

IMPACT OF JOB ENRICHMENT ON EMPLOYEE MOTIVATION: EVIDENCE FROM SUGAR INDUSTRIES IN TAMILNADU

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Abstract *The research on the impact of job enrichment on employee motivation was carried out to identify factors that play an important role in job enrichment and its influence on employees' job motivation. This study draws knowledge from many disciplines with the help of Hackman and Oldham Job Characteristics Model. The researchers conducted this study among the employees of sugar industry with reference to Dharani Sugars and Chemicals Ltd, Chennai in order to enhance the performance at workplace.*

Two groups of respondents were identified based on their nature of job – Permanent employees and temporary employees. The permanent employees were the respondents for this survey. A sample of 50 respondents was drawn from the population of 160 white-collar workers. The tools used for this study were Percentage Analysis which is used to describe the relationship among the number of respondents and its percentage & One-way ANOVA is used to find out whether the means for each group / condition are significantly different from one another or they are relatively the same. ANOVA analysis and the findings indicate that job enrichment has a significant positive impact on employee motivation. In this study, the researchers focused on five dimensions (Orpen, 2001) of Job enrichment: a) skill variety, b) task identity, c) task significance, d) autonomy and e) feedback. The respondents gave top priority to the factor skill variety that primarily impacts Employee Motivation followed by Autonomy, Task identity, Feedback and Task Significance.

Keywords *Job Enrichment, Motivation and Sugar Industry*

INTRODUCTION

India is the largest consumer of sugar to the level of 16 million tonnes of sugar per annum. In India, 7.5% of the rural populations are engaged in sugar manufacturing. The Sugar Industry is a significant agro-based industry in Tamilnadu. This industry plays an important role in the economic development of rural areas. The Sugar Industry generates direct employment opportunities to the people in rural areas other than indirect employment in cultivation, harvesting, transport of cane and other services. There are 38 sugar mills in Tamilnadu.

Although the production and consumption of sugar industries is flourishing in India there exist certain problems which are unseen. This study focuses on resolving such problem that restrains the progress of the sugar industry. In sugar industry, managing Human Resource is the biggest challenge because of the nature of production. Sugar production is seasonal and some of the workers are employed on seasonal basis and some on contract basis. The production processes is traditional and it is the same for several decades, since it is efficient and successful. So, the process of manufacturing cannot be changed. Consequently the changes can be introduced only in the way how the human resources are handled.

This study focuses on the permanent employees who act as the pillar of the industry by continuously administering all the activities of the firm. In order to extract participation from

these employees, the management can inculcate the changes in interpersonal relationship, recognizing the performers and motivating the incumbents. Such motivation initiates, guides, maintains goal-oriented behaviors and it is always beneficiary to both the firm and it also helps the employees to achieve the organizational objectives. Respect, autonomy and self realization are instigated through motivation. Hence appropriate chances and tools should be provided to the employees in order to increase their level of motivation. Job enrichment acts as a fundamental tool of motivation.

Job enrichment is a vertical restructuring method by virtue of giving employees additional authority, autonomy and control over the way the job is accomplished. It focuses on enhancing individual jobs and instills more responsibility and creates pride of workmanship. Through enriching job, job itself becomes stimulating and exciting and updates the individual's job everyday by setting up interesting targets and facing new challenges. Thus, it gives more clarity and astuteness of the job whereby individuals gain more proficiency and authority to control their job.

THEORETICAL BACKGROUND AND PREVIOUS RESEARCH

Motivation

The element that drives one to reach the goal is the motivation.

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This drive encourages and enables employees to willingly give their best in accomplishing assigned tasks. Motivation is the key to achieve extraordinary results. As Neyshabo & Rashidi¹(2013), Elding² stated in their article that according to Hackman and Oldham³(1980), there are five factors such as skill variety, task identity, task significance, autonomy, and feedback which affect employees' motivation and their job performance.

Skill variety refers to the different number of skills involved in performing a task, while task identity deals with the ability of the employees to foresee the end result of a task and the task significance allows the employees to understand the importance of each piece of work to the company. Autonomy indicates the degree of freedom, independence and decision-making authority the employees have while performing their tasks and the feedback allows the employees to determine their strengths and weaknesses and to know where they may need improvement.

