

# **Role of Organizational Environment in Job Enrichment, Employee Empowerment, Compensation and Employee Performance: A Case Study of Sui Northern Gas Pipelines of Pakistan**

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## **Abstract**

The aim of this research is to identify the role of organizational environment in job enrichment, employee empowerment, compensation and employee performance. The Sui Northern Gas Pipelines Limited organization has been selected in order to conduct the study. The methodology that has been chosen for this project is quantitative based. The close-ended survey has been conducted through physical distribution among 278 participants. The employee empowerment is positively influenced by the mediation effect of organizational environment, which is based on the impact of Job enrichment, compensation and employee engagement. To summarize, this study expands SNGPL's potential for improving employee performance at work through the use of defined motivators.

**Key words:** SNGPL, Sui Northern Gas Pipelines Limited, Employee Engagement, Compensation, Organizational Environment, Job enrichment, Employee Performance

## **Background of the Study**

The major purpose of human resources in any firm is to efficiently manage its people by fostering good employee attitudes like enhanced productivity, job satisfaction, motivation, and a conducive organizational climate while avoiding negative employee attitudes like higher turnover, absenteeism, and deviant workplace behaviour. The purpose of this study is to determine the influence of work enrichment, employee empowerment and compensation on employee performance in the context of the SNGPL. Work enrichment at an SOE (State-owned business) entails self-directed conduct. Job enrichment may be defined as the feelings when employee perceives internally rewarding feelings due to control over job (Diamantidis & Chatzoglou, 2019), and it is the most essential feature of job design (Beltrán-Martín & Bou-Llusar, 2018). Job enrichment is described as the degree to which an individual has independence, flexibility, command, discretion, and control over the scheduling and responsibilities of work to be completed within a certain role.

Employee empowerment in SOE (State-owned enterprise) is defined as the degree to which an employee has autonomy in his job and can influence it (Klopotan et al., 2018). Empowerment entails self-directed activity and the consequences associated with that (Pang & Lu, 2018). It is a discretion in carrying out one's obligations and responsibilities at the workplace (Mohapatra & Sundaray, 2018). Compensation, on the other hand, refers to the entire amount of money paid by a company's management to its employees as a result of their performance. Simply said, compensation is a monetary benefit earned by an employee in exchange for his or her services in assisting the organization in achieving its goals and objectives. Compensation may be monetary in nature (e.g. commissions, salaries, and wages) or non-monetary (e.g. promotion and facilities). Literature highlights that compensation influences one's productivity (Owenbviugie & Ekhaise, 2020), performance (Pang & Lu, 2018; Park et al., 2018). Employees are compensated according to a system in which they are rewarded for taking on more responsibility.

Performance, on the other hand, is defined as employee's accomplishments in the job. It includes all form of behaviors and actions that influence the overall goals achievement of organizations (Klopotan et al., 2018). As Marta et al. (2021) has taken the definition of employee performance to another level by making an addition of worth, stated as; cost of actions and behavior performed by the employees within the workplace must be lower than the value/worth of his/her achievement or accomplishment. Management attempts to increase employee performance by developing employees' skills and talents in order to raise their level of accomplishment

and competence (Marta et al., 2021). Employees that place a high value on performance are more likely to have fixed abilities, as they prefer to express rather than improve their skills. Such employees go above and above in order to receive positive feedback on their work. Motivation, willingness, and ability all have a role in an individual's performance. Previous studies have shown that leaders can control their employees' performance (Owenbiugie & Ekhaise, 2020). Furthermore, performance-oriented employees are less interested in complex jobs, preferring to focus on completing tasks that are simple to do and ensure success (Empowerment, 2018).

