

Impact of Job Enrichment on Employee's Turnover in Vodafone

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Abstract: *The "Impact of Job Enrichment on Employee's Turnover in Vodafone" is a study concerned with the impact of the job enrichment on the employee's motivation, absenteeism and turnover. The population for the present study is call centers of Vodafone in Ahmadabad. In past couple of decades the major transformation is noticed in the Telecommunications market in India. The telecom industry is having a drastic policy reform. Initially it found to have monopoly of the public sector but because of breaking down of the monopoly it became easy for the private sector to enter into the market.*

Keywords: Job Enrichment, turnover, telecom industry

1. Introduction

Job enrichment is part of job design which increases the feeling of responsibility, recognition and growth for the work they are doing. Employee's job enrichment can be done by job rotation, by combining task, allowing worker to do varieties of work, by giving more challenging work assignment, by providing autonomy for work, by allowing employee to participate in decision making and allowing them to work independently. One of the key factors in job design is job enrichment. One can add various types of work besides of their routine work which allows increasing the depth of the work and allows people to have more control over their work. Hackman and Oldham have coined five factors of job design that typically contribute to people's enjoyment of a job:-

- 1) Skill Variety – By increasing the skills which employees are using while performing their job
- 2) Task Identity – It enables the employees to perform the job from start to end.
- 3) Task Significance –By showing the direct impact of work on the organization
- 4) Autonomy – to give degree of freedom to perform their task and to take work related decision
- 5) Feedback – the result should be communicated for their work

The various strategies used to enrich the job in the workplace are as follows

a) Job Rotation

Give people the opportunity to use a variety of skills, and perform different kinds of work.

b) Create Autonomous Work Teams

Set a goal for a team, and make team members free to determine work assignments, schedules. It will increase motivation and leadership.

c) Combine Tasks

Combine work activities to provide a more challenging and complex work assignment.

d) Implement Participative Management

Allow team members to participate in decision making. This is an excellent way to communicate to members of your team that their input is important.

e) Redistribute Power and Authority

Redistribute control and grant more authority to workers for making job-related decisions.

f) Increase Employee-Directed Feedback

Make sure that people know how well they're performing their jobs. And should given chance to rectify their mistakes.

There are three key parts to the process of job enrichment

1. To turn employees' effort into their performance
2. To reward employees' for their performance
3. the need for the reward for individual employee should be identified

The telecom sector reforms so far have been undertaken in 3 phases. 1st phase began in early 80s when private manufacturing of customer premise equipment was given go ahead in 1984. 2nd phase of reforms in telecom sector commenced in 1991 with the policy of licensing the manufacture of telecom equipment in 1991. In 1994 basic telephony was opened to the private sector by granting 6 companies with operating licenses, these companies, BhartiTelnet, Essar Commission Shyam Telecom, Hughes Telecom Tata Teleservice, and Reliance. *The 3rd of reforms* began with the announcement of the new telecom Policy in 1999.

About the company (Vodafone):

Product profile: tremendous growth has been seen in the profile of company. 3G USB Stick, Sharing Dock. 3. Mobile Wi-Fi 4. Vodafone Handy phone

Service profile includes Video Calling, Video Blogging, Vodafone News wrap, Vodafone TV.

2. Problem Statement

The employees in the call centre of Vodafone Company are facing the problem of monotony as they have to do repetitive work everyday as they feel lack of responsibility and

creativity. Therefore the purpose of the study is to find out whether they can be motivated through job enrichment and what the effect of it is.

3. Objective of the Study

- 1) To study the impact of job enrichment on the employees motivation
- 2) To find out the impact of job enrichment on employee turnover
- 3) To understand the relation between employee motivation and turnover

4. Hypothesis

- H1: There is impact of job enrichment on employee turnover.
 H2: There is impact of job Autonomy on employee turnover.
 H3: There is impact of flexible working hours on employee's turnover

5. Research Methodology

Population: Call center employees of Vodafone, Ahmadabad. Sample size: 70 sample respondents are taken from ABG Shipyard Ltd. Hazira, Surat. Type of sampling: Simple random Sampling. Data Collection Method: Survey Method has been used. Type of Data: The study has utilized Primary and Secondary. Primary Data: Structured Questionnaire has been used to collect Primary data. Secondary Data: Through Magazines, Documentary, Books, Reports, Journals and Internet etc. Research Design: The nature of the study is descriptive research Data Analysis: SPSS has been used to analyze the data

Table 1: Showing change in nature of work

Change in nature of work	No. of Response	Percentage
Highly Important	28	40%
Somewhat Important	25	36%
Neutral	13	19%
Important	1	1%
Not all Important	3	4%
Total	70	100%

(Source: By researcher)

From Table No 1 it is found that 40% responded gives highly importance to change the nature of work and 36% says that it is some what important and only 1% says that it is important.

Table 5: Showing the effect of flexible working hours on motivation, absenteeism and turnover

Flexible working hours	No. of response and its percentage					
	Increase	Percentage	Decrease	Percentage	No effect	percentage
Motivation	34	48.57%	17	24.29%	19	27.14%
Absenteeism	9	12.86%	25	35.71%	36	51.43%
Turnover	7	10%	40	57.14%	23	11%

(Source: By researcher)

From Table 5 it is found that 48.57 % responded will increase their motivation due to flexible working hours, 51.43% will have no effect and turnover will decrease by 57.14%.

