THE EMPLOYEES CAN BE MORE COMMITTED BY ENLARGING THEIR JOBS: A CAUSAL STUDY FROM PAKISTAN.

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Abstract

Employee commitment and the job enlargement have always been a most talk able debate for increasing the organizations’ productivity and profits. Employees can be more committed by the way of enlarging their jobs in the organizations. Employee commitment and job enlargement are interrelated. More the jobs of the employees are enlarged, the more the employees will be committed. The more the employees are committed, the more they will improve the productivity and the profits of the organizations. Based upon the data collected from four big cities of Pakistan, it was recognized that if the jobs of the employees of the organizations are enlarged, their commitment level will be increased positively and that will increase their productivity level in public sector as well as in private sector organizations.

Keywords: Job Enlargement, Employee Commitment, Employee Satisfaction, Employee Performance, Organizational Performance

1. INTRODUCTION:

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).

There are so many researches have been done on finding the new methods to how to increase the commitment of the employees in the organization (Porter, Mowday, & Steers, 1982), as a result of these researches the organizational performance is dependent upon the organizational commitment.
Voluntary turnover and different working behaviors' studies are playing a supporting role for employees' performance, organizational citizenship and absenteeism (Mowday et al., 1982; Meyer, Gellatly, Goffin, Paunonen, & Jack-son, 1989; Shore & Wayne, 1993; O'Reilly & Chatman, 1986; Mowday et al., 1982).

1.2 Theoretical Background and Development of Hypothesis:

1.2.1 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 viewpoint 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 & Koeppel 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).

1.2.2 Employee Commitment:
There are so many researches have been done on finding the new methods to how to increase the commitment of the employees in the organization (Porter, Mowday, & Steers, 1982), as a result of these researches the organizational performance is dependent upon the organizational commitment. Voluntary turnover and different working behaviors’ studies are playing a supporting role for employees’ performance, organizational citizenship and absenteeism (Mowday et al., 1982; Meyer, Gellatly, Goffin, Paunonen, & Jackson, 1989; Shore & Wayne, 1993; O'Reilly & Chatman, 1986; Mowday et al., 1982). However managerial perceptions of employee's commitment have not yet been taken into considerations irrespective of a lot of research in this area. All previous studies based employee mainly on the employee self-reports of commitment. Also managers are also contributing towards the commitment of the employees. These contributions are may also has an effect on the allocation of rewards on their behalf. The perseverance of this study was to prepare a solid method to judge the effectiveness of the employee commitment in the organization.

The focus of studying the psychology of the organizations is lower down the subjective assessment techniques in the organizations and to enhance correctness or these measures practically (Murphy & Cleveland, 1991). As a consequence, researchers have been focusing on the behavioral side of employee evaluation through job behavior aspects (Werner, 1994). Extensive, very different and effective side of managerial thinking’s regarding the employees has been found which are not still addressed till now. This found a gap to find out the focus on rewarding employees personal attributes such as employee commitment. Initially, mainly the focus is on the appraisal systems on the personal characteristics that then makes the measures beneficial in the organization (Werner, 1994). Then, there is recent research evidence those personal aspects like temperament and employee performance is considered important (Werner, 1994; Borman, 1987; White, Pulakos, Borman, & Oppler, 1991). As a result, this becomes very significant in apprehending the check on the relationship between managerial perceptions and personal attributes of the employees.

