EPRA International Journal of Environmental Economics, Commerce and Educational Management
Journal DOI: 10.36713/epra0414 |ISI I.F Value: 0.815|SJIF Impact Factor (2026): 8.752 ISSN: 2348 – 814X
Volume: 13 | Issue:3 | March 2026 -Peer Reviewed Journal

INFLUENCE OF JOB ENRICHMENT ON EMPLOYEES' ENGAGEMENT IN SELECTED PHARMACEUTICAL FIRMS IN LAGOS STATE

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ABSTRACT

This study investigated the influence of job enrichment (skill variety, task identity, and autonomy) on employees' engagement in selected pharmaceutical firms in Lagos State. The study adopted survey research design. Responses were collected from a sample size of one hundred and eighty (180) employees of selected pharmaceuticals firms with the aid of a structured questionnaire. Using regression analysis, the findings of this study revealed that skill variety had a positive but statistically insignificant effect on employee engagement ($R^2 = 0.230$, $p > 0.05$). In contrast, task identity ($R^2 = 0.785$, $p < 0.05$) and autonomy ($R^2 = 0.750$, $p < 0.05$) demonstrated strong, positive, and significant relationships with employee engagement. These results suggested that while exposure to diverse skills may not necessarily enhance engagement, employees become more engaged when they can identify with the outcome of their tasks and when they are granted discretion in how they perform their roles. It is concluded that task identity and autonomy are critical drivers of engagement, highlighting the need for organisations to prioritize job design strategies that promote ownership, responsibility, and decision-making freedom. Recommendations are made for managers to enhance task identity, foster autonomy, and integrate skill development for higher engagement level.

KEYWORDS: *Autonomy, Engagement, Job Enrichment, Skill Variety, Task identity.*

INTRODUCTION

Employee engagement over the years has been identified as major drivers for organisational performance and effectiveness in today's competitive business environment (Jakpa, 2025). Engaged employees are not only more productive, but also exhibit higher levels of commitment, innovation, and customer orientation, which are essential for firms to remain competitive (Jakpa, 2025). As every employee aspire to maximize satisfaction from their jobs by giving their best to the organization through deployment of their skills and special abilities to perform their jobs in order to achieve the goals and objectives of the organization. The job designed method is crucial to achieving employees' fulfillment.

Enriching an employee's job is one of the various means managers have device to ensure employees get the desired fulfillment and satisfaction from their jobs. Researchers such as Green (2020), Bratton (2007) and Hover (2008) opine that due to rapid environmental changes and competitive rivalry, business organizations are now turning from the traditional ideology of seeing monetary reward as the highest motivating element to job enrichment where employees will continue to value their job, have more control in scheduling their job, and deciding the best way to do their job and to be regarded for the work they perform.

Ibironke and Kolawole (2020) opine that job enrichment targets employees growth and development and also makes work more meaningful and exciting for employees' for enhanced employees performance, job satisfaction and workers engagement. Organisation can enrich their job design with autonomy, task identity and skill variety to improve the engagement level of workers and promote job satisfaction. Ameh et al (2022) stated that job enrichment happens when employees put in more effort to make their occupations more exciting and meaningful through development and intensification, which increases job difficulties and responsibilities.

According to Putri, and Setianan (2019), the addition of more tasks and responsibilities that requires a wider range of skills from employees to perform a particular task boosts workers for higher engagement level. Nwankwo and Tantua (2021) posits that redesigning jobs to provide employees with greater responsibility, autonomy, skill variety, tasks

identity and opportunities for personal growth is a contributory factor that significantly influence the cognitive, physical and emotional engagement of employees. Jakpa (2025) study reported that when employees perceive their job to be meaningful and challenging, they will see it as an opportunity for self-development and growth and as such put in extra effort to execute the task.

However, previous researches and theories have proven that autonomy; skill variety and task identity has a significant influence on employees' work engagement. For instance, Ade-Adeniji et al (2022) and Green (2020) study results found out that skill variety has a positive influence on work engagement, Nyabundi and Kagiri (2017) and Senen and Masharyono (2016) study reported that task identity has a significant influence on the engagement level of employees' while Ade-Adeniji (2021) and Febrina and Wustari (2021) studies also found out that autonomy and employees' engagement is significantly related.

