CHAPTER V

JOB ENLARGEMENT

Job characteristics approach to task design specified certain characteristics of the tasks that lead to increased job satisfaction. The extent to which employees had needs for such characteristics was also shown to influence success of job enlargement programmes in organizations. Failure of job enlargement programmes has been shown to be due to "mismatch" of people and enriched jobs.\(^1\) The perfect match is said to occur when jobs, of employees who have high desire for job enlargement, are enriched. The early researches by Hackman and Lawler (1971)\(^2\) considered six job dimensions namely (1) variety, (2) autonomy, (3) task identity, (4) feedback, (5) dealing with others, and (6) friendship opportunities. The last two dimensions were not found by them to be substantially related to work motivation or performance. In the present study however, these two dimensions were combined together as a measure of the need for

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sociability in addition to the measurement of the first four needs. Sociability was incorporated in the present study as an important job related need because it was thought to be congenial to horizontal expansion of job though not to vertical job loading. This is especially true in the context of Hackman and Lawler's finding that simultaneous enlargement in both directions may be optimal in most cases.

Need for autonomy, in the present research, was measured in terms of freedom of planning, freedom of pace, and discretion for method. Need to have knowledge of company policy related to one's own work (as opposed to need to have knowledge of general policy matters) was also measured in the present study, as such a need was shown to be congenial to successful job enlargement programmes as shown by Vroom (1964). It may be relevant to state here that Kelly (1982) has proposed participation as a major area of research; though according to Herzberg participation does not find any significant place in job enrichment.

Thus for the present study, the following needs were considered for measurement. (1) Knowledge of company policy related to employee's own work, (2) task identity, (3) freedom of planning, (4) discretion for method, (5) freedom of


pace, (6) feedback, (7) sociability, and (8) variety.

In addition to the presence of such needs, what seems to be equally important is employees' perceptions of their own role in organization. As stated by Curt Tausky and E. Lauck Parks:

An alternative explanation of successful job enrichment programs thus appears to be that the accountability characteristically present in these programs provides a fundamental mechanism for maintaining organizationally relevant behavior. From the perspective of the reinforcement paradigm, theories which by fiat locate in people a spontaneous impulse to contribute effort in behalf of organizational ends, offer wishful conceptualizations of human motivation.

Purpose of the present study therefore, was to analyse the strength of employees' job enlargement needs in the context of their role perceptions as reflected in their awareness of rights and responsibilities. Such an approach was thought to be more meaningful for analysing the data in relation to core, work biographical, and organizational variables.

As already stated in Chapter 1 earlier, approach of the present research to the study of job enlargement was only indirect in the sense that job enlargement was presently studied as a cognitive component of employees' work life.

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The mean scores of employees on various job enlargement needs are shown in Table 5.1 (Appendix C). The overall results showed significant differences in the mean scores of employees' job enlargement needs, $F(7, 2592) = 37.17, p < .01$. Further, an attempt was made to classify the needs into three groups namely high strength, moderate strength, and low strength needs by calculating the mean and standard deviation of the individual need means. Those above $+1$ SD distance from the mean were regarded as high strength needs, below $-1$ SD as low strength needs, and those between $-1$ SD and $+1$ SD were treated as moderate strength needs. The score limits of $-1$ SD and $+1$ SD were found to be 8.42, and 11.12 respectively.

Knowledge of company policy was found to be the high strength need followed by the need for task identity, freedom of planning, discretion for method, freedom of pace and feedback as moderate strength needs; and sociability, and variety as low strength needs. Need for task identity, freedom of planning, and discretion for method were found to be almost on the boarder dividing the high strength and moderate strength need. The pattern of relative strength of job enlargement needs may be said to be consistent with their pattern of awareness of rights as discussed earlier in Chapter 3. It is also interesting to note that employees perceived relations related responsibilities as a major component of their role in organizations as explained earlier in Chapter 4.
In the light of these findings it appears that a participative job enlargement strategy is likely to be more successful in planning and implementing task relevant changes in organizations. A directive change is certainly not the solution to various task relevant problems in so far as such a change is likely to be incongruous with employees' role perceptions.

The results regarding relative strength of various job enlargement needs were further analysed in relation to the core, work biographical, and organizational variables.

