

Job Enrichment as a Catalyst for Employee Thriving: Exploring the Dimensions of Enriched Work.

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Abstract

Purpose: The purpose of the study is to examine the relationship between the various dimensions of job enrichment such as skill variety, task identity, task significance, job autonomy & feedback and employee thriving among employees. The study aims to understand how enriched job characteristics contributing to the employees' learning, vitality and overall thriving in the workplace.

Design / Methodology: The population of the study are employees working in IT Companies in Chennai. Data were collected from 150 employees using a structured questionnaire and respondents were selected through convenience sampling. Both primary and secondary data were used in the study.

Findings: The results reveal that the factors of Job Enrichment were related with Employee Thriving. Among the dimensions, feedback was found to be a strongest relationship.

Paper type: Empirical Paper

Originality/ Value: The study contributes to the growing literature by examining Job Enrichment and Employee thriving together. It focuses on the five dimensions of job enrichment and their role in fostering Employee Thriving.

Keywords: Skill Variety, Task Identity, Task Significance, Job Autonomy Feedback and Employee Thriving

1.INTRODUCTION

Businesses are realising increasingly that having a lasting competitive edge depends not solely on technological progress and financial status, but on the efficient management of human resources. With technological advancements, digital changes shifting workplace standards changing the work dynamics, companies are focusing more on crafting the job positions that boost employee intrinsic motivation, continuous learning and overall thriving. As a result, job enrichment has become a strategic HR approach for developing meaningful work experiences and promoting positive employee results.

Job enrichment is a motivational approach to job design that originated from Herzberg's Two-Factor theory, which emphasizes that intrinsic factors such as achievement, recognition, responsibility, advancement and personal growth are the primary sources of employee motivation and job satisfaction (Herzberg, 1968). Based on this perspective, Hackman and Oldham (1980) defined job enrichment as the redesign of job to provide employees with greater responsibility, autonomy, control and providing them a feedback of their performance. It also promotes employee empowerment by involving employees in planning, decision-making, problem-solving and evaluation of their performance. Previous studies have reported that job enrichment improve employee motivation, job satisfaction, work performance, employee engagement, career development and job embeddedness. Beyond these outcomes, Job Enrichment can also play an important role in supporting employees' learning and vitality. These job characteristics can encourage employees to develop new abilities while maintaining energy and enthusiasm in their work. JE is not about with improving satisfaction or performance but can also contribute to employees' continuous personal growth and positive functioning at their workplace.

2.REVIEW OF LITERATURE

Malgwi. C. S (2026) examined the influence of work environment, job enrichment and job satisfaction on employee performance in selected tertiary institutions in Adamawa State, Nigeria. A descriptive cross-sectional study design was used with a sample size of 372 employees. The findings showed that all above factors significantly improve employee performance.

Bahri T.Y (2026) examined job hopping intention among Gen Z employees in North Sumatra and have found that job enrichment positively influences work engagement and job satisfaction. The study also highlighted the importance of Human- Centered Design in creating jobs that meet the needs and preferences of Gen Z employees.

Haroun et al (2025) investigated the impact of job enrichment on employee engagement in Algerian economic organisations using a quantitative survey design. The study found a strong positive relationship between job enrichment and employee engagement. The results showed that enriched job features improve employee motivation and commitment.

Almeer et al (2025) have found that transformational leadership positively influences employee performance. Job enrichment also improves employee performance by enhancing autonomy and responsibility.

I.M.Abd et al (2025) examined the effect of job enrichment on employee turnover in Iraqi telecommunications companies. The results showed a significant negative relationship, it meant that higher job enrichment reduces turnover and job enrichment helps employee retention.

Amanah (2024) The study investigated the relationship between knowledge capital and job enrichment in a university setting in Karbala using a quantitative survey of 322 lecturers. The results showed a significant positive effect on dimensions such as skill variety, task importance and autonomy.

Simon et al (2021) This study found that meaningfulness of work mediated the relationship between job resources such as job variety, autonomy & development opportunities and employee engagement.

Abubakar et al. (2020) found that training and development have a significant positive relationship with employee job satisfaction. It explains that effective training helps employees improve their skills, competencies and performance. The study also highlights that proper training can contribute to job enrichment and better organisational performance

Shakeela Saleem et al (2012). This study shown that job enrichment and job enlargement positively influences employee satisfaction and performance. The findings revealed a moderate relationship between job enrichment, job enlargement, employee satisfaction and employee performance.

