

# A Critical Review of Impact of Job Enrichment and Employee Performance, Motivation and Productivity

**Shaik Azeez**

Assistant Professor (Part-Time)

Department of Commerce and Business Management UPGC, Godavarikhani,  
Satavahana University .

Email: [ab.azeez.shaik@gmail.com](mailto:ab.azeez.shaik@gmail.com)

## Abstract

Job enrichment can be defined as the goal of achieving performance of an individual. It's very important to first understand the importance of job enrichment as a significant tool to manage as well as nurture the performance of employees who are successful. The enriched job comprises of components such as significance of task, the identification of tasks and variety of skills that help in improving the performance of the employees and also boosts their energy for performing vigorously. In this study we will try to focus our energy on the relationship of job enrichment as well as the performance of an individual.

The impact of motivation on performance is an area of research and a number of discussions have been done on the same. This study will identify the role of motivation on the employee performance. The independent variables which are used for assessing motivation include development as well as training, recognition, reward, delegation of authorities, etc. and performance of the employee is the dependent variable.

**Keywords:** *Job enrichment, employee performance, employee motivation, employee productivity, Critical Review*

## 1. Introduction

Job enrichment has assessed the different assumptions which are found by default in the approach of enrichment of job apart from the benefits of using it in the working environment. The programs which are conducted for job enrichment predicted on enhancement and growth of the rising elements of jobs and reducing the attention to the extrinsic elements (Kaplan et al, 1969). The process of job enrichment basically gives a lot of satisfaction to the employee and the best part is that it is derived from the work only. The jobs which are structured give more satisfaction to humans in comparison to

the production units and also the pressure which arises from the expected discrepancies between the societal as well as technological developments is reduced.

Interdependence has been found between enrichment of job, enlargement of job, satisfaction of the employee as well as the performance of the employee. Enrichment of job and enlargement of job make the employee realise that his organisation really owns him which in turn helps in improving his performance. The performance of the employee may also be boosted by providing him more satisfaction by enlarging or enriching his job.

Enrichment of job helps in improving the level of motivation as well as employee performance at work and his prosperity for achieving the goal.

It has been stated repeatedly that job enrichment is important but it has also become the primary tool for all the organisations for motivating the employees for improving their performance at work and thereby improving the growth of the organisation. It is done with the aim of making the job of the employee more useful, interesting, challenging and fun for him. Also, making him more responsible for that job is also one of the basic aims of job enrichment. Jobs are mainly enriched for motivating the employees and it's done by adding more responsibilities to their existing KRA with a bigger need for developing various skills in their jobs. Job enrichment is best known as the way of motivating the workers by providing them an opportunity to display a range of abilities. It's done mainly by adding to their responsibilities as well as variety to their existing job. The aim of enriching jobs can also be defined as the process of reversing the negative impact of the repetitive tasks which requires autonomy and effects of fatigue and boredom, dissatisfaction and a lack of feasibility.

Once the job has been enriched, it comprises of a wide variety of responsibilities as well as challenges of different level, a whole set of work as well as feedback, communication mechanism and also encouragement.

Once the job has been enriched, it comprises of (1) a number of new challenges as well as tasks, the difficulty of which varies, (2) the entire work unit and (3) the feedback, encouragement as well as communication mechanism. Because of the rapid changes in the environment as well as rising rivalry between the employees, the organisations are shifting from the age old ideologies which consider money to the biggest motivational factor in any situation. Today, workers value the job they do, have better management of their work and they also have a better ability of deciding how to do a job in the best way possible (**Bratton, 2007 & Hower, 2008**). The success and failures of the process of enriching a job have also been evaluated in various studies **Norton et al. (1979)**.

Several researches have suggested that it would be much better to develop an approach that helps us in discovering what work means the employees, what are their aspirations regarding the work and also the kind of satisfaction they are looking to derive from it. These researches have concluded that it would be only with the help of this renewed approach of picking and making the required changes that would lead to successful job enrichment. In an article by King-Taylor (1977) on job redesigning and motivation it's been recommended that it is important for jobs to fulfil the needs as well as the aspirations of humans as humans and not robots. She suggested that the project of job redesigning should generally start by defining work that needs to be done and what would be affected by the project. A team of representatives may be formed for this purpose. She also suggested that various sessions should be organised where the employees may suggest the necessary changes. This would make their job far more fun and challenging. It would also bring out their efficiency and productivity in the best way possible. According to her, job redesigning should not be adopted as a technique, rather it should be considered as a process to change. Job redesigning is basically the actual participation as well as the involvement of the employee. An association between the background of the employee as well as the occupational features and the patience of the employee to the enrichment programme has been observed. According to studies education is one of the most significant determinants for defining the level of resistance. The employee who has a degree from a recognised college had lesser resistance to job redesigning as compared to the ones who did not have the degree (Collins & Raubolt, 1975).

