step approach to change management states as outlined below: firstly, workers typically prefer the status-quo in the organization. According to the model, change means uncertainty about what the future will bring. Indecision usually makes these workers uncomfortable. In addition to the foregoing, these same workers tend to mistrust things about which they are in doubt. That is why most employees or workers avoid change. To encourage people to assist with the change, you must create a sense of urgency (Kotter, 2018).

Also, if these employees are wanted by their employer to do something new, such employer will probably get more cooperation from them if he teaches them how first and then give them the new tools necessary to do things the new way. This step empowers others to act on the vision by removing barriers to change and encouraging risk taking and creative problem-solving change (Kotter, 1996, 2018). Finally, the eighth step showcased that when it comes to work, managers can never tell someone enough about all the good reasons why the things they do make them and the company a success. Otherwise, some workers will tend to behave as if

they have no reason to do anything differently than they did before. So, to make the changes more permanent, as this point employees are need to be reinforced by demonstrating the relationship between new behaviours and Management success change (Kotter, 2018).

Conceptual Review

Concept of Job Redesign

Redesigning or restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction. Therefore, the purpose of job redesigning is to identify the task significance and skill variety available in the organization and reallocating the job-related tasks and responsibilities according to the specific skills possessed by an employee.

In another dimension, the design of work focuses on the characteristics of the employees' jobs. The basic idea is to build into those jobs characteristics that create conditions for high motivation, satisfaction, and performance. Job characteristics theory began with the major study of Turner and Lawrence (2020) and has been extended by Hackman and Lawler (2021) and Hackman and Oldham (2020). Studies by Hackman and his associates provided evidence that job characteristics can directly affect employee attitudes and behavior at work. These researchers predicted that if specific core job characteristics are present, employees will experience a positive, self-generated internal drive when they perform well. This internal drive will provide an incentive for continued efforts toward good performance. Job design is the deliberate purposeful planning of the job, including all its structural and social aspects and their effect on the employee. Job design is a broad concept that can refer to any part or combination of parts of the job.

Innovativeness

An organization's capacity to innovate is seen as competence that is intimately tied to the process of innovation. Recently, Cho, et al., (2020) proposed a definition for the capacity to innovate a company. According to the authors, innovativeness is universally perceived as exploring something new that has not existed before. Rogers and Shoemaker (2021) defined innovativeness as "the degree of adoption (sooner or later) of new ideas by an individual related to the other members of the system." More than three decades later, the same confirmed that definition, but added the adoption of new ideas, not only by an individual but by "any other unit of adoption," for example, a group. Thus, in the opinion of these authors, the term innovativeness is more related to the capacity of diffusion of innovations than to the capacity of generation of innovations.

Solo (2021) on the other hand, views a company's capacity to innovate as a normal part of its activities and its business. For the author, the act of innovating is nothing more than "ordinary business activity." In the next decade, Lawrence Mohr (2019) defined the capacity of an organization to innovate as the capacity of accomplishing a successful introduction, into a real situation, of means or ends that are new to that particular situation in question. Mohr (2019) had also already identified several studies concerning inventively or creativity in the organization, pointing in several well-defined directions. Nevertheless, there was little consensus concerning the capacity to innovate of the organizations in the studies consulted

by him, and this gap is pointed out even to this day (Woodman et al., 2023). However, there are some indications that both creativity and the level of informality in an organization influence the company's capacity to innovate. This study is therefore carried on examining the relationship between Redesign and Management innovativeness of public enterprises in Nigeria using Akwa Ibom State as a case study.

Measures of Management Innovativeness

Adaptability

Adaptability is the degree to which an organization has the ability to alter behaviour, structures; and systems in order to survive in the wake of the environmental change (Denison, 2017). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. Environmental uncertainty represents an important contingency for organization structure and internal behaviours.

A review of the literature reveals there is not a widely accepted definition of adaptability. Researchers at the Institute of Defense Analysis (IDA) defined adaptability as the degree to which adjustments are possible in practices, processes, or structures to projected or actual changes in climate. Adaptation can be spontaneous or planned and be carried out in response to or in anticipation of changes in conditions (Tillson, et al., 2020). The Army Research Institute (ARI) defined adaptability as an effective response to an altered situation (White et al., 2020). Yukl and Mahsud (2020) contend that adaptive leadership involves changing individual behaviors in the appropriate ways as the situation changes. Army doctrine states that adaptability requires leaders who think critically and creatively, are comfortable with ambiguity, accept prudent risk, and can adjust rapidly to the environment while continuing to assess the situation. It specifically defines adaptability as the capacity to respond to changing threats and situations with appropriate, flexible, and timely actions (Department of the Army Doctrine Reference Publication 6-22, 2022). The definitions above share several characteristics. First, they all involve a change in behaviour. Secondly, there is an expectation that this behavioural change is appropriate for the situation. Finally, with the exception of Heifetz, Gashow, and Linsky (2019), the definitions characterize adaptation as a reactive response to changes in the environment.

