A STUDY ON IMPACT OF JOB ENRICHMENT ON EMPLOYEE MOTIVATION

AUTHORS

1. **Mrs.T.S. Padmaja, B.TECH, MBA, (Ph.D)/Assistant Professor/ MBA Dept/Jaya Engineering College, Thiruninravur, Chennai-602024**

2. **Dr.L.Subburaj, MBA, MCOM, M.Phil., Ph.D/MBA Dept/Jaya Engineering College, Thiruninravur, Chennai-602024**

3. **Ms.E.Sweetlin Jenisha, B.COM, MBA, (Ph.D)/Assistant Professor/ MBA Dept/Jaya Engineering College, Thiruninravur, Chennai-602024**

4. **Ms.K.Kavyashri, MBA /Jaya Engineering College, Thiruninravur, Chennai-602024**

ABSTARCT

Job enrichment is a fundamental part of attracting, motivating, and retaining talented people, particularly where work is repetitive or boring. Employees in every organization want to draw fulfillments from their jobs and every human resource Manager wants the employees to be fulfilled being the most important resources of the organization. Globalization has created many challenges for multinational and local organizations such as cost of production that is on the increase day by day due to universal factors such as world recession, resource limitation, modern world computing, information technology and trends that have affected the way work is done and also changed the face of competition among organizations. The problem of job enrichment stemmed from the fact that in today's rapidly corporate environment, organizations globally want to maximize the potential of their human resources to stay ahead of the aggressive competition to survive in the middle of the quest. The present paper is an attempt to find job related characteristics that help in job enrichment programmes in organizations and to find out how job enrichment helps in the retention of employees. Job enrichment provides many opportunities for people's development. Enriched jobs lead to more satisfied and motivated workers.

Keywords: Job Enrichment, Employee Motivation, Employee satisfaction, Enrichment

INTRODUCTION

The concept of job enrichment is a very theory within the field of organizational behaviour that is applicable without all sectors of organization. Used synonymously with "job enlargement", the term job enrichment refers

to different methods that are aimed at increasing employee's job motivation, satisfaction, and self-worth; in an attempt ultimately increase the overall employee productivity within the organization. Research studies conducted on Job Enrichment and its influence on employee productivity date back to the 1950s and 1960s and throughout those years wide variety of methods have emerged. Most commonly job enrichment is attributed to the process of job redesign in order to reverse the negative effects monotony of employee tasks, which will include boredom, lack of autonomy and dissatisfaction. Other variances of job enrichment include providing worker incentives by involving the employee in the decision making process, the implementation of quality work groups and team building, and job independences an incentive to increase productivity.

OBJECTIVES

- To analyze the level of employee motivation through job enrichment.
- To find out the relationship between management and workers.
- To analysis the satisfaction of employee through job enrichment.
- To find out the opportunities provided by the company for update the knowledge ofthe employees.
- To analyze the working environment of the company.

REVIEW OF LITERATURE

Honold (1997) suggests that an empowered organization is one where managers supervise more people than in a traditional hierarchy and delegate more decisions to their subordinates (Malone, 1997). Managers act like coaches and help employees solve problems. Employees, he concludes, have increased responsibility. Superiors empowering subordinates by delegating responsibilities to them leads to subordinates who are more satisfied with their leaders and consider them to be fair and in turn to perform up to the superior's expectations (Keller and Dansereau, In practice, the definition of delegation appears to be of critical importance. It can be discerned by the language used by the researcher. The words "subordinate" and "superior" in the language suggests giving additional tasks to employees. This is not perceived as empowering by employees (Menon 1995). Providing for the development of self-worth by negotiating for latitude in decision making and changing aspects of the employee's job leads to increased levels of perceived self-control and hence empowerment.

Johnson (2008) studied that absenteeism due to stress increased slightly in South African companies in 2008 compared with the previous year. So far 3.4% of all sick leaves taken until the end of June this year were due to stress, depression and anxiety, according to Cams, a company which looks at corporate absenteeism. This was line with indications that the country was experiencing an economic downturn. In 2007 this figure was 3.1% and 3.9% in 2006. The research was done with the help of statistics from 100,000 employees in 60 companies, using data from doctor-issued sick certificates. "Companies should therefore continue to ask themselves what they could do to make their staff happy and productive."

Mills (1973), predicts that Industrial sociologists and psychologists have often paid little more than scant attention to the actual work of the people they have been studying. The literature is full of brief comments about the work situation which lack both data and an analytical framework. This deficiency is surprising. Work content has been shown to have a significant impact on behaviour, morale, and productivity in the workplace. The purpose of job design research is to seek to understand this relationship more clearly and then to use research-based insights to create jobs which are more satisfying to perform, and more efficient in performance. As such this body of knowledge should be a subject of particular relevance for personnel specialists since job content considerations should affect recruitment, training, placement and effort-reward policies. However, although job content has very wide repercussions for the personnel area, job design is frequently left by default to the technical and engineering specialists, who seek to make their work system function effectively in production rather than human terms.