3.THEORETICAL FRAMEWORK:

This study is grounded in Job Characteristics theory (JCT) proposed by Hackman and Oldham (1976) and Socially Embedded Model of Thriving developed by Spreitzer et al (2005).

Firstly, The JCT theory explains how the design of a job influences employees' psychological states, intrinsic motivation and work-related outcomes. According to this theory, an enriched job consists of five core job characteristics that is skill variety, task identity, task significance, autonomy and feedback. These characteristics enhance employees' experienced meaningfulness of work, experienced responsibility for work outcomes and knowledge of the actual results of their work activities, which in turn lead to positive individual and organisational outcomes.

Skill variety refers to the extent to which a job requires employees to utilize a range of different skills, abilities and talents. Jobs with greater skill variety provide the opportunities for continuous learning, reduce the monotonous pattern of work and it enhances the employees' inner motivation.

Task identity is the degree to which employees complete an entire work from beginning to end which produces a observable results. It will strengthen a employees' sense of ownership, accomplishment and responsibility.

Task significance refers to the extent to which a job has a substantial impact on the lives or work of other individuals within and outside the organisation. When employees perceive their work as meaningful and valuable, they are more likely to develop higher motivation and commitment.

Autonomy represents the level of freedom and independence have in scheduling and carrying out their work. Greater autonomy empowers employees to make decisions, enhance their sense of responsibility and encourages proactive work behaviours.

Feedback refers to the extent to which employees receive clear and timely information regarding the performance of their work. Constructive feedback enables employees to evaluate their performance, improve their competencies and achieve higher level of effectiveness.

Therefore, Job Characteristics theory provides a strong theoretical foundation for examining how job enrichment contributes to positive employee outcomes in contemporary organisations.

Secondly, the model explains Thriving has two dimensions: Learning and Vitality. Learning refers to continuous acquisition and application of knowledge and skills, whereas vitality means employees energy, enthusiasm and psychological aliveness at their work. According to this model, Thriving develops when employees work in supportive environments that provides an opportunity for learning, autonomy, meaningful work and constructive feedback. Such workplace resources enable employees to continuously develop their capabilities while maintaining high levels of energy and motivation. Thriving contains a both personal growth and psychological well-being of the employees.

The present study examines the impact of job enrichment on employee thriving among 150 IT employees. It aims to understand how enriched jobs help employees improve their learning and vitality. The findings may help organisations design better jobs that support employee growth and thriving

4.OBJECTIVES OF THE STUDY

- To determine the relationship and impact of factors of job enrichment on employee thriving.
- To assess the significant difference among mean ranks towards dimensions of job enrichment
- To identify distinct employee profiles based on the five dimensions of Job Enrichment.
- To examine whether there is a significant difference in Skill Variety among respondents belonging to different Job Levels.

5. TOOLS USED FOR THE STUDY

- Simple Percentage Analysis
- Descriptive Statistics
- Regression and Correlation
- Friedman Test
- Cluster Analysis
- One way ANOVA

