



Effect of Job Enrichment & Job Enlargement on Employee Performance

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Abstract

This report has been prepared to examine the influence of job enrichment and job enlargement on employee performance. The performance of the organization is controlled by numerous factors including job satisfaction, which is affected by the nature and design of the tasks to be performed. The needs of employees in an organization are different and similarly those needs must be met in different ways. To examine the impact of job enrichment on perceived performance of employee. To examine the impact of job enlargement on employee perceived performance. To conclude the impact of job enrichment on employee performance. Variables



include performance of firm as dependent variable and; job Enrichment, job enlargement and job discription as Independent variables Five-point likert scale for data collection has been applied in collecting primary data for research, the sample size consisted of 140 employees in order to get sufficient data. All coefficient values show that relationship is positive between all independent variables and dependent variable because there is no negative sign along with any coefficient value. The study results indicate that job enrichment and job enlargement have a direct impact on performance of the firm.

Key words: Job Enrichment, Job Enlargement and Employee Performance

1. Introduction

This report has been prepared to examine the influence of job enrichment and job enlargement on employee performance. The performance of the organization is controlled by numerous factors including job satisfaction, which is effected by the nature and design of the tasks to be performed. The needs of employees in an organization are different and similarly those needs must be met in different ways. Armstrong et al. (2010) defines job design as a method of accomplishing tasks, aimed at fulfilling the needs of the organization as well as the job holders. The author points out that job design ensures that jobs are tailored to their skills and interests. Job augmentation as a form of job design aims to increase job satisfaction, increase output, improve work quality and reduce employee grievances and dissatisfaction. The purpose of job expansion is to meet the personal needs of employees by reorganizing and rearranging the work so that the nature and content of the tasks meet the social and individual needs of the employees. Expansion of work is very important in any organization if applied properly as it maximizes the positive impact on employee productivity. Pervan, Pervan, and Ćurak (2017) argues that as a result of increased work pressure, it is beneficial to change employees' work activities and highlight them more widely. Job growth affects the level of motivation and satisfaction and the level of institutional commitment. Job enrichment increases employees' interest in work. Routine work without change can disturb employees at work and have a detrimental effect on their motivation level.



1.1 Theoretical background of the study

Study is directed by a series of motivational theories, particularly Herzberg's two-factor theory and Maslow's theory of needs. One of the main interests of the organization is to meet the needs of employees, as explained in Herzberg's Two Factor Theory (1957). According to the approach, employee motivation is strongly influenced by their approach towards task. The theory shows that employees' attitudes toward work are influenced by the working conditions that what they feel about their work.

According to Herzberg, the factors that increase employee motivation are different from the factors that cause them to be dissatisfied with their job. This means that satisfaction cannot be considered the opposite of dissatisfaction. Employee motivation is effected by the company's ability to fulfill physical and psychological needs. The first refers to currency compensation that allows employees to pay for basic needs such as food and shelter while the second refers to factors such as working conditions that promote an employee's career development. Employee satisfaction is influenced by differences or motivational factors, while dissatisfaction is influenced by cleanliness/hygiene factors or external factors.

Past researchers have studied the details of the work and the results of different employees and organizations. Shakila et al (2012) examined the impact of job growth on employee satisfaction in Pakistan and determined that job expansion had a positive effect on employee satisfaction, especially job performance. Mohammed (2015) determined the effect of job improvement on employee motivation and satisfaction, and found that well-managed and well-designed jobs are likely to make employees feel interested and consequently motivated and satisfied. Employees point out that being older expands abilities and skills while providing staff with opportunities to communicate and learn from others. Sushil (2014) conducted a study focused at concluding the effects of increasing work and balancing work life. It was concluded that the work would be inspiring in itself if implemented correctly. It enhances job satisfaction and thus improves work life balance. It also enhances the commitment to make and the overall effectiveness and efficiency.

1.2 Objectives

This study is designed to evaluate the interaction between emotional intelligence and strategies to solve the problem.



