

THE IMPACT OF JOB ENRICHMENT AND JOB ENLARGEMENT ON EMPLOYEE SATISFACTION KEEPING EMPLOYEE PERFORMANCE AS INTERVENING VARIABLE: A CORRELATIONAL STUDY FROM PAKISTAN

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Abstract

Job enrichment and job enlargement are the steps used to make the employees feeling that the organization is actually owning them and that thing boost their performance on the job. This has a direct impact on their satisfaction level in the organization while performing their duties. That thing ultimately increases the level of performance of the employees on the job. Based upon the data collected from three big cities of Pakistan, it is recognized that employees' performance can be enhanced by increasing their satisfaction level. And the satisfaction level can be enhanced by enriching and enlarging their jobs in the organization.

Keywords: Job Enrichment, Job Enlargement, Employee Satisfaction, Employee Performance

1. INTRODUCTION:

Involving the workers to managerial functions of the higher ranks is called job enrichment. That thing leads to the success of the employees' performance (Vroom, 1964; Swinth, 1971). Due to increase in the work pressure in the work place, it is now very common to transform the work activities of the employees on the work place and make them able to work at every level. That thing has increased the work performance of the employees and decreased the overall cost of the companies. There have been a lot of debates among

the industrialists and researchers in the current era about identifying the factors that are affecting the employee performance. Job enrichment and job enlargement are one of these factors.

1.2 Theoretical Background and Development of Hypothesis:

1.2.1 Job Enrichment:

Involving the workers to managerial functions of the higher ranks is called job enrichment. On the other hand enlarged jobs allow workers to perform more tasks by having same position. The job enrichment also increases the self-actualization, self-control and self-respect of the workers. That thing leads to the success of the employees' performance (Vroom, 1964; Swinth, 1971). Motivation is goal-oriented behavior (Likert, 1967 and Odiorne, 1970). Locke (1968) showed that there is always a positive relationship between involvement and the accomplishment of the goals by the workers when these employees' jobs are enriched. The job enrichment also increases the motivation level and the performance of the employees on the work place and their tendency to achieve the goals is also becomes more possible (Bryan & Locke, 1967; Latham & Baldes, 1975; Latham & Kinne, 1974; Latham & Yukl, 1975; Ronan, Latham, & Kinne, 1973; Herzberg & Frederick, 1968; Myers, 1970; Raja, 1974).

The Job enrichment plans should be managed to make sure that the employee participation is must in the operational decisions. The employees should be empowered to make them able to achieve the organizational goals within due time. The employees should be enabled in such a ways so that they can evaluate their own performance by themselves without involvement of the others and the higher level authorities of the company. Also the employees should be made able to evaluate and then manage their performance accordingly according to their own way and their own standard. That thing will then ultimately enhance their performance because they better about themselves rather than anyone else evaluating them. Employee autonomy is also in clash according to some other researcher. According to those who are against the concept of making the employees more enriched, even the employees are more enriched their managers are still responsible for their actions.

The authority to the employees can be granted individually or in a group form according to the requirements of the company and of the job nature (Howell, 1967; Amacom, 1973; Walton, 1972). The participation of the employees in decision making may affect the motivational level of the employees or may not (Vroom, 1964; Maier, 1963; Bryan & Locke, 1967; Likert & Rensis, 1967; Latham & Yukl, 1975; Locke, 1968, Oriorne, 1970).

1.2.2 Job Enlargement:

Hellgren & Sverke (2001) identifies that due to increase in competition among every kind of organization, the employees' tendency to work in one organization for a long time period is decreasing and due to that reasons the management has to face some extra responsibilities as well as the organizations has to suffer extra costs. Due to increase in the work pressure in the work place, it is now very common to transform the work activities of the employees on the work place and make them able to work at every level. That thing has increased the work performance of the employees and decreased the overall cost of the companies. (Burchell, Mankelow, Day, Hudson, Ladipo, Reed, Noan, Wichert & Wilkinson, 1999; Brown & Leigh, 1996). The attitude of the employees towards their work is referred to as psychological work climate (Hater, James, Gent, & Bruni, 1978). This thing effects has an effect on both individual and the companies' performance and it increases the organizational commitment and the employee commitment in the short term period as well as in the long term period (Hellgren & Sverke, 2001; Brown & Leigh, 1996). The routine task without change may also cause to make the job not so effective and that result in making the employees to have a feeling of boredom at workplace Also this thing decreases the motivational level of the employees. (Dessler, 2005)

