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**A COMPARATIVE STUDY OF JOB ENRICHMENT BETWEEN MALE AND FEMALE IN  
DINAS PEKERJAAN UMUM PROVINSI SULUT****STUDI KOMPARATIF PENGAYAAN PEKERJAAN ANTARA PRIA DAN WANITA DI DINAS  
PEKERJAAN UMUM PROVINSI SULUT**

by:

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**Abstract:** This research is important because through job enrichment, employee can increase job satisfaction by giving employees the opportunity to use their various abilities. The purpose of this study is to know making the work more interesting, challenging and satisfying if comparative studies of Job Enrichment between male and female employees. The benefits of this study are to improve employee performance and reduce public complaints about Public Servant. The recommendation for this research is leaders must be careful when measuring employee performance. Because of that, not all employees can receive and do job enrichment. This study uses quantitative research and data was collected from the Public Works Department of North Sulawesi. The data were analyzed by Independent Sample T-test, to analyze if there any significant difference between job enrichment of male and female in Dinas Pekerjaan Umum Provinsi Sulut. The population of this research is the employees of Dinas Pekerjaan Umum in Sulut, with 50 respondents of male employee and 50 respondent of female employee as the sample. The result shows that there is a significant difference between job enrichment of male and female at Dinas Pekerjaan Umum Sulut.

**Keywords:** *job enrichment, male, female.*

**Abstrak:** Penelitian ini penting karena melalui pengayaan kerja, karyawan dapat meningkatkan kepuasan kerja dengan memberi kesempatan kepada karyawan untuk menggunakan berbagai kemampuan mereka. Tujuan dari penelitian ini adalah untuk mengetahui membuat tugas lebih menarik, menantang dan memuaskan jika studi komparatif Pengayaan kerja antara pegawai pria dan wanita. Manfaat dari penelitian ini adalah untuk meningkatkan kinerja karyawan dan mengurangi keluhan masyarakat tentang Pegawai Negeri. Saran untuk penelitian ini adalah para pemimpin harus berhati-hati saat mengukur kinerja karyawan. Karena itu, tidak semua karyawan bisa menerima dan melakukan pengayaan pekerjaan. Penelitian ini menggunakan penelitian kuantitatif dan data dikumpulkan dari Dinas Pekerjaan Umum Sulawesi Utara. Data dianalisis dengan Independent Sample T-test, untuk menganalisis apakah ada perbedaan yang signifikan antara pengayaan kerja laki-laki dan perempuan di Dinas Pekerjaan Umum Provinsi Sulut. Populasi penelitian ini adalah pegawai Dinas Pekerjaan Umum di Sulut, dengan 50 responden pegawai laki-laki dan 50 responden perempuan sebagai sampel. Hasil penelitian menunjukkan bahwa ada perbedaan yang signifikan antara pengayaan pria dan wanita di Dinas Pekerjaan Umum Sulut.

**Kata Kunci:** *pengayaan kerja, pria, wanita.*

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## INTRODUCTION

### Background

In terms of program implementation, every organization or institution is always directed to achieve its goals. One factor becoming the criteria to achieve the goals is to identify and measure the ability of its employees. Every individual is unique. There are no people that exactly alike. Although there are similarities and physical resemblances, but people have their characters, personalities or behaviors that differentiate one with another. According to Coakley and White (1992), gender differences at work are of concern today. The various tasks and roles often resulting gap between male and female employees. Some companies even have different treatments between male and female employees. The company considers that male employees are more of a deft worker because they are physically stronger. And the female employees are more likely to make decisions with consideration and feeling.

Civil Servants or State Civil Servants (ASN) as Human Resources have a very important roles because they act as planners, implementers, supervisors, and evaluators of the implementation of activities (Phil Bartle, 2011). Every government organization is required to be able to manage and optimize its human resources.

As the key in implementation of accountable governance, human resource management is a government priority. UU no. 5/2014 on the civil apparatus of the State stating that the implementation of the policy and management of the State civil apparatus (ASN) are run based on professionalism, proportionality, accountability, effective and efficient so the improvement of bureaucracy performance can be achieved.

