Role of Job Enrichment and Job Enlargement in Work Life Balance

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Abstract

There has been a tremendous change in the business environment in the past few years. The organizations in the world are competing globally and giving birth to a very tough competition. The rising of intense competition have made three words echo in the mind of every employee that is targets, deadlines and performance which in turn has created stress in their minds and imbalance in work and family life. This has affected the efficiency and effectiveness of the organization as well as the growth and development of employees. Work-Life Balance is an essential requirement for sustainability of business as it improves the quality of life for everyone. It is believed that this creates a win – win situation as employees become more productive if they are satisfied and happy in their jobs. Not only this, balance is created between work commitments and family life. Job Enrichment and Job Enlargement are the two important techniques of job design which increase the motivational level of employees and job satisfaction which is essential for achieving work life balance and ultimately sustainability in business. The paper is an attempt to focus the significance of work life balance in attaining business sustainability, role of job enrichment and job enlargement in work life balance and identifying practices to rectify the imbalance in work and family life.

Keywords- Job Enrichment, Job Enlargement, Work Life Balance, Sustainability, Sustainable development, Stress management

Introduction

Today organizations in the world are competing globally. The economies of the world have undergone tremendous change over the years. Immense competition has given rise to the three buzzwords that is targets, deadlines and performance. People are working in hyper environment which affects the sustainability of the organization.
Now a day’s it is very difficult to create a balance between family and work life. Achieving and maintaining work life balance has become essential for stress management and creating sustainability for organizations. Employees are the real assets of organizations and due care must be taken of them, as they prove to be very disastrous if not treated properly. They require constant motivation and satisfaction for giving high level of performance. Job enrichment and job enlargement have their roots in the theories of motivation. These techniques tend to motivate an employee by satisfying their higher order needs which in turn provide job satisfaction. Thus, Job Enrichment and Job Enlargement are the two important techniques of job design which tends to increase the motivational level of employees and job satisfaction, essential for achieving work life balance and ultimately sustainability in business.

**Literature Review**

The Brundtland Commission gives a brief definition of sustainable development as the “ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs.” [1] Cohen and colleagues (2012) defined Sustainable HRM as ‘the utilization of HR tools to help embed a sustainability strategy in the company and the creation of an HRM system that contributes to the sustainable performance of the firm. Sustainable HRM thus creates the skills, motivation, values, and trust to achieve a triple bottom line, and at the same time ensures the long term health and sustainability of both the firm’s internal (i.e., employees) and external communities, with policies that reflect equity, development and well-being and help support environmentally friendly practices.’[2]

According to Clark (2000) work-family balance has been defined by him as “satisfaction and good functioning at work and at home, with a minimum of role conflict.”[3] He and others emphasized that work-life balance is important for an individual’s psychological well-being, and that high self-esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles (Clark, 2000; Clarke et al., 2004; Marks and MacDermid, 1996) [4,5]. According to Greenhaus (2002) if employees are given satisfaction at work it would result in satisfaction at home and create work life balance. [6]

According to Shakeela Saleem et.(2012) it is recognized that employees’ performance can be enhanced by increasing their satisfaction level. And the satisfaction level can be enhanced by enriching and enlarging their jobs in the organization [7]. Human nature is very complex and required to be managed well by understanding their personal and as well as work environment issues. Most of the studies reflect work-life balance measure on individual appraisals regarding the level of satisfaction or success with the balance between work and family life (Voydanoff, 2005) [8]. However, Konrad and Mangel (2000) emphasized that job satisfaction can be increased by implementing work-life balance policies by reducing conflict between work and family [9]. In other term, satisfaction creates confidence, loyalty and ultimately improves the quality output from the employees (Tietjen and Myers, 1998).[10]
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Objectives
- To study significance of work life balance in attaining business sustainability
- To study role of job enrichment and job enlargement in work life balance and identify practices to rectify the imbalance in work and family life.

Methodology
The paper is descriptive in nature and has conceptual approach. Review of literature has been done to find significance of work life balance in sustainable business organization and also identify role of job enrichment and job enlargement in WLB.

