

## **Impact of Job Enlargement on Employees' Job Satisfaction, Motivation and Organizational Commitment: Evidence from Public Sector of Pakistan**

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### **Abstract**

*In this world of globalization, organizations are competing globally. Resource utilization has increased and their supply is limited. All this along with other universal factors is contributing towards increase in cost of production. To remain competitive organizations are trying to control their cost. Means include stoppage of new hiring that ultimately putting existing employee under additional work to catch organizational growth. Expansion of same level work is also known as job enlargement. The purpose of the present study is to understand the degree of job enlargement in public sector of Pakistan and its impact on employees work related attitudes and behavior. A sample of 650 employees from two government organizations was selected out of which 534 responded. Questionnaire was used as survey instrument to collect data personally at the locations of the organizations. Descriptive statistics and Correlation analysis were performed to test the relationships on the data by using SPSS. In general the findings revealed that government organizations of Pakistan are using job enlargement practices that are negatively associated with motivation, job satisfaction and organizational commitment. The results of the study and future implications are discussed along with suggestions.*

**Keywords:** Job Enlargement, Motivation, Job Satisfaction, Organizational Commitment.

### **1. Introduction**

In today's world organizations are competing globally. Globalization has created many opportunities as well as challenges for the multinational and local firms. The cost of production is increasing day by day due to many universal factors including world recession, increase in oil prices and resource limitation. In order to remain competitive this increase in cost of production is forcing organizations to control their cost. Suggested ways include restrict new hiring, but due to organizational growth work demand is increasing continuously. Organizations are shifting this increased work burden on their existing employees by enlarging their jobs. In literature the same situation is known as "job enlargement" which is horizontal expansion of job duties. Some Arguments are in the favor of job enlargement that it reduces boredom. It is suggested in the literature that job enlargement can lead to motivation, job satisfaction and organizational commitment.

It is also argued that in the long run job enlargement may dissatisfy workers and tends to reduce their motivation and organizational commitment. The focus of present study is government sector of Pakistan. Largest employer of any country is government. The success of economy depends upon how effectively its government organizations are working and the success of organizations ultimately depends upon its employees. The more satisfied, motivated, committed the employees are the performance of the organizations would be more efficient and effective. To observe whether in government organizations of Pakistan job enlargement is happening, this study is tends to empirically investigate the extent of job enlargement practice happening in public sector of Pakistan and as a result, its effect on employee's level of motivation, job satisfaction and organizational commitment.

### **2. Literature Review**

Immense competition and continuous increase in cost of production is leading organizations toward downsizing, layoffs and restructuring as a result employees have to do a lot of work as compare to before as additional workload is added to their responsibilities. (Hellgren & Sverke, 2001).

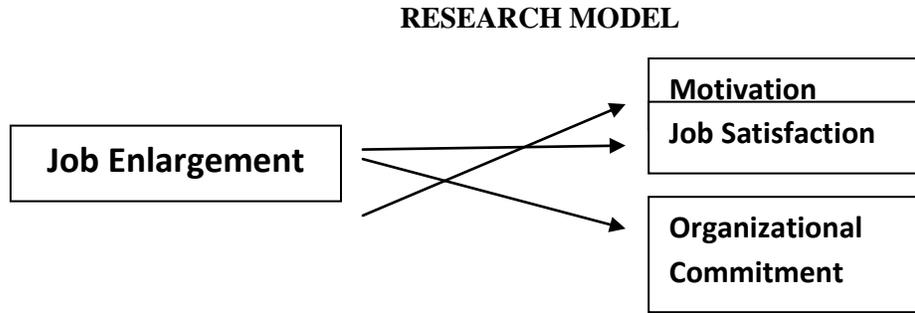
Also a shift towards service economy has increased work flexibility which caused in increased work pressure and workload (Burchell et al., 1999). So a transformation in work environment is observed. How employees perceive their work environment can affect employee's commitment, motivation, and performance and also helps organization to form a competitive edge over its rivals (Brown & Leigh, 1996). The view point of employee regarding the work environment and its importance is called as psychological work climate (James, Hater, Gent, & Bruni, 1978). The effect of individual's perception or work is for both, the organization and individual himself. Individual attitudes such as job satisfaction and organizational attitudes such as organizational commitment are dependent upon individual's psychological climate experience and perception of work. Research also support that psychological climate experiences have both long term and short term effects, in the long term it can cause stress and health problems while in the short term it can influence layoffs and work activities (Hellgren & Sverke, 2001). It is supported by research that a motivational and empowered work climate can influence employee's attitudes toward work positively and can improve work performance (Brown & Leigh, 1996). It was reported that specific work activities also creates boredom at work and can cause lack of motivation for the employees. (Dessler, 2005).

