

# The Study of the Relationship between Job Enrichment and Organizational Effectiveness in Bam Organizations

<sup>1</sup>Abbas Babaeinejad, <sup>2</sup>Elnaz Rahmatian, <sup>3</sup>Soheila Shamsadini

<sup>1</sup>Member of Scientific Board, Department of Management, Islamic Azad University, Kerman Branch, Kerman, Iran

<sup>2</sup>Graduated in Executive Management, Department of Management, Islamic Azad University, Kerman Branch, Kerman, Iran

<sup>3</sup>M.A.Degree in Business Management, Department of Management, Islamic Azad University, Kerman Branch, Kerman, Iran

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## ABSTRACT

Studying the evolution of human resource management, we'll understand that considering human rights in management organizational world has been taken into account from long time ago by specialists.

It was an increasing attention to the extent that today at the beginning of the third millennium human resources are called the first customers of state, industrial and business organizations. It means that in the new era fulfilling the major needs of employees is the first priority in all organizations.

Achieving the organizational goals depends on providing the logical needs and goals of human resources, on the other hand providing the human resources needs depends on the organization's attainment of its ends by employees' help. The present study investigate the relation of employees' job enrichment to organizational effectiveness in bam organizations.

To collect data on enrichment a researcher-made questionnaire was used, this questionnaire includes 20 questions, another researcher made questionnaire containing 24 questions was used to collect data on effectiveness. Statistical community of employees in this research is 5562persons. A 300 persons sample was chosen from employees to fill enrichment questionnaire. Statistical community of managers is 70 persons and all of them are chosen as sample to fill organizational effectiveness questionnaire. The research method regarding the subject is correlation method. To analyze the data dispersion, tables, histograms, Kendal, spearman, man-witny and kroos cal valis tests have been used.

The results show that there is a elation between increasing responsibility, providing opportunities, decreasing or omitting control and organizational effectiveness.

**KEYWORDS:** Enrichment, Job enrichment, Effectiveness, Organizational effectiveness.

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## 1. INTRODUCTION

The speed with which management science is evolved make any one who is dealing with this field of science to update his/her knowledge continuously. It is more significant in relation to human resources. Managers found out empirically that human resources can bring out strategic situation for the organization and guarantee its vitality and perfection.

In recent years employees' job satisfaction and their operation improvement attract the attention of private and state department managers. So they are looking for the ways to satisfy employees. managers can enrich jobs and provide employees' satisfaction through various factors. This will cause an increase in efficiency and organizational effectiveness.

Job enrichment is one of the ways to improve and become perfect, there by job can be reorganized, the way can be paved for employees' attempt sand their attention can be attracted to job, consequently organizational effectiveness can be achieved. The managers can plan out jobs in a way to be less specialized and more enriched.

### Problem stating

Gob enrichment is one of the applied subjects in organizational behavior and human resource management that try to provide the most appropriate state for the job and job owners, and create enough motivation among employees. Job enrichment is a process through which more responsibility is assigned to employees. It should be stated that job enrichment is a concept taken from Herzberg , Herzberg theory emphasize the activities that provide job satisfaction .(Moshabbaki,151:2001) job enrichment assumed that to motivate the employees, it is necessary to fulfill their needs of gaining success, becoming known and reaching perfection. (moshabbaki:152, 2001)

The job should be planned in a way that it can satisfy the primary needs of employees as much as it is possible, it means that a job should be Rich and content and have enough privileges, so that employees can attain creativity in their jobs by their independence and self-control(robins, 2002).

In job development, job is developed horizontally by adding operational duties to it, but in job enrichment, job is developed vertically by giving more responsibilities and privileges. (Alvani, zahedi:1996) the enrichment goal on one side is to increase the employees' internal motivation level and on the other side to provide their job satisfaction and to improve their operation. (Mamizade,12:1995)

Herzberg believe that the following important components can be used in job enrichment. (Robins,76,2002):

1. increasing employees, responsibility.
2. providing opportunities for employees.
3. decreasing or omitting control.
4. giving employees freedom in doing their duties.

The term "organizational effectiveness" has been used in different ways in organizational texts. Some people used this term as an equivalent for benefit and profit, some others consider it as job satisfaction and a group called it social benefit. (Mohammad zade and mahrozhan, 40:1996)

Any organization or administration is established based on some goals, consequently any activity which is carried on in this organization is to accomplish those goals. Accomplishing goals is called effectiveness. On the basis of Draker's point of view effectiveness is the organization's success key. (Alaqeband,17:1996)

Effective organization pay a lot of attention to customers. At present successful organizations consider customers as the beneficiary factor, in this kind of organization the success mystery depends on fulfilling customers' needs. Perceiving organization goals is one of the first steps to be taken in order to realize whether the organization is effective or not. (L, Daft:2001)

Discussing about effectiveness, we should consider the relatedness of organizations' goals. Today, in advanced organizations of the world, the attempts are focused on inventing explicit goals for organization's effectiveness. And then to use all their abilities to gain those goals. Regarding the above mentioned materials, the main question of the research is that whether there is a relationship between job enrichment and organizational effectiveness or not.

