

## A STUDY ON ENRICHMENT SKILLS OF EMPLOYEES

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### ABSTRACT

Job enrichment is one of the cherished goals to achieve individual performance. It is essential to understand how job enrichment is a valuable tool for managing and fostering the successful employee performance. Enriched job consists of various elements like task significance, task identity and skill variety which improves the performance of employees and motivates them to perform zealously. This study intends to focus on the relationship between job enrichment and individual performance. A quantitative research is employed to explore the factors of job enrichment (Task Significance, Task Identity & Skill Variety) on individual performance in education institution. Data was collected from the faculties in private university using probability stratified random sampling techniques to measure the relationship between the three factors towards individual performance.

**Keywords:** Job enrichment, Enriched job, Skill Variety, individual performance.

## 1. INTRODUCTION

### Job Enrichment

Is an attempt to make a job more varied by removing the dullness associated with performing repetitive operations. In job enrichment, the attempt is to build in to jobs a higher sense of challenge and achievement. The accumulation of achievement must lead to a feeling of personal growth accompanied by a sense of responsibility.

Job enrichment, as it is currently practiced in industry, is a direct outgrowth of Herzberg's Two Factor Theory of motivation. It is, therefore, based on the assumption that in order to motivate personnel, the job itself must provide opportunities for achievement recognition, responsibility, advancement and growth. The basic idea is to restore to jobs the elements of interest that were taken away under intensive specialization.

Job enrichment tries to embellish the job with factors that Herzberg characterized as motivators: achievement, recognition, increased responsibilities, opportunities for growth, advancement and increased competence. There is an attempt to build into jobs a higher sense of challenge and achievement, through **vertical job loading**.

Vertical job loading entails redesigning jobs to give:

- Greater responsibility,
- Greater autonomy,
- More immediate feedback to the individual or group. This might include transferring some of the superior's activities to subordinates.

### Principles applicable to the HDFC Bank are:

Give new and added responsibilities to employees so they are constantly challenged and empowered to control aspects of their work setting.

Provide opportunities for ongoing training that will contribute to quality of performance, personal and professional growth. Give employees special assignments and supervisor's task to broaden each person's understanding of the total operation of the company. This procedure can bring more recognition from other staff and can open up greater opportunities for advancement.

### A job enrichment Implementing Process at HDFC Bank Company:

The cornerstone of the job enrichment process is that it is the client's program. All activities are directed by the principle that the client owns and controls the effort. A diagram of the job enrichment process is shown in Figure as it meaningful way to understand how job enrichment might proceed at HDFC Bank Company

The first step is that a goal-setting exercise is conducted to help the client formalize what is wanted and expected from job enrichment.

The next step is to conduct one three-hour workshop with the supervisors and another workshop with about maximum working level people. The workshops provide about one hour on theory and implementing concepts.

The purpose of the theory and concepts training is to prepare people to participate in a structured, one-hour brainstorming session that seeks to find out "ways in which the company might enrich the jobs.

After the brainstorming, the job enrichment managers take the ideas (perhaps as many as 400) that have been generated from the two sessions and sort them into job enrichment-related ideas and non-job enrichment-related ideas. The managers then meet with the key staff (implementing group) for 6 hours during a two-day period, to evaluate the ideas and determine which ones are worth studying for possible implementation.

## 2. REVIEW OF LITERATURE

### ARTICLE: 1

**TITLE:** Job enrichment: A tool for employee motivation

**Author:** Dr. Supriya Choudhary

**Source :** International Journal of Applied Research 2016; 2(5): 1020-1024

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 fulfilments 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 organisations 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.

### ARTICLE: 2

**TITLE:** A Study on Job Enrichment and Individual Performance among Faculties with Special Reference to a Private University

**Author:** Venith Vijay

**Source:** Mediterranean Journal of Social Sciences

Job enrichment is one of the cherished goals to achieve individual performance. It is essential to understand how job enrichment is a valuable tool for managing and fostering the successful employee performance. Enriched job consists of various elements like task significance, task identity and skill variety which improves the performance of employees and motivates them to perform zealously. This study intends to focus on the relationship between job enrichment and individual performance. A quantitative research is employed to explore the factors of job enrichment (Task Significance, Task Identity & Skill Variety) on individual performance in education institution. Data was collected from the faculties in private university using probability stratified random sampling techniques to measure the relationship between the three factors towards individual performance. An empirical evidence from the exploratory study is presented which identified that the second factor contributes more on enhancing the performance of the individuals.

### RESEARCH GAP:

A study on evaluation of the present project is an attempt to find job related characteristics that help in job enrichment programmes in organisations 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.

