International Journal of Scientific Research in Social Sciences & Management Studies
p-ISSN: 2579–101X | e-ISSN: 2579–1928
Volume 8, Number 1 February, 2025
IJSRSSMS

Job Demand and Employee Motivation in Manufacturing Industries in Port Harcourt, Rivers State, Nigeria

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Article DOI: 10.48028/iiprds/ijsrssms.v8.i1.16

Abstract

This study explores the impact of job demands on employee motivation in manufacturing industries in Port Harcourt, Rivers State, Nigeria, addressing a critical gap in understanding the unique pressures faced by organizations in this sector. Despite the manufacturing industry's significant economic contribution to the region, the relationship between job demands specifically role ambiguity, workload and employee motivation remains underexplored. This research examines how job demands influence key aspects of motivation, namely job satisfaction and employee commitment, while assessing the moderating role of work-life balance. A cross-sectional survey design was adopted, targeting managers and supervisors across manufacturing firms. Using a census approach, a total of 85 respondents participated. Data were analyzed using Spearman's Rank Order Correlation Coefficient to test five hypotheses. The findings reveal significant relationships between role ambiguity, job satisfaction, and employee commitment. Interestingly, when role ambiguity is well-managed, it can foster creativity and satisfaction among employees, whereas excessive workload negatively impacts motivation and engagement. Furthermore, work-life balance was found to play a critical moderating role by easing the adverse effects of high job demands and enhancing employee well-being. This study contributes to the existing literature by emphasizing the need to manage job demands effectively and promote work-life balance policies to strengthen employee motivation and organizational performance. It offers practical recommendations for managers in the manufacturing sector, including fostering open communication, implementing effective workload management strategies, and supporting employees' work-life balance to improve retention, satisfaction, and productivity.

Keywords: *Job Demand, Role Ambiguity, Work Load, Employee Motivation, Job Satisfaction, Employee Commitment*

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Background to the Study

Success and sustainability depend on employee motivation in labour-intensive businesses like manufacturing. Motivation boosts discretionary effort and production (Sari et al., 2023; Tiwari, 2023). Motivated workers engage more, improving job satisfaction and organisational performance (Murray & Holmes, 2021; Ariani et al., 2024). Port Harcourt manufacturing workers are motivated by personal growth, skill learning, and financial incentives and recognition (Robbins & Judge, 2020). Job satisfaction, organisational devotion, and belonging boost employee engagement and performance. Motivated workers are more likely to align their aspirations with company goals, fostering resilience and adaptability in changing workplaces (Paais & Pattiruhu, 2020). Due to resource restrictions, fierce competition, and infrastructure shortcomings, Port Harcourt's industrial business needs motivated workers. According to Okine et al. (2021), powerful motivational strategies minimise attrition, enhance morale, and boost creativity. Pressured job expectations might make it hard to stay motivated.

However, job demands are physical, psychological, social, or organisational variables that require sustained effort and may induce physical and psychological strain (Bakker et al., 2020). Manufacturing involves long hours, tight deadlines, hard labour, and workplace hazards (Odeh et al., 2022). Unreliable power, raw material shortages, and unpredictable market conditions in Port Harcourt may cause employee burnout and lower productivity. High job expectations can undermine employee well-being without proper resources or assistance (Jain et al., 2023). Some expectations can encourage workers, but too many demands without enough resources can cause emotional exhaustion, low morale, and job dissatisfaction (Chen et al)., Thus, companies must alleviate stress and inspire employees.

Some gaps persist in job demand and employee motivation studies. In some industries, job demands impact motivation, but Inegbedion et al. (2020) evaluated workload balance and job satisfaction. Paais and Pattiruhu (2020) explored employment demands and employee engagement in developing economies but gave scant insights on manufacturing. Job satisfaction moderates' miners' workload but not manufacturers', Chen et al. (2022) found. Inegbedion et al. (2020) related task balance and work satisfaction, although Port Harcourt's industrial difficulties were ignored. Rukiastiandari et al. (2023) linked JD-R to staff productivity but not motivation. Susanto et al. excluded job expectations from their 2022 study on work-life balance, job satisfaction, and performance. Finally, Swedana (2023) covered workload and performance but few motivational factors.