Employee performance is recognized as a serious concern in the business sector in the twenty-first century. Both employees and employers have paid a high price for a lack of effective management of employee performance. Organizational performance is declining in companies that are unable to manage their personnel and motivate them to enhance their performance (Marta et al., 2021). It is imperative for organizations to have satisfied employees at workplace, as such employees tend to perform better which is essential for overall organizational performance (Ciobanu et al., 2019). But it has been globally accepted that keeping employees satisfied for long period of time has always be challenging for the firms (Diamantidis & Chatzoglou, 2019). Formerly, researchers have focused on the factors that influence employee performance, but the researches are scant on public sector organizations. In Pakistan the researchers have worked on the performance of the employees and as such little work has been done taking motivational factors into account (Aftab et al., 2020). Based upon aforementioned the research question of the current study is what is the role of motivational factors (job enrichment, employee empowerment, and compensation) in affecting employee performance in SNGPL of Pakistan?

This study offers some important contribution and significance, where the foremost is the investigation of a public sector organization where the jobs are often controlled and bureaucratic structures are followed. As the rewards are fixed in such organizations, employees may not translate extra works as source of job enrichment rather may translate them a job enlargement. Furthermore, this study considers three important determinants of employee performance i.e. job enrichment, employee empowerment and compensation. All these facets are mostly influenced and determined by the organization management but translated by employees either favorable or unfavorable. The study also contributes by using the motivation theories as the underlying mechanism to explain the proposed relationships.

## **Theory & Hypotheses Development**

### ***Job Enrichment & Employee Performance***

Employee performance cannot be attributed as one's action or reaction, rather it covers sequence of activities and behaviors that help in achieving organizational goals (Nguyen et al., 2020). Aropah and Sumertajaya (2020) defined employee performance as employee persuasion and efforts towards achievement of organizational goals and objectives. It is therefore, employee performance is measured while comparing it with the status of achievement of organizational goals (Aropah & Sumertajaya, 2020), and this is how one is considered distinctive from others. As the individual performance leads to overall organizational performance, the emphasis on the factors that influence it has increased (Dangol, 2020). One of the ways of increasing employee performance is to win their satisfaction. According to researches, when employees have control over their jobs and they feel that they are intrinsically rewarded they tend to feel high level of job satisfaction. Al-Nsour (2012) studied the effect of job enrichment on organizational performance and highlighted that intrinsic motivation caused by enrichment improves the workers' performance which improves overall firm performance. According to Cherati et al. (2013), enrichment influences the level of dedication of employees and their contribution towards organization increases. It is therefore believed that the firms that intend to increase their employee performance should give employee autonomy at work, skill variety, responsibilities and challenging roles (Davoudi, 2013). Employee autonomy and control are commonly seen as a strategic driving force for creating peaceful cohabitation, affection, recognition, friendliness, and freedom, all of which are required for efficient performance capable of increasing organizational effectiveness (Lawal, 2005).

According to Aşkun et al. (2021) job enrichment plays a vital role in defining workers' dignity, which ultimately influences their performance. On the other hand, the lack of feelings of dignity and respect make employee avoid work acts. The provision of enrichment opportunities may become source of freedom to choose work, the methods or procedures to perform and schedule the task at convenience. Such feelings improve the personal resources and one may feel valued and skillful for being trusted by the management. The perception of autonomy has a tremendous influence on an individual's attitude and performance (Asih et al., 2020). Based on the given debate, following assertion is proposed:

**H<sub>1</sub>.** Job enrichment has a positive effect on employee performance in SNGPL of Pakistan.

### ***Employee Empowerment & Employee Performance***

Past researches also highlight that leaders can regulate the empowerment of the employees. Employee empowerment is critical for the structure's effectiveness and competitive advantage (Choge, 2020). Leaders that are passionate and enthusiastic about their profession improve employee self-esteem by instilling in them a good

attitude about their work. (Badaruddin et al., 2020). Employee empowerment helps in improving contribution made by an individual employee to achieve personal development & project organization sustainable development, as these have been distributed into task sustainable performance (Ana et al., 2020). Employee empowerment is defined by a positive appraisal of situations, and prospects for advancement are dependent on consistent and enthusiastic efforts. Self-efficacy and expectancies are critical components of strength and idealism. A psychological state is a temporary human phenomenon that is short-lived and may be formed in the human body (Badrianto & Ekhsan, 2020). Employee empowerment conforms to the underlying cause of legitimacy by aiming to instill vitality and positive attributes in individuals by combining self-efficacy and happiness (Bustamam et al., 2020). Organizational managements are focused on paying attention to persuade employees in order to devote full commitment and perform to their potential, as organizational management are expected to promote and develop the needs of esteems, efficacy and confidence in the employees by empowering those (Pang & Lu, 2018).

