



TECHNOLOGY AND NEW WORK DESIGNS OF FOREIGN SUBSIDIARY FIRMS IN SOUTH-WEST, NIGERIA

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Abstract: Given the rapid advances and increased reliance on technology, people's jobs and their work behavior are changing every day. The researcher adopted the survey research design for this study and determined a sample size of 232 from a population of 552 comprised of the top management staff of the selected study foreign subsidiary firms in South-West Nigeria at 5% error margin using the Taro Yamane formula. The hypotheses were tested using the Simple regression at 0.05 level of significance. Findings show that technological variables such as office automation control systems, communication tools and digital infrastructure have a strong positive influence on new work designs of foreign subsidiary firms in South-West Nigeria. The researchers recommended that manufacturing firms should overcome every problem associated with office automation control systems, communication tools, and digital infrastructure to help foreign manufacturing firms enhance new work designs and reduce the adverse manufacturing effects caused by technological factors in other to increase efficiency and performance, improve employee morale, enhance better skill development, promote greater innovation and creativity, and reduce employee turnover. It was concluded that technological variables such as office automation control systems, communication tools and digital infrastructure have a strong positive influence on new work designs of foreign subsidiary firms in South-West Nigeria.

Keywords: Technology, Automation, Communication tools, Digital infrastructure, Work design

Introduction

Businesses today operate in a global world where technology is rapidly changing the manner in which business create and capture value, decide how and where employees work, and how they interact and communicate with internal and external others. To increase employees' job satisfaction and productivity, technology is used by organizations to redesign jobs and work schedules (Claudia, 2022). Employee's productivity and efforts have been improved, allowing them to place more emphasis on more important things such as precision and creativity. The level of expectation of clients and co-workers has also changed as a result of technology in the workplace, keeping everyone connected on a constant basis (Obialor and Obialor, 2022).

Technology is the application of scientific knowledge, tools, techniques, and systems to solve problems and make human life easier and more efficient. Technology is anything people create or

use to perform tasks more easily, solve practical problems, and improve productivity and living standards. Technology sometimes complements employees by increasing their ability to perform certain tasks, and sometimes substitutes employees by automating some or all off their tasks (Obialor, 2020). Technology thus, changes work design by focusing the employee on tasks that are difficult to automate, and eliminating task that are easy to automate. Technology can have an impact on work design by having greater access to data, analysis of tools, and telecommunications and also allows many workers to focus more on social interactions, collaborations, continuous improvements, and innovations (Obialor and Effiom, 2023).

Technology has made many high-skill jobs more intrinsically motivating, enabling more tasks, skills and decentralization. Technology is not just an instrument which transfers input to output. The term is often used as a machinery and instrument which



is sophisticated in nature and develop output through some use of computers and other electronic instruments. These technologies are not just helping people to do things better and faster, but they are enabling profound changes in the ways that work is done in organizations (Cascio and Montealegre, 2016).

Technology according to Obialor, (2023) allows employees to engage in important work even when outside the office or organization, and keep in touch with Co-workers. Technology is also facilitated in establishing an ideal work design to enhance overall performance. By introducing new technology in workplace, job rules and interpersonal relationships are also being changed. For analyzing work tasks, its characteristics need to be understood first. Tasks attributes collectively affect different jobs and determine employees' performance, motivations and relationships. These tasks attributes mainly include expertise, variety, task identify and its significance, independence provided and feedback. By keeping in mind these tasks characteristics, employees' development need strength that can be evaluated for specific job, on the basis of core job dimensions, critical psychological state and personal work outcomes (Udokwu et al, 2023).

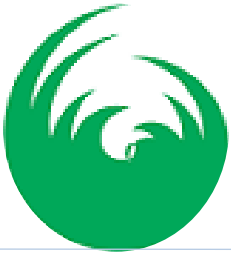
Work is defined in this study as the application of human, informational, physical, and other resources to produce products and services, hence, work does not exist without people (Alter, 2013 in Ebitto and Obialor, 2024). New technologies according to Murray (2015) in Harrisson et al, (2024) raises relative employee productivity in some tasks, and replaces employees in other tasks. Firms respond by changing work design that often result in the mix of tasks assigned to workers and subsequently, the demand for workers with different skills (Obialor and Anietie, 2024).

