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INDEX

Sr. No.	Title	Author	Subject	Page No.
1	Impact of Liquid biofertilizers, Chemical fertilizers and Vermicompost on the Growth and Yield of Chenopodium album (L.)	Dr. Sivgami Srinivasan, A. Sabitha	Biochemistry	1-3
2	Production Of Biodiesel From Microalgae Using Sodium Methoxide	M. R. Ananadhi Padmanabhan, Dr. Shaleesha A.Stanley	Biotechnology	4-6
3	Profitability Analysis Of Bharath Sanchar Nigam Limited (Bsnl)	Dr. M.Dhanabhakyam, Swapna Kurain	Commerce	7-9
4	Water Resource Management Through Community Initiatives	Dr. Mahalaxmi Krishnan	Commerce	10-11
5	IPO Grading – An Insight	Dr. Bheemanagouda	Commerce	12-14
6	Public Private Partnership (PPP) in West Bengal: A Study	Suvarun Goswami	Commerce	15-17
7	Factors Influencing Impulse Buying of Personal Care Products in Salem City	Dr. A. Vinayagamoorthy, P. kannan	Commerce	18-21
8	Employees Savings and Investment Behaviour of Selected Chemical Industries in Cuddalore District	Dr. G. Sasikumar, R. Punniyaseelan	Commerce	22-28
9	Object Oriented Mutation Applied to Java platform and C++ classes	Ravindra K. Gupta, Dr. Shailendra Singh,Titu Singh Arora	Computer Science	29-32
10	Estimating The Intravenous Fluid Resuscitation In Patients In The Intensive Care Units (A Fuzzy Logic Based Expert Advisory System)	Kamal Kumari Dadhirao, M. Surendra Prasad Babu, Mr. Suresh Kumar Maddila	Computer Science	33-36
11	An Evaluation of Women Construction Workers	T. Christy Chanchu, T. Christy Cresida	Economics	37-39
12	Carlson's Tropic State Index(CTSI) Used in Mandya Lakes	Nagarathna, Hosmani S P	Economics	40-42
13	A water pollution of metropolitan cities in India	Dr. Pawar A.S.	Economics	43-44
14	Urbanization & Pollution in India	Dr. Pawar Ashok Shankarrao	Economics	45-46
15	Motivational Strategies on Enhancing Competencies of LIC Professionals	Dr. K. Gunasekaran	Education	47-49
16	Awareness On Socio - Educational Rights Among Students Studying in Secondary School	Dr. A. Selvan, Dr. P. Paul Devanesan	Education	50-52
17	Major Approaches in Instiling Values Related to Human Rights	Dr. A. Selvan, P. Paul Devanesan	Education	53-54
18	A Study On Achievement In Mathematics of IXth Standard Students in Relation to Locus of Control and Test Anxiety	Dr. N .Rajashekara, Prathima .H.P, Narayana Swamy.Y.R	Education	55-58
19	Impact of value-orientation on Leadership Behaviour of Secondary School Teachers in Tumkur District	Dr. Umme kulsum, G.P.Nagaraja	Education	59-62
20	Performance Comparison between LMS and NLMS Algorithm	Baljit Kaur	Engineering	63-65
21	Overview of Speech Enhancement Techniques for Various Applications	N B Umashankar, Anand Jatti	Engineering	66-67