Job enlargement is defined as "Assigning workers additional same level activities, thus increasing the number of activities they perform"(Dessler, 2005, p.138). An important determinant of employee's behavior at work is job enlargement, so there is a need of research regarding job enlargement and its relationship with motivation, organizational commitment and job satisfaction (Morrison, 1994). Today to accommodate a business need job enlargement is used to enhance employee's scope and workload. That need can be to increase skills of handling new customer or it can be an industry requirement, or to offset lack of resources due to lack of hiring or high turnover (Hellgren & Sverke, 2001). The employee may perceive this role enhancement as positive enforcement in start but if this added workload is not accompanied with any reward then the employee mere gain more responsibility and work and consider the work as fatigue and workload (Dessler, 2005). It was argued that that job enlargement is related to the fulfillment of lower order needs of Maslow's theory Therefore job enlargement leads to job satisfaction (Chung & Ross, 1977). Job enlargement lead to decrease in social interaction and increase in work load therefore decrease motivation, job satisfaction and commitment of the employees (Donaldson, 1975). So the literature supports job enlargement in both favorable and unfavorable ways. So it is important to study the existence of job enlargement and its impacts in public sector of Pakistan.

Khan (2005) explained the nature of government organizations in Pakistan and studied how to motivate the performance of government employees. He suggested in government organizations not many incentives are offered to employees on the basis of their performance, their motivation level is low as compare to private sector employees. He further argued that due to job security and no fear of firing, employees are not willing to work at their full potential. He examined the motivational theories and suggested ways to improve motivation level of such employees. He argued that because government organizations are similar to non -profit organizations, the same motivational techniques used in non-profit organizations can be used in government sectors to motivate employees. Work environment plays a key role in developing employees' attitudes and behaviors. Motivation is also dependent upon work environment and other processes. Luthan (1998) defines motivation as, "a process that starts with a physiological deficiency or need that activates behavior or a drive that is aimed at a goal incentive". So it is important to understand the relationship between needs, drives, and incentives to understand the process of motivation. Motivation is the result of psychological processes that lead to goal oriented and effective efforts of the individuals (Mitchell, 1982).

Job satisfaction is a state of pleasure that could be gained by implementing one's values to a job (Locke, 1969). Job satisfaction "can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job." (Spector, 1997, p. 2). It is suggested that job satisfaction occurs when changing individual needs match unchanged and specific characteristics of the job (Salancik & Pfeffer, 1977). Dissatisfied employees have negative workplace behaviors such as low performance, high absenteeism, high turnover, and decreased productivity (Koys, 2001). Organizational commitment can be simply defined as the attachment or bonding that individuals form to their employing organizations (Ketchand & Strawser, 2001). Job satisfaction is recognized as a part of organizational commitment (Kovach, 1977). Job satisfaction is a significant predictor of organizational commitment (LaLopa' 1997). Job satisfaction is an attitude toward work related situations, features, or aspects of the job. (Wiener, 1982). Consequently, commitment proposes more of an attachment to the employing firm as opposed to specific tasks, environmental factors, general atmosphere, and the location of the job to be performed (Mowday, et al., 1982).

