

JOB ENRICHMENT AND WORK OUTCOMES – A STUDY IN A CHEMICAL FACTORY IN MANGALORE

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Abstract: Job enrichment is a motivational technique adopted in large organizations to bring in greater job satisfaction to the employees at the workplace. It is like entrusting those jobs which were earmarked to people of higher grade now being granted to the employees and making the job more challenging and interesting. It is giving more responsibilities, than what originally applied to the job, creating opportunities for professional growth and recognition. This paper has been an attempt to examine the employee's psychological perspective on quality of work life through job enrichment. It also analyses the impact of job enrichment policies on work outcomes such as Satisfaction, Motivation and Performance of employees. The study is conducted in a chemical factory in Mangalore. A structured questionnaire was used and the sample was collected through systematic random sampling. From the study it is observed that job enrichment has an effect on work performance. It leads to improved performance which would enhance productivity. Survey depicts that most of the respondents show agreement with the relationship of Job enrichment with satisfaction.

Keywords: Job enrichment, productivity, satisfaction, motivation, performance, Quality of Work Life

Introduction

Job enrichment is termed as up gradation of jobs that builds the opportunity for employees to be familiar about the feelings of responsibility, self-governance, job itself, accomplishment, development, and acknowledgement. It is also called as vertical loading of job. An advanced job must preferably include:

- Variety of responsibilities as well as difficulties of altering challenges (Physical/Mental).
- Entire component of work-significant task.
- Feedback and support along with communication.

Job enrichment is a scheme for upgrading the responsibility, scope, challenge and efficiency in the work itself; it also includes opportunity and recognition for individual development, learning, accomplishment and gratification. It is the change of task which incorporates the work role, by replacing the fragmented tasks into unified task. It aims to improve job content, organization, business involvement, compensation, non-attendance and performance. Job enrichment programs leads to improved employee performance and contentment.

Job Enrichment *means*



Review of Literature

Literature review is utilized for inquiry by the researcher to hold information about a specific subject. Here it is based on job enrichment and quality of work life.

- **Sekharan (1985)** mentions that, initially the idea of QWL had incorporated only the issue of salary, time of work and working conditions. On the other hand, the idea has now been extended to include factors such as the level of workers involvement in the job, their satisfaction level with various aspects in the work atmosphere, their perceived job capability, success on the job etc.
- **Hackman and Lawler (1971)**, explained the procedure of altering jobs emphasizes on the major five factors which includes authority to action, multiplicity skill, the opportunity perform a huge part of business, feedback, and freedom to apply skills as well as abilities. In his view, these are the primary dimensions for job motivation.
- **Hackman and Oldham's (1976)** stated, Model of job characteristic (JCM) adds more significance and pragmatic access to job enrichment with varying circumstances. The assumption is that, autonomy along with feedback is vital than work characteristics, so that people with high growth-need-strength may react positively for enriching jobs comparing to others.
- **Akrani (2011)** explains, some of the distinct features for effectiveness of job enrichment are:
 - 1) The nature of the jobs is such that it demands higher –level-knowledge, skills and responsibilities.
 - 2) The objective of an enriched job is such that the task is more lively and challenging, therefore being a source of motivation to the employees.
 - 3) The enriched job is packaged to yield positive solution, because the employees are given chances to use their opening move and innovate while working.

Research Objective

- 1) To examine the employee's psychological perspective on quality of work life through job enrichment.
- 2) To analyse the impact of job enrichment policies on Satisfaction, Motivation and Performance of employees in the chemical factory.

Research Population

The population of the survey includes all male and female employees of MCF Ltd., Mangalore, total of 736 employees working in different departments with various designations, which includes 520 employees as Management staff, 84 employees as Trainees and 132 employees are workmen.
Sample Design

Location	Mangalore
Sampling units	Employees of the chemical factory
Sampling method	Systematic Random Sampling
Sample Size	130 respondents
Instrument for data collection	Structured Questionnaire

Table 1.1: Sample Design
Sampling Technique

Sample is taken based on the population of employees in each Grade i.e. 25 percent of population of employees of each Designation from Junior Officer to Senior Manager.