Employee performance evaluation has been one of the most important control process mechanisms used by a company. It is the employee performance that helps management make decisions about the compensation, trainings, new hiring and other important aspects of HRM (Ciobanu et al., 2019). While looking at the job-related factors that influence employee performance, it has been identified that employees who are intrinsically motivated perform better. The high level of autonomy offers way to participate to make improvements which increase employee job satisfaction (Mohapatra & Sundaray 2018; Owenbiugie & Ekhaise, 2020). Such contextual activities are crucial because they contribute to organizational success and create organizational, social, and psychological contexts that serve as catalysts to organizational (Klopotan et al., 2018). The provision of autonomy and freedom is offered measured as the empowerment at workplace.

It has been observed that empowerment leads to higher level of performance using factors of delegation, implementation of participating management, encouragement and giving reward (Meyerson, & Dewettinck, 2012). Thus employee performance can be enhanced by empowering the employees through delegation, participation and rewards. It is also witnessed that the key success factor behind the mega success of the Japanese organizations is empowerment of the employees through various techniques. All the employees are delegated powers to perform their routine works they are not required to ask for directions from the management. For instance, even a shop floor worker is delegated powers to fix the problems, for being incharge of his area of operations.

Second part is implementation of participation management. In Japan all the employees are encouraged to participate in the group and various programs are designed to increase their participation. Namely Kaizen Management, Kaizen suggestion schemes where all the employees have to give suggestions for improvement. Kaizen Suggestion Scheme is a very effective tool as it promotes positive contribution of the employees, therefore, employees irrespective of their designation give suggestions for improvement and those are implemented too. Others include Innovative circles, and quality control circles. Finally reward and recognition, all the suggestions given by the employees and after the implementation thereon in case of the financial gains or efficiency improvement, employees are rewarded accordingly. This very reason that companies like Toyota, Honda etc. are leading the world.

**H<sub>2</sub>**. Employee empowerment has a positive effect on employee performance in SNGPL of Pakistan.

### ***Compensation and Employee Performance***

It is imperative for firms to understand the employee efforts, accomplishments and dedication in accomplishment of tasks. If employees are paid for their acts, a healthy competition comes into existence between employees (Alromaihi et al., 2017). Past studies have highlighted that rewarding employees for their dedication improves their performance. Though rewards may be linked with numerous job-related acts including performance of duties, accomplishment of tasks and dedication. Because of this, good performers are often rewarded for their acts and outcomes (Ngwenya & Pelsler, 2020). In order to get best out of such a strategy, it is important to share such reward management plans among employees. This is due to the fact that such a system highlights the expectations one can set when comparing with their efforts and input. Reward schemes vary depending on group and individual performance, remuneration, incentives, cost-sharing, and investment opportunities (Marta et al., 2021). Employee performance has been assessed through the assessment process in order to determine how effectively each employee met or fell short of their goals. Such evaluation increases employee motivation because most workers begin working diligently to improve their performance and receive the pay package (Diamantidis & Chatzoglou, 2019).

Both external environmental factors and intra-organizational factors influence the performance of employees (Bagis et al., 2020). According to goal orientation theory (Purnamasari & Tridayanti, 2020), there are two types of orientations. The first is performance orientation, and the second is learning goal orientation. Learning goal orientation focuses on one's propensity to learn new things and ways to overcome challenges that rise with the passage of time. Performance orientation, on the other

hand, is the way performance has been focused and valued by the organizations. Goal orientation theory is utilized to hone the abilities of front-line staff members and make them incredibly competent of handling challenging circumstances. In order to make the best of use of both forms of orientations, one has to make self-evaluation (Al-Ali et al., 2019). People's ability to assess themselves through fundamental self-evaluations aids them in foreseeing favourable work outcomes, particularly job satisfaction and employee performance. Such individuals are more driven by learning and performance when they can assess and create a belief about themselves (Al-Ali et al., 2019).

