

A study on impact of job enrichment and job enlargement on employee's job satisfaction.

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ABSTRACT

The success of every organization is depending upon the most valuable asset human resource. Human resource is treated as the source of strength and aid to the organization. Thus human resource management is concerned with the employees in an organization. Human resource management is that process of management which develops and manages the human elements of an enterprise. The primary objective of human resource management is to increase the employees satisfaction to the fullest extends along with the satisfactory accomplishment of objectives of an organization. This can be achieved only by integrating the needs of an individual with the requirement of the organization. Both job enlargement and job enrichment are motivational techniques helps to enhance productivity and job satisfaction of employees. This study tries to find out how job enlargement and job enrichment influence the job satisfaction in employees.

Keywords: job enrichment, job enlargement, employee's job satisfaction.

Introduction

Human resources in an organization require a constant motivation to achieve their higher level needs which pave a way to their job satisfaction. Job enlargement and job enrichment are the two important techniques of job design that lead to employee's motivation and job satisfaction. Both these techniques have their roots in the theories of motivation.

Fredrik Herzberg's two factor theory gave greater emphasis on job enrichment. Job enrichment simply means increasing the contents of a job or the deliberate upgrading of duties and responsibility of workers. It is one of the motivational techniques which focus the need for challenging and interesting work. In job

enrichment, the employee is given sufficient freedom in making operational decisions concerning his job. Through this way he gets a sense of status, influence and power in the organization. Jobholders get higher job satisfaction as redesigned jobs provide intrinsic motivation to them. According to this method, the greatest motivation for the employee is the opportunity for achievement, recognition, responsibility and growth. In other words it can be said that the vertical loading of duties and responsibilities of the employee. A job is said to be enriched when nature of the job is made more exciting, challenging and creative or the employees get more powers in decision making, planning and controlling in the organization.

Another motivational technique closely related to job enrichment is the job enlargement. As it is evident from the name itself, job enlargement means the process of expanding the scope of a job of a particular employee by adding more task to it. It is just a horizontal loading or expansion of job of employees all on the same level, which means addition to tasks of same nature. Hence these additional tasks or duties do not require new skills, but can be performed with the same skills possessed by the employees as before. According to Herzberg "job enlargement is simply adding a zero to zero" meaning one set of boring tasks is simply added to another set. Job enlargement emphasizes on widening job by increasing tasks and responsibilities. It basically consists of performing variety of jobs and operations at the same time by the employees. Job enlargement provides the employee high degree of specialization and division of labour which reduces the monotony in performing certain repetitive jobs.

Job satisfaction is another important motivational technique used to make the employees work harder. Job satisfaction is referred as the extent of positive feeling or attitude that an employee has towards their job. A well satisfied employee really likes his job, values it highly and also feels good about it. It is often said that "a happy employee is a productive employee." A happy employee is always satisfied by his job. Job satisfaction has a great influence on general life of an employee, because he spends a major portion of his life in the work place. It has a huge impact on the mental and physical wellbeing of the employee. Job satisfaction can be defined as the amount of pleasure or contentment associated with a job. Job satisfaction takes place when employee feel himself that he is getting a space to grow his career, a stable job and a good balance between work and personal life. Favourable working environments, quality of work, reasonable pay, recognition are some of the factors affecting job satisfaction of the employee. It can be viewed as an excellent determinant of productivity within an organization.

There are a number of factors that influence job satisfaction. Job enrichment and job enlargement

are considered as one of the factors leading to employee's job satisfaction.

Objectives of the study

- To study the role of job enlargement and job enrichment on employees job satisfaction.
- To examine the attitude of employees between job enrichment and job enlargement towards their job satisfaction.
- To identify whether there is any relationship between job enlargement, job enrichment and job satisfaction.
- To analyze what method of job design the employees prefer more, whether it is job enlargement or job enrichment.

Hypothesis

- There is no significant influence of job enrichment on employee's job satisfaction.
- There is no significant impact of job enlargement on employee's job satisfaction.