The intricate relationship between job demands and employee motivation in Port Harcourt's industrial business is examined in this study to fill the gaps. This research explores Port Harcourt's manufacturing landscape's socio-economic and infrastructural characteristics, unlike previous studies on established economies or other sectors. Nigerian cultural and organisational factors are added to the JD-R model to better understand how job demands impact motivation and performance. This study fills these gaps to help Port Harcourt executives motivate employees despite excessive workloads. It contributes to developing economy manufacturing human resource sustainability discussions.

Statement of the Problem

Employee motivation plays a crucial role in determining the efficiency and output of industrial companies. The dedication, enthusiasm, and perseverance of employees are key drivers of an organization's success (Paais & Pattiruhu, 2020). However, in high-pressure environments such as the industrial sector, employee motivation often declines due to demanding job conditions, including role ambiguity, heavy workloads, and poor work-life balance. This issue is particularly pronounced in the manufacturing industries of Port Harcourt, Rivers State, where challenges related to job demands are common and significantly contribute to employee demotivation. As a result, concerns about the negative impact of job demands on workers' intrinsic motivation are widespread across the industrial sector.

Employees in manufacturing organizations often struggle with a lack of clarity regarding their roles and the expectations placed upon them. This challenge, known as "role ambiguity," arises when workers are uncertain about their specific duties and the contributions they are expected to make. Such confusion leads to stress, uncertainty, and dissatisfaction, which ultimately diminish employee motivation and commitment (Paais & Pattiruhu, 2020). When employees are unclear about their roles or the reasons behind heightened expectations, they are less likely to give their best efforts. Additionally, the manufacturing sector is particularly demanding, with employees frequently facing long working hours and ever-increasing workloads. Overwhelming workloads push employees to their limits without sufficient time for recovery, often resulting in burnout. Research shows that overworked employees are more susceptible to stress, job dissatisfaction, and decreased motivation (Paais & Pattiruhu, 2020). The intense pressure to meet production targets within tight deadlines further worsens the situation. Consequently, both physical and mental workload stress severely undermine workplace morale and overall productivity.

Employee motivation in industrial sectors is significantly impacted by the lack of support and acknowledgement from higher-ups. Workers often experience low motivation and frustration when they feel their efforts are going unappreciated (Paais & Pattiruhu, 2020). Motivating workers in high-pressure environments is next to impossible when they don't receive regular feedback, recognition, or help. Employee morale and productivity plummet when they aren't valued for their hard work.

The reality that many manufacturing companies give their workers few opportunities to grow professionally and acquire new abilities is far more worrisome. When employees see little room for advancement or skill development in their present roles, they lose motivation (Paais & Pattiruhu, 2020). Companies in the manufacturing sector suffer from low levels of employee engagement and commitment since they do not provide clear opportunities for professional growth or advancement. Employees who don't perceive opportunities for promotion are less likely to invest in their professional growth and retention. The challenges of the job, such as unclear duties, severe workloads, lack of work-life balance, underappreciation, and limited promotion prospects, significantly affect the motivation of industrial workers. The results of these concerns include disengagement, dissatisfaction with one's job, and lower productivity. Consequently, this study's objective is to investigate the relationship between job demand for

manufacturing employment in Port Harcourt, Rivers State, and the motivation of manufacturing employees.

Aims and Objectives of the Study

The primary goal of this study is to determine the relationship between job demand and employee motivation in manufacturing industries in Port Harcourt. To achieve this, the study has the following objectives:

i. To determine the relationship between role ambiguity and job satisfaction in manufacturing industries in Port Harcourt, Rivers State, Nigeria
ii. To examine the relationship between work load and job satisfaction in manufacturing industries in Port Harcourt, Rivers State, Nigeria
iii. To determine the relationship between role ambiguity and employee commitment in manufacturing industries in Port Harcourt, Rivers State, Nigeria
iv. To examine the relationship between work load and employee commitment in manufacturing industries in Port Harcourt, Rivers State, Nigeria

Research Questions

i. What is the relationship between role ambiguity and job satisfaction within manufacturing industries in Port Harcourt, Rivers State, Nigeria?
ii. What is the relationship between work load and job satisfaction in manufacturing industries in Port Harcourt, Rivers State, Nigeria?
iii. What is the relationship between role ambiguity and employee commitment in manufacturing industries in Port Harcourt, Rivers State, Nigeria?
iv. What is the relationship between work load and employee commitment in manufacturing industries in Port Harcourt, Rivers State, Nigeria?