Work design is a systematic approach to creating jobs that are both motivating for employees and add value to the organization. Work design is important and its role needs to fit in the organizational framework and thus, help contribute to

organizational goals. Technology variables as used in this study to examine the interrelationships between the dependent and independent variables include office automation control system, communication tools and digital infrastructure (Obialor et al, 2023a).

An office automation control system is a combination of tools and processes that automate office tasks (like typing, filing, emailing), control how work flows from one person/department to another, and monitor performance and ensure tasks are completed correctly. Similarly, Office automation control systems are tools and technologies that automate office work while also controlling and monitoring how tasks are performed, making organizations more efficient and organized (Obialor, 2022). Communication tools are anything that helps people exchange information effectively, whether in person, in writing, or through digital platforms. Digital infrastructure refers to the foundational technologies, systems, and networks that enable digital communication, data processing, and online services in an economy or organization. It is the "backbone" that supports all digital activities (Obialor and Ebitto, 2024).

Attewell, (1995) in Cascio and Montealegre (2016) contend that work design is an important prerequisite to workplace motivation, as a well-designed job can encourage positive behaviours and create a strong infrastructure for employee success. Work design involves specifying the contents, responsibilities, objectives, and relationships required to satisfy the expectations of the role. Changing work designs is about redesigning jobs to make work better and more productive. It involves restructuring jobs and tasks to improve both employee satisfaction and organizational effectiveness. The main purpose of work design is to optimize work processes, ensure that the right value is created and improves productivity. It does this by clarifying roles, systems and procedures, reducing repetitive elements within and between



jobs, and optimizing the workers' responsibility (Ayandele and Obialor, 2022).

Work design types include functional, divisional, Flatarchy and Matrix structures. Consequently, because at its core, the purpose of job design is to ensure employees well-being, jobs that are well-designed are based on principles that result in a more efficient and effective workplace (Obialor et al, 2024a). Hence, improving work design by way of job rotation, job redesign, job enlargement, job rotation, team-based work design, and flexible work design reduces employee job stress, its negative health implications and absenteeism considering the variables of this study.

Statement of the problem

Although there may be examples of increased productivity, there are also troubling indications that some technology investments have failed to boost productivity to the extent expected. Thus, the problems of design, implementation, and operation of new technologies have therefore moved to center stage. Human factors specialists also are faced with technologies that are complex in purely engineering terms but whose effectiveness also appears to depend on teamwork and host of other organizational innovations (National Research Council, 1991 in Obialor et al, 2024b). Drawing upon these insights, work designers therefore faced the dual task of designing work to take advantage of new technologies while fitting these jobs into new organizational structures and strategies. However, the principles and practices of work/job design have not remained constant over the years because those goals of design have shifted and keeps changing. Consequently, different design aspects of work such as overtime, and most design philosophies have shifted as different goals or dimensions of work rise and fall in importance. Thus, the challenge before this study is therefore to examine the effect of technology on changing work designs of foreign manufacturing firms in South-West, Nigeria.

Objectives of the study

The main objective of the study is to examine the effect of technology on new work designs of foreign manufacturing firms in South-West, Nigeria. Specifically, the study is to:

1. ascertain the effect of office automation control system on new work designs of foreign manufacturing firms in South-West, Nigeria.
2. assess the influence of communication tools on new work designs of foreign manufacturing firms in South-West, Nigeria.
3. determine the effect of digital infrastructure on new work designs of foreign manufacturing firms in South-West, Nigeria.