Core Variables

Age

The distribution of mean scores on job enlargement needs in relation to age is shown in Table 5.2. The results show that employees of different age groups did not differ significantly with respect to the strength of job enlargement needs. The pattern of relative strength of different needs of each group however, was found to be significantly different from that of the other groups, between needs F (7, 21) = 7.91, p < .01.

The combined mean and standard deviations of the need means were worked out to be 9.93, and 1.53 respectively. The score limits separating the low strength and high strength needs from those of moderate strength needs were 8.40 and 11.46 respectively.
The pattern of needs of employees belonging to the first two age groups was observed to be almost the same and also similar to that of the total sample. It may be recalled that these groups were not found to differ from each other significantly with respect to their awareness of rights and responsibilities. They were found to be more aware of relations related and personalistic responsibilities; and also considered participation, autonomy, authority as important rights as discussed earlier. It appears therefore, that employees up to 32 years of age may respond favourably to vertical job loading provided such a strategy is implemented with a participative approach.

The need to receive task relevant feedback was found to be strongest among employees of the third age group, followed by the remaining moderately stronger needs except the need for variety which was relatively weak. These employees were also found to show greater awareness of relations content responsibilities as described earlier. Desire of taking moderate risk involved in planning their work and using their own discretion of method on one hand; and guiding and motivating others on the other, might have made it necessary for them to get feedback regarding their performance. Late adolescence, thus appears to have been characterized by a desire to increase one's own competence by enriching one's own job and a desire to use the competence in guiding and motivating others. The pattern of their needs and roles discussed so far supports
the possibility that they can be the effective leaders in "selling" their ideas to others as discussed in the earlier chapter.

Middle age employees (group 4) were found to be stronger on need to have freedom of planning, to have knowledge of company policy, and to have feedback; followed by moderate needs of task identity, and discretion for method and weak needs of sociability, variety, and freedom of pace. This pattern of relative strength of needs suggests that they were more interested in complying successfully to the organizational standards of better performance. It may be recalled that these employees were found to show greater awareness of task contextual, relations content, personalistic, and loyalty related responsibilities; and greater awareness of right to receive guidance. The pattern of their awareness of rights, responsibilities, and job enlargement needs suggests that the middle age employees wanted their jobs to be vertically loaded in a different way. They were perhaps more concerned with what the superiors and the organization expected from them and hence had a strong need to be entrusted with the responsibility of planning their own work and get feedback about their performance. Increasing variety in work and providing a job context which allows informal relationships surely cannot be the strategies for resolving middle age crisis. Vertical job loading as suggested above, may, prove to be more effective.
Personality pattern

The distribution of mean scores on job enlargement needs in relation to personality pattern is shown in Table 5.3. The results show that the within group differences among needs were significant, \( F(7, 14) = 19.78, p < .01 \); though between group differences were not statistically significant.

The combined mean and standard deviation of the need means of all personality patterns were worked out to be 10.17, and 1.55 respectively. The score limits separating the low strength and high strength needs from those of moderate needs were 8.62, and 11.72 respectively.

The pattern of job enlargement needs of employees of ambidirectional personality pattern (pattern 2), and of outgoing-controlled-toughminded personality pattern (pattern 3) were found to be similar to each other. Freedom of planning was observed to be the high strength need of employees of these two personality patterns; followed by moderate strength needs namely knowledge of company policy, task identity, discretion for method, and freedom of pace; and low strength needs namely feedback, sociability, and variety. It may be recalled that these employees were found to be less aware of relations related responsibilities as discussed in Chapter 4. In the light of these findings it may be said that employees showing personality pattern 3, are less likely to respond favourably to participative job enlargement strategy. They
may accept a strategy which requires their personal involvement through freedom of planning.

Employees of reserved-indisciplined-tenderminded personality pattern (pattern 1) on the other hand, were observed to show moderate strength of all job enlargement needs except the need for variety. These results indicate that reserved-indisciplined-tenderminded employees perhaps desired to improve their task relevant maturity through relating themselves to others. It may be recalled that these employees were observed to be more aware of relations contextual, personalitic, and loyalty related responsibilities as shown in Chapter 4. Horizontal job enlargement may prove to be a useful beginning for them. Such a programme can enable them to relate themselves socially to others and improve their performance through feedback from others. From the viewpoint of organizational development however, attempts will have to be made to motivate them to handle vertically enriched jobs through participative approach. Horizontal and vertical enlargement of their jobs may not prove to be an impossible goal to achieve particularly because their overall strength of job enlargement needs and their awareness of content rights were not significantly different from that of the employees of the other personality patterns.