22	Hanford and Radioactive Tumbleweeds: A Case Study	Rajesh Gopinath	Engineering	68-69
23	Construction of a Knowledge Test for Tennis Players	Sanjay Singh, Sani Kumar Verma	Engineering	70-72
24	A Noval Switch Mode Power Supply for Flash Lamp Pumped Nd: Yag Laser	Kireet Semwal, S. C. Bhatt	Engineering	73-75
25	Uniform Price Electricity Market Model in Deregulated Power System	T. Nireekshana, Dr. G. Kesava Rao, Dr. S. Siva Naga Raju	Engineering	76-79
26	Effect of Notch Orientation, Temperature and Filler Material on Impact Toughness of GFRP Composites	M.C.Murugesh, Dr. K. Sadashivappa	Engineering	80-83
27	Prediction of Heat transfer rate for Indian coal slurry based on regression analysis	C.M. Raguraman, A. Ragupathy, L. Sivakumar	Engineering	84-86
28	A study of antimicrobial activity of the flavonoid-Kaempferol-3-rutinoside- from Gliricidia sepium (Jacq.) kunth.ex.Walp.	Anandhi, B., Sukumar. D, Arivudainambi. R	Engineering	87-88
29	Amitav Ghosh: Transfiguration of Memory and Imagination in the Shadow Lines	S.Kokila	English	89-90
30	Shareholder Activism in the U.S. and India	Ch. Chaitanya	Finance	91-93
31	Growth and Trends of Population in Nanded City, Maharashtra	Dr. Rathod S. B.	Geography	94-96
32	Regional Disparities of Ground water irrigation in Solapur District: A Geographical Analysis	Dr. G.U.Todkari, Shri B.D. Patil	Geography	97-99
33	Women and Employment in Textile Industries	Dr. S. S. Vijayanchali, Dr. E. Arumuga Gandhi	Home Science	100-102
34	Transition in Nutrition and Marketing of Agro Products	Dr. Anjali Rajwade	Home Science	103-104
35	Assessment of Knowledge About Effects of Inadequate Dietary Pattern on Mother and Child Health	Dr. Anjali Rajwade, Dr. Charuta Rajwade	Home Science	105-106
36	Job Enrichment	Kapil Dev Upadhyay, Dr. (Prof.) Vijay Kumar Soni	Human Resource Management	107-108
37	Quality of Work Life	Himani Avasthi, Dr. (Prof.) Vijay Kumar Soni	Human Resource Management	109-110
38	Understanding Security Requirement Engineering	Velayutham Pavanasam, Chandrasekaran Subramaniam	Information Technology	111-112
39	GENE Prediction	Er. Pankaj Bhambri,Dr. O.P. Gupta,Er. Meenakshi	Information Technology	113-114
40	Predictive Analysis In Data Mining Using Weighted Associative Classifier	Suwarna Gothane	Information Technology	115-119
41	Exchange Rate Forecasting	Dr. T. Koti Reddy	International Trade	120-124
42	Mass Media in India – New Trends	J. Ramanjaneyulu	Law	125-127
43	Right to Education Under the Indian Constitution	Mannava Muni Hemachand	Law	128-130
44	Criminal Law: A Tool for Consumer Protection in India	Aneesh V. Pillai	Law	131-132

