

JOB ENRICHMENT: A TOOL FOR MOTIVATION AND RETENTION OF HOTEL EMPLOYEES

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ABSTRACT

Background: *Job enrichment is an idea developed by Frederick Herzberg. It is a job design technique of motivating employees by adding responsibility and variety to their job. It is a vertical expansion of the job with the aim to make the position more satisfying and add value to the employee's job. Job Enrichment when applied in hotels can help adding value to employees' jobs, cope dissatisfaction, attrition and retaining employees in the organization.*

Objective: *The present study extended to study the role of job enrichment in motivating and retaining the hotel employees. Methodology:* *A structured questionnaire was adopted & the study was conducted in a hotel of Delhi. Convenience sampling technique was used and the sample size consisted of 30 hotel employees. Results:* *The findings of the study showed that employees believed that job enrichment has a significant effect in increasing motivation (76%), decreasing absenteeism (55%) and reducing turnover (43%) in hotels.*

Conclusion: *Human Resources department in hotels should consider implementing various approaches of job enrichment which includes giving task variety, increasing autonomy, feedback on regular basis in order to deal with dissatisfaction and turnover of employees.*

Key Words: *Job Enrichment, Motivation, Absenteeism, Turnover.*

INTRODUCTION

In hospitality industry, especially the hotels, being service oriented in nature have always been characterized by the human capital. Therefore, it becomes a necessity in this competitive business environment to have a deep concern for not only the external clients i.e. guests but also for the internal clients i.e. employees of the organization by keeping them motivated, empowered, skilled, enriching their jobs and retaining them in the organization. The term enrichment means the action of improving the quality or value of something. Job enrichment can be defined as a job design technique of motivating employees by adding responsibility and variety to their job. Enriched job consists of various elements such as task significance, task identity and skill variety which is an addition of tasks to a job that increase the amount of employee control or responsibility.

The concept is based on an article “*One More Time: How Do You Motivate Employees?*” in 1968 Harvard Business Review by psychologist Herzberg. The American psychologist Fredrick Herzberg while working on the renowned “Two factor theory” which is also known as the Motivation-Hygiene theory, came up with the term “Job Enrichment”. According to him, the term job enrichment describes the embryonic movement and differs from job enlargement, job enrichment provides the opportunity for the employee’s psychological growth, while job enlargement merely makes a job structurally bigger. Also, job loading is attempting to enrich certain jobs, management often reduces the personal contribution of employees rather than giving them opportunities for growth in their accustomed jobs. Such endeavors, which the researcher called horizontal job loading (as opposed to vertical loading, or providing motivator factors), have been the problem of earlier job enlargement programs. Job loading refers to merely enlarging the meaninglessness of the job (Herzberg, 1967).

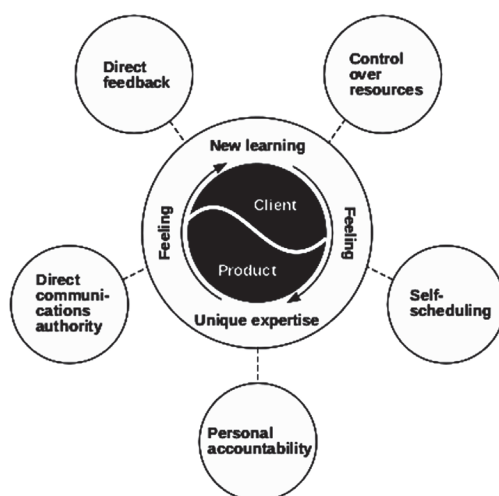


Figure 1: Sensory ingredients of Job Enrichment (Source: Faturochman, 1997)

The concept of job enrichment was more refined by Hackman and Oldham, (1980) and proposed the Job Characteristics Model, they introduced it in 1976 in the book “Organizational Behavior and Human Performance” which proposed that employee performance and personal outcome specifically satisfaction can be improved through job enrichment. The model has 5 core job dimensions or characteristics namely, skill variety, skill identity, skill significance, autonomy and feedback. The first three job characteristics have a direct impact in the meaningfulness of the work as experienced by individual workers. The next characteristic i.e. autonomy will have an effect on the experienced responsibility towards work outcomes or results of an individual. The last one, feedback will lead to the gain of knowledge of the actual results of the activities at work in the job (Faturochman, 1997).