Value system

Differences with respect to the strength and pattern of
job enlargement needs among employees differing in their value
systems were found to be significant, between value systems
$F(2, 14) = 7.20, p < .01$; and within needs $F(7, 14) = 18.56,$
$p < 0.01$; as shown in Table 5.4.

The combined mean and standard deviation of the need
means of all value systems were worked out to be 9.98, and
1.50 respectively. The score limits separating the low strength
and high strength needs from those of moderate needs were 8.38,
and 11.48 respectively.

Employees showing the dominance of post-industrialism
value system were found to have greater strength of various
job enlargement needs than that of the employees of the other
two value systems. They were observed to show task identity,
and freedom of planning as high strength needs; followed by
moderate strength of all the remaining needs. This finding is
consistent with the earlier finding that greater percentage of
such employees was found to be aware of content rights namely
participation, autonomy, responsibility, and recognition as
discussed in Chapter 4. In view of these results it appears
that they may prove to be the key agents of planning and im-
plementing job enlargement strategies in organization.

The strength of various job enlargement needs of em-
ployees with dominant industrialism value system was found to
be relatively less than the employees of the other two systems.
They were found to show moderate strength of needs namely know-
ledge of company policy, task identity, freedom of planning,
discretion for method, and freedom of pace; followed by low strength needs namely feedback, sociability, and variety. The results indicate that attempts will have to be made to encourage these employees to respond favourably to job enlargement programmes through the process of identification. Voluntary participation of some of them may be sought to perform enriched tasks in the initial stages with the hope that the others may identify themselves with the success of their counterparts and accept job enlargement. Such a process is bound to be slow and may require a planned change.

Employees showing undifferentiated value system were found to show knowledge of company policy as a high strength need; followed by moderate strength of the other needs except the need for sociability, and variety. Overall strength of their job enlargement needs was less than that of employees dominant on post-industrialism value system; but not as low as that of employees showing the dominance of industrialism value system. These employees perhaps may respond favourably to job enlargement programmes in relatively shorter period of time than those showing the dominance of industrialism value system.

In the light of the discussion above, it appears that approach to job enlargement will have to be different for employees showing different value systems.
Work Biographical Variables

Frequency of job changes

Frequency of job changes was not found to be associated with the strength of different job enlargement needs though it was found to be related to the differences in the pattern of relative strength of different needs, within needs $F(7, 14) = 6.75$, $p < .01$.

The combined mean and standard deviation of the need means were worked out to be 9.66, and 1.72 respectively. The score limits separating the low strength and high strength needs from those of moderate strength needs were 7.94, and 11.38 respectively.

Employees who had changed their jobs only once or never (group 1), and those who had changed jobs thrice or more (group 3) showed the pattern of strength of different job enlargement needs almost similar to that of the total sample. The hierarchy of relative dominance of various job enlargement needs however, was found to be more apparent in the employees of the third group than those of the first two groups.

Employees of the third group were found to show strongest need to have knowledge of company policy related to their own work, task identity, and freedom of planning; followed by moderately strong need of discretion for method and feedback; and least strong need of freedom of pace, sociability, and variety. It may be recalled that these employees showed
greater awareness of contextual rights namely benefits, and human treatment; though their pattern of awareness of responsibilities was the same as that of employees of other groups as discussed earlier. It seems therefore, that lack of opportunity of vertical role integration perhaps was one of the other important reasons why they were keen to seek such an opportunity by trying different jobs in different organizations. Along with a need to have precise understanding of what was expected of them, they wanted maximum freedom of planning their own work, and a meaningful understanding of their contribution to the broader goal. Opportunity to get these needs satisfied perhaps was what considered by them as being treated in human manner. Fulfilment of these needs also seems to have been perceived by them as essential to improve their own performance and get benefits accordingly. In case of these employees job enlargement programmes may prove to be successful only if such programmes include increased communication, freedom of total job planning, and increased perceived closure of work. This can be accomplished only through a participative job enlargement strategy. They are less likely to respond favourably to vertical job loading which only promises feedback, discretion for method, and variety.

