

EFFECT OF JOB ENRICHMENT ON THE COMPETENCY DEVELOPMENT AND JOB SATISFACTION OF EMPLOYEES

(WITH SPECIAL REFERENCE TO MULTINATIONAL COMPANIES IN INDIA)

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ABSTRACT

The globalization and privatization have increased the competition which resulted change at the work place. The organizations expect higher productivity, profitability and high quality product and services. Employee's being the 'asset' for the company play pivotal role in success of business organization. For a sustainable business employer have to meet the demands and aspirations of employees and vice versa. Job enrichment is an approach of job design which motivates the employees to perform better, develop competency and provide job satisfaction to them, which is essential requirement for the present competitive and challenging environment. It becomes indispensable by companies to provide job satisfaction especially in Multinational companies where employees spends maximum time in a day.

This paper is an attempt to find the extent of job enrichment practices in the multinational companies in India and find the association of job enrichment with competency development and job satisfaction of employees in the multinational companies in India. The study is descriptive in nature and is based on the data collected from employees working in multinational companies in India. The study is based on the data collected from both primary and secondary sources. The researcher conducted the analysis of all the relevant data with the help of MS-Excel and SPSS 16.0 version.

Hence, job itself should be designed in such a manner so that work becomes meaningful and challenging ultimately lead to enhance competency of employees along with job satisfaction.

Keywords: Job Enrichment, Competency Development, Job Satisfaction.

INTRODUCTION:

The scenario of Indian Economy has changed with the advent of liberalization, globalization and privatization in the year 1991. The globalization and privatization have increased the competition which resulted change at the work place. The organizations expect higher productivity, profitability and high quality product and services. To fulfill these requirements employees have to work harder. Employee's being the 'asset' for the company play pivotal role in success of business organization. Of all the M's of management i.e. men, material, machinery, methods, money, motive power it is only the men which is the active factor of production. The other resources will not be able to accomplish the objectives unless human resource is managed properly. Thus, for a sustainable business employer have to meet the demands and aspirations of employees and vice versa.

In the present global environment Multinational companies have occupied a very significant position in socio-economic development of the county. Multinational companies have provided abundant employment opportunities along with modern technology to India. The multinational found India lucrative for investment as India had advantage of huge market, abundant talented and educated workforce with stable government. Therefore, the advantages provided by India and the policy of the government towards FDI played a major role in attracting the multinational companies in India. Today people not only prefer products of multinational companies but also like to work their due to attractive packages and congenial environment. This gives an advantage to multinational companies of being a magnetic force for competent and capable employees who can become boon for them. But at the very outset these MNC's are excessive quality conscious, there is 24×7 hours' work culture and their attitude towards workforce is quite different. If the employees do not meet the expectations of the organization they are fired leading to job insecurity. The higher job expectations and heavier demand at work have created a mismatch between family and work. Not only this, high level of target achievement, to remain in the organization have led to increase the stress and health problems. This affects physical, social, psychological and spiritual well-being of employees. In such organizations it is very difficult to meet the requirement of both employer and employee

Job enrichment is an approach of job design which motivates the employees to perform better, develop competency and provide job satisfaction to them, which is essential requirement for the present competitive and challenging environment. Every organization wants competent and capable employees and every employee wants to work in that organization which not only satisfies their needs but also provide favourable environment to work. Thus it becomes indispensable by companies to provide job satisfaction especially in Multinational companies where employees spends maximum time in a day. Hence, job itself should be designed in such a manner so that work becomes meaningful and challenging ultimately lead to enhance competency of employees along with job satisfaction.

If organizations practice and provide highly enriched and enlarged job programs to the employees it will help to enhance their skills and competency along with job satisfaction, increase in productivity and reduction in employee turnover and absenteeism. Ultimately overall efficiency and effectiveness of the organization would improve.

