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**A STUDY ON EMPLOYEE ENGAGEMENT IN VEGETABLES
AND FRUIT PROMOTION COUNCIL KERALAM- KRISHI
BUSINESS KENDRA (VFPC-KBK)**

by
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(2014-31-125)

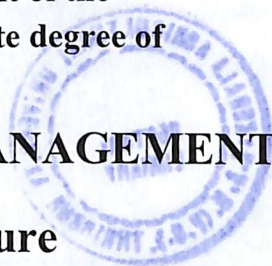
MAJOR PROJECT REPORT

Submitted in partial fulfilment of the
requirements for the post graduate degree of

MBA IN AGRIBUSINESS MANAGEMENT

Faculty of Agriculture

Kerala Agricultural University



COLLEGE OF CO-OPERATION, BANKING AND MANAGEMENT

VELLANIKKARA, THRISSUR-680656

KERALA, INDIA

2016

Declaration

DECLARATION

I, hereby declare that this project report entitled "A STUDY ON EMPLOYEE ENGAGEMENT IN VEGETABLES AND FRUIT PROMOTION COUNCIL KERALAM-KRISHI BUSINESS KENDRA (VFPC-KBK)" is a bonafide record of work done by me during the course of project work and that it has not previously formed the basis for the award to me of any degree/diploma, associateship, fellowship or other similar title of any other University or Society.

Vellanikkara
22-09-2016



DENSYMOL K S
2014-31-125

Certificate

CERTIFICATE

Certified that this project report entitled "A STUDY ON EMPLOYEE ENGAGEMENT IN VEGETABLES AND FRUIT PROMOTION COUNCIL KERALAM-KRISHI BUSINESS KENDRA (VFPC-KBK)" is a record of project work done independently by Densymol K S under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship, or associateship to her.

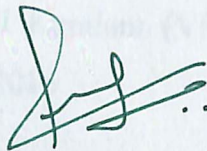
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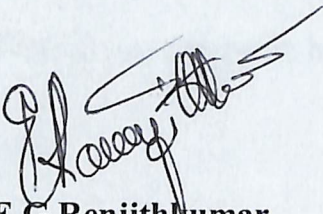
Dr. A K Sherief
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CERTIFICATE

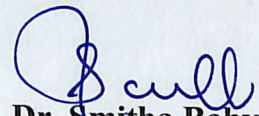
We, the undersigned members of the advisory committee of Ms. Densymol K S, a candidate for the degree of MBA in Agribusiness Management, agree that the project work entitled "ASTUDY ON EMPLOYEE ENGAGEMENT IN VEGETABLES AND FRUIT PROMOTION COUNCIL KERALAM-KRISHI BUSINESS KENDRA (VFPC-KBK)" may be submitted by Ms. Densymol K S, in partial fulfillment of the requirement for the degree.



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No. VFPCK/06/HR/Project study-2/2016

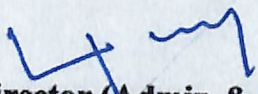
3rd June, 2016

To whomsoever it may concern

This is to certify that Ms. Densymol K S (2014-31-125), MBA 2014 batch, CCBM, KAU, has undergone internship and project study as part of her course curriculum in Vegetable and Fruit Promotion Council Keralam (VFPCK) at its Krishi Business Kendra, Kakkand, during March -May, 2016

She has successfully completed her project study on “**Employ Engagement in Krishi Business Kendra and Haritha Nagari Unit of Vegetable and Fruit Promotion Council Keralam**” for the partial fulfilment of her requirement for the course.

We wish her success in her career in Agri-Business Management.


Director (Admin & Finance)



Acknowledgement

ACKNOWLEDGEMENT

I am humbly bow my head with infinite gratitude before Almighty for all his blessings showered on me throughout my life and above all for the help extended to me through various known and unknown hands during the course of my project work.

I express my heartfelt sense of gratitude to my venerable and beloved parents for the love and prayers they showered on me throughout my life. I consider this as a moment of great delight to express my gratitude to all those who have lent me a helping hand, directly or indirectly in the completion of my work. I have no hesitation to declare that the outcome of the project is the culmination of the collective wisdom and encouragement of a elites to whom I owe its credibility, however I will be failing in my duty if I do not endorse a few.

*I express my heartfelt and sincere gratitude to **Dr. A. K .Sherief**, Director, Centre for E learning, ITBT, Kerala Agricultural University (KAU), for his valuable guidance, support and tireless patience and incomparable concern during my project, even in the midst of his busy schedules. I sincerely acknowledge the efforts he had taken and encouragement provided all through the process of doing this project.*

*I reckon with inner heart, my deep sense of gratitude and solemn indebtedness to **Dr. E.G. RanjitKumar**, Director, MBA (ABM,) KAU for his advices, great guidance and inspiration throughout my academic career.*

*I would like to place record of our heartfelt thanks to **Dr.MollyJoseph**, Associate Dean CCBM-KAU, for her constant inspiration and motivation.*

*I wish to offer my sincere gratitude to **Prof. Philip Sabu**, Director (Retired), MBA (ABM) for all the advices, guidance and co-operation given by him to conduct this project work.*

*I remain grateful to **Dr. A.M. Jose**, Associate Director and Placement officer, for his care, support & constant guidance throughout my academic period.*

*A special word of thanks to **Prof. S. Krishnan**, Associate Professor and Head , Department of Agricultural Statistics, College of Horticulture, for the invaluable help extended to me during my project work.*

I wish to express my sincere thanks to all the teaching and non-teaching staffs of CCBM for their immense support and guidance extended during my college days.

*I am highly grateful to the officers of **Vegetables and Fruit Promotion Council Keralam-Krishi Business Kendra**, Kakkanad, Ernakulam, especially **Mrs.Dinney**, HR Manager, **Mr.Sunil Paul**, Assistant Manager, KBK, and all other employees for their wholehearted co-operation and support given to me during the course of my project work.*

*The lifeblood of academic research is the library and I have been fortunate in getting unswerving support and co-operation from the staff of the library in College of Co-operation, Banking and Management, Kerala Agricultural University. I express my boundless gratitude to **Mr. K.P. Sathian (Librarian)** and all library assistants.*

*I express my earnest gratitude to all my batch mates of **MBA (ABM) 2014 Batch**. The reminiscence of my good experience in CCBM is bestowed by my friends (**Kaumbians**) especially **Kavitha, Keerthy, Athira, Nipuna, Aksa, Jisspriya, Vineeth, and Kailas**.*

*A special thanks to all my beloved juniors especially to **ShobaAntoo** who helped me to complete my project successfully.*

Last, but not the least, I express my heartfelt sense of gratitude to my family members, relatives and all my friends for their prayers, blessings, care and encouragement rendered to me throughout my project period, without which this report would not have been a reality.

A word of apology to all those I have not mentioned in person. I am solely responsible for the views expressed here or for any errors therein.


Densymol K.S.

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Chapter - 1

Design of the Study

Chapter 1

DESIGN OF THE STUDY

1.1 Introduction

Managers agree that modern business demands higher productivity and more efficiency, than in previous times. Companies are trying to increase their performance in order to place their company ahead of the competitors. At some point, satisfied employees, content with their work experience, was a good formula for success, as a satisfied employee, who wanted to stay with a company, contributed to the workforce stability and productivity (Sanchez and McCauley, 2006). But those times have changed. Nowadays, the business environment is global and competitive and simply satisfied and stable employees are not enough to bring necessary business results. Satisfied employees may just meet the work demands, but this will not lead to higher performance (Abraham, 2012). In order to compete effectively, employers need to go beyond satisfaction - employers must do their best to inspire their employees to apply their full potential and capabilities to their work, if they do not, part of the valuable employees' resources remains unavailable for the company (Bakker and Leiter, 2010). Therefore, modern organizations expect their employees to be full of enthusiasm and show initiative at work, they want them to take responsibility for their own development, strive for high quality and performance, be energetic and dedicated to what they do – in other words companies want their employees be engaged (Bakker and Leiter, 2010). Other researchers state that employee engagement is the best tool in the company's efforts to gain competitive advantages and stay competitive (Rashid et al., 2011). Therefore, the construct of employee engagement has been an area of interest among many researchers and consultancy firms, and received its recognition in the management literature and among practitioners (Ologbo and Saudah, 2011).

Though, the notion of engagement is relatively new, it is already a hot managerial topic and it is rare to find an HR or managerial related article that does not mention employee engagement. The relative novelty of the concept has caused a situation, where there is still no one clear and agreed definition of engagement (Robertson-Smith and Markwick, 2009). HR consulting firms and academic researchers are presenting their own interpretations of the meaning of the construct. Some of the points presented by the researchers are complementary and they agree that engagement creates the prospect for employees to attach closely with their

managers, co-workers and organization in general and the engaging environment is the environment where employees have positive attitude toward their job and are willing to do high-quality job.

In this rapid cycle economy, business leaders know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in highly competitive talent markets. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

Drivers of engagement

Some of the drivers of engagement are presented below:

- **Employee perceptions of job importance** - An employee's attitude toward the job's importance and the company had the greatest impact on loyalty and customer service than all other employee factors combined.
- **Employee clarity of job expectations** - If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed.
- **Career advancement / improvement opportunities** - Plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings.
- **Regular feedback and dialogue with superiors** - Feedback is the key to giving employees a sense of where they're going, but many organizations are remarkably bad at giving it. 'What I really wanted to hear was 'Thanks. You did a good job. But all my boss did was hand me a cheque.
- **Quality of working relationships with peers, superiors, and subordinates** - If employees' relationship with their managers is fractured, then no amount of perks will persuade the

employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss.

- **Perceptions of the ethics and values of the organization** - Inspiration and values' are the most important of the six drivers in our Engaged Performance model. Inspirational leadership is the ultimate part.

Commitment theories are rather based on creating conditions, under which the employee will feel compelled to work for an organization, whereas engagement theories aim to bring about a situation in which the employee by free choice has an intrinsic desire to work in the best interests of the organization

Recent research has focused on developing a better understanding of how variables such as quality of work relationships and values of the organization interact, and their link to important work outcomes. From the perspective of the employee, outcomes range from strong commitment to the isolation of oneself from the organization.

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus employee engagement is a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job..

1.2 Background of Study

Krishi Business Kendra (KBK) is a one-stop shop for agriculturists. KBK is a retail outlet for the supply of quality fruit and vegetable seedlings, ready for sale at reasonable prices to the public. Besides seedlings, flowering plants, organic inputs and farm implements are available at KBK. It is a profitability running organization. But still the organization wants to measure the engagement level of employees, because employees are the backbone of this organization.

1.3 Statement of the Problem

During past two decades, employee engagement became a very popular managerial concept. Organizations use different engagement building tools in order to stay competitive and improve performance. Many organizations were focusing on designing a successful reward system to keep employees engaged and productive. But most are missing a key trick because the manager which is a critical audience is often overlooked. Managers who ultimately serve as the face of an organization to its employees are typically the ones who work or fail the engagement tools. Tangible rewards or intangible incentives such as job design, career development are all heavily influenced by management behaviors which have an enormous effect on employee engagement. Specifically, in order to foster employee engagement, it is important for to ensure that: the right people are in the right jobs; goals and objectives are clearly communicated; effort is appropriately rewarded; and opportunities for development and promotion are provided

The aim of this project report is to contribute to the research regarding the engagement of employees within VFPCCK-KBK, as this part of the employees is rarely studied, though their day-to-day performance has a significant influence on the quality of the entire performance. Hence the study attempts on that line. Data were collected from employees of KBK.

1.4 Objective

1. To measure current engagement level of employees at VFPCCK-KBK.
2. To identify the factors that influence employee engagement at VFPCCK-KBK.

1.5 Methodology

1.5.1. Sources of data

The study was based on primary and secondary data.

