

Job Enlargement and Job Enrichment

Meaning of Job enlargement

Job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level.

Job enlargement is a horizontal restructuring method that aims at increase in the workforce flexibility and at the same time reducing monotony that may creep up over a period of time. It is also known as horizontal loading in that the responsibilities increase at the same level and not vertically.

Many believe that since the enlargement is horizontal in nature there is not a great need for training! Contrary to this, job enlargement requires appropriate training especially on time and people management. Task related training is not required much since the person is already aware of the same or doing it for some time.

Advantages of Job Enlargement

An enlarged job can motivate the worker in the following ways:

1. Variety of Tasks:

In job enlargement, horizontal loading of the tasks is there. Increasing the number of tasks can reduce the level of boredom of the employees.

2. Enlarged and Meaningful Work Modules:

Sometimes, the jobs are enlarged so that one worker completes a whole unit of work or a major portion of it. This will increase the satisfaction of the worker as he can see his contribution to the entire project.

3. Optimum Utilization of Abilities:

Enlarged jobs tend to better utilize the physical and mental skills abilities of the workers. Enlarged jobs, with optimal levels of complexity can create tasks, which are challenging but attainable.

4. Worker Paced Control:

In job enlargement, workers move from a machine paced production line to a job which is paced by them. The workers will enjoy his work more, if he can vary the rhythm and work at his own pace. He will also feel less tired in this way.

5. Meaningful Feed Back:

Enlarged jobs allow for more meaningful performance feedback. It will be even more motivating if it is tied to evaluations and organizational rewards.

Disadvantages of Job Enlargement

The following disadvantages can be found in job enlargement:

1. Job enlargement tends to be a costly affair. Workers may require additional training for their enlarged jobs. Moreover, if job enlargement involves breaking up of existing production line of work system and redesigning a new system and training employees for it. the costs will be very substantial.
2. Productivity may fall in the short run, due to the introduction of the new system.
3. Employee-unions often argue for increased pay because of the increased work load.
4. Some jobs may still be routine and boring even after enlargement.

Meaning of Job Enrichment

Job Enrichment, a job design technique that varies the concept of job enlargement. Job enrichment adds new sources of job satisfaction by increasing the level of responsibility of the employee in organization.

While job enlargement is considered as horizontal restructuring method, job enrichment is considered as vertical restructuring method of moral excellence of giving the employee

additional authority, autonomy, and control over the way the job is accomplished. Also called job enhancement or vertical job expansion.

Job enrichment is a type of job redesign intended to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction (Leach & Wall, 2004). The underlying principle is to expand the scope of the job with a greater variety of tasks, vertical in nature, that require self-sufficiency. Since the goal is to give the individual exposure to tasks normally reserved for differently focused or higher positions, merely adding more of the same responsibilities related to an employee's current position is not considered job enrichment.

Job Enrichment Options

Here are some strategies you can use to enrich jobs in your workplace:

- **Rotate Jobs** – Give people the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move your workers through a variety of jobs that allow them to see different parts of the organization learn different skills and acquire different experiences. This can be very motivating, especially for people in jobs that are very repetitive or that focus on only one or two skills.
- **Combine Tasks** – Combine work activities to provide a more challenging and complex work assignment. This can significantly increase “task identity” because people see a job through from start to finish. This allows workers to use a wide variety of skills, which can make the work seem more meaningful and important. For example, you can convert an assembly line process, in which each person does one task, into a process in which one person assembles a whole unit. You can apply this model wherever you have people or groups that typically perform only one part of an overall process. Consider expanding their roles to give them responsibility for the entire process, or for a bigger part of that process.
- **Identify Project-Focused Work Units** – Break your typical functional lines and form project-focused units. For example, rather than having all of your marketing people in one department, with supervisors directing who works on which project, you could split the department into specialized project units – specific storyboard creators, copywriters, and designers could all work together for one client or one campaign. Allowing employees to

build client relationships is an excellent way to increase autonomy, task identity, and feedback.

- **Create Autonomous Work Teams** – This is job enrichment at the group level. Set a goal for a team, and make team members free to determine work assignments, schedules, rest breaks, evaluation parameters, and the like. You may even give them influence over choosing their own team members. With this method, you'll significantly cut back on supervisory positions, and people will gain leadership and management skills.
- **Implement Participative Management** – Allow team members to participate in decision making and get involved in strategic planning. This is an excellent way to communicate to members of your team that their input is important. It can work in any organization – from a very small company, with an owner/boss who's used to dictating everything, to a large company with a huge hierarchy. When people realize that what they say is valued and makes a difference, they'll likely be motivated.

Redistribute Power and Authority – Redistribute control and grant more authority to workers for making job-related decisions. As supervisors delegate more authority and responsibility, team members' autonomy, accountability, and task identity will increase.

- **Increase Employee-Directed Feedback** – Make sure that people know how well, or poorly, they're performing their jobs. The more control you can give them for evaluating and monitoring their own performance, the more enriched their jobs will be. Rather than have your quality control department go around and point out mistakes, consider giving each team responsibility for their own quality control. Workers will receive immediate feedback, and they'll learn to solve problems, take initiative, and make decisions.

Job enrichment provides many opportunities for people's development. You'll give them lots of opportunity to participate in how their work gets done, and they'll most-likely enjoy an increased sense of personal responsibility for their tasks.