Research Questions

1. What is the effect of office automation control system on new work designs of foreign manufacturing firms in South-West, Nigeria?
2. How does communication tools influence new work designs of foreign manufacturing firms in South-West, Nigeria?
3. What is the effect of digital infrastructure on new work designs of foreign manufacturing firms in South-West, Nigeria?

Hypotheses

1. Office automation control system has no significant effect on new work designs of foreign manufacturing firms in South-West, Nigeria.
2. Communication tools have no significant influence on new work designs of foreign manufacturing firms in South-West, Nigeria.
3. Digital infrastructure has no significant effect on new work designs of foreign manufacturing firms in South-West, Nigeria.

Review of Related Literature

Conceptual Review: Technology and Changing Work Design

Technology is all around us and has become so ubiquitous that we almost don't notice it. Technology is the use of knowledge and tools to

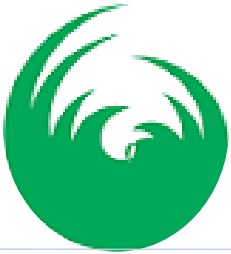


create solutions that improve human activities and quality of life. It makes work faster and easier, improves communication, enhances education and learning, boosts business and economic growth, and supports innovation and development (Obialor and Ebitto, 2024). The way work is changing and the speed of new technologies such as artificial intelligence (AI), Machine learning, digital tools and systems are rapidly reshaping business processes and impacting traditional organization work structures (flower, 2019). Machines can now perform almost all production and manufacturing routine tasks today. Many administrative tasks such as phone operators, book keeping and order processing are almost carried out by some form of automated system in most organizations. Online retailers in most developed environments depend on an integrated automated ecosystem to remain relevant and deliver products at speed to their customers. Since 2008 there have been big job losses in the car industry as a result of automation, and google also has launched a driverless car (Claudia, 2022). Technology however, is changing organization structures and ways of working. Consequently, these mega technologies are likely to dramatically impact what work we do today. The implications are that preparedness is an imperative because organizations no longer have the luxury of time that they might have had in previous technology transformation periods (Flower, 2019). Technology according to Gibbs, (2017) in Obialor et al, (2023b) has opposing effects on jobs. It facilitates automation, creates fewer and less motivating middle-skill jobs. Conversely, it complements social and innovation tasks, creating more interesting low- and high-skill jobs. This causes labour market polarization, “hollowing out” demand for middle-skill jobs, and increasing wage inequality. Goldin and Katz (1998) in Asuquo and Obialor (2024) contend that technology sometimes complements employees by increasing their ability to perform certain tasks, and sometimes substitutes for employees by automating some or all of their tasks.

According to Goldin and Katz (1998) in Obialor et al, (2024b), technology changes job design by refocusing the employee on tasks that are difficult to automate, and eliminating tasks that are easy to automate. Thus, the effect of new technology can change overtime.

Work involving information processing, producing financing forms, and making routine calculations was easily taken over by computers. This “re-engineering” eliminated many middle-skill jobs like Clerical work, data entry, and book-keeping and reduced the number of layers in corporate hierarchies (Autor et’al, 2003 in Obialor et al, 2024a). Cognitive tasks according to Lindbeck and Snower (2000) in Chris et al, (2024) have been difficult to automate. They require higher-order thinking skills, while computers have tended to only perform specific, programmed operations. Instead of being automated, jobs involving analysis, decision making, abstract thinking, learning, innovation and creativity are often complemented by new technology.