- **Primary data:** All primary data required for the study were collected with the help of questionnaires through, direct contact and discussion with the employees in the organization.
- **Secondary data:** Secondary data were obtained from the various records of organizations, Project Reports, Internet, etc.

1.5.2 Data Collection:

The questionnaire, which was delivered to the participants, consists of two parts. Part one is determined to measure the level of the employee engagement. Part two is determined to find out the factors that influence engagement. Part one was based on The Gallup Q12 method for measuring employee engagement and consisted of 12 statements, which respondents are asked to rate on a scale from “strongly disagree” to “strongly agree”. The second part of the questionnaire consists of questions regarding the factors influencing engagement, which respondents also were required to rate on a scale from “strongly disagree” to “strongly agree”. There are positive as well as negative statements for measuring the engagement level of employees.

1.5.3 Data Analysis

The individual statements were analyzed by frequencies and percentages .Also the statements were ranked using Kendal’s W test. It is used to find out what are the factors mostly influence the employee engagement.

1.6 Key observations to be made

- Social profile of the employees
- Workplace Culture
- Organizational Communication
- Work climate
- Personal Empowerment
- Recognition
- Motivation
- Remuneration
- Relationship with co-workers
- Conflict handling

1.7 Scope of the Study

This study can provide the human resources management of the organization an understanding about the current engagement level of employees and what are the factors that

can influence the employee engagement in the organization in which ultimately attempting to enhance their performance and make the organization a profitable entity.

1.8 Limitation of the Study

1. The study will be conducted only at “VFPCCK-KBK” in Kakkanad.
2. Due to confidentiality of some information accurate response may not be revealed by the respondents.

1.9 Chapterisation

This Project report is divided into six main chapters.

- i. Chapter 1 is *Design of the study*. This chapter presents the statement of the problem, objectives, methodology, scope and significance of the study, and limitations of the study.
- ii. Chapter 2 is *Review of Literature*. This chapter gives the brief summary of various works carried out related to the present study.
- iii. Chapter 3 is *Conceptual Framework*. This chapter is devoted for theoretical framework of the employee engagement.
- iv. Chapter 4 is *Organization Profile*. This chapter presents the profile of Vegetables and Fruit Promotion Council Kerala-Krishi Business Kendra(VFPCCK-KBK)
- v. Chapter 5 is *Analysis and Interpretation of data*. In this chapter the primary data collected from the survey has been analysed and inferred.
- vi. Chapter 6 is *Summary of Findings, Suggestions and Conclusion*. This chapter makes an attempt to present the findings, conclusions and policy implications of the study in a concise manner.

Chapter - 2

Review of Literature

Chapter 2

REVIEW OF LITERATURE

Employee engagement as a concept has become increasingly mainstream in management thinking over the last decade. It proposes a 'mutual gains' employment relationship, creating a win-win for employees and their employers. It's usually seen as an internal state of being, physical, mental and emotional, but many also view it as encompassing behavior and in particular work effort. This chapter unfolds with a review of literature on Employee Engagement.

Kelman (1958) explained that the highest level of motivation involved the investment of not only physical and cognitive resources, but also involved an investment of emotions. At this level of motivation, individuals are engaged in their work role through an emotional connection between themselves and their role.

Kahn (1990) defines employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn, engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

According to Podsakoff et al. (1990) engaged employees are committed to their job. They feel inspired, motivated and proud of what they are doing. These individuals will give a hundred percent even when they are faced with difficulties. According to them it is clear that an employee is engaged in his job when he connects physically, cognitively and emotionally when he is executing the task at hand.

Schaufeli et al. (2002), present work engagement as contrastive concept to burnout, they define work engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". They also state that engagement is not a

momentary and specific state, but it is a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior.

According to Towers Perrin (2003), building engagement is a process that never ends and it rests on the foundation of a meaningful and emotionally enriching work experience. Furthermore, it is not about making people happy, or even paying them more money. As important as pay and benefits are in attracting and retaining people, it was found they play a less important role in engaging people in their work. The elements found to be fundamental for engagement were strong leadership, accountability, autonomy, a sense of control over one's environment and opportunities for development; there are no substitutes for these fundamental.

Towers Perrin (2003) indicates that the more engaged employees at an organization are, the more likely it is to exceed the industry average in one-year revenue growth. Specifically, there is a trend showing that highly engaged employees work for organizations that had revenue growth at least one percentage point above the average for their industry, while the organizations of the most disengaged employees work for companies where revenue growth falls one or two percentage points below the average.

Perrin's Global Workforce Study (2003) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience

According to Mayet *al* (2004) engagement is most closely associated with the constructs of job involvement and 'flow'. Job involvement is defined as 'a cognitive or belief state of psychological identification'. This differs from engagement in that it is concerned more with how the individual employs him/her self during the performance of his/her job.

Wellins and Concelman (2004) suggest that "Employee engagement is the illusive force that motivates employees to higher levels of performance. This coveted energy is an amalgam of commitment, loyalty, productivity an ownership." They further added that it includes feelings and attitudes employees have towards their jobs and their organization.

Robinson et al (2005) identified key behaviors, which were found to be associated with employee engagement. The behaviors included belief in the organization, desire to work to make things better, understanding of the business context and the 'bigger picture', being

respectful of and helpful to colleagues, willingness to 'go the extra mile' and keeping up to date with developments in the field. Furthermore, the research found that employee engagement was closely linked to feelings and perceptions around being valued and involved, and that the key drivers of engagement included effective leadership, two-way communication, high levels of internal co-operation, a focus on employee development, a commitment to employee wellbeing and clear, accessible human resources policies and practices to which managers at all levels were committed.

According to Melcrum (2006), employee engagement consists of three components: 'a think component (cognitive dimension), this refers to the intellectual connection that the employee has with the organization and how strongly they believe in and support the main goals and objectives of the organization. 'A feel component (emotional dimension), this refers to the emotional connection that the employee has with the organization, these employees are loyal to the organization; they have a sense of belonging and feel very proud to be working for the organization. 'An act component (behavioral dimension), employees will behave in ways that will support the organization on its way to success, they will be willing to stay with the organization regardless of other opportunities that may emerge, they will also give more than what is expected of them to ensure that the company reaches its goals.

Rafferty et al (2006) distinguish employee engagement and the two prior concepts- Commitment and OCB; on the ground that engagement clearly demonstrates that it is a two-way mutual process between the employee and the organization.

According to Cullinane and Dundon (2006), the employment relationship is characterized as a relationship of subordination linked to conditions of interest conflict. Under capitalism, the employee is perceived as a resource to be utilized to its full capacity, with little or no scope for co-decision making. As a result of this stance on the employment relationship, the interests of the employee are subordinate to that of the employer, resulting in a lack of trust by employees towards the employer. This lack of trust will obstruct the facilitation of the engagement process.

Saks (2006) argues that employee engagement differs from organizational commitment (OC) on the grounds that OC represents a person's attitude and connection concerning their organization, while on the other hand, engagement is more than an attitude, it is how psychologically, cognitively and behaviorally employed the individual is in their role, displayed by how attentive they are to their work and how absorbed the individual is in the

performance of the role. Employee engagement also differs from OCB, as engagement is concerned with the passion for one's role, while OCB is concerned with extra-role and voluntary behavior.

According to Lawler and Worley (2006) for a high-involvement work practice to be effective and for it to have a positive impact on employee engagement, employees must be given power. They argue this will lead to employees having the ability to make decisions that are important to their performance and to the quality of their working lives, thus engaging them in their work. Furthermore, Lawler and Worley (2006) contend that power can mean a relatively low level of influence, as in providing input into decisions made by others or it can mean having final authority and accountability for decisions and their outcomes. Involvement is maximized when the highest possible level of power is pushed down to the employees that have to carry out the decision, resulting in gaining the maximum level of engagement possible from employees.

Woodruffe (2006) has suggested ten ways to engage employees. He has given special emphasis on non-financial motivators like advancement, autonomy, civilized treatment, employer commitment, environment, exposure to senior people, awarding of due praise, availability of support, feeling of being challenged, feeling of being trusted, feeling of working for a good and reliable organization, feeling of working on useful assignments and respecting work/life balance.

Penna (2007) presents a hierarchical model of engagement. This model indicates that staff is seeking to find "meaning" at work. Penna defines "meaning" as fulfillment from the job. Fulfillment comes from the employee being valued and appreciated, having a sense of belonging to the organization, and feeling as though they are making a contribution, and is matching with the underlying theoretical framework of Robinson. Penna states that the organization becomes more attractive to new potential employees and becomes more engaging to its existing staff.

Rothmann and Pieterse (2007) studied the relationship between job resources and employee engagement and found that growth opportunities in the job (i.e. variety, learning opportunities and autonomy) best predicted employee engagement.

Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the

same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept. Other researchers take job satisfaction as a part of engagement, but it can merely reflect a superficial, transactional relationship that is only as good as the organization's last round of perks and bonuses; Engagement is about passion and commitment-the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer. Therefore, the full engagement equation is obtained by aligning maximum job satisfaction and maximum job contribution.

Macey and Schneider (2008) looked at engagement attitudinally and behaviorally. They distinguished three broad conceptualizations of employee engagement, namely state, trait, and behavioral engagement.

Bakker et al. (2009) regard job and personal resources as important factors associated with employee engagement. Therefore most of the research on engagement as an experience of work activity has utilized the Job Demands-Resources (JDR) model, and the Conservation of Resources (COR) theory, to study the factors associated with employee engagement.

Markos and Sridevi (2010, p.90) report that engagement is about, 'passion and commitment ' the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond the simple satisfaction with the employment arrangement or basic loyalty to the employer.

According to Robinson, and Hayda (2011) engaged employees exhibit clear behaviors like belief in the organization, desire to improve their work ,an understanding of the business strategy, ability to collaborate with and assist colleagues, willingness to demonstrate extra effort in their work , drive to continually enhance their skill set and knowledge base.

Rothmann (2011) pointed out that there is a need for research to focus on expectations of employees to be engaged, both organizations and employees to be proactive, committed to high quality performance standards, and to take responsibility for their development.

A study undertaken by Sarkar (2012) on employee engagement practices in the manufacturing sector revealed that rigorous training and development, idea collection schemes,

monthly update on corporate goals and directions, providing growth opportunities, showing employees that you care about them are positive facilitators of engagement of employees.

According to Hewitt (2013), engagement is the measure of an employee's emotional and intellectual commitment to their organization and its success, in other words, a heart and mind philosophy. He views engagement as an outcome of the organizational experiences of an employee. These experiences are characterized by behaviors that are grouped into three groups: say, stay and strive. Engaged employees only have positive things to say about their job, their employer and their organization. They are more than willing to tell others about their positive experiences in order to convince candidates to join the company. These individuals are more likely to be emotionally attached to the organization and will stay with the organization for a long time. Engaged employees will do much more than what is expected of them and are willing to be flexible in order to ensure the company's success.

Conclusion

Managing high morale among employees can be of remarkable benefit to any organization, as actively engaged workers are more productive and stay loyal to the company. Organizations with high employee engagement levels are more productive and more profitable than those organizations with low levels of employee engagement. A review of literature in area of "employee engagement" reveals that it has emerged as crucial factor for competitive advantage in current business scenario.

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Chapter – 3

*Employee engagement –a conceptual
framework*

Chapter 3

EMPLOYEE ENGAGEMENT –A CONCEPTUAL FRAMEWORK

3.1 Employee engagement theory

3.1.1 Kahn's need satisfying approach

The first time employee engagement was mentioned in an Academy of Management Journal article called "Psychological Conditions of Personal Engagement and Disengagement at Work" (Kahn, 1990). In his article, Kahn defined personal engagement as "the simultaneous employment and expression of a person's "preferred self" in a task behaviours that promote connection to work and to others, personal presence, and active full role performance". According to Kahn employees can be engaged on a physical, emotional and cognitive level: these levels are significantly affected by three psychological domains: meaningfulness, safety and availability. In turn, these domains create influence on how employees perceive and perform their roles at work.

