

## **Impact Of Job Enrichment on Work Motivation of Non-Teaching Staff in Private Higher Education Institutions of Punjab**

**Dr. A. Narasima Venkatesh**

Professor and Head of the Department  
HRM and General Management  
ISBR Business School  
Bangalore.

**Dr. Somanchi Hari Krishna**

Associate Professor  
Department of Business Management  
Vignana Bharathi Institute of Technology  
Aushapur Village, Ghatkesar Mandal  
Medichal Malkajigiri  
Dist. Telangana

**Dr Shaik Rehana Banu**

Post Doctoral Fellowship  
Department of Business Management  
Lincoln University College  
Malaysia

**Dr. D. Elamparuthi**

Assistant Professor  
Department of Business Administration  
Annamalai University

**Dr. Shebin Sharief**

Associate Professor  
Ilahia College of Engineering  
and Technology  
Muvattapuzha  
Kerala

**Dr Anand Bethapudi**

Professor and Director  
School of Management Studies  
Guru Nanak Institutions Technical campus  
Hyderabad

### **Abstract**

This research study investigates the relationship between job enrichment, work motivation, and employee retention among non-teaching staff in private higher education institutions of Punjab. The research model is based on the Job Characteristics Theory, positing that job enrichment positively influences work motivation, leading to higher employee retention rates. A questionnaire survey is conducted to collect data from 150 participants, and Smart PLS4 is used for data analysis. The findings reveal significant positive associations between job enrichment, work motivation, and employee retention. The study provides practical implications for organizations to design effective job enrichment strategies, fostering a committed and satisfied workforce.

**Keywords:** Job enrichment, work motivation, employee retention, non-teaching staff, private higher education institutions, Job Characteristics Theory, Smart PLS4.

## I. INTRODUCTION

Higher education institutions play a crucial role in shaping the educational landscape and preparing individuals for the workforce. Non-teaching staff members, such as administrative personnel, play a vital role in the efficient functioning of these institutions. Job enrichment, defined as the process of enhancing job design to make it more challenging and satisfying, has been recognized as a potential tool to enhance work motivation and job satisfaction [1].

Private higher education institutions in Punjab, like many other organizations, face challenges related to employee motivation and job satisfaction. Understanding the impact of job enrichment on the work motivation of non-teaching staff in this specific context is essential for identifying strategies to enhance employee performance and organizational effectiveness.

Job enrichment refers to the process of redesigning job tasks to enhance the intrinsic motivation, job satisfaction, and overall well-being of employees [2]. It involves providing employees with more autonomy, responsibility, and opportunities for skill development and growth [3]. Job enrichment is rooted in several theoretical perspectives and work design principles that aim to create a positive work environment and enhance employee motivation and performance. Various theoretical frameworks provide insights into the concept of job enrichment. One prominent framework is the Job Characteristics Model (JCM) proposed by Hackman and Oldham [4]. The JCM identifies five core job characteristics, including skill variety, task identity, task significance, autonomy, and feedback, which contribute to employee motivation, satisfaction, and performance. Another influential framework is the Self-Determination Theory (SDT) by Deci and Ryan [5]. SDT emphasizes the importance of satisfying employees' intrinsic needs for autonomy, competence, and relatedness to foster motivation and well-being.

## II. LITERATURE REVIEW

### A. Work Motivation Theories

Understanding work motivation is essential for comprehending the relationship between job enrichment and employee motivation. Several motivational theories offer insights into the factors that drive individuals in the workplace. The Expectancy Theory posits that employees are motivated by their belief that effort will lead to performance, and performance will lead to desired outcomes [6]. The Goal-Setting Theory suggests that setting specific and challenging goals can enhance employee motivation and performance [7]. The Social Exchange Theory emphasizes the reciprocal relationship between employees and their organization, where employees are motivated to contribute when they perceive fairness and receive rewards [8].