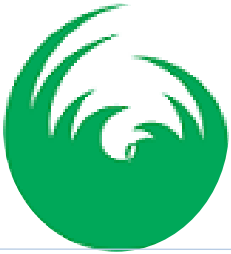
Office Automation Control Systems (OACS) are integrated systems that use computers, software, and communication technologies to automate, monitor, and control office activities and workflows. They help organizations perform routine tasks more efficiently while ensuring accuracy, coordination, and control. Key components of office automation control systems include hardware (computers, printers, scanners, servers, and networking devices), Software (word processing like Microsoft Word, spreadsheets like Microsoft Excel, databases like Microsoft Access, communication tools like Microsoft teams), communication systems like email systems, messaging platforms, video conferencing tools), and Workflow and Control Mechanisms like task scheduling systems, document tracking and approval systems, and Access control and security systems. Functions of Office Automation Control Systems involves data storage and retrieval, communication and information sharing, monitoring and controlling



office operations, and to improve accuracy and reduce errors. Examples of Office Automation Control Systems include electronic filing systems, automated payroll systems, inventory control systems, and customer relationship management (CRM) systems. Effective application of Office Automation Control Systems is expected to increase efficiency and productivity, save time and reduce paperwork, improve coordination and supervision, enhance data security and control, and support better decision-making in organizations (Harrisson et al, 2024).

Communication tools are the various methods, platforms, and technologies people use to send, receive, and share information with others. They help individuals, groups, and organizations stay connected and exchange ideas effectively. Types of Communication tools include verbal communication tools that involve spoken words such as face-to-face conversations, telephone calls, and video calls like Zoom, and Skype. Others are written communication tools that involve written messages such as emails, letters and memos, text messages SMS, and reports and documents, digital /online communication tools that are widely used in modern workplaces and social interactions in form of instant messaging apps like WhatsApp and Telegram, collaboration tools like slack, Microsoft teams, and social media platforms like Facebook, Non-Verbal communication tools that do not use words but convey meaning in form of body language, facial expressions, gestures, and visual symbols like charts and signs and finally, the Visual communication tools that help present information clearly using images or graphics by way of slides and presentations like Microsoft PowerPoint, infographics, and videos and diagrams. Communication tools facilitate information sharing, improve teamwork and collaboration, support decision-making, enhance productivity in organizations, and enable global connectivity (Obialor, 2020).

Digital infrastructure is everything that makes it possible to use the internet, store and process data, communicate digitally, and run online services and businesses. Its components include network infrastructure such as internet connectivity like broadband, and fiber optics, Mobile networks (3G, 4G, 5G) routers and communication towers, Data Storage and Processing such as data centers, cloud computing platforms (e.g., Amazon Web Services, Microsoft Azure), Hardware such as servers, computers, and mobile devices, and networking equipment, Software platforms such as operating systems, enterprise systems, and applications that support business and communication, and Cybersecurity systems such as firewalls and encryption, data protection systems, and security monitoring tools. Examples of digital infrastructure include internet service providers, mobile communication networks, cloud storage systems, e-government platforms, and online banking systems. Digital infrastructure is important as it supports communication and connectivity, enables economic growth and digital businesses, improves education and e-learning, facilitates innovation and entrepreneurship, and enhances government services (e-governance) (Obialor and Ebitto, 2024). New work designs refer to the process of modifying how jobs are structured, organized, and performed in order to improve efficiency, employee satisfaction, and organizational performance. It is about redesigning jobs to make work better and more productive. New (changing) work designs involve restructuring jobs and tasks to improve both employee satisfaction and organizational effectiveness. Key types of work design changes include job enlargement such as increasing the number of tasks an employee performs and making jobs less repetitive, job enrichment such as adding more responsibility and decision-making power, and improving motivation and job satisfaction, job rotation such as moving employees between different tasks or roles and helping to develop skills and reducing boredom, flexible work design such as



remote work, hybrid work, flexible hours and focusing on work-life balance, team-based work design such as employees work in groups instead of individually, and encouraging collaboration and innovation (Obialor et al, 2024a). Some reasons for new (changing) work designs are to enhance technological advancement (automation, digital tools), need for higher productivity, employee motivation and satisfaction, organizational restructuring, and global competition. Benefits of changing work designs are to increase efficiency and performance, improve employee morale, enhance better skill development, promote greater innovation and creativity, and reduce employee turnover (Obialor et al, 2024a).