Kahn defines meaningfulness as the positive "sense of return on investment of self in role of performance". He describes psychological meaningfulness as a feeling the person experiences in return for the psychological, cognitive and emotional energy invested into task performance. The employees experience meaningfulness when they feel useful, valuable and not taken for granted, and that their work is important, desired and valued too. Work meaningfulness means that employees are more likely to dedicate their efforts to specific tasks, instead of withholding – this indicates the presence of engagement.

Furthermore safety was defined as the ability to show one's self "without fear or negative consequences to self-image, status or career". The predictable, consistent and clear situations at work make employees feel safer in their actions, which also increases the likelihood of engagement.

Availability, the third domain, Kahn defined as the "sense of possessing the physical, emotional and psychological resources" necessary to perform task in this very moment. It measures how ready the employee is, taking into consideration the distractions they experience.

3.1.2 Maslach et al.'s burnout-antithesis approach

Kahn's research was the only published literature on engagement until 2001, when Maslach, Schaufeli, and Leiter began their study on the job burnout concept. In their study they positioned employee engagement as the "positive antithesis" to burnout. Accordingly, employee engagement was defined as "a persistent positive affective state of fulfilment in employees, characterized by vigor, dedication and absorption".

Vigor refers to the employees' willingness to invest their efforts into their job, the high levels of energy and their endurance and persistence in the face of difficulties.

Dedication refers to the employees' strong involvement in their work, their feelings of enthusiasm and significance.

Absorption happens when the employee is pleasantly occupied with work, this can be seen by the employee not keeping the track of time and their inability to separate themselves from the job at hand.

Burnout or disengagement arises when there is an imbalance between the workers and the six work settings: workload, control, reward, community, fairness, and values. According to Maslach et al. (2001), engagement is associated with the match between an employees' profile and the job. This match can be characterized by a "sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work" (Maslach et al. 2001, p. 417).

Taking a look at Kahn's (1990) concept of engagement and Maslach et al.'s (2001) concept of burnout, it can be said that all of researchers presented a similar setting for that influences engagement or burnout. These include: the amount of physical, emotional and psychological resources available to the employee and the skills they possess, feelings of choice and control, the need of recognition as a reward, supportive work interactions, and meaningful tasks and valued work. However, contrary to Kahn who explains cognitive engagement processes, Maslach et al. lacks this explanation and instead presents engagement as the physical or emotional absence of burnout.

Kahn's (1990) and Maslachs et al's (2001) works are the first theoretical frameworks, which help to understand employee engagement. Many of the contemporary researchers built

their concepts of engagement from Kahn's (1990) and Maslach et al's (2001) works (Shuck and Wollard, 2010).

3.1.3 Harter et al.'s satisfaction-engagement approach

In 2002, Harter et al. presented one of the most widely read and cited works on employee engagement. Employee engagement was defined here as an "individual's involvement and satisfaction with as well as enthusiasm for work".

They explained that engagement occurring when the employees are emotionally and cognitively engaged and when they know what is expected of them. They also agreed that engagement was dependent on the employees having the tools necessary to do their tasks, feelings of fulfillment, perceiving themselves as being significant, working with others whom they trust and having the chance for improvement and development.

Using Kahn's (1990) framework, Harter et al. developed a measure, consisting of 12 items, which assesses the employees' perception of their company as a working place.

3.1.4 Saks's multidimensional approach

Another approach to employee engagement emerged from the multidimensional perspective of employee engagement presented by Saks (2006). His theory was built on the belief that engagement is developed through a social exchange theory (SET).

Saks defined employee engagement as "a distinct and unique construct consisting of cognitive, emotional, and behavioural components that are associated with individual role performance". This definition embraced previous literature on engagement, and introduced the suggestion that employee engagement was developed from cognitive, emotional, and behavioural components.

According to Saks, the two main roles that most organizational members perform are their own work role and their role as a member of an organization. From this we can identify that Saks was the first one to present separate states of engagement: job engagement (psychological presence in one's job) and organizational engagement (psychological presence in one's organization).

In general Saks research suggested that the engagement can be experienced emotionally and cognitively whilst being demonstrated behaviourally. Like Schaufeli, Salanova et al., Saks

supported the view of engagement as an absorption of resources the employee has into the work they performed. This view linked Schaufeli, Salanova et al., Kahn and Harter et al. models, as they all agree that for engagement or absorption to occur, employees need the physical, emotional and psychological resources to successfully perform their work; – without this, employees eventually disengage.

3.2 Engagement Models

3.2.1 The ISR Model

From the research carried out by ISR in relation to employee engagement they have found that an organization must locate and understand the current components and scope of its employee engagement in order to understand how to improve it.

As a result of their research, ISR developed a three component model to aid in the understanding of employee engagement at an organizational level, the Think, Feel and Act model. The three elements are of mutual importance to facilitate organizational understanding of the employee engagement process in order to assess the current level of engagement and to set out a path to improve this level of engagement.

According to ISR, cognitive (think) occurs when an individual agrees with the mission, values and goals of the organization in question and buy's into them, resulting in a sense of belonging to and contributing towards the organization. In relation to the affective (feel) element of the model, ISR comment that as a positive consequence of attaining 'buy in' engaged employees feel a sense of pride in their association to the organization. Affective is the element within the model which can be closely correlated with organizational loyalty. The last and most critical element of the ISR model is the behavioural (Act) element. This element consists of the actions the individual within the organization will display, thus reinforcing their beliefs and feelings. There are two aspects to this element, which are:

1. The individual's aspiration to remain with the organization and the probability that the individual is considering other employers.
2. The amount of discretionary effort encompassing going above and beyond their normal duties in order to ensure organizational success.

According to ISR strong employee engagement comes from a combination of all three components of the model. The three components described under the model need to be measured so that relevant and effective interventions can be designed to improve engagement levels within the organization. The ISR recommend, that a cluster analysis be conducted, which will group individuals within your organization who have similar engagement scores. This means that the intervention programmes can be developed to target specific groups with unique issues. A locator analysis should also be conducted in order to locate where in the organization your engagement levels are highest and lowest.

3.2.2 The Corporate Leadership Council

The Corporate Leadership Council Model put the focus on leverage points in order to produce and maintain high engagement within an organization. The four leverage points are:

1. Focus on business
2. Focus on Key Contributors
3. Focus on Engagement Barrier Removal
4. Focus on developing an engagement culture

Table: The Corporate Leadership Council Model

Leverage Point 1	Leverage Point 2	Leverage Point 3	Leverage Point 4
Focus on the Business	Focus on Key Contributors	Focus on Engagement Barriers	Focus on Culture
<ul style="list-style-type: none"> • Strategic Engagement Gap Analysis 	<ul style="list-style-type: none"> • Solid performer career pathing 	<ul style="list-style-type: none"> • Cultural assessment process 	<ul style="list-style-type: none"> • Culture • Leaders • Culture change engagement cascade • Values realisation system
<ul style="list-style-type: none"> • Business Strategy translated to organizational capabilities • Measure employee engagement • Determine drivers • Assess risk compared to engagement data and capabilities • Build action plan to address gap 	<ul style="list-style-type: none"> • Redefine solid performers contribution • Remove barriers • Maximise life time contribution of performers 	<ul style="list-style-type: none"> • What is the relationship between the culture and business results • Identify visible and invisible aspects of culture • Identify barriers • Determine cultural barriers to engagement • Create continuous cycle 	<ul style="list-style-type: none"> • Restructure leadership to enable contribution • Involve managers • Build opportunities for contribution in the company • Translate values into actions and behaviours • Reinforce values • Assess alignment of behaviours with values • Report to internal and external stakeholders.

3.3 Importance of Engagement

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. A highly engaged employee will consistently deliver beyond expectations (Wright and Cropanzano, 2000). Some of the advantages of engaged employees are:

- Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- They will normally perform better and are more motivated.
- There is a significant link between employee engagement and profitability.
- They form an emotional connection with the company.
- It builds passion, commitment and alignment with the organization's strategies and goals.
- Increases employees' trust in the organization.
- Creates a sense of loyalty in a competitive environment.
- Provides a high-energy working environment and boosts business growth.
- Makes the employees effective brand ambassadors for the company.

Chapter - 4

VFPCK-KBK - a profile

Chapter 4

VEGETABLES AND FRUIT PROMOTION COUNCIL KERALAM- KRISHI BUSINESS KENDRA – A PROFILE

Vegetable and Fruit Promotion Council Keralam (VFPCCK) is an ISO 9001-2000 certified company registered under section 25 of Indian Companies Act 1956 and has been established to bring about overall development of fruit and vegetable sector in Kerala. Established in 2001 as the successor organization of Kerala Horticulture Development Programme (KHDP), VFPCCK is managed by a result oriented multidisciplinary team of professionals. Needless to say, KHDP, funded by European Union, was one of the most successful agricultural development projects ever undertaken in the country. KHDP could effectively introduce several agricultural developmental policies and redress long-standing problems that plagued the agricultural sector. The Self Help Groups (SHGs) conceptualized by the Council form the base units for all the interventions like Extension, Rural Credit, Group Marketing, Participatory Technology Development (PTD) Value Additions and Exports.

The Director Board with 11 members is chaired by the Minister for Agriculture, Government of Kerala and acts as the governing body of the Council. The board members include senior Government officials like Agricultural Production Commissioner, Secretary (Finance), Chief Executive Officer of VFPCCK, four persons including a woman to be elected from the SHGs and one representative each from participating banks, national agency in horticulture and European Union.

Vision

- To mould VFPCCK as a center of excellence in the domain of horticulture.

Mission

To introduce and implement schemes in the field of horticulture which will benefit the farmers and to create attitudinal change towards farming activities among all class of people.

Objective

The Primary objective of the Council is to improve the livelihood of vegetable and fruit farmers by empowering them to carry on vegetable and fruit production, value addition and

marketing as a profitable venture in a sustainable way. It also aims to continue the successful activities initiated by Kerala Horticulture Development Programme.

Self- help groups

Self Help Groups (SHGs) are the backbone of VFPCCK. SHGs are groups of farmers with identified common objectives, tasks, group identities and neighborhood. It is a system where all members work together to address problems and utilize opportunities through participatory action after co-operative decision making for the overall development of members. The Council is moulding the SHGs as the basic local institutional units for introducing innovative interventions in horticulture. At present Council have nearly 5800 SHGs and about 111000 farmers.

Features of VFPCCK Self Help Groups

The council aims to attain the objectives through the principle of “Self Help, Participation and Prosperity”. Major innovative concepts developed and implemented by VFPCCK are as follows:

- Voluntary group of 15-20 commercial fruit and vegetable cultivators.
- Formed based on neighborhood principle.
- Function observing a set of mutually agreed norms.
- Have regular meetings, discussions and common decisions.

SHG is a basic platform for

- Increased social interaction
- Collective bargaining
- Quality input sourcing
- Advanced production technology and production planning
- Micro finance.
- Development of farmer market.
- Problem solving.
- Total empowerment of farmers.

Master Farmers

Unlike the traditional system of agricultural extension, in VFPCCK, the dissemination of information is routed through Master Farmers. Three farmer leaders called Master Farmers

(MFs) are selected in each SHG and are trained for leading each group. They lead farmers in the areas of production, credit and marketing. SHG membership enables farmers access to credit, training and to technical advice from the Council staff, but benefits have gone beyond production related aspects.

Office-less extension

The extension approach of VFPCCK is unique with features like office less extension, frequent farm and home visits, and mass awareness programmes like campaigns and demonstrations. The extension officers of VFPCCK are regularly visiting the farmers' fields as per fixed schedule and give necessary technical advice and other leadership support.

