

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Indian Citation Index (ICI), J-Gate, India [link of the same is duly available at Inffibnet of University Grants Commission (U.G.C.)],

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 6408 Cities in 196 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p>ENRICHMENT OF EMPLOYEES IN BIDAR SAHAKARI SAKKARE KARKHANE LTD.</p> <p><i>Dr. SHANTKUMAR A BANGUNDI</i></p>	1
2.	<p>INVESTORS AWARENESS ABOUT MUTUAL FUND WITH SPECIAL REFERENCE TO GEOJIT FINANCIAL SERVICES LIMITED, CALICUT</p> <p><i>Dr. JEOTHILAKSHMI.SK, Dr. K DEVADAS & AKSHAYA VP</i></p>	5
3.	<p>DESTINATION COMPETITIVENESS OF UTTARAKHAND</p> <p><i>BHANU PRATAP DURGAPAL & Dr. ARVIND SARASWAT</i></p>	14
	REQUEST FOR FEEDBACK & DISCLAIMER	19

FOUNDER PATRON

Late Sh. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana
Former Vice-President, Dadri Education Society, Charkhi Dadri
Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

Dr. BHAVET

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISOR

Prof. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

Dr. NAWAB ALI KHAN

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

CO-EDITOR

Dr. G. BRINDHA

Professor & Head, Dr.M.G.R. Educational & Research Institute (Deemed to be University), Chennai

EDITORIAL ADVISORY BOARD

Dr. SIKANDER KUMAR

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

Dr. A SAJEEVAN RAO

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

Dr. CHRISTIAN EHIOBUCHÉ

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

Dr. ARAMIDE OLUFEMI KUNLE

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

Dr. SYED TABASSUM SULTANA

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. FERIT ÖLÇER

Professor & Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Turkey

Dr. SANJIV MITTAL

Professor & Dean, University School of Management Studies, GGS Indraprastha University, Delhi

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

Dr. KEVIN LOW LOCK TENG

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

Dr. OKAN VELI ŞAFAKLI

Professor & Dean, European University of Lefke, Lefke, Cyprus

Dr. V. SELVAM

Associate Professor, SSL, VIT University, Vellore

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

Dr. N. SUNDARAM

Associate Professor, VIT University, Vellore

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

RODRECK CHIRAU

Associate Professor, Botho University, Francistown, Botswana

Dr. PARDEEP AHLWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

Dr. DEEPANJANA VARSHNEY

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

Dr. BIEMBA MALITI

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

Dr. SHIKHA GUPTA

Associate Professor, Lingaya's Lalita Devi Institute of Management & Sciences, New Delhi

Dr. KIARASH JAHANPOUR

Dean of Technology Management Faculty, Farabi Institute of Higher Education, Karaj, Alborz, I.R. Iran

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. TITUS AMODU UMORU

Professor, Kwara State University, Kwara State, Nigeria

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. JASVEEN KAUR

Head of the Department/Chairperson, University Business School, Guru Nanak Dev University, Amritsar

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

Dr. BHAVET

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS

DICKEN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :
 Designation/Post* :
 Institution/College/University with full address & Pin Code :
 Residential address with Pin Code :
 Mobile Number (s) with country ISD code :
 Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :
 Landline Number (s) with country ISD code :
 E-mail Address :
 Alternate E-mail Address :
 Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc.** **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

ENRICHMENT OF EMPLOYEES IN BIDAR SAHAKARI SAKKARE KARKHANE LTD.

