



# A Study on Job Enrichment with special reference to Bihar State Milk Co-operative Federation Ltd. (SUDHA), Patna

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**Abstract :** *This is a study undertaken with the objective of analyzing the job enrichment among the employees at the Bihar State Milk Co-operative Federation Ltd. Patna. This study is an attempt to analyze the job enrichment techniques practised at COMFED and the impact it has on employee motivation and performance.*

**Keywords :** *Job Enrichment, Motivation and Performance.*

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## Introduction :

The project entitled “A study on Job Enrichment with special reference to Bihar state milk federation Ltd. (SUDHA), Patna is an attempt to understand the impact of Job Enrichment at COMFED . Both employers and employees are trying to discover means to make jobs more rewarding and satisfying.

The Bihar State Milk Co-operative Federation Ltd. was established to coordinate the work of various local milk unions and facilitate the procurement, processing and marketing of the dairy products (Aswathappa K., 2010) and Davis Keith, 1997).

## Objectives of the Study :

The objectives of the study are as follows:

- To study the various job enrichment techniques adopted at COMFED.
- To enquire into the role of job enrichment in improving performance.
- To identify the impact of job enrichment on employee's motivation.
- To figure out if job enrichment fulfils the needs of employee's personal growth and development.

- To assess the impact of income, age and gender on job enrichment.

### Hypotheses of the Study :

**The hypotheses of the study are as follows:**

The hypotheses were tested by means of percentage as well as Chi square methods.

#### Tested by Percentage Analysis Method:

- The employees appreciate the job enrichment programs at COMPFED.
- Job enrichment programs motivate employees to enhance their performance level.
- Job enrichment promotes a sense of participation among employees.
- Job enrichment programs at COMPFED fulfil the need of employee's personal growth and development.

#### Tested by Chi– Square:

##### Based on Income

- Ho:** job enrichment is not affected by income of employees.
- H<sub>a</sub>:** Income affects the employee level of job enrichment.

##### Based on Age

- Ho:** job enrichment is not affected by age of employees.
- H<sub>a</sub>:** age of the employees affects the level of job enrichment.

##### Based on Gender

- Ho:** job enrichment is not affected by the gender of employees.

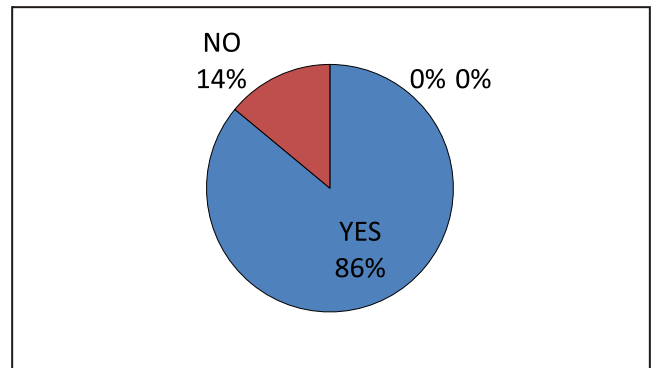
### Research Methodology :

The research is primarily descriptive and is focused on analyzing the prevailing state of affairs concerning job enrichment at COMPFED. Data was collected from both primary and secondary sources. Primary data was collected from a sample

size of 100 employees selected by means of Stratified Random Sampling. Stratified random sampling was adopted for data collection from all the three managerial levels and an interview schedule was administered for the same. It ensured that observation was chosen from each of the stratum i.e. top, middle and lower levels randomly. Secondary data comprised documents from the relevant books and websites of COMPFED (Kothari, C.R., 1985).

### Major Findings of the Research :

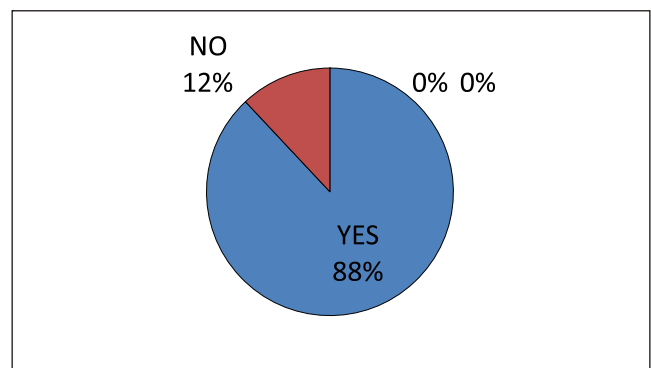
#### Role of Job Enrichment in Employee's Personal Growth and Development



#### Interpretation :

It was observed that the majority of the employees opined that job enrichment fulfils the needs of employee's personal growth and development.