Theoretical Review

Socio-technical Theory

Socio-technical theory invented by Eric Trist born in 1909 is an approach to complex organizational work design that recognizes the interaction between people and technology in workplaces. The term also refers to the interaction between society's complex infrastructures and human behavior (Obialor et al, 2024a). The goal of this approach is to optimize organizational or technological design by considering the ways in which people interact with technology in a variety of environments. Socio-technology theory has at its core the idea that the design and performance of any organizational system can only be understood and improved if both "social" and "technical" aspects are brought together and treated as interdependent parts of a complex system. The effect of technology according to Levy and Murunane (2005) in Udokwu et al, (2023) on job design rests on a substitute complement continuum. By contrast, jobs that are complemented by technology tend to require more skills, including problem – solving and social skills. They tend to make more use of decentralization so that employees learn, and then develop, test, and implement ideas and solutions.

Scientific Management Theory

Taylorism or Scientific management dominated job design prior to World War II. As a theory of design, it was centrally concerned with the optimization of physical effort in order to increase speed of production. Its various offshoots such as time and motion study sought to eliminate superfluous movement through design of both the job and its attendant machinery which include jigs, machine tools, feeding mechanisms, among others. But Taylorist attempts to optimize on physical effort and speed had important consequences for other aspects of the job. The introduction of the assembly line intended to optimize the efficiency and flow of production led to further changes in job design. Jobs were designed around the need for continuous (uninterrupted) production. Machine tools became highly specialized and feed and conveying operations were automated whenever possible. Assembly line jobs encompassed only few repetitive tasks requiring minimal discretion or knowledge. The resulting work design philosophy, an extension of Taylorism, is often called Fordism. Hence, Taylorism and Fordism were fairly successful as theories of work design in terms of their professed goals (Akpan et al, 2025).

Job – characteristic Theory

Job characteristics theory is a theory of work design that provides "a set of implementing principles" for enriching jobs in organizational settings (Hackman and Oldham, 2007 in Vinaya et al, 2025). The original version of job characteristics theory proposed a model of five "core" job characteristics such as skill variety, task identity, task significance, autonomy, and feedback that affect five work-related outcomes which include motivation, satisfaction, performance, absenteeism and turnover through three psychological states such as experienced meaningfulness, experienced responsibility, and knowledge of results (Hackman and Oldham 1975 in Obialor and Anietie, 2024). In addition to the theory, Oldham and Hackman also



created two instruments, the Job Diagnostic Survey (JDS) and the Job Rating Form (JRF), for assessing constructs of the theory. The JDS directly measures jobholders' perceptions of the five core job characteristics, their experienced psychological states, their Growth Need Strength, and outcomes. The JRF was designed to obtain the assessments from external observers, such as supervisors or researchers of the core job characteristics (Oldham and Hackman, 1975 in Asuquo et al, 2024). According to the final version of the theory, five core job characteristics should prompt three critical psychological states which lead to many favourable personal and work outcomes. The moderators, Growth Need Strength, knowledge and skill, and context satisfaction should moderate the links between the job characteristics and the psychological states, and the outcomes.

In response to one of the disadvantages of motivator-hygiene theory, Herzberg (1959) in Akpan et al, (2025) posit that job characteristics theory added an individual difference factor into the model. While Herzberg took into account the importance of intrinsically and extrinsically motivating job characteristics, there was no consideration of individual differences. The importance of individual differences had been demonstrated by previous work showing that some individuals are more likely to positively respond to an enriched job environment than others. Thus, the original version of the theory posits an individual difference characteristic "growth need strength (GNS)" that moderates the effects of the core job characteristics on outcomes. Jobholders with high Growth Need Strength should respond more positively to the opportunities provided by jobs with high levels of the five core characteristics compared to low GNS jobholders. However, the theories

examined supported the study since its application in organizations promotes increase in efficiency and performance, improve employee morale, enhance better skill development, promote greater innovation and creativity, and reduce employee turnover (Obialor et al, 2025).