Dr. SHANTKUMAR A BANGUNDI
HEAD
DEPARTMENT OF COMMERCE
GOVERNMENT FIRST GRADE COLLEGE
HUMNABAD

ABSTRACT

To get the more work from employees it is necessary to motivate them and Job Enrichment is one of the way of motivating the employees. Appreciation of work done by the employees is more essential rather than increasing their salary or wages and providing the facilities to them. Job Enrichment can be studies with respect to Pay, promotion policy, work load, working condition and so on and on. Paper aims to study the culture of Sugar Industry, various factors influencing the job enrichment and the level of job enrichment on these factors. India place the second rank in the universal sugar production countries Sugar industry is playing important role in socio-economic transformation of rural economy of the India and one of the biggest sectors of employment generation. Job enrichment in organizational development, human resources management, and organizational behavior, is the process of improving work processes and environments so they are more satisfying for employees. Many jobs are monotonous and unrewarding. Workers can feel dissatisfied in their position due to a lack of a challenge, repetitive procedures, or an over-controlled authority structure. Job enrichment tries to eliminate these dysfunctional elements, and bring better performance to the workplace.

KEYWORDS

job enrichment, workers participation, job enlargement.

JEL CODES

M12, M54.

INTRODUCTION

Job Enrichment is one of the approaches of job design, the technique entails enriching the job, which refers to the inclusion of greater variety of work content, requiring a higher level of knowledge and skill, giving workers autonomy and responsibility in terms of planning, directing, and controlling their own performance, and providing the opportunity for personal growth and meaningful work experience.

Job enrichment is a way to motivate employees by giving them increased responsibility and variety in their jobs. Many employers traditionally believed that money was the only motivating factor to get more work from their employees. While that may be true for a small group of people, the majority of workers today like to work and to be appreciated for their work. Job enrichment allows the employees to play a role in planning their work and deciding how the work should be accomplished. This is one way to tap into the natural desire as most employees have to do a good job, to be appreciated for their contributions to the company, and to feel more a part of the company them.

REVIEW OF LITERATURE

Griffin, Patterson, and West, (2001) job enrichment was positively related to job autonomy but was not significantly related to perceptions of supervisory support. Mohrman, Lawler, Mohrman, (1992) focuses on creating individual tasks that give people feedback, increase their influence how work is done, require them to use a variety of skills, and give them a whole piece of work. Nguyen, Taylor and Bradley (2003b), one of the variables that may be expected to influence job satisfaction is 'the degree of perceived autonomy that workers enjoy in the way they do their job'. The expected relationship is that more autonomy is associated with greater job satisfaction. Job autonomy has been found to mediate the impact of job enrichment on team outcomes Janz et.al., (1997).

STATEMENT OF THE PROBLEM

Karnataka State is one of the major sugarcane and sugar-producing states in India as the sugarcane is being cultivated in large areas since many decades manufacturing jiggery, khand sari and sugar. Present study aims to identify the job enrichment amongst the employees in respect of the various factors such as pay, promotion policies, working conditions, workload and others. Very few researches were undertaken on job enrichment of employee.

OBJECTIVES OF THE STUDY

1. To study the culture of the sugar industry.
2. To explore the factors influencing job enrichment of the employees at BSSK Ltd.
3. To know the level of job enrichment of employees on various factors at BSSK Ltd.

METHODOLOGY

The data is collected by various methods, and not possible to use all the information and data collected due to number of limitations regarding the subject of the study and choosing the required methods for the study.

SCOPE OF THE STUDY

The purpose of this research is to study the level of job enrichment, incentive strength of some need factors, an association between these two variables if any, with productivity, and personal – social factors of BSSK Ltd. employees.

SAMPLE SIZE

It is observed that in every sugar factory more or less 600 employees are working at different levels of the management. In present study area of BSSK Ltd. 930 employees are working at different levels of management and among these 930 employees 600 employees are interviewed for the study. Further these employees are classified in the following three categories.

- 1) Permanent employees
- 2) Seasonal employees
- 3) Contract employees

SUGAR INDUSTRY: GLOBAL DYNAMICS

Sugar is produced in 121 countries, extracted from sugarcane and sugar beet. Sugarcane is cultivated under tropical climates, while sugar beet is grown in temperate regions. Around 75 per cent of the sugar produced in the world is produced from sugarcane, with beet sugar accounting for the rest. Weather conditions, crop diseases, soil quality, international trade agreements and domestic price support programs influence the production of sugarcane and sugar beet.

