The Effects of Job Enrichment Revisited*

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Abstract
Utilizing worker-level data of Programme for the International Assessment of Adult Competencies (PIAAC) from between 17 and 28 countries, this paper empirically examines the effects of job enrichment (JER) on worker well-being (wage and job satisfaction) and organizational performance (employment change in the workplace). JER is measured not by specific work practices but by three indices constructed from various task and activity information: (i) a novel indicator of challenging work, which is measured by task similarity between non-boss and boss, (ii) autonomy, and (iii) learning opportunities. The effects of job enlargement (multitasking) is separately examined. I exhibit robust evidence that challenging work and autonomy are both positively associated with wages, and autonomy and learning opportunities are positively associated with satisfaction and employment growth. I find, however, no robust evidence of any positive effect of multitasking, which is only negatively associated with satisfaction. I additionally demonstrate that the differences in information and communications technology (ICT) use and learning attitudes are important explanatory factors for individual variations in JER and JEL.

Keywords: Autonomy, Delegation, Job enlargement, Job enrichment, Job satisfaction, Learning, Multitasking, Wages

JEL code: J28, J31, M52, M53, M54

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