Work Life Balance and Sustainability
Sustainability has become an important issue for the success of any business organization. Sustainability means to ‘maintain’ or ‘endure’ or sustainability is improving the quality of human life while living within the carrying capacity of supporting eco-systems. In order to achieve sustainable development in business it has been argued that ‘triple bottom line’ must be managed properly which includes decision-making that takes into consideration financial, social, and environmental risks, obligations and opportunities. Hence it means that not only accounting for environment as well as social impacts in corporate reporting. But we need not forget that overall sustainability in business can only be achieved if efforts are put in to sustain competent and efficient workforce and provide them such an environment which is stress free so that organization can achieve effectiveness and efficiency. This can attained if employees work and family life both are balanced so they can perform better. It is assumed that if employees are leading a balanced work life their efficiency and productivity level increases and hence profitability improves. Not only this business flourishes and growth opportunities increases which further enhances the business and leads to sustainability. If the employees are happy and contented the other issues whether financial, social, environmental etc can be easily managed and sustainability is not far off.

Role of Job enrichment and Job enlargement in Work Life Balance
Many researchers are of view that job enrichment and job enlargement have negative effect on work life balance as by enlarging and enriching jobs workers tend to work harder and for longer hours. This improves their monetary prospects but affects their work satisfaction feelings of wellness and work life balance. Today the scenario has changed. There is rise in educational level, change in expectations of people, intense desire to raise standard of living etc. The women are no longer in the four walls of house but have stepped out and have started working. Even the male society has started a new trend of marrying professionally qualified females so that they both can meet their needs and lead a better and luxurious life. People are spending nearly $1/3^{rd}$ of their time in a day in the office, so offices are now their second home. The global trend, increasing competition, technological advancement, changing needs and changing perception have given rise to high level stress and ultimately created an imbalance in work and family life.
Job Enrichment and job enlargement techniques if given proper attention in the organization the imbalance can be changed to balanced work life. These two techniques have roots in motivational theories. Job itself is motivating and if it is designed in such a manner that they are challenging, interesting and meaningful the employees feel that the organization owes them and ultimately boost their performance and motivate them. Once, employees are motivated productivity as well as profitability of organization increases. This would enhance their monetary benefits and finally their standard of living will be raised. They can also fulfill their basic needs along with it, can lead comfortable and luxurious life. If their personal needs are fulfilled the members of the family are satisfied, no more of conflicts arise hence can work tension free. On the other hand, Job enrichment and job enlargement increases responsibilities and autonomy in work. The feeling of employees towards job insecurity turns to security feeling and employees feel that they are being valued. The competency of employees is improved which helps in their career development, career growth and ultimately job satisfaction. Autonomy in work helps them to be stress free as they have not to work under undue pressure of their seniors rather have freedom in work and decision making. So by satisfying their higher order needs they can make equilibrium in personal and professional life. Employees when satisfied with job where they spend maximum time do not carry excessive pressure at home and hence no more frustration of work will be on family members. This can create a balance, rectify the imbalance in work and family life and help in stress management. Many other problems are also sought like less hypertension, absenteeism decrease, employee turnover reduces, organizations profitability increases and employee’s personal growth and development also take place. Overall, quality of work life and quality of life enhances.

Scope for future work
Further analytical research work can be done with the help of statistical tools to check the relationship between work life balance and job enrichment and job enlargement.

Conclusion
The work life of a person is dependant upon personal life and vice versa so it is essential to maintain equilibrium between the two. The disturbance in one affects the other and creates a stressful environment in both personal and professional life. Work-Life Balance is an essential requirement for sustainability of business as it improves the quality of life for everyone. It is believed that this creates a win – win situation as employees become more productive if they are satisfied and happy in their jobs. Thus Job enrichment and job enlargement though criticized by many researchers for having negative impact on work life balance but if these techniques are implemented properly job itself will motive, provide job satisfaction and help in rectifying the problem of imbalance. Not only this by relieving from stress, solve the problem of health and other problems like absenteeism and turnover. This also increase commitment and overall effectiveness and efficiency of organization finally make the organizations sustainable.
References


