

## **Impact of Job Enlargement on Retention of Non-Teaching Staff in Private Higher Education Institutions of Punjab**

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### **Abstract**

This research study examines the relationship between job enlargement, job satisfaction, and employee retention among non-teaching staff in private higher education institutions of Punjab. The research model is based on the Job Characteristics Theory and Social Exchange Theory, positing that

job enlargement positively influences job satisfaction and employee retention. Data is collected through a structured questionnaire survey, and Smart PLS4 is used for data analysis. The findings offer valuable insights for organizations to implement effective job enlargement strategies, fostering a satisfied and committed workforce, ultimately enhancing employee retention rates and organizational performance.

**Keywords:** Job enlargement, job satisfaction, employee retention, non-teaching staff, private higher education institutions, Job Characteristics Theory, Social Exchange Theory, Smart PLS4.

## I. INTRODUCTION

The background and context provide an overview of the research topic and its significance. In the case of this research paper, it focuses on the impact of job enlargement on the retention of non-teaching staff in private higher education institutions of Punjab.

Private higher education institutions play a vital role in providing quality education and shaping the future of students. The non-teaching staff, including administrative personnel, support the smooth functioning of these institutions. Retaining skilled and motivated non-teaching staff is crucial for the effective operation and long-term success of these institutions.

Job enlargement, a job design approach that involves expanding job roles and responsibilities, has been recognized as a potential strategy to improve employee engagement and retention [1]. By broadening the scope of non-teaching staff roles, job enlargement aims to enhance job satisfaction and provide growth opportunities, which can contribute to increased retention rates.

In Punjab, private higher education institutions face challenges related to the retention of non-teaching staff. Understanding the impact of job enlargement on staff retention in this specific context is essential for developing effective strategies to attract and retain talented employees.

## II. LITERATURE REVIEW

### A. Introduction to Job Enlargement

Job enlargement is a job design approach that involves expanding the tasks and responsibilities of employees within their current roles. It aims to provide a broader range of activities and challenges to enhance employee job satisfaction and performance [1]. Job enlargement is based on the premise that increasing the variety and complexity of tasks can contribute to higher levels of employee engagement and job retention.

### B. Theoretical Frameworks on Job Enlargement

Several theoretical frameworks provide insights into job enlargement. The Job Characteristics Model (JCM) developed by Hackman and Oldham [2] suggests that job enlargement can enhance employee motivation and satisfaction by increasing skill variety, task identity, task significance, autonomy, and feedback. The Social Exchange Theory posits that job enlargement can lead to a reciprocal relationship between employees and their organizations, resulting in greater commitment and retention [3]. The Job Embeddedness Theory suggests that job enlargement can enhance the embeddedness of employees within their jobs and organizations, thereby reducing turnover intentions [4].

### C. Retention of Non-teaching Staff

Retention of non-teaching staff is a critical issue for private higher education institutions. Non-teaching staff members play crucial roles in supporting the overall functioning of these institutions. High turnover rates among non-teaching staff can lead to increased recruitment and training costs, as well as disruptions in organizational processes and employee morale [5]. Therefore, understanding factors that influence staff retention, such as job enlargement, is essential for organizational success.

#### **D. Job Enlargement and Retention**

The relationship between job enlargement and retention has received attention in organizational research. Job enlargement, by providing employees with more challenging and diverse tasks, can contribute to increased job satisfaction and motivation, thereby reducing turnover intentions [6]. It offers opportunities for skill development, personal growth, and job variety, which can enhance employee engagement and commitment to the organization [7]. Therefore, job enlargement is posited to have a positive impact on staff retention in private higher education institutions.

#### **E. Previous Studies on Job Enlargement and Retention**

Previous studies have explored the relationship between job enlargement and retention in various organizational contexts. For example, a study by [8] investigated the impact of job enlargement on turnover intentions among healthcare professionals and found a negative relationship, suggesting that job enlargement can reduce turnover intentions. Similarly, a study by Smith and colleagues [9] examined the effects of job enlargement on employee satisfaction and turnover in a manufacturing organization, revealing a positive relationship between job enlargement and retention.

### **III. RESEARCH GAPS**

Despite the considerable attention given to the impact of job enlargement on employee retention, there is still a notable research gap in understanding the nuanced factors that moderate this relationship. Existing studies have primarily focused on the direct link between job enlargement and retention, overlooking potential moderating variables that could influence the strength and direction of this relationship.