Compensation has a direct effect on Satisfaction and Employee Performance (Darma, Ahmad Sani & Supriyanto 2017) paper analyzes and concludes that compensation has a direct impact on the level of satisfaction and performance of the employees; it can be in the form of salary, wages, bonus, commissions and travel facilities. Higher the compensation higher will be the employee performance. Compensation is directly related to the employee performance

Similarly, indirect compensation also have a profound impact on the performance of the employees, it can be in the form of social security, retirement plan, paid holidays, paid vacations and other benefits (Ahmed, & Ahmed 2014). SNGPL has a strong system of indirect compensation as well, it gives a good retirement plan employees can either opt for full withdrawal of their gratuity or opt for pension, free medical facility for family and parents is also a huge indirect compensation, long service awards, free gas facility, Hajj, Bike loan etc are few examples of the indirect compensation given to the employees. Employees are also entitled for medical leaves, leave encashment, scholarships for the kids etc.

**H<sub>3</sub>.** Compensation has a positive effect on employee performance in SNGPL of Pakistan.

### **Theoretical Background & Theory Applied**

The theory that applies to the theoretical framework of this study is the Motivational Theory of Herzberg. Employee satisfaction has two dimensions, according to Frederick Herzberg. "Hygiene" and "Motivation" are two words that come to mind. Salary and supervision are hygiene factors that reduce workers' discontent with their employment (Alshmemri et al., 2017). Employees are more productive, creative, and committed when they get rewards for their success (Bustamam et al., 2020). The hygiene aspects refer to the physiological demands that an employee desires and expects from the company, whereas the motivators comprise physiological needs that benefit employees (Kotni and Karumuri, 2018). Some of the motivators include recognition, accomplishment, work-life balance, and the opportunity for growth and development; the hygiene factor, on the other hand, includes corporate policy, the workplace environment, pay, and infrastructure (Alshmemri et al., 2017).

### Theoretical Framework

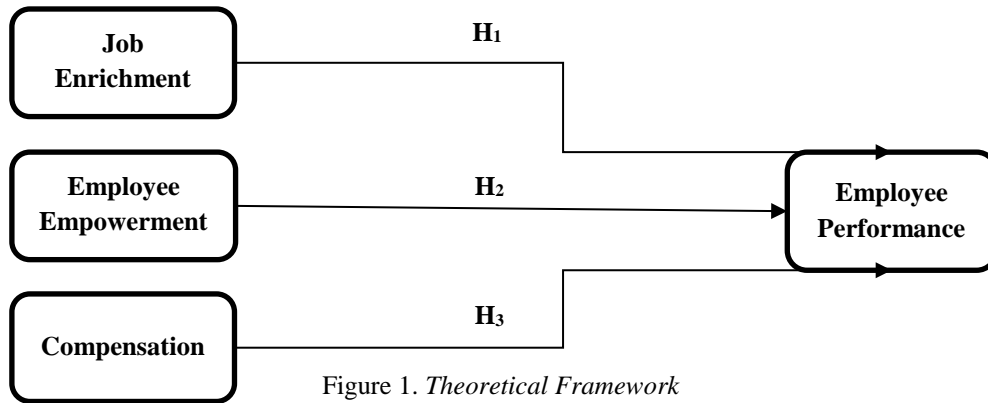


Figure 1. *Theoretical Framework*

### Research Methods

The total population is 1000 employees working for SNGPL of Pakistan. All in all, 300 questionnaires were distributed using the convenience sampling technique. While only 278 responses were received back. The unit of analysis is the employees working in SNGPL of Pakistan. Measures were adopted from the previous studies (see table 3.1). A 5-point Likert scale was used for data collection from the respondents. Where 1 = Strongly Disagree and 5 = Strongly Agree.