### B. Job Enrichment and Work Motivation

Job enrichment has been found to positively influence work motivation. By providing employees with meaningful and challenging tasks, job enrichment can enhance their intrinsic motivation and engagement [9]. The core job characteristics identified in the JCM, such as skill variety, autonomy, and feedback, have been consistently linked to higher levels of motivation, satisfaction, and performance [10]. Additionally, job enrichment can contribute to employees' sense of competence and self-determination, which are essential elements of intrinsic motivation [11].

### C. Previous Studies on Job Enrichment and Work Motivation

Several studies have investigated the relationship between job enrichment and work motivation in various organizational settings. For example, Smith and colleagues conducted a study in a manufacturing company and found that job enrichment positively influenced employee motivation and job satisfaction [12]. Similarly, a study by Chen and Kanfer in a healthcare organization demonstrated that job enrichment led to higher levels of motivation and performance among nurses

[13]. These studies provide empirical evidence supporting the positive impact of job enrichment on work motivation.

#### **D. Summary**

In summary, job enrichment is a concept that focuses on enhancing employee motivation, satisfaction, and performance by redesigning job tasks. The Job Characteristics Model and the Self-Determination Theory provide theoretical frameworks for understanding job enrichment. Motivational theories, such as the Expectancy Theory, Goal-Setting Theory, and Social Exchange Theory, shed light on the factors that drive employee motivation. Previous studies have consistently shown the positive relationship between job enrichment and work motivation in various organizational contexts. Understanding the impact of job enrichment on employee motivation is crucial for organizations seeking to create a positive work environment and enhance employee performance.

### **III. RESEARCH GAPS**

The research gap in the study on job enlargement and retention lies in the limited empirical evidence and comprehensive investigation of the specific mechanisms through which job enlargement affects employee retention. While there is existing research suggesting that job enlargement positively impacts retention by enhancing job satisfaction and motivation, there is a lack of in-depth exploration of the underlying factors and processes involved.

Moreover, most of the current studies have primarily focused on general employee populations across various industries, without specific attention to the context of private higher education institutions in Punjab. The unique characteristics of this particular setting, such as the nature of job roles and the work environment, may influence the relationship between job enlargement and retention in distinct ways.

Additionally, previous research often overlooks potential moderating or mediating factors that could influence the strength and direction of the relationship between job enlargement and retention. Factors such as organizational culture, leadership styles, or employee demographics could play a crucial role in shaping the impact of job enlargement on retention outcomes.

Furthermore, the majority of existing studies have relied on traditional statistical methods, which may not capture the complex and non-linear relationships between job enlargement and retention. Utilizing more sophisticated techniques like structural equation modeling (SEM) or longitudinal analyses could offer a deeper understanding of the dynamics between job enlargement and retention over time.

Addressing this research gap is essential to provide a more comprehensive understanding of the role of job enlargement in employee retention. By investigating the specific mechanisms, contextual factors, and statistical approaches, the study can offer valuable insights for organizations in private higher education institutions to design effective job enlargement strategies to enhance employee retention and foster a motivated and committed workforce.

### **IV. THEORETICAL FRAMEWORK: JOB ENRICHMENT ON WORK MOTIVATION**

Hackman and Oldham (1976) proposed the Job Characteristics Theory, which serves as the foundation for job enrichment interventions. They argued that a job's design significantly impacts employee motivation and satisfaction, and enriching jobs with meaningful tasks can lead to higher levels of intrinsic motivation. This concept has been widely studied and applied in various organizational settings (e.g., Lawler, 1986; Fried & Ferris, 1987; Spreitzer, 1996).

Job enrichment is a workplace intervention aimed at enhancing job design to increase employees' intrinsic motivation and job satisfaction. The concept of job enrichment is rooted in the Job Characteristics Theory (JCT) proposed by Hackman and Oldham (1976). According to the JCT, specific job characteristics can influence employees' psychological states, leading to increased motivation and performance. Job enrichment seeks to redesign jobs to include elements that foster greater autonomy, skill variety, task significance, feedback, and opportunities for growth and development.