Table 1: Factors in the work environment enhancing the work life wellness with reference to Accomplishment for good work, Freedom to carryout tasks, Effective feedback system

	Accomplishment for good work	Freedom to carryout tasks	Effective feedback system
SD	0	0	3
D	6	3	9
N	25	27	25
A	48	48	56
SA	51	52	37
Total	130	130	130

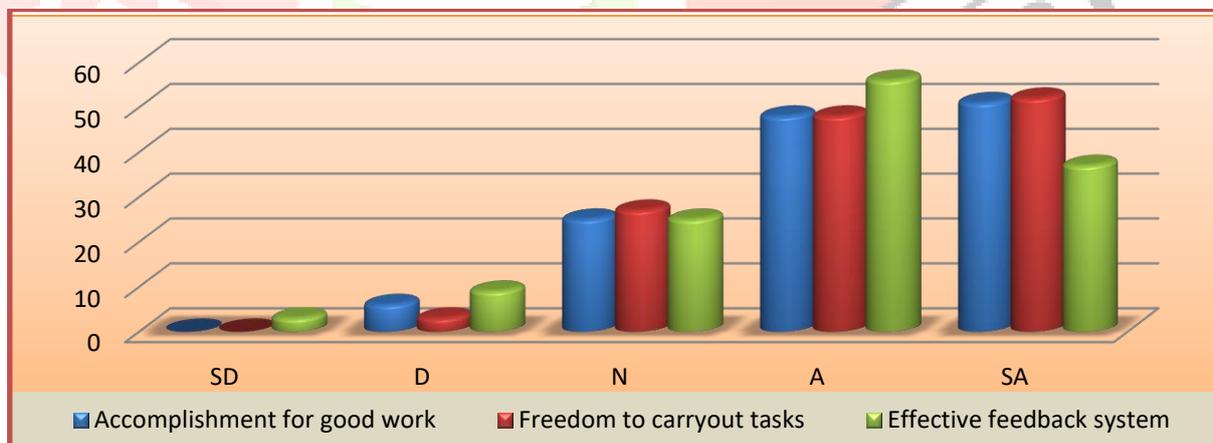


Figure 1: Factors in the work environment enhancing the work life wellness with reference to Accomplishment for good work, Freedom to carryout tasks, Effective feedback system

The table above shows that, 39.2 percent of respondents strongly agree that accomplishment for good work will enhance their work life wellness. 40 percent of respondents strongly agree that freedom to carryout tasks will improve their work life wellness. 43 percent of respondents agree that effective feedback system provided will enhance work life wellness. The company recognizes and rewards employees for their outstanding work performance. Rewards might be on monetary terms. It provides for freedom, independence and decision making ability to carry out the assigned tasks effectively and efficiently. Freedom of decision making speeds up the work process and also shows the faith of the company in its

employees which provides them a sense of self-importance in their work. Positive comment will encourage employees by accomplishing the attempts they do in their task. Corrective advice enables them to know the areas of improvement. Hence these factors will have an impact on work life wellness of employees.

Table 2: Factors in the work environment enhancing the work life wellness with reference to Employee friendly work place, Innovative environment, Job focus & Career development and Opportunities for learning

	Employee friendly work place	Innovative environment	Job focus and Career Development	Opportunities for learning
SD	0	2	0	3
D	2	14	6	9
N	17	33	24	18
A	52	50	59	55
SA	59	31	41	45
Total	130	130	130	130