Mogelof et.al (2005), discusses context-driven job satisfaction tradeoffs associated with careers in élite versus non-élite organizations and the role organizations may play in facilitating or impeding workers' participation in valued activities. It emphasizes the importance of participation in valued activities as a key driver of job satisfaction. The original purpose of this study was not to focus on job satisfaction, but rather to conduct an exploratory investigation of how symphony orchestra players cope with the frustrations and disappointments of orchestra life. Symphony orchestra players report surprisingly low levels of job satisfaction given the perception held by many that life and work in symphony orchestras is glamorous and rewarding.

Orpen (2007), examined that (1) Employees in the enriched condition perceived their jobs as more enriched than before; (2) enrichment caused significant increases in employee job satisfaction, job involvement, and internal motivation; (3) enrichment led to significant decreases in absenteeism and turnover; but (4) enrichment had little impact on performance, whether assessed by superiors' ratings or by actual output. These findings, which are described in terms of the Hackman-Oldham theory of job design, are regarded as suggestive evidence that enrichment can cause substantial improvements in employee attitudes, but that these benefits may not lead to greater productivity. It is argued that in order to explain the effect of enrichment on performance, it is necessary to consider other factors besides the psychological states produced by jobs which are seen to have certain characteristics.

Peter et.al (2004), said Job enrichment is a type of job redesign intended to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction (Leach & Wall, 2004). The underlying principle is to expand the scope of the job with a greater variety of tasks, vertical in nature, that require self-sufficiency. Since the goal is to give the individual exposure to tasks normally reserved for differently focused or higher positions, merely adding more of the same responsibilities related to an employee's current position are not considered job enrichment.

RESEARCH METHODOLOGY

- ✓ Type of research is Descriptive Research
- ✓ The Sample Size is 100 Employees.
- ✓ Sampling Technique is Convenience Sampling.
- ✓ The instrument of data collection is Questionnaire method.
- ✓ Statistical Tool for analysis is
    - ➢ Simple Percentage analysis
    - ➢ Chi square analysis,

DATA ANALYSIS AND INTERPRETATION

TABLE-1- EDUCATIONAL QUALIFICATION OF THE RESPONDENT

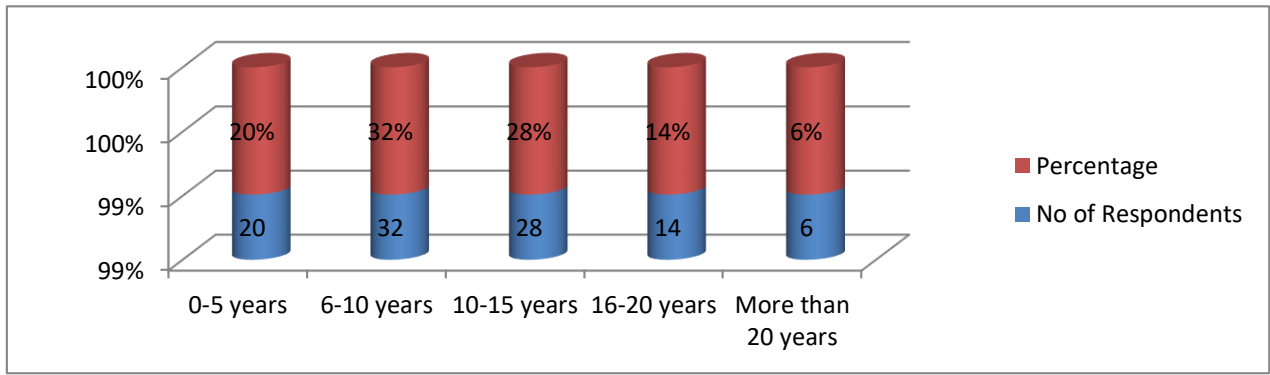| Qualifications	No. of Respondents	Percentage
10th	18	18%
12th	30	30%
ITI/Diploma	20	20%
UG	22	22%
PG	10	10%
TOTAL	**100**	**100%**

INFERENCE:

From the above chart selection of an educational qualification for 100 samples only 10% have PG Qualifications others are below PG
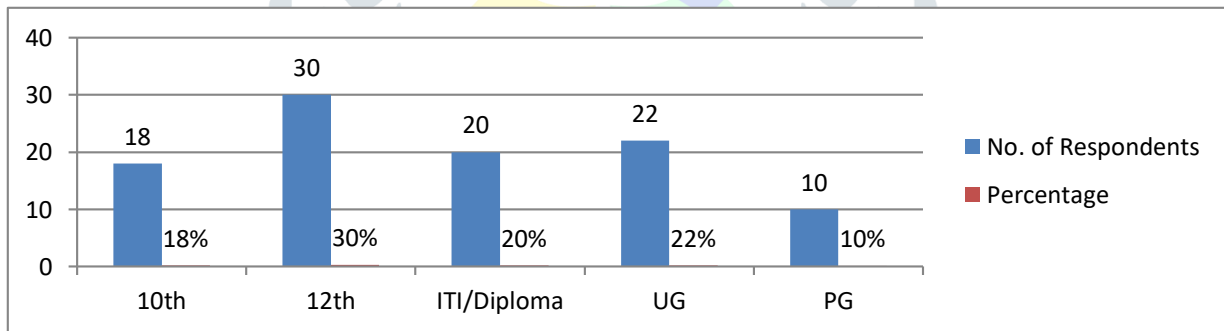
CHART-1- EDUCATIONAL QUALIFICATION OF THE RESPONDENT

TABLE-2- WORK EXPERIENCE OF THE EMPLOYEE

Working Experience	No of Respondents	Percentage
0-5 years	20	20%
6-10 years	32	32%
10-15 years	28	28%
16-20 years	14	14%
More than 20 years	6	6%
Total	**100**	**100%**

INFERENCE:

From the above table 20% of respondents are 0-5 Years of experience, 6-10 years are 32%, 28% from 10-15 years of experience, more than 20% are 6 % only.
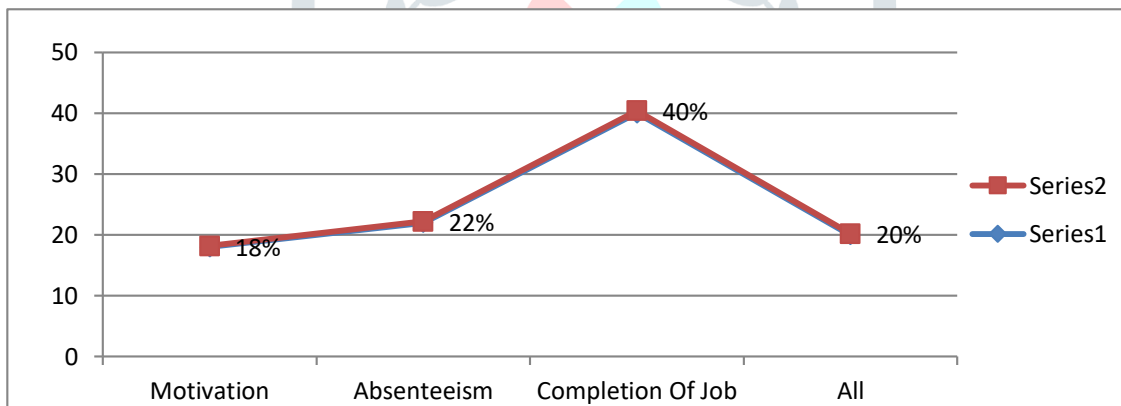
CHART-2- WORK EXPERIENCE OF THE EMPLOYEE

TABLE-3- JOB IS MADE TO HAVE CHALLENGES EVERY DAY

Challenges	No. of Respondents	Percentage
Motivation	18	18%
Absenteeism	22	22%
Completion Of Job	40	40%
All	20	20%
TOTAL	100	100%

INFERENCE:

From the above table 18% are motivated, absenteeism is 20%, completion of Job are 40%

CHART-3- JOB IS MADE TO HAVE CHALLENGES EVERY DAY

TABLE-4- OUR JOB INCLUDES INTERACTING WITH CUSTOMERS

Customer Interaction	No. of Respondents	Percentage
Satisfaction	38	38%
Job Satisfaction	12	12%
Responsible	26	26%
All	14	14%
TOTAL	100	100%

INFERENCE:

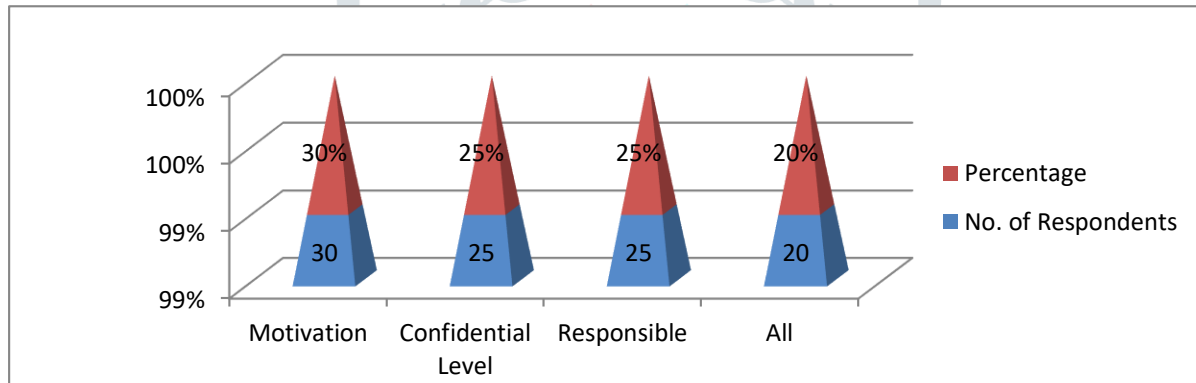From the above table 38% of the respondents are satisfied for interactions, only 14% are all
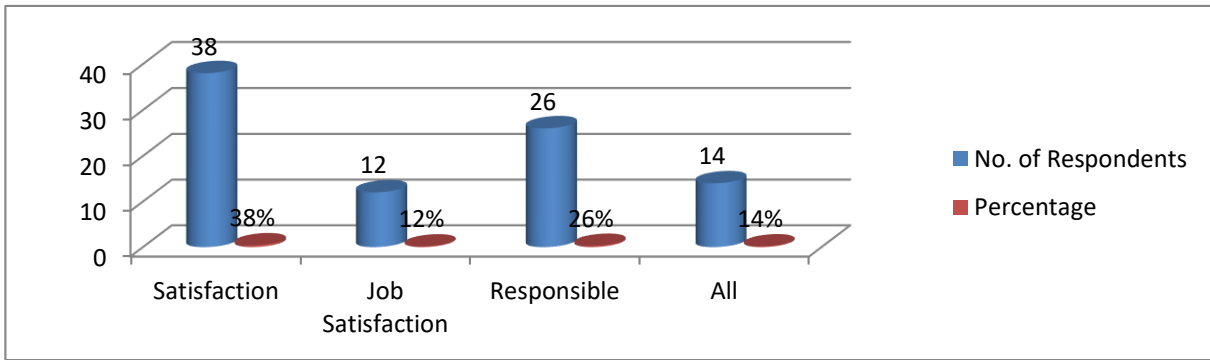
CHART-4- OUR JOB INCLUDES INTERACTING WITH CUSTOMERS

TABLE-5 - COMPANY STARTS IMPLEMENTING DECISION PROPOSED

Affects	No. of Respondents	Percentage
Motivation	30	30%
Confidential Level	25	25%
Responsible	25	25%
All	20	20%
TOTAL	**100**	**100%**

INFERENCE:

From the above table decision implementation 30% of employees, 20% of employees are all levels.

CHART-5 - COMPANY STARTS IMPLEMENTING DECISION PROPOSED

FINDINGS

✓ Educational qualification for 100 samples only 10% have PG Qualifications others are below PG

✓ 20% of respondents are 0-5 Years of experience, 6-10 years are 32%, 28% from 10-15 years of experience, more than 20% are 6 % only.

✓ 18% are motivated, absenteeism is 20%, completion of Job are 40%

✓ 38% of the respondents are satisfied for interactions, only 14% are all

✓ Decision implementation 30% of employees, 20% of employees are all levels.

SUGGESTIONS

- ✓ The company will met the manpower shortage at the production line if the all employees and workers have the knowledge about the production they shall be use to the production purpose mean time production cannot be affect.
- ✓ From the superior level to worker level the communication have to be increase
- ✓ Management shall give incentive by their performance

CONCLUSION

The organizations is having a lack of relationship between workers and supervisors, it should maintain a good relationship. The organizations also lack on certain factors such as working conditions, Canteen, rest room facilities, rewards, and recognition and promotion policy. Employee's welfare measures and Job security should be given utmost importance, so that the employee's turnover may be restricted. The organizations need to modify the reward system of the employees and promotions must be given based on merit, educational qualification and experience, and if these factors are given little more care, the company can maintain good workers with high level of satisfaction, organizational commitment and involvement. This will inturn lead to effectiveness and efficiency in their work which leads to increased productivity

References:

- Kotari,C.R.Research Methodology, New Delhi Vikas PublishingHouse Pvt. Ltd
- D.D.Sharma Research Methodology
- C.B.Memoria, Personnel Management Himalaya Publishing HousePvt. Ltd
- S.C.Gupta, Research Methodology Himalaya Publishing House Pvt. Ltd
- Human resources Management, Stepen Robinson 6th Edition
- Aswathappa, K. Human Resource Management, Fifth Edition, Tata McGraw-Hill Publishing.
- C.R. Kothari, Research Methodology, Second Edition.
- The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals — Shawn Smith and Rebecca Mazin
- Smart Staffing: How to Hire, Reward and Keep Top Employees for Your Growing Company — Wayne Outlaw
- HR Answer Book, The: An Indispensable Guide for Managers and Human Resources Professionals - Author: S. Smith, R. Mazin