## **2 Literature Review**

### **2.1 Job enrichment and employee performance**

The whole concept of redesigning job has different definitions from different people. But the essence of all the definitions states that it's basically a process of making workers enjoy their job more. The organisations try to put some elements of motivation into their job. It is the redesigning strategy that is important. The strategy should be such that it helps in enhancing the contents of the work by giving more motivational efficiency to it. It should attempt at motivating the employees by providing them with an opportunity of using their skills as well as efficiency. It can be defined as the system which is devised for harnessing the working process in order to stimulate the performance and motivate the employees. In short, it helps the employees in developing a system of self-efficiency and self-management Lunenburg, F. C. (2011).

The process aims at giving the employees that extra mile so that they get a better control over the work they do and they also get a feeling of responsibility towards the organisation. It is considered to be a

change in the job related role of the employee and helps in increasing the control of the employee and also his responsibilities in the organisation. Several studies consider it as a qualitative move towards a job which enhances the feedback, autonomy as well as importance of a job. It helps the workers in getting a better feedback in the work setup. It has also been defined as a change in the contents of a job for making it more challenging and for improving the productivity of the employees **Yasdani, Yaghoubi and Giri, (2011)**.

There are a number of advantages of the enriched job. The benefits are realised by the organisation as well as the employees. Studies have found that job enrichment attributes to a number of crucial characteristics of organisations. The researchers have identified 3 main psychological conditions which are enriched by the process. These include experience of satisfaction, experience of sense of responsibility as well as feedback or the understanding of result.

It empowers the employee and as a result makes an employee reach autonomy wherein the employee manifests a greater sense of responsibility, engages in the work more, has a sense of satisfaction and commitment, has an improved performance and also gives the employee a feeling of belongingness towards the company or the organisation. The extent of job satisfaction is much more in contrast to the traditional system. There are certain elements which need to be added to the job so that it could be stated as enriched. If a job has to be enriched, it should have 5 main dimensions of job redesigning. These elements are variety of skills, identity of the task, importance of the task, the autonomy as well as the feedback **Hackman and Oldham (1976)**. Job autonomy which is an important dimension of job redesigning is the extent to which a job gives satisfaction to the employee, how independent it makes the employee and also the discretion to that employee in terms of scheduling his work and also for defining the process which will be employed for doing the work. It's fundamental for creating a feeling of responsibility in the employees.

The process of job enrichment considers the enrichment of the whole work confronting the employee as a mechanism that has 2 areas that overlap each other- the sub-system of employee and the job and the subsystem of the worker and organisation. The aim of enriching a job is basically to boost the relationship between the employee and the job. Enrichment of a job addresses itself mainly to the single dimension of relationship of employee and the job. The aspect of employee and the job represents an important component of the connection of the employee with his firm. It is said that without any kind of changes in the relationship between the employee and the organisation, the employees consider the process of job enrichment to be manipulative. Also, it has been pointed out

several times that removing dehumanising features from the job may cause an interface between the employee and the organisation for boosting its significance. The employee becomes much more sensitive towards negative aspects of the organisation as there are lesser unpleasant instances in the organisation which are directly related to his job there.

The ideologies of the strong relation between the workforces which is engaged and psychological as well as financial efficacy of the organisation are enough for proving that engagement of an employee needs further studies. While this whole concept of engaging employees is quite new, it's been market heavily by practitioners as a medicine of efficacy of the organisation. The academic researchers 'provide well informed inputs about the same. Till date, in spite of a drastic surge in the interest for boosting the participation of the employees, the researchers as well as practitioners still don't agree with the benefits of employee engagement, ways of improving it and how to identify it once achieved. The biggest challenge that the researchers face is defining the concept in a way so that it forms a strong base for building the research on **(Baron, 1986)** and **(Frank, 2004)**.

Another huge benefit of job enrichment is that it also helps in increasing self-actualisation as well as self-respect amongst the employees. This in turn leads of an improved performance by the employee.

## **2.2 Job enrichment and employee motivation**

Researchers define motivation to be goal oriented. According to the author, there's a positive relation between the job involvement as well as achievement of results by the employee when his job is enriched. The process of enriching the job also helps in increasing the level of motivation as well as performance of an employee in the organisation and his tendency to reach his aim. The plans of job redesigning need to be managed well. It should ensure that the participation of the employee is important for operational decisions of the organisation. Thus, he needs to be empowered for making him efficient enough so that he is able to achieve the goals of his organisation within the stipulated time.

The employee has to be made efficient enough so that he is able to evaluate his own performance without taking anyone else's help. Also, once he evaluates his performance, he should also be capable enough to manage his performance as per his own working mechanism as well as his own standards. Ultimately, that would help in improving his performance as he would know better about himself and someone else would not be assessing his performance. Autonomy of the employee is also a subject of discussion amongst several researchers. According to people who does not support the whole concept of job enrichment believe that even if the employee's job has been enriched, his manager still needs to

take the responsibility of his actions? An employee's authority could be granted on an individual basis or to a group as per the need of the organisation and the nature of the job that needs to be done. The employee participation in the process of making decisions might also affect the extent of motivation amongst the employees **Vroom, (1964)**.