**Uniorganizational experience**

Employees with 6 to 10 years of work experience (group 2) in one and the same organization were found to show
highest strength of almost all job enlargement needs; followed by employees with 5 or less than five years of experience (group 1) showing moderately greater strength of all such needs; and the most senior employees with experience of 11 years and more (group 3) showing relatively less strength of the same, between group F (2, 14) = 9.72, p < .01, as shown in Table 5.6.

The combined mean and standard deviation of the need means were worked out to be 9.90, and 2.12 respectively. The score limits separating the low strength and high strength needs from those of moderate strength needs were 7.78, and 12.02 respectively. Differences in the pattern of relative dominance of needs in these groups however, were not found to be significant.

Employees of group 2, were found to be more aware of relations content responsibilities, and loyalty to superiors as responsibility as discussed earlier. This finding explains why they had a strong need for sociability. It may also be recalled that they were found to be more aware of contextual rights namely right to get benefits, and better working conditions. For them, better working conditions perhaps were those in which they had opportunity to what they were supposed to accomplish, to have a knowledge of where their work fitted into the whole, to work with their own pace, to have freedom of planning, and to have variety in their work.

The most senior employees showing relatively least
strength of various job enlargement needs were found to be more aware of relations related responsibilities, and also more aware of right to have greater authority, autonomy, and better working conditions as discussed earlier.

It may be assumed that the employees, in general, at the time of joining the organization have moderate job enlargement needs. Subsequently, they may tailor their expectations resulting from job enlargement needs according to the organizational climate. With the resulting frustration from the lack of opportunity to fulfil such needs they may continue to have still stronger job enlargement needs for some more years (group 2). However, with continued frustration of such needs they may lower their expectations with still more experience (group 3).

The other possibility also cannot be ruled out that as the job enlargement needs of the new entrants are fulfilled, they continue to have higher expectations for some more years (group 2) in the interest of their own growth and development. With advancing age and experience however (group 3), the need for stability being dominant, they may prefer a steady job resulting in low strength of job enlargement needs.

Multiorganizational experience

Differences with respect to the strength and pattern of job enlargement needs among employees differing in their varied work experience were found to be significant, between
groups $F(3, 21) = 27.19$, $p < .01$; within needs $F(7, 21) = 12.73$, $p < .01$; as shown in Table 5.7.

The combined mean and standard deviation of the need means were worked out to be 10.84, and 1.72 respectively. The score limits separating the low strength and high strength needs from those of moderate strength needs were 9.12, and 12.56 respectively.

Employees with multiorganizational experience of 16 years and more (group 4) were found to show highest strength of most of the job enlargement needs. This finding is consistent with their awareness of rights and responsibilities. They were found to be more aware of right to be given greater responsibility, challenging work, and status; and were found to be more aware of relations content, task contextual, and loyalty related responsibilities as shown in Chapter 4. Unlike the employees with high seniority in one and the same organization, they were more concerned with their job content. It appears therefore that it would be advantageous in the interest of growth and development of the organization to leave such employees to themselves (delegation). They can prove to be the key persons in organization through whom task relevant changes, particularly those requiring vertical job loading can be implemented effectively. Such employees, in trying to enlarge the job of others would automatically enlarge their own jobs. They may ultimately prove to be the pace setters in the organization.
Employees with 6 to 10 years of total work experience (group 2) were found to show greater strength of various job enlargement needs than those of the first and the third group though not as high as that of the employees of the fourth group. Employees of group 2 were found to be more aware of task content, task contextual and relations contextual responsibilities; and were also found to be more aware of better salary, security, promotion, and challenging work as their rights as discussed earlier in Chapter 3 and Chapter 4. Goals such as salary, security, and promotion seem to have strengthened their need to have knowledge of company policy related to their own work, to have opportunity for task identity, to have freedom of planning, and to have opportunity to use their own discretion for method.