Research Hypothesis

$\mathbf{H_{01}}$. There is no significant relationship between role ambiguity and job satisfaction in manufacturing industries in Port Harcourt, Rivers State, Nigeria

$\mathbf{H_{02}}$. Work load does not have a significant relationship with job satisfaction in manufacturing industries in Port Harcourt, Rivers State, Nigeria

$\mathbf{H_{03}}$. There is no significant relationship role ambiguity and employee commitment in manufacturing industries in Port Harcourt, Rivers State, Nigeria

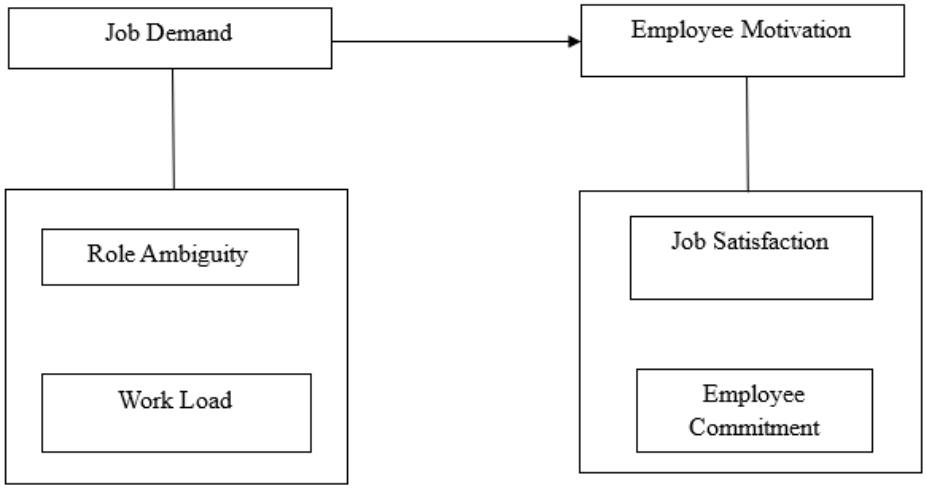
$\mathbf{H_{04}}$ Work load does not have a significant relationship with employee commitment in manufacturing industries in Port Harcourt, Rivers State, Nigeria

Theoretical Framework

The Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) explains how job demands and resources impact employee motivation and well-being. According to Siu et al. (2014), job demands such as heavy workloads and role ambiguity can lead to stress and burnout. In contrast, resourceful leadership and opportunities for professional development

have been shown to enhance employee engagement (Schaufeli & Bakker, 2004). The JD-R model suggests that excessive job demands without adequate resources result in employee strain (Deci & Ryan, 1985; Hackman & Oldham, 1976), whereas sufficient resources significantly boost both intrinsic and extrinsic motivation. Research also indicates that manufacturing companies can effectively manage job demands by implementing ergonomic interventions, flexible work schedules, and comprehensive safety measures (Bongers et al., 2006; Clarke, 2006). At the same time, providing training opportunities, fostering supportive leadership, and encouraging teamwork serve as valuable resources that enhance employee engagement and reduce turnover (Noe et al., 2017; Bass & Riggio, 2006).

Fig. 1: Conceptual Framework



Source: The dimensions of job demand were adopted from the work Scholze (2023) and the measures of employee motivation was adopted from the work of Grundig (2021).

