

Systematic Review Of The Impact Of Job Enrichment On Employee Motivation, Job Satisfaction, Employee Performance And Turnover Intentions

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ABSTRACT

Many organizations have implemented various strategies to motivate employees and improve job satisfaction. In the past, using job enrichment techniques uniformly was not relevant because many employees at the ground level were either illiterate or had lower levels of literacy. However, in today's context, most employees, from top to bottom, are well-educated. In the modern era, without appropriate motivational techniques and job satisfaction strategies, it is difficult to enhance employee performance and retention. This paper presents a systematic literature review and an overview of current research on the impact of job enrichment on employee motivation and job satisfaction. The paper also discusses employee turnover intentions and employee performance. Utilizing the Preferred Reporting Items for Systematic Review and Meta-analysis (PRISMA), this paper concludes that job enrichment has an impact on employee motivation, job satisfaction, employee performance, and turnover intentions. The recommendations outline the challenges of implementing job enrichment and provide solutions to address them.

Keywords: Job enrichment, motivation, job satisfaction PRISMA, employee performance, employee turnover intentions.

Introduction

In the changing business, world technology is upgraded now and then. The organizations are focusing on mechanical upgradation. Equal emphasis also needs to be given to upgrading human resources. According to the author's view mechanization reduces the workforce but increases the demand for skilled workers with higher wages (M. Klimczuk-Kochańska, 2015,). Organizations can avoid the situation by providing a variety of skill upgrades among the existing employees. Job enrichment adds a feeling of satisfaction derived from the work itself. Structured jobs make people feel like human beings rather than units of production and that the pressures arising from the obvious discrepancies between social and technological changes are reduced Walsh (1974). The study determined how skill variety influences the process of innovation how autonomy influences the administrative innovation of the firm and how technology moderates job enrichment and employee motivation. Job Enrichment adds a feeling of satisfaction derived from the work itself. Structured work environments enable employees to feel more like humans rather than just cogs in a machine, and they help alleviate the pressures stemming from social and technological changes. (M. Venith, 2015). There is a close relationship between job enrichment, motivation, job satisfaction, employee performance, and turnover intentions. Job enrichment directly impacts employee performance, which in turn enhances job satisfaction. (Saleem, 2012).

Objectives of the Study

The primary goal of this study is to explore the impact of job enrichment on employee motivation and job satisfaction. The specific objectives of the study are

1. To examine the influence of job enrichment (skill variety, task significance, job autonomy) on employee motivation and job satisfaction.
2. To investigate the turnover intentions among the employees.
3. To study the impact of job enrichment determinants (Skill Variety, Autonomy Task Significance) on employee performance.

Table 1. The workflow diagram of the study

Identification	Records Identified through Data Base searching (n = 486)	
Screening	Record duplicates were removed (n = 10)	Records Excluded (n =261). Excluded due to publication below 1999, documents are articles reviews, book chapters, and book, non-English articles.
Eligibility	Total Record after screened Cn = 476)	Full-text articles excluded with reasons (n =188). Excluded due to more charges for accessibility.

Included	Full-text articles assessed for eligibility (n = 22)
	Studies included qualitative, quantitative and Mixed method synthesis (n=10)

Therefore, this paper seeks clarification on the factors of motivation and job satisfaction, through the systematic literature review approach. The approach was initiated as early as in the year 1889. Studies are chosen using a systematic review approach based on predefined research questions (Shaffril, 2018). This study began with a research question – How does job enrichment influence employees' motivation and job satisfaction? The study also determines the role of job enrichment on employee performance and turnover intentions.

Research Methodology

To retrieve articles related to job enrichment, the Preferred Reporting Items for Systematic Reviews and Meta-analyses (PRISMA) were employed. The PRISMA offers a systematic approach to a literature review by incorporating four stages: identification, screening, eligibility, and inclusion (Moher, 2009). The study utilized the PRISMA approach, following four stages, and was conducted by searching the SCOPUS database using the search string TITLE-ABS-KEY ("systematic review") AND (PRISMA)) in medical, agricultural, and psychological fields.

Resources

22 articles were reviewed as sources in this study. Scopus was the first database used to search for articles, and it is one of the largest databases with peer-reviewed literature that contains 39,467 journals from multiple disciplines. The below-listed journal articles were also reviewed in the study.

