



THE IMPACT OF JOB ENRICHMENT IN REDUCING THE TURNOVER RATE IN IRAQI TELECOMMUNICATIONS COMPANIES

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ABSTRACT: *This study aims to determine the extent of the job enrichment impact in reducing the turnover rate in Iraqi telecommunications companies. To achieve the study objectives, the researcher adopted the descriptive approach, and the research community was defined as technical and administrative workers in Iraqi telecommunications companies, who numbered (1,260) people. A survey was conducted on a random sample of (297) individuals. All distributed questionnaires were retrieved with a recovery rate of 100%, while the questionnaires prepared for analysis were (283) questionnaires, representing (95.28%) of the total questionnaires retrieved. The data was analyzed and hypotheses tested using the statistical analysis program SPSS V.26. The study reached a number of results, the most important of which are: A high level of application of both job enrichment and the work turnover rate was achieved in the companies studied, and it was also shown that a significant correlation with a negative direction and a high level between job enrichment and the work turnover rate. In addition to the contribution of all dimensions of job enrichment in reducing the turnover rate in Iraqi telecommunications companies, where the diversity of skills had the most impact on the turnover rate, followed by feedback, then independence, then defining tasks, and finally the importance of tasks.*

KEYWORDS: Job Enrichment - Job Turnover Rate - Iraqi Telecommunications companies.



INTRODUCTION

The success of business organizations today is judged by their ability to retain their competent human resources, as these organizations today realize that the human element is the most important element to achieve their goals, and is considered the rare wealth that these organizations compete to attract, retain and retain, as it alone has the ability to change and give renewed, and therefore they seek to exploit these energies and capabilities and direct them to achieve the highest levels of their performance and increase their effectiveness and ability to achieve customer satisfaction and gain their loyalty, leading to profitability and productivity. In the same context, labor turnover and employees leaving their jobs represent one of the biggest risks that organizations can face, as this behavior is usually accompanied by financial losses related to the direct costs of labor turnover such as recruitment, appointment and training costs, in addition to the loss of elite workers and leaders who occupy important positions in the organization, and thus productivity can decrease significantly, as new appointments of workers often do not have the same quality of performance compared to experienced workers. If we look into the reasons for this phenomenon, we find that there are many reasons that can lead to its occurrence, some of which are financial reasons related to weak wages and compensation and the lack of clear criteria for motivation, and some of which are non-financial reasons related to mismanagement or the lack of a suitable work environment and other reasons that cannot be limited. This necessitates that organizations adopt modern administrative methods through enrichment redesign of their work, to provide employees with opportunities to achieve self-realization and achieve progress, growth and cognitive development, and thus reduce negative feelings that lead to job attrition or job rotation behaviors, as the job enrichment method is considered one of the methods of job redesign and one of the basic approaches to supporting the administrative empowerment policy for employees, which is based on increasing the diversity of job content in terms of tasks and activities, while providing aspects of bearing responsibility, independence and freedom of performance, and encouraging employees to participate and take the initiative in making appropriate decisions for them, which increases their ability to self-control their tasks, and they become better aware of their duties and bear their responsibilities, and thus they become less bored and more satisfied with their job tasks and motivated towards work. Based on the above, this study sought to reveal the extent of the impact of the job enrichment method in reducing the rate of employee turnover in Iraqi telecommunications companies. The study was divided into three sections. The first section included the general framework of the study to encompass its axes and hypotheses. The second section included the theoretical framework to define its concepts and variables. Finally, the third section included the practical framework and field study.

General framework of the study:

1- Defining the study problem:

The challenges facing business organizations in general and telecommunications companies in particular are increasing, especially those related to their human capital, as these companies seek to focus on preserving their skilled human resources and rare technical expertise, and avoiding their leakage and leaving work and moving to competing organizations and companies, which leads to the company bearing huge costs in the process of replacing the worker who leaves the work with another, and may sometimes lead to disrupting the company's work and declining its performance, reaching a state of instability.



To this end, these companies seek to make organizational changes to their activities that enhance the levels of job satisfaction among their cadres, and give them the motivation to give and innovate, by redesigning jobs, by defining their characteristics and requirements, and the duties of individuals in them, and working to find a balance between the requirements of performing them and the skills of those in charge of them, within the framework of applying job enrichment as one of the new administrative methods that support the policy of empowering employees in the organization.