Conceptual Review

Job Demand

According to Yunus et al. (2023), job demands encompass all aspects of a job that require sustained mental, emotional, or physical effort. These demands may stem from the work environment itself or external factors, such as organizational structures or social dynamics. Research has shown that high-performance human resource practices (HPHRP), while intended to enhance organizational outcomes, can inadvertently increase stress, anxiety, and depression among employees due to heightened job expectations (Yunus et al., 2023). Despite the positive intentions behind HPHRP, it often results in greater pressure and burden for workers. Further research is needed to fully explore the relationship between HPHRP and job demands, particularly to understand how different elements of HPHRP influence employees' perceptions of workload. Factors such as workload, time pressure, and irregular scheduling are commonly used to assess job demands, with time constraints serving as a key indicator (Yunus et al., 2023). Elevated job demands can lead to negative psychological and physiological outcomes, including burnout, reduced productivity, and job dissatisfaction.

Consistent with the Job Demands-Resources (JD-R) Model, stress and burnout occur when excessive demands are not matched with adequate resources. Rukiastiandari et al. (2023) further emphasize that poorly managed job expectations contribute to burnout and work-life conflicts. Excessive workloads and tight deadlines, in particular, heighten anxiety and stress levels, ultimately diminishing employee engagement and productivity.

Role Ambiguity

Employees experience role ambiguity when there is a lack of clarity regarding their duties, responsibilities, and performance expectations (Robbins & Judge, 2020). According to Cininta and Wisesa (2023) and Alblihed and Alzghaibi (2022), role ambiguity often arises from vague instructions, insufficient training, or poorly defined job descriptions. Uncertainty about one's role and responsibilities can lead to stress, decreased productivity, and lower job satisfaction (Azzahra et al., 2021; Pradhanawati et al., 2024). Employees' motivation and commitment may also decline when they are unsure about their future prospects within the organization (Thahjadi & Cahyadi, 2020). Moreover, a lack of role clarity can cause anxiety and underperformance at work (Ahmad et al., 2021). Addressing role ambiguity requires providing detailed job descriptions that clearly outline duties, responsibilities, and expected outcomes (Alblihed & Alzghaibi, 2022). Without this clarity, employees are more likely to experience stress and disengagement, ultimately reducing organizational productivity (Pradhanawati et al., 2024). In the long run, persistent job uncertainty can significantly damage workplace morale and overall performance (CahayaSanthi et al., 2020).

Workload

Workload significantly affects both employee productivity and retention. Inegbedion et al. (2020) found that employees experience burnout and dissatisfaction when overloaded with work, while too little work can lead to inactivity and unproductive behavior. According to Inegbedion et al. (2020) and Herdiana and Sary (2023), an employee's workload encompasses the total number of tasks that must be completed within a specific time frame, including both mental and physical demands. As noted by Koesomowidjojo (cited in Herdiana and Sary, 2023), workload can be measured by examining work dimensions, working conditions, and time utilization. Efendi et al. (2022) emphasize the importance of aligning an employee's workload with their capabilities, further defining workload as the set of responsibilities assigned to an individual within a given period. Research by Cui et al. (2021) and Swedana (2023) highlights a U-shaped relationship between workload and performance, where performance declines once workload exceeds an optimal level. Proper workload management enhances both employee well-being and productivity, whereas excessive workload can lead to stress, reduced performance, and health issues (Xi et al., 2023). Dang et al. (2020) further stress that effectively managing workload is crucial for organizations aiming to achieve their objectives and maintain employee satisfaction.

Employee Motivation

Motivation is the key factor that drives and sustains an individual's behavior (Okine et al., 2021). It influences the level of effort employees put into their work, directly impacting their performance outcomes (Okine et al., 2021). According to Okine et al. (2021), motivation is an

internal state that promotes goal-directed behavior and effective leadership, fueled by personal needs, goals, and aspirations. Given its significant influence on efficiency, effectiveness, and perseverance, motivation is fundamental to the success of any organization (Paais & Pattiruhu, 2020). Motivation is typically categorized into two types: intrinsic and extrinsic. Intrinsic motivation arises from within the individual and is driven by factors such as achievement, recognition, and personal growth (Paais & Pattiruhu, 2020). Conversely, extrinsic motivation is influenced by external factors beyond the individual's control, such as salary, working conditions, and organizational policies (Paais & Pattiruhu, 2020). When employees are passionate about their work, both their performance and loyalty to the organization improve (Hayati & Caniago, cited in Paais & Pattiruhu, 2020). As motivation is a dynamic and evolving force, organizations must adopt flexible motivational strategies to inspire employees and foster opportunities for personal and professional growth (Okine et al., 2021).