Group Marketing

The Council has developed a unique group marketing concept which is production center oriented and farmer participatory. A group of 7 to 15 neighboring SHGs will constitute a Field Centre (FC) wherein the SHG farmers bring their produce to a common place for marketing. Traders are coming to the Field Centers and this will increase the bargaining power of the farmers. To give additional support for bargaining the VFPCCK Market Information Centre (MIC) make available the daily market prices of banana and all other vegetables collected from different markets in Kerala and even outside. VFPCCK provides account books and platform weighing scale to Field Centers initially. After evaluating the performance at different stages FCs are elevated to SwasrayaKarshakaSamithis (SKS) and are provided with various other supports like additional platform weighing scale, furniture, telephone, major expense reimbursement for a year, land and building. Some of these markets have achieved an annual turnover of more than one crore.

Participatory Credit

The credit package of VFPCCK is unique and has given due importance for easy access, sufficient and timely credit to farmers. This innovative credit package was designed in such a manner so as to extend credit support to leased land farmers too. A MoU was signed between VFPCCK and 11 banks in the state for disbursement of credit to farmers. The SHG assess the credit worthiness and credit requirements of its members through a participatory credit planning session.

Participatory Technology Development

The Council is trying out the concept of Participatory Technology Development (PTD), a novel methodology for technology development and refinement with farmer participation.

The experimental capacities of the farmers are enhanced through this participatory approach and farmers learn to solve their problems by themselves.

Achievements

- They set up household gardens at nominal rate.
- Promoted the concept of SHGs among horticultural farmers for their economic stability and better farming decisions. Formed around 8025 SHGs thereby bringing under more than 1.55 lakhs commercial fruits and vegetables farmers under its roof in Kerala. In that 452 SHGs are run by women. Equipped SHGs to ascertain financial needs and prudent use of funds.
- Facilitated farmers as farmer trainers and equipped them for farm research. Conducted more than 9966 farmer trainings and around 3264 master farmer trainings. Around 2870 participatory technology development trials were conducted.
- Produced, processed and marketed 318.615 MT of quality vegetable seeds and around 9.8 lakhs tissue culture banana seedlings of high purity and varieties preferences to cater to the requirements of South India.
- Promoted production center oriented farmer markets ensuring better producer share of consumer rupee and collective bargaining power of farmers.
- VFPCCK have initiated 274 farmer markets through which 121000 MT produces were sold for the year 2011-12, for a total value of Rs. 187.74 crores.
- Provided land and building worth Rs. 10 -12 lakhs each for 110 SKSs
- Developed a data bank of daily market prices and arrivals for the last 12 years of 40 varieties of vegetables and banana from 16 centers in Kerala and 4 from other states for market oriented production of vegetables and fruits and improved marketing decisions.
- The farmer friendly credit package of VFPCCK enhanced fruits and vegetable production. A total amount Rs. 586.41 crores was dispersed to farmers as easy farm credit and an interest subsidy for of Rs. 116.87 lakhs was also given.
- Unique insurance packages were developed for covering the crops and social security of farmers. 5917 farmers were covered under crop insurance and 426 farmers under social security scheme annually.
- A fruit processing unit was established where 56 MTs of banana chips was produced and marketed under the brand name VEFKO FRYS.
- Explored the export possibility of fresh fruits and vegetables and other value added products into global market. Exported 500 MT of produces to Middle East countries.

- Launched “Agri@School” programme to induce aptitude towards agriculture among school children. 762 schools were participated in this programme.
- An urban household farming venture called “HarithaNagari” was introduced with an aim of promoting organic vegetable cultivation and the same was set up in 7861 households.
- Equipped a team of professionally qualified and experienced extension personnel for successful interventions.
- New venture "cut vegetables"

Ready to cook chopped and wrapped vegetables. The unit was launched in quick succession in the district of Thiruvananthapuram sooner it will be introduced in Kochi and Kozhikode.

Krishi business Kendra (KBK)

Krishi Business Kendra (KBK) is a one-stop shop for agriculturists. KBK is a retail outlet for the supply of quality fruit and vegetable seedlings, ready for sale at reasonable prices to the public. Besides seedlings, flowering plants, organic inputs and farm implements are available at KBK. The bulk of the seedling production will be carried out at the hi-tech seedling production units at Alathur in Palakkad district and VFPCCK Krishi Business Kendra, Kakkanad, Ernakulam district. The daily sale is on an average between 15,000 and 20,000. It is interesting is that these are not farmers but completely urban population who want to grow fruits and vegetables on their terrace or in the 5- 10 cents of land they own.

In addition to the seeds and seedlings, Grow bags and Manures for homestead garden are available for sale at VFPCCK Krishi Business Kendra, Kakkanad. The grow bags have been another key attraction for the urban population. The bags which will have seedlings and all the other components including brick mud, cow dung, organic bacteria anti-pesticide bacteria are ideal for terrace farming and growing plants in limited space. In keeping with the demands of the targeted population, the centre provides coir pandals in a project in association with the Coir-fed. These coir pandals to grow vegetable and fruit creepers are completely ready-made and could be fixed in any limited land area. VFPCCK also provide handy pesticide sprays and other equipment.

Thrilled by the overwhelming public response for its Krishi Business Kendra in Kakkanad, the Vegetable and Fruit Promotion Council (VFPCCK) is all set to take up a host of new projects. The center, which was inaugurated by former Agriculture Minister K P Mohanan, has started seeing over 200 customers daily. All types of fruit plants, vegetable plants, seeds,

tissue culture plants, grow bags and manures for homestead garden are available for sale at KBK at Kakknad

The response has been extremely encouraging with over 200 customers. The daily sale is on an average between `30,000-50,000. There are days when it has reached even `1,00,000. What is interesting is that these are not only farmers but also urban population who want to grow fruits and vegetables on their terrace or in the 5-10 cents of land they own,” said the VFPCCK, dominates seeds production in the State, will now produce and supply good quality fruit plants and ornamental plants to public. In addition to the seeds and vegetable seedlings, Grow bags, Agriculture publications, flowering plants, fiber and mud products, bio-organic products are available with Krishi business Kendra.

Seeds

VFPCCK produce and supply seedlings to farmers from our hi-tech seedling production units. In addition to the seeds and seedlings, Grow bags and Manures for homestead garden are available for sale at VFPCCK Krishi Business Kendra (KBK).

Planting materials

VFPCCK produce and supply seedlings to farmers from our hi-tech seedling production units. Seedlings of hybrids and cool season vegetables, Tissue culture plantlets, Quality fruit plant grafts, Quality suckers, tubers and cuttings, Quality flowering plants are available at VFPCCK-KBK . In addition to the seeds and seedlings, Grow bags and Manures for homestead garden are available for sale at VFPCCK- KBK.

Mushrooms

For promotion of mushroom cultivation, regular training programmes are being arranged by VFCK. Training kits comprising of spawn , polythene covers and booklet for starters in mushroom cultivation are also being supplied.

Organic Farming & Bio/Organic Products

In view of Organic farming concepts, Use of bio fertilizers is one of the important components of integrated nutrient management, as they are cost effective and renewable source of plant nutrients to supplement the chemical fertilizers for sustainable agriculture. Bio pesticides, a contraction of 'biological pesticides', include several types of pest management intervention:

through predatory, parasitic, or chemical relationships. VFPCCK provides bio-fertilisers, organic manures and bio pesticides via the KBK

HarithaNagari

"HarithaNagari", the terrace gardening scheme of VFPCCK, an urban homestead farming venture might appear a god-send to those who have been looking for some alternatives. VFPCCK provides potted vegetable seedlings that people grow in the premises of the house

Books and publications.

VFPCCK publishes 'Krishiankanam', a bi-monthly Malayalam publication covering fruit and vegetable sector. VFPCCK publishes many books, brochures and Video CDs.

Package of practices

With a view to provide technical knowledge to the extension functionaries and farmers in the States, VFPCCK has developed package of practices for different crops with the latest research inputs from State Agricultural Universities and Indian Council of Agricultural research (ICAR)

Weather data

With the objective of providing timely weather advises to the farmers and supplementing better inputs for crop-weather research, VFPCCK has set up a network of Automatic Weather Stations (AWS) in the State.

Field Visits

VFPCCK focuses on empowerment of farmers through training. Study visits are organized for staff and farmers to have an exposure in national and international agriculture related activities. Our training sessions are for Crop production, crop management and crop protection, Post-harvest handling and value addition. Homestead vegetable cultivation. Mushroom cultivation and spawn production Organic farming, Cultivation of cool season vegetables, Seed production, post-harvest handling and processing, Precision farming, poly house cultivation etc.

Chapter – 5

Analysis and Interpretation

Chapter 5

ANALYSIS AND INTERPRETATION

Employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization.

Employee engagement is a complex equation that reflects each individual's unique, personal relationship with work. The term means different things to different organizations. Some equate it with job satisfaction, some by gauging employee's Emotional commitment to their organization but a conclusive nature and definition of the same cannot be obtained

This study intended to assess the employee engagement in Vegetables and Fruit Promotion Council Keralam –Krishi Business Kendra(VFPCK-KBK), on the basis of the primary data collected from the employees. The employee engagement level of KBK was collected through a structured questionnaire schedule consisting of 24 statements. Questions are prepared with the help of Gallup Q12 questionnaire method which is usually used to measure the employee engagement. All the employees of KBK that is 30 employees were taken for the analysis. The study also needed to find out the current employee engagement level of employees in KBK. The observation emerged from the study are discussed under the following heads.

Section I Social profile of respondents

Section II Engagement level of employees

Section III Factors influencing employee engagement

Section I

Social Profile of Employees

The employees of Krishi Business Kendra constitute a heterogeneous group, differing in age, gender, years of experience etc. The perception of employees also differs according to their nature. The profile of the respondent regarding their personal variables has its own importance in this study in order to find out the difference in perception of employees and also to ensure the reliability of the responses on the basis of the personal variables.

5.1 Gender

It is presumed that the male and female respondents have different engagement levels and the factors affecting them are different. The results are shown in table 5.1 and figure 5.1

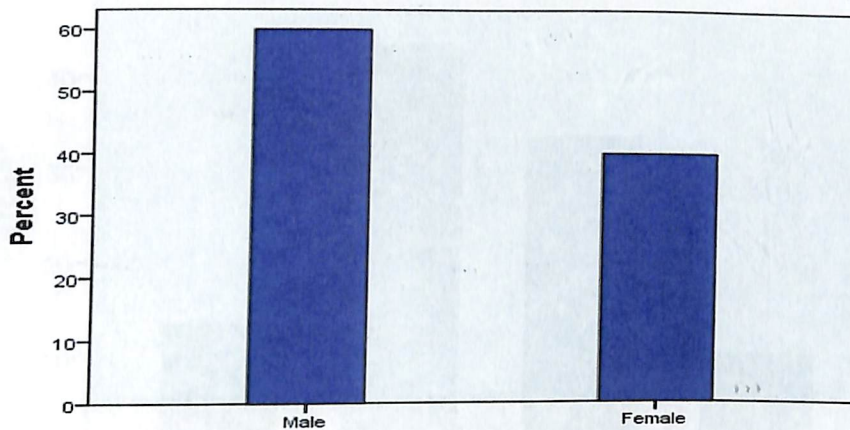
Table 5.1 Gender wise classification of respondents

Sl no	Gender	No of respondents	percentage
1	Male	18	60
2	Female	12	40
	Total	30	100

Source: Estimated value based on primary data

It was observed from the table 5.1 and figure 5.1 that, out of 30 respondents 60% of respondents were male and 40% of respondent were female. The reason why more number of employees are male is that this organization needs more physical work than mental work, like loading and unloading of the product. Also most of the activities are carried out by men. Therefore number of males must be more, since they are directed to do all the work which needs more stress. Females were directed to do those works which did not involve much stress, like planting the seeds, helping the customers and selling the seedlings and fruit plants etc.