The best employee motivation efforts focus on what employees believe to be important. But, this has become difficult because employees within the same department of same organization require different motivators in different situations. So, many organizations found that flexibility in job design and reward are the means to build increased employee tenure with the company, increase productivity, and better morale.

Giving employees more responsibility and decision-making authority increases their control over the tasks for which they are held responsible and better equips them to carry out those tasks appreciably.

As Numan⁴ (2007) cited in his article that Maslow's motivational theory constitutes a hierarchy of needs such as Physical, Social, Security, Self-Esteem and Self-Actualization (Maslow, 2013); Since physical, security and social needs are considered as fundamental needs, motivation is initiated from the attempt to attain self esteem and self-realization. Hence efforts to increase motivation should concentrate on providing employees with the proper chances and tools to attain esteem and autonomy. Job enrichment is

a strong element in bringing satisfaction into one's job by providing complete control over job.

Job enrichment was a term given by Frederick Herzberg. According to him a few motivators are added to a job to make it more rewarding, challenging and interesting (Herzberg⁵*et al.*, 1993). The motivating factors enrich the job and improve the job performance. The motivating factors can be (i) Autonomy at work; (ii) Encouraging participation; (iii) Giving employees the freedom to select the method of work (iv) Allowing employees to select the place at which they would like to work; (v) Allowing workers to select the tools that they require on the job; (vi) Allowing workers to decide the layout of plant or office.

Maslow's Hierarchy of Needs

According to Maslow's⁶ (1954) view of individual needs, an individual is motivated on a series of human needs, which are arranged as a pyramid, with more basic needs to be addressed first and then the higher-level needs become activated. These needs motivate an individual when satisfied sequentially. He saw motivation as a constantly changing desire to fulfill changing needs and believed that human needs occurred in a hierarchy of importance, which he called 'prepotency' (Maslow⁷, 1943). Maslow's hierarchy of needs focus on physiological, safety, social, esteem and self-actualization in which physiological, safety, and social are the lower-level needs where self esteem and self-actualization are the higher level needs. Wahba and Bridwell⁸ (1976) did a broad review of the research findings on the need hierarchy concept. The results of their review revealed that there was no clear evidence showing that human needs are classified into five categories, or that these categories are structured in a special hierarchy. Even though hardly any research evidence was discovered in support of the theory, it enjoys wide acceptance.

Motivation Hygiene Theory

Elding mentioned in his thesis, the research of Herzberg, Mausner and Snyderman (1993) examined the relationship between job satisfaction and productivity among 200 engineers and accountants. The result of the research was

1 Neyshabor, A.J., Rashidi, P., 2013. An Investigation of the Relationship between Job Enrichment and Organizational Commitment. *International Journal of Research in Organizational Behavior and Human Resource Management*. <http://aijsh.org/setup/international/paper12.pdf> [accessed on 11 May, 2014].

2 Elding, D.J., "Modeling Employee Motivation and Performance" <http://etheses.bham.ac.uk/11/1/Elding05PhD.pdf> [accessed on 13 May, 2014].

3 Hackman, R.J., & Oldham, G.R., 1980. *Work redesign*. MA: Addison-Wesley Publishing Company.

4 Numan. 17 November 2007. Motivation Through Job Enrichment: What Are The Key Components?. Available at <http://www.thepersonalfinancier.com/2007/11/motivation-through-job-enrichment-what.html> [accessed on 10th May 2014].

5 Herzberg, F., Mausner, B., and Snyderman, B.B., 1993. *The Motivation to work*. USA: Transaction Publishers.

6 Maslow, A.H., 1954. *Motivation and Personality*. Harper and Row: New York.

7 Maslow, A.H., 1943. A Theory of Human Motivation. *Psychological Review* 50(4): 370-96.

8 Wahba, A.M., & Bridwell, L.G., 1976. Maslow Reconsidered: A Review of Research on the Need Hierarchy Theory. *Organizational Behavior and Human Performance* 15: 212-240.