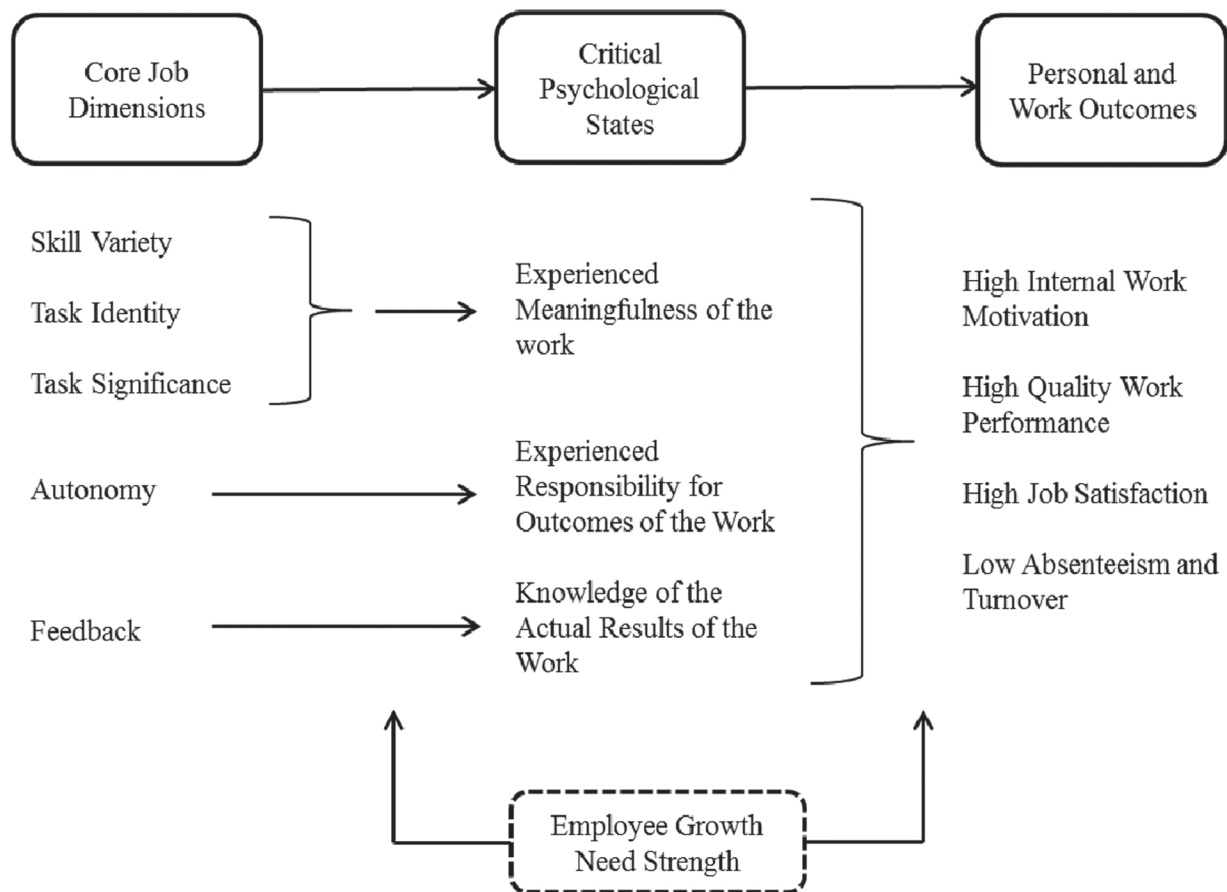


Figure 2: Job Characteristics Model (Source: Hackman and Oldham, 1980)