Figure 5.1 Gender wise classification of respondents



Source: Compiled from the primary data

5.2 Age

Determining the age of the employees is very much essential in employee engagement. By finding the age of the employees we can find out the role of age in employee engagement. The following table 5.2 and figure 5.2 describes the age of the employees.

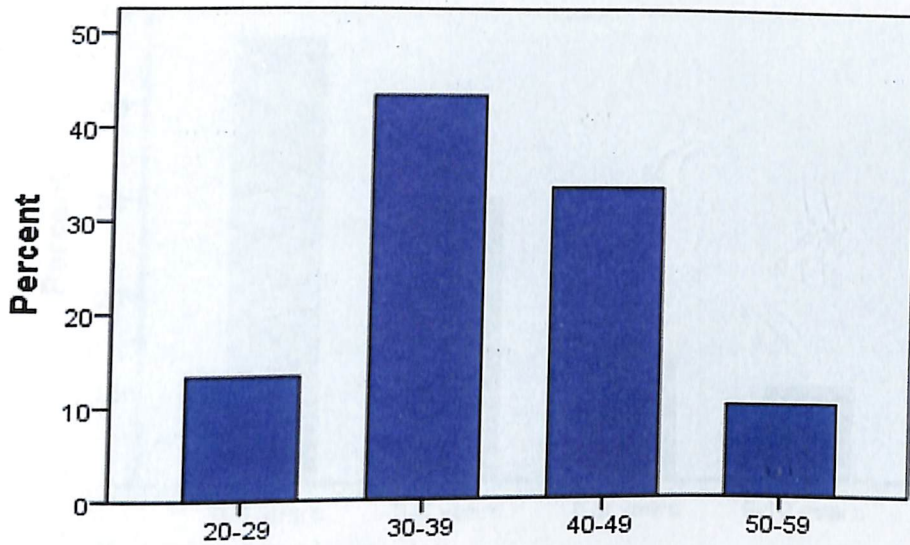
Table 5.2 Age wise classification of respondents

Sl no	Age	No of respondents	Percentage%
1	20-29	4	13.3
2	30-39	13	43.3
3	40-49	10	33.3
4	50-59	3	10
	Total	30	100

Source: Estimated value based on primary data

It was observed from the table 5.2 and figure 5.2 that 43.3% of the respondents belongs to the age group of 30-39 followed by 33.3% of respondents belongs to 40-49 age group. Also 13.3% of the respondents belongs to the age category of 20-29, and 10% of respondents belongs to the age group of 50-59. Therefore employees having 30-39 age group is more in number and employees having age between 50 to 59 is less in number.

Figure 5.2 Age wise classification of respondents



Source: Compiled from the primary data

5.3 Experience

Experience of the respondents is one of the important factor affecting the employee engagement level. The distribution of respondents according to the years of experience is given in the table 5.3 and figure 5.3

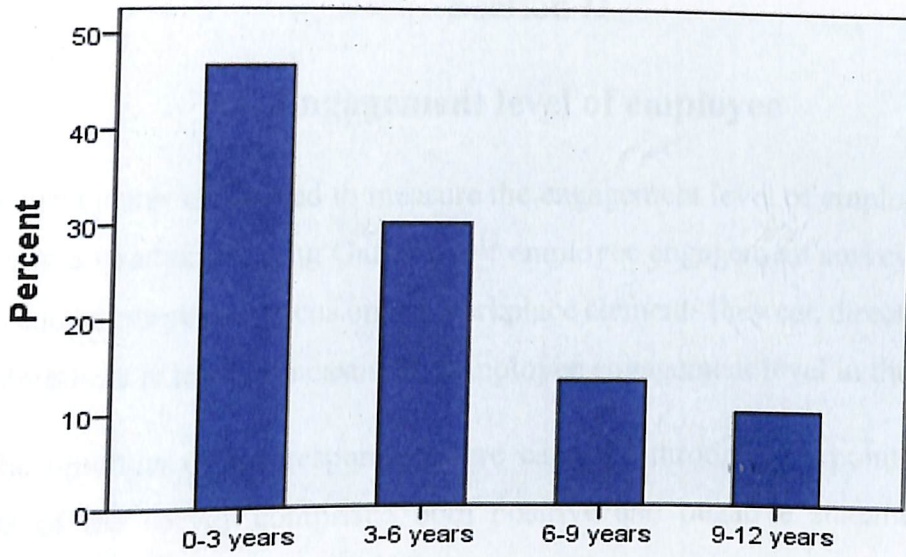
Table 5.3 Year of experience of respondents

Sl no	Experience(years)	No of respondents	Percentage (%)
1	0-3	14	46.7
2	3-6	9	30
3	6-9	4	13
4	9-12	3	10
	Total	30	100

Source: Estimated value based on primary data

It was observed from the table 5.3 and figure 5.3 that majority of the respondents (46.7%) are having the experience of 0 to 3 years, followed by 30% respondents having the experience of 3 to 6 years and 10% of the employees having 9 to 12 years of experience. So it is evident that employees having experience less than 3 years is more and employees having experience between 9 to 12 years is less.

Figure 5.3 Year of experience of respondents



Source: Compiled from the primary data

Section II

Engagement level of employee

A survey was conducted to measure the engagement level of employees at KBK. Here the survey was conducted using Gallup's Q¹² employee engagement survey method it enables managers and employees to focus on the workplace elements they can directly improve. Gallup Q12 questionnaire is used to measure the employee engagement level in the organization.

The opinions of the respondents are captured through a 5 point Likert scale. The statements of the survey comprised both positive and negative statements. The positive statements are given below

Sl. No.	Statements
1.	I know what is expected of me at work.
2.	Last one month, I have received recognition or praise for doing good work.
3.	My supervisor, or someone at work, seems to care about me as a person.
4.	There is someone at work who encourages my development.
5.	In the last six months, someone at work has talked to me about my progress.
6.	This last year, I have had opportunities at work to learn and grow.

The scores for positive responses are represented below

Response	Score
Strongly Agree	5
Agree	4
No Opinion	3
Disagree	2
Strongly Disagree	1

The negative statements are given below

Sl. No.	Statements
1	I don't have the materials and equipment I need to do my work right
2	At work, I don't have the opportunity to my best every day
3	At work, my opinions do not seem to count.
4	The mission or purpose of my organization does not make me feel my job is important
5	My associates or fellow employees are not committed to doing quality work.
6	I don't have a best friend at work

The scores for negative responses are represented below

Response	Score
Strongly Agree	1
Agree	2
No Opinion	3
Disagree	4
Strongly Disagree	5

Table 5.4 Frequency distribution of statement 'Knowledge about the expected work'

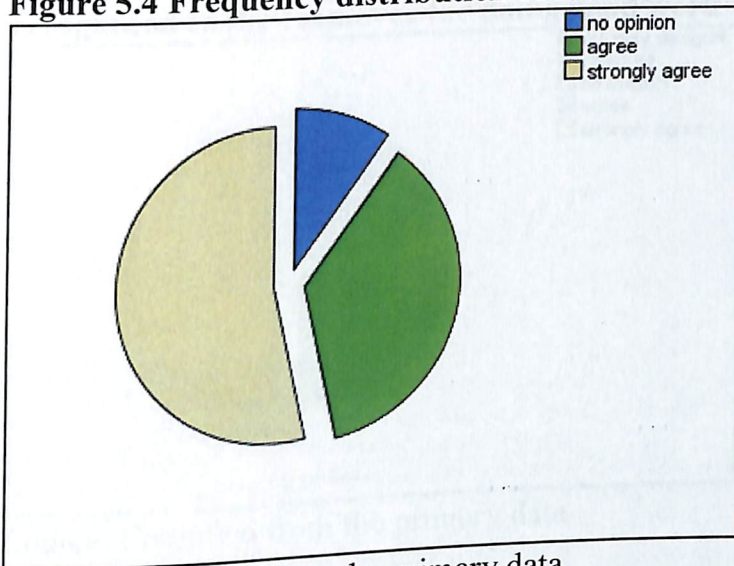
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	0	0
3	No Opinion	3	10
4	Agree	11	36.7
5	Strongly Agree	16	53.3
	Total	30	100

Source: Estimated value based on primary data

The responses of employees towards work knowledge are shown in the above table 5.4 and figure 5.4. Most of the employees agreed with the statement that they know what is expected them at work. That is 53.3% of them strongly agreed with this statement and 36.7% of them agreed, 10% of the respondents had no opinion, and no one disagreed this statement.

It is clear from the table that work knowledge of the employees is high and that will help them to their work efficiently. If the employees are having enough knowledge about what they must perform they will be more engaged. The workers of KBK are engaged because each of them knows their roles well.

Figure 5.4 Frequency distribution of statement 'Knowledge about the expected work'



Source: Compiled from the primary data

Table 5.5 Frequency distribution of statement 'Last month organization gave recognition to the employee for doing good work'

Sl. No	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Disagree	1	3.3
2	Disagree	2	6.7
3	No Opinion	4	13.3
4	Agree	8	26.7
5	Strongly Agree	15	50
	Total	30	100

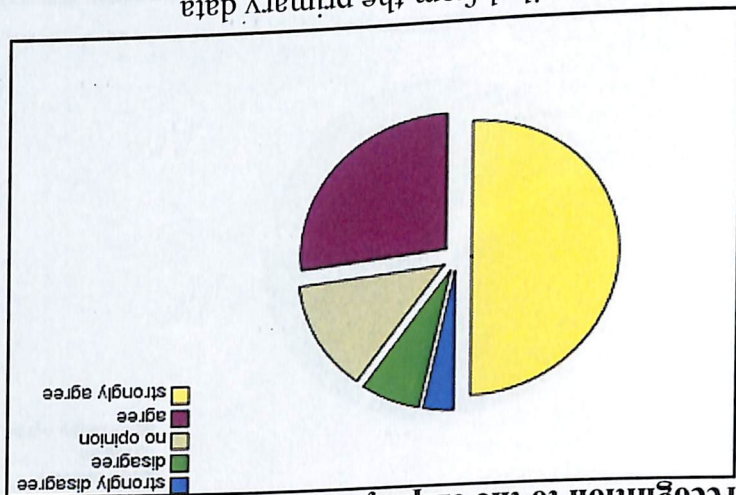
Source: Estimated value based on primary data

The above table 5.5 and figure 5.5 describes about the opinion of employees regarding the recognition received during last month for the good work. Half of the employees (50%)

strongly agree with this statement and 26.7% of them agreed with it. According to the opinion of 6.7% of respondents they did not receive any recognition last month, and 3.3% of them strongly disagree with this statement.

Since more number of employees has a positive attitude towards this statement it can be assumed that the employees are receiving recognition for the work they perform. KBK provides extra payment for the workers who perform their work well and also the employees were being appreciated by the supervisor. It motivates the employees to increase the engagement level.