Your approved objectives were

1. To examine the impact of job enrichment on perceived performance of employee.
 - To examine the impact of job enlargement on employee perceived performance.
 - To conclude the impact of job enrichment on employee performance.
 - To test the impact of job enlargement on employee performance.

1.3 Significance of the study

The importance of measuring performance was illustrated by Georgakakis and Ruigrok (2017), who explained that it must be done as an ongoing process. The author goes on to say that performance appraisal should cover all aspects of employee achievement and work ethic. Many tools have been developed to measure performance and businesses have the freedom to choose the best option for them. However, the Global Assessment Report 2014 shows that organizations use talent metrics or objective metrics to track performance. Oldham and Fried (2016) presented five metrics to measure performance of employees. He said that performance can be measured by the presence of an employee i.e. being on time and consistent in performing his duties. How useful employees are to their colleagues and other stakeholders. An employee's output is determined by his efficiency in completing tasks, his initiatives and the quality of work.

Basically, this research will add literature in finding the effect of job enrichment and job enlargement on employee performance. The literature thus added will help the company under observation along with other companies to enhance their output and employee performance as well as satisfaction by applying the optimum balance between Job Enrichment and Job Enlargement.

Employers and company managers are always looking for opportunities and options that can enhance employee satisfaction as employee performance depends on the level of work and satisfaction in the organization. Meanwhile, the company's goals and missions also depend on the performance of the employees. With the decline in productivity over time, performance, job design and the right roles are very important in increasing employee motivation, which is called job increment.



This research will find the relationship of the Job Enlargement and Job Enrichment on Employee Performance which will help the organization to boost up Employee Performance. The recommendations of this research maybe used by the organizations to improve and maintain employee performance.

2. Literature review

2.1 Job Enlargement

Employment enlargement can be defined as horizontal work loading, which means that employees in their range of work are assigned additional work and activities are expanded. It helps minimize the lure that entails repeated tasks every day and motivates an organization's employees. Parker and Carpini (2016) said job growth improves employee productivity because it enables employee productivity to meet the requirements, control quality, correct errors and planning work. They explains that job enlargement will help increase employment attractiveness by increasing its scope by applying numbers. The requirements of higher employee orders should be met for larger and more complex jobs. Job enlargement involves growing the number of workers in a range of staff to satisfy their social and human needs. Work restructuring are motive-based to ensure that new work design tasks meet the expectations of employees. Job enlargement also includes elements to ensure a balance between the organizational and employees' needs and work performance and satisfaction. While it is essential to ensure that workers fulfill their personal and social needs, it is necessary to take account of the organization's success. In accordance with the nature of the work design, an increase in work performance decreases work unity.

2.2 Job enrichment

According to Abdi Mohamud, Ibrahim, and Hussein (2017), it has a great psychological impact upon job satisfaction and performance to ensure motivation and motivation for aligning responsibilities with productivity. Features of employment provide methodological principles for enriching work in an organization. This model offers a range of five main characteristics, including a range of skills, identities, work significance, independent working conditions and



feedback, which affect the job satisfying, motivating, absent and performing employees. In exchange.

As several practitioners in human resources have recognized, traditional approaches to work design can affect their organizations' efficiency and employee engagement and satisfaction. In order to tackle this issue, different solutions have been introduced to job design, ranging from Japanese consistency and style management to more traditional organizational planning applications and increased jobs. In general, this approach aims at improving the coordination, productivity and overall product quality of the organization and responding to training, challenges, types, better tasks and performance requirements employees (Fernández-Olmos, Gargallo-Castel, & Giner-Bagües, 2016).

The research studied the effects of employment growth in Pakistan's telecom industry on employee performance. The main aim is to detect the impact on productivity, in particular with regard to higher levels of employment, of employment increased policies. We begin with a literary review of the various perspectives on organizational behavior to provide context for this work. In the following sections, through a quantitative analysis of the search statistics we have attempted to combine different progress indicators with total performance.

Job enrichment is an approach to work design, a changing global environment and priorities of the workforce that change dynamically. The perceptions of employees about work have changed too. Now people in developed countries want to do good deeds that can fulfill their feelings of development and career development (Tregaskis, Daniels, Glover, Butler, & Meyer, 2013).