Job enlargement is basically referred to a situation when workers are rotated on different positions and assigned some extra duties to be performed during his normal routine (Dessler, 2005, p.138). The job enlargement also effects the motivational level, satisfaction level and the organizational commitment level (Morrison, 1994; Hellgren & Sverke, 2001; Chung & Ross, 1977). On the other side some researchers are also on the view point that job enlargement creates a very lower level of the social interaction of the employees on the work place. That is why it mainly decreases the motivational level of the employees (Donaldson, 1975). The literature supports both categories of the components regarding the job enlargement. That is why we have chosen to study the job enlargement and its impacts or different areas in the organizations in public sector as well as in private sector of Pakistan.

The level of performance is directly proportional with the level of activation on the job (Duffy & Elizabeth, 1962; Scott, 1966). A job will become interesting only when the worker is always able to make it completed within prescribed time (Kahn, 1973; Homans, 1961; Scott, 1966; Greller & Herold, 1975). The employees are always willing to accomplish their assigned tasks if they are composed according to their performance goals (Chung & Vickery, 1976; Ronan, Latham & Kinne, 1973; Locke, 1968; Locke; Cartledge & Koepfel 1968). Vroom (1962) and Kornhauser (1962) found that there is a positive relationship between job

satisfaction and the opportunities available to them. The job tasks should be defined according to their tendency of accomplishment (Atkinson, 1964; Atkinson and Feather, 1966; Vroom, 1964; Lawler, 1973).

The employee motivation of the workers can also be influenced by the work environment, task compositions, employee satisfaction (Conant and Kilbridge, 1967; Guest, 1967; Lawler, 1969; Walker, 1950 and Walker & Guest, 1952). The job enlargement is much easier as compared to job enrichment and any other change in the organization but sometimes it costs more to be implemented it in a true sense (Amacom. 1973).

1.2.3 Employee Performance:

There have been a lot of debates among the industrialists and researchers in the current era about identifying the factors that are affecting the employee performance. Taylor (1911) was one of the earliest contributors who had identified the factors that are going to influence the performance of the employee during working and in overall scenario. He identified the concept of economic man which was meant that the income level or the reward system existed in the organization is the mainly the factor that may improve the performance of the employees. After that so many researchers had contributed in that concept. The most famous were Huselid (1995), Pfeffer (1994), Arthur (1994). They all gave a boost in that literature to improve the employee performance. Theorists had identified 4 major factors that may affect the employee performance. These are:

- Job Autonomy
- Organizational Support
- Training
- Justice in the Organization

- Employee Performance and Job Autonomy:

Job autonomy can play an important role in enhancing the performance of the employee in the organizations. Job autonomy creates a sense of responsibility among the employees of the organization (Dean, Colarelli & Konstans, 1987). They show an increasing impact of job autonomy on the employee performance and the absence of job autonomy in the organizations creates so many problems like

decrease in productivity, performance and increase in stress. The employee performance cannot be increased merely by increasing the focus on the authority, discipline and control in the organizations (Hart & Willower, 1994). The employee performance cannot be increased without increasing the commitment and engagement of the employees in the working environment (Meyer and Allen, 1997). Empowering employees to define their responsibilities and keeping them involved in the decision making can have a positive impact on their performance (Agarwal & Ferratt, 1999; Durham, Grube, and Castaneda, 1994).

- *Organizational Support and Performance:*

The sense of ownership in the organization that the company is giving importance their views and giving them importance is collectively called as organizational support and the existence of that also increase the employee performance (Fasolo, Eisenberger & Davis LaMastr, 1990). The employees can give extra ordinary effort to the productivity of the organization when the organization is giving them full support (Fasolo et al., 1986). When the importance is given to the employees in the organizational, it will ultimately affect the employees' commitment and also the productivity of the organization also increased (DeCotiis and Summers, 1987). The organizational performance and commitment is positively effect by giving the employees a sense of importance and by solving their problems (Iversion and Buttigie, 1999).