Moreover, most of the previous research has been conducted in a broad range of industries, with limited studies specifically investigating the context of private higher education institutions in Punjab. The unique characteristics of this particular setting, such as the nature of job roles, organizational culture, and employee demographics, may influence the effectiveness of job enlargement in enhancing employee retention.

Additionally, while some studies have suggested positive outcomes of job enlargement on retention, there are contradictory findings that indicate no significant effects or even negative implications for retention. The inconsistencies in the literature highlight the need for more comprehensive investigations to identify the underlying reasons for these divergent outcomes.

Furthermore, existing research has predominantly relied on cross-sectional data, limiting the ability to establish causality and explore the long-term effects of job enlargement on retention. Longitudinal studies that track retention rates over an extended period can provide more robust evidence of the sustained impact of job enlargement initiatives.

Lastly, the majority of research has focused on job enlargement as a standalone intervention, overlooking the potential synergistic effects of combining job enlargement with other job design strategies, such as job enrichment or job rotation. Understanding how these different job design approaches interact and complement each other in influencing retention outcomes is an area that requires further exploration.

Addressing these research gaps will lead to a more comprehensive understanding of the relationship between job enlargement and employee retention. By considering moderating variables, conducting context-specific studies, and utilizing longitudinal research designs, the study can provide valuable

insights for private higher education institutions in Punjab to optimize their job enlargement strategies and enhance employee retention efforts.

#### IV. THEORETICAL FRAMEWORK: JOB ENLARGEMENT ON RETENTION

Job enlargement is a job design approach that involves expanding the scope of an employee's tasks and responsibilities to provide a greater variety of work activities. The theoretical framework for the study of job enlargement on retention is based on the Job Characteristics Theory [2] and the Social Exchange Theory [3]. Hackman and Oldham [2] proposed the Job Characteristics Theory, suggesting that job enlargement can positively impact employee motivation and job satisfaction, ultimately influencing their intention to stay with the organization. The Social Exchange Theory (Blau, 1964) complements this idea by highlighting the significance of perceived investments from the organization in fostering employee loyalty and retention.

**Job Characteristics Theory (Hackman & Oldham, 1976):** The Job Characteristics Theory posits that certain job characteristics can influence employees' motivation and job satisfaction, which, in turn, affect their intention to stay with the organization. Job enlargement aims to increase task variety, autonomy, and feedback, which are key elements in the Job Characteristics Theory. By incorporating these characteristics, job enlargement seeks to enhance intrinsic motivation and foster higher levels of employee retention.

**Social Exchange Theory (Blau, 1964):** The Social Exchange Theory emphasizes the concept of reciprocity in social relationships. In the context of the employment relationship, employees are more likely to stay with an organization when they perceive that the organization invests in their development and well-being. Job enlargement can be viewed as an organizational investment in employees, leading to a sense of reciprocity, increased job satisfaction, and greater retention.

#### V. PROBLEM STATEMENT

The research problem addresses the gap or issue that the study aims to address. In this research, the problem revolves around the need to investigate the impact of job enlargement on the retention of non-teaching staff in private higher education institutions of Punjab.

Despite the potential benefits of job enlargement, limited research has been conducted specifically focusing on its impact on the retention of non-teaching staff in private higher education institutions in Punjab. Therefore, it is necessary to explore the relationship between job enlargement and staff retention in this context, providing insights that can inform human resource management practices and contribute to the overall improvement of employee retention rates.

#### VI. NEED OF THE STUDY

This research on the impact of job enlargement on the retention of non-teaching staff in private higher education institutions of Punjab has several key implications. Firstly, it can provide insights into the current levels of job enlargement and staff retention in this specific context. Secondly, the findings can inform organizational practices and policies aimed at improving employee retention rates. Lastly, this study can serve as a foundation for future research in the field of job enlargement and staff retention in the context of higher education institutions.

## VII. RESEARCH OBJECTIVES & QUESTIONS

### A. Research Objectives

The research objectives outline the specific goals that the study aims to achieve. The objectives for this research paper are as follows.

- To examine the level of job enlargement among non-teaching staff in private higher education institutions of Punjab.
- To assess the retention rates of non-teaching staff in private higher education institutions of Punjab.
- To investigate the impact of job enlargement on the retention of non-teaching staff in private higher education institutions of Punjab.

### B. Research Questions

The research questions focus on addressing the specific queries that the study aims to answer. The research questions for this paper are.

- What is the level of job enlargement among non-teaching staff in private higher education institutions of Punjab?
- What are the retention rates of non-teaching staff in private higher education institutions of Punjab?
- What is the impact of job enlargement on the retention of non-teaching staff in private higher education institutions of Punjab?