The problem is professional and competent Human Resources (ASN), as mandated in the Act, is more of a dream than reality. The results of PERC (*Political Risk Consultancy*, 2014) concluded that Indonesia became one of the low-rated countries in terms of bureaucracy. Various efforts are made by the government but still there are more to be improved. Ministry of PAN-RB, explained that the efficiency of the civil service is getting worse even though the budget continues to increase every year (CNN Indonesia). Even the research conducted in 2014 by PERC concluded the bureaucracy in Indonesia earned a score of 8.0, with 0 for the best and 10 for the worst

Job enrichment is an approach by redesigning employees work to increase intrinsic motivation and improve job satisfaction by giving them the opportunity to use their abilities. Job Enrichment can increase work motivation of the employees. Motivation can be improved through a variety of ways, including by providing Job enrichment to employees (Raza and Nawaz, 2011; p.221).

Training is held to make job enrichment to be a task that requires employees to grow. Public Works Department of North Sulawesi sends approximately 30 employees each year to follow Bimtek (Technical Guidance) for ASN 2017. Bimtek is aimed to optimally manage the human resources (HR) and to improve the quality of the employees, which will certainly have a positive impact on improving the services for the community.

Nowadays, human resources are required to have qualified capability so that people can know that Public Servants in the Public Works Department of North Sulawesi have a quality work. Inasmuch as, Job enrichment does not see gender differences but the desire to grow in each ASN in the Public Works Department of North Sulawesi.

Hence, there are so many job improvements provided by Job enrichment program such as increasing in quality of human resources which resulting in better performance of Public Works Department. The awareness of Civil Servants who want to grow through work enrichment with gender differences will be an interesting and useful topic in the future. Therefore, in connection with the previous description, this study is entitled: "A Comparative Study of Job Enrichment between Male and Female in Dinas Pekerjaan Umum.

### Research Objectives

The objectives of this research are: To analyzing if there any significant difference between job enrichment of male and female in Dinas Pekerjaan Umum Sulut.

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**THEORETICAL FRAMEWORK****Human Resources Management**

Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Amstrong, 2006; 189). According to Mangkunegara Anwar Prabu (2012; 2) argues that human resources management is a planning, organizing, coordinating, implementation, and oversight of procurement, development, provision of remuneration, integration, maintenance, and labor separation in order to achieve organizational goals. Therefore, Human resources management is the process of hiring and developing employees so that they become more valuable to the organization.

**Job Enrichment**

Explanation from Norton (1979) evaluated whether or not job enrichment had taken place and examined the conditions under which it was likely to be a success or a failure. The paper also studied the evolution of the term 'job enrichment'; contrast job enrichment to other organizational change methodologies; examined the most widely used measures of job content and job satisfaction; offered a paradigm for research on job enrichment; discussed two major reviews of job enrichment – one critical and one supportive and suggested conditions which research may show to be related to the success of job enrichment programs. From all the definition above, it can be concluded that Job Enrichment give employee more work to improve their quality of work and present more responsibility to employee improve their career.

**Gender**

Gender refers to socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for men and women. Sex differences are differences associated with biological males or females.