Job enrichment is a vertical extension to tasks that increases employees' control or liability. Employment enhancement is an effort to motivate employees to use their KAS (knowledge, abilities and skills) to work with their different skills and independence. It was a design that Frederick Herzberg proposed in the 1950s. JE differ from growth in employment, which only increases the number of jobs without taking the view of employees into account. Researchers and authors call JE a job of "vertical loading." A variety of tasks, functioning units, meaningful work, freedom for the use of individual knowledge, and feedback from all relevant and



interrelated personnel and groups should be included in a rich work. Research has shown that JEI's ultimate result is improvement and satisfaction of its employees (Kundu & Gahlawat, 2018).

The approach to job enrichment is an important subject in many organizations, as work design is the basic issue in management and corporate culture. Frederick Herzberg (1968) says: "Extension of work to optimize the tasks and inspire individuals is an essential explanation for creating successful employment.

2.3 Job description

Alegre, Mas-Machuca, and Berbegal-Mirabent (2016) point out that job descriptions and job analysis are important stones for many human resource applications such as recruitment and recruitment, performance appraisal, and salary limits, and that help build organizations. Demonstrate the importance of job description. People who will perform well in their situation. Therefore, a well-developed job description is needed to overcome all the obstacles that employees will face while performing their duties and responsibilities.

2.4 Employee performance

Performance is divided into organizational and employee performance. However, in many organizations' performance is measured specifically, meaning it is not measured independently and depends on other factors in the work environment. Job performance is considered to be the result of an employee's work. Staff performance is a measure of whether a person performs his or her job responsibilities and obligations satisfactorily. Employee performance can also be defined as how well employees perform the assigned work-related activities in relation to the facilities provided to them and their efficiency in using it (Debicki, Van de Graaff Randolph, & Sobczak, 2017).

Ford and Wooldridge (2012) defines employee performance as a measure that how well a task is performed by the person assigned to him individually. He defines performances as different from performances. Outcomes arise from external influences as well as individual outcomes, which can be in the form of actions that cannot be seen, such as decisions and responses. However, performance is subject to personal control whether it is mental or practical. (Oldham



& Fried, 2016) points out that employee performance is one of the main factors influencing the success of organization. The level of productivity of individual employees is a benefit for employees and the organization.

3. Research Methodology

3.1 Type of research

Research analysis maybe based on numerical objects, as computational methods emphasize the numbers, arithmetic, mathematical, or numerical, mathematical, or numerical analysis collected by the selections, questionnaires, and surveys or using computing, manipulating the current data.

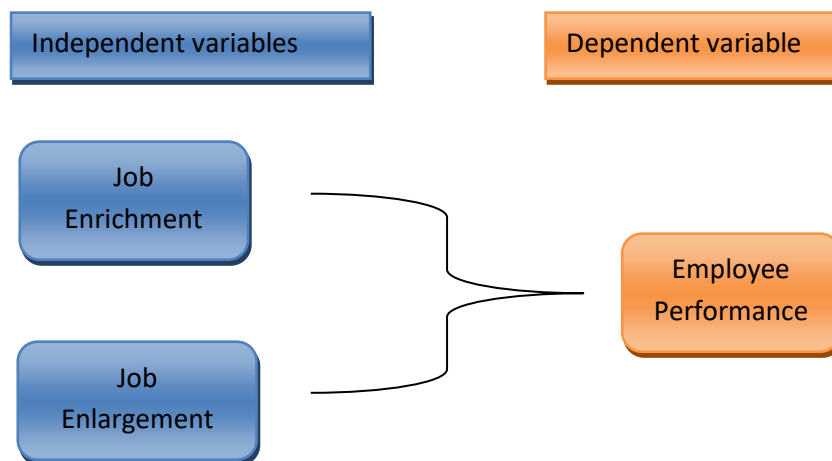
3.2 Variable of study and model of study

3.2.1 Dependent variable

Performance of firm

3.2.2 Independent variables

Job Enrichment, job enlargement and job discription





3.2 Data collection source (survey- questionnaire)

Survey-Questionnaires were used for collection of data. Primary source of data is the main source of data. Survey was used as main source of data collection as You and Dörnyei (2016) used survey techniques. Questionnaire used by Moore, Azubuikwe, Reddy, Rolleston, and Singh (2017), the data required for their studies. The data collected is arranged in the table to facilitate the analysis. This research included survey questionnaire to find out opinion of Computer Center Sahiwal of Multan Electric Power Company (MEPCO) employees on effect of Job Enrichment and Job Enlargement on Employee Performance.