Investigating what makes work meaningful is important for both the personal well-being of workers and their employee performance. One key driver of meaningfulness may be task significance, or the degree to which one's work helps other people, which itself has been linked to higher job performance

1. International Journal of Scientific Research and Engineering Development.
2. journal of Career Assessment.
3. Journal of Communication Management.
4. Science Direct.
5. SCMS Journal of Indian Management.
6. Administration in Social Work.
7. Journal of Applied Psychology.
8. International Journal of Management The SAGE Encyclopedia of World Poverty.
9. Business and Administration.
10. Mediterranean Journal of Social Sciences MCSER Publishing, Rome-Italy.
11. Asian Journals of Nursing Education and Research.
12. Journal of Chinese Integrative Medicine.
13. Accounting and Management Research Journal.

Eligibility and Exclusion Criteria

The inclusion and exclusion criteria were established to select relevant articles for the review. (Moher, 2009). The following criteria were used for selection: timeline (articles from 1999-2019), document type (articles and conference proceedings with empirical data), language (English), and subject terms (employment and Business industry). These criteria were chosen to align with the study's objective.

Table 1. The Inclusion and Exclusion Criteria

Inclusion	Exclusion
1999-2019	Below 1999
Journal article and conference paper (research article/empirical data)	Journal article and conference paper with systematic review or literature review, book series, book chapter and book
English	Non-English
Employment	Non- Employment

Table 3. The search string was used for the systematic review process.

Resources	Search string/Query string
All The Journals	TITLE-ABS-KEY (employee) AND ("job enrichment") AND ("Motivation") AND ("Job satisfaction") AND ("employee performance") And ("turnover intentions")
	TITLE-ABS-KEY (employee) AND ("job enrichment") AND ("Motivation") AND ("Job satisfaction") AND ("employee performance") And ("turnover intentions")

Systematic Review Process

The systematic review was conducted between February and May 2024. In the first stage, articles were identified from the databases using the following keywords: TITLE-ABS-KEY (employee) AND (“job enrichment”) AND (“Motivation”) AND (“Job satisfaction”) AND (“employee performance”) And (“turnover intentions”) (see Table 3). The keywords were identified from prior studies, thesaurus, as well as any keyword similar and related to job enrichment. Two review authors managed the article searching process in the databases. As a result, ten duplicate articles were discarded during the screening process in the second stage.

Data Abstraction and Analysis

At first, the review started by emphasizing the abstract. The articles were carefully read to see if they aligned with the study objective. A review process was conducted where the authors had to assess articles written by other authors. This method aims to minimize biases in the process. (Liberati, 2012). The review findings were discussed, and the conclusions were reached with agreement from both authors. The researcher used qualitative content analysis to identify job enrichment factors and employee motivation levels. Further, Atlas Ti Version 8, a Computer Assisted Qualitative Data Analysis Software (CAQDAS) is used to summarize the findings in a tabulated form within the social science context. (Bronson, 2012).

Result

Sample of Reviewed Articles

The sample groups consisted of employees from various organizations. All types of organizations were taken into account for the study. The researcher reviewed articles on the impact of job enrichment on employee motivation and job satisfaction, as well as articles on employee performance and turnover intentions.

As part of the timeline inclusion criteria, the review included publications derived from the past decade. The articles were considered from 1999 to 2024. Most of the reviewed articles adopted the mixed (Qualitative & Quantitative) approach regarding research design. The other two approaches, qualitative and quantitative-method, two and three articles, respectively.

3.2 Job Enrichment Determinants and the Outcome

Table 4 presents the results retrieved from the review exercise. Two themes were identified from the content process, including job enrichment determinants (three), and other outcomes (four), such as Employee motivation, Job satisfaction, employee performance and turnover intentions.