Accordingly, and despite the researchers' interest in the subject of job turnover and considering it a dependent variable in most studies, it appears through reviewing previous studies that there are shortcomings in studies that dealt with linking job enrichment to the rate of job turnover, so it was necessary to shed light on the extent of the impact of the job enrichment method as one of the advanced administrative methods in reducing the phenomenon of job turnover in Iraqi telecommunications companies, so that the following main question represents the problem of the study:

To what extent does the job enrichment method affect the rate of job turnover in Iraqi telecommunications companies?

The following sub-questions branch out from this main question:

- What is the level of application of the job enrichment method in Iraqi telecommunications companies?
- What is the level of job turnover in Iraqi telecommunications companies?
- What is the impact of job enrichment in its dimensions (tasks definition - skill diversity - task importance - independence - feedback) in reducing the rate of job turnover in Iraqi telecommunications companies?

2- Importance of the study:

Scientific importance:

- This study represents a new addition to modern administrative thought, as an introduction to improving and developing work and raising the efficiency of organizations through focusing on their human resources.
- The scarcity of Arab and foreign studies that have addressed the study of the relationship between job enrichment and the rate of turnover.
- This study contributes to stimulating the thinking of researchers and those interested and enriching the scientific discussion about job enrichment and the rate of turnover.

Practical importance:

- This study contributes to verifying the extent of the application of the job enrichment method in Iraqi telecommunications companies, and reveals the rate of turnover in them.

- This study sheds light on the relationship between job enrichment and the rate of turnover in Iraqi telecommunications companies, and contributes to determining its intensity, direction, type and level of morale.
- This study is applied to Iraqi telecommunications companies, which constitutes an addition to these companies through the results expected to be reached in adopting policies based on job enrichment, which contributes to maintaining their employees and reducing the intention to leave their work.

3- Study objectives:

- To reveal the reality of applying the job enrichment method and the level of turnover in Iraqi telecommunications companies.
- To verify the extent of the impact of the job enrichment method in reducing the rate of turnover in Iraqi telecommunications companies.
- To present a set of proposals in light of the field study that contribute to enhancing the application of the job enrichment method and reducing the rate of turnover in Iraqi telecommunications companies.

4- Study model:

The following figure (1) represents the study model adopted for the relationship between the study variables:

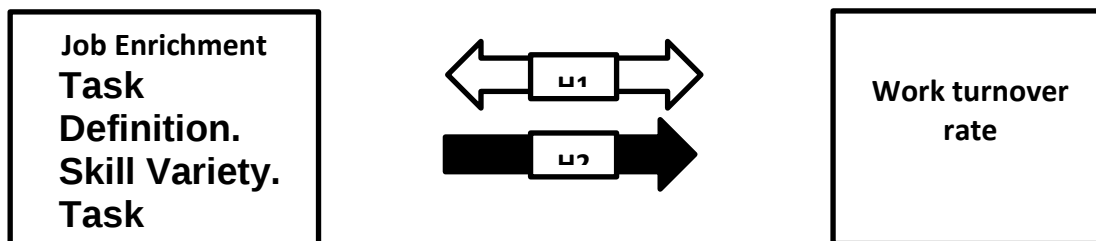


Figure (1) Study model

Source: Prepared by the researchers

5- Study hypotheses:

In an effort to solve the study problem, the following hypotheses were adopted:

The first main hypothesis:

H1: There is a statistically significant correlation between job enrichment and turnover rate, and the following sub-hypotheses emerge from the first main hypothesis:

H1-1: There is a statistically significant correlation between task definition and turnover rate.



H1-2: There is a statistically significant correlation between skill diversity and turnover rate.

H1-3: There is a statistically significant correlation between task importance and turnover rate.

H1-4: There is a statistically significant correlation between independence and turnover rate.

H1-5: There is a statistically significant correlation between feedback and turnover rate.

The second main hypothesis:

H2: There is a statistically significant effect of job enrichment in reducing the rate of turnover, and the following sub-hypotheses branch out from this main hypothesis:

H2-1: There is a statistically significant effect of defining tasks on the rate of turnover.

H2-2: There is a statistically significant effect of skill diversity on the rate of turnover.

H2-3: There is a statistically significant effect of task importance on the rate of turnover.

H2-4: There is a statistically significant effect of autonomy on the rate of turnover.

H2-5: There is a statistically significant effect of feedback on the rate of turnover.