This paper used likert scale to collect primary data in defining this paper. Data was collected on the questionnaire having 5 options i.e. 1) Strongly Disagree, 2) Disagree, 3) Neutral, 4) Agree and 5) Strongly Agree (*Questionnaire attached in appendix*).

Primary source of the data collection were the employees of the MEPCO who were engaged to get their responses through survey and questionnaire. Secondary sources of data was the past studies conducted on the subject under discussion.

3.3 Data collection tools and Instruments

Tentama and Pranungsari (2016) say that if a researcher collects data from the news and prepares it for analysis, then it is known as primary data. Data from the survey questionnaire will be collected first. After a good discussion with the target organization employees, the survey question was prepared.

Five-point likert scale for data collection has been applied in collecting primary data for research, every participant had received a questionnaire on motivation and he/she was asked to select an option from strongly disagree, disagree, Neutral, agree and strongly agree (Carpenter, 2016).

3.4 Subjects / participants

To work on research, I needed to conduct a survey. In this area, the MEPCO have thousands of employees, including male and female, research sample included only employees from Sahiwal. The main reason to choose this topic is to study the problems of employees working in Southern Punjab region, this region is under developed region of country so lot of research work is required.



The sample size consisted of 140 employees in order to get sufficient data. Convenient sampling technique was used for data collection.

3.5 Fieldwork / data collection

Target population are semi-govt. sector employee (male / female) in Southern Punjab working in Govt. institutes. Unit of analysis is individuals working as MEPCO employee, sample based on employees from different offices of MEPCO based on convenient sampling technique of data collection.

3.6 Analytical tools

Studies including (Ford & Wooldridge, 2012; Georgakakis & Ruigrok, 2017; Kundu & Gahlawat, 2018) use different techniques to analyze the Performance of firm, where the analytical tools have determined the methods used to find search results.

This research used the technique of Likert scale for the purpose of data collection. The Likert scale is the right way to find the most important factors that can affect the organization's employee motivation directly or indirectly. These papers have studied the importance of these factors using the Mean, Median, Mode and Standard deviation (Mitchell, Bradshaw, & Leaf, 2010).

Data analysis will be carried out by SPSS on collected data; different statistical tools (frequency analysis and descriptive statistics) would be applied and compared to check the results. Frequency analysis has been used by various researchers before this.

Validity and reliability scales was applied to check the data before applying analysis. Cronbach alpha is more popular for this (Khorshidi, Asgari, & Fallah, 2015). Descriptive statistics including mean, median, mode, standard deviation etc. has been applied to summarize the responses of the participants. Correlation and regression have been applied to check the relationship of variables of study.

4. Data analysis

Results of the study are analyzed in this chapter. The approach to finding out the results of our study effect of job enlargement and job enrichment on performance of the firm in Chapter 3. The study's empirical findings and results has been discussed in this chapter. This chapter also



provides results statements. All accumulated expertise and practical implications were added to this chapter on the basis of previous discussion. Many writers have addressed the effect of job enrichment and job enlargement to achieve the prospective results. Different international and Pakistani writers used various research tools and techniques to study different dependent and independent variables ' relationship and interdependence.

In Chapter 2, we discussed the review of literature from various articles, papers, journals, etc. Various Pakistani and international writers have used a variety of research tools and techniques and have produced their respective results. (Baker, 2016; Castellini, Mauracher, Procidano, & Sacchi, 2014; Paniagua & Sapena, 2014; Sisay, Verhees, & van Trijp, 2017).