The following research model is being tested in this study.



Following hypothesis are developed and tested.

**H1:** job enlargement has a positive association with job satisfaction.

**H2:** job enlargement has a positive association with motivation

**H3:** job enlargement has a positive association with organizational commitment.

**3. Methodology**

The study is a descriptive field study conducted through personally administrative questionnaire in noncontrived settings. The type of investigation is correlational. The study population is consisting of two public sector organizations of Pakistan named as Accountant General Punjab Revenue and Accountant General of Pakistan from the city Lahore. In both organizations the nature of work is related to Finance and Accounts. Employees are engaged in sorting, recording, analyzing and auditing the financial and accounting records under the instructions of government of Pakistan. The main nature of work includes maintain the record of receipts and payments of government in the province of Punjab. The study Population consists of employees from all three levels of management including top level, middle level and lower level management. Total employees in both organizations are approximately 38000. The sampling technique used in the study is probability sampling specifically simple random sampling. 650 questionnaires were distributed for the research purpose out of which 534 responded with the response rate of 82.15%. The instrument contained 30 questions based on five point likert-type scale ranging from strongly disagree to strongly agree. The cronbach alpha value of the reliability of the instrument is found as .82 which is statistically acceptable. SPSS version 16 and Microsoft excel 2007 is used to comprehensively analyze the data. The Pearson’s correlation coefficient was applied to find out the relationship between job enlargement in relation to job satisfaction, motivation and organizational commitment of the employees. The significance of relationships was measured at confidence levels of 95% and 99%. Demographic characteristics of the respondents were also analyzed.

**4. Results**

In the present study total numbers of respondents were 534 constituting 449 (84%) males and 85 (16%) females. Among them 320 (60%) were married and 214 (40%) were single. On the basis of qualification, respondents consist of 214 (40%) graduates, 206 (38.5%) masters and above and 114 (21.3%) holding below graduate degrees. The respondents were from all the levels of management consisting of 20 (3.7%) from top level 386 (72.1%) from middle level and 128 (23.9%) from entry level. Mean scores and of the respondents were found using descriptive statistics and it was found that the mean age of the respondents was 33.86 years and mean of the experience was 11.48 years. Demographic detail of the respondents is given below in the table 1.

**Insert Table 1 here**

To observe the present situation of job enlargement and employee’s motivation, job satisfaction, and organizational commitment in government organizations of Pakistan, data was analyzed using descriptive statistics in SPSS version 16. Job enlargement was found to be present with mean score of 3.5375 and standard deviation of .86927. It can be said that higher than average employees believed that job enlargement is happening in their organizations. The mean score of outcome motivation was found as 3.3596 with standard deviation of 1.1533 suggests that in public sector of Pakistan employees are motivated with moderately above average mean score. The mean score of outcome job satisfaction was 3.4760 with standard deviation of .49601 shows that at present in government organizations of Pakistan above average employees are satisfied with their jobs. The mean score of the outcome organizational commitment was 3.2561 with standard deviation of .40160, which reflects that employees level of commitment is also higher than average. These results are also shown in Table 2.

**Insert Table 2 here**

Relationships between job enlargement and the resultant impact of its on employee's motivation, job satisfaction, and organizational commitment are found by applying Pearson's correlation coefficient on data by using SPSS software. The significance of relationship is measured at confidence levels 95% and 99%. The results indicated that job enlargement has an insignificant negative relationship with job satisfaction ( $r = -.050$ ,  $p > 0.05$ ). Relationship between job enlargement and motivation is also found as negative but not significant ( $r = -.031$ ,  $p > 0.05$ ). While the relationship between job enlargement and organizational commitment is found as significantly negative. ( $r = -.158$ ,  $p < 0.05$ ).

So all the research hypothesis are rejected as no positive association was found between job enlargement and employee's job satisfaction, motivation and organizational commitment.