The main reason for embarking on this study is that in the pharmaceutical sector in Nigeria especially among pharmaceutical companies in Lagos, research have not been established on whether job enrichment variables such as autonomy, task identity and skill variety have an influence on employees' engagement. This was what prompted the researcher to find it worthwhile to conduct an empirical research on the influence of job enrichment on employees' engagement in some selected pharmaceutical companies in Lagos in order to know if these job enrichment variables would produce the same results in pharmaceutical companies in Lagos as it has produced it in other firms that is not pharmaceutical related.

Statement of the Problem

Working is a vital part of life for an individual who spends almost half of their day in the workplace (Ade-Adeniji, 2022). The individual being able to devote their time and efforts to achieving organizational goals means that such person is enjoying and deriving some sense of fulfillment from work. The organization, on the other hand, is able to meet their targets in terms of performance and profitability. This denotes the ideal situation at work whereby the individual fully exerts all his efforts at work, and this is what constitutes work engagement in the workplace (Ade-Adeniji, 2022). However, organizations including pharmaceutical companies in Lagos State have been concerned about work engagement because achieving the ideal seems to have become elusive, such that only a few can boast of having a workforce that is ready to fully devote their time to achieving organizational objectives.

Employees' who are highly engaged always have long-term cognitive, emotional and physical involvement towards achieving short, medium and long term goals and objectives of the organisation (Ajulo et al., 2019). However, it has been observed by the researcher that there are several issues that have led to low employees engagement in pharmaceutical companies in Lagos state. This issues ranges from repetitive tasks, limited career advancement opportunities, rigid work structures, lack of autonomy, lack of task identity, unavailability of skill variety amongst others are liable to reduce employees' sense of fulfillment, lower employees' engagement and cause high turnover rate.

Emotions at work can be eroded when work is boring and repetitive which can lead to a high rate of turnover and lower engagement level which pharmaceutical companies are currently experiencing in the country (Obuma & Worlu, 2017). Since, employee engagement is important to organizational success, it is crucial to understand how job enrichment enhances engagement levels among employees. According to Nwankwo and Tantua (2021), job enrichment is a managerial initiative designed to give employees the tools they need to support opportunities for skill development.

From the perspectives of previous researchers, job enrichment expands employees' skill sets, control, and autonomy in their duties (Kittur, & Ramesh, 2024). This, in turn, always leads to a decrease in workplace rigidity, a lack of creativity, monotony, and employee discontent. It is essential for pharmaceutical companies to enrich their job designs with autonomy, task identity and skill variety so that employees' would be physically, cognitively and emotionally be involved at work. However, despite the growing recognition of employee engagement as a critical factor for organisational success, many pharmaceutical firms in Lagos State continue to struggle with disengaged employees.

While job enrichment strategies such as skill variety, increased autonomy, task identity, and opportunities for skill development are theoretically expected to boost engagement, there is limited empirical evidence on how these strategies are applied and their actual impact in Nigerian pharmaceutical firms. Many organisations still rely on traditional job designs that focus narrowly on efficiency rather than employee growth and motivation. This gap creates

a pressing need to investigate whether job enrichment practices (skill variety, task identity and autonomy) influence employee engagement in selected pharmaceutical firms in Lagos State.

Objectives of the Study

The main objective of this study is to examine the influence of job enrichment and employee engagement in selected pharmaceutical firms in Lagos State.

The specific objectives are to:

1. Investigate the influence of skill variety on employee's engagement in selected pharmaceutical firms.
2. Examine the influence of task identity on employee engagement in selected pharmaceutical firms.
3. Find out the extent of influence that autonomy has on employee engagement in selected pharmaceutical firms.

Research Questions

The study shall provide answers to the following questions

1. Does skill variety significantly influence employee's engagement in selected pharmaceutical firms?
2. Does task identity have any significant influence on employee engagement in selected pharmaceutical firms?
3. Is there any significant influence of autonomy on employee engagement in selected pharmaceutical firms?

Research Hypotheses

In line with the specific objectives, the following hypotheses shall be tested.

H_o1: There is no significant influence of skill variety on employee's engagement in selected pharmaceutical firms.
H_o2: There is no significant influence of task identity on employee engagement in selected pharmaceutical firms.
H_o3: There is no significant influence of autonomy on employee engagement in selected pharmaceutical firms.