Job Satisfaction

According to Ariani et al. (2024), job satisfaction arises when employees reflect on and appreciate their work experiences, resulting in a positive emotional state. Key factors contributing to a fulfilling career include company and management practices, colleague relationships, supervision quality, benefits, recognition, and opportunities for advancement (Montuori et al., 2022). Sypniewska et al. (2023) further note that satisfied employees typically have supportive coworkers, receive fair compensation, and are intellectually challenged. Conversely, employees who feel undervalued or work in a negative environment may be more likely to leave the organization. Research by Chen et al. (2022) indicates that demanding work conditions negatively affect both job satisfaction and workplace safety, although job satisfaction can help moderate the impact of hazardous environments and heavy workloads. Job satisfaction has been positively linked to higher productivity (Gutiérrez Vargas et al., 2023; Saeed & Waghule, 2021). Although the concept has been extensively studied, it remains crucial for understanding employee behavior in the workplace (Bezdrob & Šunje, 2021). Herzberg's two-factor theory underscores the importance of intrinsic motivators in employee satisfaction, distinguishing between hygiene factors (external conditions) and motivation factors (internal drivers) (Bezdrob & Šunje, 2021). Bezdrob and Šunje (2021) also emphasize that dissatisfaction with one's job increases the likelihood of turnover, ultimately affecting both organizational performance and employee retention.

Employee Commitment

Employee commitment plays a crucial role in fostering a productive work environment and enhancing employee engagement, performance, and behavior (Ahmed, 2021). It goes beyond the basic legal requirements, reflecting a strong sense of belonging to the company and its mission (Ohida et al., 2024). According to Murray and Holmes (2021), employee commitment is defined as the level of dedication to the organization's goals. Organizational commitment, as described by Mohammed and Rashid (2023), involves the emotional engagement and dedication of employees to the organization's success. This commitment includes believing in the company's mission and being willing to invest extra effort, such as working beyond standard hours (Cabrera & Estacio, 2022). Aziz et al. (2021) further define commitment as an

emotional investment that drives employees to contribute to organizational objectives. Employees who feel a strong sense of commitment are more likely to stay with the organization and actively work toward its success (Aziz et al., 2021). Organizational commitment is typically categorized into three types: affective, continuous, and normative commitment (Aziz et al., 2021; Prabhu et al., 2020). Affective commitment is driven by emotional attachment, continuous commitment is influenced by the perceived costs of leaving, and normative commitment arises from a sense of duty or obligation. Sari et al. (2023) emphasize that these forms of commitment are essential for the growth and sustainability of any organization.

Empirical Review

Tiwari et al. (2023) examined employee satisfaction and motivation in the information technology sector. Their literature review and analysis provide strong evidence that motivated and satisfied employees tend to feel more fulfilled in their roles and deliver better results. Key factors such as job stability, company culture, and opportunities for advancement were identified as key elements that enhance morale and productivity in the workplace. For their study, IT employees were invited to participate in online surveys. The research found a positive correlation between workplace happiness and intrinsic motivation, highlighting the importance for organizations to cultivate an environment that encourages both. In the conclusion, the authors offer recommendations for organizations on how to enhance employee morale and job satisfaction. Ultimately, motivating and satisfying employees is a central focus in organizational behavior research, leading to a more dedicated and engaged workforce.

