

A

Seminar report

On

Job Enrichment

Submitted in partial fulfillment of the requirement for the award of degree
Of MBA

SUBMITTED TO:

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Acknowledgement

I would like to thank respected Mr..... and Mr.for giving me such a wonderful opportunity to expand my knowledge for my own branch and giving me guidelines to present a seminar report. It helped me a lot to realize of what we study for.

Secondly, I would like to thank my parents who patiently helped me as i went through my work and helped to modify and eliminate some of the irrelevant or un-necessary stuffs.

Thirdly, I would like to thank my friends who helped me to make my work more organized and well-stacked till the end.

Next, I would thank Microsoft for developing such a wonderful tool like MS Word. It helped my work a lot to remain error-free.

Last but clearly not the least, I would thank The Almighty for giving me strength to complete my report on time.

Preface

I have made this report file on the topic **Job Enrichment**; I have tried my best to elucidate all the relevant detail to the topic to be included in the report. While in the beginning I have tried to give a general view about this topic.

My efforts and wholehearted co-corporation of each and everyone has ended on a successful note. I express my sincere gratitude towho assisting me throughout the preparation of this topic. I thank him for providing me the reinforcement, confidence and most importantly the track for the topic whenever I needed it.

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Introduction

Job enrichment can be described as a medium through which management can motivate self-driven employees by assigning them additional responsibility normally reserved for higher level employees.

By doing this, the employees feel like their work has meaning and is important to the company. This theory is based on the premise that employees have a natural tendency to want to succeed and are eager to be trusted with a bigger role in the company.

When these type of workers aren't being challenged, they tend to slack off and not give their best effort because they view their task to be below their skill set. Conversely when you give an employee autonomy over his/her work, they tend to feel responsible for the outcome of the project and will try to put forward the best end result possible.

Overall Job Enrichment is essential to the workplace because it helps prevent feelings of repetitiveness in the day to day operations from hindering productivity.

What is Job Enrichment? Meaning

According to **Robert N.Ford**, Job enrichment means to make jobs which:-

1. Have a greater variety.
2. Requires higher level of knowledge and skills.
3. Give workers more autonomy.
4. Give workers more responsibility.
5. Give workers opportunities for personal growth, and
6. A meaningful work experience.

The meaning of Job enrichment is depicted in the following image or picture.



Job enrichment means a vertical expansion of a job. It is different from job enlargement. **Job enlargement** means a horizontal expansion of a job.

Job enrichment makes the job more meaningful, enjoyable and satisfying. It gives the workers more autonomy for planning and controlling the job. It also gives the workers more responsibility. Job enrichment gives the workers opportunities for achievement, recognition, advancement and growth. So, the workers are motivated to work harder.

Therefore, Job enrichment makes the job a source of motivation.

Features of Job Enrichment

The **characteristics** or features of job enrichment are:-

Nature of Job : Job enrichment is a vertical expansion of the job. The workers are given jobs, which require higher-level knowledge, skills and responsibilities. Job enrichment improves the quality of the job.

Objective : The objective of Job enrichment is to make the job more lively and challenging. So, the job is a source of motivation for the workers.

Positive Results : Job enrichment gives positive results if the workers are highly skilled. This is because workers are given opportunities to show initiative and innovation while doing their job.

Direction and Control : Job enrichment encourages self-discipline. It does not believe in external direction and control.

Advantages

Learn new skills

By having more responsibilities, the employee will have the chance to work on new tasks and therefore learn new skills. Decision making can lead to the employee to think, decide, and try new things. By having to learn new skills, the employee has the opportunity to become proficient at certain tasks and even become experts.

Reduce boredom

Job enrichment focuses on giving employees more variety and responsibilities. The target of job enrichment is to reduce the chance of boredom from the repetitive, tedious activities.

Receive acknowledgment

Job enrichment helps employee to have a chance to shine in the company with their responsibilities and duties. Accomplishments can be rewarded with incentives, awards, or even promotions.

Reduce employee turnover

Job enrichment helps raise overall morale of employees in the work place. This directly translates to less employees trying to leave the company for work elsewhere as well as greatly decreases number of new employees that are needed to be brought in and trained.

Creates a better work environment

The net result of job enrichment is an overall more positive environment that promotes maximum productivity. This is simply because employees who are treated better tend to have better attitudes around the work place and tend to spread that positivism around the office.

Disadvantages

Lack of preparation

Because employees are given more activities and responsibilities in job enrichment, they do not necessarily have the right skills or experience for the job. Because the employee is not prepared or trained enough to do the activity, then they may not be as efficient as someone who is already trained or skilled in that particular activity. As a result, they may have a lower productivity rate.

Heavier Workload

Job enrichment increases the employee's overall workload. This requires skill in reprioritization for the employee. Some employees may not be able to quickly adjust to their new responsibilities. Employees may feel overloaded and tired, so they may have a lower productivity rate.

Clash with Non-participants

Understandably, not every employee at a company can participate in job enrichment. Those who cannot join may feel disconnected from the company and not part of the team. The employees who cannot join may even feel jealous towards participants.

Poor Performance

As a result of lack of preparation and heavier workload, some employees may not perform as efficient as prior to job enrichment. These employees may actually work better in a non job-enriching environment. By not doing as well as desired, they may feel inept. Their poor performance may lead to demotions, which tends to have a negative impact on the employee's self –confidence and motivation.

Techniques

Job enrichment, as a managerial activity includes a three steps technique:

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 clear. Each employee should know exactly how he/she fits into the overall process and be aware of how important their contributions are to the organization and its customers.
- Providing adequate resources for each employee to perform well. This includes support functions like information technology, communication technology, and personnel training and development.
- Creating a supportive corporate culture. This includes peer support networks, supportive management, and removing elements that foster mistrust and politicking.
- Free flow of information. Eliminate secrecy.
- Provide enough freedom to facilitate job excellence. Encourage and reward employee initiative. Flextime 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.
- 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 employees 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, questions)

Once you know what the employees want, give them the tools they need to earn it and follow through on your word.

4. How To increase job satisfaction and performance This can be done in a number of ways. The first is by decreasing employee dissatisfaction with the job. Dissatisfaction can be caused by factors such as low wages or a poor work environment. The second and more effective way is by increasing satisfaction through job enrichment: providing employees with expanded

accountability, discretionary decision making, and opportunity to contribute. By doing this, management will notice the output of the employees more and will be able to properly reward hard work where it is deemed exemplary. Incentivizing hard work is a great way to promote top level productivity out of a work team. Not all employees will feel motivated by the incentive so it is appropriate to find a middle ground between employee and employer where it is agreed upon what the reward of choice will be.

Job enrichment vs. job enlargement

Job enrichment can be contrasted to job enlargement which simply increases the number of tasks without changing the challenge. Job enrichment is seen as a vertical job restructuring technique where the focus is on giving the employee more authority, independence, and control over the manner the activity is completed.

On the other hand, job enlargement is seen as a horizontal restructuring technique where the focus is merely increasing the number of assignments but does not change the overall authority, autonomy, and control of the projects. Job enlargements impact on the work environment is not always the most positive due to the fact that it is largely just an increase in work for the employee and not really a step up in responsibility.

Job enrichment on the other hand is a very motivational technique in the management world. The act of enriching an employees job not only is a sign of respect but it also shows that the employer actually cares about the employee as a person. This creates a desire for the employee to want to pay the employer back in the form of hard work, loyalty, and dedication the company.

References

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