

# **The JOB ENRICHMENT CAUSES HIGH LEVEL OF EMPLOYEE COMMITMENT DURING THE PERFORMANCE OF THEIR DUTIES: A BEHAVIORAL STUDY FROM PAKISTAN.**

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## **Abstract**

Employee commitment has always been a hot debate for increasing the organizations' productivity and profits. Employees can be more committed by the way of their job enrichment. Employee commitment and job enrichment are interrelated. More the jobs of the employees are enriched, the more they 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 enriched, 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 Enrichment, Employee Commitment, Employee Performance, Organizational Performance

## **1. INTRODUCTION:**

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).

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).

## **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 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 (Bern 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 frame-work 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).

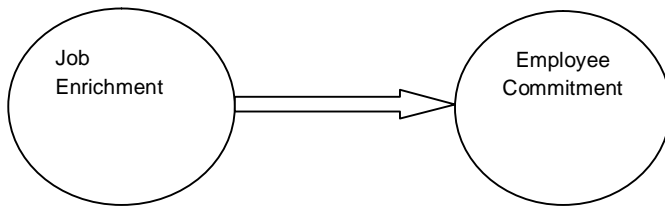


Fig 1: Effect of job enrichment on employee commitment

### **1.2.3 Hypothesis:**

*H0:* Job enrichment has no effect on the employee commitment.

*H1:* Job enrichment can enhance the Commitment level of the employees and their productivity positively.

## **2. RESEARCH DESIGN:**

### **2.1 Research objectives:**

The objective of the research is to find that is there any relation between job enrichment and employee commitment. Job enrichment has so many effects on the commitment level of the employees. The idea behind our research is to check out that how the job enrichment impacts on the employee commitment in both public and private sector organizations through the satisfaction of the employees.

### **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 enriching 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 enrichment on the employee commitment in an organization. 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 enrichment on the employee commitment in the organization.

### **2.8 Data Collection:**

Questionnaires are used to measure the job enrichment'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, 396 were answered correctly and 4 questionnaires were discarded. So total sample size of our research was 396 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:**

**ANOVA with Cochran's Test**

	Sum of Squares	df	Mean Square	Cochran's Q	Sig
Between People	340.251	395	.861		
Within Between Items	1988.727	9	220.970	1745.426	.000
People Residual <sup>a</sup>	2072.073	3555	.583		
Total	4060.800	3564	1.139		
Total	4401.051	3959	1.112		

Grand Mean = 2.54

a. Tukey's test for nonadditivity is undefined for dichotomous data.

Table 1: ANOVA

#### 4.5 One Sample T-Test:

One-Sample Test						
Test Value = 0						
	t	df	Sig. (2-tailed)	Mean Difference	97% Confidence Interval of the Difference	
					Lower	Upper
EC1	49.877	395	.000	2.066	1.98	2.16
EC2	49.015	395	.000	1.894	1.81	1.98
EC3	41.820	395	.000	1.864	1.77	1.96
EC4	56.871	395	.000	1.722	1.66	1.79
EC5	48.278	395	.000	1.828	1.75	1.91
JE1	95.543	395	.000	3.702	3.62	3.79
JE2	70.205	395	.000	2.869	2.78	2.96
JE3	89.015	395	.000	2.965	2.89	3.04
JE4	78.742	395	.000	2.924	2.84	3.01
JE5	74.757	395	.000	3.520	3.42	3.62

Table 2: One Sample T-Test

#### 5. CONCLUSION:

In the table the effect of job enrichment on the employee commitment is checked. The table shows that there is a moderate level interdependence between Employee Commitment and Job Enrichment. Here, Cochran's Q value is 1745.426 which are greater than zero or we can say that it is non-zero. Thus Job Enrichment 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 enrichment on the employee commitment was judged. Further study can also be done on the other factors that may have direct or indirect impact on employee commitment. 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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