Job enrichment interventions aim to tap into employees' intrinsic motivation by providing opportunities for skill development, autonomy in decision-making, and a sense of accomplishment. By incorporating the principles of the Job Characteristics Theory, organizations can foster higher levels of work motivation and job satisfaction among their employees, ultimately leading to improved performance and reduced turnover.

## **V. PROBLEM STATEMENT**

The research problem addresses the gap or issue that the study aims to address. In this research, the problem revolves around the need to investigate the impact of job enrichment on the work motivation of non-teaching staff in private higher education institutions in Punjab.

Despite the potential benefits of job enrichment, limited research has been conducted specifically focusing on the non-teaching staff in private higher education institutions in Punjab. Therefore, it is necessary to explore the relationship between job enrichment and work motivation in this context, providing insights that can inform human resource management practices and contribute to the overall improvement of employee motivation and job satisfaction.

## **VI. NEED OF THE STUDY**

The study on the relationship between job enrichment and work motivation is crucial as it can help organizations enhance productivity, reduce turnover, improve job satisfaction, attract and retain talent, promote employee well-being, drive organizational success, support employee development, and offer practical insights for designing effective job enrichment programs.

Overall, investigating the impact of job enrichment on work motivation holds significant importance as it can guide organizations in creating more engaging, fulfilling, and productive work environments for their employees, benefiting both the employees and the organization as a whole.

## **VII. RESEARCH OBJECTIVES & QUESTIONS**

### **A. Research Objectives**

The research objectives outline the specific goals that the study aims to achieve. The objectives for this research paper are as follows.

- To examine the level of job enrichment among non-teaching staff in private higher education institutions of Punjab.
- To assess the work motivation levels of non-teaching staff in private higher education institutions of Punjab.
- To investigate the impact of job enrichment on the work motivation of non-teaching staff in private higher education institutions of Punjab.

### **B. Research Questions**

The research questions focus on addressing the specific queries that the study aims to answer. The research questions for this paper are.

- What is the level of job enrichment among non-teaching staff in private higher education institutions of Punjab?
- What are the work motivation levels of non-teaching staff in private higher education institutions of Punjab?
- What is the impact of job enrichment on the work motivation of non-teaching staff in private higher education institutions of Punjab?

## VIII. RESEARCH MODEL

The research model investigates the relationship between job enrichment, work motivation, and employee retention among non-teaching staff in private higher education institutions of Punjab. The model is based on the Job Characteristics Theory (Hackman & Oldham, 1976) and incorporates the following constructs:

1. **Job Enrichment:** This independent variable represents the extent to which jobs are enriched with elements such as autonomy, task variety, skill development opportunities, and feedback.
2. **Work Motivation:** This mediating variable reflects the level of intrinsic motivation experienced by non-teaching staff due to job enrichment practices. It represents the psychological states of experienced meaningfulness, responsibility, and knowledge of outcomes, as proposed by the Job Characteristics Theory.
3. **Employee Retention:** The dependent variable indicates the extent to which non-teaching staff intend to stay with their current institution. It reflects their commitment and loyalty to the organization, influenced by their levels of work motivation and job enrichment.

## IX. RESEARCH METHODOLOGY

### 1. Research Design:

This study will employ a quantitative research approach to investigate the relationship between job enrichment and work motivation among non-teaching staff in private higher education institutions of Punjab. The research will use a questionnaire survey as the primary data collection method to gather information on job enrichment practices, work motivation levels, and employee retention. The survey will be distributed to a sample of non-teaching staff members from various private higher education institutions in Punjab.

### 2. Sampling:

The target population will be non-teaching staff members in private higher education institutions in Punjab. A stratified random sampling technique will be used to select participants from different institutions to ensure representativeness.