LITERATURE REVIEW:

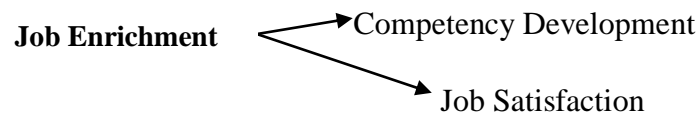
Job enrichment is concerned with designing jobs that include a greater variety of work content; require a higher level of knowledge and skill; give workers more autonomy and responsibility in terms of planning, directing and controlling their own performance; and provide the opportunity for personal growth and a meaningful work experience (Prasad, 2007). Job enrichment increases motivation level as well as performance of employees on the work place their tendency to achieve the goals also becomes possible (Bryan and Locke, 1967). Job enrichment affects the critical psychological states of meaningfulness, felt responsibility, and knowledge of results and is theorized to result in higher job satisfaction, intrinsic motivation and work quality and lower turnover and absenteeism feedback (Hackman and Oldham, 1976). It was emphasized that enlarging and enriching job of organization increases the satisfaction level of employees and ultimately increases performance (Saleem & Shaheen,

2012). In another study it was found that job enrichment was a strong predictor of job satisfaction, motivation as well as commitment (Raza and Nawaz, 2011).

Job satisfactions refer to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007). Greater autonomy on job enhances the acquisition and utilization of knowledge whilst greater participation is held to promote cognitive growth via increased transfer among employees (Scully and Locke, 1995).

The literature's reviewed for the study supported the view that job enrichment leads to job satisfaction and development of competency among employees but all the studies conducted were on public sector or private sector organizations but none of the study was carried on multinational companies whose existence is essential in the global world. Thus it was chosen to study the effect of job enrichment on competency development and job satisfaction of employees in the multinational national companies of India.

RESEARCH MODEL:



OBJECTIVE OF THE STUDY:

The objective of the study is to:

- find the extent of job enrichment practices in the multinational companies in India.
- find the association of job enrichment with competency development and job satisfaction of employees in the multinational companies in India.

METHOD:

The study is descriptive in nature and is based on the data collected from employees working in multinational companies in India. Hence it was considered necessary to find the fastest growing, rising and dominating multinational companies in India. Apart from this huge investment which means 100% FDI as well as sector providing lot of employment opportunities were considered for the population. Thus population of the study consisted of two multinational companies from India. Both these organizations are from IT sector and situated in NCR region of India. The sampling technique used is random sampling and the sample size was 200 out of which only 171 responded. The study is based on the data collected from both primary and secondary sources. The primary data was collected through questionnaire which deals with both open and closed ended questions. The secondary data was collected through books, journal articles, reports and websites etc. The researcher conducted the analysis of all the relevant data with the help of MS-Excel and SPSS 16.0 version. Then the data collected was properly presented through graphical presentation such as charts, graphs, tables and other pictorial representation and some statistical tools.

RESULT & DISCUSSION:

Demographic details of the Respondents:

The questionnaire was distributed to 200 employees of multinational companies but only 171 responses were collected. As regards the demographic profile of the respondents is concerned out of 171 respondents 141 (82%) were male and 30 (18%) were female of which 41 (24%) were single and 130 (76%) were married.

Exhibit 1: Gender Information & Marital Status Information

Gender	Frequency	%age
Male	141	82%
Female	30	18%
Total	171	100%

Marital Status	Frequency	%age
Single	41	24%
Married	130	76%
Total	171	100

Regarding age of employees is concerned 33 (19%) employees were below the age of 30 years, majority employees constitute within the age of 30-40years which was 71 (42%) and between 40-50years which was 45 (26%), a very small number of employees fall under 50-60years which was 17 (10%) and above 60years which was 5 (3%). Apart from this experience of employees in present job was also found and the results showed that employees having experience below 1 year were 11 (6%), between 1-5years were 62 (36%), between 5-10 years were 65 (38%), between 10-15 years 25 (15%) and above 5 years constitute 8 (5%).

