



RELATIONSHIP BETWEEN PERSONAL ENVIRONMENT AND JOB ENRICHMENT IN INFLUENCING JOB SATISFACTION OF EMPLOYEES IN MNCS IN INDIA

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Abstract

Among the numerous factors identified as influencing the motivation of employees, Job satisfaction is considered the important one by many experts. An analysis was made to find out the influence of Job Enrichment and Personal Environment on the job satisfaction of the employees of software MNCs. It was found that the respondents who felt the importance of personal environment in terms of self-esteem, commitment, confidence, attitude and intelligence on job satisfaction also felt a high degree of importance for job enrichment and that job enrichment in terms of autonomy, new learning, personal accountability, job rotation, appreciation and recognition are contributing to job satisfaction. It was also evident that there exists a linear relationship between job enrichment and personal environment in influencing job satisfaction. Hence it would be suggested that the management analyse the personal environment while selecting personnel for highly enriched jobs.

Keywords: Job Satisfaction, Job enrichment, Personal environment.



Introduction

The economy of any enterprise depends upon the workmanship. One of the major factor that improves the quality of workmanship is Job satisfaction. Increased productivity is the result of quality work life. Job satisfaction that refers to an employee's sense of achievement and success enhances his motivation for further contribution. Job is not only an activity performed under a contractual agreement, but it also refers to the total relationship of the employee with he firm. This satisfaction is not decided by a single factor. Many experts have analysed the factors under various heads as Physical factors, Personal factors, Social factors, Organizational factors, Environmental factors and so on.

The factors that affect the Job satisfaction of the employees of Multinational Corporations are not the same as that affecting the employees of domestic private or public sector firms. It also varies from person to person and from environment to environment. Though multinationals provide the employees with international exposure, high remuneration, good physical environment etc., the amount of contribution expected in return from the employees is also very high. The lack of Job security and pension once felt as a strong drawback of private domestic and multinational corporations no more exists since the benefits are taken off from even the new recruits of government organizations. Nowadays there is a constant change in the working environment of all types of organisations.

One basic expectation that remains unchanged with the changes in the environment is the need for freedom at the work place and recognition for the work done. In big organisations like MNCs, where there is scope for personal development, proving one's skill becomes very important. When an individual needs to work in groups, he wants to ensure that his personal credit is recognized. As Maslow says, after satisfying the Basic needs, Safety needs and Social needs, an individual starts giving importance to his Esteem needs and then to Self actualization needs. Here comes the importance of Job enrichment and Personal environment.

JOB ENRICHMENT AND PERSONAL ENVIRONMENT: REVIEW

Job enrichment an idea developed by the American psychologist Fredrick Hertzberg in the 1950s simply means adding something ne to the job. Job enrichment that provides more autonomy, responsibility and opportunity makes a job meaningful, enjoyable and satisfying. An enriched job would



be more exciting, challenging and creative. Autonomy here means the quality or the state of being self-governing, self – directing, freedom and moral independence¹. Job enrichment gives the workers opportunities for achievement, recognition, advancement and growth that in turn enhances workers' motivation.

Job enrichment means to make jobs which have a greater variety, requires higher level of knowledge and skills, giving workers more autonomy, more responsibility, opportunities for personal growth and a meaningful experience. Autonomy, chances for direct relationship with clients, chances for new learning, varieties of task and appreciation and recognition are some of the factors identified by management experts as contributing to job enrichment. All human beings like to be appreciated for the work they do. Most people like to be given responsibility; it demonstrates trust and helps motivate employees to live up to that trust. As per John B Miner² the freedom to work independently, to do the kind of work they want to do, to schedule their work, to schedule their rest hours, to develop new projects, to evaluate others' work, to decide to retain/terminate subordinates, and to take disciplinary procedures on subordinates proves their position in the organization. The other factors include, the freedom to control their work situation, to develop new and better ways to do the job, to arrange for supplies, to use resources for their project, to contact superiors directly for information, to authorize daily work schedule, to report directly to their superiors, to try new methods, and to work in diversified environment. Job enrichment has a direct relationship with personal accountability: An enriched job holds the incumbent responsible for the results.