### OBJECTIVES:

The following are the specific objectives behind taking up of the study in this organization.

- To study the significance and effectiveness of employee job enrichment in the company.
- To study and analyze the factors of job enrichment.
- To analyze the prominent tendencies causing job enrichment.
- To suggest methods to improve the process of job enrichment for HDFC Bank.

### 3. RESEARCH METHODOLOGY

#### Need For The Study

- Job Enrichment is a mechanism for recording progress and providing feedback to the employee on performance growth.
- The need of the study of job enrichment comes in terms of assurance of no obsolete jobs as it is live.

#### Scope Of The Study

- The term Job Enrichment in its broader sense covers various aspects of the motivational factors that create a sense of satisfaction and enjoyment in the work of employees in the organization.
- The present study will aim at making people's job more "Interesting" and "Challenging" at HDFC Bank.
- The important principles of Job Enrichment were comprehensively discussed. The study is dependent on the opinion expressed by the employees of all the departments of the components division that are working at HDFC Bank.

#### Methodology

Methodology is a systematic procedure of collecting information in order to analysis and DATA SOURCE:

#### PRIMARY DATA:

Keeping in view of the above objectives of the study, a structured type Questionnaire is prepared with close ended questions and distributed to 50 persons for the sample and collected opinions.

Type of data collected was of Nominal type since it was based on information from employees.

#### SECONDARY DATA:

This was collected from the text books, magazines, and journals, websites. A sample of 50 employees was taken randomly.

#### HYPOTHESIS OF THE STUDY

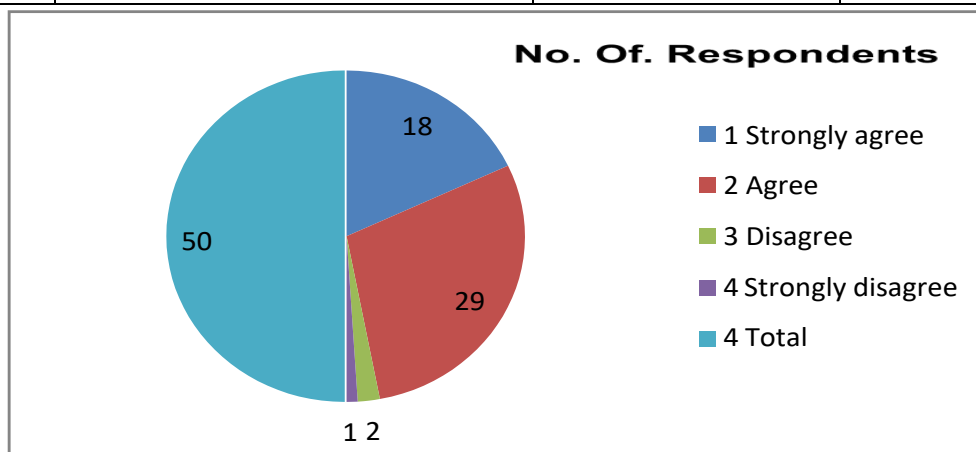
H1 - There is no significant relationship between various demographic variables and Individual Performance.

H2 - There is no association between job enrichment and individual performance

### 4. DATA ANALYSIS & INTERPRETATION

#### An organization provides good working conditions

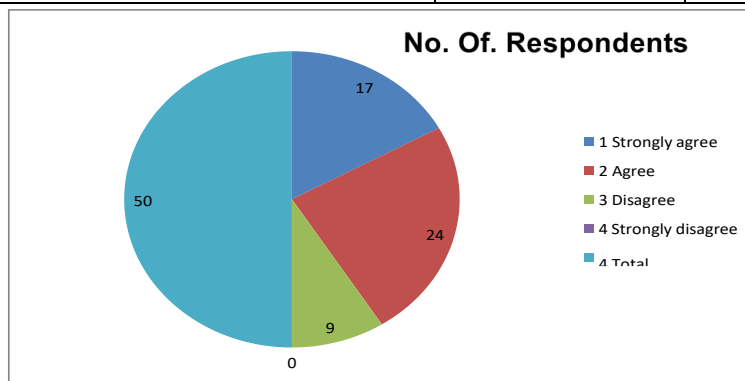
S.NO	Accepted level	No. Of. Respondents	% Of Respondents
1	Strongly agree	18	36
2	Agree	29	58
3	Disagree	2	4
4	Strongly disagree	1	2
	Total	50	100



**Interpretation:** When asked in the survey about the provision of good working conditions in an organization, 36% of the respondents say they strongly agree. A majority of 58% of them say they agree. 4% of them say they disagree and while last 2% of them strongly Disagrees.

