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An alternative work options for organizational commitment

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ABSTRACT

The alternative work options play an important role in the public organizations in the macro level. These alternative work options of job sharing and job rotation for organization outcome of organizational commitment have been neglected in the human resource studies. As a result, it holds great promise for benefiting organization over time in term of returns. In this paper, we presented and discussed a conceptual framework intended to capture the current domain of new work structures that can be adaptable into public organizations. The proposed framework could guide future researchers to better understand and integrate the alternative work options into organizational work structures.

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Introduction

The government transformation initiatives have geared for better public service quality, productivity and innovation. However, these initiatives come with the price of employee commitment towards organization (Parkes, et al., 2007). Towards the execution, the Malaysian government has proactively providing added value to the customer service procedures to enhance customer satisfaction, establishing clear standards and strengthen the existing service delivery system. To aid public alarming demand on public delivery system, the modifications of work structures were innovatively created (Beatty et al., 1987). Even though job sharing and job rotation work structures were introduced way back during the administration reformed in 1990s, yet these structures have yet significantly practices in the macro level of public sector in comparison to private sector. Ahmad and Malike (2006) argued that these practices have contributed considerable positive changes in upgrading efficiency, effectiveness and productivity in private sector that can be adaptable to the public sector work structures.

Yet, there is still lack of information and evidence about administrative improvement that has been successfully implemented job rotation and job sharing in creating organizational commitment (Ahmad & Malike, 2006). Due to prudent financial management practices by the Government, the public sector has practices job sharing and job rotation to reduce organizational expenses including investment in training that proven somewhat ineffective and time consuming (De Cieri et al., 2005). Not to mentioned, the delaying in successful rate together with deteriorating of organizational commitment among employees (Huang, 1999).

Literature Review

Hall (1993) defined job sharing as a voluntary arrangement in which employees (usually two or more) with the approval of their employer, share a single job on an ongoing basis. Thus, it gives an indication that employees' commitment towards organization is crucial to enable this practice (Tiney, 2004). Even though job share is a good way to retain experienced

employee and allow the organization to capitalize the skill and competencies of employees, but voluntary or willingness from employees are required to perform this work structure. With current scenario in labour market, Thurman and Trah (1990) evidenced that job sharing elicit benefits in retaining specialist skills, increase productivity and reducing training time as well as the major part of all; organization cost. Together with employee commitment, job share could assist in achieving more effective work patterns (Brocklebank & Whitehouse, 2003) for the benefits of the organization because of increased flexibility particularly at peak work periods. The basic elements to ponder for job sharing not just for the needs of organization effectiveness (Hall, 1993), but it make up a good team working that transpire through trust, good communication and higher level of motivation at work. For this reason, job sharing was used as part of equal opportunities policy in order to attract and retain experienced and professional employees (Ching, 2009). Once, job sharing is the way of working; dividing the work, responsibilities and others that accountable by employees proportionately to each at work, subsequently job stress and burn out (Marshall, 1997) are the nonexistence vocabulary within the organizations. Tiney (2004) concluded that job sharing is one of the effective ways in reducing employees stress by offering work options and in turn employees will return the favour with commitment towards the organizations. Hence, we proposed the following:

H1: Job sharing is an option for innovative work structure that deploy employees' organizational commitment for more effective work pattern

On the other hand, job rotation is refers to the systematic movement of employees from one job to another (Jorgensen et al., 2005). While Seibert, et al. (2001) argued that job rotation is also considered as cross training for diversification of job skills during a specific period of time. It also regarded as a practical approach to enrich and expand job assignments that has been widely used, yet received little attention in Human Resource studies (Huang, 1999).

Eriksson and Ortega (2000) evidenced that employees work experience quality plays an important role in job rotation rather in quantity. The relationship between job rotation and employees organizational commitment showed that willingness of the employees is important even though opportunity of learning is given within the organization (Campion et al., 1994). The versatility deemed by employees make the employees willing to take charge to enhance their capability with the development of organization commitment (Mancusi, 2001). Another aspect of job rotation is that it could enhance skills of the employees and it leads to work satisfaction that developed into organization commitment (Campion et al., 1994). De Cieri et al. (2005) found that job sharing always complemented job rotation as each members of the teams willingly contributed to the process. For this reason, we proposed that:

H2: Job sharing stimulates capability enhancement of employees that leads to organizational commitment as an outcome

Angle and Perry (2001) mentioned that when employees is committed with their job and willingly to address new work structures as an alternative to conventional, meaning that they are putting their effort towards achieving organizational commitment. While Eisenberger et al. (2010) stated that one of the high commitment strategies is employee involvement. Employee involvement is closely linked to participation in organization work process and decision making (Brocklebank & Whitehouse, 2003). The rationale is, involving employees in organization work and decision making process would increase organization commitment and superior economic returns over time (Gellatly et al., 2009). However according to Huang (1999) in creating organizational commitment, job rotation must be mediated by job sharing. Jorgensen et al. (2005) further argued that the employees willingness to to share their job skills with others will enable job rotation. Without the sense of caring to share, job rotation will not be successfully done as the tacit knowledge could not be tapped and transferred to other personnel (Mancusi, 2001). The amount of skills and competencies that willing to be shared by employee to another depends on the level of organizational commitment adhered by them (Campion et al., 1994). Eisenberger et al., (2010) evidenced that if employees feel that the job rotation will not give them any benefit, the amount of knowledge, skills and competencies having will be limited or to the extend of none. Accordingly, we proposed:

H3: Job sharing mediates the relationship between job rotation and organizational commitment

Conceptual Framework

The below diagram illustrated the summary of the hypotheses based on the aforementioned literature review of job sharing, job rotation and organizational commitment.

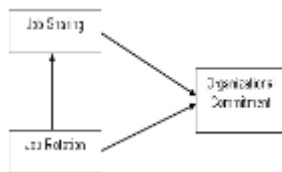


Figure 1: Conceptual Framework

Conclusion

The increase in public demand on better service delivery quality requires public organization to transform their work structures from being rigid into more flexible in nature. In meeting the requirements, organization tend to ignore the

contribution of employees in term of their willingness to participate and share to the betterment of organization. These commitments have yet to be further explored and have received little attention in human resource studies. As a result, the practical reality of the role of job sharing in mediating the relationship between job rotation and organizational commitment still fuzzy and need better understanding how these factors contributed to the employees organizational commitment that significantly profitable for organization over time.

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