Methodology

The researcher adopted the survey research design for this study and used the Taro Yamane formula to determine a sample size of 232 from a population of 552 at 5% error margin. The population of this study comprised of the top management staff of the Unilever head office at Oregun, Ikeja Lagos State and eight other branches in Nigeria (181) and the Cadbury head office at Lateef Jakande way, Agidingbi, Ikeja Lagos State and its' sixty-five other branches in Nigeria (371). The hypotheses were tested using the Simple regression at 0.05 level of significance. Out of the 232-questionnaire distributed, 230 was properly filled and returned in good form. The Taro Yamane formula was used to determine the sample size as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size, N = population of the study (552), 1 = constant, e = error margin (5%). By substituting into the formula, we obtain as follows:

$$n = \frac{552}{1 + 552(0.05)^2} = 232$$

The study sample size is = 232

Research Question 1

What is the effect of office automation control system on new work designs of foreign manufacturing firms in South-West, Nigeria?

Table 1: Simple regression result on office automation control system and new work designs of foreign manufacturing firms in South-West, Nigeria.

Variables	R	R-square	Effect size (%)
Office automation control- system	0.989	0.979	97.9



New work designs

The result in Table 1 shows a strong positive relationship between office automation control system and new work designs of foreign manufacturing firms in South-West, Nigeria. This implies that an improvement in office automation control system such as specifying the contents, responsibilities, objectives, and relationships required to satisfy the expectations of the role would lead to increased new work designs of foreign manufacturing firms in South-West, Nigeria. It also revealed that office automation control system

contributed 97.9% to the variance observed in new work designs of foreign manufacturing firms in South-West, Nigeria. This indicates that 97.9% of the variation in new work designs of foreign manufacturing firms in South-West, Nigeria can be explained by the new work designs. The rest (2.1%) can be explained by others factors.

H₀₁: Office automation control system has no significant effect on new work designs of foreign manufacturing firms in South-West, Nigeria.

Table 2: Significant determinant of Office automation control system on new work designs

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1507.706	1	301.541	2105.451	.000
Residual	32.224	229	.143		
Total	1539.931	230			

From the regression analysis shown in Table 2, the statement of hypothesis 1 is rejected; implying that Office automation control system significantly determines new work designs of foreign manufacturing firms in South-West, Nigeria. This is because the p-value (Sig. = .000) is less than 0.05 alpha level of significance.

Research Question 2

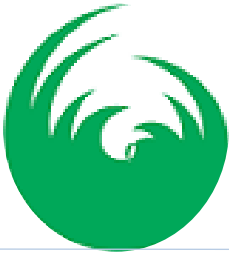
How does communication tools influence new work designs of foreign manufacturing firms in South-West, Nigeria?

Table 3: Simple regression result on communication tools and new work designs of foreign manufacturing firms in South-West, Nigeria.

Variables	R	R-square	Effect size (%)
Communication tools New work designs	0.992	0.984	98.4

Table 3 presents the relationship between communication tools and new work designs of foreign manufacturing firms in South-West, Nigeria. The result shows a strong positive relationship between communication tools and new work designs of foreign manufacturing firms in South-West, Nigeria. This implies that an increase in communication tools such as verbal communication tools, written communication tools,

digital /online communication tools, collaboration tools, Non-Verbal communication tools, and Visual communication tools would lead to increased new work designs that could facilitate information sharing, improve teamwork and collaboration, support decision-making, enhance productivity, and enable global connectivity. It also revealed that communication tools contributed 98.4% to the variance observed in new work designs. This



indicates that 98.4% of the variation in new work designs of foreign manufacturing firms in South-West, Nigeria can be explained by the communication tools. The rest (1.6%) can be explained by others factors.

H02: Communication tools have no significant influence on new work designs of foreign manufacturing firms in South-West, Nigeria.

