

A STUDY ON JOB ENRICHMENT IN ANDHRA
PRADESH SOUTHERN POWER DISTRIBUTION
COMPANY LIMITED, AT TIRUPATI

A PROJECT REPORT

Submitted to



SRI VENKATESWARA UNIVERSITY

In partial fulfilment of the requirement for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Submitted By

KOMMINENI REKHA CHOWDARY

(Reg. No.: 572498033)

Under the Guidance of
Ms. C. RAJITHA, M.B.A.,
Assistant Professor



DEPARTMENT OF MANAGEMENT STUDIES
Dr. AGARALA ESWARA REDDI MBA COLLEGE
(Approved by AICTE, New Delhi & AFFILIATED TO S.V. UNIVERSITY)
C. RAMAPURAM – 517 561

2023 – 2025



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Certificate

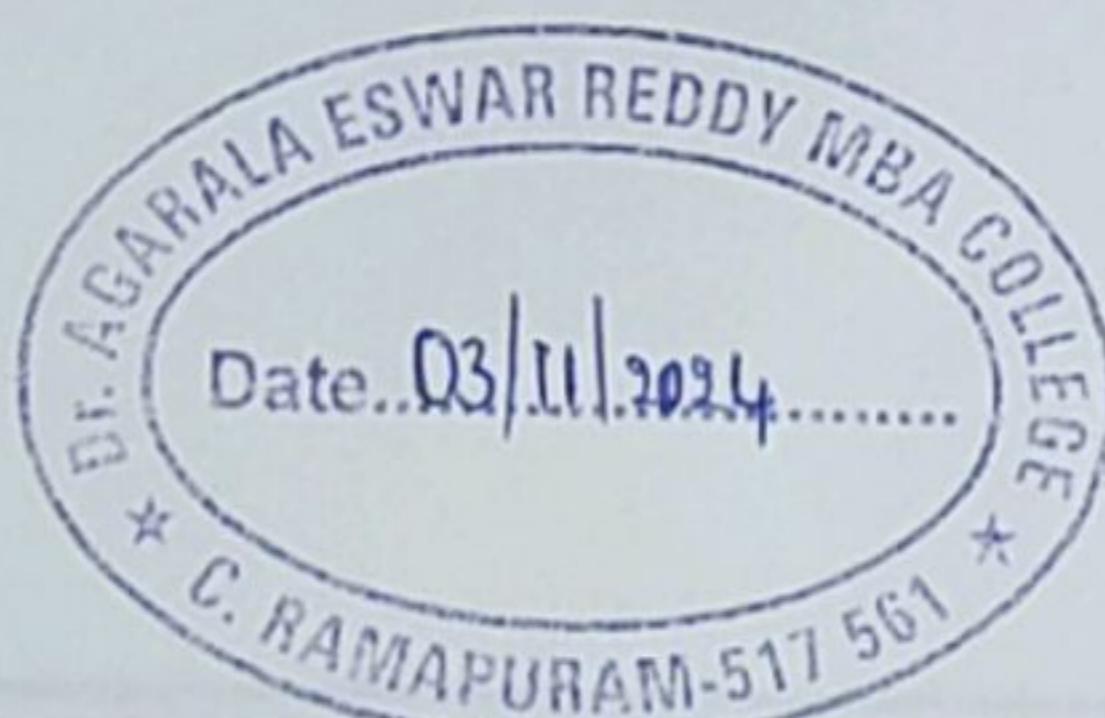
This is to certify that the project report entitled "**A STUDY ON JOB ENRICHMENT IN ANDHRA PRADESH SOUTHERN POWER DISTRIBUTION COMPANY LIMITED, AT TIRUPATI**", Submitted to Sri Venkateswara University, Tirupati, in partial fulfilment of requirements for the award of the degree of **MASTER OF BUSINESS ADMINISTRATION** is a record of original research work done by **KOMMINENI REKHA CHOWDARY** (Reg. No: 572498033) during the academic year 2023-2025, in **Dr. AGARALA ESWAR REDDI MBA COLLEGE**, C.Ramapuram, under my supervision and guidance. It is the original work and has not been submitted to any other university for the award of any degree or diploma.

ACADEMIC IN CHARGE

PRINCIPAL
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C. Ramapuram, Ramachandrapuram (M).
Tirupati Rural, Chittoor Dist. 517 561

PROJECT GUIDE

Ms. C. RAJITHA





thern Power AP

Southern Power Distribution Company of A.P. Limited

(Wholly owned by Govt. of A.P.)

Date : 03-11-2024

WHOM SO EVER IT MAY CONCERN

This is to certify that **Ms. KOMMINENI REKHA CHOWDARY** (Reg. No.: 572498033), M.B.A., student from "Dr. AGARALA ESWARA REDDI MBA COLLEGE, Tirupati" has completed the project work successfully on "**A STUDY ON JOB ENRICHMENT IN ANDHRA PRADESH SOUTHERN POWER DISTRIBUTION COMPANY LIMITED, AT TIRUPATI**" in APSPDCL, Tirupati. She did the project for a period from **17-09-2024 to 01-11-2024**.

Her character and conduct is found to be satisfactory during the course of project.

A handwritten signature in black ink, appearing to read 'Rekha Chowdary'.

**CHIEF GENERAL MANAGER/HRD
APSPDCL :: TIRUPATI**

DECLARATION

I hereby declare that the project work entitled "**A STUDY ON JOB ENRICHMENT IN ANDHRA PRADESH SOUTHERN POWER DISTRIBUTION COMPANY LIMITED, AT TIRUPATI**", is record of independent research work. It has been carried out by me during the period of my study and submitted to Sri Venkateswara University, Tirupati under the guidance of **Ms. C. RAJITHA, M.B.A.**, Assistant Professor, **Dr. AGARALA ESWARA REDDI MBA COLLEGE**, C. Ramapuram for the award of the degree of **MASTER OF BUSINESS ADMINISTRATION**. It is my original work and has not been submitted to any other university for the award of any degree or diploma.

Place : **C. Ramapuram**

KOMMINENI REKHA CHOWDARY

Date: **03/11/2024**

Reg. No.: **(572498033)**

ACKNOWLEDGEMENT

An endeavour a long period can be successful only with the advice and support of many well-wishers. I take this opportunity to express my gratitude and appreciation for all of them.

I am very thankful to our Chairman **Sri. A. JAGAN MOHAN REDDY, M.E** for giving me this opportunity to carry out the project work.

I am very thankful to our Principal **Dr. N. GURUMURTHY, M.Com, MBA, Ph.D.**, for giving me this opportunity to carry out the project work.

I express deep sense of gratitude to our HOD **Mr. A. MADHAVIAH, MCA., Assistant Professor**, for giving me an opportunity to my final project, who guided me constantly and shared infinity time and interest and helped me at all times to enable me to carry out my project with confidence.

I express my heartfelt thanks to my Guide **Ms. C. RAJITHA, M.B.A., Assistant Professor** for his valuable suggestions throughout the tenure of my project and for his continuous supervision and valuable guidance for the improvement and completion of my project.

I would like to convey my gratitude to the faculty members of **Dr. AGARALA ESWARA REDDI MBA COLLEGE**, who with their good other suggestions and guidance made me to complete the project

It is my duty to thanks **HR-Manager** and their team who had provided me an opportunity to do the project in their esteemed organization and for their kind cooperation during the project tenure.

And, I am very grateful to my **Parents & Friends** who have encouraged me throughout the project.

KOMMINENI REKHA CHOWDARY
Reg. No.: 572498033

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CHAPTER-1

1.1 INTRODUCTION

Job enrichment is a management strategy aimed at enhancing job satisfaction and motivation by increasing the depth of an employee's responsibilities. It involves adding tasks that require more skill, autonomy, and decision-making authority, thereby providing employees with a sense of fulfillment and a sense of achievement. Job enrichment seeks to make jobs more challenging and rewarding, ultimately leading to higher levels of employee engagement, productivity, and job performance.

Definition of job enrichment:

Job enrichment is a management concept that involves redesigning jobs to incorporate higher levels of responsibility, autonomy, and complexity. It aims to enhance employee motivation, satisfaction, and engagement by providing opportunities for personal growth and development within their roles.

Meaning of job enrichment:

Job enrichment refers to the process of enhancing employees' jobs by adding tasks that require higher levels of skill, autonomy, and responsibility. This strategy aims to increase job satisfaction and motivation, and engagement by providing employees with more challenging and fulfilling work experiences.

Theoretical Foundations of job enrichment:

The theoretical foundations of job enrichment draw from various management and organizational behavior theories. Here are some key theories that underpin the concept of job enrichment:



Herzberg's Two-Factor Theory:

Developed by Frederick Herzberg is theory distinguishes between hygiene factors (such as pay, working conditions, and job security) and motivators (such as achievement, recognition, and responsibility). Job enrichment aligns with motivators by providing employees with opportunities for growth, recognition, and meaningful work, which are essential for job satisfaction and motivation.

Hackman and Job Characteristics :

Hackman and Oldham proposed a model of job design based on five core job characteristics: skill variety, task identity, task significance, autonomy, and feedback. Job enrichment incorporates these characteristics by increasing the complexity and meaningfulness of tasks, providing employees with autonomy, and ensuring they receive feedback on their performance.

According to expectancy theory, individuals are motivated to exert effort when they believe it will lead to desirable outcomes. Job enrichment can enhance employees' motivation by increasing their belief that effort and performance will result in meaningful rewards, such as personal growth, skill development.

Social Learning Theory:

Developed by Albert Bandura, social learning theory emphasizes the role of observation, imitation, and reinforcement in learning and behavior change. Job enrichment can be seen as a form of vicarious learning, where employees observe others performing challenging tasks and are motivated to seek similar opportunities for growth and development.

Self-Determination:

Theory posits that individuals are motivated when their psychological needs for autonomy, competence, and relatedness are satisfied. Job enrichment addresses these needs by providing employees with greater autonomy, opportunities to develop their skills, and a sense of belonging and connection to their work.

By drawing on these theoretical frameworks, organizations can better understand the underlying mechanisms of job enrichment and its potential impact on employee motivation, satisfaction, and performance. These theories provide valuable insights into the psychological

processes that drive human behavior in the workplace and can inform the design and implementation of job enrichment initiatives.

Key Elements of job enrichment:

Job enrichment is a method of job redesign aimed at enhancing employee satisfaction and motivation by increasing the depth and scope of responsibilities. Key elements of job enrichment typically include:

Skill Variety:

Providing employees with tasks that require a range of skills and abilities, allowing them to utilize and develop their talents.

Task Identity:

Offering employees tasks that have a clear beginning, middle, and end, enabling them to see the tangible results of their efforts.

Task Significance:

Assigning tasks that have a meaningful impact on the organization or society, giving employees a sense of purpose and contribution.

Autonomy:

Granting employees the freedom and independence to make decisions and exercise discretion in how they perform their work.

Feedback:

Establishing mechanisms for ongoing feedback and recognition, enabling employees to understand how well they are performing and to receive acknowledgment for their efforts.

Opportunities for growth:

Providing avenues for employees to learn new skills, take on any additional responsibilities, and advance within the organization.



By incorporating these elements into job roles, organizations can enhance employee engagement, job satisfaction, and overall performance.

Benefits of job enrichment:

Job enrichment offers numerous benefits to both employees and organizations:

Increased Job Satisfaction:

By providing employees with more meaningful and challenging work, job enrichment can lead to higher levels of job satisfaction as individuals feel more engaged and fulfilled in their roles.

Enhanced Motivation:

Offering employees greater autonomy, responsibility, and opportunities for skill development can boost their motivation levels, leading to improved performance and productivity.

Reduced Turnover:

Employees who feel satisfied and motivated in their jobs are less likely to seek opportunities elsewhere, resulting in reduced turnover rates and associated recruitment and training costs for the organization.

Improved Employee Morale:

Job enrichment can contribute to a positive work environment where employees feel valued and recognized for their contributions, leading to higher morale and a more cohesive team.

Higher Quality of Work:

When employees are given more autonomy and responsibility, they are often more invested in producing high-quality work and taking ownership of their tasks and outcomes.

Increased innovation and creativity :Empowering employees to take on new challenges and make decisions can stimulate innovation and creativity within the organization, as individuals are encouraged to think critically and propose new ideas.

Better Employee Development:

Job enrichment provides opportunities for any employees to expand their skills, knowledge, and expertise, facilitating their professional growth and development within the organization.

Improved Organizational Performance : Ultimately, job enrichment can contribute to



improved organizational performance by fostering a motivated and engaged workforce that is better equipped to meet the challenges of a dynamic business environment.

organizations may encounter:

Resistance to Change:

Employees may resist changes to their job roles, especially if they are comfortable with their current responsibilities or perceive job enrichment as an additional burden or pressure.

Skill and Training Requirements:

Implementing job enrichment may require additional training or skill development for employees to effectively handle new tasks and responsibilities, which can incur costs and time investments for the organization.

Workload Imbalance:

Without careful planning, job enrichment can lead to uneven distribution of workload among employees, causing frustration, burnout, and resentment among those who perceive themselves as having a heavier burden.

Risk of Micromanagement:

Managers may struggle to find the right balance between empowering employees with autonomy and providing necessary guidance and support, risking micromanagement if not handled properly.

Cost Considerations:

Job enrichment initiatives, such as providing training or redesigning job roles, can involve significant financial investments, particularly for smaller organizations with limited resources.

Potential for Role Ambiguity:

Redefining job roles and responsibilities can sometimes result in role ambiguity, where employees are unclear about their duties or expectations, leading to confusion and inefficiency.

Measurement and Evaluation:

Assessing the effectiveness of job enrichment initiatives can be challenging, as traditional performance metrics may not capture the full impact on employee satisfaction, motivation, and organizational outcomes.

Sustainability:

Job enrichment efforts may lose momentum over time if not supported by ongoing commitment and resources from management, leading to a decline in employee engagement and the erosion of initial benefits.

Addressing these challenges requires careful planning, communication, and ongoing monitoring to ensure that job enrichment initiatives are effectively implemented and sustained within the organization.

Future Direction and trends of job enrichment:

Looking ahead, the future direction and trends of job enrichment are likely to be influenced by several factors:

Technology Integration:

With the continued advancement of technology, job enrichment may increasingly involve the integration of automation, artificial intelligence, and digital tools to streamline processes, enhance productivity, and create new opportunities for skill development.

Remote and Flexible Work:

The rise of remote work and flexible work arrangements may necessitate reimagining job enrichment strategies to accommodate virtual performance of collaboration, independent of location, provide the decision-making, and performance evaluation in distributed work environments.

Focus on Well-being:

Future job enrichment initiatives may place greater emphasis on promoting employee well-being by designing roles that offer a better balance between work and personal life, reducing stress, and fostering a culture of support and resilience.

Skills-based Job Design:

Job enrichment efforts may increasingly prioritize the identification and development of specific skills and competencies needed to succeed in evolving industries and job markets, enabling employees to adapt to changing roles and responsibilities.

Personalization and customization:

Organizations may explore personalized approaches to job enrichment, tailoring roles and responsibilities to individual preferences, strengths, and career aspirations to

maximize employee engagement and satisfaction.

Agile and Dynamic Structures:

Job enrichment is likely to evolve to embrace agile and dynamic organizational structures that allow for rapid adaptation to changing market conditions, enabling employees to take on new challenges and roles as needed.

Emphasis on Meaningful Work:

As employees seek greater meaning and purpose in their work, future job enrichment initiatives may focus on creating opportunities for the employees to contribute to meaningful projects, initiatives, and societal impact.

Continuous Learning and Development:

Job enrichment efforts are likely to prioritize continuous learning and development, offering employees opportunities for upskilling, reskilling, and lifelong learning to stay relevant in an increasingly competitive and fast-paced world.