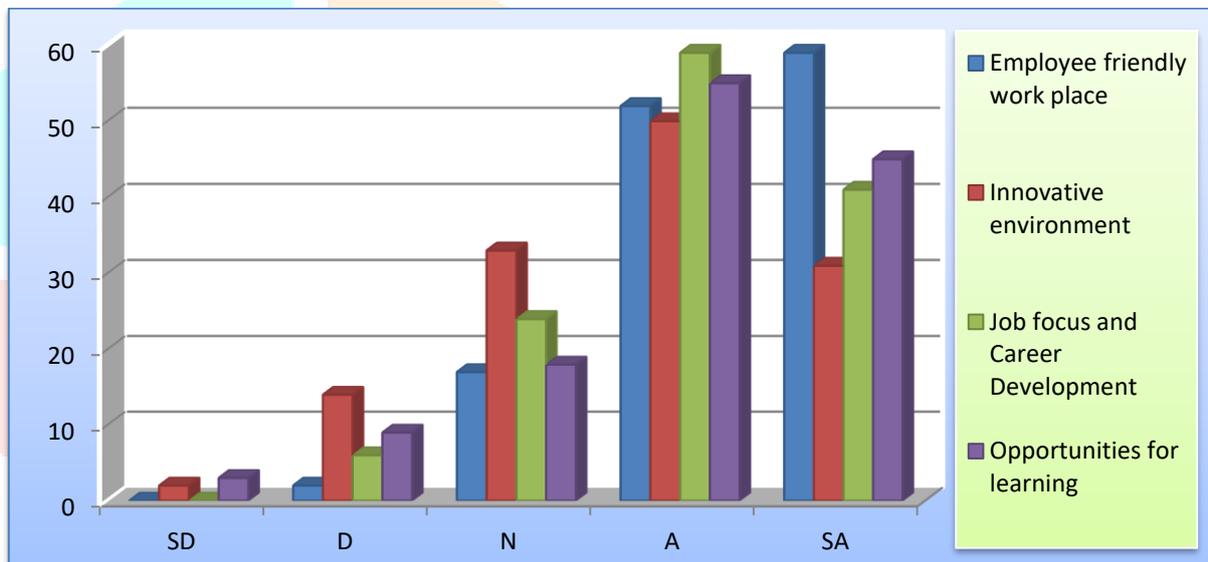


Figure2: Factors in the work environment enhancing the work life wellness with reference to Employee friendly work place, Innovative environment, Job focus & Career development and Opportunities for learning

From the survey it is evident that, 45.3 percent of respondents are strongly of the agreement that employee friendly working environment will improve work life. 38.4 percent of respondents are of the same mind that innovative environment will improve the quality of work life. 45.3 percent of respondents feel that quality in work life can be enhanced through job focus and career development opportunities provided. 42.3 percent of respondents agree that opportunities for learning will enhance their work life wellness.

The factors mentioned above display the association between employees and job conditions which will affect the attitude, behavior and work environment, which will have an effect on work life wellness. The company has a very good work environment and has provided all the necessary employee health, welfare and safety measures. It has followed the rules of Factories Act and also has certifications from ISO, OSHAS and has zero affluent discharge plant. Employment work attributes such as chance to find out and produce new things, variety in work place and varieties in socio-technological arrangement in physical as well as psychological work environment are given importance. The company offers an employee friendly workplace where there is guidance from supervisors and co-operation between colleagues and provision for learning and career development opportunities, which will enhance the work life wellness of employees.

Table 3: Quality of work life programmes influencing Job enrichment with reference to Workplace wellness, Flexible work schedule, Performance appraisals and Employee safety and security measures

	Work place wellness	Flexible work schedule	Performance appraisals	Employee safety and security measures
SD	0	0	0	0
D	0	16	16	0
N	15	20	27	11
A	55	44	45	51
SA	60	50	42	68
Total	130	130	130	130