- *Training and Performance:*

The training given to the employees improve their performance by the way of development in their skill (Harel and Tzafir, 1999). McEvoy (1997) also concludes that training of the employees can improve their commitment level, knowledge sharing and their honor to work in the organization. Burke and Day (1986) found that the managers' performance can also be increased in the organization by the way of providing them training. The cost of training is basically the company's investment that provides it benefit for a long time period. The reason for this is that the employee's morale will increase and they will become more committed while performance their tasks in the organization (Bartel, 1994).

- *Organizational Justice and Performance:*

The organizational justice has been a very hot topic from a long time period till now and all level of researchers and also among the professional society. The organizational justice when achieved in its true

sense, it may affect the employee performance, their commitment level in the organization and also their level of efforts towards achievement of their goals (Folger and Cropanzano, 1998).

There are two different categories of justices that are provided by the scholars. These are: distributive justice and procedural justice (Folger & Cropanzo, 1998; Folger, 1977). How the returns of the organizations are distributed among the employees and among the owners of the organization is something which is related to distributive justice such as pay system, compensation system, performance evaluation and promotion of the employees on equal basis. When the employees feel that the organization is distributing its returns among the employees on fair basis, this means that there is organizational justice (Folger & Cropanzano, 1998). The situation of inequity is a major cause of employee dissatisfaction, lack of commitment and a negative performance (Brief, 1998).

According to Brockner & Greenberg (1990) and Folger (1977) when the duties and responsibilities are assigned fairly and outcomes are divided through a proper channel and a defined procedure is used, it is called as procedural justice in the organization. When the employees are involved in decision making and while defining the tasks and the organization is giving them their rewards without getting them asked about that, it is called procedural justice (Folger and Cropanzano, 1998). The employees' commitment to the organization is dependent upon the level of procedural justice in the organization (Konovsky and Cropanzano, 1991). Different studies show that the procedural and distributive justices are very important one for the improvement of the employee performance and commitment and the procedural justice is the most important one (Folger and Cropanzano, 1998; Barling and Phillips, 1993). Welbourn (1998) states that procedural justice and distributive justice have both different dimensions for which they should be applied. Procedural justice is the major issue in case of higher returns and profits while distributive justice is the major concern in case of lower returns.

1.2.4 Employee Satisfaction:

Women and men are now taking a significant part in the total employment from the last decade all around the world. Women and men domination is now becoming as a usual thing in all occupations (Jacobs, 1992; Fields & Wolff, 1991). Due to increase in the qualified women and men force, the organizations are now preferring that hiring the women and men is more beneficial for the organization and this is going to be predicted that that ratio will increase drastically over the coming years (Reskin & Roos, 1990; Blum, Fields & Goodman, 1994). According to Jackson, Brett, Sessa, Cooper, Julin and Peyronnin, (1991), the

organizations can increase their productivity by increasing the team works in the organization of male female mix. It is on the side of the managers to make the groups or teams according to the human nature of the employees for achieving the best results (Jackson, Stone and Alvarez, 1993). One of the benefits of group working is that if these groups are formed on equal basis and according to the will of the members of the groups, the group conflicts can be decreased and the their performance can be increased (Gilbert, 1989; Fox, Ben- Nahum & Yinon, 1989; Kirchmeyer, 1995; Jackson et al., 1991; O'Reilly, Caldwell and Barnett, 1989; Korsgaard & Morris, 1993). This benefit can only be achieved when the employees are more satisfied while working in teams of their similar attitudes (Jackson et al., 1991), and also the employees can be satisfied by the way of gender and by increasing the information available to the employees (Pfeffer, 1983; Cox, 1993). Heilman (1983), Hitt and Barr (1989), Liden and Parsons (1986) found that mixed work groups can be more task oriented and have more commitment & result oriented. Cox (1993) and Jackson et al., (1993) had researched on the factors that may affect the performance of the mixed groups team environment, one is the dissatisfaction level among them. The studies also show that the workers can be more satisfied by the way of their job titles and sharing on the job (Bielby and Baron, 1986).