6- Previous studies:

A group of recent previous studies related to the topics of the current study were reviewed as follows:

- **(Maulana et al, 2024)** aimed to explore the impact of work pressure and work environment on the turnover intention of Alfamart employees in Indonesia. The researchers conducted a survey of a sample of (60) Alfamart employees. The results of the analysis showed that both factors, work pressure and work environment, have a significant impact on employee turnover intention. Work pressure is positively related to turnover intention, while the work environment is negatively related. The interaction between work pressure and work environment also significantly affects turnover intention.
- **(Kavya & Kavitha, 2023)** focused on examining the impact of job enrichment and job expansion on employee job satisfaction. To achieve the study objectives, an exploratory study was designed and a questionnaire was published that was formulated according to a five-point Likert scale on (50) employees working in different companies operating in the city of Kochi in India. The data were analyzed using the SPSS statistical analysis program. The results of the study indicated that both variables, job enrichment and job expansion, have an impact, in close proportions, on job satisfaction among employees.
- **(Ahmed at al, 2023)** also sought to identify the dimensions of work quality and job enrichment that enhance employee retention and how these dimensions significantly affect employee retention. The research relied on the descriptive analytical approach by distributing a questionnaire to (358) faculty members representing 10 private colleges in Baghdad. The stability and validity of the questionnaires were examined, and the data were described and analyzed using SmartPLS to test the hypotheses. The results of the



study confirmed that the quality of work life and job enrichment had a significant impact on employee retention.

- **(Annamalai, 2022)** tested a model linking perceived justice, job enrichment, and burnout to job satisfaction and willingness to leave among teachers working in private universities in India. Data was collected from (272) university faculty members using five measures: job enrichment, perceived justice, employee burnout, job satisfaction, and intention to leave. The data were analyzed using AMOS V.17. The results of the study showed that perceived justice and job enrichment have a positive impact on job satisfaction, while job burnout negatively affects job satisfaction. Job satisfaction also negatively affects the desire to leave. The results also found that job enrichment has an effect on the desire to leave, with perceived justice, burnout, and job satisfaction as mediating variables in the relationship between the two variables.
- **(Owens, 2022)** also aimed to explore the leadership strategies used by retail store managers to reduce voluntary employee turnover. Semi-structured interviews and public company information were used to collect data from retail managers in Chicago. The data were analyzed using the Yin five-step method. The impact of four axes of leadership strategies in reducing voluntary employee turnover was revealed: (a) leadership, (b) work environment, (c) rewards and recognition, and (d) training. Therefore, it is necessary to implement retention programs by retail store managers that promote a healthy work environment, monitor performance trends, and allow leaders to adopt supportive leadership styles.
- **(Putri & Setianan, 2019)** focused on investigating the extent to which job enrichment affects employee engagement and organizational commitment, as well as intention to leave. The research adopted the descriptive approach, and the research sample consisted of (154) workers who had worked in their organization for at least two years in economic institutions in Indonesia. The collected data were statistically analyzed, and the research results showed a statistically significant effect of job enrichment and employee engagement on organizational commitment, while there was no statistically significant effect of job enrichment on the intention to resign. The study results also showed a positive effect of job enrichment on organizational commitment with employee engagement as an intervening variable, while there was a negative effect of job enrichment on the intention to resign with employee engagement as an intervening variable. Thus, the research results reinforce the theory that the self-development process capable of generating employee engagement can help management control employee turnover rates.

Differences between the study and previous studies:

- This study differs from the studies reviewed in its link between the variables of job enrichment and the rate of turnover, while some of those studies addressed the relationship between job enrichment and other dependent variables such as job satisfaction, employee retention, job burnout and job commitment, and the rest of the studies addressed the relationship between the rate of turnover or intention to leave and other variables such as work pressure, work environment and leadership strategies.



- This study differs in the field of application from other previous studies, as it was applied in the field of telecommunications companies, while those studies were applied in other diverse fields such as industrial and commercial companies, universities and retail stores.
- The dimensions adopted for the independent variable in this study differ from the dimensions addressed by other studies, as the study focused on methods (defining tasks - diversity of skills - importance of tasks - independence - feedback).

Benefiting from previous studies:

- It contributed to forming a clearer idea for the researcher about the contents of the variables of job enrichment and turnover rate, and the positive role of job enrichment and the negative role of turnover in organizations achieving their goals.
- It contributed to guiding the researcher to determine the appropriate study method and data collection tools, as the studies varied in their methods and tools between semi-structured interviews, questionnaires, surveys and theoretical review.
- It helped in forming theoretical concepts and building the study tool and its measures.