6. DATA ANALYSIS AND INTERPRETATION

6.1 Reliability Analysis

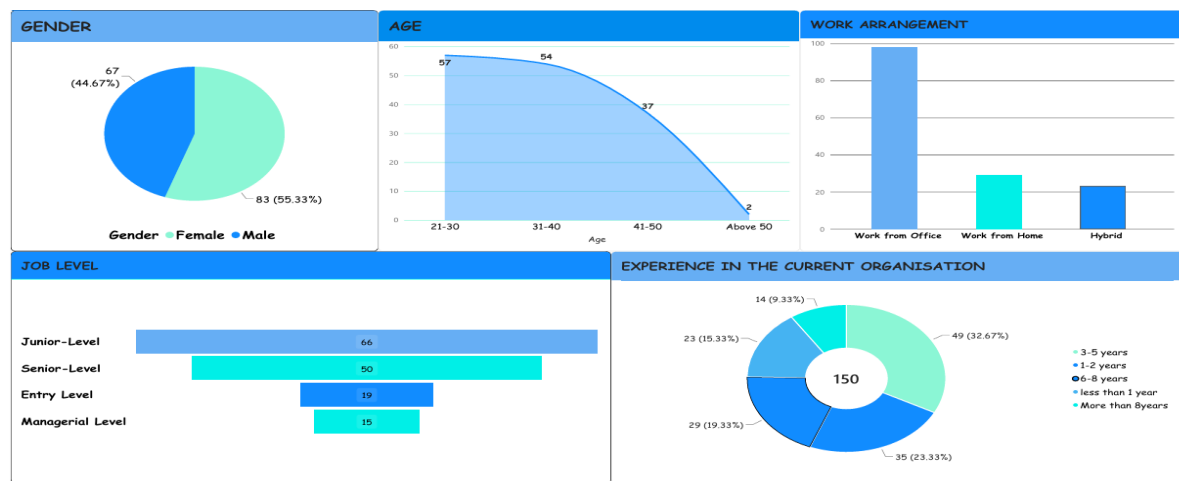
Table No:1

Cronbach's Alpha	No of Items
0.958	30

Source: Computed Data

- ✓ The above value indicates a high degree of internal consistency, confirming the reliability of the scale.

6.2. Demographic Profile of the Respondents



Source: Computed Data

Interpretation: The majority of respondents were female, with most belonging to the 21-40 years age group. Most respondents followed a work-from-office arrangement. The respondents were mainly comprised of junior and senior-level employees. A considerable proportion had 3-5 years of experience in their current organisation.

6.3 DESCRIPTIVE STATISTICS

Table No:2

STATEMENTS										
FACTORS	1		2		3		4		5	
	Mean	Std.Dev	Mean	Std.Dev	Mean	Std.Dev	Mean	Std.Dev	Mean	Std.Dev
Skill Variety	4.71	0.595	4.68	0.571	4.66	0.664	4.59	0.707	4.67	0.72
Task Identity	4.53	0.652	4.51	0.653	4.53	0.642	4.52	0.702	4.55	0.773
Task Significance	4.68	0.535	4.73	0.49	4.68	0.522	4.57	0.669	4.67	0.62
Job Autonomy	4.28	0.86	4.21	0.838	4.13	0.72	4.1	0.968	4.23	0.951
Feedback	4.23	0.775	4.53	0.629	4.56	0.682	4.48	0.8	4.53	0.766
Employee Thriving	4.65	0.602	4.61	0.578	4.63	0.597	4.59	0.657	4.62	0.652

Source: Computed Data

Interpretation: The mean scores for the statements measuring various dimensions of job enrichment and employee thriving ranged from 4.10 to 4.71, indicating that the respondents generally highly agreed with the statements.

6.4 CORRELATION

Null Hypothesis : There is no relationship between Factors of Job Enrichment and Employee Thriving

Table No:3

FACTORS	SV	TI	TS	JA	FB	ET
Skill Variety	1	0.711**	0.739**	0.464**	0.513**	0.538**
Task Identity		1	0.744**	0.435**	0.439**	0.495**
Task Significance			1	0.532**	0.553**	0.627**
Job Autonomy				1	0.626**	0.545**
Feedback					1	0.727**
Employee Thriving						1

Source: Computed Data

*Note : ** Reject Null Hypothesis at 1% level*

Interpretation: The correlation analysis revealed significant positive relationships between all dimensions of job enrichment and employee thriving with correlation co-efficient ranging from 0.495 to 0.727, indicating moderate to strong relationship, particularly feedback emerged as most strongly related dimension.

6.5 REGRESSION

Null Hypothesis: There is no significant impact of factors of job enrichment and employee thriving

Table No:4

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.
		B	STD. ERROR	BETA		
1	Employee Thriving (Constant)	1.252	0.437		2.864	0.005**
	Skill Variety	0.027	0.073	0.032	0.373	0.710
	Task Identity	0.016	0.075	0.018	0.209	0.835
	Task Significance	0.294	0.099	0.276	2.984	0.003**
	Job Autonomy	0.035	0.048	0.051	0.723	0.471
	Feedback	0.418	0.058	0.519	7.192	.000**

Model	R	R Square	F Value	P value
1	0.777	0.604	43.905	0.000**

Source : Computed Data

*Note : ** Reject Null Hypothesis at 1% level*

Independent Variable: Job Enrichment Dimensions

Dependent Variable: Employee Thriving

Interpretation: The above analysis was conducted to examine the influence of the five dimensions of job enrichment and employee thriving. The overall regression model was statistically significant $p < 0.001$ with and R^2 of 0.604. Thus, the five dimensions collectively explained 60.4% of the variance in employee thriving. Feedback was found to be strongest significant predictor (Beta = 0.519), followed by task significance (Beta = 0.276). However, skill variety, task identity and job autonomy did not show significant unique effects. Although, all five dimensions were significantly related to employee thriving in correlation analysis, regression showed their individual effects when considered together.