### **Research purpose**

This research try to find the relation between job enrichment and organizational effectiveness in bam organizations.

### **Research Domain**

This research goals with the relation between job enrichment and organizational effectiveness in bam organizations, considering responsibility increase, opportunity invention, control decline or omission and freedom as independent variables for carrying on duties and competitive value's method (the eight centers) as dependent variable on the basis of Robins point of view.

### **Operational description of terms**

**Job enrichment:** to evaluate job enrichment this research use a 20 questions. Researcher-made questionnaire which its Reliability and Validity will be measured. The score which is given to this questionnaire by testes evaluate job enrichment with respect to responsibility increase, opportunity invention, control decline or omission and employees freedom.

**Organizational effectiveness:** This research used a researcher-made questionnaire containing 24 questions to evaluate the organizational effectiveness by competitive value method by the use of eight centers. These centers are :1)flexibility 2)Resource attraction 3)planning 4)Efficiency and productivity 5)information availability 6)constancy 7)Coherent work force 8)Skilled work force

### **Theoretical framework**

One of the effective factors in increasing organizational effectiveness is job enrichment. Job enrichment is a process through which more responsibility is given to employees. It should be mentioned that the concept of job enrichment is taken from Herzberg, because job enrichment focus on job satisfaction and Herzberg theory focus on activities that provide job satisfaction. (moshabbaki,2001).

Job enrichment was introduced by Herzberg for the first time, before that it wasn't considered as an important factors in organizations. The basic focus of this research is job enrichment based on the following components:

1. Increasing responsibility: Increasing employees duties to reinforce their internal motivation.
2. Creating opportunities: providing conditions proportionate to employees, personalities to change their potential abilities to actual abilities.
3. Decreasing or omitting control: Absence of direct control of employees, working activities to let them work independently.
4. freedom to do duties: Giving more authorities to employees to accomplish organizations, goal.

Effectiveness has been defined variously and different views have been introduced to evaluate it. Specialists presented different models of it. Traditional approaches on effectiveness evaluation are: Aim-based method, resource-providing based method and internal process-based method (Daft, 105, 2001)

While modern effectiveness approaches are: beneficiary group satisfaction-based method, competitive value-based method which mostly focused on beneficiary group satisfaction. (Daft, 114: 2001)

Regarding organizational effectiveness the eight centers model by the use of competitive value approach is used. These centers are:

1. Flexibility (OFM): Ability to become adopted to changes and external demands.
2. Attracting resources (OFE): Ability to attract external support and developing work force volume.
3. Planning (OCM): Explicitness and perceptibility of goals.
4. Efficiency and productivity (OCE): The proportion of output to input is high.
5. Information availability (PCM): Communications channels facilitate employees awareness concerning their work.
6. Constancy (PCE): Feeling discipline, monotonousness and constancy in organization operation.
7. Coherent work force (PFM): Trust and respect.
8. Skilled work force: Employees have necessary training, skill and talent to do their work properly. (Robins, 1998).

So this research is going to study whether there is a meaningful relation between job enrichment and organizational effectiveness or not.

### **Research Hypotheses**

The major hypothesis:

There is a relation between job enrichment and organizational effectiveness.

The minor hypotheses:

1. there is a relation between increasing responsibility and organizational effectiveness.
2. there is a relation between creating opportunity and organizational effectiveness.
3. there is a relation between decreasing or omitting control and organizational effectiveness.
4. there is a relation between freedom to do duties and organizational effectiveness.

## **RESEARCH METHOD**

Correlation method is used in this research which is the relation between two or more variable pairs or relation between two or more data sets. The degree of this relation can be measured and evaluated through correlation coefficient. (Beset, 1995)

### **Statistical community**

The statistical community of the present research includes all employees of Bam organizations.

### **Sampling method**

Sampling method is random ordering proportionate to sample volume.

### **Data collecting tools**

This research used researcher-made questionnaire containing 20 questions to collect necessary data regarding job enrichment based on likert spectrum.

In addition a researcher-made questionnaire containing 24 questions is designed to evaluate organizational effectiveness based on likert spectrum.

### **Admissibility and Constancy**

Admissibility: To evaluate admissibility 5 questionnaires have been distributed among 5 professors to express their opinions. Admissibility of job enrichment questionnaire was 0/892 and admissibility of organizational effectiveness was 0/896. To determine admissibility content credit and counting sigma methods have been applied.

Constancy: To evaluate the credit double evaluating method has been applied. The constancy of enrichment questionnaire based on spearman correlation coefficient was 0/834 and constancy of organizational effectiveness was 0/866.

### **Data Analysis method**

SPSS software was used to analyze the data.

### **Data Analysis**

The study of research hypotheses:

The major hypothesis: there is a relation between job enrichment and organizational effectiveness in Bam organizations.