Review of literature

Hackman and Oldham (1976) examined that there are lot of advantages for an enriched job which are realized by the organization and employees. Job enrichment attributes to some important characteristics of the organization. Experience of satisfaction, experience of sense of responsibility and feedback or understanding of result are main three psychological conditions that are enriched by this process identified by the researchers. The main motive behind job enrichment is the empowerment of employees. As a result of this motive, he gains autonomy in performing task which makes him feel that a sense of increased responsibility, satisfaction and commitment. He engages in more work than before leading to improved performance. It also helps to give the employees a feeling of belongingness in the workplace.

Orpen (2007) has an opinion that the enriched employees always perceive their job as enriched one. Job enrichment has a significant impact on increasing job satisfaction, job involvement and internal motivation in employees. It also leads to decreased absenteeism and employee turnover

within the organization. But at the same time Orpen says that job enrichment does not have any greater influence on employee's performance if it is evaluated either in terms of superior's ratings or by actual output. According to the findings of Hackman-Oldham theory of job design, job enrichment does not provide much productivity even though it brings greater improvements in employee's attitude. He also suggests that in order to study the impact of job enrichment on employee performance we have to consider some more factors beyond psychological factors affecting jobs.

Lunenburg F C (2007) says that different people give different definitions for the concept of job redesign. But the essence of all the definitions is that, it is basically a process which stimulates the workers to enjoy their work more. Job redesigning is a motivational technique which makes the employees enjoy their own job. It aims in expanding the content of the job by including a motivational element in it. Thus it gives the employees an opportunity to utilize their skill and improve efficiency. It can be defined as a system devised to facilitate the working process of an organization through motivating employees. In short this strategy helps the employees to develop self efficiency and self management in performing their work.

Fried and Ferris (1987) analyses that superiors with greater job responsibility and enrichment are more likely to monitor the activities of their employees. Monitoring basically means evaluating employee performance, getting employee feedback and implementing proper controlling mechanism to make the employees successful in their jobs. Monitoring is treated as the most important element of supervision as it improves employee performance and productivity even though monitoring is not fully explored in organizational science.

Peter et al (2004) defines that job enrichment is a type of job redesign meant to reverse the effect of tasks that are repetitive in nature requiring less autonomy. According to Leach & Wall, these effects consist of boredom, lack of flexibility in employee performance, job dissatisfaction etc. The underlying principle behind job enrichment is

that to widen the scope of job by vertically adding variety of tasks in it which requires self-sufficiency. The main objective of job enrichment is to give maximum exposure to the individuals towards the tasks that are usually kept aside for higher positions in the organization. He says that the mere addition of same responsibility to the employee's current position is not regarded as job enrichment.

Syengo (2008) examined on his study about factors affecting the implementation of job enlargement- A study of Nairobi Water Company, job enlargement aims at increasing the flexibility of employee performance and reduces the monotony in work that has counterproductive effects. He points out that monotony reduces employee motivation because of the repetitive nature of work. Job enlargement is considered as the most effective tool to enhance the employee productivity. Job enlargement is made efficient by providing proper training to employees and developing time management skills in them.

Lucy (2011) on his study relating to the implication of work design on satisfaction of staff, he explained that job enlargement provides employee motivation. He states that job enlargement improves operational efficiency, organizational productivity and also the quality of goods and services made by the workers. He concluded this on the basis of the data collected from Kenya Commercial Bank. A job enlargement helps the employees to satisfy all their individual needs by achieving both career and personal goals.

Khanka (2003) considers job enlargement as a significant variable for employee motivation. He has an opinion that job enlargement increases employee motivation by the way of reducing boredom. But critics argue that even after job enlargement, the work remains boring and it has nothing to do with increasing employee motivation. In other words it is said that the job is already monotonous. Similarly Herzberg argues that job enlargement is just adding a set of boring task to another set of boring task which makes the employee's job even boring. These are some reasons why the employees are not supporting job enlargement.

Ngani(2015) suggest that enlarging work is a form of job design, which has a positive impact on employee's job satisfaction leading to their improved performance. According to him, due care must be taken by the organization to optimally utilize the employees without making them over work. They must be given autonomy as wells as more discretion in doing their job.

