

## SYNOPSIS

### **Title: A STUDY ON JOB ROTATION ENRICHMENT AND SIMPLIFICATION AMONG THE EMPLOYEES**

#### **ABSTRACT**

Someone has rightly said that practical experience is far better and closer to the real world than more theoretical exposure. The practical experience helps the students to view the real business world closely, which in turn widely influences their perceptions and arguments their understanding of the real situation.

Research work constitutes the backbone of any management education programmed. A management student has to do research work quiet frequently during his entire span.

MBA is the stepping-stone to management care in order to reach practical and concrete results.

This project is on **Job rotation Enrichment and simplification** of **Halcyon Technologies**.

Job Enrichment refers vertical expansion of jobs. It increases the degree to which the worker controls the planning, execution, and evaluation of work. An enriched job organizes the tasks so as to allow the worker to do a complete activity, increases the employee's freedom and independence, increases job responsibility and provides feedback.

Employee's job enrichment could be done in number of ways as follows.

- By job rotation, allows workers to do different varieties of tasks.
- By combining tasks, work activities are combined to give more challenging work assignments.
- By implementing participative management, this allows employees to participate in decision making and strategic planning.
- By providing autonomy for work , this allows employees to work independently
- By providing feedback for their work, this allows employees to understand how poor or well they are doing.
- By increasing client relationships, this increases direct relationship between employee and his clients.

Based on above understanding of job enrichment, we have identified factors which by which job enrichment could be done .These factors are as follows.

- Job redesigning
- Autonomy
- Feedback
- Work place challenge
- Customer interaction
- Participate management
- Flexible working hours
- Use of technical skills
- On the job training

The main objectives of the project is to understand the JOB ROTATION ENRICHMENT AND SIMPLIFICATION in detail by interacting with the management, supervision and workers and to see how far the various measures are implemented and bring out the drawbacks if any and recommended measures for the betterment of the system. Secondly to critically evaluate the Job rotation Enrichment and simplification as well as on absenteeism and turnover. at last study the most extensive changes those are critical for high motivation and performance.

## **Introduction: Job Enrichment**

The current research project is based on JOB ENRICHMENT. The new changes both in science and technology and business environment have brought a change in functional approach of an industrial organization. The human resource executive plays a significant role to set and achieve the objectives as the functional horizon is extended from legalistic mundane approach to human relation. Employees are not perceived as human resource, as some human resource experts have termed the human resource as “knowledge capital” of the organization.

It is, therefore, imperative for human resource executive to adopt a rationale approach to muster and accumulate the so-called knowledge capital. This places an immense responsibility on HR executive, as there no direct scale to measure human HR activities vis-à-vis the output.

**Definition:** Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called job enlargement.

Most of us want interesting, challenging jobs where we feel that we can make a real difference to other people’s lives. As it is for us, so it is for the people who work with or for us. So why are so many jobs so boring and monotonous? And what can you do to make the jobs you offer more satisfying? (By reducing recruitment costs, increasing retention of experienced staff and motivating them to perform at a high level; you can have a real impact on the bottom line.)

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, you expand the task set that someone performs. You provide 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. The central focus of job enrichment is giving people more control over their work (lack of control is a key cause of stress, and therefore of unhappiness.) Where possible, allow them to take on tasks that are typically done by supervisors. This means that they have more influence over planning,

executing, and evaluating the jobs they do. In enriched jobs, people complete activities with increased freedom, independence, and responsibility. They also receive plenty of feedback, so that they can assess and correct their own performance.