Asia ranks first in respect of area under sugarcane, followed by South America, Central America and the Caribbean. Sugar beet is mainly produced in Europe and to a lesser extent in Asia and North America, Brazil, India, Thailand, Australia and Cuba are the largest sugarcane producing countries. Sugar is a widely traded commodity. On an average, about 70 per cent of world sugar production is consumed in the country of origin, and the balance 30 per cent is traded in the markets.

A part of the international sugar trade occurs under specific agreements (Preferential trade, long-term agreements) that, in some cases, include clauses on import prices.

TABLE NO. 1: SUGAR PRODUCING COUNTRIES

Countries	Million Tonnes
Brazil	38.633
India	16.304
EU	14.865
China	13.587
Thailand	7.717
USA	6.924
Mexico	5.761
SADC	5.309
Australia	4.81
Pakistan	4.239

Source: Illovo Sugar website

SUGAR INDUSTRY IN INDIA

India is the ancient home of sugarcane and sugar. Sugarcane crop has been grown and sugar produced extensively from the times immemorial. It is a major agro-based industry with its potentiality of employment generation and bringing socio-economic transformation of rural economy. It has made the significant progress in respect of changing the cropping pattern, the extension of irrigation for the modernization of agriculture, providing employment, creating infrastructure facilities and developing co-operative leadership in the region. Several steps are usually followed to produce sugar. These steps can be mentioned as below:

Extracting juice by pressing sugarcane

- Boiling the juice to obtain crystals
- Creating raw sugar by spinning crystals in extractors
- Taking raw sugar to a refinery for the process of filtering and washing to discard remaining non-sugar elements and hue
- Crystallizing and drying sugar
- Packaging the ready sugar

TABLE NO. 2: COUNTRY WISE CONTRIBUTIONS TO WORLD SUGAR PRODUCTION

Country	% of world production
Brazil	20.76
India	14.09
European Union	11.84
China	7.96
USA	4.58
Thailand	4.24
Mexico	3.59
Australia	3.2
Pakistan	2.37
Rest of world	27.37

Source: Sugar industry website

Karnataka is the second state in the country to establish a sugar factory. Mysore Sugar Company Ltd., Mandya, is the first Sugar Factory established in the year 1933-34 in public sector. Similarly, India Sugars & Refineries Ltd., Hospet, Bellary Dist. In the private sector was established in 1934-35. The Kampli Co-op. Sugar Factory Ltd., Kampli in Bellary Dist. (now privatized and called M/s. Sundari Sugars Ltd.) in the Co-operative sector was established in the year 1958-59. Over the past four decades there is substantial rise in cane production in Karnataka. On account of this large number of sugar factories have come up as on date 29 factories are operating in private & public sector and 18 under Co-operative sector. Many Sugar units in the State have also increase their installed crushing capacities. The annual crushing capacity is 250 lakh tone s. In addition, by-products like Ethanol, Co-Generation, Compost making, have become integral part of sugar economy.

TABLE NO. 3: DETAILS OF SUGAR PRODUCTION OF BSSK LTD. FOR THE YEAR 2007-08

2007- 08 Season	
Sugarcane area	4.66 lakh ha
Sugarcane yield	80.00MT/ha
Sugarcane crushing	253.91 Lakh tones.
Sugar production	27.93 lakh tonnes.
Sugar recovery.	10.68%

Source: Annual report 2007-08

BIDAR SAHAKARI SAKKARE KARKHANE LTD.

BSSK Ltd. sugar factory is one of the oldest co-operative sugar factories in Bidar district out of the three co-operative sugar factories of the district, other two co-operative sugar factories of the district are NSSK Niyamit, Janawada and Mahatma Gandhi sugar factory.