Joyce and Thorton (2000) elaborated job satisfaction as a dynamic idea which reflects individual's attitude and expectations toward their job as well as their goals in life. Job satisfaction basically deals with what an employee think about his remuneration, job, promotional opportunities, colleagues and superiors. It can also be defined as a feeling or an emotional aspect that an employee experience towards his/her job.

Venkatachalam et al (1998) defined job satisfaction as the inner fulfillment that an employee gets from being engaged in a work. It is dealt with various human needs and its fulfillment through performing work. Job satisfaction is evolved through the employee's perception regarding how well a job satisfies his different needs.

Rao and Narayana(1994) described job satisfaction as an integral component of organizational climate and also as an important element in employee-management relationship. Job satisfaction is positive emotional state that takes place when an employee seems to achieve important job values which are compatible with his needs.

Baldev R Sharma (1980) analyzed some important factors affecting job satisfaction. An in-depth analysis was made by drawing a sample of eight well known industrial organizations. From this study the author found out that each independent variable is positively related not only to job satisfaction but also to each of other independent variable. Income and occupational aspirations are not positively related to job satisfaction. But on the other side recruitment policy of a firm have positive relationship with job satisfaction.

Smith et al (1969) explained job satisfaction as an emotional response to a job situation. In his opinion, work itself, pay package, promotional

opportunities, nature of supervision and interpersonal relationship with the co-workers are the five major characteristics affecting job satisfaction of the employee.

Porter and Lawler (1989) observed that the people having high self control, responsibility and high degree of challenge generates more intrinsic satisfaction from a job.

Limitation of the study

- The lower time span is a major limitation of this study.
- The very small size of sample also limits the accuracy of the study.
- The study is conducted among employees working in different companies situated in Kochi City. So it may not be applicable to all employees working in the same organization.
- Some of the employees were unwilling to cooperate and share information.
- Only two factors (job enrichment and job enlargement) affecting job satisfaction is studied here. The result may differ if other factors affecting job satisfaction is considered.

Research methodology

Research design

In order to get a better insight into the problem under study an exploratory research design is conducted. The study is conducted among 50 employees working in different companies operating in Kochi City. For drawing the sample size of 50 employees, Convenience sampling method under non probability sampling technique is followed here.

Data collection

Data for the study was collected both from primary and secondary sources. The primary data was collected by circulating questionnaires among 50 employees chosen as samples. Questionnaire was drafted according to 5 point Likert scale method where responses were rated as 5 for "strongly agree", 4 for "agree", 3 for "neither agree nor disagree", 2 for "disagree" and 1 for "strongly disagree". Secondary data was collected by

referring various scholarly articles, books, journals etc and also by visiting various websites dealing the topic under study. Secondary data helped to get an overall theoretical background regarding job enrichment, job enlargement and job satisfaction.

Data analysis and interpretation

For the purpose data analysis and interpretation an IBM tool naming SPSS (Statistical Package for Social Science) is used. It is a widely used program for statistical analysis in social science. The data

was analyzed using descriptive statistics in SPSS. In order to study the impact of job enrichment and job enlargement on employee's job satisfaction, Karl Pearson's correlation coefficient is applied. It is quantitative method of measuring correlation between two or more variables. This is regarded as a measure for determining the nature and degree of correlation. Coefficient of correlation is a pure number lying between -1 and +1. The demographic characteristics of the employees were also analyzed.

1. Analysis of demographic characteristics of employees

Statistics

		gender	age	work experience
N	Valid	50	50	50
	Missing	0	0	0
Mean		1.44	2.72	3.10
Std. Deviation		.501	.970	1.266

Frequency table

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	28	56.0	56.0	56.0
	female	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	4	8.0	8.0	8.0
	26-35 years	19	38.0	38.0	46.0
	36-45 years	15	30.0	30.0	76.0
	46-55	11	22.0	22.0	98.0
	56 years or above	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	6	12.0	12.0	12.0
	1-3 years	11	22.0	22.0	34.0
	4-6 years	13	26.0	26.0	60.0
	7-10 years	12	24.0	24.0	84.0
	more than 10 years	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