**Insert Table 3 here****5. Discussions/Conclusions/Future Recommendations**

The ever increasing cost of production due to many universal factors is stressing organizations to find other ways to remain competitive in the market. One of them is shifting the burden of additional work on existing employees to reduce cost of additional hiring and maintaining new employees. Same level additional work role is also known as job enlargement. The purpose of the present study was to investigate the degree of job enlargement in government organizations of Pakistan and its impact on employees work related attitudes and behaviors. As a result of this study major inferences can contribute heavily to the literature of organizational behavior because in Pakistan fewer studies have conducted in the past on this topic. In the current study the degree of job enlargement in government organizations of Pakistan was empirically supported. In the past literature it was indicated by the research that job enlargement has a significant relationship with job satisfaction (Orpen, 1976 ; Donaldson, 1975) but the present study did not support this proposition and it was found that there exist no significant relationship between job enlargement and job satisfaction in public sector organizations. In the literature the relationship between job enlargement and motivation was found unconvincing and mix support was found. The present study also negated the proposition that there exist a significant positive relationship between job enlargement and motivation. In the present study the relationship between job enlargement and organizational commitment was also found inverse.

In this research the applicability of western research findings was tested in a different cultural and social context. Since cultural and social factors are not within the scope of this article so the adopted scales are the same as found in the literature. The culture of Pakistan is a relationship-oriented and collectivistic rather than an achievement-oriented individualistic culture. So the findings of this research could deviate from the literature on social and cultural grounds so these should also be considered. Another possible reason of the deviation of findings from the literature could be the nature of the study because the study was conducted in government organizations where organizational factors and work characteristics differ from private sector organizations as mentioned in the literature review section. In the present study it was found that job enlargement practices are not contributing toward motivation and job satisfaction of the employees. The plausible explanation of this might be that employees might consider the additional work as burden that lead to fatigue and extra load of work. The same could be the reason of decreased organizational commitment of the employees, because fatigue and extra work might lead to damage the emotional attachment of the employees with their organizations. The study is robust in the sense that survey research designs increases the external validity of the findings. Concluding the study across government organizations of Pakistan is among the initial studies of this nature so the findings have opened new dimensions of research in this respect. It is suggested that job enlargement is not a recommended job design as it is not supported as a favorable intervention by this study.

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Characteristics	Frequency	percentage
<b>Gender</b>		
Male	449	84%
Female	85	16%
<b>Marital status</b>		
Single	214	40%
Married	320	60%
<b>Qualification</b>		
Below graduation	114	21.3%
Graduation	214	40%
Master or above	206	38.5%
<b>Level of job</b>		
Entry level	128	23.9%
Middle level	386	72.1%
Top level	20	3.7%
<b>Age (years)</b>		
Below 20	2	4%
Between 21 and 30	262	49.06%
Between 31 and 40	148	27.71%
Between 41 and 50	80	14.98%
51 and above	42	7.86%
<b>Experience (years)</b>		
<b>Between 0 and 10</b>	324	60.67%
<b>Between 11 and 20</b>	112	20.97%
<b>Between 21 and 30</b>	64	11.98%
<b>31 and above</b>	34	6.36%

Table 1: Demographic Characteristics of the Respondents (N=534)

	Mean	S. deviation
<b>Job enlargement</b>	3.5375	.86927
<b>Motivation</b>	3.3596	1.1533
<b>Job satisfaction</b>	3.4760	.49601
<b>Organizational commitment</b>	3.2561	.40160

Table 2: Mean Scores and Standard Deviations of Job Enlargement and Outcomes

		Job Satisfaction	Motivation	Organizational Commitment
<b>Job Enlargement</b>	Pearson Correlation	-.050	-.031	-.158(**)
	Sig. (2-tailed)	.252	.471	.000

\* Correlation is significant at the 0.05 level (2-tailed)

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 3: Correlation Between Job Enlargement and Employees' work Related Outcomes.