Herzberg's motivation-hygiene theory of motivation, which suggests that certain motivator factors lead to job satisfaction, whereas hygiene factors prevent dissatisfaction but cannot rouse satisfaction. Reilly⁹(1998); Riley¹⁰(1995); and Gupta¹¹ had cited in their article that the Motivator factors are intrinsic to the job, such as availability of opportunities for responsibility, advancement, recognition for achievement and the content of the work itself. Riley (1995) and Elding (2005) stated in their article that the Hygiene factors are extrinsic to the job i.e., it mean the atmosphere in which the job is carried out and includes the organization's policy and administration, interpersonal relations, working conditions, salary, and supervision. Elding (2005), in his thesis had mentioned, Herzberg argued that the extrinsic aspects of work could not provide a source of motivation for people but could, if 'bad', provide a source of dissatisfaction and thus de-motivate people. Hygiene factors acts as a necessary precondition to allow the motivator factors to influence motivation among people. If there were 'good' hygiene factors then the employee would be in a state of 'no dissatisfaction'. As mentioned in the thesis work done by Gupta, the motivator factors which are described by Herzberg as "complex factors leading to this sense of personal growth and self-actualization" would then be able to act on that employee and increase job satisfaction and productivity. Thus, in order to motivate workers towards higher productivity, it is also important to ensure that the hygiene factors are correct and must manipulate the motivators by attending to job-content issue. Job-enrichment entails redesigning jobs to make them more interesting and challenging by allowing provisions to be made for increased responsibility, creativity and autonomy. Herzberg's motivator and hygiene factors can be mapped onto Maslow's hierarchy of needs with the motivator factors corresponding to the higher order needs of ego and self-actualization.

Job Enrichment

The term Job Enrichment was first coined by Frederick Herzberg in 1950s. The enriched job is determined by range of tasks and challenges of varying difficulties, meaningful tasks, feedback, encouragement, and communication (Ozyasar¹², 2014). Although money acts as a motivator, most

of the employees would like to be appreciated for the work they do. Similarly, job enrichment motivates the employees by adding up accountability and variety of tasks.

According to Herzberg (1993), Job enrichment tries to intricate the factors which act as motivator: achievement, recognition, increased responsibilities, opportunities for growth, advancement and increased competence. Job enrichment is an effort to create higher sense of accomplishment through vertical job loading.

Vertical job loading entails redesigning jobs to give:

1. Greater responsibility,
2. Greater autonomy,
3. Immediate feedback to the individual or group. This might include transferring some of the superior's activities to subordinates.

Definition: Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called Job Enlargement.

The purpose of job enrichment is to improve the overall quality of the employee's job and therefore motivate the employee to accomplish more. Job enrichment allows workers to feel a sense of accomplishment for the tasks they perform and encourages a more congenial working environment (Ozyasar, 2014). Large companies that have used job enrichment programmes to increase employee motivation and job satisfaction include AT&T, IBM, and General Motors (Daft RL and Marcic D¹³, 1997).

Rewarding system makes the employees to feel that the management is considering their performance at work. The successful implementation of job enrichment begins with understanding of how the employees want their job to be because this would be beneficial to both the individuals and the organization.

Job Characteristics Model

The Job Characteristics Model (JCM) proposed by Richard Hackman and Greg Oldham (1980) is a very influential model of job enrichment. This model is in compliance with Maslow's needs hierarchy and tries to constitute job characteristics which will help motivate an employee in his quest for progress.

9 Reilly, Anthony J., 1998. "Three approaches to Organizational learning". <http://home.snu.edu/~jsmith/library/body/v16.pdf> [accessed on 5 May, 2014].

10 Riley, Jim., "Motivation – Job Enrichment" <http://www.tutor2u.net/business/people/motivation-financial-job-enrichment.asp> [accessed on 14 May, 2014].

11 Gupta, S.S., "Employee Attrition and Retention: Exploring the Dimensions in the urban centric BPO Industry" <http://www.jit.ac.in/uploads/Ph.D-%20Santoshi%20Sen.pdf> [accessed on 5 May, 2014].

12 Ozyasar, Hunkar., 2014. "What Is the Meaning of Job Enrichment?" http://www.ehow.com/about_6505655_meaning-job-enrichment_.html [accessed May 11, 2014].

ment_.html [accessed May 11, 2014].