The study aimed to explore the relationship between job satisfaction and motivation by surveying IT workers about their work culture. Data was collected from over 100 employees at Bengaluru-based IT firms. The growing demand for IT skills in today's job market, along with the need for companies to attract and retain talented professionals, underscores the importance of this research. Descriptive analysis formed the foundation of the study, examining factors that influence motivation and job satisfaction, as well as the correlations between them. The results revealed a strong relationship between intrinsic motivation and job satisfaction among IT workers. Key motivating factors, such as career progression opportunities, work flexibility, and performance recognition, positively influenced employees' job satisfaction. Martínez-Díaz et al. (2020) explored the impact of role ambiguity on the JD-R motivational process, specifically focusing on the moderating role of performance recognition. The study, conducted with 706 employees of a global corporation headquartered in Almería, Spain, aimed to understand how employees perceive job insecurity as a barrier to team leaders' assessments of performance. The findings indicated that performance recognition helps mitigate the negative effects of role ambiguity on engagement and extra-role behaviors, even though role ambiguity generally had a positive effect on engagement.

Sugiarti (2024) studied the impact of workload and a negative work environment on employee motivation. The research focused on employee motivation, workload, and an unfavorable work environment as the primary factors. The study aimed to identify which aspects of the job

and workload most significantly influenced employees' motivation to perform well. Seventy employees from PT. Fouher Popular International participated in the quantitative study. Descriptive and regression statistics were used to analyze the correlations between the variables. The findings revealed that a toxic work environment significantly lowers employee motivation. Factors such as time constraints, lack of social support, and unclear job descriptions were found to severely diminish employees' motivation to perform effectively. Setiawan (2021) investigated the impact of workload on employee performance through the mediating role of organizational commitment. The study aimed to determine whether organizational commitment mediates the relationship between workload and employee performance, focusing on PT KY Indonesia in Cikarang. The research used quantitative methods and SEM Smart PLS software for analysis, with 57 participants selected using the Slovin technique. Data collection was facilitated through online surveys using Google Forms. The study found that organizational commitment helps mitigate the negative effects of workload on performance. High workload can reduce employee performance, but a strong sense of organizational commitment can alleviate these adverse effects.

Methodology

This study employed a quasi-experimental methodology to investigate the relationship between job demands and employee motivation in the manufacturing industry in Port Harcourt. A cross-sectional design was used, targeting ten companies in the Trans-Amadi Industrial region. The study included managers and supervisors from 32 industrial enterprises across Rivers State, with 85 managers and supervisors surveyed, representing the entire accessible population. To ensure fairness, a simple random sampling method was applied. Data for the study were collected using questionnaires consisting of four sections. Employee motivation and job demands were measured using a 4-point Likert scale, ranging from "Strongly Agree" to "Strongly Disagree." The validity of the questionnaire was established through content and construct validity methods, while reliability was ensured using the test-retest procedure. Data analysis was conducted using SPSS, with the Spearman's Rank Order Correlation Coefficient test at a 5% significance level. p-values were used to test the hypotheses and draw conclusions from the results.

Table 1: Demographic Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender of Respondent				
Male	56	71.6	71.6	71.6
Female	23	28.4	28.4	100.0
Age Group				
20 - 30 years	25	31.6	31.6	31.6
31 - 40 years	30	38.0	38.0	69.6
41 - 50 years	15	19.0	19.0	88.6
51 years and above	9	11.4	11.4	100.0
Marital Status				
Single	33	42.0	42.0	42.0
Married	46	58.0	58.0	100.0
Educational Level				
HND	5	6.3	6.3	6.3
B.Sc.	40	50.6	50.6	56.3
Master's	30	38.0	38.0	94.3
PhD	4	5.1	5.1	100.0
Duration under Employment				
1 - 3 years	30	38.0	38.0	38.0
4 - 6 years	25	31.6	31.6	69.6
7 - 10 years	15	19.0	19.0	88.6
More than 10 years	9	11.4	11.4	100.0

In the sample, 71.6% of the respondents are male, with the majority (38%) falling within the age range of 31 to 40 years. 58.0% of respondents are married, and 50.6% hold a Bachelor of Science degree as their highest level of education. Additionally, a significant proportion of employees (38.0%) have been with their current organization for one to three years.

