CHAPTER-1

* 1. INTRODUCTION
  2. INDUSTRY PROFILE

1.3 COMPANY PROFILE

##### CHAPTER 1

##### INTRODUCTION

##### Job enrichment is a management strategy aimed at enhancing job satisfaction and to a motivation by increasing the depth of can any employee's responsibilities. It involves adding tasks that require more skill, autonomy, and decision-making authority, thereby providing employees with a sense of fulfil and asked to achievement. Job enrichment seeks to make jobs more challenging and rewarding, a any ultimately leading to higher levels of asked 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 behaviour 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 forgrowth, recognition, and meaningful work, which are essential for job satisfaction and motivation.

**Hackman and Job Characterstics:**

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, limitation, 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 behaviour 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 and have engagement, job satisfaction, and over all the 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 have a 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 creative 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 employed developed inorganization.

**Improved Organizational Performance:** Ultimately, job enrichment can contribute to improved organizational performance by any 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 resistance 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 to 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 performed of collaboration, independent of 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:**

Any 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 a may 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 of a projects, initiatives and societal impact.

**Continuous Learning and Development:**

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

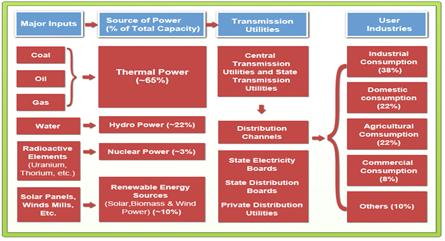
**1.2 INDUSTRY PROFILE**

1.Power is an important tool for economic growth of the country.

2. The big challenge in front of the power industry is to balance the demand and supply of electricity.

3. Power is a critical infrastructure for economic development and for improving the quality of life. The electricity sector in India had an installed capacity of 202.98 Gig watts (GW) as of May 2015, the world's fifth largest. Captive power plants generate an additional 31.5 GW. Thermal power plants constitute 66% of the installed capacity, hydroelectric about 19% and the rest being a combination of wind, small hydro, biomass, waste-to-electricity, and nuclear. In terms of fuel, coal-fired plants account for 55% of India's installed electricity capacity, compared to South Africa's 92%; China's 77%; and Australia's 76%. After coal, renewal hydropower accounts for 21%, and natural gas for about 10%.

**Working of the power industry**



**THERMAL POWER**

Thermal power plants convert energy rich fuel into electricity and heat. The current installed base of Thermal Power is **86,936 MW** which comes to 64.5% of total installed base.Possible fuels include coal, natural gas, petroleum products, agricultural waste and domestic trash / waste. Other sources of fuel include landfill gas and biogases. In some plants, renewal India's nuclear power plant development began in 1964. India signed an agreement with General Electric of the United States for the construction and commissioning of two boiling water reactors at Tarapur. Currently 17 Nuclear Power reactors produce **4,120 MW** which comes to 3.1% of total installed base.



**HYDRO POWER**

In this system of power generation, the potential of the water falling under gravitational force is utilized to rotate a turbine which again is coupled to a Generator, leading to generation of electricity. India is one of the pioneering countries in establishing hydro-electric power plants. The power plants at Darjeeling and Shimsha (Shivanasamudra) were established in 1898 and 1902 respectively and are among the first in Asia. The current installed base of Hydro Power **33,486 MW** which comes to 24.8% of total installed base.

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**NUCLEAR POWER**

India's nuclear power plant development began in 1964. India signed an agreement with General Electric of the United States for the construction and commissioning of two boiling water reactors at Tarapur. Currently 17 Nuclear Power reactors produce **4,120 MW** which comes to 3.1% of total installed base.



**WIND POWER** 



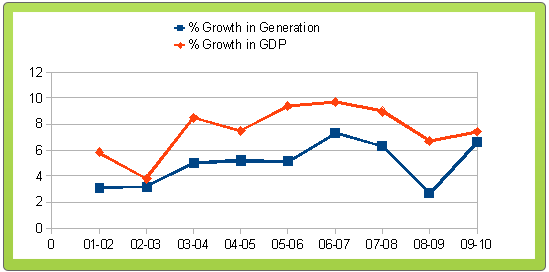
**RENEWABLE ENERGY SOURCES**

The energy obtained from renewable sources like sun, wind, biomass can be converted into power. Renewable energy sources have great potential to contribute to improving energy security of India and reducing green-house gas emissions. India is among the five largest wind power generators in the world.

