

ENHANCED PRODUCTIVITY THROUGH JOB ENRICHMENT: CASE STUDY OF TEXTILE INDUSTRY IN KARACHI PAKISTAN

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ABSTRACT

In the new millennium job enrichment is a way of improving workers expertise and productivity. In Pakistan though it is less practiced as such, the literature review finds job enrichment as major factors for improving performance and job satisfaction. This paper is designed to explore the workability of job enrichment in the textile industry. It has been observed that workers are willing to take additional and new responsibilities which are said to be the part of job enrichment. Majority of the workers find their job interesting to perform.

INTRODUCTION

In many organizations, assuming that all employees are alike, line managers often express doubt that their employees could handle the proposed new responsibilities, as well as skepticism that employees would enjoy working on enriched jobs. Sometimes, as planning for work redesign proceeded, managers dropped these stereotyped views, but only rarely did they make sure that the projects were designed with the recognition that employees may differ in their psychological readiness for enriched work.

Sometimes the work itself is not actually changed. Redesigning a job often appears seductively simple, and some managers underestimate how much time and effort a project can take. In practice, job redesign is rather a challenging undertaking, requiring a good deal more energy than do most other organizational development activities, such as attitude improvement programs, training courses, and objectives-setting practices. There are many reasons that it is hard to redesign jobs. At the purely bureaucratic level, some managers add window dressing to make things appear different rather than to actually change what people do on their jobs. Furthermore, managers themselves are frequently not ready to deal with the kinds of

problems that inevitably arise when a major organizational change is made.

Even when the work itself is substantially changed, anticipated gains at sometimes diminished or reversed because of unexpected effects on the surroundings worked system. When people do behave differently at work because of job redesign, the changes may create shock waves that reverberate throughout adjacent parts of the organization. If insufficient attention is given to such spin-off effects, job changes may backfire.

Expecting to achieve a flexible, employee-oriented work system with rigid, bureaucratic procedures that operate strictly from the top down is unrealistic. At the least, such procedures will raise questions in employees' minds about the genuineness of the change. The employees may no longer put any trust in the project or commit themselves to it. Job enrichment activity offer employees a chance to become more autonomous and self-directed in carrying out the work of the organization. This paper is attempted to explore viability of job enrichment project functioning in the textile industry of Karachi.

LITERATURE REVIEW

Patterson *et.al.* (2004) has discussed the empowerment due to integrated manufacturing (IM) and Total Quality Management (TQM). They found this controversial. It is assumed that Integrated Manufacturing (IM) and empowerment enhance competitiveness. The authors found that IM was positively associated with empowerment (i.e. job enrichment and employee skill enhancement). The advanced manufacturing technology had little relationship with increased company performance. It was found that empowerment was related to profit which mediated the productivity and performance.

Zahavy (2004) addressed the question of how to accommodate job enrichment in an executive's life. She emphasized that the need for skill variety, autonomy and control is very important. There is a need for mutual support so that team performance is enhanced. Enriched job designs are documented and appreciated for their power to motivate executives. The author acknowledges the dark side of job enrichment with reference to obstruction for team support. According to the author there is a

proficiency trap. To promote team's performance both the job design and team support are necessary. But it has been seen that team support is disturbed in job enrichment. Such a problem elevates stress, strain and burnout. Thus managerial strategies need to be incorporated to improve output. The immediate relationship between the job and the performer is focused on job design research. The design is to increase the psychological meaningfulness of the job. Erez (2010) approached to understand the influence of job design on the performer. This further was related in organizational context within the external environment, including the organizational, national and global context. The author shows that top down approach impact job design while bottom up approach effects on macro level contexts. The cultural values of collectivism and power distance help to understand the culture effect on job design models. Additionally, uncertainty avoidance explains the emergence of different design models and is more tolerant to relaxed rules and regulations. In such situations an open and flexible task design is more appropriate.

Campion *et.al.* (2005) outlined eight obstacles to work redesign. These are as follows:

- i) Influences on multiple outcomes,
- ii) Trade-offs between different approaches,
- iii) Difficulty in choosing appropriate units of analysis,
- iv) Difficult in predicting the nature of the job,
- v) Complications from individual differences,
- vi) Job enlargement occurring without job enrichment
- vii) Creating new jobs as part of growth or downsizing, and
- viii) Differences between long term and short-term effects.

According to authors successful work design initiatives must overcome these obstacles to have their impact. Overcoming these obstacles are important to inculcate job enrichment. Tang, Siu and Cheung (2012) studied the role of family support in job enrichment. They studied the social exchange theory to understand job enrichment. According to the authors job enrichment functioned as a mediator between work support and family support. They have also found that work to family enrichment fully mediated the association of supervisory support and organizational support. On the basis of multiple group comparisons

the model was found appropriate for both gender and family types. The study indicated that the relationship between work to family enrichment and job enrichment was significantly stronger for women than men.