Literature indicates that the employees can be more satisfied by the way of exact composition of their gender groups by the way of forming their work groups (Smith, 1992; O'Reilly et al., 1989; Tsui, Egan & O'Reilly, 1992). Job satisfaction among both male and female can be increased by the way gender composition of the groups (Konrad, Winter & Gutek, 1992). According to the studies of Wharton and Baron (1987, 1991), in case of homogenous groups, the employees can be more satisfied as compared to those groups of which are formed on equal basis of men and women. Tsui et al., (1992) indicated according to his own research that employees who work in groups can only be satisfied more if the number of men is more as compared by the women and men. The studies also show working in groups make the employees more satisfied (Wharton and Baron, 1987, 1991; Tsui and associates, 1992). There are so many other factors too also that are going to affect the employee satisfaction levels during working (Konrad, 1992). Gender composition is more important as compared to the groups that are going to effect the job satisfaction of the employees (Wharton, 1987; Baro, 1991). Grouping in occupation is a different view and work group is a different view (Jacobs, 1992; Bielby and Baron, 1986). Organizational affiliation can also be affected by the group formation and employee satisfaction and this thing make is possible to find that there should be relationship between job satisfaction and employee commitment (Tsui et al., 1992; Cox, 1993; Kossek & Zonia, 1993).

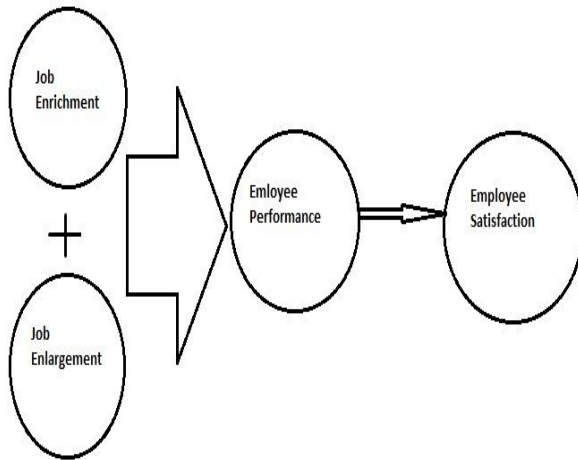


Fig 1: The impact of Job Enrichment and Job Enlargement on Employee Satisfaction having Employee Performance as an intervening variable

1.2.3 Hypothesis:

H_0 : There is no relationship between Job Enrichment, Job Enlargement, Employee Satisfaction and Employee Performance

H_1 : Employee satisfaction is directly affected by the employee performance only.

H_2 : Employee satisfaction is directly affected by the employee performance which is obtained by the Job Enrichment only.

H_3 : Employee satisfaction is directly affected by the employee performance which is obtained by the Job Enlargement only.

H_4 : Employee satisfaction is directly affected by the employee performance which is obtained by the Job Enrichment and the job enlargement.

2. RESEARCH DESIGN:

2.1 Research objectives:

The objective of the research is to find that is there any relation between job enrichment, job enlargement, employee satisfaction and the employee performance. Here employee satisfaction is dependent variable, employee performance is the intervening variable and job enrichment & job enlargement are the independent variables. The idea behind our research is to check out that employee satisfaction is affected

by enriching and enlarging the employees' jobs and this effect can be enhanced with the employees' positive performance.

2.2 The Purpose of Research:

It is exploratory research that can be applicable on any kind of organizations whether it is a public organization or it is a private organization. The idea can be beneficial to all those organizations.

2.3 Type of Investigation:

The study is a causal type of investigation. In our study we are basically trying to find the effect of job enrichment and job enlargement on the employee satisfaction keeping employee performance as intervening variable. The researcher interference is minimal in that study. That also has a great impact on the accuracy of the results.

2.4 Study Setting:

The research was conducted in non-contrived study settings or in other words we can say that in a natural environment which shows the real situation of the results is real case.

2.5 Unit of Analysis:

The study was organized in Lahore, Rawalpindi and Islamabad region. The main focus was on the registered organizations. Questionnaires were being filled from the individuals belonging to different public and private organizations.