Relatively less strength of various job enlargement needs of employees with 11 to 15 years of total work experience (group 3) was apparently an unexpected finding. This finding can however be explained in the context of their heightened awareness of relations content responsibilities. With varied experience of as long as 11 to 15 years they perhaps perceived themselves in the role of guiding and motivating others. It appears that highly task oriented job enlargement programme is less likely to be favoured by them. Enrichment that is congruous with their role characterized by relations orientation may pay off. It is possible that they may respond favourably to an enrichment programme which requires them to share greater
responsibility of organizing, and coordinating the activities of others into a better team work. They can prove to be effective agents for planning and implementing participative change.

Organizational climate characterized by moderate strength of enlargement needs of the lower groups and high strength of the upper group may be said to be conducive to setting and accomplishing higher and higher goals. Such a situation may initiate effective change cycles in organization.

Organizational Variables

Size of the organization

Employees belonging to large organizations were found to show extremely low strength of various job enlargement needs than those belonging to small and medium size organizations, between size $F (2, 14) = 7.60$, $p < .01$; as shown in Table 5.8. Differences in the relative strength of various job enlargement needs however, were not found to be significant.

The combined mean and standard deviation of the need means were worked out to be 8.42, and 3.31 respectively. The score limits separating the low strength and high strength needs from those of moderate strength needs were 5.11, and 11.73 respectively.

It may be recalled that awareness of rights and responsibilities of employees belonging to large organizations
were not found to be significantly different from that of employees belonging to small and medium size organizations as shown earlier.

Extremely low strength of various job enlargement needs of employees of large organizations therefore, cannot be explained in the context of their role perceptions and expectations. One possible reason for their low strength of these needs perhaps is that in large organizations many task activities of employees are highly interdependent. Enriching the content of individual jobs might have been perceived by them as of little consequence. A systems approach to task design may therefore evoke a favourable response among them. Another possibility is that highly routinized task activities might have been perceived by these employees as inevitable for complying with consistently high performance standards. If the latter is true, they might have developed a tendency to perceive the locus of control in the tasks and in the others rather than within themselves. Such a tendency may contaminate possibility of the success of even a systems approach to vertical job enlargement.

Assuming that there is a general tendency of the employees to migrate from small and medium size organizations to large organizations for various reasons like salary, social status, opportunity for advancement etc.; people with moderate or high strength of job enlargement needs from small and medium size organizations may be said to be the probable quits. Their
migration however, may result in disillusionment particularly with respect to the fulfilment of their job enlargement needs. As a consequence such needs recede into the background out of helplessness.

Production technology

Employees belonging to process technology organizations were found to show significantly greater strength of various job enlargement needs than those belonging to small batch and mass technology organizations, between technology $F (2, 14) = 63.20, p < .01$; as shown in Table 5.9. The pattern of relative strength of such needs of employees belonging to process technology organizations was also found to be significantly different from that of employees belonging to small-batch and mass production technology organizations, $F (7, 14) = 5.75, p < .01$.

The combined mean and standard deviation of the need means were worked out to be $11.07$, and $2.18$ respectively. The score limits separating the low strength and high strength needs from those of moderate strength needs were $8.39$, and $13.25$ respectively.

Employees of small-batch and mass technology organizations were found to show pattern of needs almost similar to that of the total sample. Such a pattern however was absent in employees belonging to process technology organizations. The strength of almost all the needs was found to be extremely high among these employees.
It may be recalled that employees belonging to process technology organizations were found to be significantly less aware of relations contextual, relations content and task contextual responsibilities; and also less aware of their rights than those belonging to other organizations as shown earlier. High degree of automation perhaps had created in them a sense of alienation from their work. This possibility was stated by Herzberg in the preface to "Motivation to Work" as follows:°

During the period when the study reported in this volume was conducted ... the industry seemed to face a situation in which one of the crucial ways to expand productivity was increase the efficiency of individuals at the job. On the other side of the same coin there was the continuing dred of the mechanization of people as well as of jobs. There was the feeling that in a world in which there was a surfeit of material things man was losing zest for work, that man and his work had become distant and alienated.