BSSK Ltd. (Bidar Sahakari Sakkare Karkhane) started its crushing in the year 1968-69, after the eight years of its registration. It is registered in the year 1961(No. 1903/RCS/1961 dated 21/03/1961) and got the permission to crush the 1250 TCD (Tone crushing per day) in the year 1966. The TCD is increased from 1250 to 2000 in the year 1982 (05-07-1982) and again from 2000 to 3500 TCD in the year 1994 (31-01-1994).

Before the Bidar Sahakara Sakkare Karkhane Ltd. Hallikhed-SF came into existence the sugarcane growers use to make jagary. These were about 4-5 Khandasaries, which were exploiting the sugar cane growers. In view of the large and traditional sugar cane area, the BSSK Ltd. Hallikhed-SF was registered in the year 1961 with wishing capacity to 1250 Tonne Crushing per day.

The Bidar Sahakari Sakkare Karkhane limited., Hallikhed (B) running under the co-operative sector is located near Hallikhed (B) a village in Humnabad taluka of Bidar district. The sugarcane growing in the area is considerable. By keeping in mind the peoples demand and the feasibility the government has took decision to establish the factory in the district.

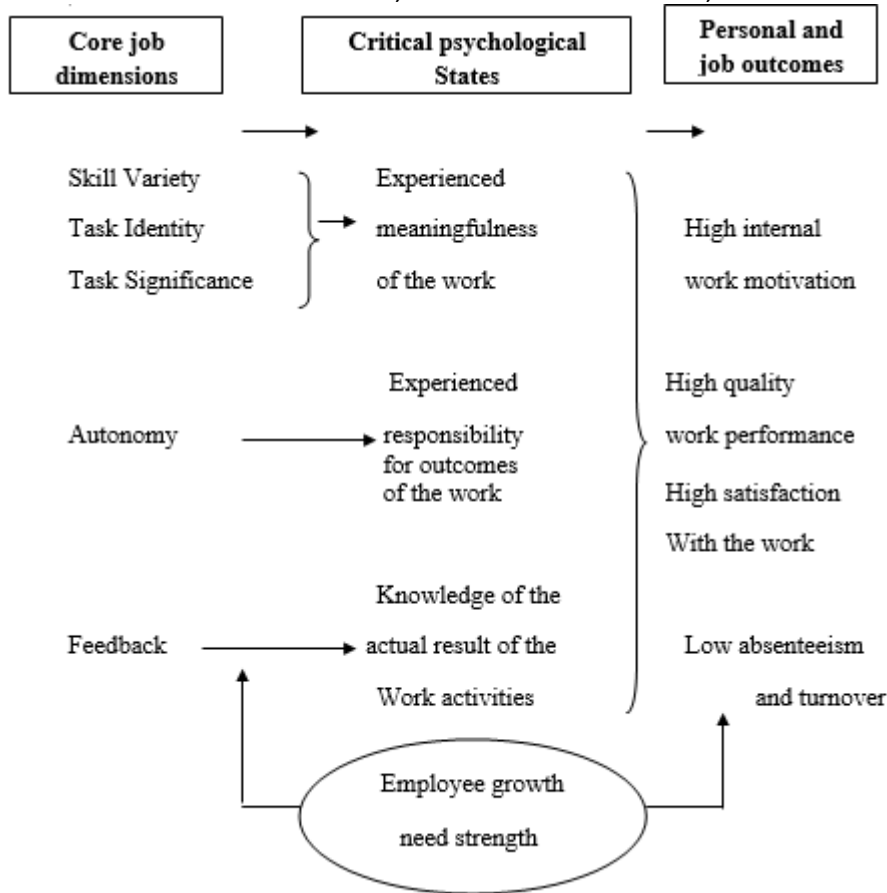
BSSK Ltd is one of the reputed sugar factory in the region of Hyderabad Karnataka. It is running from last 42 years continuously and nearly 1000 employees are working in the factory.