13 Daft, R.L., & Marcic, D., 1997. Understanding Management. 8th ed. USA: Cengage Learning.

Feder¹⁴ (2007) examined that the enrichment caused significance increases in employee job satisfaction, job involvement, and intrinsic motivation; enrichment leads to significant decreases in absenteeism and turnover; but enrichment had little impact on performance, either assessed by superiors' ratings or by actual output. Orpen (2001) in his article stated that the above said findings 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. These benefits may not lead to greater productivity because it is necessary to consider other factors besides the psychological states produced by jobs.

According to Job Characteristics Model (JCM) there are five basic dimensions to job enrichment (Ozyasar, 2014). The presence of these dimensions makes each job a platform of need fulfillment for the employees (Numan, 2007). Here are the five basic dimensions (Wikipedia contributors):

Skill Variety: The degrees to which a job requires various activities, which include diverse, job related skills and talents.

Task Identity: It is the degree to which incumbents are required to identify and complete a piece of work with a visible outcome. Workers experience more meaningfulness in a job when they are involved in the entire process rather than just being responsible for a part of the work.

Task Significance: The degree to which the job impacts other people's life. The influence can be either in the immediate organization or in the external environment. Employees feel more meaningfulness in a job that substantially improves either psychological or physical well-being of others than a job that has limited impact on anyone else.

Autonomy: The degree to which the job provides the employee with significant freedom, independence, and discretion to plan out the work and determine the procedures in the job. For jobs with a high level of autonomy, the outcomes of the work depend on the workers' own efforts, initiatives, and decisions; rather than on the instructions from a manager or a manual of job procedures.

Feedback: The degree to which the job can provide direct and clear information to workers about the effectiveness of their performance. When employees receive direct and clear information about their work performance, they have better overall knowledge of the results of work activities.

Managers often delegate authority and tasks to gifted employees. In turn these employees acquire new skills and develop old ones, show greater initiative and commitment and are usually highly motivated. Analyzing jobs through-

out the organization using the JCM model will be very effective in creating more motivated employees for the organization.

San Diego State University, describes job enrichment as a form of job redesign that tries to address the issue of boring, repetitive jobs in which employees have only limited autonomy, and the negative effects such positions have on companies, such as lower job satisfaction and loss of trained employees. Job enrichment expands the scope of a job by increasing the variety of tasks employees perform and injecting more self-sufficiency into jobs.

Job enrichment provides many opportunities for people's development. Job enrichment is the process of 'improving work processes and environments so they are more satisfying for employees' (Riley J, 2012). Many jobs are monotonous and unrewarding - particularly in the primary and secondary production industries. Workers can have less involvement in work due to a lack of a challenge, monotonous procedures, or punitive supervision.

Job enrichment aids to overcome these problems by giving lot of freedom to the employee but at the same time increases the responsibility.

Process of Job Enrichment

There are three key parts to the process of job enrichment (Riley J, 2012):

1. Turn employees' effort into performance
 - Ensuring that objectives are well-defined and understood by everyone. The overall corporate mission statement should be communicated to all. Individual's goals should also be aligned with the organizational goals.
 - Providing adequate resources for each employee to perform well.
 - Creating a supportive corporate culture includes peer camaraderie, benevolent management, and discarding factors that create distrust and hostile work environment.
 - Free flow of information.
 - Eliminate secrecy.
 - Provide enough freedom to facilitate job excellence. Encourage and reward employee initiative. Flex time or compressed hours could be offered.
 - Provide adequate recognition, appreciation, and other motivators.
 - Provide skill improvement opportunities. This could include paid education at universities or on the job training.

¹⁴ Feder I. 1999. *Customized Job Enrichment and Its Effect on Job Performance*. 1st ed. Dissertation.Com: US.

- Provide job variety. This can be done by job sharing or job rotation programmes.
 - It may be necessary to re-engineer the job process. This could involve redesigning the physical facility, redesign processes, change technologies, simplification of procedures, elimination of repetitiveness, redesigning authority structures.
2. Link employee's performance directly to reward
 - Clear definition of the reward is a must
 - Explanation of the link between performance and reward is important
 - Make sure the employee gets the right reward if performs well
 - If reward is not given, explanation is needed
 3. Make sure the employee wants the reward. How to find out?
 - Ask them
 - Use surveys (checklist, listing, questionnaire)

RESEARCH AIMS AND METHODS

Following the preceding review of previous research, this study focuses on the exploration of: (i) various motivational techniques adopted by the organization; (ii) The satisfaction level of the employees towards job enrichment while compared with other motivational tools taken by the organization; (iii) The factors those are critical for high motivation and performance; (iv) Suggest the measures for improving job enrichment as a motivational tool.