7- Type of study and its methodology:

The research in this study adopted the descriptive approach, which is considered one of the most widely used approaches in studying social research and addressing administrative problems. It is suitable for the phenomenon that is the subject of the study, as it is based on identifying its characteristics, describing it, and testing the relationship between its variables, the direction and intensity of this relationship, and other aspects revolving around a specific problem or phenomenon with the aim of understanding its content and identifying its reality on the ground.

8- Study tool:

The questionnaire was used as the main tool for collecting primary data and measuring the studied variables and the relationship between them. It was designed using the five-point Likert scale, so that it contains three sections:

The first section: demographic variables, which include: gender - age - years of experience - job position.

The second section: statements that measure the dimensions of job enrichment, which includes 20 statements.

The third section: statements that measure the rate of work turnover, which includes 8 statements.

The data were analyzed using the statistical analysis program IBM SPSS Statistic Ver. 26 to describe the study variables and verify the validity of the hypotheses.

9- Study community and sample:

The study community consists of all administrators and technicians in Iraqi telecommunications companies, numbering (1260) people. The questionnaire was distributed



to a random sample of (297) of them, which was determined based on the table (Krejcie & Morgan, 1970) to determine the sample size if the research community was known. All distributed questionnaires were retrieved with a 100% retrieval rate, while the questionnaires valid for analysis were (283) at a rate of (95.28%) of the total retrieved questionnaires.

10- Study terms:

Job enrichment: A systematic way to inspire employees by giving them the opportunity to use different skills and abilities in their job performance (Choudary, 2016).

Job turnover: A choice made by the worker voluntarily, as a result of reaching a complete conviction of his inability to continue working in the organization (Dlouhy & Casper, 2021).

THEORETICAL FRAMEWORK OF THE STUDY

Job Enrichment

The concept of job enrichment in human resource management refers to the redesign of jobs and training of employees in skills and tasks that improve the quality of work, make it more enjoyable and less repetitive, and thus increase their motivation to grow and advance in the career path and self-realization (Stotler, D. J. 2023). Researchers' opinions have varied about developing a unified concept of job enrichment, as it is defined as maximizing the job and increasing its scope and depth by adding an element of challenge to a number of processes, which results in additional responsibilities that encourage the individual to grow and advance in his career (Stewart, 2009), (Chen, Y. 2023). In addition, it is a redesign of jobs in a way that increases the worker's opportunity to experience a sense of responsibility, growth and achievement (Garcia, S., & Martinez, T. 2022), which is a qualitative change in work that increases the degree of independence, allowing workers to have freedom of action in their work (Aninikan, 2014), and is also known as a systematic way to inspire employees by giving them the opportunity to use different skills and abilities in their job performance (Choudary, 2016). From the above, the researcher believes that job enrichment is a modern administrative method for redesigning jobs, aiming to increase and diversify job tasks and activities, and give workers more freedom and independence in planning, organizing, implementing and monitoring their work, and providing them with feedback that increases their motivation towards work and gives them high levels of job satisfaction.

On the other hand, the job enrichment approach focuses on identifying and analyzing work and making adjustments to its operations, diversifying tasks and highlighting their importance, and granting workers independence in performing them and feedback to evaluate and correct their course. Many studies have agreed on the existence of a five-dimensional model for job enrichment dimensions, which was adopted in the current study, including the study of (Robbins & Judge, 2011), (Sharma & Raval, 2016), and (Choudary, 2016). These dimensions are:

- **Defining tasks:** Also called task identity, it means that the job includes completing tasks clearly from beginning to end, and the clarity of the final result for the worker (Alsomaidae et al., 2023).



- **Diversity of skills:** This is represented by the extent to which the job contains and needs more than one skill, through the diversity of activities that require diverse talents and skills, which determines the monotony of activities resulting from their repetition, and gives the worker a sense of competence.
- **Importance of tasks:** It is the added value that the job provides to the worker or the recipient of the service, through which the worker can understand the role of his job in the organization's message, and thus feel the importance of his work for the organization and society.
- **Independence:** It is the amount of control and freedom that the individual enjoys in planning work, making decisions and implementing them, as the greater the degree of independence and confidence in work, the more capable the worker is of making the right decisions and completing his tasks efficiently.
- **Feedback:** It expresses the extent to which the job holder can obtain direct and clear information about the results of performing his tasks, in order to modify his performance as required and correct the work he is doing.