While analyzing the demographic characteristics of the employees, it is been found out that, out of 50 respondents taken as samples, 28(56%) were males and 22(44%) were females. Among them, 19(38%) respondents lie between the age group of 26-35 years, 15(30%) between 36-45 years, 11(22%) between 46-55 years, 4(8%) between 18-25 years and only 1(2%) is above 56 years or more. When examining the working experience of the employees in their companies it is been understood that 13(26%) were hold an

experience of 4-6 years in the current organization, 12(24%) have 7-10 years of experience, 11(22%) have 1-3 years of experience, 6(12%) hold an experience of less than a year and finally 8(16%) of them have more than 10 years of experience in their respective companies. The mean values of gender, age and work experience were 1.44, 2.72 and 3.10 respectively and it also shows a standard deviation of 0.501, 0.970 and 1.266 among these demographic factors.

2. Correlation analysis

Correlations

		Perception of employees towards job enrichment	Overall job satisfaction
Perception of employees towards job enrichment	Pearson Correlation	1	.653**
	Sig. (2-tailed)		.000
	N	50	50
Overall job satisfaction	Pearson Correlation	.653**	1
	Sig. (2-tailed)	.000	
	N	50	50

**, Correlation is significant at the 0.01 level (2-tailed).

Interpretation

The above correlation analysis reveals that there is a positive and statistically significant correlation exists between job enrichment and overall job satisfaction of employees. Here the Karl Pearsons correlation coefficient between two

variables is 0.653 which indicates a moderate positive correlation between job enrichment and overall job satisfaction. It can be inferred from the sample that job enrichment involving vertical addition of more depth and variety task to the job is associated with higher level of job satisfaction among employees.

Correlations

		Perception of employees towards job enlargement	Overall job satisfaction
Perception of employees towards job enlargement	Pearson Correlation	1	.647**
	Sig. (2-tailed)		.000
	N	50	50
Overall job satisfaction	Pearson Correlation	.647**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation

According to the above correlation analysis, there exists a positive significant correlation between two variables under study. It reveals that Pearson correlation coefficient between job enlargement and overall job satisfaction is 0.647 which points out a moderate positive correlation between these two variables. Based on the results it can be inferred that job enlargement involving adding more tasks and responsibility to the job is associated with higher level of job satisfaction in employees taken as sample.

Findings

- The study indicates that both job enrichment and job enlargement has an impact on the employee's job satisfaction. While conducting correlation analysis, it is clearly understood that there exists positive correlation between job enrichment & overall job satisfaction and job enlargement & overall job satisfaction.
- Since the correlation coefficients are almost similar for both job enrichment (0.653) and job enlargement (0.647), it is assumed that both contributes to the overall job satisfaction among employees.
- Most of respondents agree to the fact that job enrichment makes their job more engaging and interesting due to the performance of variety tasks.

- Job enrichment helps to feel a sense of autonomy and control over the work which ultimately leads to job satisfaction.
- The feedback and recognition that the employee receive for his/her job due to job enrichment influence his job satisfaction.
- Job enrichment provides an impact of his/her work on others or organization makes the job more fulfilling.
- Job enlargement reduces an employee's boredom and monotony in work by assigning additional tasks.
- Job enlargement allows developing new skills and competencies in a way of taking on new tasks by employees.
- The increased flexibility in job due to job enlargement has a positive impact on employee's job satisfaction.
- The variety of tasks from job enlargement has made the job more interesting.

Conclusion

From the data analysis and interpretation of results it is been concluded that there is a moderate level of interdependence between job enrichment, job enlargement and job satisfaction. The organizations have to take appropriate measure to implement job enrichment and job enlargement strategies in order to improve overall level of employee's job satisfaction. For this purpose due consideration

for employee feedback and involvement is required. The proper understanding of employees need and preferences helps to create positive impact on job satisfaction. Job enrichment leads the employees towards a feel of accomplishment and personal growth through the assignment of complex and depth tasks to the job. On the contrary, job enlargement offers variety of tasks and reduces monotony provides higher job satisfaction. Both these methods of job design are treated as valuable approaches for enhancing employee's job satisfaction. It can improve overall productivity and employee well-being by the way of developing most attractive working environment for the workforce.

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