Sample

The sample data was collected through structured questionnaires by meeting the employees of Dharani Sugars and Chemicals, Chennai, South India. The researchers had taken white-collar employees as respondents for this survey, because they are the permanent employees for whom job enrichment is feasible and meaningful.

The researchers had drawn a sample unit of 50 respondents from the population of 160 white-collar employees. The universe holds to most of the employees of Dharani Sugars and Chemicals Ltd, Chennai where the study was done. The sampling technique used was simple random sampling. As the objective of this study is to find the impact of job enrichment on employee motivation and the relationship between the dependent and independent factors, the chosen sample cannot be atypical representative of the sample.

Measures

The survey instrument was prepared in a series of steps following a systematic review of the literature. An original English version of the survey was prepared including 32 questions fitted on four pages. The first part consists of 7 questions which hold to the personal details of the respondents. The second part consisting 25 questions related to the qualitative analysis of the employees regarding the impact of job enrichment on employee motivation. The questions directly connected to the objectives of the study. The entire study focuses on the five criterias: skill variety, task identity, task significance, autonomy, and feedback which boosts motivational level of the employees through job enrichment. Respondents were asked to select a choice from high, moderate and low for: (i) Variety of job; (ii) Task Identity; (iii) Task Significance; (iv) Autonomy; and (v) Feedback.

RESULTS

The final sample of 50 completed surveys consisted of a large proportion of male 88%, and female 6%. Average age of the respondents was 28 years (min = 21, max = 55). Concerning qualification 50% of the sample was graduated. Average income of the respondents was 15000. Regarding experience Most of the respondents (42%) of the sample had an average of 3 years of experience in the Dharani Sugars.

Skill Variety

Skill Variety refers to the variety of abilities required to do a job. Skill variety demands different types of skills that would necessitate successful completion of tasks. Using a skill to do a job repeatedly will be monotonous and will have a negative impact on productivity. Greater skill variety has been found to be associated with greater perceived meaningfulness of work (Oldham GR, Hackman JR, and Pearce JL, 1976). Greater skill variety may foster greater meaning in work because it allows the employees to express more aspects of their personality in the work. It may also increase meaning because it reduces boredom. To measure the skill variety deployed by the organization two factors are considered. The respondents were asked to answer how these two factors influence the motivation. The factors are variety of jobs and challenging and complex tasks.

Table 1 shows the sample response to the level of motivation grounded by the variety of job. Most of the sample 58% responded that the variety of job highly motivates the employees.

Table 2 reveals that how the nature of job motivates the employees. Respondents conveyed that more challenging and complex the task is so does the level of motivation too. Among 50 respondents 25 (50%) declared that the challenging and complex tasks highly increases the level of motivation.

Task Identity

Task identity involves doing an entire piece of work. It denotes the extent where workers would visually see the completion of an identifiable piece of work and not merely doing a part of the job. Identity enables employees to do a task or project from start to finish. It is possible to find more meaning in a job only when one can work on the projects from start to finish. Task identity is not just one of the job characteristics but greater task identity is also associated with greater perceived meaningfulness of work (Renn RW, Vandenberg RJ, 1995). Thus the task identity raises the intrinsic motivation of the employees and an employee is intrinsically motivated only when the job in itself is experienced as rewarding and there is no need for any external reward before it is performed.

Therefore, now a question rises what makes the job in itself rewarding, the answer is the employees' awareness about the job, their responsibility and their interest in doing the job. These factors determine how precious the job is treated by the employees.

Table 3 conveys how forceful the awareness of employees' responsibilities is in motivating the employees. The sample stated that they are highly and moderately motivated by this job characteristic.

Table 4 indicates that the interest in doing a job is much associated with the employees' willingness to learn and have a holistic view of their task. In turn they feel motivated by doing the task. Except three respondents, all the other 94% of the sample said their interest in doing the job motivates them.