**How has the relationship between India’s economic growth and Power generation growth been?**

As seen in the graph below, there is a positive correlation between the GDP Growth rate and the growth in Power Generation. As will be seen in the later part of this Shastra, India is currently facing acute shortage of power. The Indian growth story looks positive which will lead to higher economic growth and more demand for power. In order to sustain the growth in GDP, India needs to add power generation capacity commensurate with this pace.

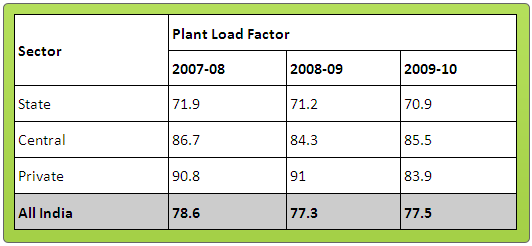
**CHART NO: 1.1**

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**PLANT LOAD FACTOR – A MEASURE OF EFFICIENCY: -**

Plant Load Factor, a critical efficiency parameter in the power industry is a measure of the actual output of a power plant compared to the maximum output it can produce.

**TABLE NO: 1.1**



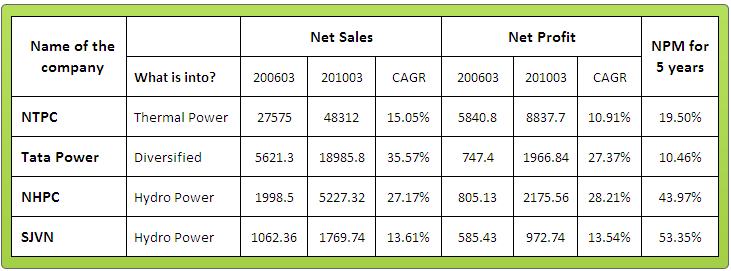
The State sector that has the highest installed capacity is the least efficient. The private sector utilities have clocked good efficiency rates and the Central utilities have managed to achieve competent efficiency rates. Going forward, with private players being encouraged to enter the Power Sector, the state utilities will be required to work on improving their efficiency

**PERFORMANCE OF THE TOP SECTOR PLAYERS IN THE PAST**

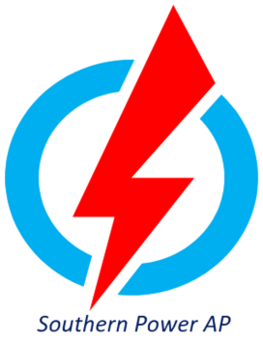
Looking at the table below, it can be clearly observed that hydro-power producers like NHPC and SJVN operate at substantially higher profit margins than thermal power producers. This is because thermal power producers are required to spend a lot on Fuel (Coal, Gas, Oil).

Looking at the companies with a diversified portfolio of power, NTPC is the largest company (on Net Sales), but Tata Power has registered the highest growth rates in Sales and Net Profit. Among hydro power producers, NHPC’s performance has been very good, its Net Profit growing at a CAGR of 28%.

**TABLE NO: 1.2**



* 1. **COMPANY PROFILE**



Consequent to the third transfer scheme, APSPDCL has become wholly owned Andhra Pradesh State Government Company. 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 Electricity Distribution Company was formed for the following six districts of Andhra Pradesh. The Corporate Office and Headquarters of APSPDCL are 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 Kurnool, Kadapa, Anantapur, Nellore, and Chittoor districts with a vision to ‘become an efficient utility supplying reliable and quality power, promoting economic development and being self-reliant commercially’.

As on 31st March 04, SPDCL has a robust distribution network to cater to customers spread across 81331 sq. Km representing 326 mandals, 6177 villages and 86 assembly constituencies.

**GEOGRAPHICAL AREAS OF APSPDCL:**



Consequent to the third transfer scheme, APSPDCL has become wholly owned Andhra Pradesh State Government Company.

The company is used to spend an amount of Rs.300crores approximately on research and development to develop the system thereby reducing the transmission and distribution losses and at the same time the company is trying to provide quality power without any interruptions etc.