45	Public Trust Doctrine: A Repository of Governmental Obligations to Protect the Environment	Dr. Kaumudhi Challa	Law	133-134
46	Application of Biometrics in the Investigation of Crime	Dr. R. Thilagaraj, Mr. G. Deepak Raj Rao	Law	135-137
47	Factors and Situations of Language Change	Dr. Syed Mohammed Haseebuddin Quadri	Literature	138-139
48	Omprakash Valmiki ke kahanio me chitrit dalitoki samajik stithi	Dr. V. P. Mahalinge	Literature	140-141
49	Fund Management in Pharmaceutical Industry in India	Dr. R. Perumal	Management	142-145
50	A study of Relationship management with customers in hospitality sector	Afreen Nishat A. Nasabi	Management	146-147
51	Outsourcing of Geriatric Services	Dr. V. Sreedevi	Management	148-150
52	Factor Analysis and Business Research	Dr. Kakali Majumdar	Management	151-154
53	Faculty Turnover Intention in Educational Institutions	K. R. Sowmya, Dr. N. Panchanatham	Management	155-156
54	Corporate Governance	Kalola Rimaben A., Chauhan Lalit R.	Management	157-159
55	Investment Avenues and Tax Implications for Small Investors	P. Menakadevi, Dr. V. Kumaravel	Management	160-163
56	Analyzing the IT Industry Progressions and Comprehensive Market Downfall Consciences through Deliberate Thinking	Dr. Venkatesh. J, Ms. Aarthy. C	Management	164-166
57	A Study On Problems and Prospects of Farmers in Cultivation of Paddy in Mahabubnagar District, A.P	Mr. M. Madhu Mohan	Management	167-170
58	An Analytical Study of Cash Management of IT Industries in Global Era	Bhavesh P Chadamiya, Mital R Menapara	Management	171-173
59	The Status & Performance of Registered Small Enterprises; A Study in Karnataka	Dr. D. Kumuda	Management	174-179
60	Malnutrition – A Business Opportunity for State Cooperative Dairy Federations (Scdfs)	Dr. N. Ramanjaneyalu	Management	180-181
61	Financial Performance of Indian Corporate Sectors During Pre and Post Mergers and Acquisitions	Dr. Shailesh N. Ransariya, Dr. Butalal C. Ajmera	Management	182-184
62	A Study on Influence of Pedagogical Effectiveness on Academic Achievement of Students of B Schools	Dr. Viral Shilu	Management	185-186
63	Stimulation of Entrepreneurship through Venture Capital in India	Vijayakumar, Subrahmanya K C	Management	187-189
64	Performance Analysis of Indian Banks	Ajay K. Shah	Management	190-192
65	An Emprical Study on Effect of Combination of Sun with Different Zodiac Signs on Return of it Sector of Indian Stock Market	Dr. Jaydip Chaudhari, Pinkal Shah	Management	193-197
66	Internet Banking Customer Satisfaction and Online Banking Service Attributes	Md. Mahtab Alam, Dr. Umesh R. Dangarwala	Management	198-199
67	Changing Customer expectations & preferences in Indian Banking	Ms. Smita S. Shetty	Management	200-202
68	Current e-Governance Scenario in Healthcare sector in India	Samir Roy	Management	203-204

69	Liver function abnormality & Vestibular symptoms with Azithromycin	Dr. Parveen Kumar Sharma, Dr. Rekha Bansal	Medical Science	205-206
70	Unicornuate Uterus with Functional Noncommunicating Rudimentary Horn - A Rare Mullerian Anomaly	Anju Kumari Rani, Anand Prakash, Deepa Kapoor	Medical Science	207-208
71	Antenatal Diagnosis and Successful Delivery of a Fetus with Complete Heart Block	Anju Kumari Rani, Aditya Kapoor, Deepa Kapoor	Medical Science	209-210
72	Kangaroo mother care diminishes pain from heel lance in preterm neonates:	Dr.S.Valliammal, Dr. Ramachandra, Mr. Raja Sudhakar	Nursing	211-213
73	Experiential Domain and Extentionalistic Vocabulary : A Critical Consideration of Behaviourism	Dr. Jatinder Kumar Sharma	Philosophy	214-215
74	The Effect of a Mindfulness-Based Stress Reduction (MBSR) Program on Stress and Well-Being in Adolescents: A Pilot Study	Urvashi Anand, Dr. Mahendra P. Sharma	Psychology	216-218
75	Personality Profile of Patients with Somatic Complaints at a Rural Health Centre	Dr. Mahendra P. Sharma,B. Padmasri and,Dr. Ramchandra	Psychology	219-220
76	Psychological Well-being: A study of the institutionalized aged	Dr. Pankaj S. Suvera	Psychology	221-223
77	Crystal Growth, Thermal and Optical Studies on L-arginine Based Nonlinear Optical Material	J. Ramajothi	Science	224-226
78	Encapsulation of Lactic Acid Bacteria in Calcium Alginate Beads for Bacteriocin Production	Vijay S. Wadhai, Shweta G. Kayarkar, Archana N. Dixit	Science	227-229
79	Synthesis Of Nonatitnate Based Dielectric Ceramic Using Various Grain Size of Starting Materials	Parul, Anand K Tyagi	Science	230-232
80	Separate Telangana Movement and Related Literary Works: A Study In Sociology of Literature	Dr. M. Sreedevi Xavier	Sociology	233-234
81	Changing Interests In Fine Arts as a Profession: A Study In Sociology of Art	Dr. Poonam Gandhi-Moirangthem	Sociology	235-236
82	Modeling Fertility and Growth of Mising Community of Assam, India	Deba Kr. Baruah, S. C. Kakaty	Statistics	237-239
83	Fort Vasota an Adventure Tourism Destination in Satara District	Dr. Ananadrao S. Patil	Tourism	240-242