Task Significance

Task significance is the impact of one's work on others. Usually people feel that they are making a significant contribution to the organization. This may foster a sense of

Table 1. Impact of Variety of job on the Motivation

SI No.	Variety of Jobs	No.of Respondents	Percentage
1	High Motivation	29	58
2	Moderate Motivation	13	26
3	Low Motivation	8	16
	TOTAL	50	100

Table 2. Impact of Challenging and Complex task on Motivation

SI No.	Challenging and Complex Task	No.of Respondents	Percentage
1	High Motivation	25	50
2	Moderate Motivation	19	38
3	Low Motivation	6	12
	TOTAL	50	100

Table 3. Impact of awareness of responsibilities on the Motivation

SI No.	Aware of Responsibilities	No.of Respondents	Percentage
1	High Motivation	25	50
2	Moderate Motivation	21	42
3	Low Motivation	4	8
	TOTAL	50	100

Table 4. Impact of interest level of employees on the Motivation

SI No.	Interest Level	No.of Respondents	Percentage
1	High Motivation	19	38
2	Moderate Motivation	28	56
3	Low Motivation	3	6
	TOTAL	50	100

purpose and meaning. When employees are disconnected from seeing the impact of their work, they will not realize their responsibilities and it becomes hard to achieve the organizational goals. Therefore, it is important to show the employees how their work fits in with the work done in rest of the organization. By doing so, the organization can convey how important the work done by the employees to the organization. The task significance is measured using the following two criteria: consciousness of work and awareness of one's own work. Consciousness of work denotes the employees' awareness on their task and awareness of one's own work denotes the employees' understanding on the impact of their work on other's work in the organization.

Table 5 indicates how far employees feel motivated because of their consciousness of work. 36% of the respondents stated that they are highly motivated by being aware of their own work.

Table 6 denotes the impact of awareness of one's own work on motivation. 64% of the sample felt moderately motivated by the knowing the importance of their work.

Autonomy

It is defined as the state of existing or acting separately from others. Employees feel that motivation is increased by

allowing choice, recognizing feelings, and providing openings for self-direction. This often leads to deep understanding, affluent experience, more inventive results, and improved problem solving. Autonomy is a self-motivator and acts as an intrinsic factor that stimulates employees to set higher targets and keeps them outperforming others. To measure the autonomy experienced by the employees at work the following factors are considered: Participation in decision making and planning in the organization and delegation of authority at work.

Table 7 shows the relationship between employees' ability to participate in decision making and planning and the degree of motivation experienced by them. Employees actively take part in decision making only when they feel that the organization requires and listens to their ideas. 38% of the respondents feel that they are highly motivated.

Table 8 shows the impact of delegation of authority on Motivation. When an employee is delegated authority by his superior to carry out a task, then the subordinate becomes accountable for the work assigned. Therefore, it gives more autonomy at work by making employees accountable for the decision they make. Among 50 respondents 27 (54%) conveyed that they are highly motivated through the delegation of authority.

Table 5. Impact of Consciousness of Work on the Motivation

SI No.	Consciousness Of Work	No.of Respondents	Percentage
1	High Motivation	18	36
2	Moderate Motivation	18	36
3	Low Motivation	14	28
	TOTAL	50	100

Table 6. Awareness of One's Own Work and Motivation

SI No.	Awareness on One's Own Work	No.of Respondents	Percentage
1	High Motivation	10	20
2	Moderate Motivation	32	64
3	Low Motivation	8	16
	TOTAL	50	100

Table 7. Participation in Decision Making and Planning and Motivation

SI No.	Participation In Decision Making And Planning	No.of Respondents	Percentage
1	High Motivation	19	38
2	Moderate Motivation	19	38
3	Low Motivation	12	24
	TOTAL	50	100

Feedback

Feedback denotes generating direct and clear information about work performance of the employees. Positive feedback increases people's confidence that, they are able to pursue their goals and it leads employees to expect successful goal accomplishment whereas, negative feedback undermines people's confidence in their ability to pursue their goals and their expectations of success. Since positive feedback is effective, it is used to encourage individuals to internalize new goals, with the expectation that these individuals will then be more committed in accomplishing the goal on subsequent occasions (Ryan & Deci, 2000). Thus feedback acts as one of the strongest inducer of motivation.