Table 4. Review Finding

Author	Year	Method	Sample	Job enrichment Determinants			Outcome			
				SV	AT	TS	M	JS	EP	TI
Olajumoke Ruth	2022	MM	Manufacturing Organization	√	√		√	√	√	
Magaji, Nanle	2009	QN	Educational Institution	√	√		√	√		
Rastogi & Chaudhary	2018	MM	Business Organization	√				√		
Teuber	2019	QN	Business Organization	√	√		√	√		
You-De Dai	2019	MM	Service Industry		√					√
Yiran Jhang	2024	MM	Service Industry		√		√			√
Saud Saleh Abu Tayeh	2021	QL	Administrative organization	√	√	√			√	
Olalekan Asikhia	2015	QL	Service Industry	√	√	√		√		
Shaik Azeez	2020	MM	Service Industry	√	√	√	√	√	√	√
Lunenburg	2011	MM	Business Organization	√		√	√	√	√	

MM- Mixed Method, QL-Qualitative Method, QT- Quantitative Method,
 Job Enrichments Determinants -SK-Skill Variety, AT- Autonomy, TS-Task Significance.
 Outcomes- M- Motivation, JS- job satisfaction, EP- employee performance, TI - Turnover Intentions.

Job Enrichment Determinants

This section involves the determinants of job enrichment such as Skill variety, Autonomy, and Task Significance.

Concept of Job Enrichment

Job enrichment involves adding motivators to a job to make it more rewarding. It is based on the motivation-hygiene theory of work attitude job enrichment involves engaging employees in enjoyable activities and motivating them to utilize

their skills effectively (Davoudi, 2013). (Lunenburg F. C., 2011) Job enrichment is a job design strategy aimed at enhancing job content by incorporating more motivational elements. The research aimed to identify the role of job enrichment with dimensions (diversity of skills, autonomy, and feedback), on employee performance of the administrative employees at Aqaba Jordan Customs. A total of 131 samples were collected and SPSS was applied to analyse the data. The study concluded that there was a significant positive relationship between job enrichment dimensions and employee performance of employees at Aqaba Jordan Customs. (Tayeh, 2021).

Determinants of Job Enrichment

Skill Variety

This paper examines how job-crafting behaviours can predict work-family enrichment. The study involved 496 employees working in various organizations in India. structural equation modelling was used in the study with SPSS AMOS 20 to test the hypotheses. The results showed a strong link between job crafting and work-family enrichment among employees. Additionally, the study found that work engagement acts as a mediator in this relationship (Rastogi M. a., 2018). The study found that the employees had a variety of skills that could be relied upon when needed. This skill variety led to the best performance, especially when employees felt they were an integral part of the decision-making process and received regular job feedback (Tayeh, 2021).

Job Autonomy

Employees of Aqaba Jordan Customs could perform some tasks in the way they preferred. The survey demonstrated that job autonomy had a significant impact on employee performance. (Tayeh, 2021). This study observed the effect of job autonomy and organizational commitment. 170 was the sample size of this study. Results showed that an increase in job autonomy results in an increased level of job satisfaction and organizational commitment (S. M. M. Raza Naqvi, 2013).

Task Significance

Investigating what makes work meaningful is important for both the personal well-being of workers and their employee performance. One key driver of meaningfulness may be task significance or the degree to which one's work helps other people, which itself has been linked to higher employee performance.

It is important to explore what makes work meaningful, as it has an impact on both the personal well-being of workers and their employee performance. One of the key contributors to meaningfulness is task significance, which refers to the extent to which one's work contributes to helping others. This factor has also been associated with higher employee performance. (A.M., 2007). The purpose of this paper was to investigate the relationship between task significance and employee performance. The study tested various samples of working adults using a Structural Equation Model and found a significant correlation between employee performance and the perception of meaningful work and task significance.

Investigating what makes work meaningful is important for both the personal well-being of workers and their employee performance. One key driver of meaningfulness may be task significance or the degree to which one's work helps other people, which itself has been linked to higher employee performance.

Job Enrichment and Employee Motivation

This study intends to forecast employees' eagerness to undertake more demanding responsibilities. The research gauged employees' motivation using dimensions such as intrinsic motivation, achievement motivation, and job enrichment, along with their respective sub-dimensions. Data was gathered from 66 employees at a German machinery company through an online survey. The findings indicated that additional analysis within the job enrichment dimension unveiled highly significant and positive correlations among all job enrichment sub-dimensions. (Teuber, 2019). The emotion of being satisfied with one's job contributes to an employee's motivation. HR practices and other organizational factors play a role in employee job satisfaction and in developing a high-performance system.