Advantages of Job Enrichment

1. Learning new skills:

Providing job enrichment comes with a burden of additional duties and responsibilities. And to complete those duties and responsibilities of the post of work, the employees need to be aware of all the additional skills.

These additional skills provide details of the work which need to be completed.

Most of the time job enrichment can be favorable only for those employees who are willing to learn new skills for the sake of their own bright future.

2. Boosts energy of the employee by reducing boredom:

Boosting energy is the answer to the question how does job enrichment motivate employees.

As it has been already explained that job enrichment provides additional responsibilities to the employees of the company. And such kind of responsibilities creates a differentiation of working pattern.

Differentiation in working pattern provides a different type of energy to perform that particular job.

And eventually, it reduces boredom in the daily working environment. This is one of the important advantages of such job enrichment.

3. Creates a positive and better working environment:

Providing job enrichment is one of the decisions of the company where in which it needs to be discussed that such type of job enrichment can be beneficial for the growth of the company.

Once the company experiences positive vibes from their job enrichment program, then it is quite possible that even employees can be positive about their new duties and responsibilities.

And this kind of environment in the workplace can be termed as one of the decisions for the betterment of the company and their employees.

4. Increases the chances of recognition and reward:

Once the company provides job enrichment for their employees then there is a mere possibility that those employees can be recognized for the work allotted or can also be rewarded for their sincere work.

And fortunately, these employee rewarding and recognition process can create some sort of boost among its employees to work even better for their better future and growth.

Therefore, it is necessary for the employees of the company that they need to make use of their job enrichment in a better manner.

5. Provides motivation for the advancement:

As per all the key elements of the job enrichment provided by the company, the employees will be awarded an extra load of duty, but that extra load of duty comes with an extra baggage of motivation.

Most of the time employees will be motivated to work better in their field of work and this can make things visible for the advancement of the growth of the company.

Therefore, it is possible that a small amount of motivation can create wonders in one's professional life.

6. It provides a sense of accomplishment:

It generates a sense of accomplishment for both the employee and the company or the employer.

Most of the times the employers of the company provide job enrichment to their employees, not for the sake of their employees, but actually, it is one of the strategies that the company delivers to make sure that they can earn better profits and provide better overall growth of the company.

Therefore, the fact is that job enrichment is beneficial not only for the employee but it is very important for the employer as well.

7. Reduces absenteeism:

It is possible that after the company goes with a decision of job enrichment, it can reduce the number of absenteeism in the workplace. And this can eventually change the outlook of the company.

All the employees of the company will be interested to know more about the new load of work which can reduce the time which can be wasted easily.

Therefore, understanding job enrichment is important for the company which is necessary to build an empire of successful business.

8. Create a professional approach:

The decision of providing job enrichment for the employees is one of the important decisions which need its own time.

And once the company takes such a decision, then there are quite a few changes that are going to take place in the company.

One of the important and major changes that happen would be employees' professionalism. The employees of the company possibly keep a professional approach in the company.

Disadvantages of Job Enrichment

1. Increases work load:

As it is explained earlier and some of the employees of the company even agree that those companies which provide job enrichment to their employees expect a lot of their employees working structure.

And to understand that working structure, employers of the company increase the work load eventually.

It is even possible that job enrichment can mean a little extra for the employees in terms of their work load provided.

2. Additional skills needed:

This is quite clear that when the company provides job enrichment for their employees, it makes things tough for the employees in terms of learning new skills.

In brief words, it makes it difficult for the employees to learn new skills at that age of work. And eventually, that company can lose its standard of work because of that job enrichment decision.

Learning additional skills can be exciting, but learning during that type of heavy workload is a wrong decision.

3. Lack of knowledge:

Most of the time, job enrichment can be dangerous for the company in terms of their growth. And that is because of the lack of knowledge of the employees.

For example, if an employee is being provided with a job enrichment along with an extra load of work, then there is a possibility that the employee would not be capable of handling that load of work because of his/her lack of knowledge about that work.

4. Incapability:

Working under intense pressure is surely an effective and important trait. But after explaining all the above statements it is very much easy to understand that if an employee will be allotted with a job enrichment there is a possibility that particular employee would not be able to handle such kind of work pressure in the name of job enrichment.

Therefore, it is quite clear that not everything that comes out of job enrichment can be beneficial for the employees or for the employers.

5. Mis-communication:

Because all sorts of problems and issues with a job enrichment there is a possibility that the company can even face some sort of miscommunication between their employees and the employers.

And such type of mis-communication can lead the company to its end. Therefore, it is necessary for both the party that they need to handle such type of difference of point of view in a matured manner.

6. Lack of performance:

As it made clear that once the employee faces a load of work which he/she is not skilled for, can make things worse for the employees.

And it is very much important that to overcome that situation the employee needs to be aware of all the necessary skills needed to complete the task given.

In this process of learning the employee can lose his/her performance at work which he/she used to excel.

7. Unfavorable for the employees:

There is a quite a pile of decision which comes to accommodate with job enrichment. And those unfavorable decisions can make things worse for the company employees.

Therefore, it is possible that employees might oppose the decision taken by the company in the name of their employees' growth.

And there is even a possibility that employees can take things in a completely different way and the company can end up suffering because of that decision.

The bottom line is that all these advantages and disadvantages can make one thing clear about job enrichment and that is providing job enrichment can be a power which comes from its own flaws. Therefore, interested people can definitely understand the actual objective of these benefits and limitations of job enrichment. You can also suggest your friends read all of the above details carefully to understand it even better.