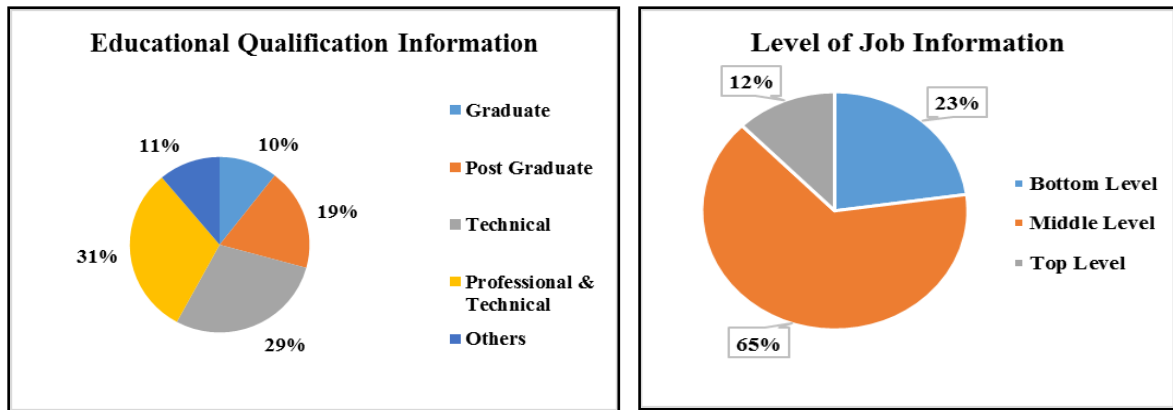
Exhibit 2: Age Information & Experience Information of Employees

Age	Frequency	%age
30 years	33	19%
30-40years	71	42%
40-50years	45	26%
50-60years	17	10%
>60 years	5	3%
Total	171	100%

Experience	Frequency	%age
< 1 year	11	6%
1-5 years	62	36%
5-10 years	65	38%
10-15 years	25	15%
> 15 years	8	5%
Total	171	100%

The educational level of employees shows that 18 (11%) employees were graduate, 32 (19%) were post graduate, 49 (29%) were having technical qualification, 53 (31%) were having both professional and technical qualification and 19 (10%) were under the others category. Regarding data collected from employees of various level of job 39 (23%) were form bottom level, 111 (65%) from middle level and 21 (12%) from top level.

Exhibit 3: Educational Qualification and Level of Employees in Companies



To measure and analyse the extent of job enrichment practices and its effect on competency development and job satisfaction in the multinational companies in India descriptive statistics were calculated on SPSS version 16 and it was found that the mean for job enrichment was 3.5407 and standard deviation was .99923 which was higher than average employees believed. Further Mean and Standard deviation of Competency development was calculated and it was found that mean was 3.4515 and standard deviation was 1.13497 from this it was deduced that multinational companies provide competency development as the mean score was above average. Apart from this when the job satisfaction level of employees in multinational companies as a result of job enrichment was calculated the mean score was 2.9747 and standard deviation was 1.07982 which means that mean score was above average but can be enhanced. The Exhibit 4. given below reflects the mean score and standard deviation calculated for the study.

Exhibit 4: Mean Score and Standard Deviation of Job Enrichment, Competency Development and Job Satisfaction

Descriptive Statistics		
	Mean	Std. Deviation
Job Enrichment and Job Enlargement	3.5407	.99923
Competency Development	3.4515	1.13497
Job Satisfaction	2.9747	1.07982

To find the association between job enrichment, competency development and job satisfaction Spearman's rho correlation coefficient was found on SPSS version 16. The results was calculated found that job enrichment was positively associated with competency development ($r = .952$) and job satisfaction ($r = .954$). The significance of relationship was measured at confidence level 99%. Hence both competency development and job satisfaction have positive association with job enrichment. Exhibit 5. Given below reflects the correlation between job enrichment and competency development and job satisfaction.

Exhibit 5: Correlation between Job Enrichment and Competency Development and Job Satisfaction

		Competency Development	Job Satisfaction
Job Enrichment	Spearson rho	.952	.954
	Sig. (2-tailed)	.000	.000

CONCLUSION:

Thus Job Enrichment is a motivational job design technique which redesigns job in such a manner that helps to entrust responsibilities on employees by giving them autonomy, achievement, growth and recognition. It makes the work of employees' challenging as well as interesting ultimately adding meaning to their job. It is job enrichment which makes the people on work more motivated, committed and satisfied as well as also help them develop certain skills which would help the organizations to earn profits on one hand and make the employees competent and satisfied from their job.

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