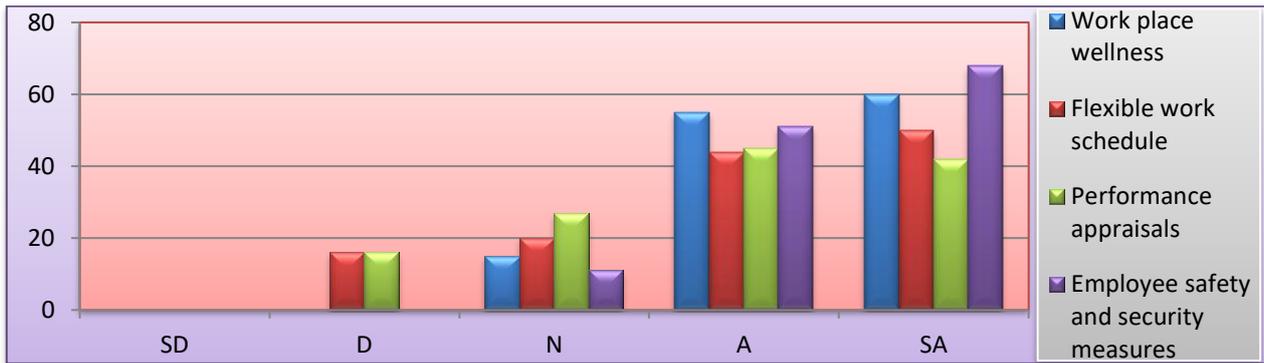


Figure 4: Quality of work life programmes influencing Job enrichment with reference to Workplace wellness, Flexible work schedule, Performance appraisals and Employee safety and security measures
 From the survey it is evident that, 46.9 percent of respondents agree strongly that workplace wellness will influence job enrichment. 38.4 percent of respondents strongly agree that job enrichment can be influence by flexible work schedule. 34.6 percent of respondents are of the opinion that performance appraisals will have an influence on job enrichment. 52.3 percent of respondents agree strongly with same opinion that job enrichment can be influenced by providing employee safety and security measures. The company has a very good working environment which facilitates employees to carry out their tasks well. Majority of the respondents feel that the company should incorporate flexible work schedule as a part of job enrichment technique. It helps to retain employees and increase their morale. Work habits, interpersonal relationships, personal characteristics of employees are assessed as a part of performance appraisals, which will have an influence on job enrichment. The company has abided with the rules and regulations of Factories Act regarding provisions for employee safety and security measures.

Table 5: Quality of work life programmes influencing Job enrichment with reference to Welfare facilities, Family supporting programs and Employee participation

	Welfare facilities	Family supporting programs	Employee Participation
SD	0	0	0
D	0	2	7
N	26	34	19
A	48	60	53
SA	56	34	51
Total	130	130	130

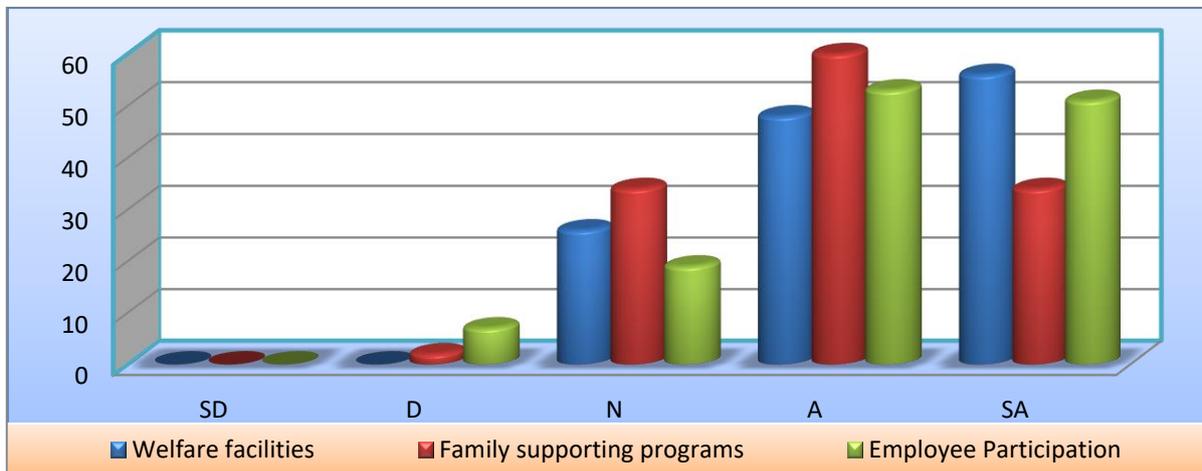


Figure 5: Quality of work life programmes influencing Job enrichment with reference to Welfare facilities, Family supporting programs and Employee participation

From the survey it is evident that, 43percent of respondents strongly agree that welfare facilities provided will influence job enrichment in a positive manner. 46.1percent of respondents agree that family supporting programs will influence job enrichment. 40.7percent of respondents agree job enrichment can be influenced by employee participation in management.

The company provides welfare facilities to its employees as per the rules of Factories Act. This creates a sense of satisfaction of employees in their job, which will motivate them to perform better. The company has incorporated many family supporting programs like scholarships for children of the employees, travel and accommodation facilities and township for employees and so on. This creates a sense of family atmosphere at the place of work. Involving employees to take part in decisions will make them feel that they are valued and given importance, which will inspire them to execute their tasks well.