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Research Paper Human Resource Management



Job Enrichment

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ABSTRACT

Job enrichment is a promising approach for increasing motivation and improving employee performance. A job should be taken up for detailed analysis to find out the level of motivators present in the job, and then steps can be taken to enrich the job.

Keywords : Job Enrichment

There is military, health, religious, political, industrial, governmental, social, and educational organizations to name just a few. These organizations affect our lives in important ways. Further, these organisations provide the setting in which most persons spend a large part of their time working. Realizing the pervasiveness of organisations in our lives, it is not surprising that behavioral and social scientists have exerted a great deal of effort in the study of organizations and their processes. Every organization should have clarity of its objectives to enable the people to have a better understanding.

After having decided on the primary objectives of an organization, it is necessary to think of various activities that must be carried out to enable the organization to achieve its overall objectives. To achieve these specific objectives, the employees should be motivated by providing good jobs after having a better understanding the nature of people and job. Better job analysis is the important factor in motivating the people and to increase their productivity. Job analysis involves formal study of jobs. It attempts to provide information on both the requirements of a job in terms of time for completion, necessary activities and the expected performance standards on the one hand, and also the specific technical and behavioral knowledge, skill and attitudes -needed among he personnel to meet those job requirements on the other. One of the major purposes of carrying out job analysis exercise is to develop appropriate design of job for improved efficiency and productivity. The search for alternative ways of designing jobs to counter the dysfunctional consequences of designs based on traditional principles began with the developments in behavioral sciences and in the general systems theory.

Job Enrichment - Concept and Principles

A planned program for enhancing job characteristics is typically called job enrichment. Job enrichment loads the job vertically. Job enrichment means adding duties and responsibilities that will provide for skill variety, task identify, task significance, autonomy and feedback on job performance. It tries to deal with dissatisfaction by increasing job depth as work activities from a vertical slice of the organizational unit are combined in one job. Job enrichment consists of designing the job in such a way that the worker gets greater autonomy for planning and controlling his own performance. The greatest motivation for the employee, according to this method, is the opportunity for achievement, recognition, responsibility, and growth.

In job enrichment, jobholder is given a measure of discretion in making operational decisions concerning his job. In this sense, he gains a feeling of higher status, influence and power.

Job enrichment is an approach for redesigning jobs to increase intrinsic motivation and job satisfaction, Intrinsic motivation is a term used to describe effort that is expended in an employee's job to fulfill growth needs such achievement, competence, and self-actualization. Jobs are enriched by allowing employees more responsibility, self-direction, and the opportunity to perform interesting, challenging, and meaningful work. As work becomes more challenging and worker responsibility increases, motivation and enthusiasm also increase.

Some of suggested specific steps for designing enriched jobs are mentioned below for more clarity of job enrichment.

- Creation of natural or logical work units.
- Combining several duties, requiring various skills into each job
- The employees should have direct contact and knowledge about the people for whom his product is meant
- Vertical job loading is to incorporate some planning and controlling duties into the job and
- Feedback information should be provided to employees to correct and improve their performance.

Job enrichment movement is a reaction to the excesses of "scientific management". In the early part of this century, scientific management was widely acclaimed as a method of designing jobs effectively. The implications of job enrichment for employee productivity are less clear, and the results for studies in which productivity could be measured are mixed. The effect of job enrichment on productivity will depend on whether efficiency is increased or decreased and on the extent to which any reduction in efficiency is compensated by an increase in how fast employees work. Even when the individual productivity of employees is not increased by job enrichment, there is likely to be some reduction in direct and indirect labor costs as a result of improved quality and lower absenteeism and turnover.