2.6 Sampling Design:

Convenient sampling was used for data collection. Total 250 questionnaires were duly distributed and collected after completing from Lahore, Rawalpindi and Islamabad. Likert 5 point scale having two extreme ends.

2.7 Time Horizon:

It was a cross-sectional study; mainly the focus was on measuring the impact of job enrichment, job enlargement on the employee satisfaction keeping employee performance as intervening variable.

2.8 Data Collection:

Questionnaires are used to measure the impact of job enrichment, job enlargement on the employee satisfaction keeping employee performance as intervening variable. These questionnaires are then analyzed through SPSS software.

3. SAMPLING:

In this research, data is collected from public and private sector employees from Lahore, Rawalpindi and Islamabad region. The total 250 respondents were approached for data collection. Out of these 250 respondents, 242 were answered correctly and 8 questionnaires were discarded. So total sample size of our research was 242 employees in public and private organizations. Among 242 respondents 100 were men and 142 were women employees related to Human Resources, Information Technology, Audit & Accountancy and Technical Departments.

4. DATA ANALYSIS:

The data was collected through questionnaires are then entered in Statistical Package for Social Sciences (SPSS). Following tools were used for analysis:

4.1 One Sample t-Test:

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
JEN 1	43.961	241	.000	2.277	2.17	2.38
JEN 2	35.848	241	.000	1.942	1.84	2.05
JEN 3	37.548	241	.000	2.277	2.16	2.40
JEN 4	37.988	241	.000	2.128	2.02	2.24
JEN 5	46.152	241	.000	2.145	2.05	2.24
JEL 1	45.781	241	.000	2.339	2.24	2.44
JEL 2	36.991	241	.000	2.128	2.01	2.24
JEL 3	38.604	241	.000	2.298	2.18	2.41
JEL 4	36.699	241	.000	2.178	2.06	2.29

JEL5	44.598	241	.000	2.124	2.03	2.22
ES1	43.961	241	.000	2.277	2.17	2.38
ES2	35.848	241	.000	1.942	1.84	2.05
ES3	37.548	241	.000	2.277	2.16	2.40
ES4	37.988	241	.000	2.128	2.02	2.24
ES5	46.152	241	.000	2.145	2.05	2.24
EP1	45.781	241	.000	2.339	2.24	2.44
EP2	36.991	241	.000	2.128	2.01	2.24
EP3	38.604	241	.000	2.298	2.18	2.41
EP4	36.699	241	.000	2.178	2.06	2.29
EP5	44.598	241	.000	2.124	2.03	2.22

Table: 1 One Sample t-Test

4.2 ANOVA:

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	132.281	10	13.228	.	.000 ^a
	Residual	.000	231	.000		
	Total	132.281	241			

a. Predictors: (Constant), JEL5, JEN4, JEL1, JEN2, JEL3, JEL2, JEN1, JEL4, JEN5, JEN3

b. Dependent Variable:
EP5_mean

Table 2: ANOVA

5. CONCLUSION:

In the table the impact of job enrichment, job enlargement on the employee satisfaction keeping employee performance as intervening variable is checked. The tables show that there is a moderate level interdependence between job enrichment, job enlargement, employees' satisfaction and employees' performance. There is moderate level of interdependence exists between job enrichment, job enlargement, employees' satisfaction and employees' performance. Thus job enrichment, job enlargement, employees' satisfaction and employees' performance in an organization. So we will reject H_0 , H_1 , H_2 & H_3 and accept the H_4 . Thus job enrichment and job enlargement have direct impact on employees' satisfaction keeping employees' performance as intervening variable.

6. LIMITATION OF THE RESEARCH:

In this research we have questionnaires for our data collection and only the impact of job enrichment and job enlargement on the employee satisfaction keeping employee performance as intervening variable was judged. Further study can also be done on the other factors that may have direct or indirect impact on employee satisfaction. We used cross sectional method in this research which means that research will conduct once a time. But we can also use Longitudinal Method for the better results by making comparison of previous research with the current research. It will more helpful for the researcher and the organizations to take better decisions for achievements of the strategic goals.

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