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|  |  |
| --- | --- |
| **TABLE NO: 1.3**  **APSPDCL DISCOM Details                          Up to may** | |
|  |  |
| |  |  |  | | --- | --- | --- | | **S. NO** | **DETAILS** | | | 1 | Area in Sq. KM | 80375 | | 2 | No. of Domestic Services | 5250974 | | 3 | No. of Non-Domestic & Commercial Services | 594813 | | 4 | No. of LT Industrial Services | 41367 | | 5 | No. of Agricultural Services | 1191499 | | 6 | No. of General-Purpose Services and utilities | 147149 | | 7 | No. of LT Services | 7225802 | | 8 | No. of HT Services | 4221 | | 9 | No. of 33/11 KV Substations | 1547 | | 10 | No. of Distribution Transformers | 723755 | | 11 | No. of 11 KV Feeders | 6337 | | 12 | No. of Divisions | 33 | | 13 | No. of Sub-Divisions | 104 | | 14 | No. of Sections | 410 | | 15 | No. of ERO s / SUB-ERO s | 79 | | |

**CERTIFICATION OF ISO 9001:2000**

The APSPDCL has got ISO 9001:2000 certificate in 2005 and providing prompt and good services to the customer.

**VISION:**

"To create an organization that is profitable, viable, responsive, serving the needs of the customer, suppliers and employees”

**MISSION:**

**Commercial Objectives:**

* Eliminating pilferage of energy
* Reducing the exceptional cases
* Reduce arrears

**Operational Objectives:**

* Reducing transformer failures
* Reducing O&M expenditure
* Minimize technical/transmission losses

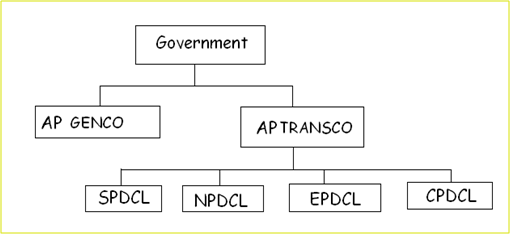
**Social Objectives:**

* Electrification of Dalithwadas
* Electrification of Weaker section Colonies
* Releasing of supply to PWS/RWS
* Separation of 11Kv feeders for Mandal Headquarters

**Regulatory Objectives:**

* To function as per the guidelines issued by APERC
* To continuously monitor the progress of various directives issued by APERC.

**Existing Structure of Power Sector in Andhra Pradesh:**



**APGENCO** – Andhra Pradesh Generation Corporation Limited

**APTRANSCO** – Andhra Pradesh Transmission Corporation Limited

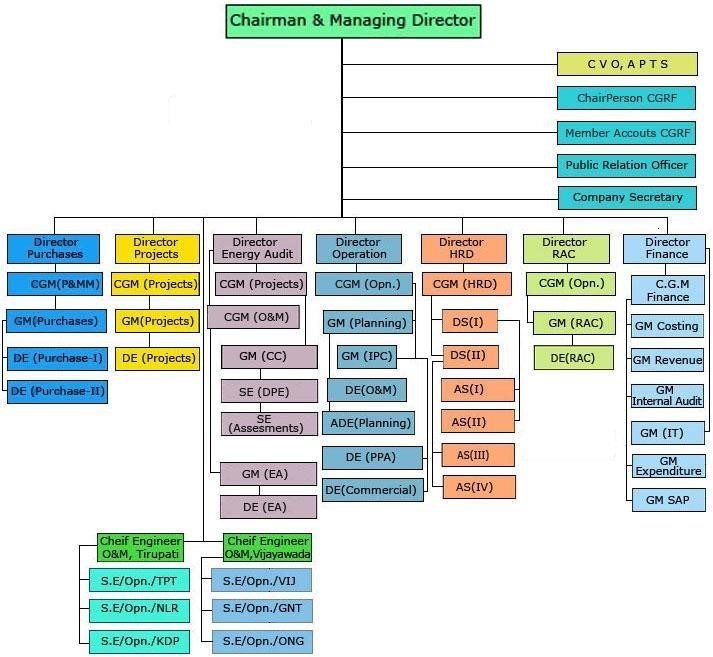
**SPDCL** – Southern Power Distribution Company Limited (Vijayawada, Guntur, Ongole, Nellore, Tirupati, Cuddappah)

**NPDCL** – Northern Power Distribution Company Limited (Warangal, khammam, Karimanagar, Adilabad, Nizamabad)

**EPDCL** – Eastern Power Distribution Company Limited (Srikakulam, Vijayanagaram, Visakhapatnam, Rajamundry, Eluru)

**CPDCL** – Central Power Distribution Company Limited (Anantapur, Kurnool, Medak, Nalgonda, Mehaboobnagar, Rangareddy, Hyderabad.