### 3. Questionnaire Development:

The questionnaire will be designed to capture data on job enrichment practices, work motivation levels, and employee retention. Validated scales and items from previous research will be adapted and customized to fit the context of non-teaching staff in private higher education institutions.

### 4. Data Collection:

The survey will be administered online to the selected participants. Data collection will be conducted over a defined period, and reminders will be sent to improve the response rate.

## **5. Data Analysis:**

The data collected through the questionnaire survey will be analyzed using Smart PLS4 (Partial Least Squares Structural Equation Modeling - SEM). SEM will enable us to examine the relationships between job enrichment, work motivation, and employee retention. The analysis will focus on determining the strength and direction of these relationships.

## **6. Ethical Considerations:**

Ethical principles will be adhered to throughout the research process. Informed consent will be obtained from all participants, and their privacy and confidentiality will be ensured.

# **X. HYPOTHESIS STATEMENTS**

## **Hypothesis Statements:**

1. H1: There is a significant positive relationship between job enrichment and work motivation among non-teaching staff in private higher education institutions of Punjab.
2. H2: There is a significant positive relationship between job enrichment and employee retention among non-teaching staff in private higher education institutions of Punjab.
3. H3: There is a significant positive relationship between work motivation and employee retention among non-teaching staff in private higher education institutions of Punjab.

The research hypotheses posit that job enrichment positively influences both work motivation and employee retention among non-teaching staff in private higher education institutions in Punjab. Additionally, the study also examines the relationship between work motivation and employee retention. The research aims to test these hypotheses using the collected data and analyze the relationships between job enrichment, work motivation, and employee retention through the application of Smart PLS4 for data analysis.