According to L.M.Prasad³, an individual's performance depends upon his motivation, sense of competence, his ability, his role perception and the organizational resources.

Personal environment on the other hand is the innate drive to explore their environment and demonstrate mastery within it. It consists of personal traits, attitude, intelligence, self esteem, personal and organizational commitment, achievement and work –life balance.

Personal environment⁴ is positively related to job and career satisfaction. Job satisfaction is also a comfort which an employee experiences at his work. It includes both psychological and physical comfort. All the elements of personal environment such as Demographic features of the employees, their traits, attitude, commitment, intelligence, accountability, self esteem, achievement and work life balance have their role in impacting psychological comfort in the employee. Interpersonal and communication skills, expressing one's ideas and views, communicating readily in group settings, taking the initiative for interaction in leaderless discussion groups, forming positive relationships and networking, displaying interpersonal warmth and joining groups and



associations exhibits personal commitment.

Many IT professionals prefer their scope for autonomy/independence as opposed to increased group or team activity. According to [John W. Lounsbury⁵ and others](#), independent introverts are better suited for IT jobs.

Work Drive, the opportunity to use their imagination and their readiness to do their work and being the center of attraction are moderately but positively related to job and career satisfaction. Readiness to accept authority and to accept others goes parallel with their readiness to adjust. Their level of confidence coupled with their use of skills and ideas will give them a chance to be called for managerial discussions. The chance to help the management with new plans and to solve new problems, the chance of being a leader and being recognized for their intelligence, the chance of being approached for suggestions and to be considered as superior are highly motivating for an intellectual. The desire to develop inter-personal skills and to develop the career, the feeling of accomplishment are the indicators of one's personal and organizational commitment. Time to relax with the family, basic health facilities provided for the family, easy grant of leave for personal family matters contribute for work- life balance. Tours and Travels, parties and entertainments organized by the Company and get together in the organization enriches the personal environment.

METHODOLOGY

In order to find out the relationship between an Enriched job and the Personal environment of the employees in getting satisfaction from the job, an analysis is made with the data collected.

For the purpose of analysis Autonomy, Control over resources, Direct communication authority, New learning, Accountability, Task variety, Participation in management and Appreciation and Recognition are considered as factors contributing to Job enrichment. Traits, Attitude, Intelligence, Self-esteem, Personal commitment, Organisational commitment, Achievement and Work life balance are considered as components of Personal environment.

POPULATION AND SAMPLE: The population for this descriptive-correlation study was employees of Software MNCs. For the analysis of this topic, the responses of 52 randomly selected respondents consisting of trainee level programmers, systems engineer and team leaders was considered.

RESULTS AND DISCUSSIONS

Deriving the relationship between Job enrichment and personal environment:

The data collected from the respondents in terms of percentile scores of Job enrichment and Personal



environment is presented in table -01.

TABLE – 01
VALUATED PERCENTILE SCORES OF THE IMPORTANCE OF JOB ENRICHMENT AND PERSONAL ENVIRONMENT OF RESPONDENTS

Respondent No.	X=JOB ENRICHMENT	Y=PERSONAL ENVIRONMENT	Respondent No.	X=JOB ENRICHMENT	Y=PERSONAL ENVIRONMENT
1	67	75	27	77	85
2	66	73	28	69	79
3	59	60	29	67	80
4	59	69	30	79	81
5	59	68	31	62	72
6	70	75	32	60	73
7	70	72	33	65	76
8	68	76	34	81	92
9	69	77	35	47	67
10	68	78	36	49	68
11	80	87	37	63	75
12	77	85	38	62	79
13	50	62	39	67	70
14	50	59	40	54	64
15	55	63	41	65	74
16	59	67	42	84	82
17	58	62	43	67	71
18	64	70	44	71	82
19	68	72	45	97	87
20	75	79	46	74	83
21	50	40	47	50	60
22	55	44	48	55	62
23	55	55	49	60	65
24	58	69	50	60	70
25	78	85	51	62	72
26	75	83	52	68	75

Source: Field Data

A graph is plotted between the scores of importance of Job Enrichment on the Job satisfaction on the X axis and the scores of importance of the personal environment on the Job satisfaction on the Y axis. From the graph we



find that the data lies in the form of clusters or bands in a straight line.