A lot of research indicates that people often judge others on different basis like gender, race, and profession (Bem and Allen, 1974; Abelson, 1976). According to Fisk and Taylor (1984), it is better to enhance the structural development of the organization and then making them public for all the employees. Norman (1963) suggested that social psychology is resulted in the form of committed persons in the organizations. Persons evaluate each other based on the commitment level he has which is his distinct characteristic (Cantor and Mischel, 1979). Feldman's (1981, 1986) provides a framework by work on cognitive procedures for understanding how employee commitment can be used to develop the organizational assessments.
To understand the concept of employee commitment through organizational perceptions is to look at the related theory. A lot of different ways are there to define the organizational commitment in general (Morrow, 1983; Meyer & Allen, 1984; Mowday et al., 1982). Meyer and Allen (1984) indicated that employee investment in the organization may increase their commitment to the organization. Meyer & Allen (1984) also suggest another aspect of the organizational commitment that as a result of emotional attachment with the organization may also increase the commitment level of the employees. Two most famous measures of affective commitment are the Affective Commitment Scale (ACS) (Meyer & Allen, 1984) and the Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1982). According to Meyer and Allen (1991), consistency of the employee services in any organization can be enhanced through both affective and continuance commitment which represents psychological states. The employees who want to be committed in the organization due to their primary focus will only still remain committed (Meyer & Allen, 1991: 67). A reasonable literature is available that is supporting the uniqueness of continuance and effectiveness of the commitment (Angle and Lawson, 1993; Meyer and Allen, 1984; Hackett, Bycio and Hausdorf, 1994; McGee and Ford, 1987; Meyer, Gellatly and Allen, 1990; Shore and Barksdale, 1991).
Fig 1: Effect of job enlargement on the employee commitment

1.2.3 Hypothesis:

H0: Employee commitment has no effect on the job enlargement.

H1: Employee commitment can be enhanced if their jobs are enlarged.

2. RESEARCH DESIGN:

2.1 Research objectives:

The objective of the research is to find that there is any relation between job enlargement and employee commitment. Employee commitment has so many effects on the performance of the employees. The idea behind our research is to check out that how the committed employees work better as compared to lower committed employees in both public and private sector organizations through enlarging their jobs in the organizations.

2.2 The Purpose of Research:

The research that we had conducted is exploratory research and it is applicable equally on public as well as private organizations. The companies can increase their productivity by the way of increasing the commitment of its employees through enlarging their jobs.

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 enlargement on the employee commitment. 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, Faisalabad and Islamabad regions. The main focus was on the registered organizations. Questionnaires were filled from the individuals belonging to different public and private organizations.

2.6 Sampling Design:
Convenient sampling was used for data collection. Total 400 questionnaires were duly distributed and collected after completing from Lahore, Rawalpindi, Faisalabad and Islamabad. Likert 5 point scale having two extreme ends was used for data collection.

2.7 Time Horizon:
It was a cross-sectional study; mainly the focus was on measuring the impact of job enlargement on the employee commitment in an organization.

2.8 Data Collection:
Questionnaires are used to measure the job enlargement’s impact on the employee commitment. 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, Faisalabad and Islamabad. The total 400 respondents were approached for data collection. Out of these 400 respondents, 496 were answered correctly and 4 questionnaires were discarded. So total sample size of our research was 496 employees in public and private organizations. The respondent employees were from different department 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 ANOVA:

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<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
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<tbody>
<tr>
<td>Between People</td>
<td>340.251</td>
<td>395</td>
<td>.861</td>
<td></td>
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<tr>
<td>Within Between Items</td>
<td>1988.727</td>
<td>9</td>
<td>220.970</td>
<td>379.112</td>
<td>.000</td>
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Table 1: ANOVA
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<tr>
<td>Residual</td>
<td>2072.073</td>
<td>3555</td>
<td>0.583</td>
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<tr>
<td>Total</td>
<td>4060.800</td>
<td>3564</td>
<td>1.139</td>
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<tr>
<td>Total</td>
<td>4401.051</td>
<td>3959</td>
<td>1.112</td>
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Grand Mean = 2.54
4.2 Hotelling’s T-Squared Test:

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Table 2: Hotelling’s T-Squared Test

5. CONCLUSION:
In the table the effect of Job Enlargement on the Employee Commitment is checked. The table shows that there is a moderate level correlation between Employee Commitment and Job Enlargement. Here, F-value is 379.112 which are greater than zero or we can say that it is non-zero. Thus Job Enlargement has moderate effect on Employee Commitment in an organization. So we will reject null hypothesis and accept alternative hypothesis.

6. LIMITATION OF THE RESEARCH:
In this research we have questionnaires for our data collection and only the impact of job enlargement on employee commitment was judged. Further study can also be done on the other factors that may have direct or indirect impact on job enlargement. 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.

REFERENCES:


