

JOB ENRICHMENT AND IT'S IMPACT ON EMPLOYEES JOB SATISFACTION

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ABSTRACT

Among all the key resources in an organisation, men are the most active factor. Organisations are thus very much employee centric rather than only being oriented towards the organisation. Higher productivity and eventually achieving the goals of an organisation can be fulfilled only when employees are retained in an organisation with proper decorum. Retention of employees in an organisation is becoming a burning issue in the present business scenario. Therefore, in order to retain and enhance commitment of employees towards the organisation, the managers should look after the satisfaction level of the employees as well their career growth which again improvise employee performance and lead to higher productivity. Though, compensation on efforts was the only concern of the employees from ages, but now they also look forward for meaningful and enriched job characteristics for their career development. And the only step towards this initiative that can be taken by an organisation is job enrichment. This study is done in order to emphasize on the relationship between job enrichment and job satisfaction. Some of the key factors that are witnessed during the study are job autonomy, task significance, task identity and skill variety. The study is descriptive in nature. The research reveals that job enrichment has a positive impact on satisfaction level of employees in an organisation.

KEYWORDS: Job Enrichment, Job Satisfaction, Employee Performance, Job Autonomy, Task Identity, Task Significance and Skill Variety.

INTRODUCTION

The Indian economy has faced drastic changes since 1991 as a result of globalisation and increasing competition among domestic companies and MNC's which adversely affected the workplace. Organisations now expect higher productivity and excellent performance level to fulfil its objectives within a rational time period. Moreover, employees are the most important

resource who contributes towards carrying out a business successfully. Managers and supervisors always try to identify ways and measures to keep the employees satisfied as performance of an employee is highly reliable on employee's satisfaction level. The overall productivity expected by any organisation decreases with the passage of time and thus redesign of jobs

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according to the dynamic business scenario and employee demand is very essential. Job enrichment defines a job in a restructured way. It includes proper understanding of a task which is to be done, its significance and the responsibilities that have to be taken by the employees in order to carry out a job. Monotonous work, bad working environment, conflict among colleagues and many other factors may demotivate the employees and generate low level performance which will again affect the overall productivity and the business will get hampered. Job enrichment is thus, designing a job in a more enhanced way, where the tasks are structured with a variety in content, more challenging and involves better core competencies and knowledge. Job satisfaction is however one of the prime factors for an employee's performance level and his sustainability in the organisation. Job satisfaction has different dimensions such as satisfaction with quality of work, pay, supervision, organizational commitment, and organizational climate. Any one of the facet can't ensure satisfaction with all the other factors.

LITERATURE REVIEW

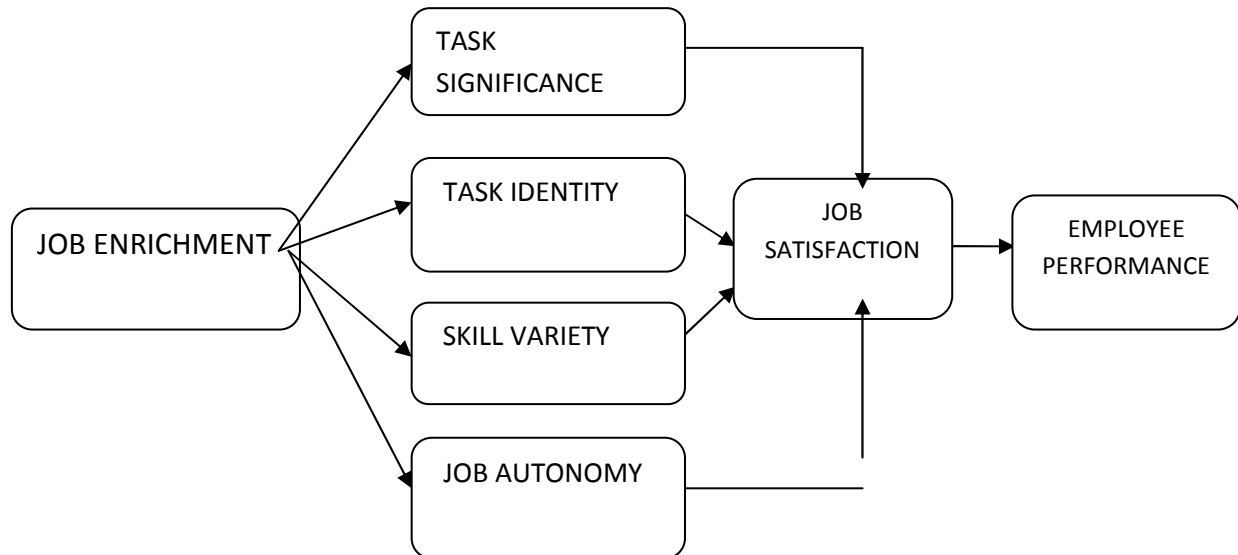
Job enrichment is a technique in which jobs are restructured in such a way that employees are motivated to acquire more responsibilities by providing them flexibility in work, prioritising their career growth and achievements (*Sarika Sushil, 2017*). Task identity is one the most contributing factor that enhances the performance of an employee. Thus, an organisation should highly focus on providing sufficient freedom in performing their respective tasks which would also enable them to make good use of their skills and knowledge. (*M. Venith Vijay, Dr. R. Indradevi, 2015*). Job enrichment is an excellent means to prevent employee turnover and it is also an essential aspect to motivate employees for better performance through understanding of the meaning of the

task allotted, utilisation of various skills and also by taking responsibilities to complete the task on time with greater output. Increased recognition of meaningful task will motivate the employees for high commitment towards attainment of goals and objectives of an organisation (*Dr. Supriya Choudhary, 2016*). Employees who receive more training in their job feel more enriched in their job, are absent less often and have higher levels of job satisfaction. Employees, who receive more training feel more enriched in their job, they are happier and satisfied, less absent and form a more productive work team (*Car olyn Williams*). Designing jobs oriented to the career growth as well as personal factors of the employees will make the employees more dedicated towards better performance and higher productivity (*GAYATHRI N, 2016*). Job satisfaction is an important psychological phenomenon that enhances better performance of employees, reduces absenteeism, decreases employee turnover, better mental health, and good interpersonal relations, motivates employee to participate in various fields, and also increases employee loyalty towards the organisation (*Vidushi, 2012*). Managers must give more attention to an employee's skill enhancement and help them achieve their career goals as organisation is the primary platform to start developing such career growth strategies (*Joe Kavanaugh, Jo Ann Duffy and Juliana Lilly, 2006*). Job satisfaction has a positive impact on employees' behaviour and moderating effect on their personality traits (*Han-Jen Niu, 2013*). Intercultural interactions have a greater impact on job satisfaction (*Malgorzata Rozkwitalska, Beata Aleksandra Basinska, 2015*). There is no loss in satisfaction in any job aspects like managerial employees or ordinary employees except there is any pressure imposed by supervisors on business decision making during crisis or during evaluation of employees (*Nuria Sánchez-Sánchez, Ahn Namkee, 2017*). An employee having high Emotional Intelligence have a tendency to work in conditions that

provide them opportunities to enhance their emotional and social abilities such as working in teams, taking risk and challenging tasks, participation in various activities, etc and

eventually they will have higher levels of job satisfaction (Ricardo Chiva, Joaquín Alegre, 2008).

CONCEPTUAL FRAMEWORK



OBJECTIVES

1. To study the significance of job enrichment in the lives of employees in organisations
2. To study the job related characteristics that help in job enrichment programmes in organisations
3. To analyse the impact of job enrichment on job satisfaction of the employees' in organisations

METHODOLOGY

The study is descriptive in nature and is based on secondary data. The study is adopted from various research studies. And thus, in order to understand the relationship between job enrichment and job satisfaction, a number of literatures are reviewed and analysed. The study is done to identify if job enrichment play any role in attaining employees' job satisfaction. Variables like task significance, task identity, skill variety, job autonomy are given emphasis on.

ETAILED STUDY

JOB ENRICHMENT

Job enrichment is a strategy of redesigning a job structure with more variety in content, challenging tasks which enable the employees' to enhance their skills and knowledge and look forward towards career growth as well as high commitment towards organisations mission and vision. Such enrichment programmes motivates the employees' to undertake responsibilities and sustain in the organisation for long.