Labor turnover rate:

The phenomenon of labor turnover is one of the phenomena that requires great attention from researchers, as it is a clear indicator of the stability of the workforce and the existing system in it, and it is also one of the elements that determine the foundations and rules of work in the organization. The term labor turnover has been synonymous in the literature and research under different names such as job leakage and leaving work, and accordingly, researchers' definitions of it have varied, as (Price, 2001) sees that the term labor turnover expresses the actual leaving of work by the employee or his transfer to another organization, and it is also known as the flow of workers towards leaving the organizations in which they work or towards entering those organizations (Amah & Oyetunde, 2020; Al-Omari et al., 2020), and labor turnover is considered the opposite of the concept of employee reduction, as reduction is the forced dismissal of a number of workers by the organization (Zhang, Q., Li, X., & Gamble, J. H. 2022), while labor turnover is the choice of the worker that he makes by his own will, as a result of reaching a complete conviction of his inability to continue working in the organization (Dlouhy & Casper, 2021), in addition to that, one of the most important factors or main causes of job turnover is the pressures of work itself that push the employee to leave work (Abd, I. M., et, al. 2023) Accordingly, the researcher believes that job turnover represents the movement resulting from some employees leaving work in the organization by their own will and the organization's human resources department appointing other new employees in their place during a certain period.

The phenomenon of job turnover is classified according to different criteria, and most researchers believe that job turnover falls within two main dimensions as follows:

- **Organizational job turnover:** The employee decides to leave the organization voluntarily, and therefore it includes people who will leave the organization regardless of whether they will stay or leave their jobs, and the reasons related to organizational job turnover are many such as (leader support, coworkers, work environment, ...) (Yousaf et al, 2015; Mohammed et al., 2024).



- **Job turnover:** The employee decides to leave the profession, including people who leave their jobs, regardless of whether they will stay or leave their organizations. Job turnover is associated with motives that differ from organizational turnover, such as (job satisfaction, wages, the main motive for choosing the profession, ...) (Li et al, 2019).

METHODOLOGY

- Data collection

The study sample included (283) individuals from administrative and technical workers in Iraqi telecommunications companies. The following table shows the characteristics of the sample individuals:

Table (1) Sample characteristics

Sex	Male		Female	Total
	153		130	283
	54.1%		45.9%	100%
Age/Years	Under 30	30-40	Over 40	Total
	40	148	40	283
	14.1%	52.3%	14.1%	100%
Experiences/Years	Less than 5 years	5-10 years	More than 10 years	Total
	83	145	55	283
	29.3%	51.2%	19.4%	100%
Title	Head of Department	Administrative	Technical	Total
	63	96	124	283
	22.3%	33.9%	43.8%	100%

Source: Prepared by the researcher based on the results of the SPSS program

The previous table shows that the percentage of males is greater than the number of females in the studied sample, as the percentage of males is 54.1% and the percentage of females is 45.9%. Also, the majority of the research sample members are between 30 and 40 years old, as their percentage is 52.3%. As for the criterion of years of experience, the percentage of workers with years of experience between 5 and 10 years was the highest at 51.2%. It also showed that the percentage of technicians in the sample was the highest at 43.8%, followed by administrators at 33.9%, and finally department heads at 22.3%.

- Validity and reliability of the scale

The validity of the study tool was examined by reviewing the questionnaire and presenting it to a number of academics specialized in the field of human resources management, where the questionnaire was issued in its final form. As for the reliability of the questionnaire, which means obtaining the same results in the event of measurement several times, the researcher used the Cronbach's alpha test to measure the reliability of the scales used. Table (2) shows the values of the Cronbach's alpha reliability coefficient for the study variables:

Table (2) Scale reliability test

Scale	Cronbach's alpha coefficient
Definition of tasks	0.967
Skill diversity	0.967
Importance of tasks	0.958
Independence	0.963
Feedback	0.973
Job enrichment	0.991
turnover rate	0.973
Full scale	0.991

Source: Prepared by the researcher based on the results of the SPSS program

Table (2) shows that the values of the stability coefficient for the dimensions of job enrichment range between 0.973 - 0.958 and for the entire axis 0.991, while the values of this coefficient for the dependent variable are 0.973, and its value for the entire scale is 0.991, and all of these coefficients are greater than the acceptable limit of 0.60, which indicates the stability, quality and validity of the questionnaire questions every time the test is retested, meaning that the reliability of the scale is achieved and the data is valid for analysis and answering the research questions and hypotheses (Mamahit & Worng, 2016).