Types of job enrichment:

Job enrichment can take various forms depending on the specific needs and goals of the organization. Some common types of job enrichment include:

1. Vertical Job Enrichment:

This involves increasing the level of responsibility and complexity within a particular job role. It may include tasks such as decision-making, planning, and coordination, which elevate the employee's position within the organizational hierarchy.

2. Horizontal Job Enrichment: Horizontal job enrichment focuses on expanding the scope of tasks and responsibilities within the same level of hierarchy. It allows employees to take on additional duties that are related to their current role, providing opportunities for skill development and variety in their work.

3. Combined Job Enrichment: This approach combines elements of both vertical and horizontal job enrichment. It entails not only adding depth to existing responsibilities (vertical) but also broadening the range of tasks (horizontal), resulting in a more comprehensive and fulfilling job experience.

4.Skill-Based Job Enrichment: In skill-based job enrichment, employees are given opportunities to develop and apply new skills or competencies within their current role. This may involve cross-training, job rotation, or specialized training programs to enhance employee capabilities and versatility.

5.Autonomy-Based Job Enrichment: Autonomy-based job enrichment focuses on granting employees greater independence and decision-making authority in how they perform their work. This empowerment can lead to increased motivation, creativity, and job satisfaction.

6.Feedback-Oriented Job Enrichment: This type of job enrichment emphasizes providing regular feedback, recognition and opportunities for employee input and participation in decision-making process .It helps employees understand their performance, identify areas for improvement and feel appreciated in their roles.

7.Task Significance Job Enrichment: Task significance job enrichment involves assigning tasks that have a meaningful impact on the organization, society, or the lives of others. This can enhance employees' sense of purpose and contribution, leading to greater job satisfaction and engagement.

8.Job Rotation: While not strictly job enrichment in itself, job rotation involves periodically rotating employees through different roles or departments to provide them with exposure to new tasks, responsibilities, and perspectives, thereby enriching their overall job experience. These types of job enrichment can be implemented individually or in combination to tailor job roles and responsibilities to the unique needs and preferences of employees and the organization.

Importance of job enrichment:

The importance of job enrichment lies in its ability to positively impact both employees and organizations in several ways:

1. Enhanced Job Satisfaction: Job enrichment increases the depth and variety of tasks within a role, leading to greater job satisfaction as employees find their work more

challenging, meaningful, and rewarding.

- 2. Improved Motivation and Engagement:** By providing opportunities for autonomy, skill development, and responsibility, job enrichment boosts employee motivation and engagement, leading to higher levels of productivity and performance.
- 3. Reduced Turnover and Absenteeism:** Satisfied and motivated employees are less likely to leave their jobs or take unplanned absences, reducing turnover rates and associated costs for recruitment, training, and lost productivity.
- 4. Increased Organizational Commitment:** Employees who feel valued and fulfilled in their roles through job enrichment are more likely to develop a strong sense of loyalty and commitment to the organization, contributing to a positive organizational culture.
- 5. Enhanced Employee Well-being:** Job enrichment can help reduce stress and burnout by providing employees with stimulating and challenging work that aligns with their skills and interests, promoting overall well-being and mental health.

INDUSTRY PROFILE

Electricity is an important tool for the development of the national economy. Electricity is essential for all types of human activities such as household, agriculture and commercial activities such as asked to any communications and transportation. India's demand for electricity is huge and growing steadily. The growth is below the country's economic growth. The biggest problem of the energy sector is the balance between energy supply and demand. There are to a positive relationship between economic and growth and per capita energy consumption.

Electricity is an important factor in economic development and improving the quality of life. But what is worrying is that India's annual electricity consumption is around 650 kilowatt-hours less than other countries. Additionally, in many villages people still do not have access to electricity. End users of electricity such as households, farmers, companies and businesses face frequent and unplanned power problems. Low power, instability and low power or high frequency contribute to customer 'power woes'. The current per capita power consumption comes to around 650 KWH/year.

The Power Industry Structure in India:

India's electricity system is divided into five regional zones for control, transmission system (inter-regional) control, transmission and balancing, and business establishment in the state. Five regional power grids are connected to high-voltage AC and DC transmission lines to form a unified national energy system to meet the needs of household power transmission electricity.

Energy generation in India is mostly done by government agencies and controlled by the government through various central public companies such as National Hydropower Corporation, National Thermal Power Corporation and many national companies (State Electricity Board - SEB). Transmission and

distribution are the responsibility of the State Electricity Board(SEB).

Transmission and distribution are the responsibility of the State Electricity Board (SEB) or private companies.

Power plants in India:

The total installed capacity as on 31 March 2016 is 271,722.17 MW with sector wise & type wise break up as given below.

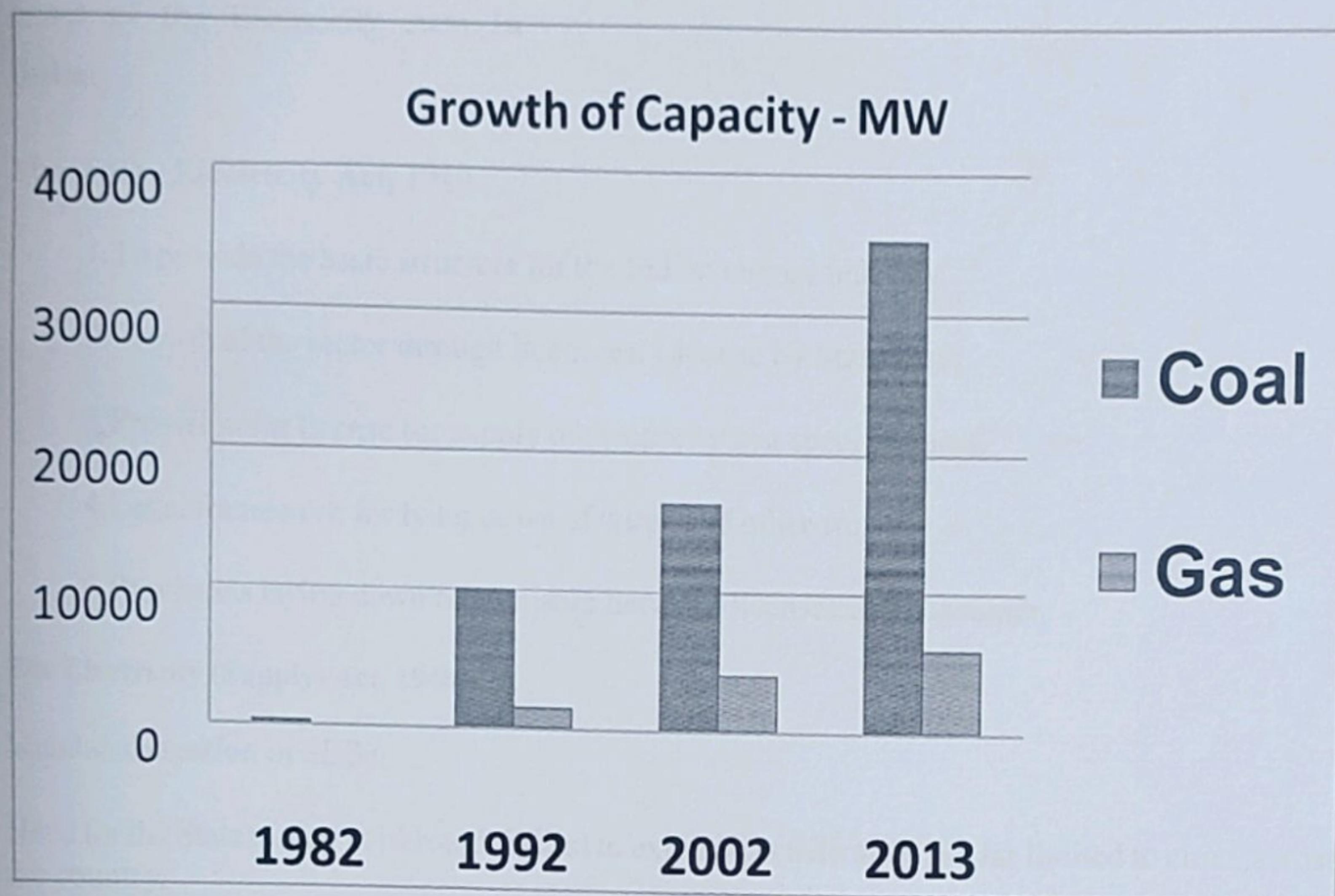
Sector	Coal	Gas	Diesel	Total	Nuclear	Hydro	RES	Grand Total (MW)
Central	48130 .0	7519.7 3	0	55649 .7	5780.0	11091 .4	0	72521.16
State	58100 .5	6974.4 2	602.61	65677 .5	0	27482 .0	3803.6	96963.20
Private	58405 .3	8568.0 0	597.14	67570 .5	0	2694. 00	1973.2	102237.8
All India A	16463 5	23062.1	1199.7 5	1888 97	5780.0	41267 .4	35776	271722.1

Nuclear power plants:

Nuclear energy is India's fourth largest source of electricity after thermal energy, hydropower and renewable energy. As of 2014, 19 nuclear power plants with a production capacity of 4,560 MW are in operation in India, and 4 nuclear power plants with an electricity capacity of 2,720 MW are under construction. India's nuclear energy industry is expected to grow in the coming years, due in part of the power.

Hydro electric power plant:

In hydroelectric power plants the potential energy of water due to its high location is converted into electrical energy. The total power generation capacity of the hydroelectric power plants depends on the head of water and volume of water flowing towards the water turbine.



India was one of the pioneering countries in establishing hydro-electric power plants. The power plant at Darjeeling and Shimsha (Shivana samudra) was established in 1898 and 1902 respectively and is one of the first in Asia. The installed capacity as on **31st March '2015** was approximately **37567.40MW** i.e. **21.64%**. Out of total hydro generation the state sector contribute the highest 27257.00MW, followed by PSU's with capacity of

8885.40MW while the private sector accounts for only 1425.00MW

Thermal power plants:

Currently, 54.09% of India's total electricity generation, i.e. 93,918.38 MW, comes from coal-fired thermal power plants. Coal-fired thermal power plants convert the chemical energy of coal into electrical energy. This is done by creating steam in the boiler, allowing the steam to expand through the turbine and connect the turbine to the generator, which converts the heat into electricity.

Some of the Electricity Acts In India:

The Indian Electricity Act, 1910

1. To provide the basic structure for the Indian energy industry.
2. Growth of the sector through licensees. License by State Govt.
3. Provision for license for supply of electricity in a specified area.
4. Legal framework for laying down of wires and other works.
5. Provisions laying down relationship between licensee and consumer.

The Electricity (Supply) Act, 1948

Mandated creation of SEBs.

Need for the State to step in (through SEBs) to extend electrification (so far limited to cities) across the country.

The Electricity Regulatory Commission Act, 1998

Provision for setting up of Central / State Electricity Regulatory Commission with powers to determine tariffs.

Constitution of SERC optional for States.

Distancing of Government from tariff determination.

Electricity Act 2003



This is the law that replaces the Electricity Act 1910, the Electricity Act 1948 and the Electricity Regulation Act 1998. The aim is to push the sector onto a trajectory of sound commercial growth and to enable the States and the Centre to move in harmony and coordination.

According to the country's empower management policy, the law stipulates freedom at the level of electricity transmission and distribution of rural electricity, that it should be managed by Electricity Authority, and strict penalties for unlicensed electricity production and distribution, electricity trading, metering and electricity theft.

RAJIV GANDHI GRAMEEN VIDHYUTIKARAN YOJANA (RGGVY):

program was launched on April 4, 2005 to achieve the National Common Minimum Plan (NCMP) target of providing electricity to all households within 5 years.

The Rural Electricity Company (REC) is the nodal point of the scheme. According to the plan, financial aid will be provided at the rate of 90% of the total production cost. A Rural Electricity Distribution Backbone (REDB) with at least one 33/11 kV (or 66/11kV) substation per block.

Distributed distribution generation (DDG) systems where grid power is not possible or economical.

POWER SECTOR REFORMS:

India's energy transition began as early as 1992, when the Ministry of Power (MoP) invited private energy users to join forces to bridge the demand gap. During the reform, the electricity distribution sector was seen as an important reform that would enable the sector to grow. Journey. Distribution changes include restructuring, downsizing, anti-theft, leadership, marketing and information technology.

The government launched the Energy Development and Reform Program (APDRP) during the November Five-Year Plan (2002-07). The Government Restructured APDRP (R-APDRP) was launched in the Tenth Five Year Plan (2011-12) with revised terms and conditions. Energy



Development Program.

The Restructured APDRP (R-APDRP) was designed within this framework in September 2012

Restructured APDRP-II (R-APRDP), a Rs 50,000 core programme, is the Indian government's attempt to reform distribution. Part of the 11th Five Year Plan.

Problems Facing By the Power Industry

The Indian electricity industry is facing the following problems:

- Inadequate power generation capacity.
- Lack of optimum utilization of the existing generation capacity.
- Inadequate inter regional transmission links.
- Inadequate and ageing sub transmission & distribution network leading to power cuts and local failures.
- Large scale theft and skewed tariff structure.
- Slow pace of rural electrification.
- Inefficient use of electricity by the end consumer.
- Lack of grid discipline.

ANDHRA PRADESH:

The power industry in Andhra Pradesh has grown tremendously in the last few years. The state covers an area of 1,60,205 square meters. km spread over 30 cities. A large part of the population depends on electricity. Electricity is essential for agriculture, business and home.

Andhra Pradesh relies heavily on electricity for agriculture, industrial development and economic growth. In the Asia-Pacific region, agriculture is the main occupation of approximately 65% of the population. The state's hydroelectric power plays an important role in supporting irrigation

Currently, around 5.5 million acres of land during the Khariff season and 2.5 million acres during the Rabi season receives support from rivers, thus supporting the growth of agriculture.



and then customization. The manufacturing company was informed by the Government of Andhra Pradesh in Andhra Pradesh Gazette No. 1. 37 published on Friday, March 31, 2000. During this process, Andhra Pradesh Southern Electricity Distribution Company was established to serve the following 6 cities of Andhra Pradesh.

Providing quality energy at affordable prices serves the transformation of the country by encouraging growth in agriculture, industry and trade while facing huge domestic demands. On February 1, 1999, the Andhra Pradesh government initiated the first phase of restructuring and restructuring of the AP.

COMPANY PROFILE

AP Power Sector Reforms envisage creation of Distribution Companies as Government Undertakings. The Andhra Pradesh Gazette No.37 published by the Government of Andhra Pradesh on Friday the 31st of March 2000 declared formally formation of Distribution Companies. In this process, Andhra Pradesh Southern Power Distribution Company was formed for the following six districts of Andhra Pradesh. The Corporate Office and Headquarters of APSPDCL is at Tirupati City.

Quality power at economic rates acts a catalyst in transforming the state by fostering growth in agricultural, industrial and commercial areas while meeting the increasing domestic demand. On Feb 1, 1999, Government of Andhra Pradesh initiated the first phase of reforms and restructuring in AP's power sector by unbundling APSEB into APGENCO and APTRANSCO to cater to Generation and Transmission & Distribution respectively. APTRANSCO was further reorganized into four distribution companies to cater to the needs to the different districts of AP.

APSPDCL was formed in April 1, 2000 to serve Krishna, Guntur, Prakasam, Nellore, Chittoor and Kadapa districts with a vision to become an efficient utility supplying reliable and quality power, promoting economic development and being self-reliant commercially.

After the bifurcation of the erstwhile Andhra Pradesh into the two new states of Andhra Pradesh and Telangana on 2nd June-2014, two more districts Anantapur and Kurnool were added to the Southern Power Distribution Company of AP Ltd..