There exists a proper orientation for doing a given job more effectively"

S.NO	Accepted level	No. Of. Respondents	% Of Respondents
1	Strongly agree	17	34
2	Agree	24	48
3	Disagree	9	18
4	Strongly disagree	0	0
	Total	50	100

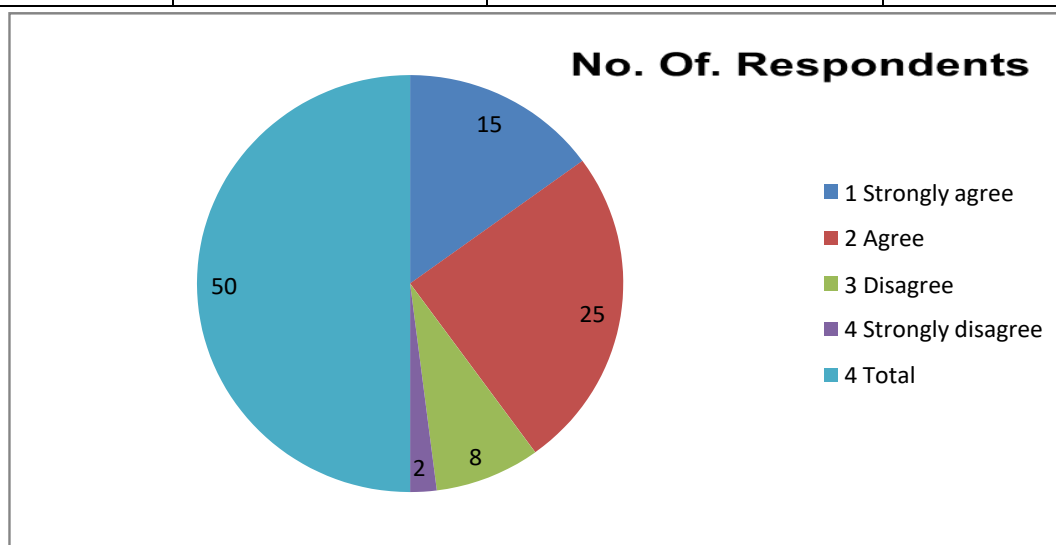


#### Interpretation:

In the survey conducted, it was analyzed that 34% of respondents strongly agree that a proper orientation is been given for doing a given job more effectively. Whereas 48% of the employees say that they agree. 18% say they disagree and 5% say they strongly disagree.

You are introduced with variety of tasks"

S.NO	Accepted level	No. Of. Respondents	% Of Respondents
1	Strongly agree	15	30
2	Agree	25	50
3	Disagree	8	16
4	Strongly disagree	2	4
	Total	50	100



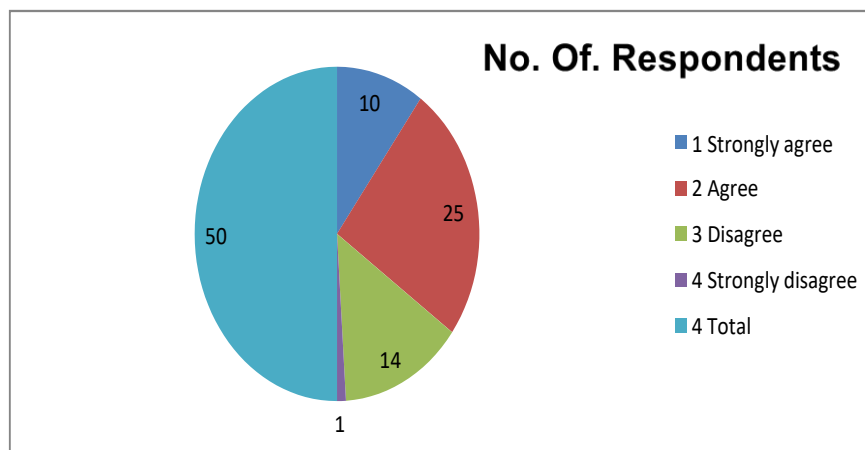
#### Interpretation:

In the survey conducted, it was analyzed that 30% of the employees strongly agree that they are introduced with variety of tasks. While a majority of 50% of the employees agree. 16% of them disagree and 4% of them strongly disagree.