Analyses of Research Questions

Table 2: Response Rate on Role Ambiguity, Workload, Job Satisfaction, and Employee Commitment

Variable	Strongly Disagree (4)	Disagree (3)	Agree (2)	Strongly Agree (1)	Total	Percent Distribution
Role Ambiguity	5 (6.3%)	13 (16.5%)	35 (44.3%)	26 (32.9%)	79	100%
Work Load	11 (13.9%)	7 (8.7%)	27 (34.4%)	34 (43.0%)	79	100%
Job Satisfaction	2 (2.5%)	15 (19.0%)	33 (41.8%)	29 (36.7%)	79	100%
Employee Commitment	3 (3.8%)	8 (10.1%)	36 (45.6%)	32 (40.5%)	79	100%

The majority of respondents either agree or strongly agree with statements regarding job-related aspects such as role ambiguity, workload, job satisfaction, and employee commitment. The highest percentage of respondents (44.3%) agree with the statement on role ambiguity, followed by workload (43%), employee commitment (40.5%), and job satisfaction (41.8%).

Analysis of Hypothesis

Table 3: Relationship between Role Ambiguity and Job satisfaction

Correlations

			Role Ambiguity	Job Satisfaction
Spearman's rho	Role Ambiguity	Correlation Coefficient	1.000	.728**
		Sig. (2-tailed)	.	.000
		N	79	79
	Job Satisfaction	Correlation Coefficient	.728**	1.000
		Sig. (2-tailed)	.000	.
		N	79	79

Hypothesis one: The data presented in Table 3 reveals a significant correlation between role ambiguity and job satisfaction, with a coefficient of determination (rho) of 0.728 and a p-value of 0.000. Based on these results, we conclude that role ambiguity is indeed associated with job satisfaction. Additionally, following the decision rule of rejecting the null hypothesis when $p < 0.05$, we reject the null hypothesis and affirm that a significant relationship exists between role ambiguity and job satisfaction.

Table 4: Relationship between Work Load and Job Satisfaction

Correlations

			Work Load	Job Satisfaction
Spearman's rho	Work Load	Correlation Coefficient	1.000	.795**
		Sig. (2-tailed)	.	.001
		N	79	79
	Job Satisfaction	Correlation Coefficient	.795**	1.000
		Sig. (2-tailed)	.001	.
		N	79	79

Hypothesis two: The data presented in Table 4 shows a significant correlation between workload and job satisfaction, with a coefficient of determination (rho) of 0.795 and a p-value of 0.001. Based on these results, we conclude that workload is associated with job satisfaction. Additionally, following the decision rule to reject the null hypothesis when $p < 0.05$, we reject the null hypothesis and confirm that a significant relationship exists between workload and job satisfaction.

Table 5: Relationship between Role Ambiguity and Employee Commitment

Correlations

			Role Ambiguity	Employee Commitment
Spearman's rho	Role Ambiguity	Correlation Coefficient	1.000	.895**
		Sig. (2-tailed)	.	.001
		N	79	79
	Employee Commitment	Correlation Coefficient	.895**	1.000
		Sig. (2-tailed)	.001	.
		N	79	79

Hypothesis three: The data presented in Table 5 reveals a significant correlation between role ambiguity and employee commitment, with a coefficient of determination (rho) of 0.895 and a p-value of 0.001. Based on these findings, we conclude that role ambiguity is associated with employee commitment. Furthermore, in accordance with the decision rule of rejecting the null hypothesis when $p < 0.05$, we reject the null hypothesis and affirm that a significant relationship exists between role ambiguity and employee commitment.

Table 6: Relationship between Work Load and Employee Commitment

Correlations

			Work Load	Employee Commitment
Spearman's rho	Work Load	Correlation Coefficient	1.000	.798**
		Sig. (2-tailed)	.	.000
		N	79	79
	Employee Commitment	Correlation Coefficient	.798**	1.000
		Sig. (2-tailed)	.000	.
		N	79	79

Hypothesis four: Based on the decision rule of $p < 0.05$ for null hypothesis rejection, we conclude that there is a significant relationship between workload and employee commitment. The data presented in Table 6 supports this conclusion, with a rho value of 0.798 and a p-value of 0.000. As a result, we determine that workload is associated with employee commitment. Consequently, we reject the null hypothesis and affirm that a significant relationship exists between workload and employee commitment.