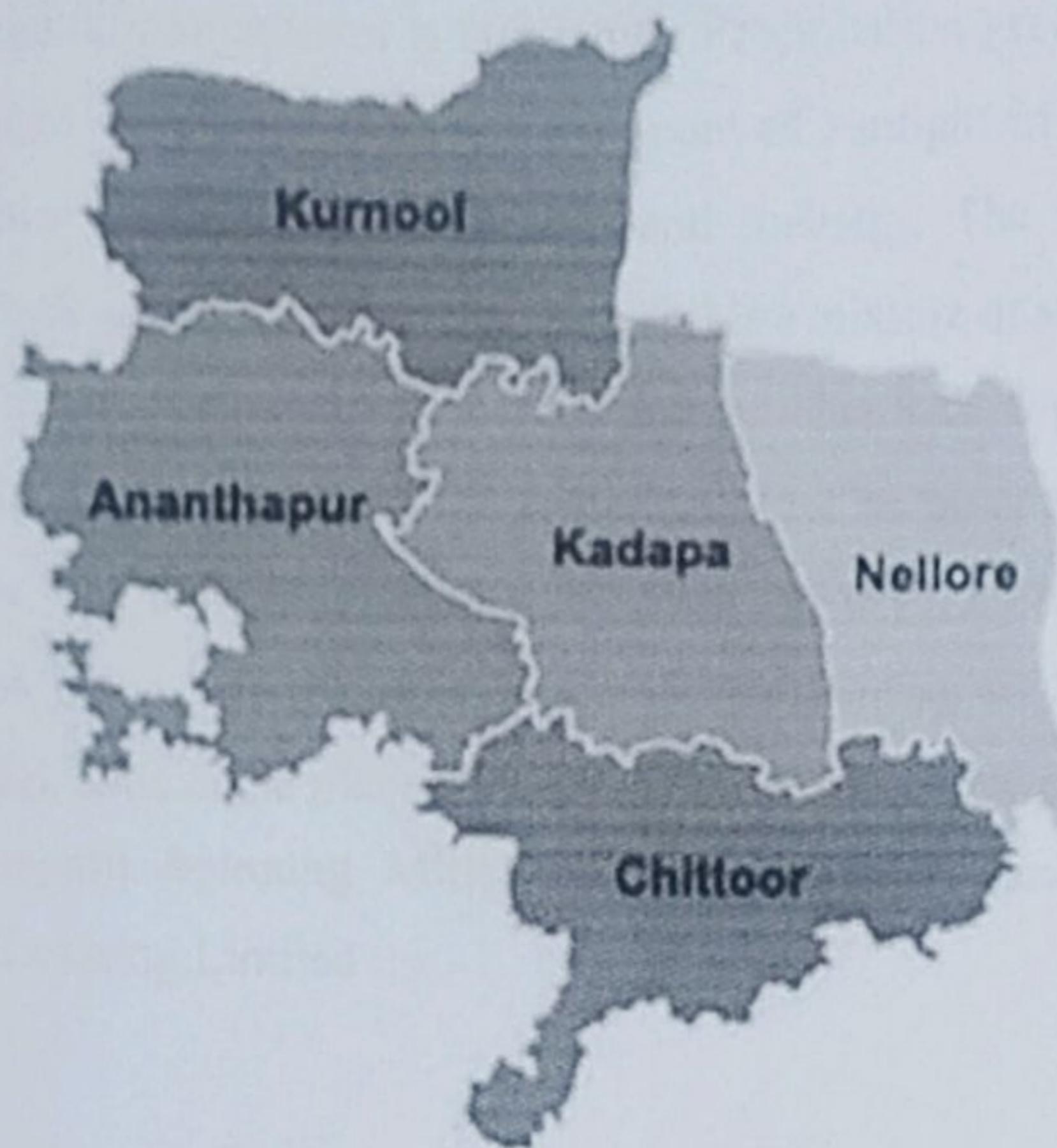
Southern Power AP

BOARD OF DIRECTORS

Sri. K. Santhosha Rao Director	-	Chairman & Managing Director
Sri. K. Siva Prasad Reddy	-	Director projects
Smt. Dr. P. B. Sasikala	-	Women director
Sri. Rajesh Kumar Shahi	-	Executive Director

After Discom bifurcation APSPDCL Discom Details....(Tirupati, Kadapa, Nellore, Kurnool & Ananthapur)

S.No.	Details	
1	Area (Sq.Kms)	80375
2	No. of Domestic Services	5250887
3	No. of Non Domestic & Commercial Services	594839
4	No. of LT Industrial Services	41369
5	No. of Agricultural Services	1191476
6	No. of General Purpose Services and utilities	147153
7	No. of LT Services	7225724
8	No. of HT Services	4221
9	No. of 33/11 KV Substations	1546
10	No. of Distribution Transformers	723718
11	No. of 11 KV Feeders	6333
12	No. Divisions	33
13	No. of Sub-Divisions	104
14	No. of Sections	410
15	No. of ERO's	79



Tirupati :

Tirupati is 67 km from Chittoor. It is one of the most famous pilgrim centers in India. There is a railway station on the Katpadi-Renigunta line. Bus connections are available to all parts of the state and neighboring states. It is a sacred place for Hindus and has many temples and shrines. The historical Venkateswara temple is located here. It is a complex consisting of seven hills. The Pallava dynasty, Thanjavur Cholas, Madura Pandyas and Vijayanagar rulers vied to worship this God. Not only that, they poured a lot of money into it to develop it. This temple is an example of Dravidian sculptures. The Ananda Nilayam of the sanctum sanctorum is painted in gold colour. Holy places like Papa Vinasanam, Konda Kalva, Akasaganga, Gogarbham and Pandara teertham are located here. Tirupati also has Govinda raja Swami Temple, Kondanda rama Temple and Kapileswara Temple. This is not only a place of pilgrimage but also a place of education, culture and business.

Climate: The climate is dry and necessary for life. From December to January the weather is dry and cold. The average rainfall amount is 908.1 mm. Precipitation gradually decreases from east to west. According to 1992-93 statistics, the amount of sunlight in the southwest is 278 mm. Northeast monsoon 354 months.

Agriculture and industry: The soil in the region is divided into red soil, black soil and mixed soil. Clay soil is a mixture of sand and black soil and soil consisting solely of clay. It is covered with red soil pebbles. Rice is grown in these fields. Orchards are planted in clay soils. Since the region is close to modern, there is a business atmosphere in big cities. The industrial area is quite lively. In 1993, 83 heavy transactions and 86,855 investments took place. The region is famous for its painting art. Sandalwood dolls are made of real sandalwood. This is the place where handicrafts are collected in Tirupati. Nutrine Confectionery, Madanapalli Spinning Mills Limited, Ceramics Limited, Avanti Leather Limited and Pioneer Alicasting Limited

Industries.

GLOSSARY

ECS	Electronic Clearing Service	MW	A megawatt
KV	A Kilovolt	PAT	Profit After Tax
KVA	A Kilovolt ampere	PLA	Plant Load Availability
KW	Kilowatt (=1000 watts)	PLF	Plant Load Factor
KWH	A Kilowatt hour	PPA	Power Purchase Agreement
MF	Multiplying Factor	SCADA	Supervisory Control and Data Acquisition System
MU	Millions of Units	UNIT	One Kwh that is, the energy contained in a current of thousand amperes flowing under an electromotive force of one volt during one hour
MVA	A megavolt ampere	V	Volts

Vision :

"To create an organization that is efficient, effective, responsive and meets the needs of customers, suppliers and employees".

Mission :

SPDCL is committed to achieve this mission by fulfilling the vision

Business Mission:

- Eliminate the power thief.
- Reduce exceptions.
- Reduce your expenses.

Operational Goals:

- To reduce unemployment/infection.
- Minimize conversion error.
- Reduce operating and maintenance costs.
- Maintenance of additional rolling stock DTRs is provided at each substation level

COMMUNITY GOALS:

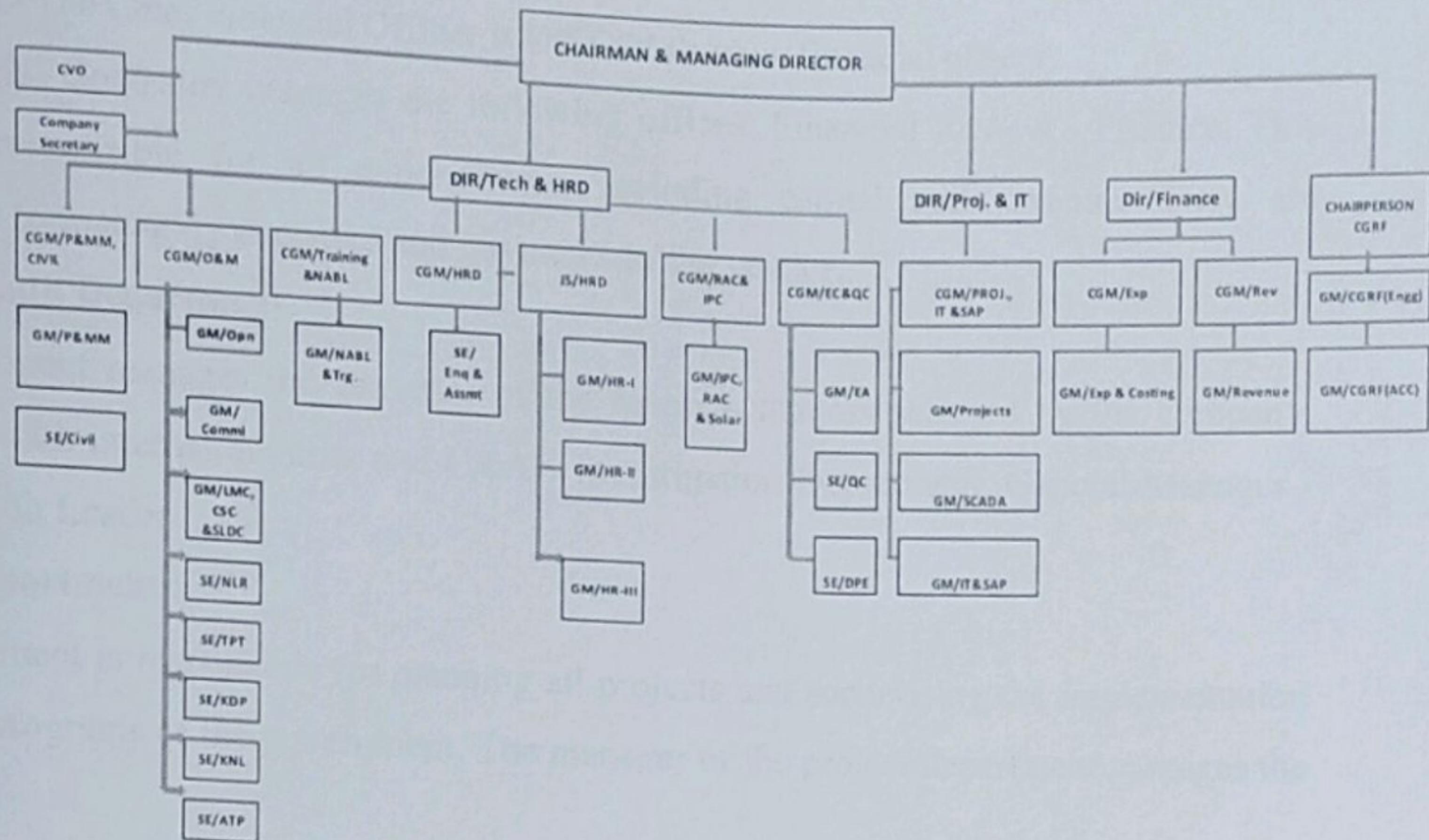
- Electrification of Dalithawadas.
- Electricity production in regional areas is weak.
- Supply power to PWS/RWS schemes.
 - Separation of 11 KV feeder to Latch base.
 - Work in accordance with guidelines issued by APERC.

Continue to monitor the progress of the various guidelines issued by APERC.

APSPPDCL plans to improve service level by using best technology:

According to High Voltage Distribution System (HVDS developed on trial basis in Chittoor district), these standards are now effectively increasing in all district.

HIERARCHY



Department details:



Corporate Planning:-

SPDCL Corporate Planning is managed by the General Manager of Corporate Planning and a team of experts who help the company achieve its business objectives. copied from various business plans.

Finance
The Chief Financial Officer is DISCOM's chief financial officer.

The Financial Controller manages the following offices: Financial Review - Finance. This office is responsible for all expenditures, including capital and revenue. They are responsible for managing expenses and payments to the vendor.

Internal Audit Department

This department manages the activities of the internal auditors selected by the company. Coordinate with internal auditors and C&AG Investigation Department. General Manager - Internal Audit Leader.

Project Department :

This department is responsible for planning all projects and supervising the implementation of various programs of the government. The manager of the project department manages the department.

HR Department :

The Human Resources Management Department, led by the General Manager of SPDCL HRD, has a team of professionals who can help manage the promotion of various human resources markets to achieve the company's strategic goals. A company can only be successful if its employees are successful. The power of an organization lies in its ability to influence its business, products or services, and resources.

Information Technology :

SPDCL's Information Technology department is managed by the General Manager of Information Technology and a team of professionals who help the company achieve its business objectives by leveraging diverse technological know-how. The Ministry of Information Technologies supports the stated objectives.

CHAPTER-2

2.1 REVIEW OF LITERATURE

Job enrichment is a management strategy that aims to motivate employees by giving them challenging and fulfilling tasks. It involves increasing the depth of an employee's job by adding tasks that require more skill and responsibility. This can lead to increased job satisfaction, motivation, and overall performance. Research to methods of job enrichment has shown positive effects on employee engagement, job satisfaction, and even organizational performance. Studies have highlighted that when employees feel their work is meaningful and they are more likely to be motivated and satisfied in their roles. Overall, job enrichment is a valuable tool for companies looking to enhance employee performance and job satisfaction.

Frederick Herzberg (1950)

focuses on enhancing organizational recognized as a strategy in organizational management at employee motivation, satisfaction, and performance .the foster a positive work environment and drive organizational success.

Sekharan (1985)

mentions that, initially the idea of QWL had incorporated only the issue of salary, time of work and working conditions. On the other hand, the idea has now been extended to include factors such as the level of workers involvement in the job, their satisfaction level with various aspects in the work atmosphere, their perceived job capability, success on the job etc.

Hackman and Lawler(1971)

explained the procedure of altering jobs emphasizes on the major five factors which includes authority to action, multiplicity skill, the opportunity perform a huge part of business, feedback, and freedom to apply skills as well as abilities. In his view, these are the primary dimensions for job motivation.



Hackman and Oldham's (1976)

stated, Model of job characteristic (JCM) adds more significance and pragmatic access to job enrichment with varying circumstances. The assumption is that, autonomy along with feedback is vital than work characteristics, so that people with high growth- need-strength may react positively.

Akrani (2011)

explains, some of the distinct features for effectiveness of job enrichment are:

1. The nature of the jobs is such that it demands higher level-knowledge, skills and responsibilities.
2. The objective of an enriched job is such that the task is more lively and challenging, therefore being a source of motivation to the employees.
3. The enriched job is packaged to yield positive solution, because the employees are given chances to use their opening move and innovate while working.

J. Richard Hack man:

Apart from his work with Oldham on the Job Characteristics Model, Hackman made significant contributions to understanding team dynamics and organizational behavior. His research emphasized the importance of designing work that is meaningful, autonomous, and fosters a sense of personal responsibility.

Clayton Alderfer:

Alderfer proposed the ERG theory (Existence, Relatedness, Growth) as an extension of Maslow's hierarchy of needs. While Alderfer's theory doesn't explicitly focus on job enrichment, it provides a framework for understanding individuals' needs within the workplace, which can inform strategies for enriching jobs.