Figure 5.5 Frequency distribution of statement 'Last month, organization gave recognition to the employee for doing good work'



Source: Compiled from the primary data

Table 5.6 Frequency distribution of statement 'The supervisor consider the employee as a person'

SI. No	Degree Of agreement	No of respondents	Percentage (%)
1	Strongly agree	0	0
2	Disagree	2	6.7
3	No Opinion	6	20
4	Agree	12	40
5	Strongly Agree	10	33.3
	Total	30	100

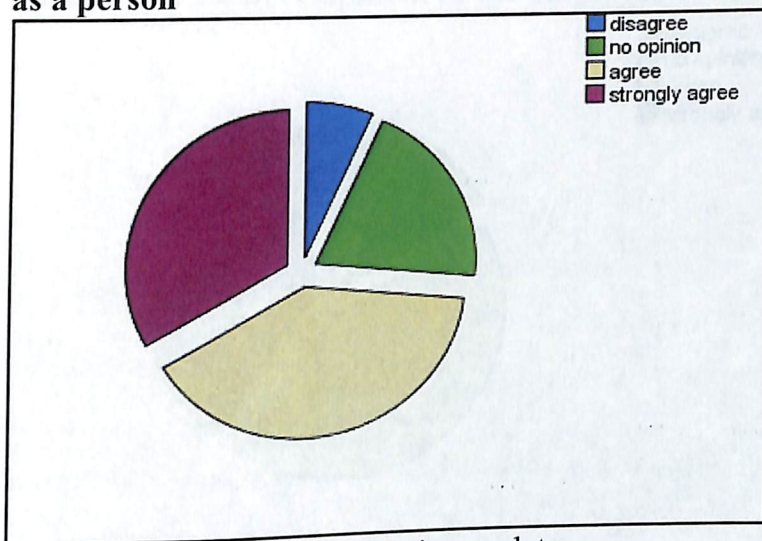
Source: Estimated value based on primary data

From this table 5.6 and figure 5.6 that that 33.3% of the respondents strongly agreed with the fact that they are cared by their supervisors or someone who is superior to them followed by 40% of them agree with this statement. It motivates the employees more and the

outcome brings positive impact for the company. On the other hand only 26.7% of respondents do not agree with this statement.

Relationships are the bond that holds great workplaces together. If the organization wants it employees to be more engaged positive support from the supervisor is necessary. In KBK the supervisor give more attention to the employees and make them feel they are cared. Supervisor is the person who stands more close to the employee he can contribute a lot to the development of employee engagement.

Figure 5.6 Frequency distribution of statement ‘The supervisor consider the employee as a person’



Source: Compiled from the primary data

Table 5.7 Frequency distribution of statement ‘There is someone at work who encourages the development of the employee’

SI no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	Disagree	2	6.7
3	No Opinion	3	10
4	Agree	13	43.3
5	Strongly Agree	12	40
	Total	30	100

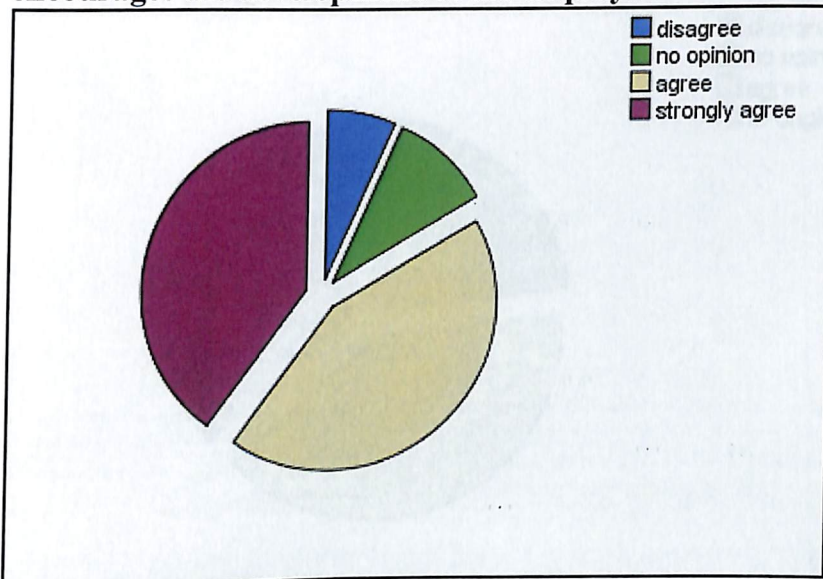
Source: Estimated value based on primary data

It is very clear from the table 5.7 and figure 5.7 that 43.3% of the employees agreed with this statement and 40% strongly agreed fact that their development is backed by someone

superior from the organization. It motivates the employees more and the outcome brings positive impact for the company. Some of them (10%) did not have any opinion regarding this statement but 6.7% oppose the statement.

From the figure it can be depicted that more number of the respondents have a positive attitude towards the statement they agree that there is someone superior to them who encourages the development of the employee. By encouraging the development the employees get motivated and the engagement level can be increased.

Figure 5.7 Frequency distribution of statement ‘There is someone at work who encourages the development of the employee’



Source: Compiled from the primary data

Table 5.8 Frequency distribution of statement ‘In the last six month someone talk to you about your progresses

Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	Disagree	2	6.7
3	No Opinion	5	16.7
4	Agree	12	40
5	Strongly Agree	11	36.7
	Total	30	100

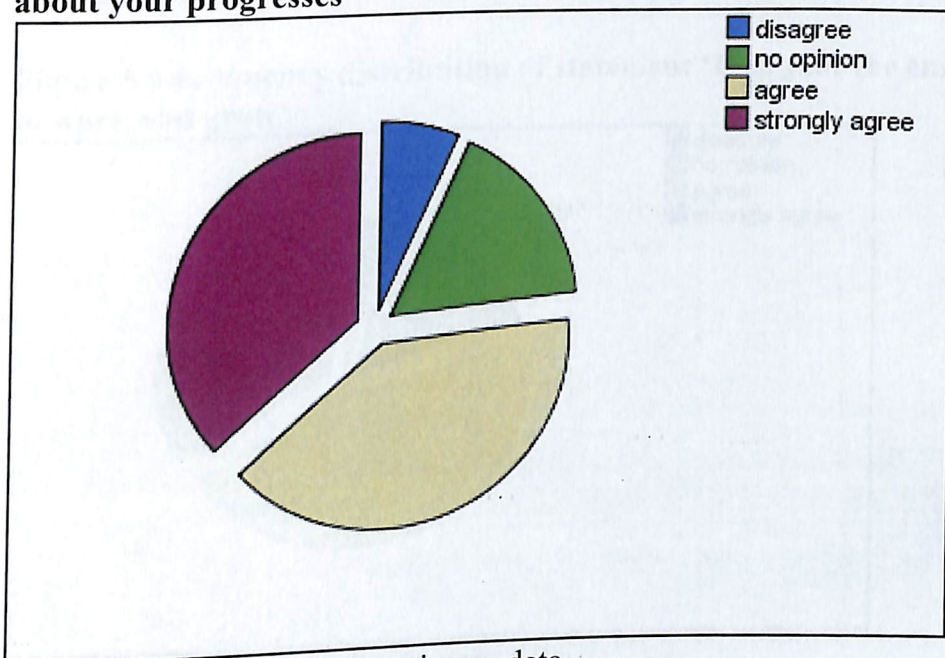
Source: Estimated value based on primary data

It can be observed from the table 5.8 and figure 5.8 that 36.7% of employees agreed and 40% of them strongly agreed that the employees got last 6 months performance review. As

it has Quarter wise rating, Mentor program, so employees always get feedback about their work. On the other hand only 6.7% of the respondents opposed the opinion. As the percentage is low, so it is assumed most of the employees are satisfied with 6 months review given by the top authority

It is realized that all need feedback to know how far they have come. By evaluating the past performance the further performance can be improved and necessary steps can be taken for further progress and level of engagement increases.

Figure 5.8 Frequency distribution of statement ‘In the last six month someone talk to you about your progresses



Source: Compiled from the primary data

Table 5.9 Frequency distribution of statement ‘Last year the employee got opportunities to work and grow’

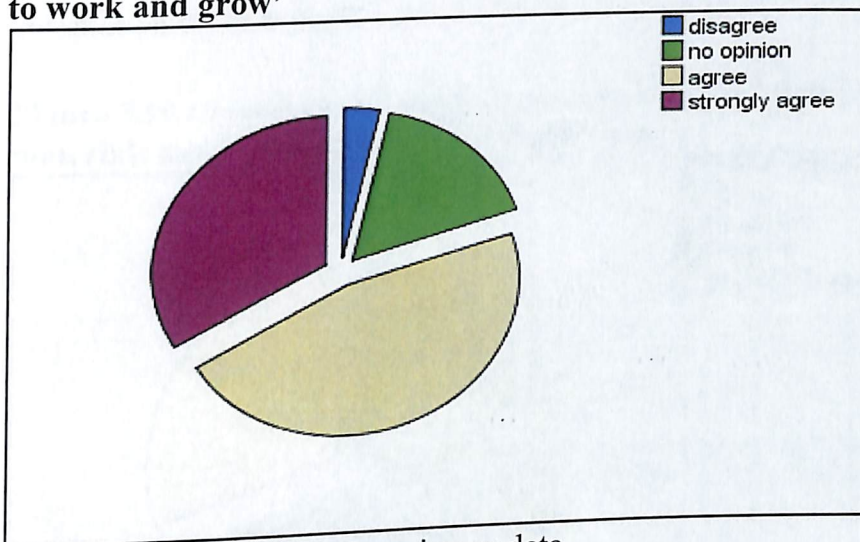
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	Disagree	1	3.3
3	No Opinion	5	16.7
4	Agree	14	46.7
5	Strongly Agree	10	33.3
	Total	30	100

Source: Estimated value based on primary data

It can be inferred from the table 5.9 and figure 5.9 that 46.7% of the respondents agreed with the fact that they have learned a lot from last year, and 33.3% of them strongly agree with this statement because the experience of the employees are increased. On the other hand only 3.3% respondents disagreed this opinion. As the percentage is low, so it is revealed that last year employees got opportunities to work and grow.

Engaged work groups need to feel that their job contributes in some way to their personal development. Great workplaces are those in which work groups are provided with educational opportunities. If the employees are getting opportunity then only they can learn and grow which will lead to their engagement in work.

Figure 5.9 Frequency distribution of statement 'Last year the employee got opportunities to work and grow'



Source: Compiled from the primary data

Table 5.10 Frequency distribution of statement 'Organization is not providing necessary materials and equipment's to the employees'

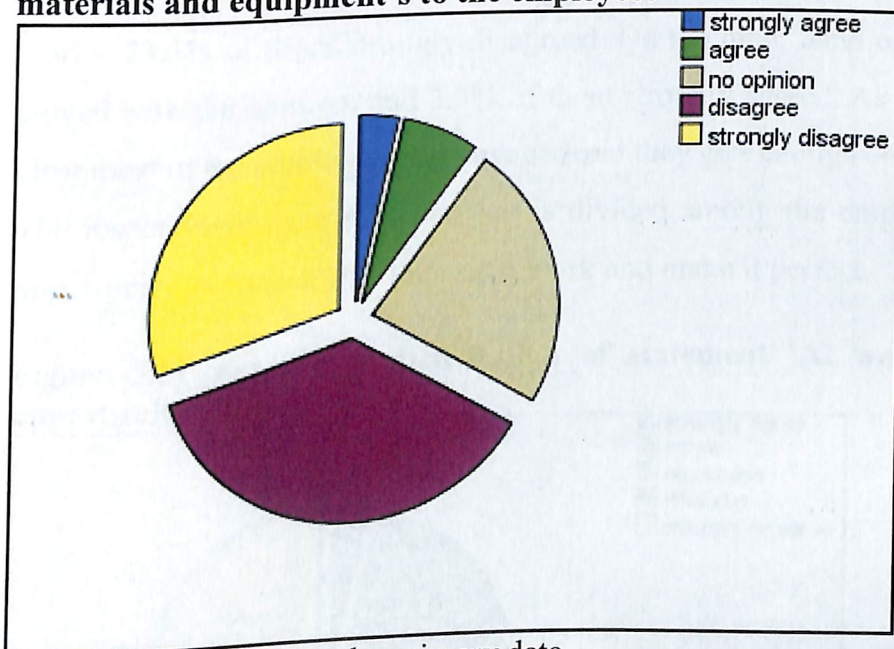
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Agree	1	3.3
2	Agree	2	6.7
3	No Opinion	7	23.3
4	Disagree	11	36.7
5	Strongly Disagree	9	30
	Total	30	100

Source: Estimated value based on primary data

The responses of employees towards providing necessary materials and equipments are given in the above table 5.10 and figure 5.10. It can be depicted 36.7% of the employees disagree with the statement saying necessary materials and equipment's are provided for the work. Because those employees were getting materials and equipment's 30% of them also strongly disagree with this statement. There were 23.3% of the employees who do not have any opinion regarding this statement 6.7% agree with this statement and 3.3% of them strongly agree.