Table 2: Showing the effect of job autonomy on motivation, absenteeism and turnover

Job Autonomy	No. of response and its percentage					
	Increase	%	Decrease	%	No effect	%
Motivation	52	74.29%	11	15.71%	7	10%
Absenteeism	7	10%	31	44.29%	32	45.71
Turnover	19	27.14	28	40%	23	32.86%

(Source: By researcher)

From Table No 2 it is found that 74.29 % responded increase their motivation due to job autonomy 45.71% have no effect, 44.29% believe absenteeism decreases 40% feels decrease in turnover.

Table 3: Chi-Square Tests of job autonomy

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.122 ^a	2	.346
Likelihood Ratio	2.188	2	.335
Linear-by-Linear Association	.112	1	.738
N of Valid Cases	70		

(Source: By researcher)

The significance level shows that the two tailed values are higher than .05 so there is a relationship between autonomy and the level of job satisfaction. The p-value is 0.346 is Higher than commonly accepted levels of 0.05 so we fail to reject the null hypothesis.

Table 4: chi square of flexible working hours

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.875 ^a	2	.392
Likelihood Ratio	2.015	2	.365
Linear-by-Linear Association	1.498	1	.221
N of Valid Cases	70		

- a. 1 cell (16.7%) has expected count less than 5.
- b. The minimum expected count is 1.60.

(Source: By researcher)

The significance level shows that the two tailed values are higher than .05 so there is a relationship between flexible working hours and the level of job satisfaction. The p-value is 0.392 is Higher than commonly accepted levels of 0.05 so we fail to reject the null hypothesis.

Table 6: Effect of job enrichment on motivation

<i>Effect of job Enrichment on Motivation</i>			
Factors	Increase	Decrease	No affect
Job Autonomy	74.29%	15.71%	10%
Flexible Working Hours	48.57%	24.29%	27.14%
Decision Proposed	74.29%	15.71%	10%
Challenged Every day	65.71%	18.57%	15.72%
Feed back	51.43%	15.71%	32.86%
Training	82.86%	0%	17.14%
Average	66.13%	15%	18.81%

(Source: By researcher)

From the Table 7 it can be concluded that 66.13% employees replied that motivation increases and 15% replied that it has negative effect on employee motivation

Table 7: Effect of job Enrichment on Absenteeism

<i>Effect of job Enrichment on Absenteeism</i>			
Factors	Increase	Decrease	No affect
Job Autonomy	10%	44.29%	45.71%
Flexible Working Hours	12.86%	35.71%	51.43%
Decision Proposed	10%	32.86%	57.14%
Challenged Every day	27.14%	27.14%	45.72%
Feed back	21.43%	24.29%	54.28%
Training	21.43%	24.29%	54.28%
Average	17.14%	31.43%	51.43%

(Source: By researcher)

From Table No.8 it can be concluded that the level of Absenteeism increases by 17% and Decreases by 31.43% in the employees as the job enrichment increases in the organization

Table 8: Effect of job Enrichment on Turnover

<i>Effect of job Enrichment on Turnover</i>			
Factors	Increase	Decrease	No affect
Job Autonomy	27.14%	40%	32.86%
Flexible Working Hours	10%	57.14%	32.86%
Decision Proposed	18.57%	51.43%	30%
Challenged Every day	21.43%	51.43%	27.14%
Feed back	37.14%	32.86%	30%
Training	37.14%	32.86%	30%
Average	25.24%	44.29%	30.48%

(Source: By researcher)

From Table No.9 it can be concluded that the turnover increases by 25.24% and decreases by 44.29% in the employees as the job enrichment increases in the organization

6. Findings

- In Vodafone both men and women have the almost equal opportunity.
- In call centre of Vodafone 36% of the employees are having experience of 2 to 3 years and only 19% of the employees are from 4 to 5 years..
- It indicates that 40% gives highly importance to change in nature of work, 50% of the employees think that change is essential in work in the entire department and 42% of the employees feel that it is highly important to work in a new team.

- After doing the survey it was found that 66.13% of the employee believes that job enrichment increase their motivation and 15% decrease their motivation.
- 18.81% of the employees believe that there no significant relation between job enrichment and motivation.
- 51.43% of employees feel that Job enrichment does not affect absenteeism and 31.43% of the employee's feel that absenteeism will decrease with job enrichment.
- 44.29% of the employees feel that job enrichment will decrease the turnover and 30.48% of employees feel that job enrichment will have no effect on turnover.
- It was founded that all the factors of the job enrichment that is (job Autonomy, Decision Proposed, Flexible working hours, Challenges everyday, feedback and training) decrease the turnover of the employees.

7. Limitation of the Study

- The study is based on the employee's individual perception, so sometimes do not provide true information or may not fill the questionnaire with interest.
- Some of the employees were not cooperating while filling the questionnaire as they were tired after the job.
- Due to lack of time and resources the study was not conducted at large level.
- The sample population was small in compare to the actual population

8. Conclusion

From the above study it can be conclude that the job enrichment helps in increasing the motivation and decreasing turnover but does not help much in reducing the absenteeism. All these effects combined together helps in increasing job satisfaction of employees. Job enrichment increase the variety of work and to motivate employees so that they can commit themselves for the best of the organization. In the increasing competitive world the employer want an employee who can manage various areas of the organization, who is having multi skilled which will help the organization to achieve their goals. While having the job enrichment the employees of the Vodafone will be satisfied and they will also able to reduce their turnover.

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