CONCEPT REVIEW

Job Enrichment

Job enrichment has emerged as a key human resource management (HRM (technique for improving employee engagement, job satisfaction, and organisational performance. Ameh, Nomhwange, Anebi, and Adejoh, (2022) stated that job enrichment happens when employees put in more effort to make their occupations more exciting and meaningful through development and intensification, which increases job difficulties and responsibilities. According to Putri, and Setianan, (2019) jobs are enhanced to boost workers' motivation and job satisfaction by adding more tasks and responsibilities and a wider range of skills.

According to Azeez (2020), job enrichment is a valuable HR strategy that gives workers autonomy, meaning, and identity while encouraging their initiative to perform effectively and flourish on the job. According to Crow (2021), job enrichment is a work design that incorporates a range of job contents, higher degrees of knowledge and skill, and greater responsibility and autonomy for organising, leading, and controlling work. Employee attitudes and behaviours, including affective engagement to the company, are directly impacted by work enrichment, according to Rastogi (2023).

Ahmed and Ansari (2020) claimed that job enrichment is a methodical approach HRM uses to leverage work processes and procedures to increase employee happiness. According to Ahakwa, Yang, Tackie, Odai, and Dartey, (2021), the goal of job enrichment is to help employees develop a sense of self-control and independence. According to Najameddin, Ali and Jamshed (2021) job enrichment gives workers more influence over their work environments by increasing task autonomy, feedback, task identity, and job relevance.

According to Nwankwo and Tantua (2021), job enrichment is a managerial initiative designed to give employees the tools they need to support opportunities for skill development. Drawing from the perspectives of earlier researchers, we define job enrichment in this study as expanding employees' skill sets, control, and autonomy in their duties. This, in turn, always leads to a decrease in workplace rigidity, a lack of creativity, monotony, and employee discontent. According to Yiran-Zhang (2024), job enrichment aims to motivate employees by providing them with the chance to apply a variety of skills and abilities when completing a task.

Additionally, job enrichment leads to employee success and satisfaction (Valluripalli, *et. al.* 2024) and increases self-actualisation, control, and respect of the workforce (Akpolo & Odiri, 2023). According to Magaji (2021), a job

enrichment plan should be well managed to guarantee that employee participation is a crucial component of operational decisions. More so, employees' performance should be evaluated (performance feedback from the job) in such a way that higher authorities are not too involved (Kittur, & Ramesh, 2024).

Employee Engagement

Akpolo and Odiri (2023) defined employee engagement as the emotional and intellectual connection an employee has with their organisation, characterized by enthusiasm, commitment, and alignment with the organisation's goals and values. It goes beyond job satisfaction and encompasses how motivated employees are to contribute to the success of the organisation, their willingness to go the extra mile, and their sense of pride and purpose in their work (Abraham, 2020). Engaged employees are not only invested in their own tasks but also in the broader success of the organisation. They demonstrate higher levels of productivity, creativity, and accountability, actively participating in problem-solving and innovation.

Ebiogobowe et al. (2024) posited that employee engagement is influenced by several factors, including effective leadership, a supportive work environment, recognition and rewards, opportunities for growth, and work-life balance. Organisations that prioritize these factors typically see benefits such as increased productivity, reduced turnover, higher customer satisfaction, and improved organisational performance (Falola, Ogueyungbo & Ojebola, 2020). Moreover, Tshukudu (2020) stated that employee engagement is often measured through surveys, interviews, and feedback mechanisms, focusing on areas such as job satisfaction, organisational culture, communication effectiveness, and employees' perceptions of fairness and equity.

Engaged employees will be fully motivated to utilize their whole capacity in an integrated and focused manner to enhance their participation. They are ready to do this because three conditions are met: employees feel psychologically protected in the presence of others so that they can apply themselves to their work role. Based on the explanation of the above definition of employee engagement, it can be concluded that employee engagement is an expression of the attitude to one's work manifested in one's work as a positive value for achieving success and actively doing one's work. Work engagement can be defined as an employee who can demonstrate high energy and stamina at work.

Theoretical Framework

There are several theoretical foundations on job enrichment and work-related factors; but this study is anchor on enriched job Demands-Resources Model and Self-Determination Theory. .