- Descriptive analysis of research variables

To describe the research variables, a single-sample T-test was used to compare the arithmetic mean of the studied variables with the neutral arithmetic mean (3.4). Table (3) shows the results of this analysis for all the studied variables: **Table (3) Results of the single-sample T-test for each of the studied variables**

Variable	Mean	Standard Deviation	Probability Value (sig)	Relative Importance	Ranking
Task definition	3.71	1.150	0.000	74.2%	4
Skill variety	3.73	1.158	0.000	74.6%	1
Task importance	3.72	1.164	0.000	74.4%	2
Autonomy	3.62	1.147	0.000	72.4%	5
Feedback	3.72	1.146	0.000	74.4%	2
Job enrichment	3.70	1.153	0.000	74%	-
Turnover rate	3.54	1.221	0.000	70.8%	-

Source: Prepared by the researcher based on the results of the SPSS program

The results of Table (3) indicate that the general average of the study sample's responses regarding the level of job enrichment is (3.70), which is greater than the average approval level, with a standard deviation of (1.153) with a significant difference based on the results of the T-



analysis for the single sample, where $\text{sig} < 0.05$ with a relative importance of 74%, indicating the agreement of the study sample members on the level of job enrichment in Iraqi telecommunications companies. The results of the T-analysis for the single sample from the previous table also show the variation in the relative importance of the dimensions of job enrichment, as the relative importance of skill diversity was the highest with a value of 74.6%, followed by the importance of tasks and feedback at the same level and with a relative importance of 74.4%, then defining tasks with a relative importance of 74.2%, and finally independence, which had a relative importance of 72.4%. The results of the previous table also indicate that the general average of the study sample's responses regarding the level of turnover rate is (3.54), which is greater than the average approval level, with a standard deviation of (1.221) with a significant difference based on the results of the T-analysis for the single sample, where $\text{sig} < 0.05$ with a relative importance of 70.8%, which indicates the existence of a high level of turnover rate in Iraqi telecommunications companies.

Hypothesis Tests

For H1 (There is a statistically significant correlation between job enrichment and turnover rate), to test this hypothesis and its sub-hypotheses, correlation analysis was used via Pearson's correlation coefficient to determine the degree and direction of the relationship between the variables, as Table (5) shows the results of testing this hypothesis:

Table (4) Results of the correlation analysis between the independent variable (and its dimensions) and the dependent variable

Variable	Correlation with labor turnover rate		Correlation Degree	Relationship direction
	Pearson's coefficient	Significance value		
Task definition	-0.752	0.000	Strong	Negative
Skill variety	-0.775	0.000	Strong	Negative
Task importance	-0.743	0.000	Strong	Negative
Autonomy	-0.753	0.000	Strong	Negative
Feedback	-0.774	0.000	Strong	Negative
Job enrichment	-0.769	0.000	Strong	Negative

Source: Prepared by the researcher based on the results of the SPSS program

The results of Table (4) indicate that the level of significance of the correlation between job enrichment (and all its dimensions) and turnover rate is $\text{sig} = 0.000 < 0.05$, which indicates the existence of a **significant correlation between the independent variable (with all its dimensions) and the dependent variable in the companies studied, and thus the first main hypothesis and all its sub-hypotheses are accepted**, and Pearson's correlation coefficient for the relationship between the independent variable (with all its dimensions) and the dependent variable indicates:

- There is a negative and strong correlation between job enrichment and turnover rate, as the value of Pearson's correlation coefficient reached ($P = -0.769$).



There is a strong negative correlation between all dimensions of job enrichment and the turnover rate, as the Pearson correlation coefficient value for the relationship between skill diversity and turnover rate was the highest ($P = -0.775$), followed by the Pearson coefficient value for the relationship between feedback and the dependent variable ($P = -0.774$), then the Pearson coefficient value for the relationship between independence and the dependent variable ($P = -0.753$), then the Pearson coefficient value for the relationship between task definition and turnover rate ($P = -0.752$), and finally the Pearson coefficient value for the relationship between task importance and turnover rate, which reached ($P = -0.743$) at a significance level of 0.05 in the companies under study.