6.6 FRIEDMAN TEST

Null Hypothesis : There is no significant difference among mean ranks towards Factors of Job Enrichment of Employees.

Table No:5

Factors of Job Enrichment	Mean Rank	Chi Square Value	P Value
Skills Variety	3.59	132.437	0.000**
Task Identity	2.90		
Task significance	3.51		
Job autonomy	2.02		
Feedback	2.97		

Source : Computed Data

*Note : ** Reject Null Hypothesis at 1% level*

Interpretation: The test shows that Skill Variety has the highest mean rank (3.59), indicating that employees value the jobs that involve different skills and varied tasks. Secondly, Task Significance which has mean rank (3.51), reveals that employees feel more motivated when they believe their work has an important impact on their organisation and others.

6.7 CLUSTER ANALYSIS

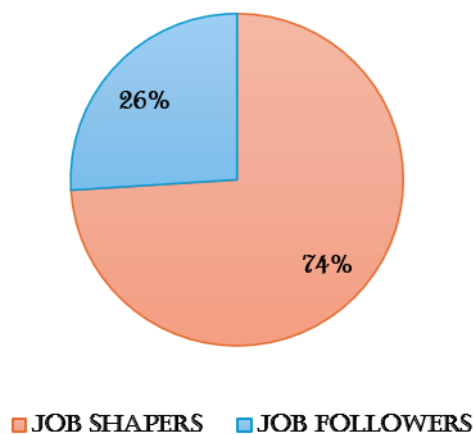
K-means cluster analysis was employed to classify employees into distinct groups based on the five dimensions of job enrichment. The analysis identified two distinct employee profiles reflecting differences in their levels of job enrichment.

Table No:6

Clusters	Label	Average Mean	Frequency	Percentage
1	Job Shapers	19.99	111	74%
2	Job Followers	16.23	39	26%
TOTAL			150	100

Source: Computed Data

CLUSTERS



6.8 ONE WAY ANOVA

Null Hypothesis: There is no significant difference in Skill Variety among the respondents belonging to different Job Levels.

Table No:7

JOB LEVEL	N	MEAN	STD.DEVTN	F VALUE	P VALUE
Entry level	19	19.263	3.89	19.277	0.000**
Junior Level	66	23.606	2.61		
Senior Level	50	24.140	1.84		
Managerial Level	15	24.333	1.75		

Source: Computed Data

Note: ** Reject Null Hypothesis at 1% level

Interpretation: The result shows a significant difference in Skill Variety among the different types of Job Levels. The mean score is highest among Managerial Level (24.33) and lowest among Entry Level (19.26) as managerial employees may handle more diverse tasks and responsibilities requires a different skills.

7. KEY FINDINGS AND PRACTICAL RECOMMENDATIONS:

- ★ Through Correlation analysis and Multiple Regression analysis, it was found that Feedback showed the strongest relationship with employee thriving followed by task significance. This indicates that organisations should

provide a regular & constructive feedback and help employees recognise the importance and value of their work to support employee development and thriving.

- ★ The Friedman test revealed that Skill variety ranked highest mean rank among all five dimensions of job enrichment followed by task significance, This suggests that performing diverse activities makes work more interesting and improves thriving at work by creating opportunities for learning, personal growth and greater engagement at work. Also, Organisations should communicate with their employees about their contribution to the organisational goals, which helps employees experience greater meaning and purpose in their roles.
- ★ Managerial employees experience greater skill variety than entry-level employees. Hence, Organisations can provide job rotation, cross-functional assignment and skill-developmental programmes. Such initiatives create greater opportunities for employees to develop and apply diverse skills.

8.CONCLUSION

Job Enrichment plays an important role in creating a positive and growth-oriented work environment. Enriched jobs provide a employee with opportunities to develop their abilities and understand the value of their work. To Conclude, Organisations can use Job Enrichment as a strategic approach to foster employee development and thriving, while creating a more supportive workplace.

9.SCOPE FOR FURTHER STUDY

- Career Development can be considered as dependent variable to examine the impact of job enrichment on employees 'career growth
- Education Qualification and Organisational Support can be taken as moderating variables to determine whether they influence the relationship between Job Enrichment and Employee Outcomes
- Structural Equation Modelling can be employed with larger sample size to analyse the relationships among the constructs more comprehensively.

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