Job Demands–Resources (JD-R) Model

The Job Demands-Resources (JD-R) model introduced by Demerouti et al. (2001), has been a cornerstone in occupational health psychology, offering a robust framework to understand the interaction between job characteristics, employee well-being, and organisational outcomes. A complementary framework is the JD-R model, which distinguishes job demands (which deplete energy) from job resources (which are motivational and help buffer demands). Job resources include autonomy, feedback, opportunities for growth, and social support. Within JD-R, engagement arises when resources are plentiful enough to motivate, help meet job demands, and facilitate goal attainment (Demerouti et al 2001). Job enrichment can be seen as a way of increasing job resources.

In job demand resource theory, unwarranted job demands and inadequate job resources stimulus the process of anxiety which leads to inferior engagement and, at the same time, may generate the issue of burnout (Demerouti et al., 2001). This is also known as the 'occupational stress model'. This model implies that the strain is the result of the disproportion of job demands with the resources an individual has to fulfill those job demands (Bakker & Demerouti, 2007; Demerouti et al., 2001). Unwarranted job demands and inadequate job resources are responsible for undesirable organisational consequences such as high turnover intention, inferior commitment and engagement at the organisational level (Hu et al., 2011).

Job demands physically and socially accompany an employee's efforts. Job resources envisaged the positive characteristics of personnel at the job place. Job resources can define as the reduction of physiological and psychological costs that affect treatability in achieving goals at work and encourage growth and development at a personal level (Bakker & Demerouti, 2007). Job resources such as clarity of work role, adequate communication, and stumpy ambiguity are the precarious organisational and social phases of JD-R theory which can be served as shields against the destructive influence of traumatic job demands (Bakker & Demerouti, 2017). The concept of work

engagement is included in the JDR theory and introduced as a theoretical extension to the job demands-control model (Sonnentag, 2017). According to Bakker and Demerouti (2017), to achieve optimum task performance in any occupation and in every sector, there are two classifications that is job resources and demands.

Assumption of Job Demands–Resources (JD-R) Model

The theory assumes that there two types of job characteristics which are job demand (negative/straining aspect) and job resources (positive/supportive aspect). There are two distinct processes which are health impairment process and motivational process. The health impairment process postulates that prolonged exposure to an excessive amount of job demands combined with a lack of job resources may lead to job burnout that, in the long-term, may result in harmful consequences for employee health and performance. In contrast, the motivational process hypothesizes that job resources may foster employees' level of engagement with subsequent positive outcomes; such as improved job engagement, job performance and organizational commitment (Taris, 2017). Job resources helps in managing demand in such a way that work goals, personal growth and learning are stimulated among employees.

Self-Determination Theory (SDT)

Self-Determination Theory (SDT) by Ryan and Deci, (2000) emphasizes the satisfaction of basic human needs for autonomy, competence, and relatedness as a key driver of motivated behavior. SDT (Deci & Ryan, 2000) suggests that fulfilling basic psychological needs for autonomy, competence, and relatedness fosters intrinsic motivation. Enrichment practices often enhance autonomy (decision latitude), feedback (aiding competence) and often significance /meaningfulness (tied to feeling related / making a difference), thus aligning with SDT's predictions about increased engagement (Njoku, 2022). The theory posits that all individuals possess three fundamental psychological needs, competence, autonomy, and relatedness, which serve as essential psychological "*nutrients*" for optimal functioning and well-being.

Autonomy: At the core of SDT is the principle of autonomy, which highlights the importance of volitional engagement and self-endorsement in behaviour. According to Deci and Ryan (2000), motivation is most effective when individuals experience a genuine sense of choice and control over their actions. This perception of autonomy fosters higher-quality motivation and contributes significantly to overall psychological well-being.

Competence: The need for competence reflects an innate psychological need to develop skills, overcome challenges, and experience a sense of effectiveness. Studies indicate that when individuals feel competent, they gain a sense of achievement and psychological growth, which in turn strengthens intrinsic motivation (Deci et al., 1991).

Relatedness: This represents the fundamental human need to establish meaningful social connections and interpersonal bonds. Within the framework of SDT, fostering a sense of belonging and social inclusion is essential for enhancing intrinsic motivation and promoting psychological well-being (Laursen & Zukauskiene, 2017).