**To maintain regular positions an adequate infrastructure facilities**

S.NO	Accepted level	No. Of. Respondents	% Of Respondents
1	Strongly agree	10	20
2	Agree	25	50
3	Disagree	14	28
4	Strongly disagree	1	2
	Total	50	100

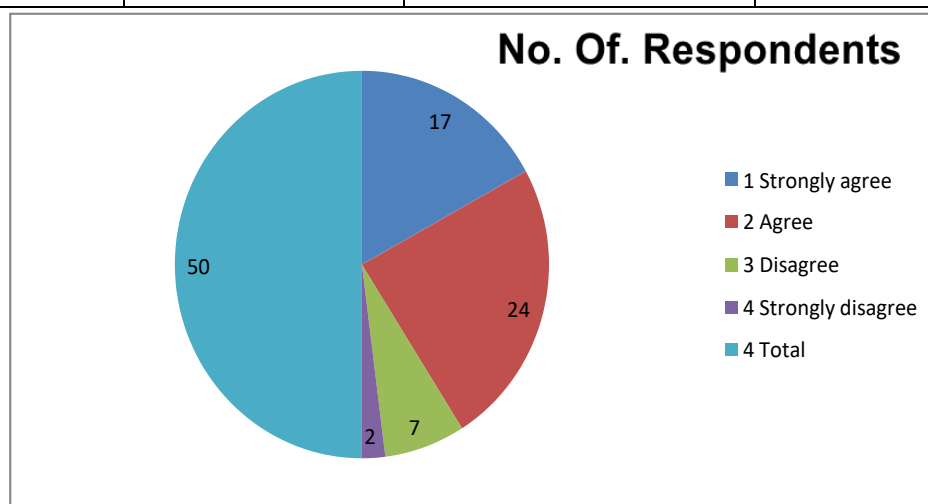
are provided"



**Interpretation:** In the survey conducted, when asked about the adequate infrastructure facilities that are given to maintain regular positions, 20% of the employees strongly agree to it. A majority of 50% agree to it. While 28% disagree. Only 2% strongly disagree.

**There exists a degree of motivation as far as job is concerned"**

S.NO	Accepted level	No. Of. Respondents	% Of Respondents
1	Strongly agree	17	34
2	Agree	24	48
3	Disagree	7	14
4	Strongly disagree	2	4
	Total	50	100

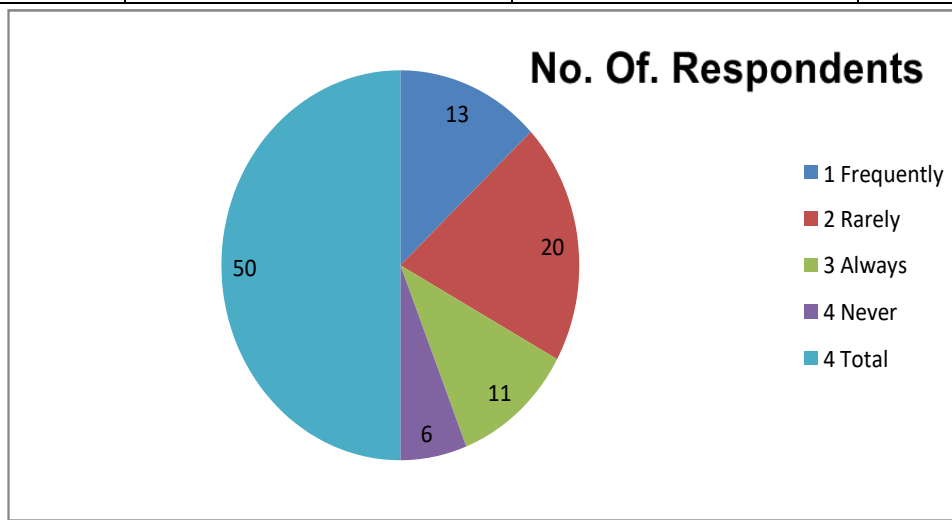


**Interpretation:**

When asked in the survey about an existence of degree of motivation in a job, 34% of the employees strongly agree to it. 48% of the employees agree. While 14% of them disagree and there is 4% who strongly disagree.

**Direct and clear information about job outcomes is provided"**

S.NO	Accepted level	No. Of. Respondents	% Of Respondents
1	Frequently	13	26
2	Rarely	20	40
3	Always	11	22
4	Never	6	12
	Total	50	100



**Interpretation:**

In survey conducted, 26% of employees preferred that clear information about job outcomes is provided frequently. While a majority of them think that rarely the information is provided. 22% of them think always the information is provided. Another 12% feel that never it is provided.

**5. CONCLUSION**

- There should be a change in work to each and every person working in the organization.
- No employee is to be kept at the same task or work for a long period of time where he gets bored of it.
- The regular change in the job will provide a motivation to the employees. There shall be addition and deletion in form of work leading to job enrichment which motivates employees.
- To make job enrichment more effective at the company, the delegation should be there within the limitations of the profile of the employees.

**6. REFERENCES**

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