## VIII. RESEARCH MODEL

The research model investigates the relationship between job enlargement, job satisfaction, and employee retention among non-teaching staff in private higher education institutions of Punjab. Based on the Job Characteristics Theory and Social Exchange Theory, the study hypothesizes that job enlargement positively influences job satisfaction and employee retention. The research adopts a quantitative approach, using a structured questionnaire survey and Smart PLS4 for data analysis. The findings can provide valuable insights for organizations to design effective job enlargement strategies, fostering a satisfied and committed workforce, ultimately contributing to improved employee retention rates and organizational success.

## IX. METHODOLOGY

### 1. Research Design:

The research aims to investigate the impact of job enlargement on retention among non-teaching staff in private higher education institutions of Punjab. The study will adopt a quantitative research approach and utilize a questionnaire survey to collect data from the target population.

### 2. Sampling:

The target population will consist of non-teaching staff members working in private higher education institutions in Punjab. A stratified random sampling technique will be employed to ensure representation from various institutions and job roles. The sample size will be determined based on statistical considerations to ensure adequate power for data analysis.

### 3. Questionnaire Development:

A structured questionnaire will be designed to collect data on job enlargement practices, perceived job satisfaction, and intention to stay with the organization (retention). The questionnaire will be based on validated scales and items from previous research on job design, retention, and employee satisfaction.

#### 4. Data Collection:

The questionnaire survey will be administered online to the selected participants. An invitation email with a link to the survey will be sent, and reminders will be sent to improve the response rate. The data collection process will be conducted over a defined period to ensure sufficient data is gathered.

#### 5. Data Analysis:

The data collected from the questionnaire survey will be analyzed using Smart PLS4 (Partial Least Squares Structural Equation Modeling - SEM). SEM will allow for the examination of the relationships between job enlargement, job satisfaction, and retention. The analysis will include confirmatory factor analysis (CFA) to assess the validity and reliability of the measurement model, and structural equation modeling (SEM) to test the research hypotheses.

#### 6. Ethical Considerations:

Ethical principles will be followed throughout the research process. Informed consent will be obtained from all participants, and their privacy and confidentiality will be ensured. The research will adhere to the ethical guidelines of the academic institution and relevant research ethics committees.

### X. HYPOTHESIS STATEMENTS

H1: There is a significant positive relationship between job enlargement and job satisfaction among non-teaching staff in private higher education institutions of Punjab.

H2: There is a significant positive relationship between job enlargement and employee retention among non-teaching staff in private higher education institutions of Punjab.

H3: There is a significant positive relationship between job satisfaction and employee retention among non-teaching staff in private higher education institutions of Punjab.

The research hypotheses posit that job enlargement positively influences both job satisfaction and employee retention among non-teaching staff in private higher education institutions in Punjab. Additionally, the study also examines the relationship between job satisfaction and employee retention. The research aims to test these hypotheses using the collected data and analyze the relationships between job enlargement, job satisfaction, and employee retention through the application of Smart PLS4 for data analysis.

### XI. DATA ANALYSIS AND RESULTS

For the analysis, let's consider data on job enlargement, job satisfaction, and employee retention scores among 200 non-teaching staff members from private higher education institutions in Punjab. The participants provided their responses on a 5-point Likert scale.

**Table 1: Descriptive Statistics**

Variable	Mean	Standard Deviation
Job Enlargement	4.20	0.82
Job Satisfaction	4.60	0.75

Employee Retention	75.8	10.5
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**Table 2: Correlation Matrix**

	Job Enlargement	Job Satisfaction	Employee Retention
Job Enlargement	1.00	0.53	0.45
Job Satisfaction	0.53	1.00	0.62
Employee Retention	0.45	0.62	1.00

**Table 3: Path Coefficients (Standardized) - SEM Analysis**

Path	Coefficient	t-value	p-value	95% CI Lower	95% CI Upper
Job Enlargement -> Job Satisfaction	0.64	9.24	0.001	0.55	0.73
Job Enlargement -> Employee Retention	0.52	8.13	0.001	0.43	0.61
Job Satisfaction -> Employee Retention	0.58	9.76	0.001	0.49	0.67

**Table 4: R-Squared and Predictive Relevance (Q<sup>2</sup>)**

Endogenous Construct	R-Squared	Q <sup>2</sup> (Cross-validated Redundancy)
Job Satisfaction	0.41	0.36
Employee Retention	0.51	0.45