**ADMINISTRATIVE HIERARCHY**



**BOARD OF DIRECTORS**

**Sri. K. Santhosha Rao - chairman & Managing Director**

**Sri. K. Siva Prasad Reddy - Director projects**

**Smt. Dr. P. B. Sasikala - Women director**

**Sri. Rajesh Kumar Shahi -** **Executive Director**

#### APSPDCL AS INDEPENDENT ENTITY

The following are the key initiatives that have been taken by the company on formation.

* Creation of Board with functional Directors.
* Fictionalization of Chief Engineers to handle subjects of Operations, Projects, Regulatory affairs, Purchase, Commercial and Human Resources.
* Proposal for Direct Recruitment for posts needing specialized skills such as Company Secretary, Human Resources, Industrial Relations, Finance, Regulatory affairs, Internal Audit, Costing and Planning.
* Proper definition of roles for all corporate functionaries

**REGULATORY FUNCTIONS OF THE COMPANY**

In broad terms the regulatory functions can be classified as follows:-

#### Planning and forecasting functions

* + Load Forecast
  + System and resource planning**.**

**Compliance reporting and Monitoring** 

* + Operations and commercial Performance
  + Compliance with Regulatory orders.
  + Exception reporting (System breakdown and Energy purchases).
  + Submission of Financial and other Reports.
  + Securing permissions for additional purchases and additional Investments.

#### Budgeting Activities

* Preparation of Aggregate Revenue Requirement (ARR) and all its components.
* Investment plans.

#### Economic Functions

* Tariff Filings
* Cost of Service determinations.
* Load Research.

# IT INITIATIVES OF APSPDCL

The company has introduced several information technology tools for timely reporting of information and to have a better control on activities of customer services, transformer related activities and billing system etc.

#### Monitoring and tracking system (MATS)

Monitoring and tracking system (MATS) is a system to monitor and track the growth of cases relating to all types of irregularities booked by the processes and DPE wings of the Distribution Companies.

MATS will capture all the info relating to any case of irregularity booked, from the time of filling of the inspection report, through valuation of energy lost, and recovery of dues from the consumer. The MATS system qualifies the entire process of tracking of cases, falling the amount of paper work and time taken for dispensation. It is a tool for effective monitoring of the disposal of the bags by the senior management.

#### GIS/GPS Based Consumer Indexing and Asset Management

GIS/GPS based consumer indexing and asset management covers sketching of

Distribution Transformer Network, Data Collection, Pole-to-Pole survey and diagrams of LT/HT Network Distribution, Network substations/ Transformers, Supply of necessary software & hardware.

# CHAPTER-2

# REVIEW OF LITERATURE

**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 any 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 job 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

3.2 SCOPE OF THE STUDY

3.3 OBJECTIVES OF THE STUDY

3.4 RESEARCH METHODOLOGY

3.5 LIMITATIONS OF THE STUDY

**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 behaviours 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 any fostering employee motivation and Satisfaction but also in promoting psychological well-being and reducing turnover intentions. Given the as 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 analysing 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.

* 1. **OBJECTIVES OF THE STUDY**
* To Asses the effectiveness of job enrichment initiatives in APSPDCL.
* To evaluate whether job enrichment activities improvs employee performance.
* To Assess how job enrichment program initiatives impact employee engagement regarding autonomy and decision-making experience in APSPDCL.
* To improve job enrichment opportunities that positively impacts career development

**3.4 RESEARCH METHODOLOGY**

As for the research design, Descriptive research is used in this research. Descriptive research is a Research which specific prediction is made, the percentage of units in a specified population exhibiting a certain behavior is measured and the characteristic of relevant group is described.

**Sampling Design**

The way of selecting a sample is known as the sample design. Here the researcher used simple random sampling.

**Sample Size**

A sample of 101 was taken from the total population (136).

**Data Collection**

The study is based on the collection of primary data from different participative workers. An Interview schedule is prepared to elicit information from different workers. Required data collected on personal observation apart from the oral information. Secondary sources are used to support the primary data; percentage bar diagram and chi-square test are also used for analysis of data.