As for H2 (There is a statistically significant effect of job enrichment in reducing the rate of turnover), to test this hypothesis and its sub-hypotheses and to identify and clarify the effects between the independent variable (in all its dimensions) and the dependent variable, linear regression analysis was used, which is used to predict the value of the dependent variable (job turnover rate) in terms of the independent variable (job enrichment) in all its dimensions, as the following Table (5) shows the simple regression analysis of the effect of job enrichment dimensions on the rate of turnover:

Table (5) Results of simple linear regression analysis of the effect of the dimensions of the independent variable on the dependent variable

Independent variable	p-value	Slope coefficient values B1	Regression equation	F Significant	R	R2	Explanation ratio
Task Identification	0.000	-0.755	$Y = 0.696 - 0.755X_1$	364.65	-0.752	0.565	56.5%
Skill Variety	0.000	- 0.791	$Y = 0.551 - 0.791X_2$	422.16	-0.775	0.600	60%
Task Importance	0.000	-0.757	$Y = 0.690 - 0.757X_3$	346.44	-0.743	0.552	55.2%
Independence	0.000	-0.750	$Y = 0.805 - 0.750X_4$	368.73	-0.753	0.568	56.8%
Feedback	0.000	-0.775	$Y = 0.623 - 0.775X_4$	419.43	-0.774	0.599	59.9%

Source: Prepared by the researcher based on the results of the SPSS program

It is clear from Table (5) that the p-value in the relationship of all dimensions of the independent variable to the dependent variable is less than the significance level of 0.05, which indicates the presence of a statistically significant effect of all dimensions of job enrichment on the turnover rate in the companies studied, and therefore all sub-hypotheses of the second main hypothesis are accepted. Accordingly, the regression model represented by the dimensions (task definition - skill diversity - task importance - independence - feedback) can be used to explain the changes in the dependent variable.

The relationship of the impact of each dimension of the independent variable on the dependent variable can be detailed separately as follows:

The effect of task definition on the turnover rate:

It is clear from Table (5) that the simple linear regression equation for the relationship of task definition to the turnover rate is:



$$Y = 0.696 - 0.755X_1$$

That is, an increase in X_1 (task definition) by 1 will be accompanied by a decrease in Y (work turnover rate) by 0.775.

The value of F was significant $F = 364.65$, and the Pearson correlation coefficient for the simple regression in this variable $R = -0.752$ was negative and less than 1, indicating the existence of a strong inverse correlation between the independent variable and the dependent variable. The value of the coefficient of determination $= 0.565 = R^2$ indicates that 56.5% of the change in the turnover rate can be reduced by defining tasks, and the rest can be explained by other factors.

The effect of skill diversity on the turnover rate:

It is clear from Table (5) that the simple linear regression equation for the relationship between skill diversity and turnover rate is:

$$Y = 0.551 - 0.791X_2$$

That is, an increase in X_1 (skill diversity) by 1 will be accompanied by a decrease in Y (work turnover rate) by 0.791.

The value of F was significant $F = 422.16$, and the Pearson correlation coefficient for the simple regression in this variable $R = -0.775$ was negative and less than 1, indicating the existence of a strong inverse correlation between the independent variable and the dependent variable. The value of the coefficient of determination $= 0.600 = R^2$ indicates that 60% of the change in the turnover rate can be reduced through skill diversity, and the rest can be explained by other factors.

The effect of task importance on the turnover rate:

It is clear from Table (5) that the simple linear regression equation for the relationship between task importance and turnover rate is:

$$Y = 0.690 - 0.757X_3$$

That is, an increase in X_1 (task importance) by 1 will be accompanied by a decrease in Y (work turnover rate) by 0.757.

The value of F was significant $F = 346.44$, and the Pearson correlation coefficient for the simple regression in this variable $R = -0.743$ was negative and less than 1, indicating the existence of a strong inverse correlation between the independent variable and the dependent variable. The value of the coefficient of determination $R^2 = 0.552$ indicates that 55.2% of the change in the rate of turnover can be reduced by the importance of tasks, and the rest can be explained by other factors.

The effect of independence on the turnover rate:

It is clear from Table (5) that the simple linear regression equation for the relationship between independence and turnover rate is:

$$Y = 0.805 - 0.750X_4$$



That is, an increase in X1 (independence) by 1 will be accompanied by a decrease in Y (turnover rate) by 0.750.