Enrichment occurs when an employer with the aim of making the job of the people more interesting, meaningful and challenging places an extra amount of work on employees. Due to the rapid change in environment and an increase in the level of competitive rivalry among organizations, there has been a transition from the traditional ideological orientation of seeing money as the greatest motivating factor where workers today will continue to value their work, have more control in scheduling their work and deciding how best the work should be done and to be esteemed for the work they do (Nzewi et al, 2017).

The concept of job enrichment is based on the premise that job attitude is the construct of two independent factors, namely job satisfaction and job dissatisfaction. Employees in every organization wish to draw fulfillment from their jobs and every human resource manager wants the employees to be fulfilled being the most important resources of the organization. The motivating factors enrich the job and improve performance. The motivating factors can be: (a) Giving more freedom, (b) Encouraging participation, (c) Giving employees the freedom to select their method of working, (d) Allowing employees to select the place at which they would like to work, (e) Allowing workers to

select the tools that they require on the job, and (f) Allowing workers to decide the layout of plant or office (Choudhary, 2016).

Table 1: Merits and Demerits of Job Enrichment (Source: Choudhary, 2016)

Merits	Demerits
Interesting and challenging job.	Incomplete knowledge for taking decisions and wrong attitude at workplace.
Improves decision making.	Overload of work of some employees.
Identifies future managerial caliber.	Ego Problems if power given to employees.
Identifies higher order needs of employees.	In case of internal dissatisfaction, even job enrichment will not do wonders.
Reduces work load of superiors.	Not helpful if jobs already give a lot of freedom and responsibility.

Job Enrichment refers to a motivational job design technique which redesigns job in such a manner that helps to entrust responsibilities by giving autonomy, achievement, growth and recognition to the employees. It even makes the work of employees’ challenging as well as interesting ultimately adding meaning to their job. Job enrichment is all about making the employees more motivated, committed and satisfied. It also helps in development of certain skills of employees which would help the organizations to earn profits on one hand and make the employees competent and satisfied from their job (Sushil, 2017).

In the luxury hotel industry the human resource management (HRM) policies and practices should create through the provision of appropriate incentives, an environment that could elicit substantial behaviour of the employees (Vacharis, 2008).

The survival and success of service-oriented organizations, particularly hotels, depend on the caliber of its human resources: the employees. Making work “interesting” is not an easy task. Employing hotels may need to review the existing jobs and consider redesigning them to include elements of task variety, skill variety, and autonomy when appropriate such as in job enrichment and job rotation (Hemdi & Tamalee, 2005).

In the hotel industry, where the work is labor intensive and turnover is high, understanding hotel worker attitudes and motivation has become an important issue for research (Chiang *et al*, 2008).

Marta & Supartha, (2018) in their study “The effect of Job Enrichment and employee empowerment to organizational commitment with work motivation as a mediation” suggested that there is a positive and significant relationship between job enrichment and organizational commitment. Specifically, it

says that there is a significant positive relationship between work autonomy (freedom in organizing work) and affective commitment of employees within the company.

Vijay & Indradevi, (2015) in their study of “Job Enrichment and Individual performance among faculties with special reference to a private university” have proved a relationship between job enrichment and individual performance. Among the factors of job enrichment, task identity contributes more towards enhancing the performance of faculties in a private university. Hence academic institution should focus on giving academic freedom to their faculty. This would enable the employees to utilize their skills and ability and space should be provided for the faculty to complete their, task by themselves.

Sharma & Raval, (2016) conducted a study on “Impact of Job Enrichment on Employee’s Turnover in Vodafone” with the objective to determine the impact of the job enrichment on the employee’s motivation, absenteeism and turnover by collection of responses of 70 call center employees in Ahmedabad through a structured questionnaire for primary data collection and concluded that job enrichment results in increasing motivation, decreasing turnover but does not help much in reducing absenteeism.