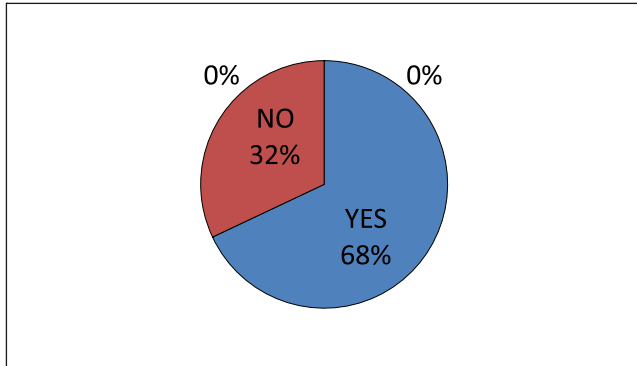
#### Job Enrichment and Motivation



#### Interpretation :

Majority of the employees believed that job enrichment techniques acted as motivators on their jobs.

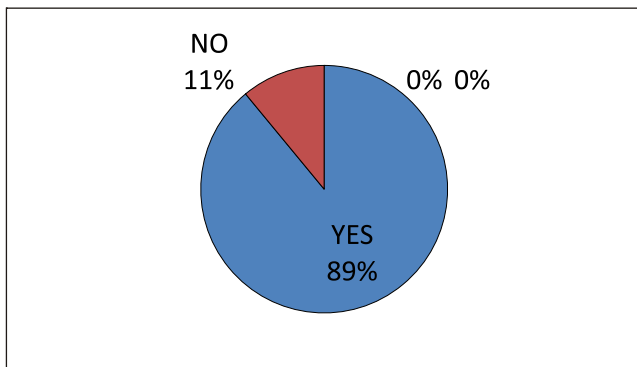
### Employees as a Part of Management system and Job Enrichment



#### Interpretation :

Most of the employees at lower level of management were not fully convinced about considering themselves as a part of the management system.

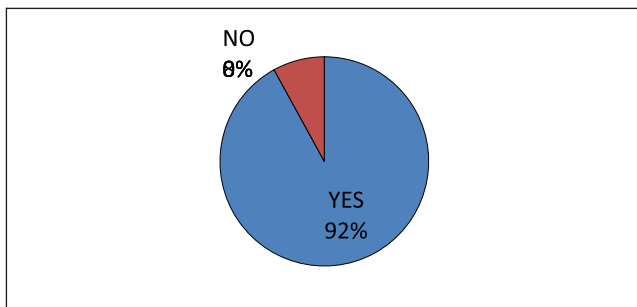
### Job Enrichment and Employee's Performance Level



#### Interpretation :

It was found that most of the employees felt that job enrichment enabled to improve their performance level.

### Job Enrichment and Promotion of Sense of Belongingness



#### Interpretation :

It was established that top level managers were thoroughly convinced that job enrichment leads to a sense of belongingness, while lower levels defied the same.

#### Findings on the basis of Chi-Square:

##### Job Enrichment and Income

Observed value (O <sub>i</sub> )	Expected Value (E <sub>i</sub> )	O <sub>i</sub> - E <sub>i</sub>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
16	24.8	-8.8	77.44	3.12
24	15.2	8.8	77.44	5.09
31	24.8	6.2	38.44	1.55
9	15.2	-6.2	38.44	2.52
15	12.4	2.6	6.76	0.56
5	7.6	-2.6	6.76	0.89
				$\chi^2 = 13.73$

Chi-Square Calculated (13.73) > tabular (5.99)

Hence, H<sub>0</sub> is rejected.

This implies that job enrichment is affected by income of employees.

##### Job Enrichment and Age

Observed value (O <sub>i</sub> )	Expected Value (E <sub>i</sub> )	O <sub>i</sub> - E <sub>i</sub>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
37	42	-5	25	0.59
23	18	5	25	1.38
25	22.4	2.6	6.76	0.31
7	9.6	-2.6	6.76	0.70
8	5.6	2.4	5.76	1.03
0	2.4	-2.4	5.76	2.4
				$\chi^2 = 6.42$

Chi-Square Calculated (6.42) >  $\chi^2$  tabular (5.99)

Hence, H<sub>0</sub> is rejected.

This implies that job enrichment is affected by age of employees.

### Job Enrichment and Gender

Observed value (O <sub>i</sub> )	Expected Value(E <sub>i</sub> )	O <sub>i</sub> - E <sub>i</sub>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> - E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
60	58.4	1.6	2.56	0.04
13	14.6	-1.6	2.56	0.18
20	21.6	-1.6	2.56	0.12
7	5.4	1.6	2.56	0.47

$$\chi^2 = 0.81$$

Chi-Square Calculated (0.81) is less than chi-square tabular (3.84)

Hence, H<sub>0</sub> is accepted.

### Conclusions :

**On the basis of percentage analysis method:**

- Employees feel motivated by the practice of job enrichment.
- Job enrichment enhances employee's performance level.
- Job enrichment fulfils employee's needs of personal growth and development.
- Majority of the lower level employees do not feel fully convinced regarding considering themselves as a part of management system.

**On the basis of the chi-square test:**

- Job enrichment is affected by income and age of the employees.
- Gender of the employee has no impact on job enrichment.

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