According to SDT, individuals are naturally inclined to realise their full potential when their core psychological needs are fulfilled. Thus, individuals demonstrate an inherent propensity for personal development, which in turn fosters sustained intrinsic motivation, vitality, and overall psychological well-being. In such a state of autonomy, individuals are more likely to internalise external influences, including societal norms and objectives, particularly when these are congruent with their personal values (Deci & Ryan, 2000;

Assumption of Self-Determination Theory (SDT)

There is a links between personality, human motivation, and optimal functioning. The theory assumes that there are two primary motivation; intrinsic and extrinsic motivation. Both have the efficacy in molding what our identity is and how we act (Deci & Ryan, 2008). SDT distinguish between intrinsic and extrinsic motivation by identifying three core psychological needs fundamental to self-determination. These needs are inherent and universally applicable, serve as critical drivers of self-initiated behaviour and contribute to overall psychological well-being (Deci & Ryan, 2000; Laursen & Zukauskiene, 2017).

Empirical Review

Skill Variety and Employee's Engagement

The study of Green (2020) examined the relationship between skill variety and organizational innovation of manufacturing companies in Port Harcourt. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population of this study covered 230 managers and supervisors of 23 of manufacturing companies in Port Harcourt. The sample size was 146 calculated using the Taro Yamane Sample size determination formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70.

The hypotheses of Green (2020) study were tested using the Spearman's Rank Order Correlation Statistics with the aid of Statistical Package for Social Science. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between skill variety and organizational innovation of manufacturing companies in Port Harcourt. The study recommended that manufacturing companies should use job rotation to increase the variety of skills that every employee possesses which is a form of motivation. Job rotation would create some level of inclusivity where employees' jobs are linked to the overall goal of the organization. Some level of freedom in making decisions may be adopted for performance to increase.

Ade-Adeniji (2022) study investigated skill variety and work engagement among bankers in Nigeria. This study was a descriptive study that uses mixed method approach of both quantitative and qualitative research and was carried out on banks in the Lagos metropolis. A total of 438 copies of questionnaires were distributed, and 353 copies were retrieved, and 15 members of senior staff were randomly selected for the interview. Method of analysis was structural equation modeling (Partial Least Square) for the quantitative, while thematic analysis was used for the qualitative.

Falola, et.al (2020) examined workplace management initiatives and talent engagement in the Nigerian pharmaceutical industry on Survey of 600 respondents across various departments in 10 selected pharmaceutical companies in Nigeria. 429 usable responses. Used PLS modeling. Their findings revealed that recognition, employee wellbeing, learning & development, and diversity & inclusion significantly predicted facets of engagement (talent, emotional, cognitive, behavioral) in the pharmaceutical firms. While this is not strictly job enrichment, it overlaps substantially for example, "learning & development" relates to skill variety and growth; recognition and wellbeing contribute to meaningfulness, feedback, and interpersonal context. The study concluded that pharmaceutical firms in Nigeria, enrichment adjacent factors matter: growth, recognition, inclusion, wellbeing. This gives strong justification for studying job enrichment in pharmacy contexts, since many of these dimensions are relevant there.

Task Identity and Employee's Engagement

The study of Nyabundi and Kagiri (2017) examined the effects of task identity on the performance of employees of the supreme court of Kenya. A cross-sectional survey and a case study were employed. A sample size of one hundred and fifty (150) respondents was selected to participate in the study. The study used both primary and secondary sources of data collection. The study revealed that majority of the respondents was in strong agreement that their job was designed in such a way that it had a beginning and an end. It was affirmed that task identity affected employee performance because there were some duties which needed more than one employee to fulfill. However, all employees' had to be at par for their tasks to be completed or else if some completed and others did not then the job would be incomplete. This would affect their performance levels.

George et al. (2020) study identified the relationship between task characteristics (variety of skills, task identity, task significance, autonomy, feedback) and employee engagement. The study was conducted in a healthcare service in Sabah, Malaysia. A self-administered questionnaire was used to collect data by using convenience sampling. A total of 78 respondents participated in the study. Data was analyzed using Spearman Correlation. The results revealed a significant and positive relationship between task characteristics (variety of skills, task identity, task significance, autonomy, feedback) and employee engagement in the studied organization. This has important implications to employers. It is recommended that managers, human resource development (HRD) practitioners and supervisors provide employees with more challenging tasks, autonomy and feedback from time to time. Moreover, work designs should include how the tasks may improve employee identity and significance.

The study of Senen and Masharyono (2016) investigated the influence of skill variety, task identity, task significance, autonomy and feedback on performance employees. Methods used the explanatory survey. The subject in this study was 69 honorary employees at Universitas Pendidikan Indonesia. The survey was complicated by questionnaire and analysis techniques data using with SPSS. The results showed skill variety affected to job performance, task identity, task significance, autonomy, and feedback has no effect on job performance.