The rationale for conducting the present study was that previously no such study pertaining to job enrichment had been conducted on the hotel employees. Since the hotel industry is now one of the largest employment provider and is notioned to show a great level of attrition and dissatisfaction among the employees due to various factors, the present study will shed light on the view point of the employees and their perception about the concept of job enrichment and its effect on absenteeism, motivation and turnover. The findings will help the human resources department about giving an idea of what practices/approaches are to be applied to benefit the organization and the employees as well. The study will also help the line managers to implement the action plan for formulating steps to enrich jobs of the employees so that they are motivated and satisfied.

Table 2: Conceptual Framework Developed for the Present Study

<i>Independent Variable</i>	
Job Enrichment	Dependent Variables
Job Redesign	Motivation
Autonomy	Absenteeism
Feedback	Turnover
Challenges	
Customer Interaction	

<i>Independent Variable</i>	
Decisions Proposed	
Flexible Working Hours	
Technical Skills	
Training	
Large Targets	
Incentives	
Pressure from Senior	

In order to carry out research the following objections were planned :

- To examine the effect of job enrichment on motivation, absenteeism and turnover of employees.
- To suggest various job enrichment methods that can be adopted in hotels.

METHODOLOGY

The study followed descriptive design and quantitative data was collected.

The locale for the study was Sheraton, New Delhi Hotel.

Convenience sampling was done and the study was conducted on the employees and the management of the hotel in which 30 respondents including associates, supervisors and managers participated in the study.

The research instrument was a questionnaire, adopted and modified from the research study of Narula (2015) consisting of 6 demographic questions and 12 questions which examined the effect of various factors of job enrichment like task variety, autonomy, feedback, challenges etc in form of increase, decrease or no effect on motivation, absenteeism and turnover.

The collection of data was conducted in the month of May, 2019 for which prior consent was taken from the Learning and Development Manager of the hotel. Analysis of the data was done using frequency counts and percentage analysis.

Independent variables in the study: Job Enrichment (job redesigning/task variety, autonomy, feedback, work place challenge, customer interaction, participative management, flexible working hours, use of technical skills, on the job training).

Dependent variables in the study: Motivation, Absenteeism, Turnover.

RESULTS AND DISCUSSION

Table 3: Socio-demographic Details

Demographic Variables		Respondents (n)	Percentage
Gender	Male	19	63.33
	Female	11	36.67
Age	Below 20 Years	4	13.33
	20-30 Years	16	53.33
	30-40 Years	7	23.33
	Above 40 Years	3	10
Nature of Job	Operational	18	60
	Supervisory	7	23.33
	Managerial	5	16.67
Experience	Less than 1 Year	4	13.33
	1-2 Years	13	43.33
	2-5 Years	2	6.67
	More than 5 Years	11	36.67

The respondents (Total=30) included male respondents (n=19) and female respondents (n=11), i.e. 63% and 36% respectively. So the findings were influenced by males. Among the surveyed respondents the age group dominating was 20-30 years with 53% of employees belonged to this group. In this study the employees were also characterized on the basis of nature of their job and the study included 60% of the respondents at operational level, 23% of the respondents at supervisors and 16% respondents at managerial positions. Among the respondents, most of them were the individuals with the experience of 1-2 years (43%), followed by individuals with an experience of more than 5 years (36%) and the ones with less than 1 year were 13% and only 6% of the respondents were with 2-5 years of experience.