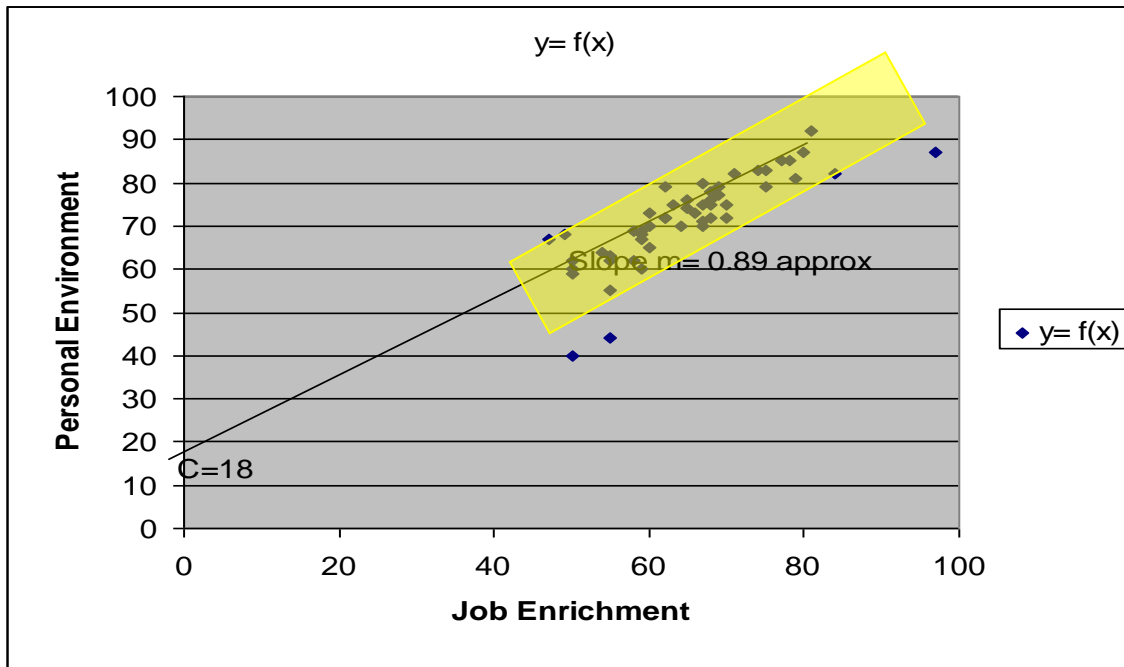


Figure -1

Relationship between Job Enrichment and Personal Environment

The graph shows that the respondents who feel that job enrichment has a great impact on job satisfaction approximately feel the same level of importance to personal environment. It is found that a linear banded relationship exists between personal environment and job enrichment given by the equation:

$$Y_{n \rightarrow \infty} = mX_{n \rightarrow \infty} + C$$

Where Y =The level of importance of personnel environment on Job satisfaction

X= The level of importance of Job enrichment on Job satisfaction

m= The slope of the line being almost constant, in this case it is 0.89

n= Identified as the respondent number.

C =is a constant which is the basic personal environment for any job to survive and is independent of any individual and is similar to Herzberg's⁶ definition of Hygene

Hence a general equation can be deduced as $Y_{n \rightarrow \infty} = 0.89 X_{n \rightarrow \infty} + 18$



SUGGESTIONS

- Since the personnel with self esteem, self confidence and attitude eagerly await enriched job, analysis of the elements of personal environment such as personal traits, attitude, intelligence, self esteem, personal and organizational commitment, achievement and work –life balance would help in acquiring the right person for the job.
- This would also help the organization to get the tasks of different varieties completed with ease, since it could appoint people who accept task varieties as opportunity to excel.

CONCLUSION

Job Enrichment and Personal Environment have been identified to have a significant role in motivating the employees of IT- MNCs. Persons with high motivation for self development could contribute much to the Organization and the society, if provided with enriched jobs. Through proper personnel training, even the personal environment could be improved. Hence, through development of appropriate strategy to enrich the job and to improve the Personal Environment of their employees, MNCs in India could enhance their productivity.

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