

Job Enrichment, Communication and Trust as Perceived by Employees in the Banking Industry of Pakistan

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Abstract. It is the major area of concern for the organizations to retain their high potential, motivated and skilled employees. Therefore, turnover intention is an area of concern for the organizations, employees, and managers because talented employees are the key asset for the organization to remain competitive in this cut throat competitive world. This study explores the need for the employee retention in which trust, communication, and job enrichment are the main variables of the study. The purpose of this study is to use HR practices such as communication, trust and job enrichment especially in the time of financial crisis to retain the key employees. Results of this study support this concept and purposed aim of the study.

Keywords: Job Enrichment, Trust, Banking Industry, Pakistan, HR practices, Job Enrichment.

1. Introduction

In the beginning human resource HR had not had any importance but with the passage of time the role of HR increased and organizations start focusing on the HR department and it becomes a strategic partner in the organizations (Hunt, & Boxall, 1998). This happens because of the growing importance of the employees in the organizations. Now the employees become one of the most important assets of the organizations. Therefore the concept of resource based view (RBV) arises which defines the resources of the organization, which are Physical capital, organizational capital, and human capital (Barney & Wright, 1998; Holland, Sheehan & Cieri, 2007).

These three resources are the core competence which create the differences between the organizations and give them the competitive advantage over others, but the most important of all these three is the human capital. Its individuality increases its importance because other resources can be copied and can be easily accessible but it is difficult or almost impossible to imitate the human capital (Holland, et al., 2007; Armstrong, 2008). This study is conducted for the purpose of keeping and retains the high potential employees which are the source of competitive advantage in the worst economic crisis.

2. Literature Review

Processes of employee communication changes rapidly in this era where knowledge gets the importance and changes take place rapidly (Murgolo-Poore & Pitt, 2000). In the early days it is hard for the employees to communicate and to access the information they required because of the concept of control and power but now information is accessible to each and every employee (NaukriHub, n.d), and it works as a core strategy in successful organizations.

Managers are the key in communication process within the organization, if they fail to communicate or not in touch with their employees then the morale of the employees dwindling, due to fear of job loss, uncertainty about colleagues and managers, this decreases employees' satisfaction level, especially when organization is looking for any change (Vidal et al, 2007). Through good communication employee keep them intact with other employees and provide them proper guidance and are more satisfied (Keefe, 2009; Pajo et al, 2010).

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To get the competitive advantage and to retain efficient and engaged employees and especially in the times when mergers and acquisition, downsizing, and reorganization taking place all over the world because if organization fail to communicate what it wanted to be they will suffer in both ways one is that employees are not engaged in future and they might lose their precious asset human resource (Lockwood, 2007; Xenitelis, 2009).

Civelli (1998) suggested that trust is such a process through which actors of the organization capable of reducing the complexity of internal interaction system and make them able to establish the expectations related to meet their behavior in future. Trust is one of the essential ingredients to spend a life in the social circle or society. In the life every relationship needs trust whether it is related to individual or group of individual (Martins, 2002). Trust has an imperative role to play in social exchange relationships and emancipating their duties (Lapierre, Hackett, & Taggar, 2006). This give and take between persons builds their trust on each other, but problem is that who will take the initiative., if a person trust on the partner in the past then this partner will be trustworthy in the future also (DeConinck, 2010). These positive experiences enhance the relationship and trust due to this future expectation arises and employees contribute willingly in competitive success of the organization (Bijlsma, & Koopman, 2003).

3. Sample

The data used for the survey of this study gathered from the services sector Industry working in Pakistan and in this regard sample collected using non-probability convenience sampling method from 259 respondents of banking sector of Lahore, Islamabad and Rahimyar khan. For analyses purposes primary data collection method used.

4. Measures

The measures of those three variables which are Job enrichment (with five items, task variety, autonomy, task identity, feedback, and skill variety), is adopted from study of study of Ugboro (2006) which is basically originated by Hackman and Oldham (1980), and measured on five point Likert scale which is 1 - very unimportant, 2 - unimportant, 3 - neither important nor unimportant, 4 - important, 5 – very important. The measure of Communication variable is adopted form study of Vakola, and Bouradas (2005), it has five items (organization must communicate change properly, communicate its mission, goals and progress, communicate between colleagues is satisfactory, and communication between employees and higher management must be adequate, and is measured on five point likert scale from 1 – strongly disagree to 5 – strongly agree. Measures of trust are taken from study of Møllering, Bachmann, & Lee, (2004) and other are taken from the study of Deitz and Hartog (2006), which consist of seven items (the trust between manager and his subordinate, promises are fulfilled whether they are related with employee and management, and they are capable of performing their duties, some reverse order questions are also included like management take advantage of vulnerable employees) and is measured on five point likert scale, from 1 – strongly disagree to 5 – strongly agree. The reliability of each dimensions of the questionnaire is, Trust 0.666 with six items, communication 0.708 with four items, and job enrichment 0.724 with five items.