Since more than 50% of the employees (66.7%) disagree with this statement it is said that the employees of KBK are provided with necessary materials and equipment's for the completion of their work.

Figure 5.10 Frequency distribution of statement 'Organization is not providing necessary materials and equipment's to the employees'



Source: Compiled from the primary data

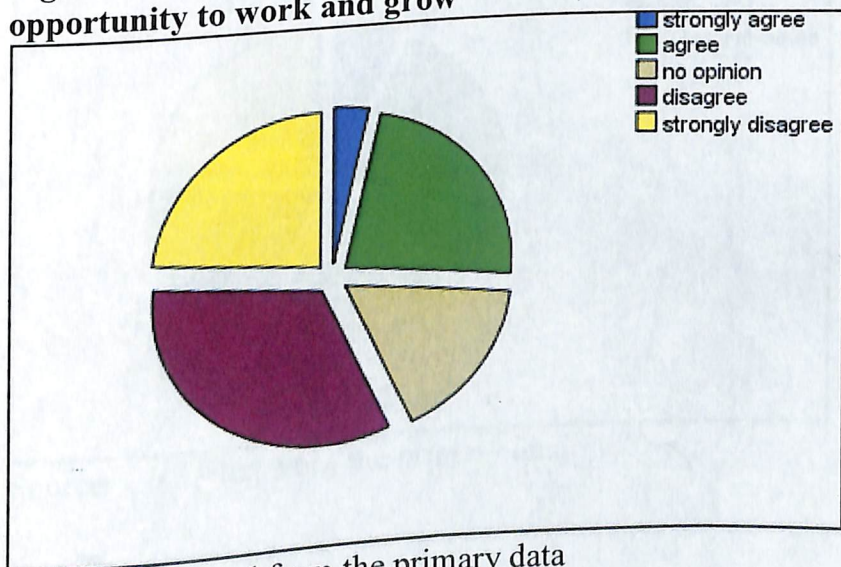
Table 5.11 Frequency distribution of statement ‘At work employees did not get opportunity to work and grow’

Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Agree	1	3.3
2	Agree	7	23.3
3	No Opinion	5	16.7
4	Disagree	10	33.3
5	Strongly Disagree	7	23.3
	Total	30	100

Source: Estimated value based on primary data

From the above table 5.11 and figure 5.11, 10 respondents (33.3%) out of 30 disagreed with the fact that they did not have opportunities to prove themselves daily throughout different works. 23.3% of them strongly disagreed. On the other hand only 23.3% of the respondents agreed with the opinion, and 3.3% of them strongly agreed. As the percentage is low, so it is clear most of the employees are engaged and they get enough opportunities to work and grow. The respondents were said that job is divided among the employees so that each one gets opportunity to concentrate their own work and make it perfect.

Figure 5.11 Frequency distribution of statement ‘At work employees did not get opportunity to work and grow’



Source: Compiled from the primary data

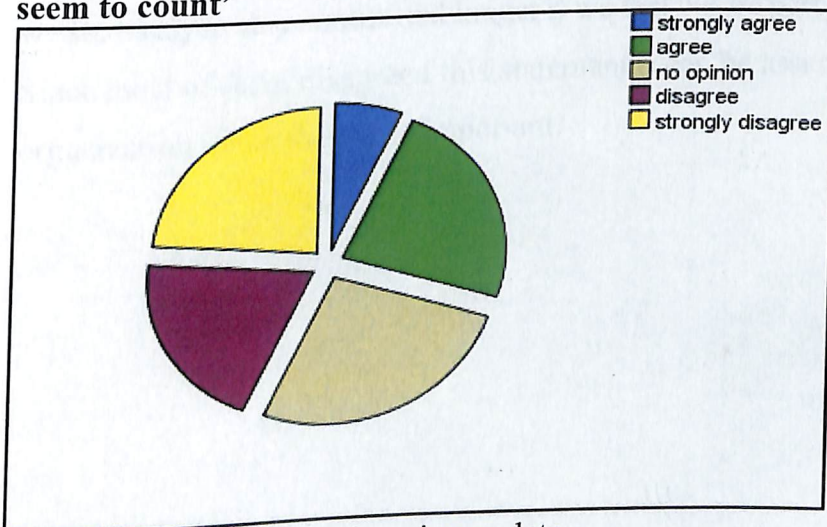
Table 5.12 Frequency distribution of statement ‘The opinion of the employee does not seem to count’

Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Agree	2	6.7
2	Agree	7	23.3
3	No Opinion	6	20
4	Disagree	7	23.3
5	Strongly Disagree	8	26.7
	Total	30	100

Source: Estimated value based on primary data

It can be seen from the above information 26.7% of the employees strongly disagree with the statement and 23.3% of them disagree with the statement they said that the opinion of the employees are considered by the organization. The management gave value to each employee and their ideas were used for the growth of the organization. 23.3% of the employees disagreed and 6.7% of them said that the opinion of the employee is not considered. From the above table it is seen that the opinion of the employees are being valued by the organization.

Figure 5.12 Frequency distribution of statement ‘The opinion of the employee does not seem to count’



Source: Compiled from the primary data

Table 5.13 Frequency distribution of statement ‘The mission purpose of the organization does not make the employee feel the job is important’

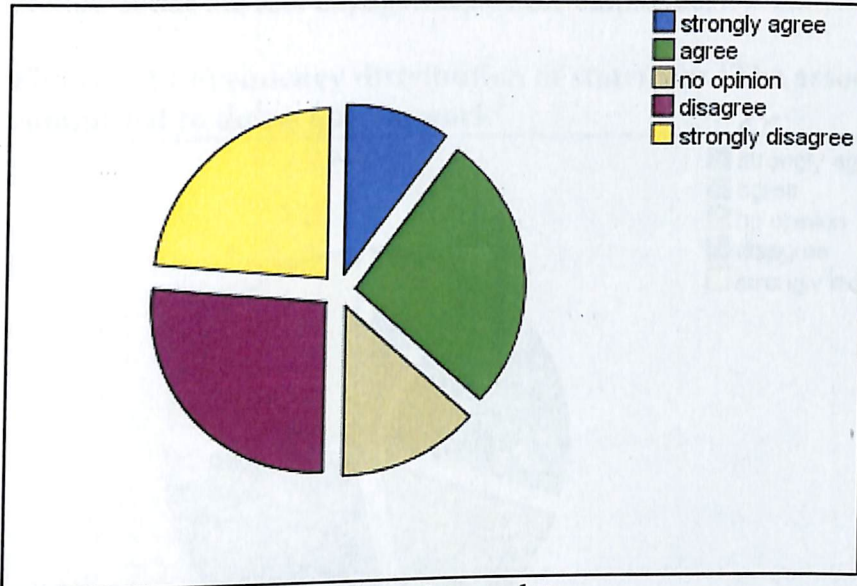
Sl No	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Agree	3	10
2	Agree	8	26.7
3	No Opinion	4	13.3
4	Disagree	8	26.7
5	Strongly Disagree	7	23.3
	Total	30	100

Source: Estimated value based on primary data

Above information provides employees perception towards their work and mission purpose of the organization. 23.3% of the employees strongly disagree this statement, and 23.7% of the employees disagree with this statement saying that their job description perfectly match with the organization’s goal. Whereas 26.7% agree with this statement and 10% of they strongly agree according to their opinion the mission purpose of the organization does not make them the job is important.

... This question measures a key source of motivation for work groups —the idea that their organization represents values that they themselves share. Individual achievement is great, but we are likely to stay committed longer if we feel we are part of something bigger than ourselves. Since most of them disagreed this statement it can be assumed that the mission purpose of the organization make the job is important.

Figure 5.13 Frequency distribution of statement ‘The mission purpose of the organization does not make the employee feel the job is important’



.Source: Compiled from the primary data

Table 5.14 Frequency distribution of statement ‘The associates of the employee are not committed to doing quality work’

Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Agree	2	6.7
2	Agree	7	23.3
3	No Opinion	5	16.7
4	Disagree	9	30
5	Strongly Disagree	7	23.3
	Total	30	100

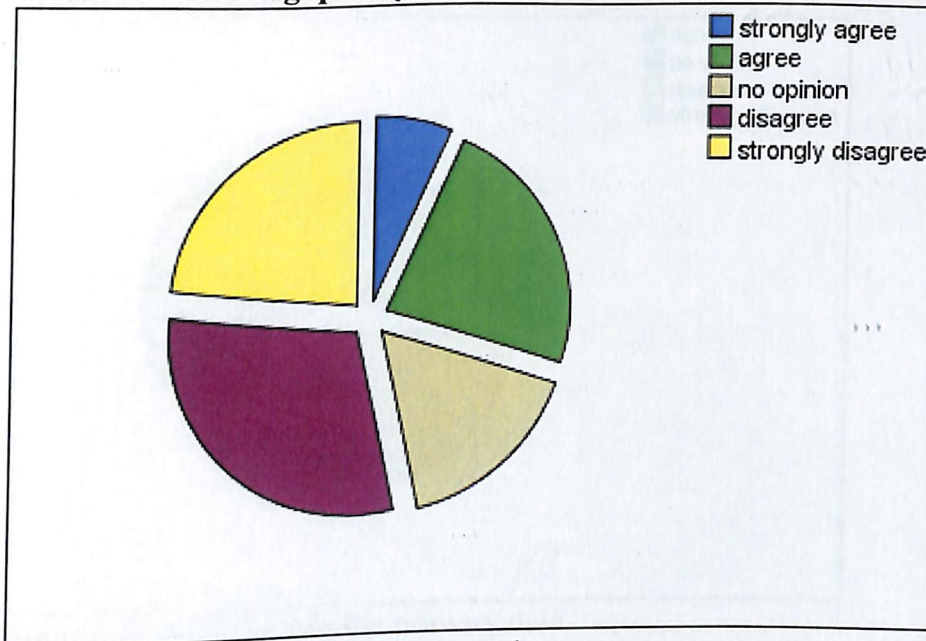
Source: Estimated value based on primary data

From the above information 23.3% of the employees’ strongly disagreed and 30% of them disagree with the statement saying that their associate employees are committed in doing quality work. Whereas 23.3% of the employees agreed, and 6.7% of the employees were strongly agreed this statement. According to their opinion their associate employees are not committed in performing good work.

Since more than half of the employees disagree with this statement it can be assumed that most of the employees had the opinion that their associate employees are doing quality work. Work groups are capable of accurately evaluating their own performance, as well as that

of their teammates. Therefore collecting the opinion of co-workers will help to get a clear picture about the real engagement of the employee.

