

A Study on Effectiveness of Job Enrichment With Special Reference to Faculty Members of Arts and Science Colleges in Coimbatore District



Management

KEYWORDS : Effectiveness, Job Enrichment and Motivation

Mrs. P.R. Kousalya	Assistant Professor, Department Of Corporate Secretaryship, Dr.N.G.P. Arts And Science College, Coimbatore – 48.
Dr. P.Gurusamy	Professor & Head, Department Of Corporate Secretaryship, Dr.N.G.P. Arts And Science College, Coimbatore – 48.
Dr.K. Rajakarthykeyan	Associate Professor and Head, Department Of Corporate Secretaryship, Erode Arts and Science College, Erode - 9
Ms.D.Revathi	M.Phil Research Scholar, Department Of Corporate Secretaryship, Dr.N.G.P. Arts And Science College, Coimbatore – 48.

ABSTRACT

The study of "Job Enrichment and Motivation" has great importance in the present situation. A faculty in a vertically loaded job has some of the responsibilities that management held previously. The objective is to increase ownership of the task, which contributes to the meaningfulness of work. The benefits can best be summarized by three words: Renewal, Exploration, and Specialization. A Motivated faculty generally is more quality oriented. It is mainly concerned with the enrichment of the efficiency of faculties. In today's increasingly changing world both employers and employees are trying to find ways to make jobs more meaningful and satisfying. One of the ways to do this is to redesign jobs to better meet new requirements. Enrichment and employee empowerment belong together. Enrichment means making jobs more satisfying by increasing the skill variety, task identity, significance of the task, autonomy and feedback from the work itself and so forth. Empowerment on the other hand is letting the workers do their jobs in the way they themselves see well.

INTRODUCTION

Job enrichment consists of removing some controls while increasing accountability for the outcome. Each employee should be assigned with a complete unit of work that should have a clear start and end point. If a worker always perform just the same bit of work he can't identify with it and his motivation becomes lower. If possible the workers should be granted additional authority and freedom. For example they might take some responsibilities away from their managers and thus they would control a larger part of their work. Herzberg also suggests that periodic reports should be made available to the workers rather than just to the supervisors. This implies that when one knows more about the functioning of the company it is more likely to be interested in a particular job and how it affects the company as a whole. Also when the workers are ready and more difficult tasks can be introduced into the job they can be encouraged to develop expertise by assigning individuals to specialized tasks. Most of the employees want interesting, challenging jobs where they feel that they can make a real difference to other people's lives. As it is for them, so it is for the people who work with or for them. One of the key factors in good job design is job enrichment. This is the practice of enhancing individual jobs to make the responsibilities more rewarding and inspiring for the people who do them. With job enrichment, one expands the task set that someone performs. One provides more stimulating and interesting work that adds variety and challenge to an employee's daily routine. This increases the depth of the job and allows people to have more control over their work.

STATEMENT OF THE PROBLEM

Job enrichment is a real phenomenon and it is associated with job satisfaction level of the worker in any place. In this case, faculties working in arts and science colleges in Coimbatore has been taken for the study and found that there are some factors that lead the respondents for de-motivation. Some important factors associated with work enrichment among the employees are their skill variety, task identity, task significance, autonomy and feedback lack of experience in dealing the procedures, lack of sense of belonging among the employees. Other than this, the employees find lack of availability and associability in department, lack of objectivity, multiple roles, etc. From this point of

view the researcher would like to find out the difficulties that the faculties facing in the institution in different stages.

RESEARCH METHODOLOGY

The research design used in this study is descriptive. This research design deals with describing the characteristics of a particular individual or groups. Descriptive research describes the state of affairs as it exist at present. It includes surveys and fact finding inquires of different kind. The study is confined to the Faculty Members of Arts and Science Colleges In Coimbatore District. The study used both primary and secondary data. Totally 250 samples were selected by using simple random sampling method. The primary data collected from respondents through questionnaire. The secondary data is collected with the help of various college records, joint director office, internet, journal, books etc.

TOOLS FOR ANALYSIS

1. Simple Percentage Analysis
2. Chi-Square Analysis
3. Anova

DATA ANALYSIS AND INTERPRETATION

Table 1 Gender of the Respondents

Gender	Number of Respondents	Percentage
Male	63	25
Female	187	75
Total	250	100

Source: Primary Data

Among the developing nations in the globe, India occupies the first place in recognizing the female on par with the male in all aspects. The female are given an equal opportunities in education and employment even in the manufacturing, and in all the categories of the employment. For the purpose of the study, Gender of the respondents are classified in two categories, male and female. The sample consist 187 (75%) respondents belonging to female category and 63(25%) respondents belonging to male category.