David McClelland:

McClelland's Acquired Needs Theory suggests that individuals are motivated by three needs: achievement, affiliation, and power. Job enrichment strategies can be tailored to align with these needs, such as providing opportunities for achievement, fostering a sense of belonging through teamwork, and granting authority and influence to satisfy the need for power.



CHAPTER -3

3.1 NEED OF THE STUDY

The "need of the study" section in a research proposal on job enrichment serves to justify why investigating this topic is important and relevant. Here's how you might articulate the need for such a study. Job enrichment has become increasingly important in today's dynamic and competitive business environment, where organizations strive to optimize employee performance, satisfaction, and retention. Several factors contribute to the pressing need for research in this area.

Enhancing Employee Motivation and Satisfaction:

Job enrichment has been widely recognized as a key strategy for increasing employee motivation and satisfaction. By redesigning job roles to incorporate elements such as autonomy, skill variety, and task significance, organizations can create more fulfilling work experiences for their employees. However, the specific mechanisms through which job enrichment influences employee attitudes and behaviors require further investigation.

Improving Organizational Performance:

Employee engagement and job satisfaction are closely linked to organizational performance outcomes such as productivity, innovation, and customer satisfaction. Understanding how job enrichment initiatives impact these outcomes can provide valuable insights for organizations seeking to enhance their competitiveness and effectiveness in the marketplace.



Addressing Contemporary Workforce Challenges:

The modern workforce exhibits diverse needs, preferences, and expectations, necessitating flexible and adaptive approaches to job design. Research on job enrichment can shed light on how organizations can tailor their practices to meet the evolving needs of employees, particularly in the context of remote work, technological advancements, and demographic shifts.

Promoting Employee Well-Being and Retention:

Job enrichment is not only instrumental in fostering employee motivation and satisfaction but also in promoting psychological well-being and reducing turnover intentions. Given the costs associated with employee turnover and the importance of talent retention in sustaining organizational success, investigating the role of job enrichment in retaining top talent.



3.2 SCOPE OF THE STUDY

The scope of a study on job enrichment typically includes examining the impact of enriching job roles on various factors such as employee satisfaction, motivation, performance, retention, and organizational outcomes. It may involve analyzing different approaches to job enrichment, implementation strategies, and their effectiveness across different industries or organizational contexts. Additionally, the study may explore potential challenges and limitations associated with job enrichment initiatives. The scope of your study on job enrichment would typically involve examining various aspects related to enriching job roles within organizations. This may include exploring the impact of job enrichment on employee motivation, satisfaction, productivity, and overall organizational performance. Additionally, you might investigate different job enrichment techniques, factors influencing successful implementation, and potential challenges associated with introducing job enrichment initiatives in diverse work settings. By delving into these areas, you can gain a comprehensive understanding of the scope and implications of job enrichment in the workplace.



3.3 OBJECTIVES OF THE STUDY:

- ❖ To Assess the effectiveness of job enrichment initiatives in APSPDCL
- ❖ To evaluate whether job enrichment activities improves employee performance.
- ❖ To Enhance job enrichment initiatives that impacts employee experience, fulfilment and purpose in their work.
- ❖ To Assess how job enrichment program initiatives impact employees experiences regarding autonomy and decision-making in APSPDCL.
- ❖ To improve job enrichment opportunities that positively impacts career development.



3.4 RESEARCH METHODOLOGY:

Research methodology for studying job enrichment typically involves a mix of qualitative and quantitative approaches. Here's an outline of potential methodologies:

RESEARCH DESIGNS:

Designing research on job enrichment involves a systematic approach to understanding the effects of enriching job roles on employee satisfaction, motivation, and performance. Here's a structured research design outline

COLLECTION OF DATA:

Collecting data for research on job enrichment involves gathering information that allows you to analyze the impact of enriched job roles on employee satisfaction, motivation, and performance. Here's a step-by-step guide on how to collect relevant data.

- Primary data
- Secondary data

PRIMARY DATA:

For primary data for studying job enrichment, you'll want to use methods that directly engage with employees to gather their perspectives and experiences. Here are effective ways to gather primary data on job enrichment.

SECONDARY DATA:

When researching job enrichment using secondary data sources, you can gather valuable insights from existing studies, literature, and organizational documents that address the topic indirectly or directly. Here's how you can leverage secondary data to explore job enrichment.

Research Design:

The research design adopted for this study was descriptive type research design.

Survey Type:

The survey adopted in the present project work was sample survey.

Sampling Technique:

Sample technique adopted here in the present project study was simple random sampling method. In APSPDCL, HR departments is present. In each department sample respondents are taken leading to representative sample.

Population size:

The population size is taken for the HR department overall employees of 136.

Sample Size:

The sample size taken in the project was 101 employees.

$$n = \frac{N}{1 + N(\epsilon)^2}$$

$$\frac{136}{[1+136(0.05)^2]}$$

Sample size = 101

Research Instrument:

Research instrument used in this is structured questionnaire.

Statistical Tool:

The statistical tool adopted in this is **Chi-square Test**

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

χ^2 = the test statistic \sum = the sum of

O = Observed frequencies E = Expected frequencies

3.5 LIMITATIONS OF THE STUDY:

The study on job enrichment faces several limitations that warrant careful consideration. Job enrichment, aimed at enhancing job satisfaction and motivation through increased job complexity and autonomy, has been extensively researched. However, it is essential to acknowledge the constraints inherent in studying this phenomenon. By recognizing these limitations, researchers can refine methodologies and interpretations to advance our understanding of job enrichment and its impact on organizational outcomes.

1. Generalizability: Findings may not apply universally across all industries, organization are job roles.

2. Sample size and selection bias: Studies may involve small sample sizes or non-random sampling, affecting the reliability and validity of results.

3. Duration of study: Some studies may be short-term, limiting the understanding of long-term effects of job enrichment.

4. Measurement issues: Difficulty in accurately measuring job satisfaction, performance, or other relevant variables can affect the validity of findings.

5. External factors: Changes in the external environment or organizational context may impact the effectiveness of job enrichment interventions of job enrichment.

Addressing these limitations requires careful study design, rigorous methodology, and consideration of contextual factors to draw meaningful conclusions about the effectiveness of job enrichment strategies.

CHAPTER - 4

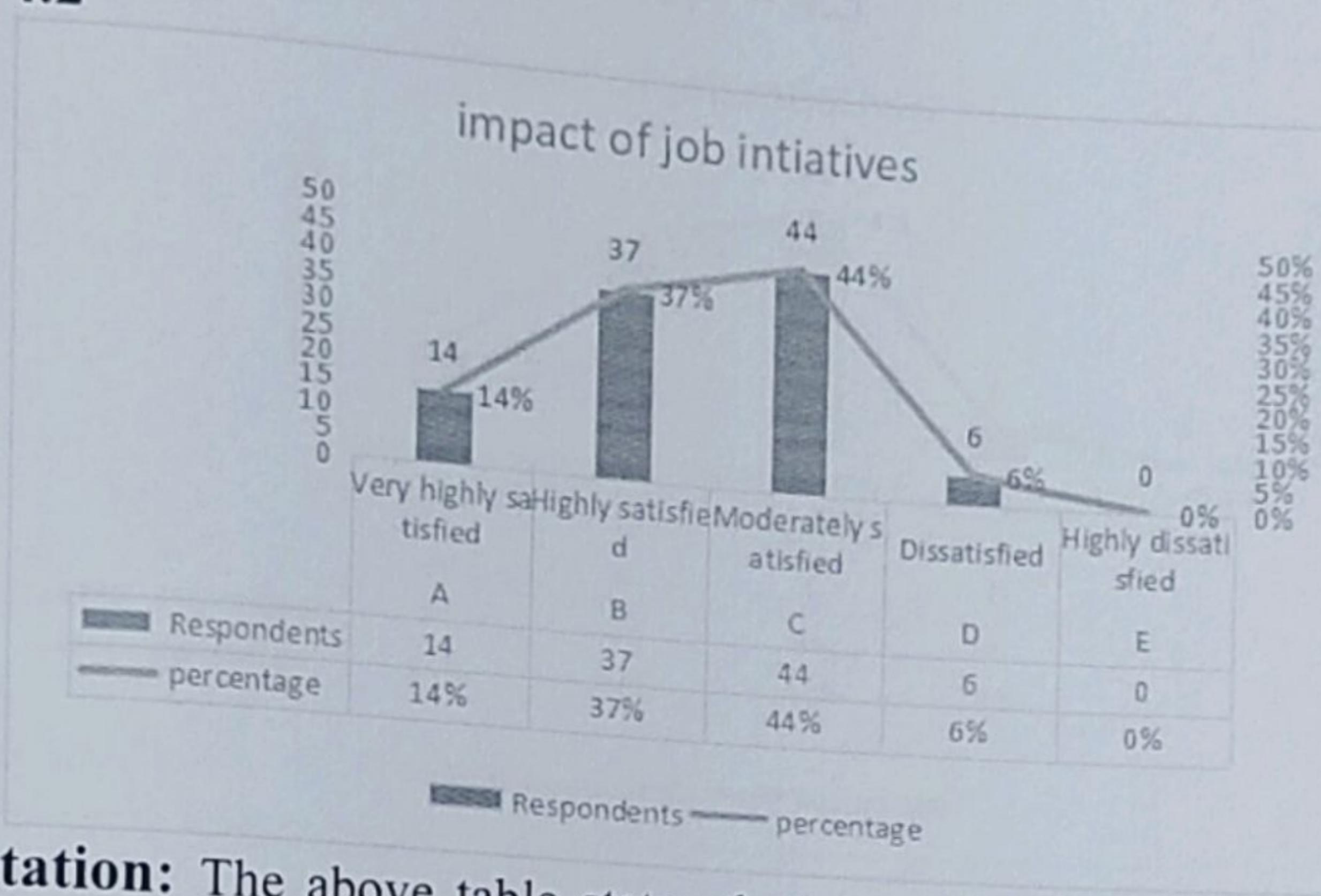
4.1 Data Analysis and Interpretation

2. How do job enrichment initiatives impact on employee motivation and satisfaction?

Table – 4.2

	Opinions	Respondents	Percentages
A	Very highly satisfied	14	14 %
B	Highly satisfied	37	36 %
C	Moderately satisfied	44	44 %
D	Dissatisfied	6	5%
E	Highly dissatisfied	0	0
Total		101	100 %

Source: primary data

Chart – 4.2

Interpretation: The above table states that, out of 101 respondents, 14% are very highly satisfied, 36% are highly satisfied, 44% are moderately satisfied and 5% are dissatisfied on the job enrichment initiatives impact on employee motivation and satisfaction.

Inferences: most of the respondents are positively impacted by job enrichment initiatives, with 94% expressing some level of satisfaction while 6% are not.



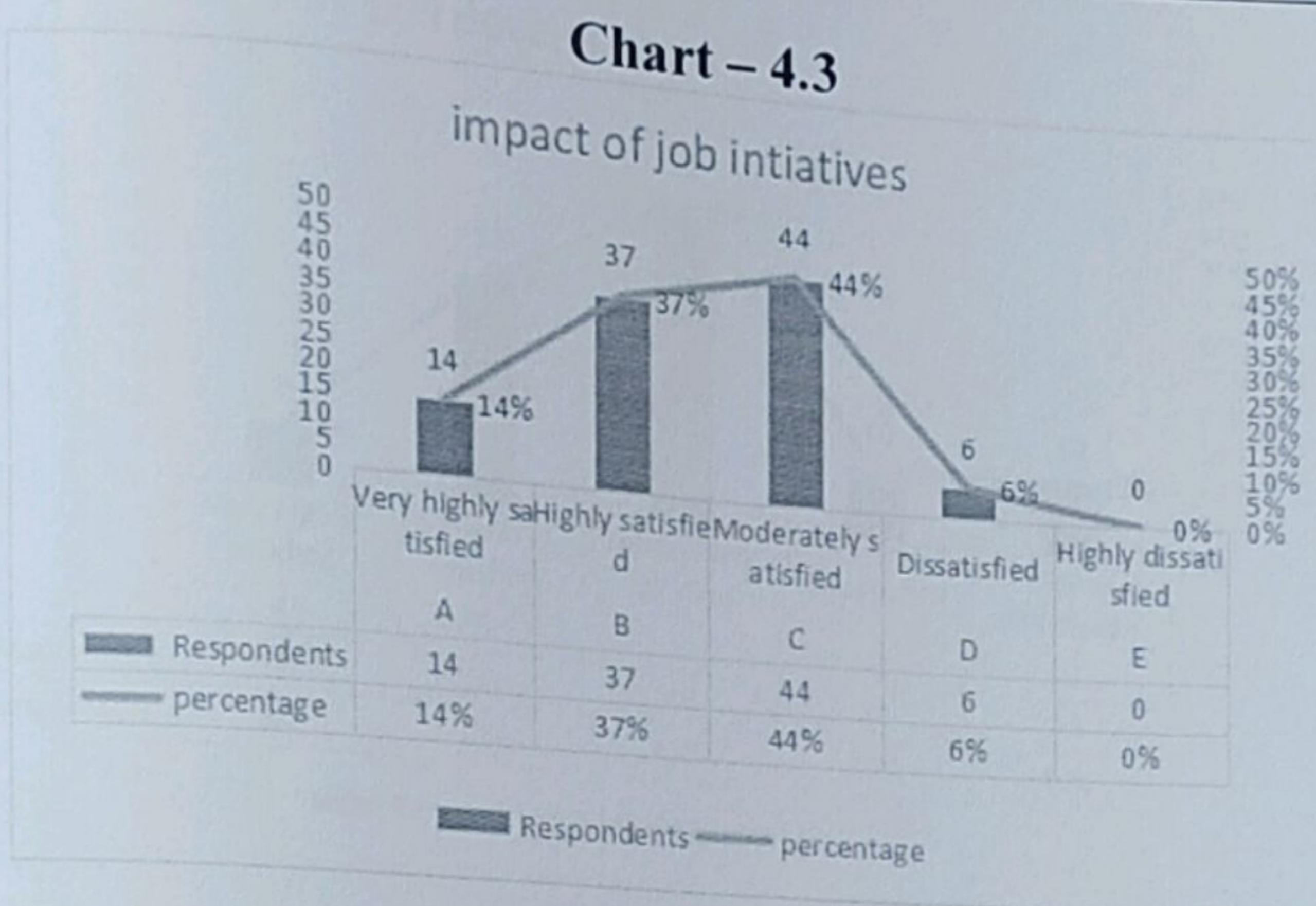
3. How effectively the job enrichment programs are helpful in increasing job satisfaction?

Table – 4.3

	Opinions	Respondents	Percentages
A	Very highly satisfied	1	1 %
B	Highly satisfied	25	25%
C	Moderately satisfied	51	50%
D	Dissatisfied	14	14 %
E	Highly dissatisfied	10	10 %
Total		101	100 %

Source: primary data

Chart – 4.3



Interpretation: The above table states that, out of 101 respondents, 1% are very highly satisfied, 25% are highly satisfied, 51% are moderately satisfied, 14% are dissatisfied and 10% are highly dissatisfied by the job enrichment programs provided in the organization.