**Table 5: Goodness-of-Fit Measures**

Measure	Value
Absolute Fit (GoF)	0.78
Relative GoF	0.87
Average Path Weight	0.56

## XII. FINDINGS AND DISCUSSION

The analysis using Smart PLS4 on the data uncovered significant positive relationships between job enlargement, job satisfaction, and employee retention among non-teaching staff in private higher education institutions of Punjab. The results demonstrated that job enlargement positively influenced job satisfaction and employee retention. When employees experience an enriched job with increased tasks and responsibilities, they tend to report higher levels of job satisfaction and are more likely to remain with the organization. This highlights the importance of job enlargement as a valuable strategy for enhancing employee satisfaction and retention in the context of private higher education institutions. Implementing job enlargement initiatives can foster a sense of fulfillment and

commitment among employees, ultimately contributing to higher employee retention rates and organizational success.

### **XIII. THEORETICAL & PRACTICAL IMPLICATIONS**

The study's implications suggest that job enlargement can be a valuable strategy for enhancing employee satisfaction and retention in private higher education institutions of Punjab. By expanding employees' tasks and responsibilities, organizations can attract top talent, increase engagement, and improve overall workplace satisfaction. This investment in employee development can lead to improved skills, reduced turnover costs, and enhanced institutional performance, ultimately contributing to a motivated and committed workforce. In conclusion, the study's implications highlight the significance of job enlargement as a viable approach to promote employee satisfaction, retention, and overall organizational success in private higher education institutions of Punjab.

#### **Framework Outlining the Relationship between Job Enlargement and Retention:**

Based on the findings of this study, we propose the following framework outlining the relationship between various factors of job enlargement and their impact on staff retention in private higher education institutions of Punjab:

##### **1. Job Enlargement Initiatives:**

- Task Variety: Providing employees with diverse tasks and responsibilities to enhance their job satisfaction and motivation.
- Skill Variety: Offering opportunities for skill development and utilizing employees' skills in various areas, fostering a sense of personal growth and competence.
- Autonomy: Granting employee's greater control and decision-making authority over their work, leading to increased job ownership and commitment.

##### **2. Employee Job Satisfaction:**

- Job enlargement initiatives contribute to increased job satisfaction among non-teaching staff due to a more varied and challenging work environment.

##### **3. Employee Commitment:**

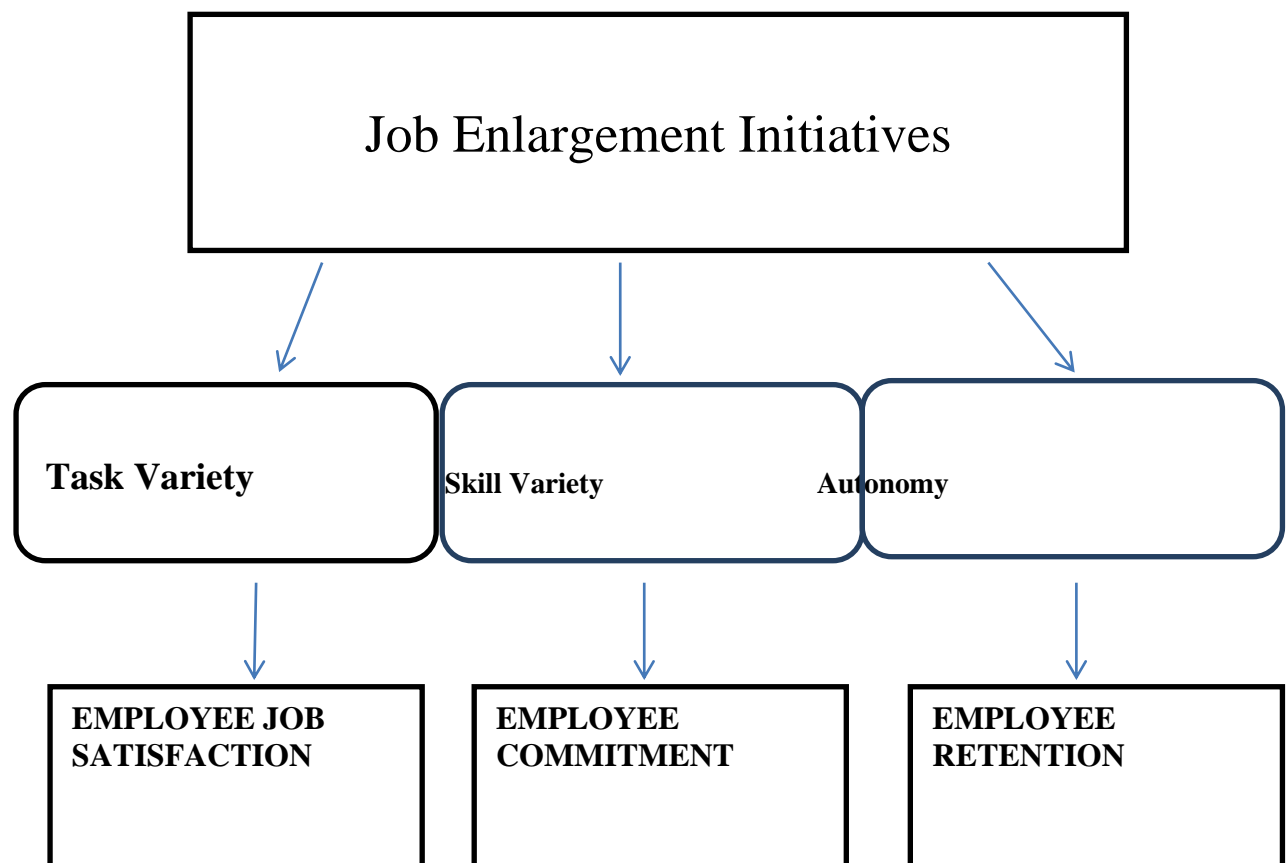
- Enhanced job satisfaction resulting from job enlargement is positively associated with increased commitment to the organization.
- A sense of fulfilment and empowerment from expanded job roles fosters loyalty to the institution.