Autonomy and Employee's Engagement

The study of Ade-Adeniji et al. (2021) examined the extent of job autonomy in ensuring that banking industry employees in Nigeria attain a certain level of work engagement. The study used a mixed investigation method, including both quantitative and qualitative research techniques. The quantitative analysis involved the distribution of 438 copies of the questionnaire, of which 353 copies were retrieved from bank employees. For a qualitative assessment, 15 respondents were randomly selected from among the senior officers of the selected banks. Data were analyzed using Structural Equation Modeling (PLS). As a result, job autonomy was found to be stronger with cognitive engagement ($\beta = 0.524$, Tval = 6.268, P = 0.000) and emotional engagement ($\beta = 0.440$, Tval = 4.372, P = 0.000) than with physical engagement ($\beta = 0.341$, Tval = 2.485, P = 0.000). This implied that though job autonomy had a significant influence on employee work engagement, the aspects of scheduling work and making decisions were weak areas. This study concludes that there is a need to rethink the decision-making element in the banking system, given that the workplace is tilting to a more dynamic and flexible culture, fueled by digital innovation.

Jang and Kim (2025) study examines how performance pressure influences the complex relationships between job autonomy and critical employee outcomes in contemporary organizations. Specifically, the study investigate the relationships between employees' job autonomy, work engagement, and innovative behavior, while testing the moderating effects of performance pressure perceived within teams. Using a two-wave survey design to prevent common method bias, data were collected from 485 employees across diverse organizations in South Korea, representing various industries and organizational levels. The results revealed that job autonomy positively impacts both work engagement and innovative behavior, supporting the fundamental role of autonomy in employee motivation and performance. More importantly, performance pressure perceived within teams had significant moderating effects, weakening the positive relationships between job autonomy and work engagement and innovative behavior. The results of simple slope analyses further confirmed these interaction effects, demonstrating that the benefits of job autonomy were consistently diminished under conditions of high performance pressure.

Febrina and Wustari (2021) study examined the effect of job autonomy on proactive work behavior and to investigate the mediating role of work engagement in the relationship of job autonomy and proactive work behavior. This study involved 208 employees working in the private sector, public sectors, and government in Indonesia. Participants were taken using convenience sampling techniques through the distribution of questionnaires online. Data were analyzed using Structural Equation Model (SEM). This research shows that job autonomy directly influences work engagement and indirectly affects proactive work behavior through work engagement mediation. The result is not in tandem with previous studies, where job autonomy directly impacted proactive work behavior. The results reveal the full mediation role of work engagement in the relationship between job autonomy and proactive work behavior.

RESEARCH METHODS

This study used quantitative design (survey) in analyzing the relationship between job enrichment and employees engagement. The survey design is adopted for the study because it allows structured quantifiable data on employee's perceptions of job enrichment such as skill variety, task identity and autonomy and engagement, also this design also allows for statistical analysis, comparisons across departments and sections within the selected pharmaceutical firms. The study population comprised employees of Neimeth International Pharmaceutical Plc and Nigerian German Chemicals, in Ikeja, Lagos State. The population from the two companies is one hundred and thirty (130) and two hundred and fifteen (215) respectively as provided by the human resource offices at the time of visit. However, two hundred and thirty-five (235) sample size was determined using the Krejcan and Morgan (1970) sample table.

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Table 1:
The Population and Sample Size Table

S/N	Organization	Population	Sample Size Determined	Proportion
1	Neimeth International Pharmecutical Plc	130	97	41%
2	Nigerian German Chemicals	215	138	59%
		345	235	

Source: Author's Compilation, 2025

The respondents were sampled using stratified sampling technique, ninety-four (97) respondents which is 41% of the sample size and one hundred and forty-one (138) respondents which is 59% of the sample size was sampled from Neimeth International Pharmaceutical Plc and Nigerian German Chemicals respectively. The major instrument of data collection was questionnaire; the questionnaire contained questions on job enrichment dimensions (skill variety, task identity and autonomy) and employee engagement and was adopted from the Hackman-Oldham model of job diagnostic survey. Cronbach Alpha reliability test was used to determine internal consistency of the instrument (see Table 2):

Table 2
Cronbach Alpha Reliability Results

Variables	Coefficients	Remarks
Skill Variety	0.73	Reliable
Task Identity	0.84	Reliable
Autonomy	0.80	Reliable
Employee Engagement	0.78	Reliable

Source: Author's Compilation, 2025

Descriptive (mean and standard deviation) and inferential (simple regression) statistical tools were employed for the data analysis. Data collected was analyzed using SPSS 21.0 software.