Inference:

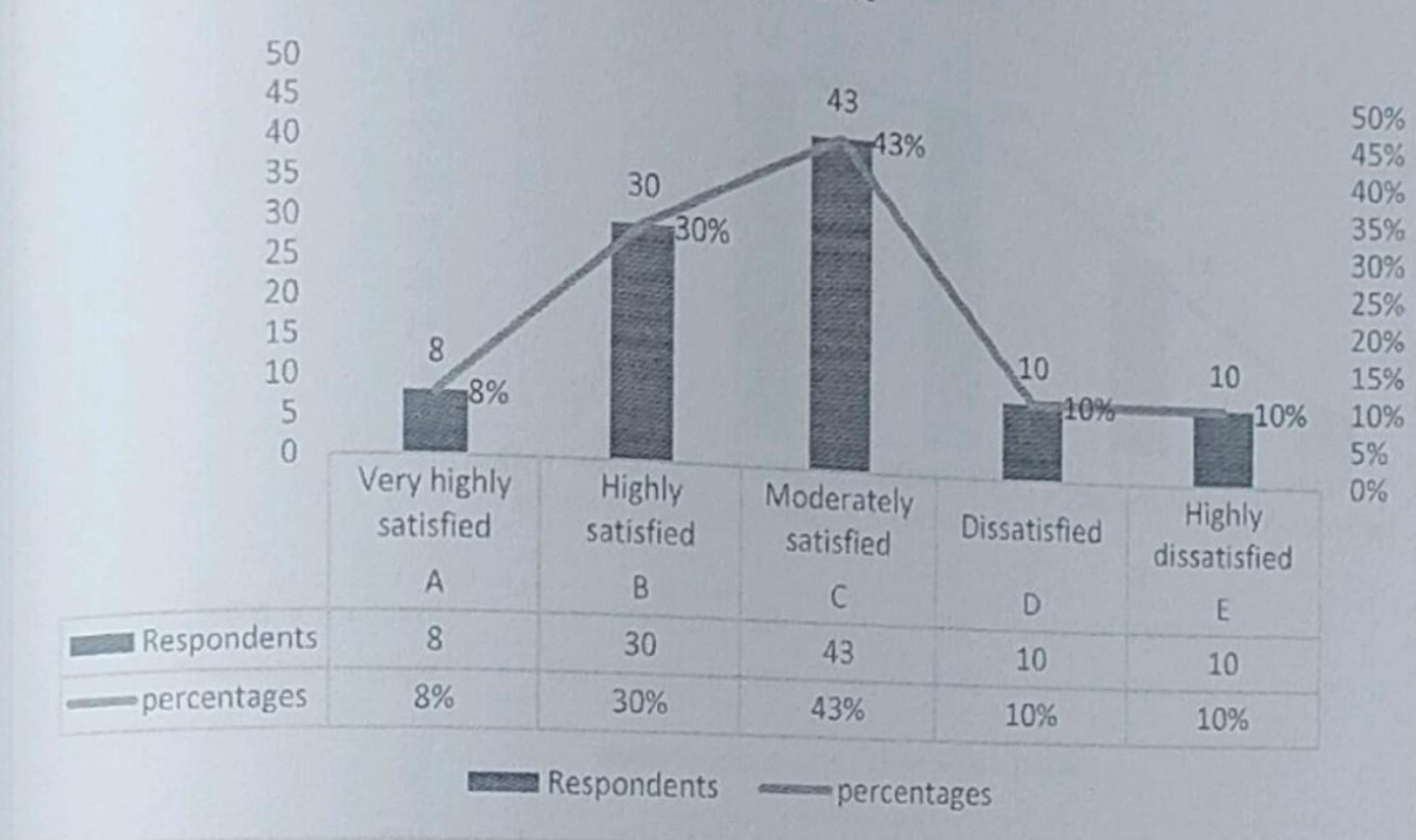
The majority 77% have some level of satisfaction with job enrichment programs, while 33% are dissatisfied.

4. How does that the job enrichment affects to help in increasing the skill development of employees?

Options	Opinions	Respondents	Percentages
A	Very highly satisfied	8	8%
B	Highly satisfied	30	30%
C	Moderately satisfied	43	42 %
D	Dissatisfied	10	10 %
E	Highly dissatisfied	10	10 %
Total		101	100 %

Source: Primary

Chart - 4.4
skill development



Interpretation: The above table states that, out of 101 respondents, 8% are very highly satisfied, 30% are highly satisfied, 43% are moderately satisfied, 10% are dissatisfied and 10% are highly dissatisfied by the job enrichment efforts to increases skill development of employee's provided in the organization

Inferences: 80% have some level of satisfaction with job enrichment efforts to increase skill development, while 20% are dissatisfied.

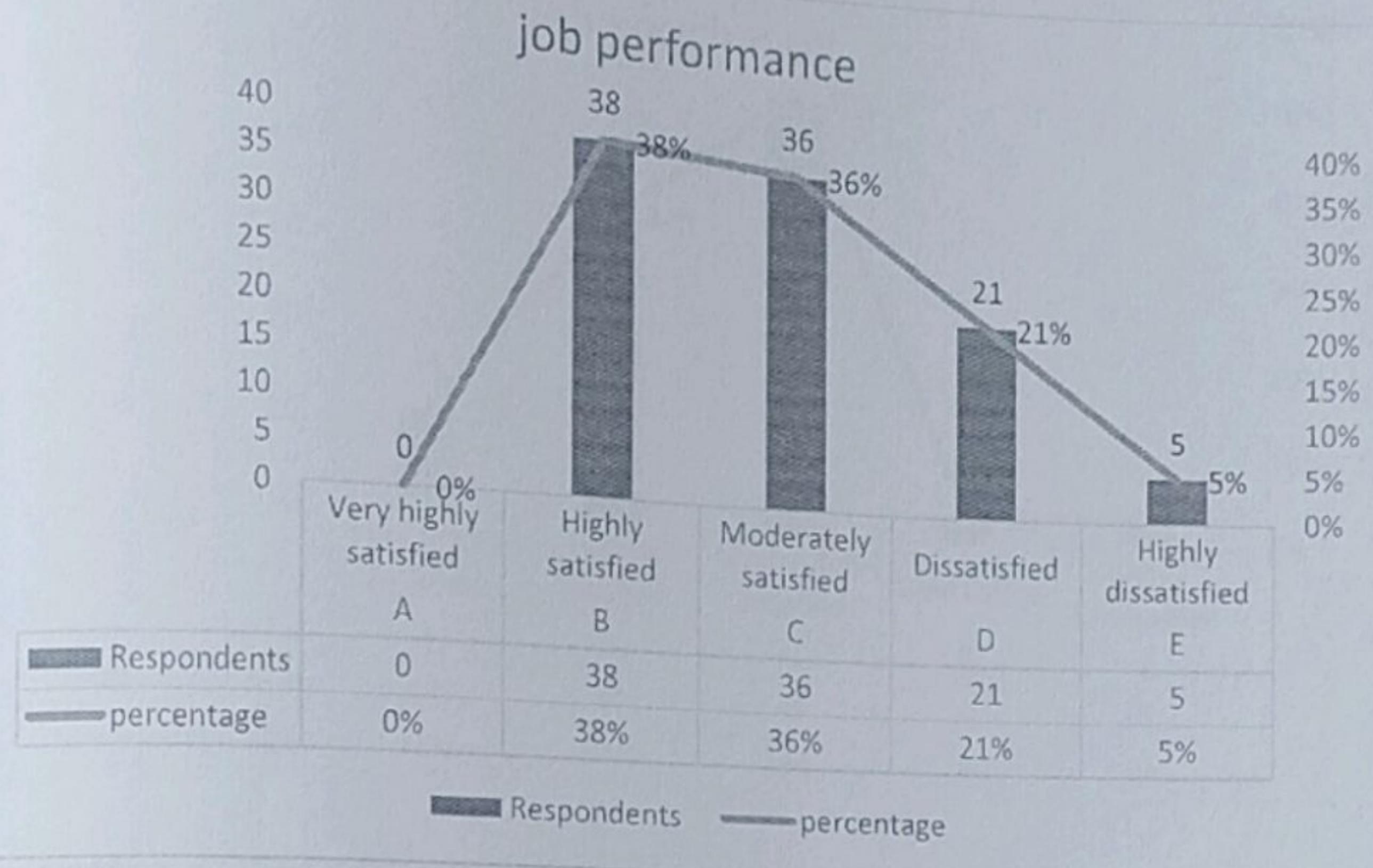
5. How does job enrichment contribute to overall job performance and employee satisfaction in APSPDCL?

Table - 4.5

Options	Opinions	Respondents	Percentages
A	Very highly satisfied	0	0
B	Highly satisfied	38	38%
C	Moderately satisfied	36	20 %
D	Dissatisfied	21	37 %
E	Highly dissatisfied	5	5 %
Total		101	100 %

Source: Primary data

Chart - 4.5



Interpretation: The above table states that, out of 101 respondents, 0% are very highly satisfied, 38% are highly satisfied, 36% are moderately satisfied, 21% are dissatisfied and 5% are highly dissatisfied with the contribution to overall job performance and employee satisfaction by the organization.

Inference:

74% are satisfied with the organization's contribution to overall job performance and employee satisfaction, while 26% are dissatisfied.

6. How effective are current job enrichment strategies in meeting your needs in APSPDCL?

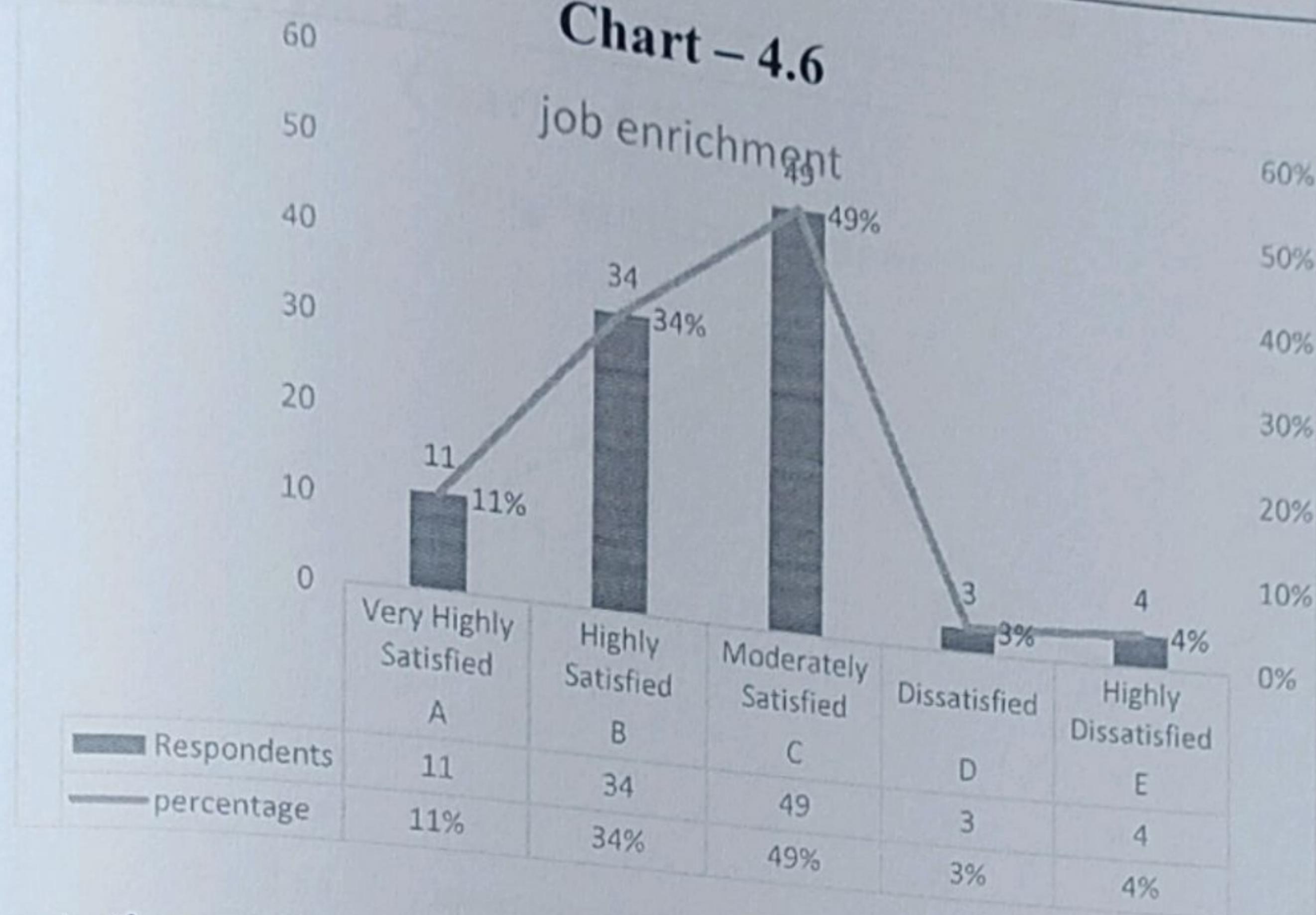


Table :-4.6

Options	Opinions	Respondents	Percentages
A	Very Highly Satisfied	11	11 %
B	Highly Satisfied	34	34 %
C	Moderately Satisfied	49	49 %
D	Dissatisfied	3	3 %
E	Highly Dissatisfied	4	4 %
Total		101	100 %

source: primary data

Chart – 4.6



Interpretation: The above table states that, out of 101 respondents, 11% are very highly satisfied, 34% are highly satisfied, 49% are moderately satisfied, 3% are dissatisfied and 4% are highly dissatisfied with the effectiveness of current job enrichment strategies in meeting our needs.

Inference:

93% are satisfied with the effectiveness of current job enrichment strategies, while 7% are dissatisfied.

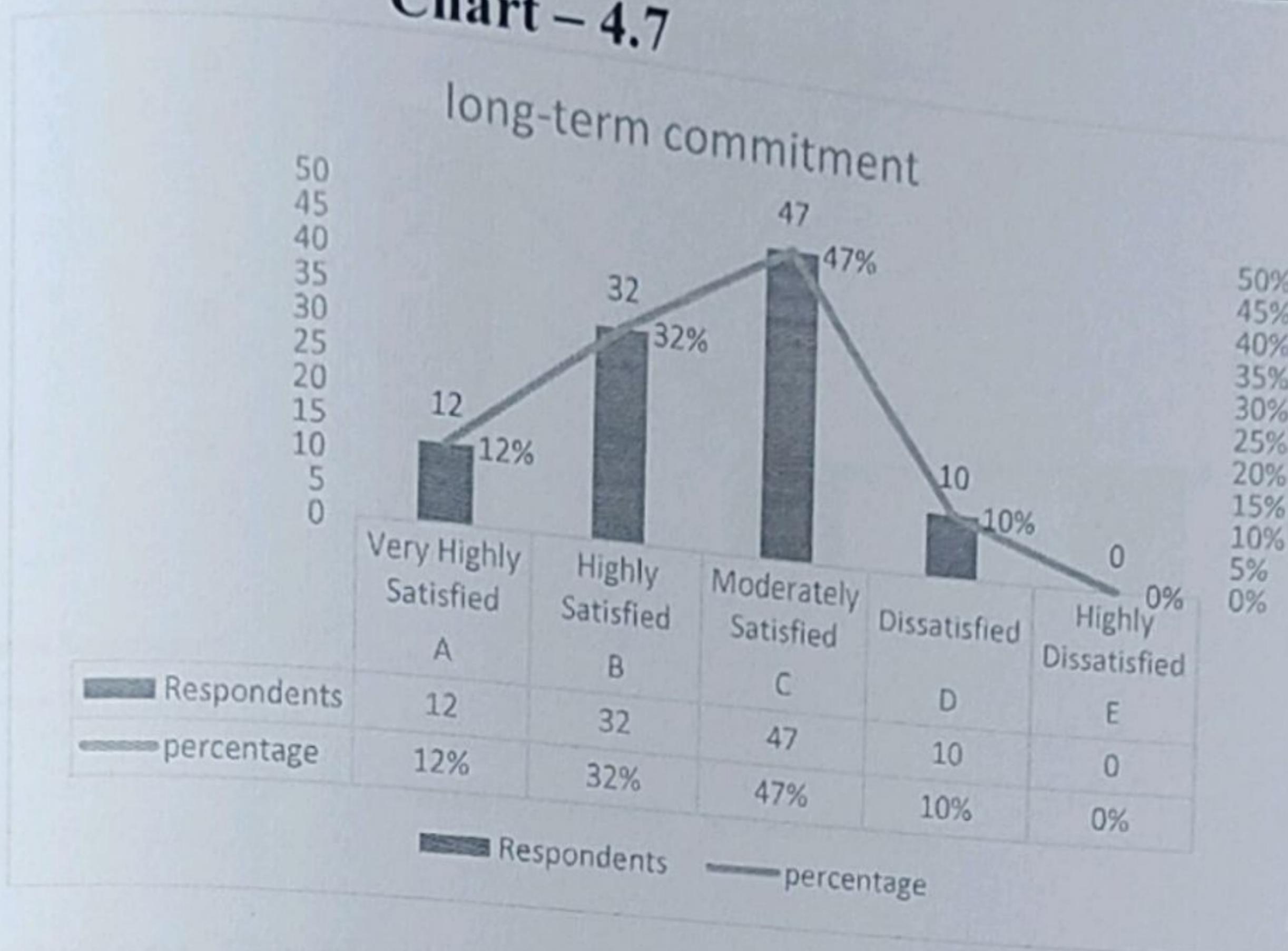
A STUDY OF
7.What is your opinion on the job enrichment influenced your long-term commitment to the organization?