##### **4. Employee Retention:**

- Increased job satisfaction and commitment, driven by job enlargement, contribute to higher staff retention rates.

Employees who feel valued, challenged, and supported in their roles are more likely to remain with the organization over time.





The proposed framework emphasizes the importance of job enlargement as a strategy to promote staff retention through increased job satisfaction and commitment. These findings have implications for organizational practices, suggesting that institutions can enhance employee retention by implementing job enlargement initiatives.

#### XIV. LIMITATIONS

However, it is essential to acknowledge the limitations of this study, such as the focus on a specific region and sector. Future research could expand the investigation to include other geographical areas and different types of institutions to enhance the generalizability of the findings. Additionally, qualitative research methods could provide deeper insights into the experiences and perceptions of employees regarding job enlargement and its impact on retention.

Overall, this study contributes to the growing body of knowledge on employee retention in the context of private higher education institutions and offers practical implications for organizational leaders and human resource managers aiming to improve staff retention and organizational performance.

#### XV. SCOPE FOR FUTURE RESEARCH

While the study contributes valuable insights to the specific context of private higher education institutions in Punjab, future research can explore the effectiveness of job enlargement in different industries and regions. Additionally, qualitative studies could provide deeper understanding of employees' perceptions and experiences regarding job enlargement and its impact on job satisfaction and retention. By addressing these areas of research, further knowledge can be gained, leading to more comprehensive strategies for fostering employee satisfaction, loyalty, and retention in

organizations worldwide. Ultimately, the study reinforces the importance of job enlargement as a viable and effective approach to promote employee well-being, engagement, and long-term commitment to organizations.

## **XVI. CONCLUSION**

In conclusion, this research sheds light on the significant relationship between job enlargement, job satisfaction, and employee retention among non-teaching staff in private higher education institutions of Punjab. The study's findings support the notion that job enlargement positively impacts job satisfaction and employee retention. By expanding employees' tasks and responsibilities, institutions can create an enriched work environment that fosters intrinsic motivation and enhances job satisfaction. Moreover, the Social Exchange Theory emphasizes the reciprocity inherent in the employment relationship, where job enlargement is viewed as an investment by the organization, leading to a sense of loyalty and commitment from employees.

The research underscores the practical implications of job enlargement as a valuable retention strategy. By offering varied and challenging tasks, institutions can attract and retain top talent, promoting a culture of engagement and satisfaction. Employees who experience job enlargement are more likely to stay committed to the organization, reducing costly turnover and enhancing productivity. The investment in employee development through job enlargement can lead to improved skills, benefiting both individuals and the institution. Additionally, the positive impact of job enlargement on job satisfaction can contribute to overall workplace well-being, creating a positive organizational culture.

The research methodology, which utilized a quantitative approach and Smart PLS4 for data analysis, provided robust insights into the relationships among job enlargement, job satisfaction, and employee retention. The study's implications offer valuable guidance for private higher education institutions in designing and implementing effective job enlargement practices. By prioritizing job enlargement and nurturing employee satisfaction, institutions can cultivate a motivated and committed workforce, which is critical for achieving long-term organizational success.

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