Discussion of Findings

The results of this study provide valuable insights into the relationship between job demands specifically role ambiguity and workload and employee commitment and satisfaction within Port Harcourt's manufacturing industry. These findings serve as the foundation for the following discussion:

Role Ambiguity and Job Satisfaction (H_{01})

In line with previous research highlighting the negative impact of unclear work expectations and responsibilities on employee satisfaction, this study finds a significant correlation between role ambiguity and job satisfaction. When employees are unsure of their tasks or how to prioritize their responsibilities, role ambiguity increases job stress and confusion, ultimately leading to dissatisfaction (Tiwari et al., 2023; Martínez-Díaz et al., 2020). The lack of clear job descriptions leads to frustration and disengagement, which negatively affects employees' overall job satisfaction. According to the Job Demands-Resources (JD-R) model, role ambiguity acts as a stressor that drains energy, making it less likely for employees to experience job satisfaction (Sugiarti, 2024).

Workload and Job Satisfaction (H_{02})

The study reinforces a widely recognized observation: there is a strong correlation between workload and job satisfaction. It is well-documented that excessive workloads can lead to burnout, stress, and decreased job satisfaction (Setiawan, 2021). When employees are overburdened, they may feel overwhelmed and struggle to manage their responsibilities effectively, resulting in dissatisfaction with their work (Tiwari et al., 2023). This is particularly true in manufacturing industries, where the physical and psychological demands of the job can be intense. Therefore, it is crucial for management to ensure that workloads are kept at manageable levels to foster a healthy work environment and maintain employee satisfaction.

Role Ambiguity and Employee Commitment (H_{03})

There is a strong correlation between role uncertainty and employee commitment. According to Martínez-Díaz et al. (2020), employees who lack clarity about their responsibilities may struggle to connect with the organization's goals and values, leading to reduced dedication. When workers are uncertain about their roles, they are unable to fully invest in their work, which diminishes their organizational commitment. This finding aligns with previous research by Tiwari et al. (2023), which emphasizes that a committed and motivated workforce can be cultivated through well-defined job descriptions. For employees to have confidence in their abilities and the value they bring to the organization, it is essential that their roles and responsibilities are clearly communicated.

Workload and Employee Commitment (H_{04})

Excessive work expectations can significantly impact workers' emotional engagement with their jobs, as evidenced by the strong connection between workload and employee commitment. High workloads can lead to burnout, fatigue, and stress, all of which can diminish employees' dedication to the company (Setiawan, 2021). When employees face constant pressure and struggle to maintain a healthy work-life balance, their commitment to the organization tends to weaken. However, when workloads are managed effectively and kept at a reasonable level, it can enhance motivation, dedication, and a sense of accomplishment. Therefore, effective task management is crucial to maintaining high levels of employee commitment in the industrial sector.

Conclusion

The findings of this study highlight the critical role of managing job demands, particularly role ambiguity and workload, in enhancing employee satisfaction and commitment within the manufacturing industries of Port Harcourt. Organizations should prioritize improving role clarity, effectively managing workloads, and cultivating a supportive work environment to boost employee well-being and enhance overall organizational performance.

Recommendations

Based on the study's findings, here are four key recommendations for manufacturing industries in Port Harcourt to enhance employee satisfaction, commitment, and motivation:

1. **Clarify Roles and Responsibilities**: Clearly define job roles, expectations, and goals, and provide regular performance evaluations and feedback to align employees' efforts

with organizational objectives, reducing role ambiguity and boosting job satisfaction.

2. **Manage Workloads Effectively**: Monitor workloads to prevent stress and burnout by setting realistic goals, offering adequate support, and providing flexible work options, all of which contribute to higher job satisfaction and commitment.
3. **Recognize Employee Performance**: Acknowledge and reward employee contributions through formal recognition programs and incentives to foster a sense of value, enhance motivation, and improve workplace commitment.
4. **Provide Support Programs and Foster a Positive Work Environment**: Invest in training, mentorship, and wellness initiatives to alleviate job demands and reduce stress, while encouraging open communication and collaboration to create a supportive and healthy work environment that promotes long-term employee satisfaction and retention.

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