Results and Discussion

The statistical analysis carried out in the study by using SPSS (Statistical Package for Social Science) Software 20 version for windows. Analyzed and interpreted data have been presented in the form of tables. However, out of the two hundred and thirty-five (235) questionnaire that was administered a total of N = 204 questionnaire were returned representing a response rate of 84.1%.

Test of Hypotheses

H_o1: There is no significant influence of skill variety on employee's engagement in selected pharmaceutical firms.

Table 3

Summary showing Linear Regression/Analysis of Variance on the influence of Skill Variety and Employee Engagement in Selected Pharmaceutical Firms in Lagos State.

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	122.324	1	126.988	424.211	.000b
Residual	142.322	203	.297		
Total	264.646	204			
R = 0.625 R Square = 0.580					

Source: Author's Compilation, 2025

a. Dependent Variable: Employee Engagement
b. Predictors: (Constant), Skill Variety

Interpretation

The table 3 above shows that skill variety significantly influence employee engagement (F1, 203= 424.211, p<0.05).

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Further evidenced is the fact that the percentage of variance in employee engagement explained by skill variety is about 58%.

Discussion

This study was conducted in partial determination of the effect of skill variety and employee engagement while statistical test were applied to test the hypothesis. In the light of the statistical results in which at a significant level of 0.05, it transpired that skill variety has significant effect on employee engagement in the two pharmaceutical firms surveyed. The findings of this study are supported by past studies such as Raza and Nawaz (2011).empirical evidences from other studies from the literatures, job enrichment has effect on the engagement of employee in the selected universities survey.

H_o2: There is no significant influence of task identity on employee engagement in selected pharmaceutical firms.

Table 4

Summary showing Linear Regression/Analysis of Variance on the influence of Task Identity and Employee Engagement.

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	129.324	1	130.599	422.165	.000b
Residual	151.452	203	.304		
Total	280.776	204			
R = 0.668 R Square = 0.591					

Source: Author's Compilation, 2025

a. Dependent Variable: Employee Engagement
b. Predictors: (Constant), Task Identity

Interpretation

Reports from the table 4 shows that task identity have a significant influence on employee engagement (F1, 203 = 422.165, $p<0.05$). Also evidenced is the fact that the percentage of variance in employee engagement explained by task identity is about 59.1%.which showed the extent of the effect of task identify on employee engagement. And also answer the question to what extent is the does task identify affect employee engagement?

Discussion

The second hypothesis was to ascertain whether task identity has any significant effect on employee engagement in the selected pharmaceutical firms in Lagos State. However the findings revealed that task identity as a measure of job enrichment has statistical strong positive relationship with employee engagement among the staff in the two firms used for this study.

H_o3: There is no significant influence of autonomy on employee engagement in selected pharmaceutical firms.

Table 5

Summary showing Linear Regression/Analysis of Variance on the influence of Job Autonomy on Employee Engagement in Selected Pharmaceutical Firms in Lagos State.

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	94.577	1	91.969	344.623	.000b
Residual	177.082	203	.296		
Total	271.659	204			
R=0.61 R Square = 0.562					

Source: Author's Compilation, 2025

a. Dependent Variable: Employee Engagement
b. Predictors: (Constant), Autonomy

Interpretation

The outcomes from table of hypothesis 3 shows that autonomy have a significant influence on employee engagement ($F1, 203 = 344.623$, $p<0.05$). Further evidenced from the table above showed that the percentage of variance in employee engagement explained by job autonomy is about 56.2%.which answer the research question that what is the effect of autonomy on employee engagement in selected pharmaceutical firms?