Descriptive statistics is a process through which researchers demonstrate the data in an accurate, prearranged and précis manner.

Table 1: Frequency Distribution and Descriptive statistics with respect to “Trust”

<i>Items</i>	<i>Disagree</i>	<i>Undecided</i>	<i>Agree</i>	<i>Mean</i>	<i>St. Dev</i>
Managers in this company trust their subordinates to make good decisions	30	17	53	3.2877	1.05018
Employees/managers will keep the promises they make	24	25	51	3.2877	1.05018
Employees’/managers’ actions and behaviours are not consistent	44	23	33	2.7808	1.08592
Top management is capable of performing its job	30	13	57	3.2808	1.20769
My Colleagues are perfectly honest and truthful with me	23	24	53	3.3425	1.11688
In my opinion, top management is reliable	24	22	54	3.3904	1.12877

Table 1 depicts that most of the respondents agreed that organization trust on to them and 53% agreed that management provide them opportunity and more than 50% believe that management is consistent with their decision and promises. The above results show that trust is an important part of the organization and plays important role in employee's behavior. As the mean value of the measures suggest which are in positive side and value greater than 3.

Table 2: Frequency Distribution and Descriptive statistics with respect to "Communication"

<i>Items</i>	<i>Disagree</i>	<i>Undecided</i>	<i>Agree</i>	<i>Mean</i>	<i>St. Dev</i>
Organised exchange of knowledge and experiences among employees in this company	29	23	48	3.1644	.96866
The company keeps employees informed regarding its mission, plans and progress	23	35	42	3.1986	.97287
Organisational changes are communicated adequately to the employees	26	27	48	3.2260	1.06849
Communication with colleagues from other departments is satisfactory	18	13	69	3.6233	.99058

The table 2 illustrate the results of the importance of communication strategy in an organization. Almost 48% agree that experience and knowledge exchange takes place in the organization and average of 45% accept that organization policies, mission, and if there is any change takes place communicated by the management properly, but 69% respondents favour the comment of interdepartmental communication is satisfactory. Mean values shows that employees favour communication strategies if they are handled properly.

Table 3: Frequency Distribution and Descriptive statistics with respect to "Job Enrichment"

<i>Items</i>	<i>Disagree</i>	<i>Undecided</i>	<i>Agree</i>	<i>Mean</i>	<i>St. Dev</i>
Opportunity to use a variety of my skills	27	18	55	3.3151	1.04883
Opportunity to complete an entire task that I can call my own	28	38	34	3.0685	0.97314
Freedom to schedule my own work	34	18	48	3.0685	1.18413
Opportunity to experience a sense of community by working with cooperative workers	20	15	65	3.5068	0.94136
A job in which I can tell how well I am doing	18	14	68	3.5959	0.92906

The results of the above mentioned table 3 shows that job enrichment is a useful and result oriented process and employees are in favour of this strategy. Almost 55% agree with the statement that organization provide opportunity to use variety of skills, and 68% certain that they are provided opportunity to perform the job in which they have mastery. 65% respondents also agree with the sense of community they have while working with cooperative workers.

5. Conclusion

The present study concepts resonate around employee engagement and employability to retain the employees. Both these concepts are relatively new, for understanding of what they entails and what they not are necessary to study about antecedents and consequences and make sure that they are comparable and complementary. The analysis support the concept of the literature and theme of the paper that employee retention and satisfaction can be enhanced by using practices which required less financial resources because organization are in the transition phase. They are recovering from crisis which affect globally. They have scarce resources to tackle the problems and come out from this crisis. It is not the only issue for the organizations, because of developing technology and increasing competition in the business world. This competition escalates the demand of the talented employees that's why organizations are much more concerned about keeping their high potential employees.

6. References

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