JOB ENRICHMENT

Job enrichment is one of the popular methods of job design. There are four alternatives of job design namely, job enrichment, the job characteristics, Japanese style management and quality of work life approach. As many human resources professionals have discovered, the traditional approach to job design can adversely affect their organization's productivity as well as the motivation and job satisfaction of employees. To overcome these problems, various alternative approaches to job design have been suggested, ranging from Japanese-style management and quality circles to more general applications of organization development and

job enrichment. Typically, these approaches seek to improve an organization’s coordination, productivity, and overall product quality and to respond to employees’ needs for learning, challenge, variety, increased responsibility, and achievement.

FIG. 1: RELATIONSHIPS AMONG CORE JOB DIMENSION, CRITICAL PSYCHOLOGICAL STATES, AND ON THE JOB OUTCOMES



ANALYSIS AND INTERPRETATION OF JOB ENRICHMENT

Job enrichment in organizational development, human resources management, and organizational behavior, is the process of improving work processes and environments so they are more satisfying for employees. Many jobs are monotonous and unrewarding. Workers can feel dissatisfied in their position due to a lack of a challenge, repetitive procedures, or an over-controlled authority structure. Job enrichment tries to eliminate these dysfunctional elements, and bring better performance to the workplace.

TABLE NO. 4: OPINION ON JOB ENRICHMENT TECHNIQUE

Nature of job/ Enrichment technique	Permanent	Seasonal	Total
Change in nature of work	58	252	310
Change in department of work	51	63	114
New team to work with	32	76	108
More work with less manpower	04	29	33
Total	145	420	565

Source: Filed Survey

From the above table it can be seen that, in all technique of job enrichment seasonal employees are focused more as compare to permanent employees. And the technique of change in nature of work is used as major tool for job enrichment.

Encouragement while performing the work is one of the way to make the better utilization of human resource. The worker who is encouraged will give the better performance and the worker who is not encouraged would give the average or poor performance.

TABLE NO. 5: OPINION ON ENCOURAGEMENT WHILE PERFORMING THE WORK

Nature of job	Opinion		Total
	Yes	No	
Permanent	122 (84%)	123 (16%)	145 (100%)
Seasonal	361 (86%)	59 (14%)	420 (100%)
Total	483	182	565

Source: Filed Survey

Majority of permanent as well as seasonal respondents are encouraged while performing their task. 84% of permanent and 86% of seasonal respondents are encouraged while performing their assigned task and 16% of permanent and 14% of seasonal respondents are not encouraged while performing their assigned task.

Several forms of enrichment, specifically suggestion programs, information sharing, task teams, quality circles and training, raise satisfaction. Therefore, it can be argued that the job enrichment and job satisfaction are positively linked with each other. On the other side job enrichment programme increases the scope of work and the responsibilities of work which decreases the satisfaction level of worker. Some workers believe that job enrichment programme leads to work stress on them.

Enrichment satisfies employees’ psychological and social needs and will therefore increase satisfaction. On the other hand, an enriched job requires workers to do more types of tasks and work more intensely, and reduces job security. Therefore, enrichment decreases satisfaction.

TABLE NO. 6: JOB ENRICHMENT AND JOB SATISFACTION

Nature of job	Opinion		Total
	Yes	No	
Permanent	141 (97%)	04 (3%)	145 (100%)
Seasonal	403 (96%)	17 (04%)	420 (100%)
Total	544	21	565

Source: Filed Survey

The above table states that there is a close relationship between job enrichment and job satisfaction. 97% (141) respondents out of 145 agrees that job enrichment programme increases their job satisfaction and only 3% (04) respondents are in the opinion of no relationship between job enrichment programme and job satisfaction.

In case of seasonal respondents also 96% (403) of them are agrees that job enrichment programme increases their job satisfaction and remaining 4% (17) respondents says that there is no relationship between job enrichment programme and job satisfaction.

FINDINGS

Following are the major findings on job enrichment of employees in Bidar Sahakari Sakkare Karkhane Ltd. and tried to give some valuable suggestions on the basis of the findings on various aspects covered in the study.