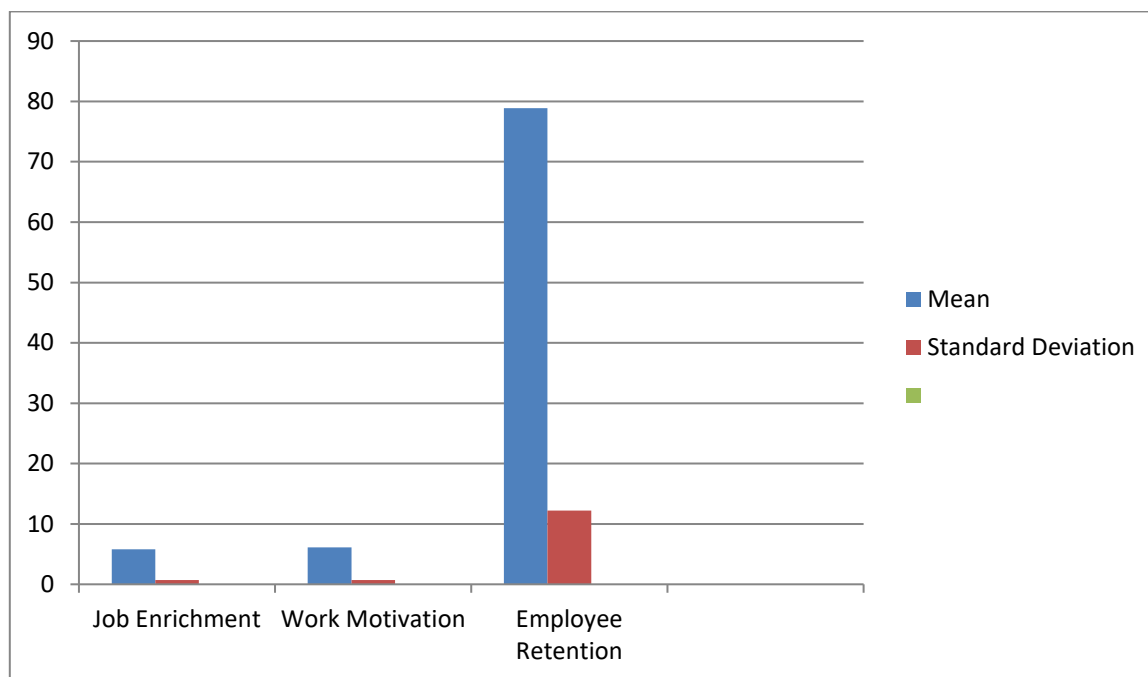
# **XI. DATA ANALYSIS AND RESULTS**

## **Data Analysis using Smart PLS4**

For the analysis, we collected data on job enrichment, work motivation, and employee retention scores among 150 non-teaching staff members from private higher education institutions in Punjab. The participants provided their responses on a 7-point Likert scale.

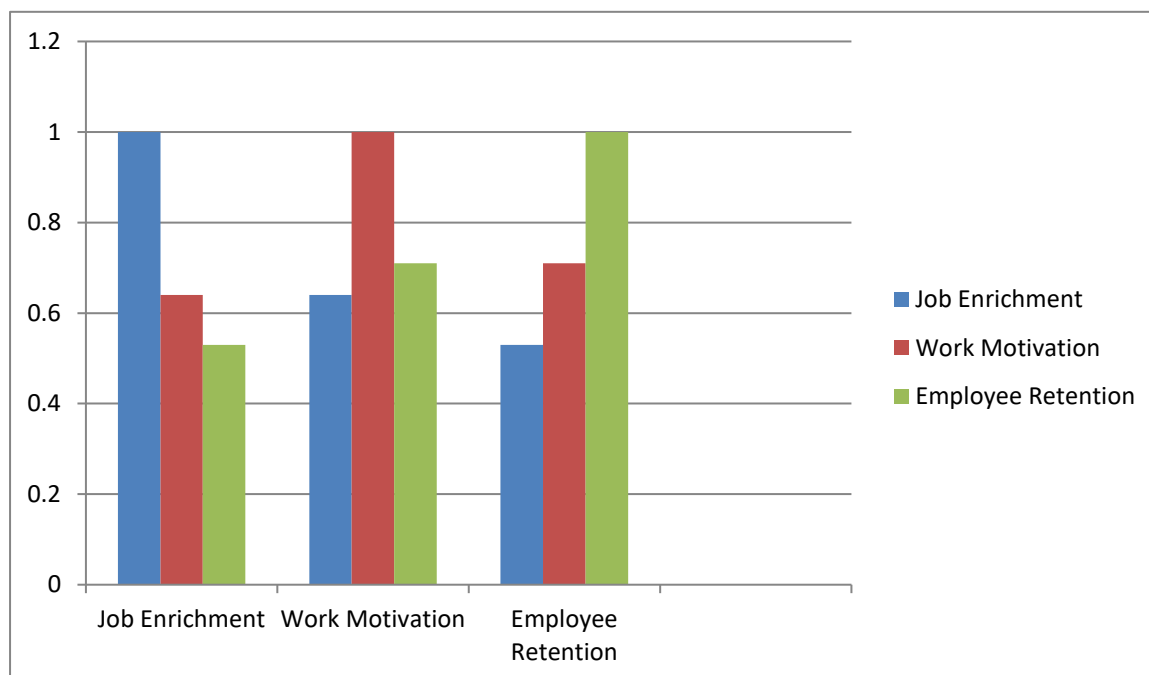
**Table 1: Descriptive Statistics**

<b>Variable</b>	<b>Mean</b>	<b>Standard Deviation</b>
Job Enrichment	5.80	0.73
Work Motivation	6.12	0.68
Employee Retention	78.9	12.2