Table 6: Importance to job enrichment

		No. of Respondents	Percent
Valid	Yes	94	72.3
	No	36	27.6
	Total	130	100.0

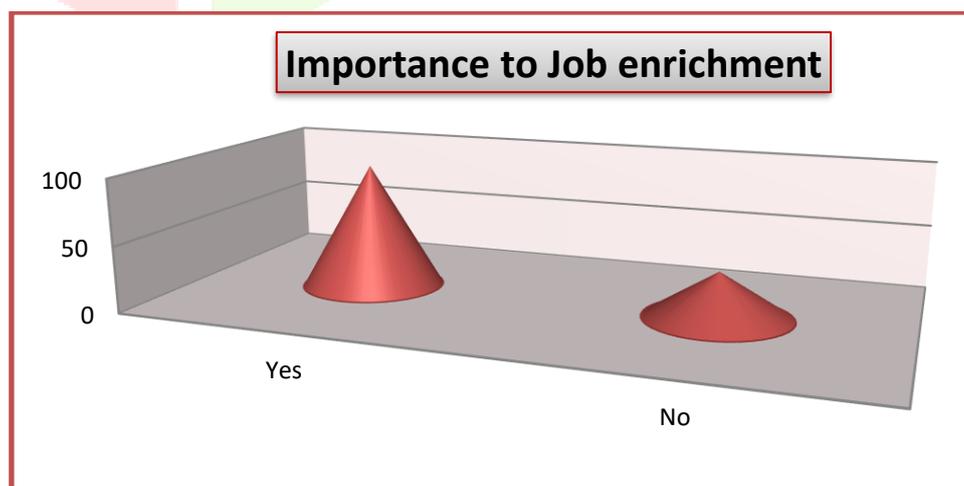


Figure 6: Importance to job enrichment

From the survey it is observed that, 72.3percent of the respondents feel that the company gives importance to job enrichment of its employees. So it is a good sign to implement job enrichment. 27.6percent of the respondents feel that job enrichment is not given much importance in the company.

The intention of job enrichment is mainly to inspire employees for improved performance by assessing the practices of job enrichment and to know its impact on work outcomes. Majority of the respondents feel that the company gives importance to job enrichment by giving employees more autonomy, more responsibility, chances for personal growth, meaningful work experience and opportunities for enhancement of knowledge, abilities and skill set. Job enrichment reduces attrition rates, raise productivity and gives greater satisfaction in spite of no expenditure incurred by the company. So majority of respondents feel job enrichment should be incorporated in the company.

To understand the Relationship between Job Enrichment and Work Outcomes

Here the work life wellness through job enrichment is tested against the work outcomes like Satisfaction, Motivation and Performance.

Table 7: Work life wellness through Job enrichment & Work Performance

H₀: Work life wellness through job enrichment has no significant association with work performance.

H₁: Work life wellness through job enrichment has significant association with work performance.

		Work Performance				Total
		D	N	A	SA	
Work life wellness through job enrichment	D	0	2	0	1	3
	N	0	3	3	6	12
	A	3	11	20	18	52
	SA	0	5	25	33	63
Total		3	21	48	58	130

The above table compares Job enrichment with work performance where out of 58 respondents with best performance, 33 of the respondents strongly agree and 1 respondent disagrees that Job enrichment has an impact on work performance. Out of 48 respondents with agreeable performance, 25 respondents agree strongly with this statement. Among 21 respondents with neutral performance, 11 of the respondents agree with this association and 2 of the respondents disagree. Out of 3 respondents with least performance, all the respondents agree that job enrichment leads to improved performance. It is evident that most of the respondents are of the similar opinion that job enrichment has an effect on work performance. They feel that it leads to improved performance which will enhance productivity.

Since the value of p is 0.046, it shows significance.

The Linear-by-Linear Association value is 0.046 this is less than 0.05, so we reject H₀ (Null Hypothesis) and accept H₁. Hence work life wellness through job enrichment has significant association with work performance. Hence Job enrichment has an impact on work performance.

Work life wellness through Job enrichment & Motivation

H₀: Work life wellness through job enrichment has no significant association with Motivation.