Table 4: Effect of Job Enrichment on Motivation

Effect of Job Enrichment on Motivation						
Factors	Increase (n)	Percentage	Decrease (n)	Percentage	No Effect (n)	Percentage
Job Redesign/Task Variety	22	73.33	5	16.67	3	10
Autonomy	23	76.67	4	13.33	3	10
Feedback	25	83.33	2	6.67	3	10
Challenges	18	60	8	26.67	4	13.33
Customer Interaction	26	86.67	-	0	4	13.33
Decision Proposed	29	96.67	1	3.33	-	0
Flexible Working Hours	29	96.67	-	0	1	3.33
Technical Skills	25	83.33	2	6.67	3	10
Training	26	86.67	1	3.33	3	10
Large Targets	22	73.33	4	13.33	4	13.33
Pressure from Senior	10	33.33	20	66.67	-	0
Incentives	30	100	-	0	-	0
Average	23.75	79.17	5.22	13.05	3.11	7.78

It was found as per the study that 79% employees replied that job enrichment increases motivation and 13% believed that job enrichment decreases motivation and 7% said that job enrichment had no effect on motivation. Factors such as incentives, decisions proposed and flexible working hours are the majors considered by respondents to have a positive impact on motivation. It is also observed that respondents felt the only major factor for decline in motivation was pressure from senior. Similarly, the study of Sharma & Raval (2016) found that 66.13% of the employee believe that job enrichment increases their motivation, whereas 15% replied, it decreases their motivation and 18.81% of the employees believed that there is no significant relation between job enrichment and motivation. The research of Narula (2015) also showed similar results where the researcher found that 63.89% of respondents believed Job Enrichment increases motivation, 15.48% said that it decreases motivation and about 20.4% said that it had no effect on motivation. The results of this study align with the research conducted by Marta & Supartha (2018) which states that the existence of job enrichment practices are able to increase work motivation in every individual in context to civil servants.

Also Petcharak (2002) pointed out in her study that the most significant motivational factors for the hotel employees for working at the Saint Paul Hotel are Good pay, Job security and Interesting job.

Table 5: Effect of Job Enrichment on Absenteeism

Effect of Job Enrichment on Absenteeism						
Factors	Increase (n)	Percentage	Decrease (n)	Percentage	No Effect (n)	Percentage
Job Redesign/Task Variety	7	23.33	18	60	5	16.67
Autonomy	8	26.67	16	53.33	6	20
Feedback	6	20	13	43.33	11	36.67
Challenges	8	26.67	15	50	7	23.33
Customer Interaction	3	10	18	60	9	30
Decision Proposed	3	10	20	66.67	7	23.33
Flexible Working Hours	3	10	24	80	3	10
Technical Skills	4	13.33	17	56.67	9	30
Training	4	13.33	13	43.33	13	43.33
Large Targets	8	26.67	13	43.33	9	30
Pressure from Senior	17	56.67	8	26.67	5	16.67
Incentives	3	10	24	80	3	10
Average	6.17	20.56	16.58	55.27	7.25	24.17

From Table 5 it can be observed that 55% respondents believed that job enrichment decreases absenteeism 24% said that job enrichment had no effect on absenteeism and 20% replied that job enrichment increases absenteeism and. Respondents believe that pressure from senior was the major cause for increase in absenteeism among employees, whereas incentives, flexible working hours and decisions proposed were seen as major factors for decreasing absenteeism. The results of this study however are not similar to the research conducted by Sharma & Raval (2016) in the case of effects of job enrichment on absenteeism which observed to not have a very significant effect on absenteeism i.e. only 31.43% . However, the findings do not align with the findings of Narula (2015) as it concluded that 56.3% respondents believed that job enrichment does not effect absenteeism which is quite opposite of the present findings where 55.27% respondents said that job enrichment will decrease absenteeism.

