

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

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## **Abstract**

Employee commitment has always been a hot debate for increasing the organizations' productivity and hence profitability. Employee commitment may be enhanced by enriching the jobs themselves. It has been observed that employee commitment and job enrichment are positively interrelated. More the jobs of the employees are enriched; the higher would be their level of commitment towards the organization. Thereto, more the employees are committed, the more will they be productive, hence, the result would be elevated profits for the organizations. Based upon the data collected from four Major cities of Pakistan, it was recognized that if the jobs of the employees in any kind of organization are enriched, their commitment level would increase positively and that ultimately increases their productivity level in both, the public sector as well as in the private sector organizations.

**Keywords:** Job Enrichment, Employee Commitment, Employee Performance, Organizational Performance

## **1. INTRODUCTION:**

Involving the workers in managerial functions of the higher ranks is called job enrichment. Moreover, enlarged jobs allow workers to perform supplementary tasks that too by having the same organizational position. The job enrichment also increases the self-actualization, self-control and self-esteem of the workers. This leads to the success of the employees' in improving performance (Vroom, 1964; Swinth, 1971).

The emphasis of studying the psychology of the organizations is to lower down the subjective assessment techniques in the organizations and to enhance precision of 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). Widespread, diverse and effective side of managerial philosophy regarding the employees has been discovered but had always been unaddressed. This creates a gap to be filled by finding out the impact of rewarding employee's personal attributes such as employee commitment.

Primarily, the key emphasis is on the appraisal systems prevalent in the organizations which focus on the most essential and beneficial interpersonal characteristics of the employees. (Werner, 1994). Supporting this, there is recent research evidence which illustrates the importance of such personal characteristics such as

temperament etc. on employee performance and considers them as being integral for an organization (Werner, 1994; Borman, 1987; White, Pulakos, Borman, & Oppler, 1991).

## **1.2 Theoretical Background and Development of Hypothesis:**

### *1.2.1 Job Enrichment:*

As mentioned earlier, involving the workers in 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. It has also been mentioned that job enrichment also increases the self-actualization, self-control and self-esteem of the workers. This ultimately leads to the improved performance of the employees. (Vroom, 1964; Swinth, 1971). In a nutshell, job enrichment is a source of Motivation for the employees and leads to a goal-oriented behavior (Likert, 1967 and Odiorne, 1970).

Locke (1968) showed that job involvement and goal achievement always have a positive relationship with the job enrichment. By increasing the scope of the employee's work, one also increases their motivation level, the performance of the employees at the work place and their propensity to achieve the goals. (Bryan & Locke, 1967; Latham & Baldes, 1975; Latham & Kinne, 1974; Latham & Yukl, 1975; Ronan, Latham, & Kinne, 1973; Herzberg & Frederick, 1968; Myers, 1970; Raja, 1974).

In order to make them effective and efficient, job enrichment plans should be managed such that they ensure employee participation in operational decisions. Increased scope of work and employee autonomy should empower the employees in such a way that their goal accomplishment is boosted that too within the required time. The feedback channels should be designed in a manner that the employees are enabled to evaluate their own performance, without involvement of others, especially the higher level authorities of the company. The employees can better evaluate and then manage their own performance according to their own needs and standards than being directed by others.

This would ultimately enhance employee performance as they are given flexibility in their jobs and as one says, a person is his own best critic.

However, employee autonomy is in persistent clash with the viewpoints of some researchers. According to those who are against the concept of enriching the employees, even if the employees are enriched, the ultimate responsibility of their actions rests with their respective managers.

The authority to the employees might be granted either individually or in a group form depending upon the requirements of the organization and the job nature (Howell, 1967; Amoco, 1973; Walton, 1972).

The basic question that arises is whether augmented participation of the employees in decision making affect the motivational level of the employees. (Vroom, 1964; Maier, 1963; Bryan & Locke, 1967; Likert & Rensis, 1967; Latham & Yukl, 1975; Locke, 1968, Oriorne, 1970).

### *1.2.2 Employee Commitment:*

Employee commitment refers to the level at which an employee attaches himself to the job or organization and sees its success or failure as his own. The importance of this term might be analyzed from the fact that over

the past, numerous researches have been carried down in order to find methods which might increase an employee's commitment to his job and organization (Porter, Mowday, & Steers, 1982). All of these researches suggest somewhat the same, which is that organizational performance is highly dependent upon the organizational commitment (overall sum of employee commitment). Voluntary turnover and different studies on working behaviors' are playing an auxiliary role for the organizations in understanding employee 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, even with substantial research on employee commitment, its managerial perspective has yet not been able to grab attention of the researchers. Due to this fact, a focused research on the relationship between managerial perspective and personal attributes of the employees has become inevitable. All previous studies reviewing employee commitment appraise it on the basis of employee self-reports on their levels of commitment. It should be considered that the management also plays a vital contributing role towards measuring the commitment of the employees. The subjective results of commitment level themselves act as basis for reward allocations. The soul of this study was to prepare a method which could help to quantify the impact of employee commitment to the organization.