Contemporary job enrichment programs have their historical base in Abraham Maslow's need hierarchy theory and Frederic Herzberg's motivation-hygiene theory.

These theories suggest that factors pertaining to the job itself, such as job challenge, independence, and responsibility, are powerful motivators. Some forms of job enrichment stem from notions that worker participation in production planning

and quality control has positive effects on productivity and satisfaction. Some approaches focus on the jobs of individual workers, whereas others focus on the tasks and responsibilities of work groups, or teams, with considerable emphasis on the interactions among group members. Team approaches have emerged mostly from experiments in job design.

Herzberg's theory, which is called the two-factor theory of motivation, led to a practical programme of using the job as the major medium of developing people and changing some organizational practices. The practical aspect of intervening in the organization was called job enrichment. Herzberg also called this vertical loading of the job. He used the term to indicate the need for providing more motivators in work. The process of enrichment is the process of providing valuable things to a person. If an employee's job is extended so that he has to do more work, then it is not vertical loading, but it is what Herzberg called horizontal loading. Vertical loading is the attempt to provide more and more motivators in a job. Several experiments have been made in job enrichment. The programme of job enrichment is conducted according to certain general principles. While taking certain steps it is found out which motivators are involved in working out a particular recommendation.

Principles of Job Enrichment Enunciated by Herzberg

- Remove some controls while retaining accountability
- Give a person a complete natural unit of w ork like a module, a division, area, etc.
- Grant additional authority to an employee in his activity, which is job freedom
- Increase the accountability of individuals for their work
- Make periodic reports directly available to the worker himself rather than to the supervisor.
- Introduce newer and more difficult tasks not previously handled
- Assign individual specific steps or tasks to people enabling them to become experts.

Steps in Job Enrichment

Job enrichment is a promising approach for increasing motivation and improving employee performance, but there are some limiting conditions. It is not effective with all kinds of employees, and it is not appropriate for all kinds of jobs. The cost of redesigning or replacing equipment makes extensive job redesign uneconomical in certain situations. The feasibility of job enrichment is also doubtful where the loss in efficiency would greatly exceed any benefits from increased motivation and satisfaction. Finally, some jobs appear to defy attempts at enrichment, although it is likely that many of these jobs can eventually be automated.

Herzberg suggested that a job should be taken up for detailed analysis to find out the level of motivators present in the job, and then steps can be taken to enrich the job. Such steps will help the job become more satisfying to the individual, which will contribute to his development.

- For job enrichment, appropriate jobs have to select for better results.
- Change is a stable one. So start the programme of job enrichment with a belief that changes made in the jobs will produce good results.
- Clear discussion is required on the list of changes that can be made in the job for its enrichment.
- Continuously a review is required, on the list to eliminate the suggestions, which involve hygiene.
- Also review the list again the remove some suggestions which are too general and which do not give any specific ideas about how general things can be made specific.
- Review the list again and remove those suggestions which are only concerned with additional work and which do not fall in the category of motivators.
- Try to avoid direct participation by the jobholders.
- It is better to start with a small control experiment rather than with the programme throughout the organization.
- We have to prepare ourselves for initial setback in terms of lower production and some difficulties.
- We can also be prepared for the initial negative reaction of the supervisory staff, including some anxiety and hostility towards the experiment.

Several experiments have been reported from various parts of the world to indicate how job enrichment helps in improving the motivational level amongst employees land contributes to their development. Job enrichment uses the job as the main medium of developing employee competence and the ability of the employees to share higher responsibility. Job enrichment programme for one job has repercussions in other jobs also. Once the programme succeeds in relation to one job, it will help to redefine the other jobs also, particularly those of the immediate supervisor and some other peer roles.

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