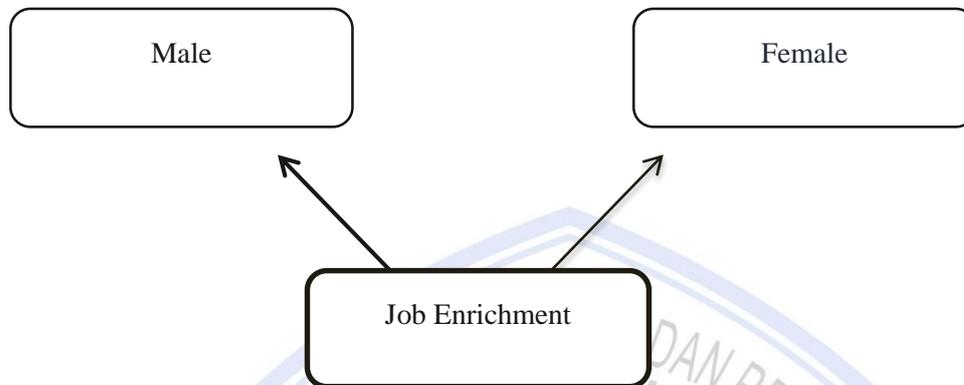
**Previous Research**

In the first article by Iravane Masoudi Asl, Aslan Nazari and Mehdi raadabadi (2015) with title Examining the Relationship between Job Enrichment and Performance: A Case Study of Nurses. The results of this study, it can be concluded that the degree of nurses' job enrichment is low at Taleghani Hospital although they have high job performance. There is no significant relationship between Job enrichment and job satisfaction and job performance of nurses. In the second article by M. Venith Vijay and Indra devi (2015) with title A study on Job Enrichment and individual Performance among Faculties with Special Reference to a Private University. The finding of this study has proved a relationship between Job enrichment and Individual performance. Among job enrichment factors Task Identity contributes more towards enhancing the performance of individuals. Hence academic institution should focus on giving academic freedom to their faculty. In the third article by Shakeela Saleem, Wasim Abbas Shaheen Rashada Saleem (2012). With title The Impact of Job Enrichment and Job Enlargement on Employee Satisfaction Keeping Employee Performance as Intervening Variable: A Correlational Study from Pakistan. In the table the impact of job enrichment, job enlargement on the employee satisfaction keeping employee performance as intervening variable is checked. The tables show that there is a moderate level interdependence between job enrichment, job enlargement, employees' satisfaction and employees' performance. In the fourth article by OdunayoSalau, Anthonia Adeniji and Adebukola Oyewunmi (2012) with title Relationship between Elements of Job Enrichment and Organizational Performance among the Non Academic Staff in Nigerian Public Universities. There are positive correlation between job depth, on the job training and core job dimension elements of the job enrichment and workers/organizational performance while there was no correlation between motivators' elements and performance. This implies that any efforts to increase the composition of the above mentioned three elements which have positive correlation with performance in the present task structure of the workers will consequently

reduce job dissatisfaction and increase organizational performance in the tertiary institutions.

### Research Framework

This part explains steps of research design that show how variables of research are used in the research are used in the research. It is in the form of conceptual framework.



**Figure 1. Conceptual Framework**

*Source : previous research, 2017.*

This research is conducted to do comparative analysis of Job enrichment between male and female employee in Dinas Pekerjaan Umum Sulut.

### Research Hypothesis

In connection with the research problem, research objectives, and literature review of the present study, the hypothesized results are:

H0: There is no significant difference between job enrichment of male and female at Dinas Pekerjaan Umum Sulut.

H1: There is significant difference between job enrichment of male and female at Dinas Pekerjaan Umum Sulut.

## RESEARCH METHOD

### Type of Research

This research are quantitative research, used comparative type of research where it investigated the comparative of male and female job enrichment toward employee performance.

### Place and Time of Research

This study was being conducted in a government office in Dinas Pekerjaan Umum Provinsi Sulut from September to October 2017.

### Population and Sample

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran and Bougie, 2010; 262). The population of this research is ASN of ASN in Dinas Pekerjaan Umum Provinsi Sulawesi Utara. However, the study will be specified to those who work closely to managerial divisions. There will be 100 respondents involved and will be taken 50 Male and 50 Female. Due to the fact that the following sampling technique will be helpful to conduct this research in quick and efficient ways, therefore, the sampling technique will be unrestricted probability sampling or well-known as simple random sampling in which every element in the population has a known and equal chance of being selected as a subject (Sekaran and Bougie, 2010; 262).

### Data Collection Method

The data used in this research consist of two types between primary data through questionnaires and secondary data taken from books, journals and relevant literature from library and internet to understand of theoretical support on this research.

### Operational Definition of Research Variables

Job Enrichment is a "vertical" enlargement of job duties, providing the employee at Dinas Pekerjaan Umum Sulut with tasks and responsibilities normally done by a senior employee or supervisor, and usually comes with more freedom and control over the planning, execution, and evaluation of job tasks.

### Data Analysis Method Validity and Reliability

Validity for each variable is good where the values are above minimum level of 0.5. Reliability tests in this study using Cronbach's Alpha formula. If Alpha is less than 0.6 it is unreliable.

### Normality Test

The distribution of data with normal distribution pattern (data distribution is not skewed to the left or right). If the probability value  $> 0.05$  then population is normally distributed.

### Independent Sample T-Test

The study of Schlomer and The Military REACH Team (2012), explain that independent samples t-test is used to compare two groups whose means are not dependent on one another.

## RESULT AND DISCUSSION

**Table 1. Validity Test**

	Total Score		N
	Pearson Correlation	Sig. (2-tailed)	
Q1	.398	.000	100
Q2	.367	.000	
Q3	.529	.000	
Q4	.561	.042	
Q5	.612	.000	
Q6	.203*	.000	
Q7	.653	.000	
Q8	.448	.000	
Q9	.659	.000	
Q10	.340	.001	
Q11	.425	.000	

Q12	.517	.000
Q13	.545	.000
Q14	.610	.000
Q15	.564	.000
	1	

Source: SPSS Output (2017)

The data above shows that, the result correlation should be above then 0.3. It indicates that the data is valid. Based on the value obtained from the Sig. (2-tailed), which are all below the 0.05, indicates that data is valid.