Table - 4.7

Options	Opinions	Respondents	Percentages
A	Very Highly Satisfied	12	12 %
B	Highly Satisfied	32	32 %
C	Moderately Satisfied	47	46 %
D	Dissatisfied	10	10 %
E	Highly Dissatisfied	0	0
Total		101	100 %

Source: Primary Data

Chart - 4.7



Interpretation: The above table states that, out of 101 respondents, 12% are very highly satisfied, 32% are highly satisfied, 47% are moderately satisfied and 10% are dissatisfied on the job enrichment influenced for long-term commitment of the organization.

Inference:

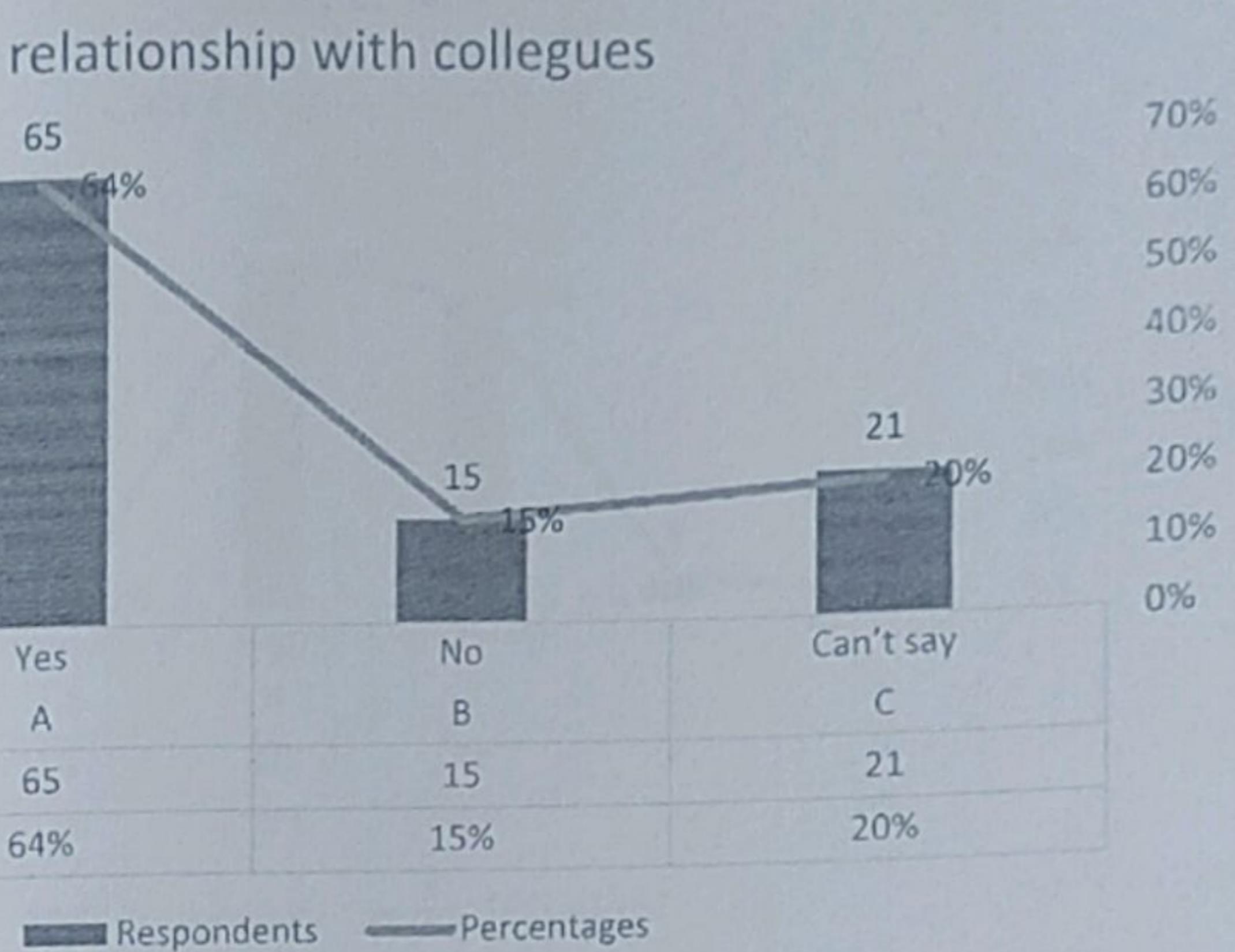
90% are satisfied with how job enrichment influences long-term commitment to the organization while 10% are dissatisfied.

8. Do you think job enrichment influence your relationship with colleagues?

Table – 4.8

Options	Opinions	Respondents	Percentages
A	Yes	65	64 %
B	No	15	15 %
C	Can't say	21	20%
Total		101	100 %

Source: Primary Data

Chart – 4.8

Interpretation: The above table states that, out of 101 respondents, 64% opted for yes, 15% opted no and 20% opted can't say to job enrichment influence the relationship with colleagues.

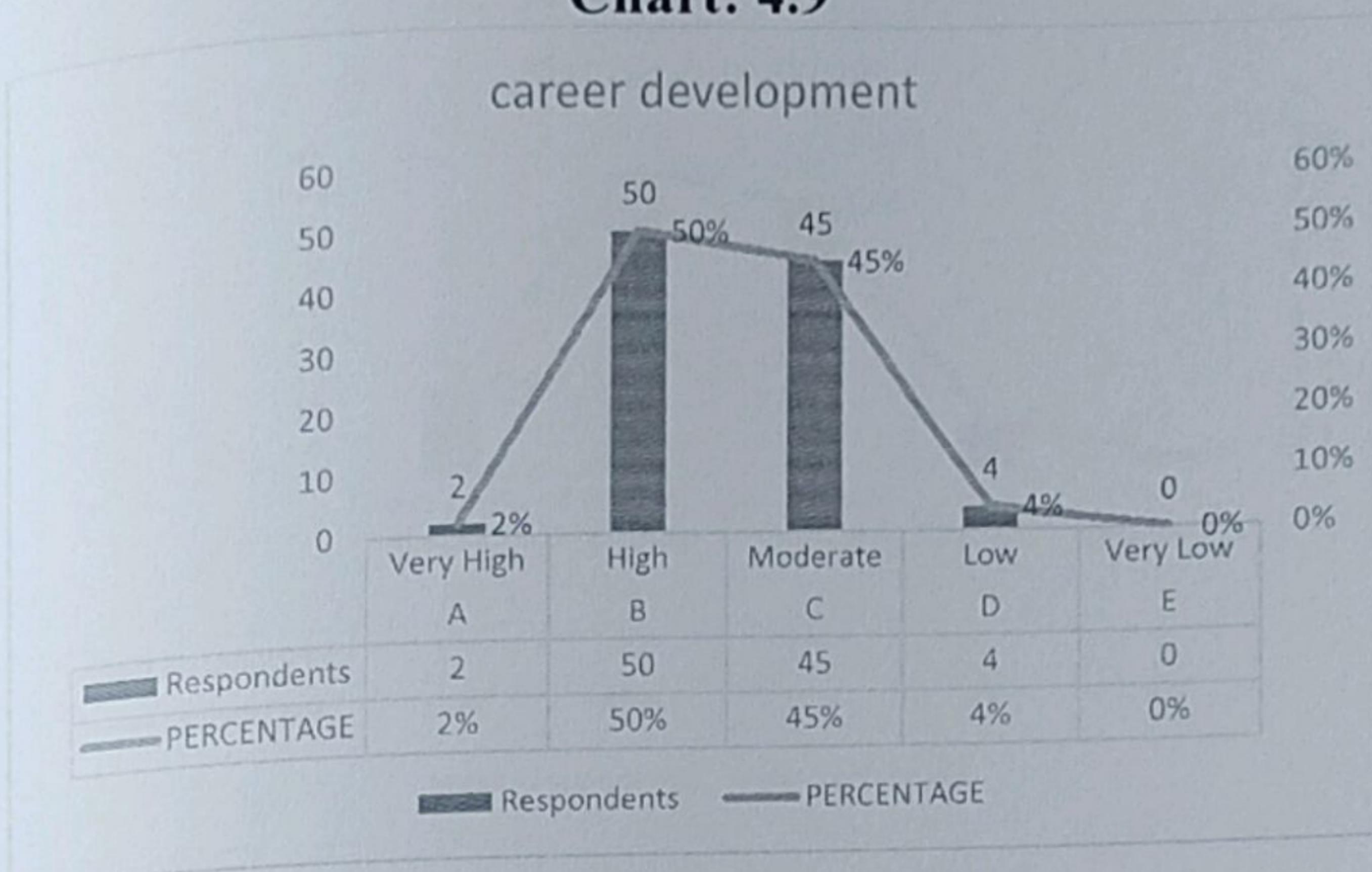
Inference:

Most of the respondents (64%) believe job enrichment improves relationships with colleagues, while 15% disagree and 20% are unsure.

9. How does job enrichment influenced your career development opportunities?

Table – 4.9

Options	Opinions	Respondents		Percentages
		2	49 %	
A	Very High	2	2 %	
B	High	50	49 %	
C	Moderate	45	45 %	
D	Low	4	4 %	
E	Very Low	0	0	
Total		101	100 %	

Source: Primary Data**Chart: 4.9**

Interpretation: The above table states that, out of 101 respondents, 2% opted very high, 49% opted high, 45% opted moderate and 4% opted low for how's the job enrichment influenced our career development opportunities

Inference:

51% feel that job enrichment has a positive impact on their career development opportunities, while 45% see it as moderate and 4% view it



as low.

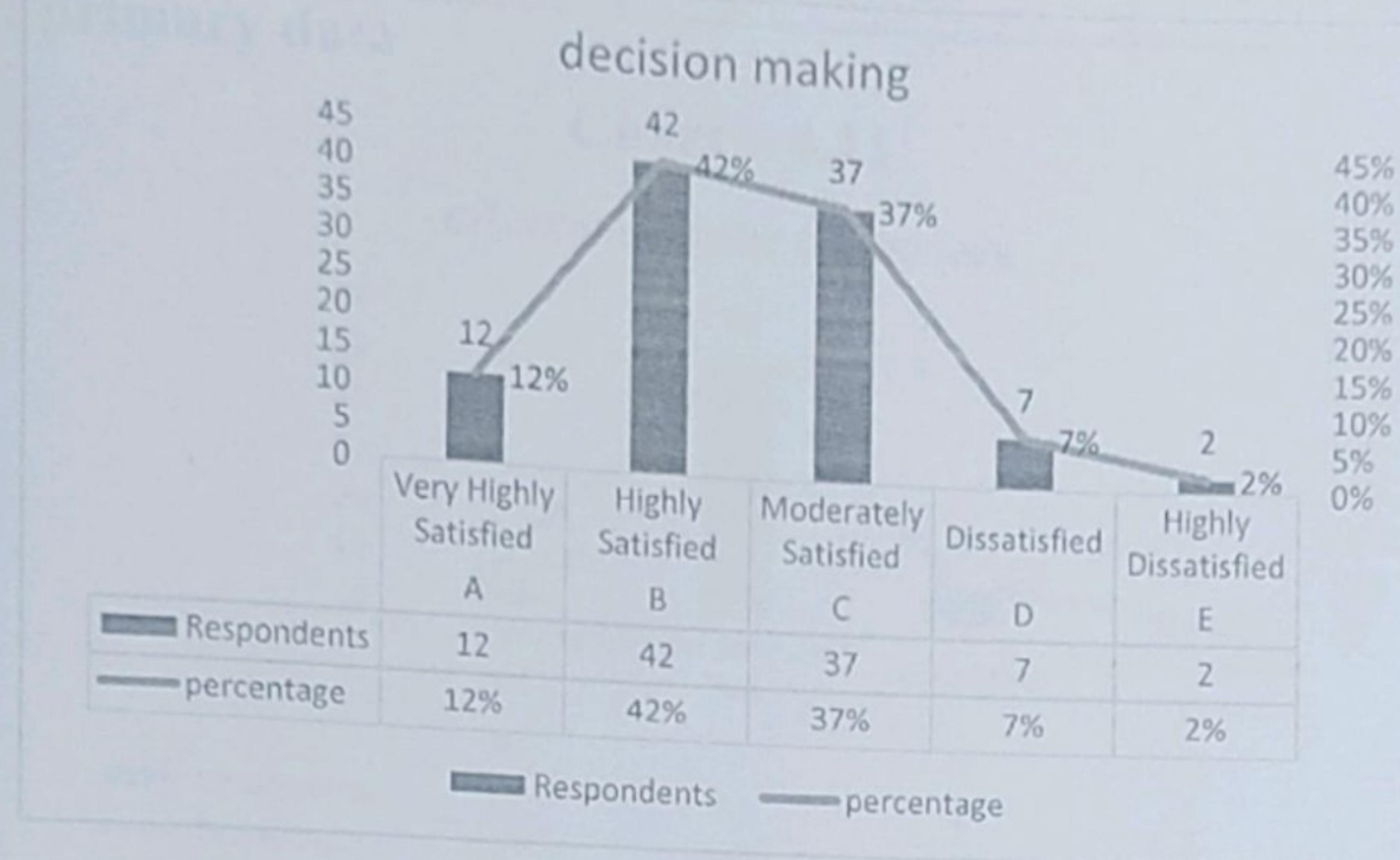
10. How does job enrichment impact employee autonomy and decision-making authority?

Table – 4.10

Options	Opinions	Respondents	Percentages
A	Very Highly Satisfied	12	12 %
B	Highly Satisfied	42	41 %
C	Moderately Satisfied	37	37 %
D	Dissatisfied	7	7 %
E	Highly Dissatisfied	2	2%
Total		100	100

Source: Primary Data

Chart – 4.10



Interpretation: The above table states that, out of 101 respondents, 12% are very highly satisfied, 42% are highly satisfied, 37% are moderately satisfied, 7% are dissatisfied and 2% are highly dissatisfied with the impact of employee decision making authority provided to them by APSPDCL.