Table 6: Effect of job Enrichment on Turnover

Effect of Job Enrichment on Turnover						
Factors	Increase (n)	Percentage	Decrease (n)	Percentage	No Effect (n)	Percentage
Job Redesign/Task Variety	7	23.33	14	46.67	9	30
Autonomy	9	30	16	53.33	5	26.67
Feedback	6	20	13	43.33	11	36.67
Challenges	2	6.67	17	56.67	11	36.67
Customer Interaction	9	30	15	50	6	20
Decision Proposed	8	26.67	12	40	10	33.33
Flexible Working Hours	10	33.33	12	40	8	26.67
Technical Skills	9	30	14	46.67	7	23.33
Training	9	30	10	33.33	11	36.67
Large Targets	8	26.67	15	50	7	23.33
Pressure from Senior	17	56.67	6	20	7	23.33
Incentives	10	33.33	11	36.67	9	30
Average	8.67	28.89	12.92	43.06	8.41	28.05

From Table 6 it can be observed that 43% respondents believed that job enrichment decreases turnover, 28% employees replied that job enrichment increases turnover and 28% said job enrichment had no effect on turnover. Here also, pressure from senior had a negative impact on the employees and results in increase in turnover or employee leaving the organization. The respondents feel that challenges are not a cause for their turnover. The results are similar to the study of Sharma & Raval (2016) which stated that application of job enrichment factors leads to 44% decrease in turnover of employees.

Various Job Enrichment practices that can be applied in hotels:

In order for a job enrichment program to produce positive results the need of the workers and organizational needs must be explored and acted upon. After careful research, reviewing various studies and also analyzing the present day hotel scenarios some methods of enriching jobs of the employees which can be effective are listed below.

- **Giving More Autonomy:** Autonomy to an employee refers to the independence and substantial freedom in performing his work in his own way. Allowing employees to select their own method of working or performing tasks. Nzewi et al (2017) recommended that a considerable level of job autonomy to employees helps an organization to utilize their skills and ability to finish the assigned task as well as maintaining strong loyalty and commitment to the organization.

- **Training:** New roles and responsibilities require a need for training to learn, gain knowledge and ways of operation about the added elements to the employee's job, thereby training indirectly has effect on enrichment of a job. Azeez & Abimbola (2016) suggested that the human resource manager should encourage the employees with high growth-need strength and find strategies for helping those with low growth- need strength through training.
- **Incentives:** Incentives to employees can be monetary as well as non-monetary. More incentives and recognition programs in form of additional pay, bonus, increments and appreciation letters, prizes etc can be done for employee motivation to perform better. Salau et al (2014) stated that salary of workers should also commensurate their efforts so as to increase their morale and commitment.
- **Job Redesigning:** Redesigning existing job by adding of more variety of tasks, duties and responsibilities. As employees in hotels face lack of variety in their everyday job tasks. Therefore, redesigning jobs and adding more variety to it will help avoid monotonous work of employees.
- **Providing Feedback:** Feedback on regular basis can help employees in evaluating their performance and help motivating them by acting as a guiding force to improve. Specially feedback for employees working in front of the house areas of hotels can help enriching their skills.
- **Flexible Work Hours:** The major constraint of working in hotels is long working hours in break shifts, no weekend offs, improper shift timings etc which leads to a lot of distress and ultimately attrition among employees. Hence, the provision of flexible working hours can make employees create a balance between their personal and professional life and make them feel motivated. Abid & Barech (2017) stated that flexible work hours have high impact on the productivity, on the employee performance and also improves the work life balance.

CONCLUSION

From the present study it can be identified that Job Enrichment helps in increasing the motivation and decreasing absenteeism, but does not necessarily help in decreasing employee turnover. Job enrichment tactics when applied appropriately in hotels can become an essential tool in order to increase motivation, decrease absenteeism and turnover and retaining them. However, according to the present research it can be brought out that the concept exists but only some components of the approach are applied which includes incentives, training, large targets and pressure from

senior. Therefore, it can be recommended that Human Resources department in hotels should consider adopting various components of the concept which includes giving task variety, increasing autonomy, feedback on regular basis can be widely used. However, it is also observed that it is not only the human resource team but also the respective department which plays a vital role in enriching jobs of employees. A liaison between them can bring out fruitful results by enriching employee's job.

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