**Table 2. Reliability Statistic**

Crobach's Alpha	N of Items
.767	100

Source: SPSS Output (2017)

The above data shows that the Cronbach's Alpha is 0.767, a above the acceptance limit of 0.6. Therefore, the research instrument is assumed to be reliable.

**Table 3. Normality Test**

Shapiro-Wilk			
	Gender	tatic	Df
ichment	Male	.959	50
	Female	.963	50

Source :SPSS Output (2017)

The result shows that the significance of both male and social female are above 0.05. Hence, it indicates that the data is normally distributed.

**Table 4. Table Group Statistic Result**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
<b>Skillvariety</b>	Male	50	11,4200	1,72721	,24426
	Female	50	11,3000	1,61940	,22902
<b>Taskidentity</b>	Male	50	10,6400	1,67527	,23692
	Female	50	10,2400	1,46469	,20714
<b>Tasksignificant</b>	Male	50	11,4800	1,82097	,25752

<b>Autonomy</b>	Female	50	11,5400	1,84291	,26063
	Male	50	9,6200	2,45689	,34746
<b>Feedback</b>	Female	50	9,3200	1,82321	,25784
	Male	50	12,0200	1,81254	,25633
	Female	50	11,8800	2,11544	,29917

Source :SPSS Output (2017)

Table shows that there is task significant indicator that has an average female employee higher than the male employees. From the mean differentiation between these two objects, we can see in mean between male more high from female.

**Table 5. Independent Sample T-Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Skillvariety	Equal variances assumed	,599	,441	,358	98	,721	,12000	,33483	-,54447	,78447
	Equal variances not assumed			,358	97,596	,721	,12000	,33483	-,54450	,78450
Taskidentity	Equal variances assumed	,305	,582	1,271	98	,207	,40000	,31470	-,22451	1,02451
	Equal variances not assumed			1,271	96,283	,207	,40000	,31470	-,22465	1,02465
Tasksignificant	Equal variances assumed	,201	,655	-,164	98	,870	-,06000	,36639	-,78710	,66710
	Equal variances not assumed			-,164	97,986	,870	-,06000	,36639	-,78710	,66710
Autonomy	Equal variances assumed	5,315	,023	,693	98	,490	,30000	,43268	-,55863	1,15863
	Equal variances not assumed			,693	90,409	,490	,30000	,43268	-,55953	1,15953
Feedback	Equal variances assumed	,873	,352	,355	98	,723	,14000	,39396	-,64181	,92181

Equal	,3	95	,723	,14000	,3939	-,64204	,92204
variances not assumed	55	,7			6		
		49					

Source :SPSS Output (2017)

The table above all indicates that homogeneity resulted by using Levene's test for equality variances are greater than 0.05. And the value of sig. (2-tailed) is higher than 0.05, it can be concluded that the null hypothesis should be rejected and therefore there is significant different between job enrichment of male and female employee of Dinas Pekerjaan Umum Sulut.

## Discussion

The Public Works Department of North Sulawesi Province has a very important role as an executing and maintenance institution, infrastructure development in the region. Infrastructure plays an important role as one of the driving wheel of economic growth and development. The Independent Sampling Trial is a comparative study to compare whether there is a statistically significant difference between male and female. So, in getting accurate result of this kind of test, this study analyzes whether there are significant differences.

Hence, to supported various public services through this study. Is there a significant difference between the enrichment of male and female work in the Public Department of North Sulawesi, it is expected that companies can put the right people in the right places so that various public services to serve the people, working directly the employees are motivated and work efficiently with job enrichment.

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## Significant difference between Job Enrichment of Male and Female

The principle of job enrichment in the practice of human resource management has tremendously been seen as a dynamic process of increasing the work structures and processes with an environment that gives room for autonomy, flexibility, personal growth and satisfaction to the workplace (Aguinis and Kraiger, 2009).

In this study represented by numerous indicators as Job Enrichment has become an essential aspect in motivating employees for better and greater performance through a mutual sense for skill variety, task identity, task significance, autonomy and feedback. Independent Sample *t* Test showed that there is statistically prove to support the differentiation between Job Enrichment of Male and Female.