In process technology, what is more important perhaps is the nature of work rather than mere automation. Automation, these days, may be regarded as a universal phenomenon irrespective of production technology. Employees in process technology organizations predominantly perform the vigilance jobs; whereas their counterparts in the other organizations are involved in activities like coordination, goal setting, intermittent inspections etc. Thus it may mean that in process

technology organizations active interaction with the work is minimized; whereas in other organizations it is perhaps just the reverse. It is likely therefore, that employees' feelings of alienation from work gave rise to strong job related needs which the process technology failed to fulfil.

It may therefore be said that vertical role integration of employees belonging to process technology organizations is absolutely necessary. Such a vertical job loading however, may prove to be a challenge in itself; since it may require not only enriching the job content but also redesigning the structure of employees' roles and responsibilities and altering the technological process itself. Vertical as well as horizontal enlargement of their job may prove to be more effective particularly because they were found to show high strength of all the job enlargement needs.

**Employees' hierarchical position**

Differences in the strength and the pattern of employees' job enlargement needs in relation to their hierarchical position were found to be significant, between hierarchical position $F (4, 28) = 8.12$, $p < .01$; within needs $F (7, 28) = 3.18$, $p < .05$ as shown in Table 5.10.

The combined mean and standard deviation of the need means were worked out to be 9.09, and 1.81 respectively. The score limits separating the low strength and high strength needs from those of moderate strength needs were 7.28, and 10.90 respectively.
Managers, engineers, and supervisors were found to show in general, greater strength of job enlargement needs as compared to the strength of such needs of clerks and assistants, and trainees.

Managers were found to have stronger need to have freedom of planning, and task identity followed by moderate strength of all the other needs. This pattern of needs seems to be congruent with their greater awareness of rights namely right to have autonomy, authority, benefits, and guidance; and with greater awareness of relations content responsibilities and their increased loyalty to the organization as discussed earlier. It appears therefore, that vertical job loading of managers that offers opportunity to exert greater authority and autonomy is likely to be favoured by them.

Engineers were found to show extremely high strength of need to have knowledge of company policy regarding their own work, and to have task identity; followed by moderate strength of all other needs. It may be recalled that engineers were found to be more aware of relations contextual responsibilities. Their awareness pattern of rights was also very similar to that of managers as discussed earlier. It can therefore be said that jobs of managers and engineers perhaps had already been enriched in terms of greater responsibility which they shared due to their relatively higher position in organization. They were more concerned perhaps with carrying out their responsibilities with the use of both their position power and relationship orientation.
Supervisors were found to show extremely high strength of need to have knowledge of company policy related to their own work; followed by moderate strength of all other needs. Need to have knowledge of company policy perhaps might have been perceived by them as instrumental in carrying out effectively their personalistic, and loyalty related responsibilities of which they were found to be maximally aware as shown earlier. Supervisors, as shown earlier, were also more aware of right to have salary, security, participation, and promotion. Their patterns of awareness of rights, responsibilities, and job enlargement needs suggest that enriching their jobs would be of little consequence in so far as any such enrichment programme may, to some extent, threaten their security and require them to shift their emphasis from personalistic and loyalty related responsibilities to the task related responsibilities. They may not therefore be able to act as leaders for implementing changes in the tasks of their subordinates as this may add to their feelings of insecurity. Perhaps identifying the informal leaders from among their subordinates for initiating enrichment programmes will be a safe strategy. These leaders may then seek participation of supervisors in such programmes.

Clerks and assistants were found to show relatively high strength need of task identity; followed by lowest strength of the need for feedback, and sociability; and moderate strength of the remaining needs. Their low strength of need
to be sociable is not quite unexpected since they constitute a relatively small group and might have already developed informal relations among themselves. Similarly, they perhaps were in a position to get immediate feedback regarding their work from their superiors resulting in their low strength of feedback as a need. They may respond favourably to job enrichment because of their greater awareness of task contextual, and personalistic responsibilities as shown earlier. It is also possible however, that such a response would be weak if their right to have benefits, better working conditions, recognition, and greater responsibility are not fulfilled through such vertical job loading.

Trainees were found to show in general, low strength of all the job enlargement needs. They being the trainees, their association with the organization is minimum and therefore, perhaps, they have not become aware of what is to be expected from the organization. The sample of trainees being too small, the findings based on such a small sample cannot be extended beyond the reasonable limits.