Job Satisfaction

This study aimed to determine the factors that influence job satisfaction among academicians. Job enrichment is an effective way to enhance employee job satisfaction and reduce staff turnover or the intention to leave an organization. Job satisfaction is a pleasant and positive emotional state that comes from an individual's assessment of their work experience. Job satisfaction is defined as an employee's positive feelings about their job. (Gellis, 2001). The research examines that job enrichment is an excellent means of enhancing employee job satisfaction and preventing staff turnover. The study was conducted on non-academic staff in selected private universities in Southwest Nigeria. The findings revealed that job enrichment provides skill variety, job identity, job autonomy, feedback, growth and a sense of achievement that leads to job satisfaction among the employees of the organization. (Olalekan Asikhia, 2015).

Job Enrichment and Employee Performance

Job enrichment is a system designed to enhance the work process, stimulate performance, and motivate employees. In short, it helps employees develop self-efficiency and self-management skills. (Lunenburg F. C., 2011). It has also been

defined as a modification in the job's content to increase its complexity and enhance employee productivity. (Yasdani, 2011). In this paper, a relationship has been discovered between enriching an employee's job and their performance in an organization. The study shows that an enriched job includes components such as task significance, task identification, and a variety of skills that help improve employee performance and boost their energy for vigorous performance. Better performance also keeps employee motivation high (Azeez, 2020).

Employee Turnover intentions

The desire to quit refers to an employee's intention to leave the current job or organization (Dai, 2019). This study explores the impact of travel agency employees' resilience on their intention to leave and work engagement and simultaneously examines whether abusive supervision moderates the relationships mentioned earlier. The survey was conducted in 18 travel agencies in Taiwan. The researcher collected 459 questionnaires. Multiple regression analyses are used to test the four hypotheses of this study. The results indicate that travel agency employees' resilience can reduce their intention to leave and enhance their work engagement. Also, abusive supervision has a moderating effect on the relationship between resilience and intention to leave. Thus, supervision moderates the relationships above (Dai, 2019; Dai, 2019). The study explores the impact of workplace support and job autonomy on worker turnover intention. It suggests that job autonomy can reduce supervisor intervention and increase decision-making freedom, thereby decreasing turnover intention. The findings support Herzberg's motivation theory, indicating a direct association between workplace support, job autonomy, and job satisfaction. (Yiran Zhang, 2024).

Discussion

This study assessed the impact of job enrichment on employee motivation, job satisfaction, employee performance and employee turnover intentions in the different industries systematically. A rigorous review sourced from databases resulted in 22 related articles. The results showed that Job enrichment influences employee motivation, job satisfaction, employee performance and turnover intentions. As mentioned earlier, human motivation requires concern in all aspects. Thus, through the identification the implementation of job enrichment, the improvement in the quality of work-life can be achieved while avoiding negative outcomes (Rastogi et al., 2018) and increasing HRM practices (Meharunnisa Iqbal Momin, 2016). From the analysis, it can be conceptualized that to maintain employee positive outcomes, work-life quality should be maintained. In this review, two main themes and seven sub-themes were identified. The two main themes of job enrichment and the outcomes could serve as the foundation for developing a strategy to improve quality of life. The sub-themes include skill variety, autonomy, job significance, employee motivation, job satisfaction, employee performance, and employee turnover intentions. The study found that job enrichment is a valuable tool for both employees and employers. When job enrichment strategies are properly implemented, they can lead to increased employee motivation, job satisfaction, and organizational productivity, while reducing employee turnover intentions.

Conclusion & Recommendation

The systematic review emphasizes job enrichment across multiple domains. This paper presents recommendations for future studies in two main areas. The review proposes new directions for research organizations in terms of implementing human resource upgrade practices for their employees. Job enrichment practices could also play a role in improving work-life and developing a life-quality strategy. However, due to the limited research in different industries, the current findings should serve as a foundation for further research in this area. Enriching the job creates interest among the employees, and when properly implemented, job enrichment strategies can contribute to employee retention and increased productivity in organizations, especially when combined with measures to promote employee well-being in the modern job environment where people seek careers in organizations rather than just jobs.

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