Here are some strategies you can use to enrich jobs in your workplace:

- **Rotate Jobs** – Give people the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move your workers through a variety of jobs that allow them to see different parts of the organization learn different skills and acquire different experiences. This can be very motivating, especially for people in jobs that are very repetitive or that focus on only one or two skills.
- **Combine Tasks** – Combine work activities to provide a more challenging and complex work assignment. This can significantly increase “task identity” because people see a job through from start to finish. This allows workers to use a wide variety of skills, which can make the work seem more meaningful and important. For example, you can convert an assembly line process, in which each person does one task, into a process in which one person assembles a whole unit. You can apply this model wherever you have people or groups that typically perform only one part of an overall process. Consider expanding their roles to give them responsibility for the entire process, or for a bigger part of that process.
- **Identify Project-Focused Work Units** – Break your typical functional lines and form project-focused units. For example, rather than having all of your marketing people in one department, with supervisors directing who works on which project, you could split the department into specialized project units – specific storyboard creators, copywriters, and designers could all work together for one client or one campaign. Allowing employees to build client relationships is an excellent way to increase autonomy, task identity, and feedback.
- **Create Autonomous Work Teams** – This is job enrichment at the group level. Set a goal for a team, and make team members free to determine work assignments, schedules, rest breaks, evaluation parameters, and the like. You may even give them influence over choosing their own team members. With this method, you’ll significantly cut back on supervisory positions, and people will gain leadership and management skills.

- **Implement Participative Management** – Allow team members to participate in decision making and get involved in strategic planning. This is an excellent way to communicate to members of your team that their input is important. It can work in any organization – from a very small company, with an owner/boss who's used to dictating everything, to a large company with a huge hierarchy. When people realize that what they say is valued and makes a difference, they'll likely be motivated.
- **Redistribute Power and Authority** – Redistribute control and grant more authority to workers for making job-related decisions. As supervisors delegate more authority and responsibility, team members' autonomy, accountability, and task identity will increase.
- **Increase Employee-Directed Feedback** – Make sure that people know how well, or poorly, they're performing their jobs. The more control you can give them for evaluating and monitoring their own performance, the more enriched their jobs will be. Rather than have your quality control department go around and point out mistakes, consider giving each team responsibility for their own quality control. Workers will receive immediate feedback, and they'll learn to solve problems, take initiative, and make decisions.

Many jobs are monotonous and unrewarding - particularly in the primary and secondary production industries. Workers can feel dissatisfied in their position due to a lack of a challenge, repetitive procedures, or an over-controlled authority structure.

### **Objectives of the Study**

- To understand the JOB ROTATION ENRICHMENT AND SIMPLIFICATION in detail by interacting with the management, Regional sales manager and field sales manager and to see how far the various measures are implemented and bring out the drawbacks if any and recommended measures for the betterment of the system.
- To critically evaluate the Job rotation Enrichment and simplification as well as on absenteeism and turnover.
- To study the most extensive changes those are critical for high motivation and performance.
- Measure the performance which effected by the job enrichment.

## Research Methodology

Job Enrichment refers vertical expansion of jobs. It increases the degree to which RSM and FSO controls the planning, execution, and evaluation of work. An enriched job organizes the tasks so as to allow the FSO to do a complete activity, increases the employee's freedom and independence, increases job responsibility and provides feedback.

Employee's job enrichment could be done in number of ways as follows.

- By job rotation, allows FSO to do different varieties of tasks.
- By combining tasks, work activities are combined to give more challenging work assignments.
- By implementing participative management, this allows employees to participate in decision making and strategic planning.
- By providing autonomy for work , this allows employees to work independently
- By providing feedback for their work, this allows employees to understand how poor or well they are doing.
- By increasing client relationships, this increases direct relationship between employee and his clients.

The research methodology adopted in this research consists of the following steps:

**Procedure followed:** Based on above understanding of job enrichment, we have identified factors which by which job enrichment could be done .These factors are as follows.

- Job redesigning
- Autonomy
- Feedback
- Work place challenge
- Customer interaction
- Participate management
- Flexible working hours

- Use of technical skills
- On the job training

A questionnaire was prepared to see the effect of all of the above factors of employee motivation, absenteeism and turnover which in turn effects employee satisfaction.

**Independent variables for the study:** Job Enrichment ( Job redesigning, Autonomy, Feedback, work place challenge, customer interaction, participative management, flexible working hours, use of technical skills, on the job training)

**Dependent variables for the study:** Motivation, Absenteeism, Turnover, Job Satisfaction

### **Design of Research**

Our research design is concentrated with the specification of method and procedures used for conducting study. The research design of our study is both explanatory as well as descriptive. Our research is exploratory in initial stages to provide background to the study. Here we explore general subjects to study.