The value of F was significant $F = 368.73$, and the Pearson correlation coefficient for the simple regression in this variable $R = -0.753$ is negative and less than 1, which indicates the presence of a strong inverse correlation between the independent variable and the dependent variable. As for the value of the coefficient of determination $0.568 = R^2$, it indicates that 56.8% of the change in the turnover rate can be reduced through independence, and the rest can be explained by other factors.

The effect of feedback on the turnover rate:

It is clear from Table (5) that the simple linear regression equation for the relationship between feedback and turnover rate is:

$$Y = 0.623 - 0.775X_4$$

That is, an increase in X1 (feedback) by 1 will be accompanied by a decrease in Y (turnover rate) by 0.775.

The value of F was significant $F = 419.43$, and the Pearson correlation coefficient for the simple regression in this variable $R = -0.774$ is negative and less than 1, which indicates the presence of a strong inverse correlation between the independent variable and the dependent variable. As for the value of the coefficient of determination $0.599 = R^2$, it indicates that 55.9% of the change in the turnover rate can be reduced through feedback, and the rest can be explained by other factors.

To test the second main hypothesis and predict the value of the turnover rate through the dimensions of job enrichment combined, the researcher used multiple linear regression analysis using the Enter method, as Table (6) shows the values of the multiple linear regression analysis of the effect of the dimensions of the independent variable combined on the dependent variable using the Enter method:

Table (7) - Results of the multiple linear regression analysis of the effect of the dimensions of the independent variable combined on the dependent variable using the Enter method

Independent variable	p-value	Slope coefficient values B1	F Significant	R	R2	Explanation ratio
Task Identification	0.000	-0.028	99.502	-0.801	0.642	64.2%
Skill Variety		-0.289				
Task Importance		-0.111				
Independence		-0.292				
Feedback		-0.341				

Source: Prepared by the researcher based on the results of the SPSS program

It is clear from Table (6) that the p-value of the ANOVA test in the relationship between the independent variable (job enrichment with its combined dimensions) and the dependent variable (labor turnover rate) is less than 0.05, which indicates the existence of a statistically



significant effect of job enrichment on the labor turnover rate in the companies studied. The regression is also significant and the linear regression model is good at representing the relationship between the independent variable and the dependent variable. Therefore, the regression model represented by the independent variable can be used to explain the changes in the dependent variable, thus accepting the second main hypothesis.

The F value was highly significant, reaching $F = 99.502$, and the Pearson correlation coefficient for the simple regression in this variable $R = -0.801$ was negative and less than 1, indicating the existence of a strong inverse correlation between job enrichment and the turnover rate. The coefficient of determination value was $0.642 = R^2$, indicating that 64.2% of the change in the turnover rate can be reduced through job enrichment, and the remaining 35.8% can be explained by other factors not included in the model.

RECOMMENDATIONS

Based on the results of the field study, the researcher recommends the following:

- 1- Iraqi telecommunications companies should work to enhance the adoption of the job enrichment approach in their work, as it has a significant impact on reducing the rate of employee turnover.
- 2- Grant employee's greater independence in performing their tasks, and delegate some powers to them that enable them to make some decisions within the scope of their work, and reduce the restrictions imposed on them, as the results showed that this dimension is the least applied among the dimensions of job enrichment.
- 3- Enhance interest in developing and diversifying employees' skills through qualitative and specialized training for administrative and technical cadres in the surveyed companies, and reviewing all developments in their field of work to gain new experiences through direct contact.
- 4- Expand communication channels between administrative levels in the surveyed companies through periodic meetings and meetings, to provide them with all information related to their work, and discuss and evaluate the progress of work plans.
- 5- Determine an accurate job description for each employee that includes the tasks required of him, the procedures for performing them, his powers to practice them, and their connection with the rest of the tasks of the work team in the company.
- 6- Enhance the importance and role of employees in the company by adopting their ideas and initiatives, and involving them in the decision-making process related to their work.
- 7- Work on constantly updating work methods and approaches, and issuing an accurate organizational guide that defines the structure of jobs, the experiences required to fill them, their precise tasks, and their connection with other jobs.
- 8- Conduct a periodic survey of employee opinions to detect indicators of work turnover before they occur, and take appropriate measures to avoid the causes that lead to their occurrence.



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