**Data Collection**

• Primary data is collected by means of interview schedule.

• Secondary data are collected through the booklets, websites and company reports. Structured schedule was designed with the guidance of the organization for getting information from the workers. The respondents were met personally at the time of data collection. The schedule of interview was filled by the research himself in this survey method.

**Primary data**

The primary data are those which are collected afresh and the first time, and thus happen to be original in character. The tools for collecting this primary data are by two types namely Interview method and Questionnaire method.

**Secondary data**

The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process in the company.

**Area of the study**

**APSPDCL, kesavanayagunta, srinivasakalyanamandapam, tirupathi**

**Sample size**

The sample size of the survey is taken as 101 respondents.

**Sampling procedure**

Sampling is the selection of group with a view to obtain information about the whole is group of persons that represent particular community. The sampling method used was random sampling. This sampling method was used because of lack of through knowledge about the universe. The sample size was fixed to 101 respondents**.**

**Types of survey:**

Simple random sampling technique.

**Research Instruments**

1. Personal interviews the data Schedulers where administrated personality for collecting
2. Questionnaire the questionnaire comprises of closed-ended questions

**Statistical tools used**

* Bar graphs
* Chi-square method
* Table

**PERCENTAGE ANALYSIS**

Percentage refers to a special proportion. Percentage analysis test is done to find out the response rate. The different percentages of the respondents in this tool are presented in the form of bar graph charts for a better understanding of the analysis.

**FORMULA**:

**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.

136

[1+136(0.05)2 ]

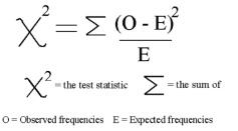
Sample size =101

**Research Instrument:**

Research instrument used in this is structured questionnaire.

**Statistical Tool:**

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



**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.Externalfactors**: 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**

DATA ANALYSIS AND INTERPRETATION

**4. DATA ANALYSIS AND INTERPRETATION**

**Table No: 1 AGE WISE CLASSIFICATION**

|  |  |  |
| --- | --- | --- |
| **AGE GROUP** | **NO OF RESPONDENT** | **PERCENTAGE** |
| Below 20 years | **-** | **-** |
| 20- 30 years | 28 | 28% |
| 31-40 years | 30 | 30% |
| Above 41 years | 42 | 42% |
| Total | 100 | 100 |

**(source: Questionnaire)**

**Chart No. 1 Age wise classification**

**Interpretation:** From the above table it shows that 42% of respondents are above 41 years, 30% of respondents are 31-40 years,28% of respondents are 20-30 years and there is no respondents to the below 20 years

**Table: 2 GENDER WISE CLASSIFICATION**

|  |  |  |
| --- | --- | --- |
| **GENDER** | **NO OF RESPONDENTS** | **PERCENTAGE** |
| Male | 64 | 64% |
| Female | 36 | 36% |
| Total | 100 | 100% |

**(source: questionnaire)**

**Chart-2 Gender wise classification**

**Interpretation:**

From the above table it represents that 64% of respondents are male,36% of respondents are female.

**TABLE:3 EXPERIENCE WISE CLASSIFICATION**

|  |  |  |
| --- | --- | --- |
| **EXPERIENCE** | **NO OF RESPONDENTS** | **PERCENTAGE** |
| Below 5 years | 16 | 16% |
| 5-10 years | 20 | 20% |
| 11-20 years | 28 | 28% |
| Above 20 years | 36 | 36% |
| Total | 100 | 100% |

**(Source: questionnaire)**

**Chart: 3 Experience wise classification**

**Interpretation:** From the above table it shows that 36% of respondents are above 20 years of experience, 28% of respondents are 11-20 years of experience, 20% of respondents are 5-10 years of experience and 16% of respondents are below 5 years of experience.

**TABLE: 4 EDUCATION WISE CLASSIFICATION**

|  |  |  |
| --- | --- | --- |
| **QUALIFICATIONS** | **NO OF RESPONDENTS** | **PERCENTAGE** |
| SSC | 10 | 10% |
| ITI | 10 | 10% |
| UG | 42 | 42% |
| PG | 28 | 28% |
| Others | 10 | 10% |
| TOTAL | 100 | 100% |

**(Source: Questionnaire)**

**Chart: 4 Education wise classification**

**Interpretation:** From the above table it shows that 42 %of respondents are UG, 28% of respondents are PG, 10% of respondents are SSC, 10 %of respondents are I.T.I, and 10% of respondents are others.