Table 9 shows the impact of feedback received from the organization on motivation. 24% of the respondents conveyed that they felt motivated on receiving the feedback from the organization. There was no big difference in the perception of employees between positive and negative feedback. Instead, they said they consider it as very important for the growth of both the organization and themselves.

Table 10 shows the method of motivation and its impact on employees' motivation. Respondents stated that the rewards and benefits from the organization moderately motivate them. Compared to other factors rewards and benefits does not seem to have significant impact on motivation.

DISCUSSION

The current study aims to investigate the relationship between job enrichment and employee motivation of 50 employees of Dharani Sugars and Chemical Ltd, Chennai. It is known that increase in motivational efforts would lead to the enormous contribution of individuals towards higher organizational productivity.

The finding of ANOVA analysis shows that the job enrichment has a considerable positive impact on employee motivation. The researchers focused on the five dimensions of job enrichment such as Skill Variety, Task Identity, Task Significance, Autonomy and Feedback.

The findings revealed that the significance value (7.71) in the table is less than the calculated F value (51.255) at 5 % level of significance, so the null hypothesis cannot be

Table 8. Delegation of authority and Motivation

SI No.	Delegation Of Authority	No.of Respondents	Percentage
1	High Motivation	27	54
2	Moderate Motivation	16	32
3	Low Motivation	7	14
	TOTAL	50	100

Table 9. Feedback and Motivation

SI No.	Feedback from the Organization	No.of Respondents	Percentage
1	High Motivation	18	36
2	Moderate Motivation	24	48
3	Low Motivation	8	16
	TOTAL	50	100

Table 10. Rewards, Benefits and Motivation

SI No.	Rewards and Benefits from the Organization	No.of Respondents	Percentage
1	High Motivation	14	28
2	Moderate Motivation	25	50
3	Low Motivation	11	22
	TOTAL	50	100

accepted. Hence, the variety of tasks assigned varies with the employees' qualification.

The findings revealed that the significance value (4.07) in the table is greater than the Calculated F values (1.9108) at 5% level of significance, so the null hypothesis is accepted. Thus, the assignment of more challenging & complex tasks do not vary with the experience of the employees.

This shows the skill variety is specifically integrated to the people those who were experienced in the organizational activities regardless of their level of qualification.

The findings revealed that the significance value (7.71) in the table is lesser than the calculate F value (14.5015) at 5% level of significance, so the null hypothesis cannot

be accepted. Thus, the employees' qualification had a significant difference with participation in decision making and planning.

The findings revealed that the significance value (4.07) in the table is greater than the calculated F value (1.8405) at 5% level of significance, so the null hypothesis is accepted. Thus, there is no significant difference between the experience of the employees and the delegation of authority given to complete a task.

This shows that the autonomy to participate in decision making and planning is given only to the employees who had a preferred qualification. The delegation of authority is given to the employees to complete an assigned task.

Table 11. Variety of Jobs and Education

Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	.6666	1	.6666	51.255	7.71	
Within Groups	136.666	4	34.1666			
Total	137.333	5				>0.05 Reject H0

Null Hypothesis (H0) : There is no significant difference between variety of jobs and education.

Alternative Hypothesis (H1) : There is significant difference between variety of jobs and education.

Table 12. More Challenging and Complex Tasks and Experience

Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	75	3	25	1.9108	4.07	
Within Groups	104.6667	8	13.0833			
Total	179.6667	11				>0.05 Accept H0

Null Hypothesis (H0) : There is no significant difference between more challenging & complex tasks and experience.

Alternative Hypothesis (H1) : There is significant difference between more challenging & complex tasks and experience.

Table 13. Participation in Decision Making and Planning and Education

Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	.6666	1	.6666	14.5015	7.71	
Within Groups	38.6667	4	9.6667			
Total	39.333	5				>0.05 Reject H0

Null Hypothesis (H0) : There is no significant difference between participation in decision making and planning and education.

Alternative Hypothesis (H1) : There is significant difference between participation in decision making and planning and education.

Table 14. Delegation of Authority to Complete A Task and Experience

Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	75	3	25	1.8405	4.07	
Within Groups	108.6667	8	13.583			
Total	183.6667	11				<0.05 Accept H0

Null Hypothesis (H0) : There is no significant difference between delegation of authority to complete a task and experience.