		Organizational effectiveness		
		correlating	meaningfulness	Frequency
Job enrichment	Kondal	0/526	0/000	67
	spearman	0/599	0/000	67

" correlation of job enrichment with Organizational effectiveness test"

Minor hypothesis :

Hypothesis 1 : there is a relation between increasing responsibility and organizational effectiveness in Bam organizations.

		Organizational effectiveness		
		correlating	Meaningfulness	Frequency
Increasing responsibility	Kondal	0/473	0/000	67
	spearman	0/547	0/000	67

" correlation of Increasing responsibility with Organizational effectiveness test"

Hypothesis 2 : there is a correlation between creating opportunities and organizational effectiveness in Bam organizations.

		Organizational effectiveness		
		correlating	meaningfulness	Frequency
Creating opportunities	Kondal	0/505	0/000	67
	spearman	0/592	0/000	67

" correlation of Creating opportunities with Organizational effectiveness test"

Hypothesis 3 : there is a relation between decreasing or omitting control and organizational effectiveness in Bam organizations.

		Organizational effectiveness		
		correlating	Meaningfulness	Frequency
Decreasing or omitting control	Kondal	0/440	0/000	67
	Spearman	0/505	0/000	67

" correlation of decreasing or omitting control with Organizational effectiveness test"

Hypothesis 4 : there is a relation between freedom to do duties and organizational effectiveness in Bam organizations.

		Organizational effectiveness		
		correlating	Meaningfulness	Frequency
Freedom to do duties	Kondal	0/465	0/000	67
	Spearman	0/542	0/000	67

" correlation of freedom to do duties with Organizational effectiveness test"

## RESULTS

The major hypothesis : there is a relation between job enrichment and organizational effectiveness in Bam organizations.

Based on the calculations, the relation between job enrichment and organizational effectiveness through kondal and spearman correlation coefficients are 0/526, 0/599 respectively and the meaning fullness of both is less than 0/001. So  $H_0$  hypothesis which state the absence of relation between the above mentioned variables is rejected . In another word there is a relation between job enrichment and organizational effectiveness.

So it can be concluded that increasing job enrichment will cause an increase in organizational effectiveness.

### The results of minor hypothesis :

Hypothesis 1: There is a relation between increasing duties and organizational effectiveness in Bam organizations.

Regarding kondal and spearman coefficients which are 0/473 and 0/547 for increasing responsibility and organizational effectiveness and the meaning fullness of less than 0/001 for both. It can be concluded that  $H_0$

hypothesis which state the absence of relation between these two variables is rejected, it means that there is a relation between increasing responsibility and organizational effectiveness. There for as the responsibility among employees increases, the organizational effectiveness increases too.

Hypothesis 2: There is a relation between creating opportunities and organizational effectiveness in Bam organizations. Kondal and spearman coefficients for these variables are 0/505 and 0/592 respectively and the meaning fullness of both is less than 0/001, these results indicate that hypothesis , which stated the absence of relation between creating opportunities and organizational effectiveness , is rejected. A relation between these two become clear. The increase of opportunities will cause an increase in organizational effectiveness.

Hypothesis3: There is a relation between decreasing or omitting control and organizational effectiveness in Bam organizations.

Kondol and spearman correlation coefficients for these two variables are 0/440 and 0/505 respectively and the meaningfulness of both is less than 0/001, so  $H_0$  hypothesis, which states the absence of relation between decreasing or omitting control and organizational effectiveness, is rejected. And it can be concluded that decreasing or omitting control will cause an increase in organizational effectiveness.

Hypothesis4: There is a relation between freedom to do duties and organizational effectiveness in Bam organizations. Based on the results, kondal and spearman correlation coefficients for these two variables are 0/465 and 0/542 respectively and the meaningfulness of both is less than 0/001. So  $H_0$  hypothesis, which states the absence of relation between freedom to do duties and organizational effectiveness, is rejected. It means that increasing employees, freedom to do their duties will cause an increase in organizational effectiveness.

### **Suggestions :**

Based on the research results it is suggested that :

- State job owners consider public expedient , and don't prefer personal expedient to public expedient.
- Since job enrichment is a vital and unavoidable. Matter in organizations ,managers do research in it's respect using other models like:
  - 1- Giving self confidence to employees to do their duties .
  - 2- Giving more authority to employees .
  - 3- Presenting new methods for employees to do their jobs.
  - 4- Giving more independence to employees .
  - 5- Motivating employees to do their duties.
- To use other models such as
  - 1- Aim –based method
  - 2- Resource providing – based method
  - 3- Internal process – based method
  - 4- Beneficiary group satisfaction – based method to do research regarding organizational effectiveness .
- Researchers pay attention to job enrichment and study it in relation to other variables such as motivation , productivity , self – confidence , etc.
- Researchers investigate organizational effectiveness relation to other variables such as: personality , managers' role , managers' psychological health , etc.

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