H₁: Work life wellness through job enrichment has significant association with Motivation.

		Motivation				Total
		D	N	A	SA	
Work life wellness through job enrichment	D	1	2	0	0	3
	N	1	0	5	6	12
	A	0	4	25	23	52
	SA	0	7	25	31	63
Total		2	13	55	60	130

The above table compares Job enrichment with Motivation to work, where out of 60 respondents with strong motivation, 31 of the respondents strongly agree that work life wellness will have an effect on

motivation of employees to work. Among 55 respondents with agreeable motivation 25 of the respondents agree with this statement. Out of 13 respondents with neutral motivation, 7 respondents agree strongly with this association. Out of 2 respondents with less motivation, none of the respondents agree that motivation to work can be influenced by Job enrichment, while 1 of the respondent disagrees that Job enrichment influences Motivation to work. Survey shows that most of the respondents show strong agreement Job enrichment will influence the motivation of employees. Job enrichment will enhance their internal motivation to do their task effectively and efficiently.

Since the value of p is 0.001, it shows significance.

The Linear-by-Linear Association value is 0.001 this is less than 0.05, so we reject H_0 (Null Hypothesis) and accept H_1 . Hence work life wellness through job enrichment has significant association with Motivation. Hence Job enrichment has an impact on Motivation.

Work life wellness through Job enrichment & Satisfaction

H_0 : Work life wellness through job enrichment has no significant association with Satisfaction.

H_1 : Work life wellness through job enrichment has significant association with Satisfaction.

		Satisfaction		Total
		Yes	No	
Work life wellness through job enrichment	D	2	1	3
	N	8	4	12
	A	48	4	52
	SA	57	6	63
Total		115	15	130

The above table compares Job enrichment with Satisfaction of work; it is evident that out of 115 respondents with satisfaction of work, 57 respondents feel that work life wellness through job enrichment has an association with satisfaction, whereas 2 of the respondents disagree with this statement. Out of 15 respondents with no satisfaction of work, 6 respondents strongly agree work life wellness through Job enrichment leads to satisfaction in the work, whereas only 1 respondent disagrees to Job enrichment. Out of 63 respondents 57 of the respondents are satisfied with their work and strongly agree that work life wellness through Job enrichment leads to satisfaction of the work. Survey depicts that most of the respondents show agreement with the relationship of Job enrichment with satisfaction. Job enrichment will be influential in job satisfaction of employees.

Since the value of p is 0.046, it shows significance.

The Linear-by-Linear Association value is 0.046 this is less than 0.05, so we reject H_0 (Null Hypothesis) and accept H_1 . Hence work life wellness through job enrichment has significant association with Satisfaction. Hence Job enrichment has an impact on Satisfaction.

Findings

From the study it is observed that job enrichment has an effect on work performance. It leads to improved performance which would enhance productivity. Work life wellness through job enrichment has significant association with work performance. Hence Job enrichment has an impact on work performance. It is also observed that work life wellness through job enrichment has significant association with Motivation. Hence Job enrichment has an impact on Motivation.

Survey depicts that most of the respondents show agreement with the relationship of Job enrichment with satisfaction. Job enrichment will be influential in job satisfaction of employees.

Hence work life wellness through job enrichment has significant association with Satisfaction. Hence Job enrichment has an impact on Satisfaction.

Conclusion

Job enrichment takes into consideration the core characteristics of the job. The jobs which are pleasing to employees will make them more productive and satisfied. There are many approaches that assist management to enrich jobs for their employee to enhance productivity and future development. To make job enrichment effective, the organisations need to appear at what aspects of the jobs are imperative and synchronize with its goals. Thus one of the major roles of job enrichment is to address what is necessitated for the business and the employees collectively.

The work life of employees is dependent on their personal life and vice versa. So it is very essential to maintain the balance between both. Balancing work life is vital for the sustainability of any business. It is considered as a win-win situation, employees will be more productive at work if they are happy and free of stress. If job enrichment is implemented properly in the organization, it will aid to rectify the problems of imbalance. It solves not only health related problems but also reduces attrition rate and increases commitment, efficiency and effectiveness of the company making it sustainable.

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