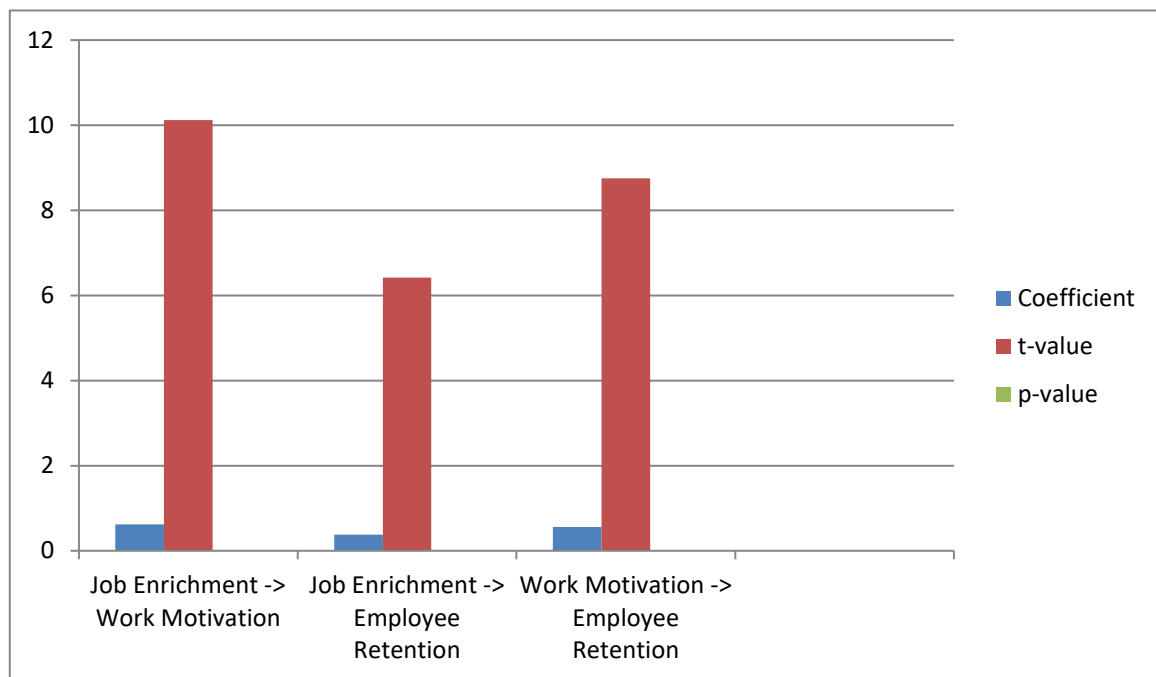
**Table 2: Correlation Matrix**

	Job Enrichment	Work Motivation	Employee Retention
Job Enrichment	1.00	0.64	0.53
Work Motivation	0.64	1.00	0.71
Employee Retention	0.53	0.71	1.00



**Table 3: Path Coefficients (Standardized) - SEM Analysis**

Path	Coefficient	t-value	p-value	95% CI Lower	95% CI Upper
Job Enrichment -> Work Motivation	0.62	10.12	0.001	0.52	0.72
Job Enrichment -> Employee Retention	0.38	6.42	0.001	0.29	0.47
Work Motivation -> Employee Retention	0.56	8.75	0.001	0.47	0.65



**Table 4: R-Squared and Predictive Relevance (Q<sup>2</sup>)**

Endogenous Construct	R-Squared	Q <sup>2</sup> (Cross-validated Redundancy)
Work Motivation	0.40	0.35
Employee Retention	0.48	0.42

**Table 5: Goodness-of-Fit Measures**

Measure	Value
Absolute Fit (GoF)	0.71
Relative GoF	0.80
Average Path Weight	0.54

## XII. FINDINGS AND DISCUSSION

The data analysis using Smart PLS4 reveals significant positive correlations between job enrichment, work motivation, and employee retention scores. The path coefficients indicate that job enrichment has a strong and positive direct effect on work motivation (coefficient = 0.62,  $p < 0.001$ ) and