JOB SATISFACTION

Job satisfaction is a psychological concept which consists of feelings and emotions with which an employee view their work. This is an attitude of an individual of likes or dislikes towards something. From organisation's point of view, employees' job satisfaction helps them to give better performances and eventually the organisation can achieve higher productivity through satisfied employees'.

THEORIES OF JOB SATISFACTION

AFFECT THEORY

Edwin A. Locke's Range of Affect Theory (1976) is one of the most famous models of job satisfaction. The theory basically defines satisfaction by a discrepancy between what an employee wants in his job and what he possess in the particular job. This theory further states that, factors like autonomy in work place reveals the fact if the employees are satisfied or dissatisfied, expectations are met or not. Moreover, a person who values autonomy in workplace is more satisfied in his position and is less satisfied in a position of less or no autonomy. The theory also says that, easy accessibility of a particular facet will lead to stronger feelings of dissatisfaction, when a worker gives more value to that particular facet.

DISPOSITIONAL THEORY

This is again a well-known job satisfaction theory. It is a general theory which says that people have innate dispositions that cause them to have tendencies towards a certain level of satisfaction, regardless of one's job. This model also says higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own skill and knowledge) lead to higher work satisfaction. Moreover, having an internal locus of control (believing one has control over her\his own life) provides higher satisfaction.

TWO-FACTOR THEORY (MOTIVATOR-HYGIENE THEORY)

Frederick Herzberg's two factor theory (also known as Motivator Hygiene Theory) which tends to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. Various hygiene factors include different aspects

at workplace such as pay, company policies, Interpersonal relations and other working conditions. Motivating factors are those aspects of the job for example achievement in work, recognition, promotion opportunities.

VARIABLES

TASK SIGNIFICANCE

It refers to meaningful work that can add value to the organisation and its stakeholders. The work that is assigned to the employees should hold some responsibility so that they can provide benefit to the society as well.

TASK IDENTITY

Task identity means recognition of a task and providing sufficient facilities to complete the entire task as a whole.

SKILL VARIETY

This implies the process of enhancing the core competencies and at the same time increasing more number of skills while doing a task.

Variety again motivates the employees to identify and understand their ability to adapt in various working conditions. The employees therefore can sense their capabilities as they can perform in different fields of work in different ways.

EMPLOYEE PERFORMANCE

Employee performance can be an employee's attitude, behaviour and achievement of goals and objectives. There are 4 major factors that may affect the performance of an employee such as Job Autonomy, Organizational Support, Training, and Justice in the Organization.

JOB AUTONOMY

Job autonomy can play an important role in enhancing the performance of the employee in the organization. Job autonomy allows the

employees to feel free at work and work with flexibility. It creates a sense of responsibility among the employees and they feel motivated being an important part of the organisation. Without any provision of autonomy, lot of problems will occur like low performances level, lower productivity and the organisation may run in loss in the long run.

CONCLUSION

After a detailed study of various research papers, it is seen that most of the authors recommend that job enrichment has ample opportunity to be cultured on. Most of the workplaces today consist of monotonous work and they lack in prioritising the most important assets of an organisation, the employees. Organisations therefore, should focus more on attainment of employees job satisfaction which comes from their career growth opportunities as well. Thus, jobs should be designed in such a way that the organisations become the base of employees' career development and skill enhancement simultaneously. During the study, it was found that, authors have mentioned about training employees to achieve job satisfaction. Employees who receive more training are highly satisfied. Most of the researchers revealed the fact that job autonomy, task significance; task identity and skill variety which when designed and provided to the employees with a better understanding of the task can satisfy them highly which gets reflected in their performance. At the end of the day, the organisation is benefitted with greater productivity with quality. However, jobs can be designed on the basis of employee requirement, current business scenario, competitors and various other facets. The most important thing is

employees should get chance to enhance their skills through the designed tasks and also increase their capability of skill adaptability so that they can execute skills in various fields in various unique ways. Thus, we can say that, job enrichment is positively related to job satisfaction of employees'. That is, more a job is re-designed conveniently; more will be the level of job satisfaction among employees. More researches can be done on job enrichment affecting job satisfaction as it has a high scope of research.

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