Georgellis and Lange (2011) examined the relationship between job and life satisfaction across Europe. Workers in Austria reported job and life satisfaction correlated with each other. According to author a similar pattern prevails in a number of European countries with roughly similar GDP per capita of Austria. The authors observed a significant relationship between job and life satisfaction. They found that these two factors are positively correlated to job enrichment. This supports the spillover hypothesis which says that attitudes and practices of life spill over into the work domain. They have also found that it is not necessary that employees who are dissatisfied in one domain would seek compensatory rewards in other domains. It was also found that job and life satisfaction are influenced by cultural values and interpersonal trust that varies across cultures and related to salient cultural values and beliefs. It was also found that job enrichment is influenced by job satisfaction. Mostert *et.al.* (2011) found that job enrichment to a great extent is the result of relationship between job demands and job resources. Job resources were partially related to work engagement. Their results show that job enrichment is achieved by interactive relationship between job characteristics.

Hackman and Oldham (1976) consider job enriched or enlarged if they have specific characteristics like autonomy, skill variety, important assignment, a sense of completeness etc. Job satisfaction and performance are the main criteria for job enrichment. Fried (1991), Fried and Ferris (1987) found that leaders in the organizations are more likely to provide enriched work opportunities to their followers particularly when they completed their performance expectations. People who experience more family interference in work show lower level of job enrichment as compared to those who encounter less frequent family interference in work. Lapierre, Hackett and Taggar (2006) tested followers' frequency of family interference with work. They found that it relates to the quality of leader – follower work relationship and to followers level of job enrichment that they reported. For work life enrichment schedule flexibility is an

important generating source. Pedersen and Jeppesen's (2012) study offers important insight into work life enrichment. The authors' findings indicate that schedule flexibility may act as a boundary spanning resource and this enabled workers to participate fully in their personal life activities. Workers boundary management to a great extent determined the positive role played in such cases. Eddleston and Powell (2012) in their study suggest that gender is the differentiating factor for entrepreneurial processes by which the family nurtures the work-family balance. Work family balance is maintained by creating instrumental enrichment between the family and business in case of women. In case of men they maintain the balance of work and family by drawing upon instrumental support at home. The study identifies specific gendered processes by which the family nurtures an entrepreneurs well being. Karen *et.al.* (2009) used data to compare how work family conflict and enrichment might operate to predict well being i. e. mental health, life satisfaction, affect balance, partner relationship quality. The study found no support in which the conflict enrichment balance predicted outcome. The authors found that work to family conflict and work to family enrichment were independently linked to outcomes. Enrichment contributed incremental explanatory power and conditioned conflict outcome relationships. The enrichment was important for the well being of the family.

HYPOTHESES

- H1: Workers are motivated to perform based on the qualitative factors like supervisor's behavior, recognition and the work itself.
- H2: Workers are willing to take additional responsibilities as a part of their job enrichment.
- H3: Workers are willing to take new job assignment as a part of job enrichment.

METHODOLOGY

Job enrichment was studied in the textile industry of Karachi. For this purpose ten manufacturing units were selected from Karachi. Job enrichment and job satisfaction were studied in production workers belonging to unionized staff. A total of 100

samples were selected based on convenience sampling method, 10 workers from each company.

ANALYSIS

Table-1
FACTORS MOTIVATING PERFORMANCE

Remuneration	55
Target	34
Strict deadline	30
Supervisor's behavior	45
Recognition	65
Work itself	70

Table-2
WILLINGNESS TO TAKE ADDITIONAL RESPONSIBILITIES

Always	36
Most of the time	45
Sometime	19
Least of the time	-
No, never	-

Table-3
WILLINGNESS TO TAKE NEW JOB RESPONSIBILITIES

Always	29
Most of the time	37
Sometime	21
Least of the time	13
No, never	-

'Work itself' was the most important factor for performance followed by recognition, remuneration, supervisor, target and strict deadline. The finding indicates that respondents do enjoy their work and look forward for recognition. In terms of job enrichment our findings from the literature also confirms this finding. Thus H1 is accepted.

As high as 45% of the respondents were willing to take additional responsibilities most of the time; 36% responded that they are always willing to take additional responsibilities while

19% responded that sometime they are willing to take additional responsibilities. Thus H2 is accepted.

In terms of new job responsibilities 37% said that they are willing to take new job responsibilities most of the time, 29% said that they are willing to take new job responsibilities always, 21% responded sometime while 13% responded least of the time. Thus H3 is accepted.

CONCLUSION

The findings conclude that job enrichment is desired by the workers in the sampled manufacturing units of Pakistan Textile Industry. It is recommended that management should consider job enrichment to the workers and assign them additional and new job responsibilities to improve performance and productivity.

There are many good reasons that decent evaluations of work redesign projects do not get done. First, there are no ways to translate human gains in monetary terms that people agree on using. Second, it is hard to determine what proportions of measured productivity and unit profitability are caused by job redesign. Third, many accounting systems are not designed to handle the costs of absenteeism, turnover, training, and extra supervisory time. And, fourth, a lot of managers do not trust the job satisfaction measures to which they do have access.

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