Alternative Hypothesis (H1) : There is significant difference between delegation of authority to complete a task and experience.

Table 15. Receiving Feedback from the Organization and Experience

Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	75	3	25	2.8302	4.07	
Within Groups	70.6667	8	8.833			
Total	145.6667	11				<0.05 Accept H ₀

Null Hypothesis (H₀) : There is no significant difference between receiving feedback from the organization and experience.

Alternative Hypothesis (H₁) : There is significant difference between receiving feedback from the organization and experience.

Table 16. Rewards & Benefits from the Organization And Experience

Sources of Variance	Sum of Squares	Df	Mean Square	F	Sig.	Remarks
Between Groups	75	3	25	3.7975	4.07	
Within Groups	52.6667	8	6.5833			
Total	127.6667	11				<0.05 Accept H ₀

Null Hypothesis (H₀) : There is no significant difference between rewards and benefits from the organization and experience.

Alternative Hypothesis (H₁) : There is significant difference between rewards and benefits from the organization and experience.

The findings indicate that the significance value (4.07) in the table is lesser than the calculated F value (2.8302) at 5% level of significance, so the null hypothesis is accepted. Thus, the experience of the employees had no significant difference with receiving feedback from the organization.

The findings indicate that the significance value (4.07) in the table is greater than the calculated F value at 5% level of significance, so the null hypothesis is accepted.

Thus, the experience of the employees had no significant difference with rewards & benefits from the organization. This shows that the employees are able to receive regular and unbiased feedback from the organization.

Job Characteristics	Skill variety	Task Identity	Task Significance	Autonomy	Feedback
High Motivation	29	22	14	26	18
Moderate Motivation	13	24	25	20	24
Low Motivation	8	4	11	4	8

Among the five job characteristics chosen for the study, some characteristics that are basis of job enrichment influence the motivation to a greater extent and some to a smaller extent. The factors that primarily induce motivation are skill variety then autonomy followed by task identity, feedback and task significance.

The reason why the employees have pointed out skill variety as high motivator is, it is a predominant intrinsic motivator. The researchers consider meaningfulness of work as a key element in nurturing skill variety and it also helps employees to shed boredom. Another factor that highly influences skill variety is job design. When the job design demands the employees to be dynamic and multifaceted, the employees get gradually prepared to upgrade their skills and engage themselves productively in their job.

Skill variety, as an intrinsic motivator, changes the individuals' attitude towards learning and enables them to acquire new skills that are of greater complexities. Thus, it is imprinted in the employees' mind that the job which claims multiple skills will benefit them in accomplishing their current job as well as it enriches them as most preferred employees while assigning new and difficult tasks.

Overcoming traditional way of employee motivation is the biggest challenge for every organization. To challenge this status quo the organizations must have a broader view by building challenging and enriching work atmosphere that catalyzes growth. So, this study suggests that the organization must provide adequate resources to align it with the business dynamisms as well the employees must have the ability to work in most demanding conditions of a job.

CONCLUSION

It is evidently concluded that the job enrichment is of interest to management because it offers a solution to motivational problems. Job enrichment programs, however, sometimes fail to increase worker satisfaction and performance as originally intended. It is suggested that until its theoretical foundations are clearly understood, job enrichment will not achieve its full potential as a tool for organizational improvement. When an individual employee has an interest in carrying out variety of tasks and wishes to take accountability, job enrichment becomes a promising tool for an organization. So it is cleared from the analysis that the job enrichment is an important motivational tool in the working environment. However, this idea works if an employee has a desire to perform well and shake up their current routine. Some employees enjoy the menial and repetitive tasks, finding them to be relatively stress free. They would therefore not benefit from a new way of doing things. It is suggested that the organization may discuss the opinions of the employees about the job satisfaction and allow for employee feedback before implementing new enrichment techniques. Because, job enrichment offers a good way to increase the variety of work and to motivate employees to truly commit themselves for the benefit of the organization as a whole. Hence, it is proved that in every workplace job enrichment must be employed to face the dynamic changes in the future. In order to be competitive in the global era employees' job must be designed in such a way that it gives back goodness to the employees for the tasks undertaken by them and jobs should be carefully designed to avoid monotony by inculcating continuous improvement.

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