Wren (2006) proposes a study of gender in the future still has an appeal. The result shows that, there is a difference between the Job Enrichment of Male and Female employees at Dinas Pekerjaan Umum Sulut. By looking at the mean result from table 4.4, the mean value of male employee is higher than female employee. It indicates that, which is male employee more affected by the Job enrichment of the Dinas Pekerjaan Umum Sulut, rather than the female employee. This finding discloses that the Job Enrichment of the office did not affects the employee equally. It is not a good result in fact, because the employee is not only the male employee one. In the skill variety indicator that makes male see the many abilities that are needed, the more meaningful the job becomes. As seen from the questioner result, the male employees do their tasks using more than one skill to finish the tasks. It means the male employees have got more knowledge to do every routine and continuing works. Therefore, they are demanded to use complex skills (not simple). The result is strengthened by the research done by Wren (2006) states that female has got uncertainty feeling and low self-esteem in doing some tasks.

In a study Venith Vijay and Indradevi (2015) proved a relationship between Job enrichment and Individual performance. Among job enrichment factors Task Identity contributes more towards enhancing the performance of individuals. Hence, task identity indicator in this study had contributed that responsibility to make job entrusted. The male respondent believed that the result of the task can be seen and experienced from the service of Dinas Pekerjaan Umum Sulut, while the female respondent are still not sure in doing their tasks, because they still have another responsibility as house wives.

The result of the questioner shows that most of the female respondents agree with their roles at the office. They think their roles are quite important for Dinas Pekerjaan Umum Sulut. It becomes one proof that female employees also realize that it is important to finish the task well as seen from their answer in the questioner.

Autonomy creates a sense of responsibility among the employees (Dean, Colarelli and Konstans, 1987). Increasing impact of autonomy on the employee performance and the absence of autonomy in the organizations creates so many problems like decrease in productivity, performance and increase in stress. The employee performance cannot be increased merely by increasing the focus on the authority, discipline and control in the organizations (Hart and Willower, 1994).

It can be seen from the research that male tend to agree with job authority in every task by deciding the way, time, and procedure needed to finish the task with responsibility and facing all the failure with responsibility. The female employees also have the similar expectation. However, it cannot be denied that male respondent have got more passion in every responsibility given.

However, by look group statistic mean are actually only 1 out of the 5 indicator in the Job Enrichment that show there is a significant difference. That is Feedback Indicator. Feedbacks leave room for improved competitive positioning (Sole, 2009) and organizational performance (Roberson and Stewart, 2006). If it is done, there is the high possibility of this feedback raising an inner drive within the employee and motivating employee to do more or increase level of performance to the organization which in turn will lead to an improved and better competitive positioning for an organization. Feedbacks leave room for improved competitive positioning.

The result of the questioner shows that each employee is evaluated routinely about performance and they get instruction about how to finish tasks appropriately by getting clear instruction about the good and bad result of every task given. The result of feedback indicator shows the significant difference where the male employees more agree with each given instruction for the better work result. And the female employees shows that there are still differences in the result obtained, they are less agree with the evaluation.

Correlated with the findings from the questionnaires that has been spread, both generations having steady result that mention that employees of this public servant in Dinas Pekerjaan Umum Sulut are trying to work exceeded the daily target because of their fun job to reach knowledge growth and career advancement. Job enrichment can be effective when new methods of attitude towards job relationships are created in employees, Job enrichment must observe, obey, and be able to accept and adapt to changes and Job enrichment process should be associated and accompanied by the increase in information, learning and employees or staff's skills. However, In summary, based on the results of this study, it can be concluded that the degree of male and female employee' job enrichment although they have high job performance. It can be said that job enrichment between male and female are basically its different.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the data analysis and discussion, the conclusion of this research as follows:

The result showed that there is significant difference between job enrichment of male and female at Dinas Pekerjaan Umum Sulut. Male and female show acceptance toward job enrichment to improve their quality and with presence job enrichment, employee must observe, obey, and be able to accept and adapt to changes.

### **Recommendation**

Recommendations of this research are:

1. As the result shows that there is a significance difference in all indicators. For skill variety indicator and task identity are all employees should be given responsibility for each service in order to provide opportunities for growth. Task significance is presented so that every worker has an important role, and last autonomy and feedback. And autonomy and feedback should still be implemented in every job for coordination between the leadership and employees.
2. Increased employee motivation needs to be held in the office, so that employees can be more motivated themselves to be more diligent again in work. Because the motivation must be built and started from the employee's self To improve the work discipline on the employees then provide the absent or fingerprints used at the time of entry to work, rest and

at the time of completion of work. That way employees will be motivated to come early so that no employee lazing again to arrive late.

3. Finally, leaders must be careful when measuring employee performance. Because of that, not all employees can receive and do job enrichment.

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