Table 4: Significant determinant of Communication tools on new work designs

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1515.519	2	252.587	2317.753	.000
Residual	24.411	228	.109		
Total	1539.931	230			

From the regression analysis shown in Table 4, the statement of hypothesis 2 is rejected; implying that Communication tools significantly determines the new work designs of foreign manufacturing firms in South-West, Nigeria. This is because the p-value (Sig. = .000) is less than 0.05 alpha level of significance.

Research Question 3

What is the effect of digital infrastructure on new work designs of foreign manufacturing firms in South-West, Nigeria?

Table 5: Simple regression result on digital infrastructure on new work designs

Variables	R	R-square	Effect size (%)
Digital infrastructure New work designs	0.796	0.634	63.4

Table 5 presents the relationship between digital infrastructure and new work designs of foreign manufacturing firms in South-West, Nigeria. The result shows a strong positive relationship between digital infrastructure and new work designs of foreign manufacturing firms in South-West, Nigeria. This implies that an improvement in digital infrastructure such as network infrastructure (internet connectivity like broadband, and fiber optics, Mobile networks, routers and communication towers), data storage and processing (data centers, cloud computing platforms like Amazon Web Services, Microsoft Azure), hardware (servers, computers, and mobile devices, and networking equipment), software platforms

(operating systems, enterprise systems, and applications that support business and communication), and cybersecurity systems would lead to increased new work designs. It also revealed that digital infrastructure contributed 63.4% to the variance observed in new work designs. This indicates that 63.4% of the variation in new work designs of foreign manufacturing firms in South-West, Nigeria can be explained by the digital infrastructure. The rest (36.6%) can be explained by others factors.

H03: Digital infrastructure has no significant effect on new work designs of foreign manufacturing firms in South-West, Nigeria.

Table 6: Significant determinant of Digital infrastructure on new work designs

Model	Sum of Squares	Df	Mean Square	F	Sig.
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Regression	1515.587	3	216.512	1983.314	.000
Residual	24.344	227	.109		
Total	1539.931	230			

From the regression analysis shown in Table 6, the statement of hypothesis 3 is rejected; implying that digital infrastructure significantly determines new work designs of foreign manufacturing firms in South-West, Nigeria. This is because the p-value (Sig. = .000) is less than 0.05 alpha level of significance.

Discussion of Findings

1. There is a strong positive significant relationship between office automation control system and new work designs of foreign manufacturing firms in South-West, Nigeria. Office automation control system contributed 97.4% to the variance observed in new work designs.

2. A significant positive relationship exists between communication tools and new work designs of foreign manufacturing firms in South-West, Nigeria. Communication tools contributed 98.4% to the variance observed in new work designs.

3. A significant positive relationship exists between digital infrastructure and new work designs of foreign manufacturing firms in South-West, Nigeria. Digital infrastructure contributed 63.4% to the variance observed in new work designs.

Recommendations

Based on the findings of this study and the implications arising from the findings, the following recommendations were made:

1. There is need to help manufacturing firms overcome every problem associated with office automation control systems. Such help and effort by foreign manufacturing firms will go a long way to enhance new work designs and at the same time help foreign firms to reduce the adverse manufacturing effects caused by technological factors.

2. Effective communication tools should be provided to manufacturing firms to help present information clearly. Effective communication tools will help manufacturing firms, employees, and groups to stay connected and exchange ideas effectively.

3. Managers of foreign manufacturing firms should consistently assess the digital infrastructural factors that affect new work designs of foreign manufacturing firms in South-West, Nigeria. Proper assessment of these factors will help to cushion adverse effect of these technological factors on foreign manufacturing firms.

Conclusion

The study was conducted to examine the effect of technology on new work designs of foreign manufacturing firms in South-West, Nigeria. From the findings of the study, it was concluded that technological variables such as office automation control systems, communication tools and digital infrastructure have a strong positive influence on new work designs of foreign manufacturing firms in South-West, Nigeria, to increase efficiency and performance, improve employee morale, enhance better skill development, promote greater innovation and creativity, and reduce employee turnover.

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