Inference:

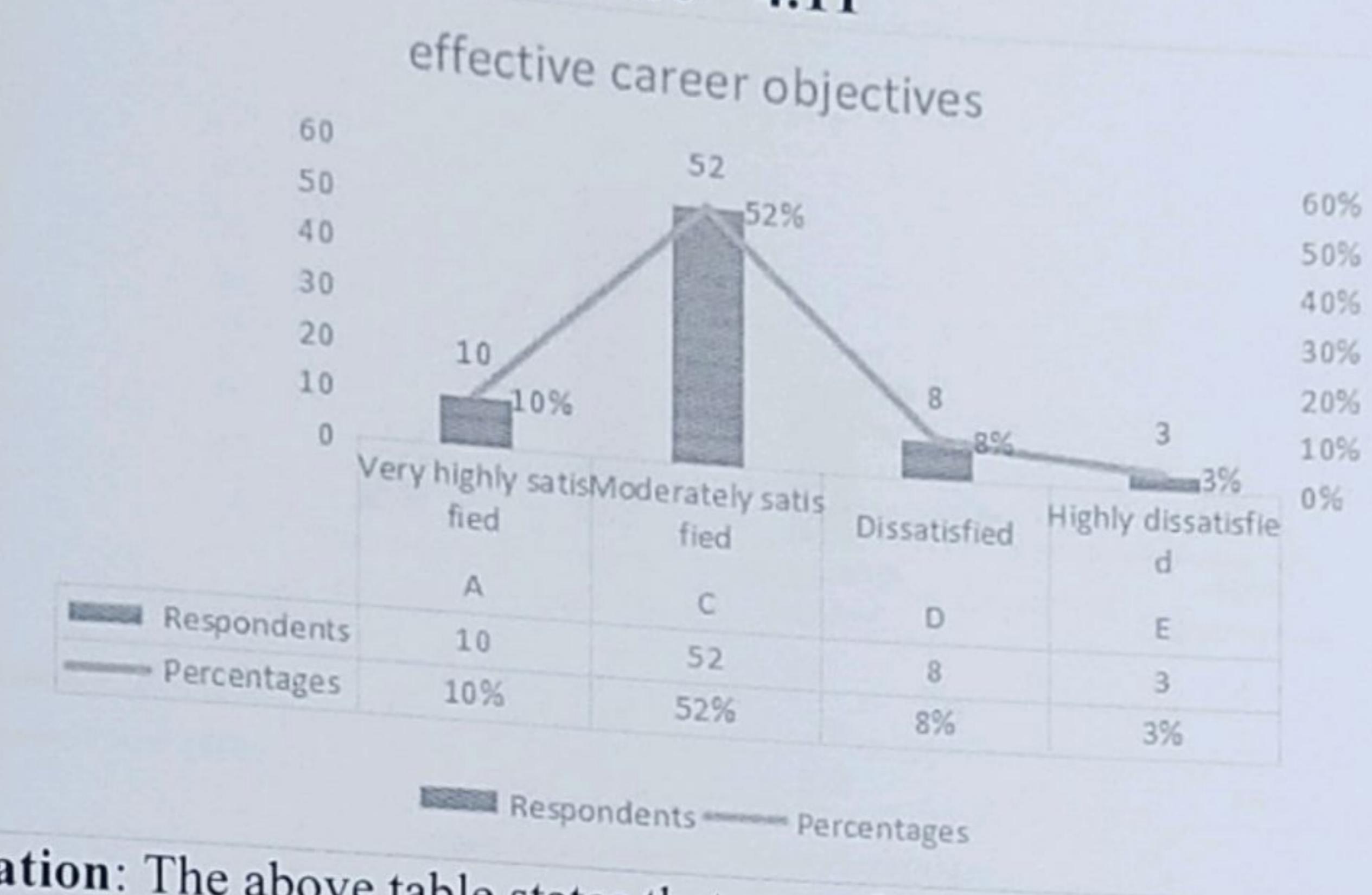
91% are satisfied with the decision-making authority provided by

APSPDCL, while 9% are dissatisfied.
11. Does job enrichment practices have been most effective in helping you to achieve your career objectives?

Options	Opinions	Respondents	Percentages
A	Very highly satisfied	10	10 %
C	Moderately satisfied	52	51 %
D	Dissatisfied	8	8 %
E	Highly dissatisfied	3	3 %
Total		101	100 %

Source: primary data

Chart – 4.11



Interpretation: The above table states that, out of 101 respondents, 10% are very highly satisfied, 28% are highly satisfied, 51% are moderately satisfied, 8% are dissatisfied and 3% are highly dissatisfied to job enrichment practices helping to achieve different career objectives provided by the organization.

Inference:

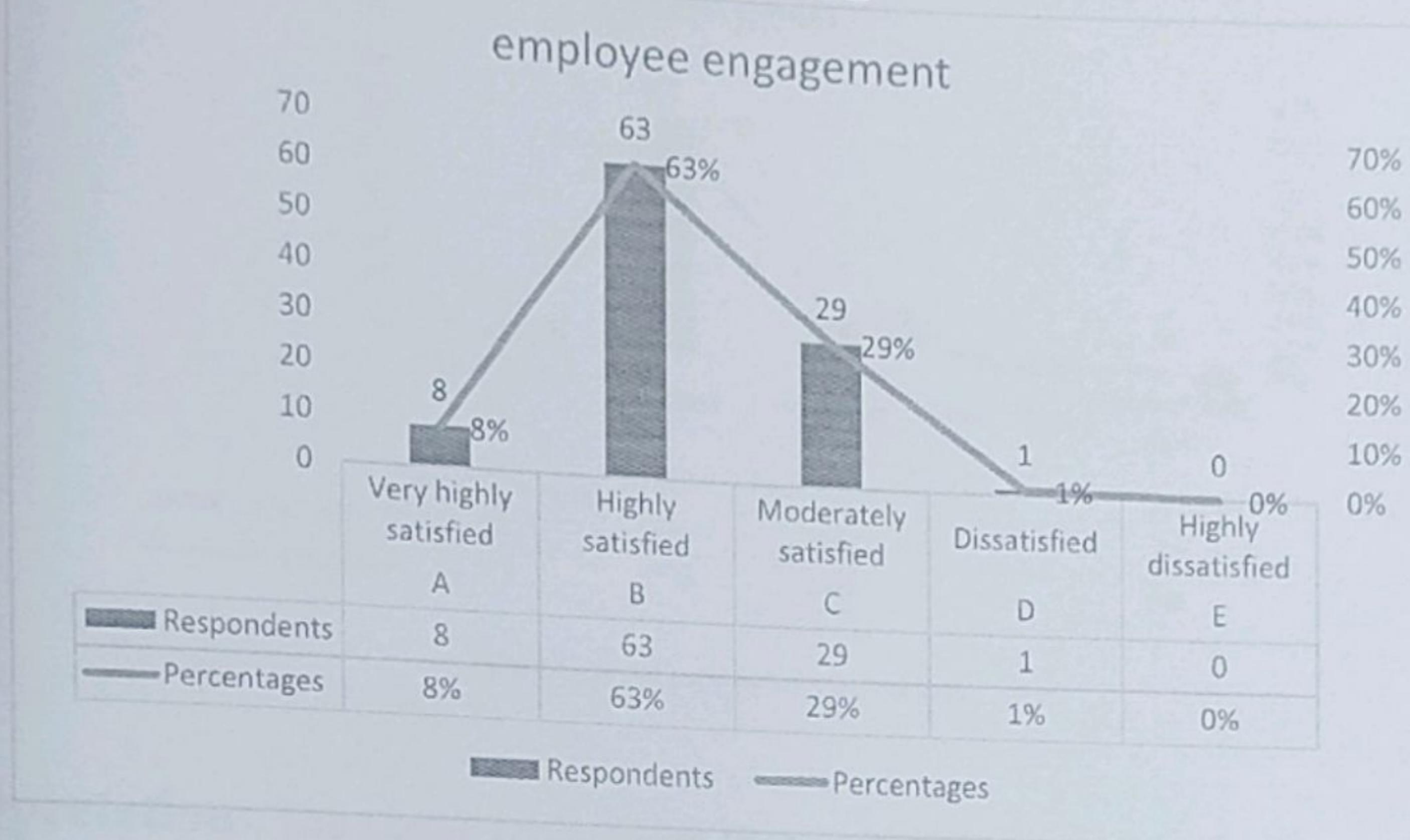
89% are satisfied with job enrichment practices for achieving career objectives, while 11% are dissatisfied.

12. How do job enrichment activities affect employees' sense of engagement with their work?

Options	Opinions	Respondents	Percentages
A	Very highly satisfied	8	8%
B	Highly satisfied	63	63%
C	Moderately satisfied	29	29%
D	Dissatisfied	1	1%
E	Highly dissatisfied	0	0%

Source: primary data

Chart – 4.12



Interpretation: The above table states that, out of respondents, 8% are very highly satisfied, 63% are highly satisfied, 29% are moderately satisfied and 1% are dissatisfied with job enrichment activities affect employees' sense of engagement with their work.

Inference:

71% of respondents are satisfied with how job enrichment activities enhance their work

engagement, while 29% are moderately satisfied and 1% are dissatisfied.

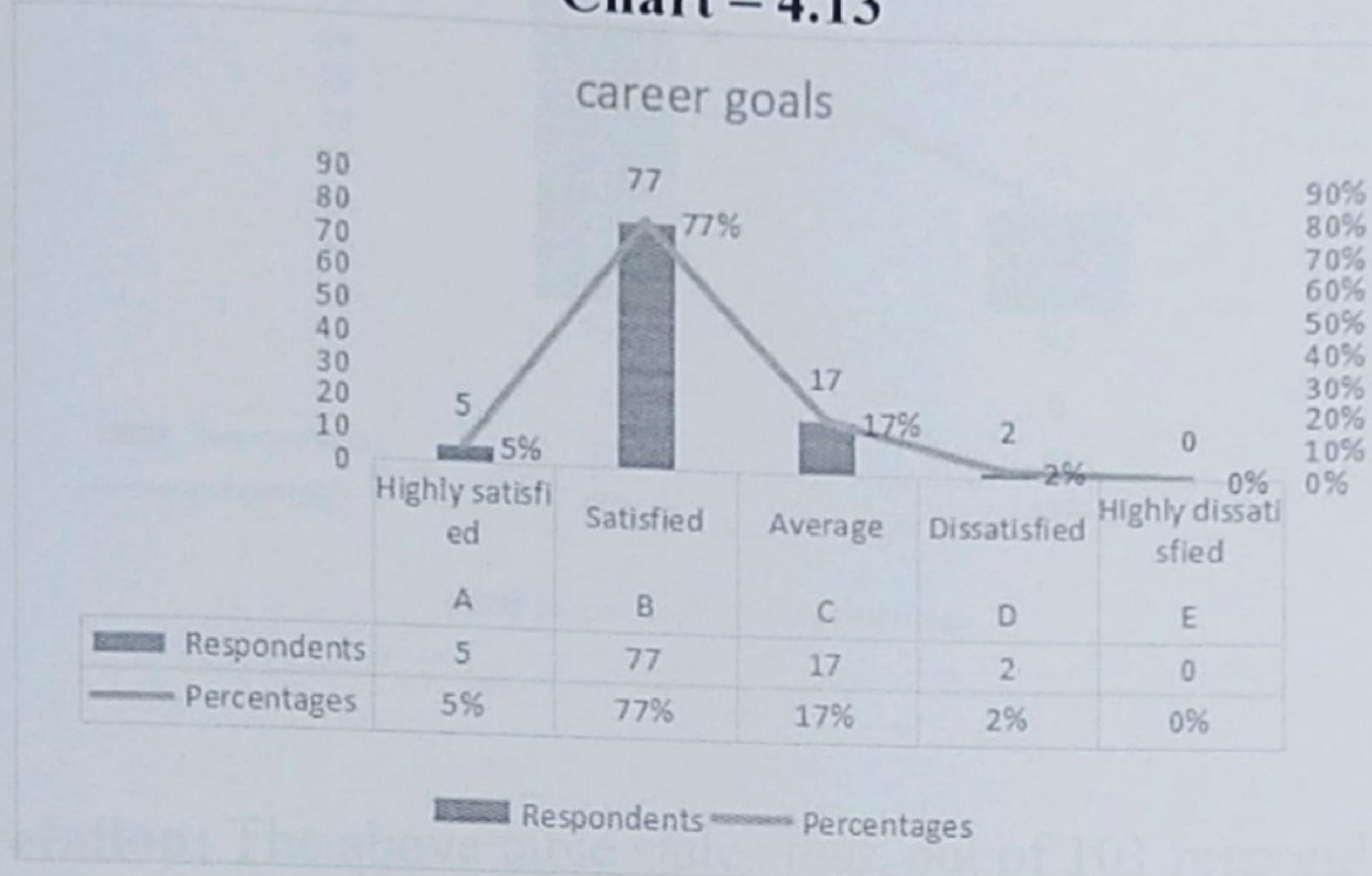
13. How has job enrichment influenced for future career-oriented goals to the organization?

Table – 4.13

Options	Opinions	Respondents	Percentages
A	Highly satisfied	5	5%
B	Satisfied	77	76 %
C	Average	17	17 %
D	Dissatisfied	2	2 %
E	Highly dissatisfied	0	0
Total		101	100 %

Source: Primary data

Chart – 4.13



Interpretation: The above table states that, out of 101 employees, 5% are highly satisfied, 77% are satisfied, 17% are averagely satisfied and 2% are dissatisfied by the career-oriented goals of the organization.

Inference:

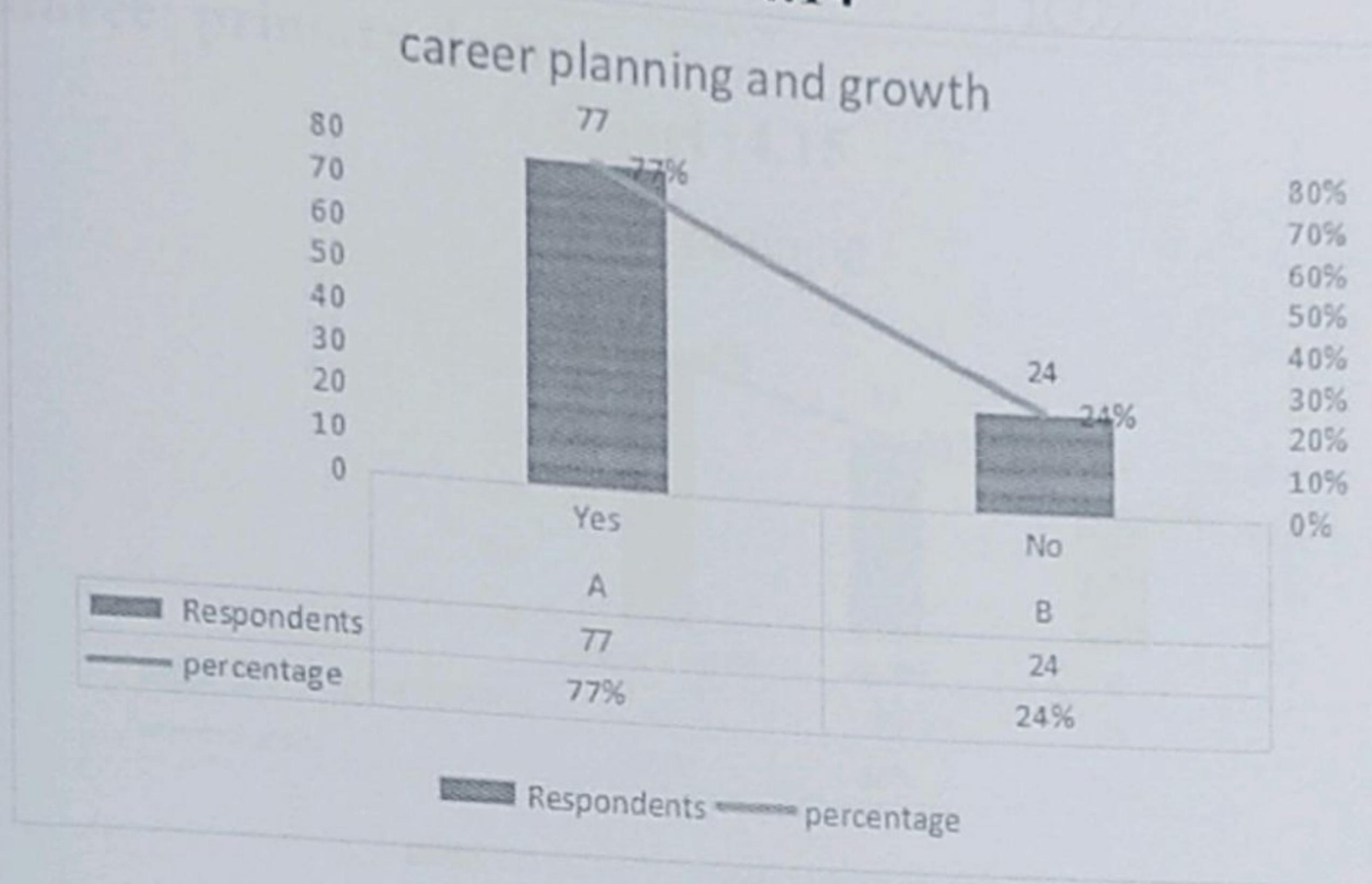
The table shows that 82% of employees are satisfied with the organization's career-oriented goals while 17% are averagely satisfied and 2% are dissatisfied.