- i) Study of available literature.
- ii) Survey of experienced individuals.
- iii) Analysis of insight stimulating examples.

Gradually as we proceed we shift to a descriptive research design as we concrete data from primary sources as well. We choose to make the study descriptive as it is too made regarding JOB ROTATION ENRICHMENT AND SIMPLICATION of the company.

### **Sample Size**

Where the frame and population are identical, statistical theory yields exact recommendations on sample size. However, where it is not straightforward to define a frame representative of the population, it is more important to understand the cause system of which the populations are outcomes and to ensure that all sources of variation are embraced in the frame. Large number of observations is of no value if major sources of variation are neglected in the study. In other words, it is taking a sample group that matches the survey category and is easy to survey.

The **sample size** of a statistical sample is the number of observations that constitute it. It is typically denoted  $n$ , a positive integer (natural number). Typically, different sample sizes lead to different precision of measurement. This can be seen in such statistical rules as the law of large numbers and the central limit theorem. Population consists of 3000 employees. Our sample element comprises ASM and FSO.

Name and proper identification of the employees was taken from the attendance register of the company.

### **Initial characteristics of the sample size**

<i>Sample size taken for study:</i>	30
<i>Age Group:</i>	22-32 yrs
<i>Work Experience:</i>	4-8 years

### **Sampling technique**

**Sampling** is that part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inference. Each **observation** measures one or more properties (weight, location, etc.) of an observable entity enumerated to distinguish objects or individuals. Survey weights often need to be applied to the data to adjust for the sample design. Results from probability theory and statistical theory are employed to guide practice.

The sampling process comprises several stages:

- Defining the population of concern
- Specifying a sampling frame, a set of items or events possible to measure Specifying a sampling method for selecting items or events from the frame

The sampling technique will be probabilistic sampling more specifically the random sampling. As in probabilistic sampling the select unit for observation with known probabilities so that statistically sound assumptions are supported from the sample to entire population so that we had



positive probability of being selected into the sample. Since the number of employees at different level management is quite high so it is not possible to collect data from each individual working in the company. Here we will use SIMPLE RANDOM SAMPLING method for selecting the employees. In this method each member of the population has an equal probability of being the sample.

### **Sources of Data**

My purpose is to provide information that will assist you in interpreting Statistics data. The information (also known as metadata) is provided to ensure an understanding of the basic concepts that define the data including variables and classifications; the underlying statistical methods and surveys; and key aspects of the data quality. Direct access to questionnaires is also provided.

I will used primary source of data that is structured questionnaire will be used. As our research problem is to study Job rotation Enrichment and simplification. This research data collected from the primary source only. Our method of collecting the data is from the questionnaire that will be filled by the respondent from the sample, it will be structured questionnaire. The project report much attention was paid on the subjective study because the topic deals with psycho-socio behavior of the FSO.

### **Test Applied**

#### **ANOVA: Two-Factor without Replication**

In statistics, **analysis of variance (ANOVA)** is a collection of statistical models, and their associated procedures, in which the observed variance is partitioned into components due to different explanatory variables. The initial techniques of the analysis of variance were developed by the statistician and geneticist R. A. Fisher in the 1920s and 1930s, and is sometimes known as **Fisher's ANOVA** or **Fisher's analysis of variance**, due to the use of Fisher's F-distribution as part of the test of statistical significance.

**R.A FISHER**, "Analysis of variance is the separation of the variance ascribe to one group of causes from the variance ascribe to other group.

Two-way ANOVAs (also known as a factorial ANOVAs, with two factors) when you have one measurement variable and two nominal variables. The nominal variables (often called "factors" or "main effects") are found in all possible combinations.

A two-way ANOVAs may be done with replication (more than one observation for each combination of the nominal variables) or without replication (only one observation for each combination of the nominal variables).