Table 2 Ranking towards Motivation

Sl. No.	Attributes	Rank-1	Rank-2	Rank-3	Rank-4	Rank-5	Wtd. Mean	Rank
1.	Funded Projects	24	26	14	39	147	1.96	5
2.	Aids to clear NET / SLET Programme	24	72	64	90	0	3.12	2
3.	Faculty Development Programme	130	60	60	0	0	4.28	1
4.	Guest Lecture for Faculty	20	37	68	58	67	2.54	4
5.	Others	52	55	44	63	36	3.096	3

Source : Primary Data

It is evident from the above table that the highest score (4.28) achieved 1st position towards Faculty Development Programme, 2nd rank (3.12) was attained by Aids to clear NET / SLET programme, 3rd rank (3.09) was accomplished by others, 4th rank was realized by guest lecture for faculties and finally, 5th rank (1.96) was achieved by funded projects.

Table 3 Gender and Satisfaction towards the work assigned

Gender	Satisfaction towards the work assigned to the respondents					Total
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
Male	9	30	3	11	10	63
	7.6	29.5	3.5	11.3	11.1	63.0
Female	21	87	11	34	34	187
	22.4	87.5	10.5	33.7	32.9	187.0
Total	30	117	14	45	44	250
	30.0	117.0	14.0	45.0	44.0	250.0

Result

Chi-Square Value : 0.641

Degree of Freedom : 4

Table Value : 9.488

Result : Not Significant

It is witnessed from the above table that the calculated chi-square value (0.641) is less than the table chi-square value (9.488) therefore, the relationship between Gender and Satisfaction towards the work assigned is not significant. Thus the hypothesis is that the relationship between the two factors does not hold good. Hence the null hypothesis is accepted.

Table NO.4 Designation and Satisfaction with Faculty Development Programme

Designation	Satisfaction with Faculty Development Programme					Total
	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
Professor / HOD	0	8	11	11	3	33
	5.0	6.2	8.8	7.8	5.1	33.0

Associate Professor	10	13	9	9	3	44
	6.7	8.3	11.8	10.4	6.9	44.0
Assistant Professor	28	26	47	39	33	173
	26.3	32.5	46.4	40.8	27.0	173.0
Total	38	47	67	59	39	250
	38.0	47.0	67.0	59.0	39.0	250.0

Result

Chi-Square Value : 18.495

Degree of Freedom : 8

Table Value : 15.508

Result : Significant

It is pinpointed from the above table that calculated chi-square value (18.495) is more than the table chi-square value (15.508) at 5% level of significance and therefore, the relationship between Designation and Satisfaction with Faculty Development Programme is significant. Thus the hypothesis is that the relationship between the two factors holds good. Hence the null hypothesis is rejected.

FINDINGS

- Majority (75%) of the respondents are female.
- More than half (58%) of the respondents are unmarried
- Majority (72%) of the respondents possess M.Phil. qualification
- Most (69%) of the respondents are Assistant Professors
- 39% of the respondents are drawing monthly income below Rs.8000
- 23% of the respondents are satisfied towards the opportunity to use a variety of skills and perform different kinds of work
- 46% of the respondents are satisfied towards the job rotation policy / practice in the institution
- 30% of the respondents are satisfied about the institution allowing them to see and learn different skills and acquire experience
- More than half (56%) of the respondents agree towards feeling enriched with their job and complete their activities with increased freedom
- Highest score (4.28) achieved 1st position towards Faculty Development Programme

SUGGESTIONS

- The faculties may be rewarded through non financial incentive such as higher status, greater responsibility, participation in decision making, token rewards like mementos etc. to enrich the motivation.
- The provision of welfare measures to the faculties shall be augmented since most of the respondents felt that it was not up to the mark.
- It is evident that there is less co-ordination among few faculties belonging to different departments. Therefore, a meeting could be organized every fortnight to bridge the gap between the department's staff members.
- The best faculty may be chosen and rewarded every year.

CONCLUSION

In the changing times, the different avenue from which a worker derives satisfaction also keeps changing and hence it is transient. Therefore, a complete study has to be made out periodically to check where the faculties face dissatisfaction and should be rectified as soon as possible so that the faculties does not go through any kind of hindrances in their work environment. The study concludes that most of the faculties are satisfied with the various facilities offered by the institution and they also feel development in their self within the institution. If the above suggestions contributed by the researcher is taken with care and implemented, a high level of motivation that enrich the faculties

in different areas may be attained which will further improve the quality of the individual and institution as well.

REFERENCE

1. A.M.Sharma, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, 1991. | 2. Davis.K, Human Behaviour at Work, Tata McGraw-Hill, 1981. | 3. Gary Dessler, Human Resource Management, Seventh Edition, Prentice-Hall of India Pvt. Ltd., 1998. | 4. P.C.Tripathi, Human Resource Development, Sultan Chand & Sons, 2003. | 5. V.S.P.Rao, Human Resource Management, Text and Cases, First Edition, Excel Books, New Delhi, 2000. | 6. Mamoria.C.B, Personnel Management, Himalaya Publishing House. | 7. Dr.R.Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, Coimbatore, 2001. | 8. Flippo.B.Edwin - "Personnel Management"; Tokyo; McGraw Hill International Edition; (1984). |