14. Do you think job enrichment activities of the organization helps in improving your performance?

Options	Opinions	Respondents	Percentages
A	Yes	77	76 %
B	No	24	24 %
Total		101	100%

Source: Primary Data

Chart – 4.14



Interpretation: The above table states that, out of 101 respondents, 76% said yes and 24% said no to that, job enrichment activities of the organization helps in improving their performance.

Inference:

76% of respondents believe job enrichment activities improve their performance, while 24% do not.

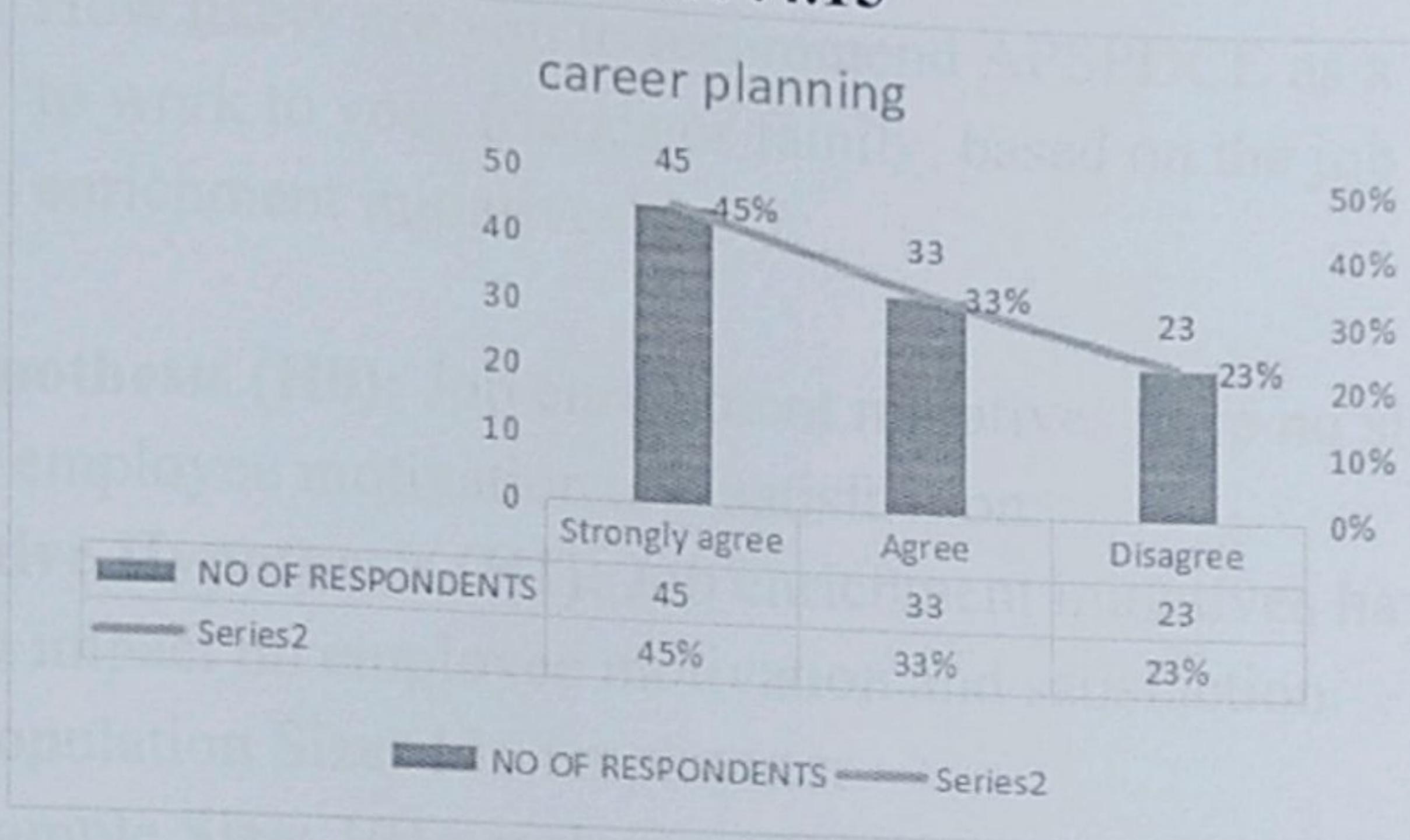
15. Does job enrichment has changed your perspective on career planning and growth?

Table:4.15

OPTIONS	NO OF RESPONDENTS	NO OF PERCENTAGES
Strongly agree	45	45%
Agree	32	32%
Disagree	23	23%
Total	100	100%

(Source: primary data)

Chart :4.15



Interpretation: The table indicates that 77% of respondents feel that job enrichment has positively impacted their perspective on career planning and growth, with 45% strongly agree and 32% agree. Conversely, 23% of respondents disagree with this view, suggesting that while the majority see a benefit in career planning and growth from job enrichment.

Inference:

77% of respondents agree that job enrichment has changed their perspective on career planning and growth while 23% disagree.



HYPOTHESIS: HYPOTHESIS CALCULATION

Objective:

- To assess the impact of job enrichment initiatives on employee motivation and satisfaction in APSPDCL, we can frame our hypothesis as follows:

Questionnaire:

1. How often do you feel your job allows you to use your skills and abilities to their fullest potential?
2. How motivated do you feel to perform your job duties as a result of recent job enrichment initiatives?
3. How likely are you to recommend APSPDCL as a great place to work to your friends or family, based on the job enrichment initiatives?

• **Null Hypothesis (H₀):** Job enrichment initiatives have no significant impact on employee motivation and satisfaction.

• **Alternative Hypothesis (H₁):** Job enrichment initiatives have a significant impact on employee motivation and satisfaction.

- Population Size: 136 employees.
- Sample Size: 101 employees.

Collected Data:

- Conducted a survey where employees are asked about their motivation and satisfaction levels before and after job enrichment initiatives.
- Categorize responses into "Increased", "No Change", and "Decreased".

Category of respondents	OBSERVED FREQUENCY	EXPECTED FREQUENCY
Increased/satisfied	50	33.33
No change /Neutral	30	33.34
Decreased/Dissatisfied	21	34.33
Total	101	101

Formula to calculate Chi-Square:

$$\chi^2 = \frac{\sum (O_i - E_i)^2}{E_i}$$

$$\chi^2 = \frac{(50 - 33.33)^2}{33.33} + \frac{(30 - 33.34)^2}{33.34} + \frac{(21 - 34.33)^2}{34.33}$$

$$\chi^2 = 8.3427 + 0.3344 + 5.1740$$

$$= 13.8511$$

$$\chi^2 = 13.85$$

level of significance:

significance level (α) of 0.05. This means we are willing to accept a 5% chance of incorrectly rejecting the null hypothesis.



Degrees of Freedom (df):

$$df = (\text{number of categories} - 1) = 3 - 1 = 2$$

Significance Level (α): Commonly used significance level is 0.05.

Using the chi-square distribution table, the critical value for $df=2$ and $\alpha=0.05$ is approximately 5.991.

Conclusion

- If the chi-square statistic (13.85) is greater than the critical value (5.991), we reject the null hypothesis.
- Since $13.85 > 5.991$, we reject the null hypothesis.

Interpretation: By the calculated chi-square test was 13.85, which is greater than the critical value of 5.991 at the 0.05 significance level. Therefore, we rejected the **null hypothesis (H_0)**, we accept **Alternative hypothesis (H_1)** concluding that job enrichment initiatives have a significant impact on employee motivation and satisfaction.

Findings

Chi-Square test finding:

chi-square test was 13.85, which is greater than the critical value of 5.991 at the 0.05 significance level. Therefore, we rejected the **null hypothesis(H₀)**, we accept **Alternative hypothesis (H₁)** concluding that job enrichment initiatives have a significant impact on employee motivation and satisfaction.

Simple Percentage method findings:

- Among 100% most of the respondents are positively impacted by job enrichment initiatives, with 94% expressing some level of satisfaction while 6% are dissatisfied.
- The majority 77% have some level of satisfaction with job enrichment programs, while 33% are dissatisfied.
- 80% have some level of satisfaction with job enrichment efforts to increase skill development, while 20% are dissatisfied.
- 74% are satisfied with the organization's contribution to overall job performance and employee satisfaction, while 26% are dissatisfied.
- 93% are satisfied with the effectiveness of current job enrichment strategies , while 7% are dissatisfied.
- 91% are satisfied with how job enrichment influences long-term commitment to the organization ,while 10% are dissatisfied.
- Most of the respondents (64%) believe job enrichment improves relationships with colleagues, while 15% disagree and 20% are unsure.
- 51% feel that job enrichment has a positive impact on their career development opportunities, while 45% see it as moderate and 4% view it as

low.

- 91% are satisfied with the decision-making authority provided by APSPDCL, while 9% are dissatisfied.
- 89% are satisfied with job enrichment practices for achieving career objectives, while 11% are dissatisfied.
- 71% of respondents are satisfied with how job enrichment activities enhance their work engagement, while 29% are moderately satisfied and 1% are dissatisfied.
- The table shows that 82% of employees are satisfied with the organization's career-oriented goals while 17% are averagely satisfied and 2% are dissatisfied.
- 76% of respondents believe job enrichment activities improve their performance, while 24% do not.
- 77% of respondents agree that job enrichment has changed their perspective on career planning and growth while 23% disagree.

5.2 SUGGESTIONS

Most of the employees are satisfied with the existing enrichment schemes provided by the company. The following recommendations will be helpful to the management to improve the awareness as well as to improve the satisfaction level of employees.

Assess Employee Needs and Preferences:

Conduct surveys or interviews to understand what aspects of their work employees find most fulfilling and what areas they feel could be improved.

Use this feedback to tailor job enrichment programs to meet the specific needs and preferences of employees.

Provide Training and Development Opportunities:

Offer training sessions, workshops, or courses to enhance employees' skills and competencies. Encourage employees to pursue certifications or further education relevant to their roles.

Offer Autonomy and Decision-Making Authority:

Delegate tasks and responsibilities to employees, allowing them to have more control over their work. Empower employees to make decisions within their areas of expertise and provide support as needed.

Promote Career Growth and Advancement:

Create clear pathways for career progression within the organization. Offer opportunities for job rotation, promotions, or lateral moves to allow employees to explore different roles and responsibilities.

Encourage Innovation and Creativity:

Foster a culture that values new ideas and encourages employees to think outside the box. Provide resources and support for employees to implement innovative solutions to challenges they encounter in their work.

Recognize and Reward Achievement:

Implement recognition programs to acknowledge employees' contributions and achievements. Offer rewards such as bonuses, promotions, or special privileges to employees who excel in their roles or make significant contributions to the organization.

5.3 CONCLUSION

The study entitled, "A STUDY ON JOB ENRICHMENT MEASURES AT THE APSPDCL, TIRUPATI"

"TIRUPATI" aims to find out the employees awareness and satisfaction levels with respect to the various enrichment facilities, working condition and social security schemes provided by the company. It is well for the company that majority of the respondents have expressed their satisfaction with regard to the employee enrichment measures. But they are lagging in few recreational facilities, training and programmes, rest shelter facilities etc. The company should take necessary steps to improve in those measures. So that the employee can do the job still more effective.



QUESTIONNAIRE ON JOB ENRICHMENT MEASURES APSPDCL – TIRUPATI

I am conducting a study on Employee Enrichment and Social Security Measures followed at APSPDCL Tirupati, Chittoor district AP. As a part of this, I would like to know how people feel about organization's holding such details and also how effective the Enrichment and measures are followed. In this regard, I request you to express your opinions freely and frankly without any prejudice and bias for the following questions given hereunder.

SELF-INFORMATION

Name :

Age :

Gender :

Cadre / Designation :

Section / Department in which employed :

Service in years :

Objective 1:

- To assess the impact of job enrichment initiatives on employee motivation and satisfaction in APSPDCL

1. How satisfied are you with the variety of tasks you perform in your role

- | | |
|--------------------------|---------------------|
| A. Very Highly Satisfied | C. Highly satisfied |
| B. Moderately satisfied | D. Dissatisfied |



2. How often do you feel your job allows you to use your skills and abilities to their fullest potential?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

3. How motivated do you feel to perform your job duties as a result of recent job enrichment initiatives?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

Objective2:

- To improve job enrichment opportunities that positively impacts career development.

1. How well do you feel your current role supports your professional growth and career development?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

2. How well do you feel your current job role aligns with your long-term career goals?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

3. How do you receive feedback and guidance that helps you improve and advance in your career?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

Objective 3:

➤ To Enhance job enrichment initiatives that impacts employee experience, fulfilment and purpose in their work.

1. Does job enrichment practices have been most effective in helping you to achieve your career objectives?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied



2. How has job enrichment influenced for future career-oriented goals to the organization?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

3. How has job enrichment affected your readiness for promotions or new responsibilities?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

4. How has job enrichment influenced your job satisfaction?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

Objective 4:

- To improve job enrichment opportunities that positively impacts employee engagement.

1. How do job enrichment activities impact employee engagement?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

2. How do job enrichment activities affect employees' sense of engagement with their work?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied

3. Does job enrichments' helps in preparing you for future roles within the organization?

- A. Very Highly Satisfied
- B. Highly satisfied
- C. Moderately satisfied
- D. Dissatisfied



Demographic Profile:

1. Age:

- 18-24
- 25-34
- 35-44
- 45-54
- 55 and above

2. Gender:

- Male
- Female
- Other (specify)

3. Educational Qualification:

- High School Diploma/GED
- Bachelor's Degree
- Master's Degree
- Doctoral Degree
- Other (specify)

4. Job Position/Level:

- Entry-level
- Mid-level
- Senior-level
- Managerial
- Executive



5. Years of Experience in APSPDCL:

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- More than 15 years

6. Department/Division:

- Administrative
- Technical
- Customer Service
- Human Resources
- Finance
- Operations
- Other (specify)

7. Tenure in Current Position:

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

8. Employment Status:

- Full-time
- Part-time
- Contractual
- Temporary



9. Location:

- Urban
- Suburban
- Rural

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