Resource Acquisition

Regardless of how we might frame the mechanisms associated with liabilities of Management innovativeness, it is apparent that new ventures lack resources and proven competencies. In turn, acquiring resources (such as finding investors, land, materials, technology, equipment, facilities, employees, associates, and customers) is a principal challenge for the entrepreneurs behind venture firms.

Previous research indicates that ventures use their stock of resources to acquire additional resources in a variety of ways. Ventures can purchase other resources with their financial resources, they can attract resources through their intangible ones, and they can develop or accumulate resources internally (Brush, Greene, Hart, and Haller 2021). For example, Sirmon and Hitt (2023) suggest that entrepreneurial firms can acquire resources from external factor markets or they can develop new resources internally by combining and configuring existing resources in novel ways. Bowman and Collier (2006) posit a third route to resource acquisition through alliances and network relationships. Resource attraction occurs when new ventures acquire target resources from outside the firm indirectly through non-financial means. Attraction includes acquiring resources (such as know-how, financial resources, skilled

employees, or product-services) by informal cooperation (social network) or formal alliance (governed by a contract, for example). But any such method can only acquire the right to use those resources and does not offer any ownership unless they are co-developed in some way.

Survival

The survival of a firm depends on its ability to survive with its internal and external environmental factors. Drucker (2019) says that corporate performance should portray how effective and efficient is in terms of its profitability, growth, cost minimization and productivity. Management survival has been the most interesting topics for organizations over the years. Organizations exist to survive in the midst of environmental factors that tend to encroach on business performance. Organizations attempt to maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward survival (Mindy, 2018).

Survival for business organisations is a critical issue in the present global environment and beyond. An appreciative of employee's contribution toward the organization is as important given the competitive pressure in the market. Innovation as something new on its own cannot be achieved, but it ultimately depends on the knowledge, skills, and creativity of individuals, organizations and societies (Macbeth, TomislavRimac, 2024 cited in Ogedegbe, (2022). Therefore, the development and introduction of innovative activities are directly related to changes in human resource practices such as management style, the flow of information and training (Child and Loveridge, 1990).

Empirical Review

Several scholars have examined the interconnectivity between change management and Management innovativeness both globally and locally. Olajide (2022) embarked on a study on Change Management and its Effects on Management Performance of Nigerian Telecoms Industries: Empirical Insight from Airtel Nigeria. The study examines the rate of competition in the telecommunication industry in Nigeria is moving at a leap frog basis due to changes in technology, product and services, customer taste among others. This has made change management experts to emphasize on the importance of establishing organizations readiness for change and have crafted various strategies for creating it because successful management of change is crucial to any organization to survive in the present highly competitive and continuously evolving business environment. Change management is a planned loom for the transition of individuals, groups and organizations from existing state to a required future state. Thus, managing a change process is as important as change itself. This study therefore examines empirically change management and its effects on Management performance of Nigerian telecoms industries. In conducting this study, a total of 300 staffs of Airtel were randomly selected from a staff population of 1000. Three hypotheses were advanced to guide the study and data collected for the study were analyzed using One-way Analysis of Variance. The result revealed that changes in technology has a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage. The result also shows that changes in management via leadership has a significant effect on employee's performance. Based on the findings of the study, recommendation was made that telecoms industries in Nigeria should be pro-active to changes in such a competitive environment so as to experience smooth implementation of such changes. The study therefore concludes that nothing remains still in the world of business as change is the only thing that is constant. Change managers should therefore successfully manage the human side of change in order to avoid resistance to change using the appropriate change strategies, thus, enhancing overall performance of the industry.