Apart from personality, perception, learning as well as aptitude, motivation also has a very important role to play in the behaviour of an employee. Motivation is the process which begins with the physiological deficiency of the individual or a need which activates the employee behaviour or drive which aims at goal incentives. It has been stated that motivation comprises of the 3 interacting as well as interdependent features including drives, needs and the incentives. It's firmly believed that the goals of the organisation cannot be attained without the commitment of the employees working in the organisation. Motivation is the human psychological feature which plays an important role in the commitment by a person. It refers to resolution of goals which is marked by the goal oriented behaviour. When it is said that a person is motivated, it is believed that he is really making effort to complete a particular task. However, motivation is not the only factor that helps in finishing a task. There are several other factors that play an equally important role in the completion of the tasks. The requisite knowledge as well as skill is also important for performing a particular task. Sometimes, it also defines effectiveness.

An employee is directly influenced by motivational factors which also satisfy his self-esteem, his physiological safety, societal safety, self-actualisation level as well as psychological level. Job satisfaction is the recognition, onus as well as an opportunity for the success of an employee. The process of making decisions motivates the employee for being completely aware about his rights also. It works in favour of the employee to have a constant graph in the organisation. By relating the process of motivation and exploring his career, it has been said that exploring career avenues like how the employee develops as well as sustains motivation, autonomy as well as control orientation are related very positively to self-exploration, internal power of control, are all important predictions. The process of decision making helps the employee in assessing his own actions and also in achieving his own identity **Herzberg, (1965)**.

When the employee realises that the organisation is paying attention to his views, he gets a sense of belonging in the company. The process of giving importance to the views of the employees by an organisation is known as organisational assistance and it helps in enhancing the performance of the employee **(Fasolo, Eisenberger & Davis LaMastr, 1990)**.

### **2.3 Job enrichment and employee productivity**

An employee makes some extra efforts for improving his productivity and for achieving organisational goals when the organisation supports him completely. When an organisation gives importance to the employee, it ultimately affects the commitment as well as the productivity of not just the employee but even of the whole organisation **DeCotiis and Summers, (1987)**. The performance of the organisation as well as commitment of the employee is related positively to how well the organisation is able to resolve his issues. Training is given to employees for improving their performance through developing of their skills.

It has been found by several researchers that the performance of a manager may also be improved by providing him the necessary relevant training. The cost that the organisation will bear for training the manager should be considered as an investment which would offer its benefits in future and that too for a very long time. The main reason behind this is employee's morale which increases and the employee gets even more committed towards the organisation **Bartel, (1994)**.

Productivity is basically the ratio of the capacity of production of an employee with that of an organisation. The whole exercise of motivating an employee is done for meliorating productivity of the employee. It has been stated in several studies that an efficient employee is nothing but the combination of an efficient skill set as well as the productive working environment. It has also been stated that organisations depend on the employees for producing as well as delivering good quality commodities. Also, the employees get easily influenced by a number of factors which are internal as well as external. This directly related to the productivity and performance of the employee.

The goals of an organisation are not important and all the running activities are done mainly for achieving these goals. Performance of the organisation also has an important role to play here. Some people are of the opinion that an employees' individual performance defines the performance of the organisation in a major way. Personal goals keep the employee motivated so that he continues working in the same organisation.

Employee commitment may be assumed as a way to assess the employee performance in a company. It may be referred to extent to which the employee feels responsible towards the organisation. It is believed that commitment of the employee is an indicator of his seriousness towards the organisation. Employee commitment also assess if an employee considers the success and the failure of the

organisation to be his own. Some researchers also believe that the commitment of an employee is basically the attachment that the employee forms with the organisation. It's the psychological status of the employee which keeps him attached to the organisation. These are his individual feelings towards the organisation **Lee, U. H., Kim, H. K., & Kim, Y. H. (2013)**. The significance of employee commitment may be assessed from the fact that in the past few years, a number of researches have come out for finding techniques as well as methods for increasing the commitment of the employee.

## **Conclusion**

A relationship has been discovered between the process of enriching the job of an employee and his individual performance in an organisation. Amongst the several factors of job enrichment, identity of the task contributes the most towards improving the performance of an employee. The academic institutions need to drive all their energies towards giving freedom to their professors. Similarly, a banking system should give freedom to its employees for taking certain decisions. This would help the employees in using their skills to the fullest and it would also give them an ability as well as space for these employees to finish their task by themselves.

It has also been observed by the researchers that motivation has that momentous impact on the performance of an employee. Job redesigning, appraisal of the performance, relationship as well as financial security, etc. have a huge role to play in deciding if the employee would contribute to the process of achieving the organisational goals.

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