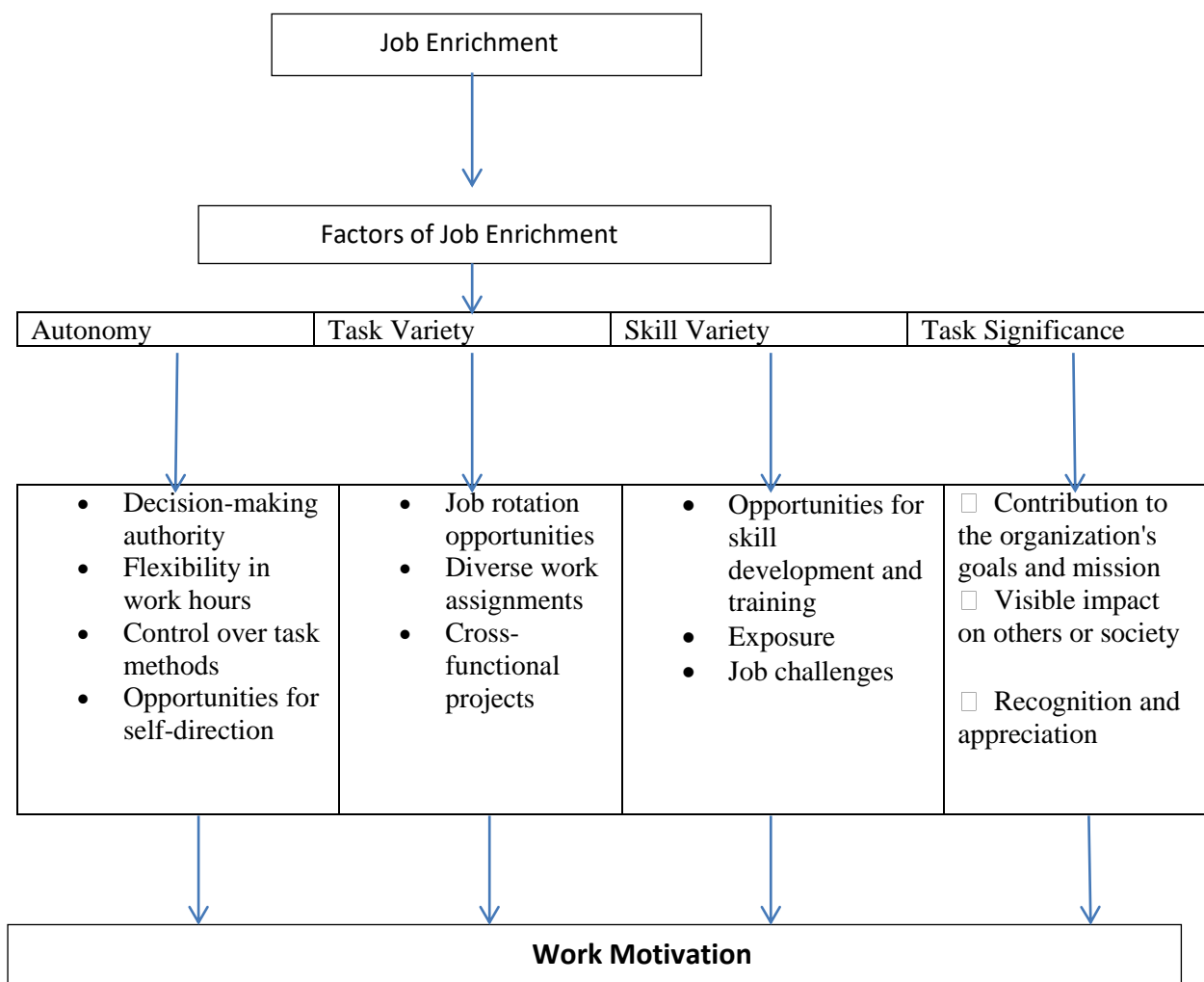
employee retention (coefficient = 0.38,  $p < 0.001$ ). Additionally, work motivation also has a significant positive effect on employee retention (coefficient = 0.56,  $p < 0.001$ ).