### **Assumptions**

Two-way ANOVAs, like all ANOVAs, assumes that the observations within each cell are normally distributed and have equal variances

### **Two-way ANOVAs without replication**

**Null hypotheses:** When there is only a single observation for each combination of the nominal variables, there are only two null hypotheses: that the means of observations grouped by one factor are the same, and that the means of observations grouped by the other factor are the same. It is impossible to test the null hypothesis of no interaction. Testing the two null hypotheses about the main effects requires assuming that there is no interaction.

**How the test works:** The mean square is calculated for each of the two main effects, and a total mean square is also calculated by considering all of the observations as a single group. The remainder mean square (also called the discrepancies or error mean square) is found by subtracting the two main effect mean squares from the total mean square. The F-statistic for a main effect is the main effect mean square divided by the remainder mean square.

**Repeated measures:** One experimental design that is analyzed by a two-way anova is repeated measures, where an observation has been made on the same individual more than once. This usually involves measurements taken at different time points. For example, you might measure running speed before, one week into, and three weeks into a program of exercise. Because individuals would start with different running speeds, it is better to analyze using a two-way anova,

with "individual" as one of the factors, rather than lumping everyone together and analyzing with a one-way anova. Sometimes the repeated measures are repeated at different places rather than different times, such as the hip abduction angle measured on the right and left hip of individuals. Repeated measures experiments are often done without replication, although they could be done with replication.

In a repeated measures design, one of main effects is usually uninteresting and the test of its null hypothesis may not be reported. If the goal is to determine whether a particular exercise program affects running speed, there would be little point in testing whether individuals differed from each other in their average running speed; only the change in running speed over time would be of interest.

**Randomized blocks:** Another experimental design that is analyzed by a two-way anova is randomized blocks. This often occurs in agriculture, where you may want to test different treatments on small plots within larger blocks of land. Because the larger blocks may differ in some way that may affect the measurement variable, the data are analyzed with a two-way anova, with the block as one of the nominal variables. Each treatment is applied to one or more plot within the larger block, and the positions of the treatments are assigned at random. This is most commonly done without replication (one plot per block), but it can be done with replication as well

## **NEED OF THE STUDY**

Job enrichment provides many opportunities for people's development. You'll give them lots of opportunity for their task to participate in how their work gets done, and they'll most-likely enjoy an increased sense of personal responsibility. Job enrichment is connected to the concept of job enlargement.

Job enrichment is the process of "improving work processes and environments so they are more satisfying for employees".

## SCOPE OF THE STUDY

- A study on employee's job enrichment is an attempt to motivate employees by giving them the opportunity to use the wide range of their abilities.
- The study helps to find the potential employee.
- The study gives an idea to develop the skills in employees about various areas.
- The study helps to find the skilled employee and to produce more output.

## LIMITATIONS OF THE STUDY

Although the sincere efforts have been done to collect authentic and relevant information, the study may have the following limitation:

- ❖ **Hard enough to fetch information:** It was not an easy task to get information from middle level management. The respondents were not always open and forthcoming with their views, even agitates and not disclosing.
- ❖ **Limited scope:** Scope of study is limited and because of limited time and money. So, results of study may not generalize for India as a whole.
- ❖ **Results may be inaccurate:** The study is based on the assumption that responses are true and factual although at times that may not be the case.
- ❖ **Existence of biases:** The chances of biased responses cannot be eliminated though all necessary steps were taken to avoid the same.
- ❖ **Small sample size:** the sample size taken is small and may not be sufficient to predict the results with 100 % accuracy and findings may not be generalized.

## **CHAPTERISATION**

**Detailed/final Project Report will include the following chapters**

### **CHAPTER –I**

- Introduction
- Significance of the study
- Need of the study
- Objective and scope of study
- Methodology
- Limitations
- Scope

(Details of methodology used in studying and collecting the data and issue will be described)

### **CHAPTER –II**

- Literature review
- Theoretical study

### **CHAPTER –III**

- Industry & company profile

### **CHAPTER –IV**

#### **Analysis of the topic & Interpretation**

(Descriptive work on the topic, this chapter will include analysis and interpretation of data tabulation and categorization)

### **CHAPTER –V**

- Recommendation
- Bibliography
- Appendix

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