**Table: 5 SALARY WISE CLASSIFICATION**

|  |  |  |
| --- | --- | --- |
| **SALARIES** | **NO OF RESPONDENTS** | **PERCENTAGE** |
| Below 10000 | 10 | 10% |
| 10000-15000 | 20 | 20% |
| 15000-20000 | 24 | 24% |
| Above 20000 | 46 | 46% |
| TOTAL | 100 | 100% |

**(Source: Questionnaire)**

**Chart 5 Salary wise classification**

**Interpretation:** From the above table it represents that 46% of respondents are above 20000 of salary, 24% of respondents are 15000-20000 of salary, 20% of respondents are 10000-15000 of salary and 10% of respondents are below 10000 of salary.

**Table: 6 To what extent do you agree with the statement: "My job gives me a sense of personal accomplishment"?**

|  |  |  |
| --- | --- | --- |
| **OPTIONS** | **NO OF RESPONDENTS** | **PERCENTAGE** |
| Strongly agree | 60 | 60% |
| Agree | 31 | 30% |
| Disagree | 10 | 10% |
| Total | 101 | 100% |

**(Source: Questionnaire)**

**Chart: 6**

**Interpretation:** From the above table it represents that 60% of respondents are strongly agree, 30% are agree, and 10% are disagree.

**Table 7 How much do you satisfied with the job enrichment initiatives impact on employee motivation and satisfaction?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **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 – 7**

**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 jobenrichment 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 dissatisfied.

**TABLE: 8 On a scale of 1 to 5, how satisfied are you with the variety of tasks you perform in your role?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **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 – 8

**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.

**Table: 9 How satisfied are you with your overall job performance since the introduction of job enrichment activities?**

|  |  |  |  |
| --- | --- | --- | --- |
| **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 –9**

**Interpretation:** The above table states that, out of 101 respondents,0% are veryhighly satisfied, 38% are highly satisfied, 36% are moderately satisfied, 21% are dissatisfied and 5% are highly dissatisfied with the contribute 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.

##### Table: 10 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 – 10

**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.

##### Table:11 How satisfied are you with the effectiveness of current job enrichment strategies in meeting your needs at APSPDCL?

|  |  |  |  |
| --- | --- | --- | --- |
| **Options** | **Opinions** | **Respondents** | **Percentages** |
| A | Very Highly Satisfied | 11 | 11 % |
| B | Highly Satisfied | 34 | 14 % |
| C | Moderately Satisfied | 49 | 48 % |
| D | Dissatisfied | 3 | 23 % |
| E | Highly Dissatisfied | 4 | 4 % |
| Total |  | 101 | 100 % |

**source: primary data**

**Chart – 11**

**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.

**Table: 12 Do you think that job enrichment influenced your relationship with colleagues and their job satisfaction**

|  |  |  |  |
| --- | --- | --- | --- |
| **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 – 12**

**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.

**Table:13 How does job enrichment impact employee autonomy and decision-making authority?**

|  |  |  |  |
| --- | --- | --- | --- |
| **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 – 13

**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.

**Table:14 What is your opinion on how job enrichment has influenced your long-term commitment to the organization?**

|  |  |  |  |
| --- | --- | --- | --- |
| **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 – 14**

**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.

**Table:15 How satisfied are you with overall job** **enrichment influenced for future career-oriented goals to the organization?**

|  |  |  |  |
| --- | --- | --- | --- |
| **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 – 15**

**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.

**Table:16 Do you agree job enrichment has changed your perspective on career planning and growth?**

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

**(Source: primary data)**

**Chart :16**

**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 CALCULATION**

**HYPOTHESIS:**

**Objective:**

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

· 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.

Questionnaire

1. How much do you satisfied with the job enrichment initiatives impact on employee motivation and satisfaction?
2. how satisfied are you with the variety of tasks you perform in your role?
3. How satisfied are you with your overall job performance since the introduction of job enrichment activities?