Table 1

#### *Scale Development*

Sr.	Variable	Author	No. of Items
1	Job Enrichment	Vijayan and Indradevi (2015)	6 Items
2	Employee Empowerment	Orgambídez-Ramos and Borrego-Alés (2014)	6 Items
3	Compensation	Darby et al. (2002).	6 Items
4	Employee Performance	Barrick et al (1993).	6 Items

### Analysis and Discussion

#### *Descriptive Analysis*

The research evaluates the population of 200 sample size by age, gender, experience, and qualification in the corporate arena.



Table 2  
*Sample Demographics*

Gender				
Sr.		Frequency	Percentage	Cumulative percentage
1	Male	181	90	90
2	Female	19	10	100
	Total	200	100.0	
Age				
Sr.		Frequency	Percentage	Cumulative percentage
1	Below 30	45	22	22
2	30-45	112	56	78
3	Above 45	43	22	100
	Total	210	100.0	
Job Experience				
Sr.		Frequency	Percentage	Cumulative percentage
1	Less than 5 years	37	18	18
2	5-7	29	15	33
3	8-10	48	24	57
4	More than 10	86	43	100
	Total	200	100.0	
Qualification				
Sr.		Frequency	Percentage	Cumulative percentage
1	Under graduate	16	8	8
2	Graduate	64	32	40
3	Post Graduate	119	59	99
4	PHD	1	1	100
	Total	200	100.0	

### ***Reliability Analysis***

The Cronbach's alpha reliability analysis of all variables was in the acceptable range (see table 3)

Table 3  
*Reliability Statistics*

Constructs	Cronbach Alpha	No. of items
Job Enrichment	0.8018	05
Employee Empowerment	0.745	05
Compensation	0.7	05
Employee Performance	0.773	05

Additionally, composite reliability and the average-variance model is another reliability testing method to propose the validity of the data. The following table 4.3 highlighted the CR and AVE to examine the collected data reliability based on the respective values.

Table 4  
*Composite Reliability and Average Variance Extracted*

Variable	$\Lambda$	$\lambda^2$	$1-\lambda^2$	CR	AVE	$\sqrt{AVE}$
Job Enrichment	0.703	0.494	0.506	0.768	0.525239	0.72473374
	0.758	0.575	0.425			
	0.712	0.507	0.493			
Compensation	0.751	0.564	0.436	0.784	0.63760333	0.79850068
	0.772	0.596	0.404			
	0.619	0.383	0.617			
	0.608	0.370	0.630			
Employee Empowerment	0.831	0.691	0.309	0.743	0.5930885	0.77012239
	0.704	0.496	0.504			
Employee Performance	0.697	0.486	0.514	0.72	0.693487	0.83275867
	0.621	0.386	0.614			
	0.718	0.516	0.484			

According to the table 4.3, all the CR values are above 0.7, which depicted the high reliability of the data. The ave for compensation, job enrichment, employee empowerment, and employee performance is above 0.5, indicating that the data is reliable for the research.

### **Regression Analysis**

The studied variables under the independent variables include job enrichment, employee empowerment, and compensation on the employee performance. Therefore, elaborating the role of those factors on the employee performance is predicted under regression analysis by studying the model summary, Anova table, and coefficient analysis, as mentioned below.

Table 5  
*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 <sup>a</sup>	.448	.439	.51945

a. Predictors: (Constant), CC, JE, EE

The model summary proposed the value of R and R-square to illustrate the correlation between the dependent and independent variables. In the above table, the

model summary magnifies three predictors, including the CC, JE, and EE, to create a degree of variation in the dependent variable; employee performance. The value of R is 0.669, which predicted that those variables show a medium degree of variation on the dependent variable as the value is below 0.7.

Table 6  
*ANOVA Table*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.863	3	14.288	52.950	.000 <sup>b</sup>
	Residual	52.887	196	.270		
	Total	95.750	199			

a. Dependent Variable: EP

b. Predictors: (Constant), CC, JE, EE

By understanding the ANOVA table, the corresponding table proposed the sig value to identify the role of motivational factors (job enrichment, employee empowerment, and compensation) in affecting employee performance in SNGPL of Pakistan. In employee performance, the influence of compensation, employee empowerment, and job enrichment are high on the employee performance due to the 0.00 sig value, which is below 0.05.