In another development a similar study was embarked upon by Paschal and Chima (2019) on change management and Management innovativeness in Nigeria maritime industry. The purpose of the study was investigating the relationship between change management and Management innovativeness in the Nigerian maritime industry. The study used emergent change as a dimension for change management while Management innovativeness was measured using corporate growth and employee commitment. The study adopted the cross-sectional survey method, which is a form of the quasi-experimental research design. A population element of 1651 was drawn from the 33 selected indigenous maritime companies in Nigeria. The Krejcie and Morgan (1970) table was used to arrive at a sample size of 327. The questionnaire was mainly used as instrument for data collection. The Pearson Moment Correlation was used to test our hypotheses. The findings revealed that there exists a positive and significant relationship between emergent change and Management innovativeness measured with employee commitment and corporate growth. We concluded that organizations with absorptive capacities could turn changes into their favour if the system is built to withstand emergent environmental dynamism. We recommended that organizations should invest more in self-building and self-sustainability as a caution for these disruptive changes which in some cases work to the advantage of the organization that exploits it.

METHODOLOGY

This study adopted the cross-sectional survey research design. The population of this study comprises of all employee and staff Traditional Craft Outfit in Uyo comprising a total of sixteen (16) senior staff and two hundred and forty-five (245) junior staff making altogether two hundred and sixty-one (261) respondents in all (Admin Section Traditional Craft Outfits, 2025). 150 respondents were studied as sample size using Taro Yamane Formular of sampling. The research data for this study was collected mainly from the primary/secondary source. The questionnaire was adopted as the primary data collection instrument for this research. The reliability for the study was determine using the Cronbach alpha coefficient. Spearman Rank Order Correlation coefficient was used to test the stated hypotheses formulated for the study.

DATA ANALYSIS AND FINDINGS

This section is concerned with the analysis and discussion of the findings for the empirical assessment of the relationship between job redesign and innovativeness of traditional craft outfit in Uyo, Akwa-Ibom State.

Relationship between Job Redesign and the Measures of Innovativeness

Table 1: Correlations Matrix for Job Redesign and the Measures of Innovativeness

		Job Redesign
Adaptability	Correlation Coefficient	.926**
	Sig. (2-tailed)	.000
	N	121
Spearman's rho	Resource Acquisition	1.000
	Sig. (2-tailed)	.
	N	121
Survival	Correlation Coefficient	.968**
	Sig. (2-tailed)	.000
	N	121

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 21.0 Data Output, 2025

Table 1 aboveshow the result of correlation matrix obtained for the relationship between Job Redesign as the independent variable and the measures of innovativeness as the dependent variable. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population: The results show that:

H0.1: There is no significant relationship between Job Redesign and adaptability in traditional craft outfit in Uyo, Akwa-Ibom State ($r = 0.926, p = 0.000 < 0.01$).

H0.2: There is no significant relationship between Job Redesign and Resource Acquisition in traditional craft outfit in Uyo, Akwa-Ibom State ($r = 1.000, p = 0.000 < 0.01$).

H0.3: There is no significant relationship between Job Redesign and Survival in traditional craft outfit in Uyo, Akwa-Ibom State ($r = 0.968, p = 0.000 < 0.01$).

The correlation coefficient (r) shows that there is a very strong and positive relationship between Job Redesign and Innovativeness. Thus, there is a significant relationship between Job Redesign and Innovativeness in traditional craft outfit in Uyo, Akwa-Ibom State.

Discussion of Findings

The response rates and frequency of work redesign measured on a 4-item instrument and scaled on a 5-point Likert scale. From the data, the first question item shows a mean score of 2.96 which is on the moderate range of the scale. The 2nd, 3rd and 4th question items with 3.26, 3.23 and 3.05 mean scores respectively indicates that the respondents are more inclined to the agree range of the scale used in measurement and responses are moderately distributed. These findings is in line with the study done by Naoler and Tushman (2020), who observed that change that have an impact on the whole system of the organization must be fundamentally redefined on some basic framework, including strategy, structure, people, processes and (in some cases) core values. In the same vein, Johnson et al., (2017), also observed that radical change or approach is used to address more fundamental problems especially in some situations, such as after a period of flux or unexpected rapid change in the environment.

Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction (Charity, Xolelwa, & Anis, 2020).

CONCLUSION AND RECOMMENDATIONS

The study concluded that various strategies are designed for situations where partial information is available, whereas an optimal solution would require complete knowledge of all circumstances now or of the future. The study found out that other studies done on the same concept realized the same output though the context was different. It concluded that all change management strategies have impact on the effectiveness of any firm that adopts it. However, there is variance on the change management dimensions impact magnitude and it largely depends on the industry and the implementation.

It is therefore recommended that it would be critical that the strategy managers consider identification and application of those limited performance areas which help them achieve competitive advantage and achieve their goals. They should not only identify and apply those cost drivers, but should continuously monitor the value chain processes and built more on economies of scale.

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