A lot of research indicates that people often judge others on different misleading factors such as gender, race, profession etc. (Bem and Allen, 1974; Abelson, 1976). Norman (1963) suggested that social psychology of an organization is dominated by the commitment levels of people in them. People evaluate each other on the basis of their commitment levels which they consider to be their only distinct characteristic (Cantor and Mischel, 1979). Feldman's (1981, 1986) provides a frame-work by working on cognitive procedures for understanding how employee commitment can be used to develop the organizational assessments.

Understanding of the concept of employee commitment through organizational perception may be achieved by looking at the related theories by various scholars.

Two of them, Meyer and Allen (1984) indicated that an employee's monetary stake in the organization might increase his/her commitment to the organization. Meyer & Allen (1984) also suggested that factors such as friendships in the organization, feeling positive about the managers, sense of perceived goodness and justice done by the organization emotional attach the employees with the organization, further increasing their commitment levels. Two of the most eminent measures of employee commitment include the Affective Commitment Scale (ACS) (Meyer & Allen, 1984) and the Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1982).

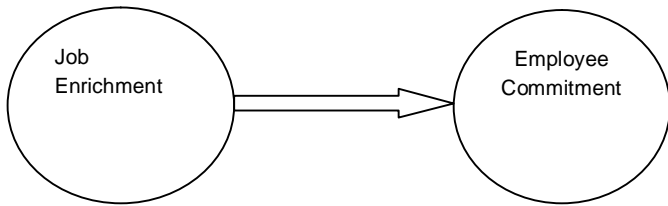


Fig 1: Effect of job enrichment on employee commitment

### **1.2.3 Hypothesis:**

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

*H1:* Job enrichment enhances 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 any relationship that might exist between job enrichment and employee commitment. The inkling behind our research is to discover the impacts of job enrichment on the employee commitment in both the public and the private sector 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. With the help of our findings, organizations can increase their productivity and profitability through increasing the commitment of its employees by enriching their jobs.

### **2.3 Type of Investigation:**

The study is a causal kind of investigation. It aims at finding the variations in commitment levels of employees when their jobs are enriched. In order to make the research free from any biases or subjective opinions, the researcher interference has been kept minimal, thus, increasing its accuracy

### **2.4 Study Setting:**

The research was conducted in non-contrived study settings or in order to keep it as natural as possible. The purpose of doing this was to explore the real life situations of job enrichment and employee commitments in organizations.

### **2.5 Unit of Analysis:**

The study was organized in Lahore, Rawalpindi, Faisalabad and Islamabad regions. The key consideration was given to 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. A total of 400 questionnaires were duly distributed and collected after being completed from different organizations in 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 were used to measure the job enrichment's impact on the employee commitment. These questionnaires were then analyzed through SPSS software.

## **3. SAMPLING:**

In this research, data was collected from public and private sector employees from Lahore, Rawalpindi, Faisalabad and Islamabad. A total of 400 respondents were approached for this purpose. Out of these 400 respondents, 396 were answered correctly and 4 questionnaires had to be discarded. Therefore, the total sample size of our research squeezed down to 396 employees of various public and private organizations. The respondent employees were from diverse departments including Finance, Marketing, Human Resource, Information Technology, Audit & Accountancy and Technical Departments.

## **4. DATA ANALYSIS:**

The data collected through means of questionnaires was then entered into the Statistical Package for Social Sciences (SPSS) software. 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 People Items	1988.727	9	220.970	1745.426	.000
Residual a	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:**

From these tables, the effect of job enrichment on the employee commitment can be analyzed. These tables show that there is a moderate level of interdependence between Employee Commitment and Job Enrichment. Here, Cochran's Q value is 1745.426 which is greater than zero or we can say that it is non-zero. Thus, it

suggests that Job Enrichment does have a moderate effect on employee commitment. Therefore, we will reject null hypothesis and accept alternative hypothesis.

## **6. LIMITATION OF THE RESEARCH:**

In this research we designed the questionnaires such that the impact of only job enrichment on the employee commitment was measured. Further study might be done on other factors that may have direct or indirect impact on employee commitment. We used cross sectional method in this research which meant that research was conducted once. However, we may use Longitudinal Methods for superior results by making comparisons between previous and current researches.

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