4.1 Reliability and validity test

To test the validity and reliability of the data Cronbach Alpha is used, reliability statistics of this test shows output range from 0 to 0.99. out of range 0.81 to 0.99 means that there is excellent data set, if results of Cronbach alpha show value between 0.61 to 0.80 shows that data set collected has moderate value and out of less than 0.60 is low credibility or not acceptable.

This data set has 120 valid values not any single values excluded from data set along with reliability of 0.879 that shows a good and acceptable data set.

Case Processing Summary

		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0

a. Listwise deletion based on all variables in the procedure.



Reliability Statistics

Cronbach's	
Alpha	N of Items
.879	15

Table 1

4.2 Demographic analysis

Frequency analysis shows that how much number of participants are in favor of an argument. Demographic analysis shows the characteristics of data table below shows that there are total 120 participants to collect primary data, out of which 29.17 percent participants are female and 70.83 percent participants were male.

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	35	29.17	29.17	29.17
Valid Male	85	70.83	70.83	100.00
Total	120	100	100	

Table 1

Regarding age of participants, it has been observed that most of the participants were students or young. There were 63 participants with age limits of 21 to 30, 29 participants were included from age group of 31 to 40. 7 participants were of age group between 41 to 50 and 17 participants have aged more than 50 years.



Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 21-30	63	52.5	52.5	52.5
31-40	29	24.16	24.16	76.66
41-50	17	14.16	14.16	90.82
51 or above	11	9.17	9.17	100
Total	120	100	100	

Table 2

Table below shows income level of participants, 5 participants have income level less than 20, 39 participants are of income level between 21k to 35k, as total participants were 120 in which 29 participants have income level of 36k to 50k. This sample includes 18 participants of income level from 51 to 65k and rest of 9 participants have more than 65k monthly income.

Income level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 20	5	4.17	4.17	4.17
21 to 35k	39	32.5	32.5	36.67
36 to 50k	29	24.16	24.16	60.83
51 to 65k	18	15	15	75.83
more than 65k	9	7.5	7.5	83.33



51 to 65k	18	15	15	92.49
Above 65k	9	7.5	7.5	100
Total	120	100	100	

Table 3

Analysis level of education of participants of data collection, it has been seen that 78 participants are graduate, 12 participants are undergraduate and rest of 30 participants are post graduate or higher qualified.

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Undergraduate	12	10.0	10.0	10
Graduate	78	65.0	65.0	75
Post graduate & above	30	25.0	25.0	100
Total	120	100	100	

Table 4

4.3 Descriptive analysis

Descriptive analysis shows description of mean, median, mode, standard deviation, maximum and minimum values of the data presented for analysis. Table below shows detail of description of data analysis. Mean value more than 3 shows that most of the participants are agreed on presented question. Mode and median values are also more than three that shows participants are agreed on presented questions.



Measures	Performance	Job Enlargement	Job Enrichment
Mean	3.62	3.56	3.59
Median	3.80	3.80	3.80
Maximum	5.00	4.60	4.80
Minimum	1.20	1.20	1.20
Std. Dev.	0.79	0.79	0.81
Skewness	(1.35)	(1.32)	(1.42)
Kurtosis	4.36	4.20	4.46
Sum	434.20	427.00	430.40
Sum Sq. Dev.	74.40	74.71	77.58
Observations	120	120	120

Table 5

4.4 Correlation analysis

Correlation analysis shows that dependent and independent variables have strong positive and significant relationship. Performance have strong positive relationship with job enrichment up to correlation value of 0.80 and performance have again strong positive relationship with job enlargement up to correlation value of 0.78.

Correlations

		PFM	JER	JEL
PFM	Pearson Correlation	1	.800**	.789**
	Sig. (2-tailed)		.000	.000
	N	120	120	120
JER	Pearson Correlation	.800**	1	.829**
	Sig. (2-tailed)	.000		.000
	N	120	120	120
JEL	Pearson Correlation	.789**	.829**	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120

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

Table 6

4.5 Regression analysis

Regression analysis shows the relationship of variables, there dependence on each other, specially the dependence of dependent variables on independent variables.