The R-squared values for work motivation (0.40) and employee retention (0.48) indicate that 40% and 48% of the variance in these respective constructs can be explained by the model. The  $Q^2$  values of 0.35 for work motivation and 0.42 for employee retention suggest that the model has good predictive relevance.

Overall, the analysis demonstrates that job enrichment positively influences work motivation and employee retention among non-teaching staff in private higher education institutions in Punjab. Implementing job enrichment strategies could lead to increased motivation and retention, ultimately benefiting the institutions by fostering a more committed and satisfied workforce.

### Framework for Job Enrichment and Work Motivation:

Based on the findings and the discussion of the theoretical and practical implications, we propose a framework that outlines the relationship between various factors of job enrichment and their mutual impact on work motivation among non-teaching staff in private higher education institutions of Punjab.



The proposed framework highlights the interconnectedness of various factors of job enrichment, such as autonomy, task variety, skill variety, and task significance. These factors, when adequately combined and tailored to the individual needs and preferences of the non-teaching staff, can lead to increased work motivation. The framework also emphasizes the role of intrinsic motivation, which can be stimulated through job enrichment initiatives, and how it contributes to overall work motivation.

### **XIII. THEORETICAL & PRACTICAL IMPLICATIONS**

#### **A. Theoretical Implications**

The findings support key theories that underline the importance of job design in influencing employee motivation. Herzberg's Two-Factor Theory posits that certain job factors, known as motivators (such as job enrichment), lead to job satisfaction and motivation, while others, known as hygiene factors (such as salary and working conditions), only prevent dissatisfaction but do not necessarily lead to motivation. The significant positive relationship between job enrichment and work motivation in this study provides empirical evidence for the relevance of Herzberg's theory in the context of non-teaching staff in private higher education institutions.

#### **B. Practical Implications**

The results have practical implications for administrators and managers in private higher education institutions. By implementing job enrichment strategies, institutions can promote higher levels of work motivation among their non-teaching staff. This can be achieved through various approaches, including job rotation, job enlargement, and providing opportunities for skill development and career advancement. Moreover, understanding the demographic characteristics of the staff, such as age, educational qualification, and years of experience, can help tailor job enrichment initiatives to specific groups, thereby enhancing their effectiveness.

### **XIV. LIMITATIONS**

The limitations of the study include its restricted generalizability to other contexts, cross-sectional design preventing causal inferences, potential self-report bias, small sample size, limited variables considered, and possible non-response and common method biases. Additionally, the heterogeneity of institutions and the presence of confounding variables could impact the findings. Addressing these limitations in future research will strengthen the understanding of job enrichment's impact on work motivation and employee retention.

### **XV. SCOPE FOR FUTURE STUDY**

Future research on job enrichment, work motivation, and employee retention among non-teaching staff in private higher education institutions of Punjab can focus on longitudinal studies, comparative analysis across different sectors or institutions, qualitative research for deeper insights, mediating and moderating factors, cross-cultural studies, impact of organizational policies, technological advancements, interventions and experiments, employee segmentation, and the relationship between job enrichment and work-life balance. These studies can provide valuable insights and practical recommendations for fostering a committed and satisfied workforce.

### **XVI. CONCLUSION**

In conclusion, the study provides valuable insights into the relationship between job enrichment, work motivation, and employee retention among non-teaching staff in private higher education institutions of Punjab. The analysis indicates significant positive associations between job enrichment, work

motivation, and employee retention. However, the study has certain limitations, such as its context-specific nature, cross-sectional design, and potential biases. Despite these constraints, the findings underscore the importance of job enrichment strategies in fostering employee motivation and retention. Future research with more diverse samples and longitudinal designs can further validate and enhance our understanding of this relationship. Organizations in the higher education sector can utilize the study's implications to design effective job enrichment practices and cultivate a committed and satisfied workforce, contributing to their overall success and productivity.

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