Table 7  
*Coefficient table of Regression Analysis*

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.803	.207		3.885	.000
	JE	.207	.066	.224	3.144	.002
	EE	.161	.076	.153	2.134	.034
	CC	.395	.049	.458	7.982	.000

a. Dependent Variable: EP

For elaborating the ANOVA table, studying the coefficient table is substantial to depict the individual variable associated with the dependent variable. The coefficient table above elaborates the influence of compensation, employee empowerment and job enrichment, respectively, to support the management in utilizing these factors to improve employees' productivity at work in the competitive work setting. The table above proposed three results by highlighting the sig value.

- Job enrichment and employee performance are significantly associated because the sig value is below 0.05, which is 0.2 that indicated the significance between the dependent; employee performance and independent variable; job enrichment,

- The other results from the coefficient table magnified that employee empowerment is significant to influence employee performance because the sig value is 0.34, which is below 0.05,
- The compensation further significantly influences the employee performance in SNGPL of Pakistan due to 0.00 sig a value, which is below 0.05. Therefore, both of the variables have a strong association.

### **Conclusion and Recommendation**

Job enrichment, compensation and employee empowerment support HR to create a meaningful impact on the organizational outcomes and boost business competency to advance its functions. Within this case, employees at SNGPL are motivated by factors such as job enrichment, employee empowerment, and compensation.

Compensation does not mean payment and commission. It also includes flexible benefits, medical care, life support and employment, and employee evaluation. Today's workers work for money and put them on an equal footing in other pay areas. A beautiful payment plan helps reduce the company's conversion rate. Employees will be encouraged to keep their jobs, thereby saving costs associated with conversion. In addition, salary is the primary motivation for employees to strive to reach a higher level. It gives them a reason to stay active and move on. By considering employee empowerment, rewarding employees, or doing things for themselves enables him to make his own decisions and see future success. Employees combine their success with their skills to motivate them to continue their efforts to improve productivity and future careers. Managers can promote the organization's success by inviting employees to learn about new ideas, answers, and decisions, follow and implement them. The empowerment allows subordinates to work independently and control their work, using their knowledge, skills, abilities, and decision-making abilities to make progress.

### **Managerial Implication**

The research magnified that job enrichment and other identified variables i.e. compensation, employee empowerment, and employee performance plays a significant role in any organization. The job enrichment offers employees a broader range of jobs increases the scale and complexity of the work they are required to perform, and gives them the necessary powers. It stimulates inspiration by allowing employees to make the most of their skills. Combine various activities to provide a solid and inspiring work environment. Job Enrichment creates overall positive and healthy competition and employees learn new things and when employees are rotated towards doing different job assignments nobody becomes indispensable and it creates the opportunity for the

growth of the company and of the individual when people know that they are appreciated for adopting change, they will be more motivated. It also helps the employee to avoid boredom because by performing a similar set of tasks the employee reduces interest in the job. When the participants participate in the decision-making process and participate in the planning process and are treated better and given due importance, allow free flow of information, given flexible timings, on the job training and appreciation of employee it creates a substantial impact on the progress of the company. In addition, compensation based on performance appraisal is a source of motivating employees within an organization. Proving compensations in terms of paid leaves, flexible work hours, and coupons can help employee to get motivated. This method can also help organizations to grow in market. Some organizations believe that productivity of the employee and firm can be increased by polishing the skills of the employee whereas they are ignorant of the fact that if the employee is willing to work but there is office politics and leg-pulling then all the efforts will be directionless and will lead nowhere neither the employee will groom himself and polish his skills nor the goals of the organization can be achieved.

#### **Limitation and future research**

The restrictive time, cost, sample size, and information enhance the scope of the future researchers to explore the present gap within the research to improve the outcomes and contribute well in future. The limitations include the restricted sample size of 200 employees from the SNGPL to evaluate the influence of motivational factors on employee performance. Future research can be broadened to diversify motivational factors and other institutions in Pakistan to impact the overall corporate sector. With this extension of sample size and scope of the research, future authors can maximize the importance of the study.

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