Regression analysis is a mathematical way of sorting what changes are affected. In regression analysis, these factors are called variations. You have a dependable variable, here performance of firm, the main factor that we are trying to understand or predict. And then we have your own



independent variables including job enrichment and job enlargement, the factors that we suspect affect your dependent variable.

Table below shows that dependent variable, performance have to be predicted by independent variables, job enrichment and job enlargement.

Dependent Variable: PFM

Method: Least Squares

Date: 07/29/20 Time: 11:38

Sample: 1 120

Included observations: 120

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.551861	0.194227	2.841312	0.0053
JEL	0.400338	0.091839	4.359134	0.0000
JER	0.457789	0.090126	5.079438	0.0000
R-squared	0.690504	Mean dependent var	3.618333	
Adjusted R-squared	0.685213	S.D. dependent var	0.790701	
S.E. of regression	0.443629	Akaike info criterion	1.237028	
Sum squared resid	23.02643	Schwarz criterion	1.306715	
Log likelihood	-71.22169	Hannan-Quinn criter.	1.265328	
F-statistic	130.5167	Durbin-Watson stat	1.492596	



Prob(F-statistic) 0.000000

Table 7

4.5.1 P-values

p-values shows that the value of estimator C is 0.01 in above table, meaning model is perfectly significant, on the other hand, the values of independent variables JEL (job enlargement) is also less than significance level of 0.05 that means it's significant, values of other variables (job enlargement) are perfectly significant.

4.5.2 R square and adjusted R

These value shows that how much variations in model are explained, it should be more than 50%, here these values show that explained variations are more than 50% with value of 69%.

The adjusted R-squared is compared to the explanatory power of the regression model in which many different predictions are made.

The adjusted R-squared is a modified version of the R-square that is adjusted according to the number of predictors in the model. The adjusted R-square grows only if the new term raises the model more than expected by chance. This diminishes when predictions improve the model less than expected. The adjusted R-square can be negative, but it is not. It's always less than the R-square.

4.5.3 Coefficients

The value of coefficient indicates that change in the dependent variable is due to a unit shift in the independent variable while placing more variables in the continuous model. The property of having these variables is important because it allows you to judge the effects of each variable separately.

Regression table shows that change in one unit of independent variable "job enrichment" will change dependent variable performance up to 45%, based on the value of coefficient. Same like this relationship, change in one unit of enlargement will change performance up to 40%



and change in on unit of emotional understanding will cause to move upward to problem solving skills till 24%.

The regression coefficient signal informs you the dependent variable if each of the independent variables has a positive or negative relationship. The positive coefficient indicates that the dependent variable will also increase when the value of the independent variable increases. Negative regression indicates that the dependent variable decreases when the independent variable increases.

All coefficient values show that relationship is positive between all independent variables and dependent variable because there is no negative sign along with any coefficient value.

4.5.4 Durbin-Watson Stat

Durbin Watson values show that results are perfect and there is no auto correlation. Values of Durbin Watson always remain between 0 to 4 and if the values remain near 2, that means there is no autocorrelation results are perfect.

4.6 Conclusion

This research work has been done on performance being impact by job enrichment and job enlargement, the purpose of this study was to find out how job enrichment can impact performance on of the firm. According to this study. The study results indicate that job enrichment and job enlargement in the Mepco has a direct impact on performance of the firm.

4.6 Limitations of the study

This study is limited to the collected sample in related population of Pakistan, and data has been collected only from Sahiwal region, research could be extended by collecting large sample size from all over Pakistan.

Just as a student I have a deadline for submitting papers to my class, academic researchers must meet deadlines to submit research papers. Therefore, the time available to study a research problem and measure change over time is limited by "working" time limit.



Researchers may be biased due to their cultural background or certain perspectives, and this may affect the validity of the research. Also, it is likely that researchers will be biased towards data and results that only support their hypotheses or arguments. To prevent this problem, process of data collection has been done appropriately.

4.7 Future research Recommendations

Its highly recommended that research could be done on larger sample size, time constraints were another issue, further research could be done in different cultural biased areas that can explore more critical and analytical issues of research.

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