- Bidar Sahakari Sakkare Karkhane Ltd. is one of the reputed co-operative sugar factories in the Bidar district, running continuously from last 42 years.
- Where there is job enrichment programme there is job satisfaction, majority of the respondents are saying that job enrichment programme increases their job satisfaction.
- Where there is clarity of goals there is better performance by the employees. 53% of permanent and 58% of the seasonal respondents are not clear about the goals of the organization.
- Opinion on learning and growing is concerned, 87% of permanent and 82% of seasonal respondents are interested to learn and grow in the organization.
- Sometimes there is scope for conflicts between enriched and non-enriched groups. 82% of permanent respondent and 76% of seasonal respondents are in the opinion that their relationship with non-enriched group is good.
- Encouragement while performing the work is concerned, 84% of the permanent and 86% of the seasonal employees are encouraged while performing their task.

SUGGESTIONS

- To overcome the continuous losses, arrangements are to be made to replace the traditional machineries with advanced machineries.
- Focus is to be given to computerize the work, so that staff cutting strategy can be used and there by costs can be reduced.
- Job security should be ensured even to the employees of contract basis.
- Promotion policies are to be followed properly. Senior employee should be considered for promotion.
- To encourage the employees an arrangements are to be made to give the bonus every year.

CONCLUSION

Throughout the last few decades, the implementation of a job enrichment program has successfully shown to increase employee's job motivation, satisfaction, self-worth, in an attempt to ultimately increase the overall employee productivity within the organization. No matter what the function or sector of an organization whether it be a government agency, non-profit organization, or company operating within the private sector, the implementation of job enrichment into organization will result in the key areas of employee production and worker motivation. The ever changing nature of work demands flexible employees who can anticipate rather than mere react to the changing nature of work more efficiently, effectively and innovatively. This can only be done by giving them more autonomy and freedom. Job enrichment is a type of job design that allows such autonomy and freedom.

REFERENCES

1. Albers Mohrman, Susan, Lawler III, Edward E., Mohrman, Allan M., 'Applying Employee Involvement in Schools', Educational Evaluation and Policy Analysis, Volume No. 5 (1992), Issue No. 13(January), ISSN 2231-1251, pp 165-177.
2. Griffin, Mark A., Patterson, Malcolm G., and West, Michael A., 'Job Satisfaction and Teamwork: The Role of Supervisor Support', Journal of Organizational Behaviour, Volume No. 3 (2001), Issue No. 7 (September). ISSN 0975-2184, pp. 51-59.
3. Griffin, Mark A., Patterson, Malcolm G., and West, Michael A., 'Job Satisfaction and Teamwork: The Role of Supervisor Support', Journal of Organizational Behaviour, Volume No.60, (2001), Issue No.6 (June), ISSN 0496-9513, pp125-139
4. Hackman, J.R. and Oldham, G.R., 'Development of the Job Diagnostic Survey', Journal of Applied Psychology, Volume No. 16, (1975), ISSN 4184-9613, pp159-170.
5. Janz BD, Colquitt JA, Noe RA., 'Knowledge worker team effectiveness: the role of autonomy, interdependence, team development, and contextual support variables', Personal psychology, (1997), Volume No. 50, Issue No. 9 (March). ISSN 0978-4184, pp 877-904.
6. Manz CC, Sims HP, 'Leading workers to lead themselves: The external leadership of self-managed working teams'. Administrative Science Quarterly, Volume No. 32, (1987), Issue No. 12 (December), pp106-128.
7. Nguyen, A.N., Taylor, J. and Bradley, S., 'Job autonomy and job satisfaction: New evidence', Department of Economics, Manchester University, Working Paper 50, (2002), pp 125-162 <http://www.lums.lancs.ac.uk/publications/viewpdf/000192>.
8. Subha Venkataraman and Valecha. G.K., 'A Comparative motivation pattern of public and private sector managers in India', Managerial Psychology, Volume No.18, (1981), Issue No. 7 (July), ISSN 9516-4581, pp 125-144.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