Discussion

The findings of the study revealed that the predictor variable (autonomy) had a strong positive relationship with employee engagement r=0.61. This empirical study was conducted in partial determination of the effect of autonomy as a measure of job enrichment on employee engagement of staff in selected pharmaceutical firms in Lagos State, while statistical test were applied to test the hypothesis. In the light of the statistical results in which at a significant level of 0.05, it become apparent that autonomy has significant effect on employee engagement in the two firms in this surveyed. The finding of this study is in consonance with the findings of Lunengburg (2011) investigation on stimulating employees by enriching jobs to make them interesting and challenging. Job enrichment also increases the self-efficacy, self-mechanisation and self-respect of the workers.

DISCUSSION OF FINDINGS

The findings of the **first hypothesis** indicates that when employees experience some level of engagement through the variety of skills required in their jobs, this factor does exert a strong influence on their overall engagement. It is agreed that engagement is more strongly driven by skill variety. The findings were consistent with several research findings. According to George et al (2020), when skills variety increases, the level of employee engagement also increases. The ability and opportunity for employees to use different skills at the workplace may reduce boredom; thus, increase their engagement (George et al, 2020).

Kim, Han and Park (2019) opine that job that involves the use of a variety of skills will provide an employee with a sense of challenge in their work, therefore, increasing their motivation, effort and involvement in the tasks at hand. Similarly, Grant (2008) affirm that skills variety emphasized the utilization and opportunities to learn, thus, enhancing employees' engagement. However, some researchers such as Rastogi (2023) and Vercic (2021) found mixed results regarding the influence of skill variety on engagement. While certain studies highlight its positive role in fostering motivation and job satisfaction, others argue that without complementary factors such as autonomy and feedback, skill variety alone may be insufficient to enhance engagement meaningfully.

The **second hypothesis** revealed that employees who perceive their work as involving a complete and identifiable piece of task are more likely to be engaged. Task identity gives employees a sense of ownership and accomplishment, which enhances their psychological connection to their job. The significance of task identity in this study underscores the importance of designing jobs in ways that allow employees to see the outcome of their efforts from start to finish. When employees can identify with their tasks, they are more likely to feel responsible for the results, leading to higher levels of dedication, enthusiasm, and persistence in their roles. The findings also corroborate prior research such as Ebiogobowe et al (2024); Ibironke and Kolawole (2020) that highlights task identity as a key driver of employee engagement, job satisfaction, and performance. George et al (2020) posits that when employees feel that their work is meaningful and has impact on others, they will feel more responsible to complete their work. Suzuki et al (2015) affirm that the level of task significance is able to enhance the employees to be more dedicated for example, in putting in more effort to work on a task or to stay focus for longer periods on a task give. The employees' efforts at work will reflect their engagement level

CONCLUSION

This study examined the influence of three job enrichment characteristics which include skill variety, task identity, and autonomy on employee engagement. The results revealed mixed outcomes. Skill variety was found to have a positive but statistically insignificant relationship with employee engagement, indicating that while employees may value diverse skills, this factor alone does not strongly predict their engagement. In contrast, both task identity and autonomy showed strong, positive, and significant effects on employee engagement, explaining 79% and 75% of the variance respectively.

These findings confirm that employees are more engaged when they can identify with the outcome of their work and when they are granted freedom and discretion in how they perform their tasks. Overall, the results align with the Job Characteristics Model (Hackman & Oldham, 1976), which emphasizes the motivational potential of task identity and autonomy. The study concludes that while skill variety may contribute to engagement in some contexts, it is task identity and autonomy that serve as the most critical drivers of employee engagement in this setting.

Recommendations

Based on the findings, the following recommendations are proposed:

i. Enhance Task Identity: Organisations should design jobs in a way that allows employees to see projects or tasks through from start to finish. Managers can strengthen employees' sense of ownership by clarifying how individual contributions connect to organisational goals and outcomes.

ii. Promote Autonomy: Employers should grant employees greater flexibility in how they organize and perform their work. Providing decision-making authority and reducing micromanagement can foster responsibility, creativity, and deeper engagement.

iii. Organisation should include Job Rotation their Work Design: Employees should be given the opportunity to engage in new tasks that will challenge their abilities and skills and also enhance their work experience. This may require management to include more job rotation and work enlargement in their work design when necessary.

iv.Employees must focus on their Self-Development: More importantly, employees should focus on greater self-development that will aid the development of more skills for higher work engagement.

v. Employers must Prioritize Job Resources and reduce Job Demand: Job resources such as autonomy, skill varieties and task identity that stimulate intrinsic motivation for higher commitment, performance, productivity and engagement must be prioritized by employers.

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