Collected Data:

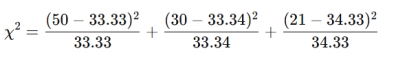
* Conducted a survey where employees are asked about their motivation and satisfaction levels before and after job enrichment initiatives.
* Categorize responses into "Increased", "No Change", and "Decreased".

|  |  |  |
| --- | --- | --- |
| 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:

X 2 =  (Oi-Ei) 2

E 2



χ2=8.3427+0.3344+5.1740

=13.8511

χ2 =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= (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 α=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(H0), we accept Alternative hypothesis (H1) concluding that job enrichment initiatives have a significant impact on employee motivation and satisfaction.

**CHAPTER - 5**

5.1 FINDINGS

5.2 SUGGESTIONS

5.3 CONCLUSION

5.4 BIBLIOGRAPHY

5.5 QUESTIONNAIRE

**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:**

* 42% of respondents are above 41 years, 30% of respondents are 31-40 years,28% of respondents are 20-30 years and there is no respondents below 20 years.
* 64% of respondents are male,36% of respondents are female.
* 36% of respondents are above 20 years of experience, 28% of respondents are 11-20 years of experience, 20% of respondents are 5-10 years of experience and 16% of respondents are below 5 years of experience.
* 42 %of respondents are UG, 28% of respondents are PG, 10% of respondents are SSC, 10 %of respondents are I.T.I, and 10% of respondents are others.
* 35% of respondents are above 20000 of salary, 25% of respondents are 15000-20000 of salary, 30% of respondents are 10000-15000 of salary and 10% of respondents are below 10000 of salary.
* 60% of respondents are strongly agree, 30% are agree, 8% are disagree, and 2% are strongly disagree.
* 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.
* 74% are satisfied with the organization's contribution to overall job performance and employee satisfaction, while 26% are dissatisfied.
* 76% of respondents believe job enrichment activities improve their performance, while 24% do not.
* 93% are satisfied with the effectiveness of current job enrichment strategies , while 7% are dissatisfied.
* Most of the respondents (64%) believe job enrichment improves relationships with colleagues, while 15% disagree and 20% are unsure.

* 91% are satisfied with the decision-making authority provided by APSPDCL while 9% are dissatisfied.
* The 82% of employees are satisfied with the organization's career-oriented goals while 17% are averagely satisfied and 2% are dissatisfied.
* 90% are satisfied with the job enrichment influences long-term commitment to the organization, while 10% are dissatisfied.
* 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 mostly filling 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.

**CONCLUSION**

The study entitled, “A STUDY ON JOB ENRICHMENT MEASURES AT THE APSPDCL, TIRUPATI” aims to find out the employee 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.To what extent do you agree with the statement: "My job gives me a sense of personal accomplishment"?

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

2.How much do you satisfied with the job enrichment initiatives impact on employee motivation and satisfaction?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

3.On a scale of 1 to 5, how satisfied are you with the variety of tasks you perform in your role?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

**Objective 2:**

* **To evaluate whether job enrichment activities improves employee performance.**

1.How satisfied are you with your overall job performance since the introduction of job enrichment activities?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

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

1. yes
2. No

3. How satisfied are you with the effectiveness of current job enrichment strategies in meeting your needs at APSPDCL?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

**Objective:3**

* To Assess how job enrichment program initiatives impact employees engagement regarding autonomy and decision making in APSDCL.

1.Do you think that job enrichment influenced your relationship with colleagues and their job satisfaction

* 1. Yes
  2. No
  3. Cant say

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

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

**Objective:4**

* To improve job enrichment opportunities that positively impact career development

1.How satisfied are you with overall job enrichment influenced for future career-oriented goals to the organization?

1. Very Dissatisfied
2. Dissatisfied
3. Neutral
4. Satisfied
5. Very Satisfied

2.Do you agree job enrichment has changed your perspective on career planning and growth?

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

**Demographic Profile:**

1. Age:
   * 18-24
   * 25-34
   * 35-54
   * 55 and above

1. Gender:
   * Male
   * Female

1. Years of Experience in APSPDCL:
   * Less than 1 year
   * 1-5 years
   * 6-10 years
   * 11-15 years
   * More than 15 years
2. Educational Qualification:
   * High School Diploma/GED
   * Bachelor's Degree
   * Master's Degree
   * Doctoral Degree
   * Other (specify)
3. Salary wise classification

* Below 10000
* 10000-15000
* 15000-20000
* Above 20000

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