Figure 5.14 Frequency distribution of statement ‘The associates of the employee are not committed to doing quality work’



Source: Compiled from the primary data

Table 5.15 Frequency distribution of statement ‘The employee does not have a friend at work’

Sl. no.	Degree of agreement	No of respondents	Percentage (%)
1	Strongly agree	0	0
2	Agree	3	10
3.	No Opinion	5	16.7
4	Disagree	12	40
5	Strongly Disagree	10	33.3
	Total	30	100

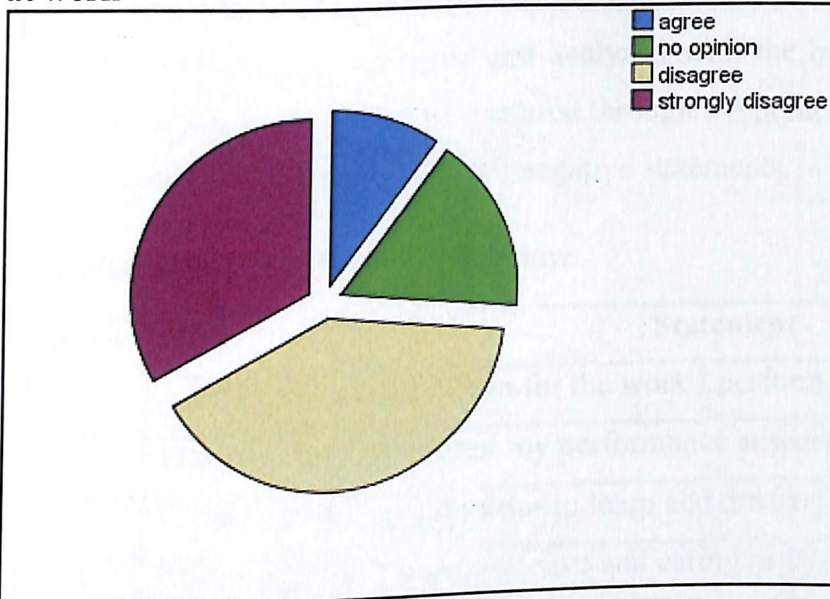
Source: Estimated value based on primary data

It is necessary to have someone as a friend at our work place. From the above table it is clear that most of the employees have a friend at work, because 33.3% of the employees strongly disagreed to the statement that they did not have a friend at work 40% of them disagreed this statement, whereas 10% of the employees agreed that they did not have a friend at work.

From the above information it is clear that most of the employees have a friend at their work place. Friends help each other, they openly share everything with the best friend therefore

having a friend at work helps to reduce the mental stress and give more concentration to the work they perform.

Figure 5.15 Frequency distribution of statement ‘The employee does not have a friend at work’



Source: Compiled from the primary data

Section III

Factors influencing employee engagement

There are many factors which influence employee engagement. The main factors that influence employee engagement are analyzed with the help of following statements. The opinions of the respondents are captured through a 5 point Likert scale. The statements of the survey comprised both positive and negative statements.

The positive statements are given below

Sl. no	Statement
1	I get proper remuneration for the work I perform.
2	I receive feedback about my performance at work.
3	I have enough opportunities to learn and develop at work.
4	I perceive KBK as a supportive and caring organization.
5	I perceive KBK as being fair in the processes that resolve dispute and allocate resources.
6	I get high level of social support from my colleagues.
7	I get high level of social support from supervisors.
8	The work place climate is emotionally positive, comfortable and relaxed.
9	I have enough time at home to relax after working hours

The negative statements are given below

Sl no	Statements
10	I will not recommend the organization as a good place to work
11	I don't have the freedom to communicate with my supervisor.
12	The organization is not concerned about my safety.

Table 5.16 Frequency distribution of statement 'Employee gets proper remuneration for the work they perform'

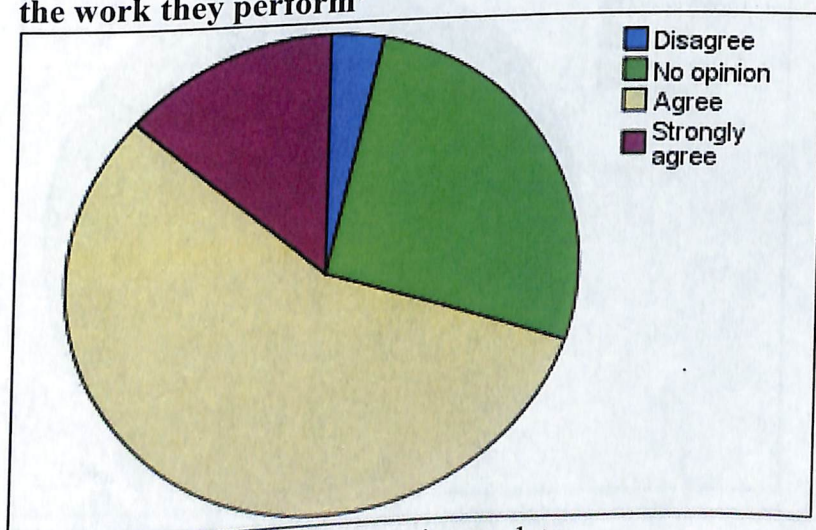
Sl no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	Disagree	1	3.3
3	Agree	17	56.7
4	No opinion	8	26.7
5	Strongly agree	4	13.3
	Total	30	100

Source: Estimated value based on primary data

From the above table 5.16 and figure 5.16, 13.3% of the employees were strongly agreed with the fact they got proper remuneration for the work they performed. Whereas 56.7% of the employees were satisfied with the remuneration they received. There was no opinion from 26.7% and 3.3% of the employees disagree with this statement.

Most of the employees revealed that they got proper remuneration for the work they performed and very few disagreed this statement, therefore the remuneration provided to the employees are reasonable. The employees are paid according to the work they perform. The work is divided in such a manner that, the employees are not instructed to do more work than the income they receive.

Figure 5.16 Frequency distribution of statement 'Employee gets proper remuneration for the work they perform'



Source: Compiled from the primary data

Table 5.17 Frequency distribution of statement 'Employee receives feedback about the performance'

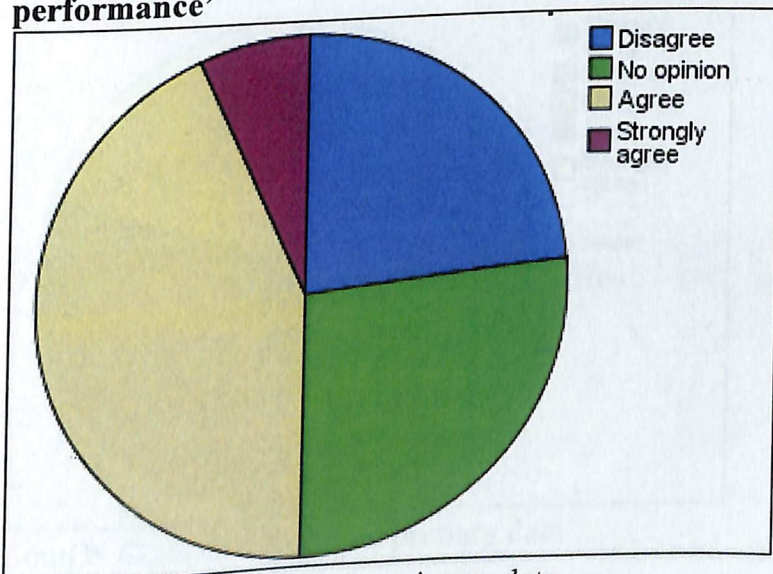
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly agree	0	0
2	Disagree	7	23.3
3	Agree	8	26.7
4	No opinion	13	26.7
5	Strongly agree	2	6.7
	Total	30	100

Source: Estimated value based on primary data

From the above table it can be depicted that 26.7% of the employees agree with the statement that they receive feedback about the performance they do, and also 26.7% of the employees does not have any opinion regarding this statement .but 23.3% disagree with this statement. They said that they did not receive feedback about their performance.

From this table it is clear that most of the employees are not satisfied with the performance feedback they receive only 6.7% of the employees were strongly agreed with this statement. If the employees are not given feedback about their performance they are not going to perform well in future therefore feedback is necessary.

Figure 5.17 Frequency distribution of statement 'Employee receives feedback about the performance'



Source: Compiled from the primary data

Table 5.18 Frequency distribution of statement 'Satisfied with the promotional activities'

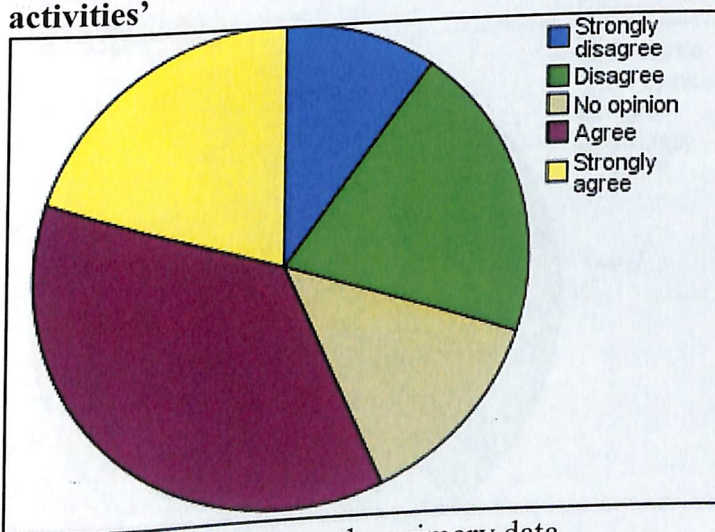
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly agree	6	20
2	Agree	11	36.7
3	No opinion	4	13.3
4	Disagree	6	20
5	Strongly disagree	3	10
	Total	30	100

Source: Estimated value based on primary data

The employees are asked to evaluate the promotional activities provide by the organization. And from the above table it can be depicted that 36.7% of the employees were agreed to this statement and 20% of them strongly agreed. 30% of the respondents are having negative attitude towards this statement they disagreed this statement.

KBK is a small scale organization which did not have much promotional activities are undertaken but still, there are employees who got appreciation and promotion to the higher position that is the reason employees agreed to this statement. Most of the employees are satisfied with the promotional activities.

Figure 5.18 Frequency distribution of statement 'Satisfied with the promotional activities'



Source: Compiled from the primary data

Table 5.19 Frequency distribution of statement 'KBK is supportive and caring organization'

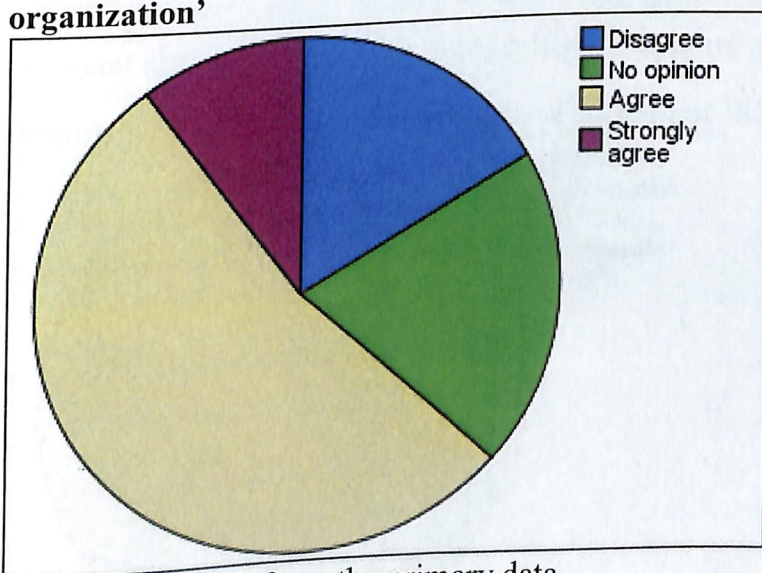
Sl.no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	Disagree	5	16.7
3	No opinion	6	20
4	Agree	16	53.3
5	Strongly agree	3	10
	Total	30	100

Source: Estimated value based on primary data

From the above table 5.19 and figure 5.19, it is clear that KBK is a supportive and caring organization, because 53.3% of the employees opinion is positive towards this statement and also 10% of the employees strongly agree with this statement. Whereas 16.7% of the employees disagree with this statement and also 20% of them did not have any opinion regarding this statement.

Therefore it is clear that KBK is a supportive and caring organization, which treats its employees well. Most of the employees said that KBK provides extra benefit packages other than salary.

Figure 5.19 Frequency distribution of statement 'KBK is supportive and caring organization'



Source: Compiled from the primary data

Table 5.20 Frequency distribution of statement ‘KBK is fair in solving disputes’

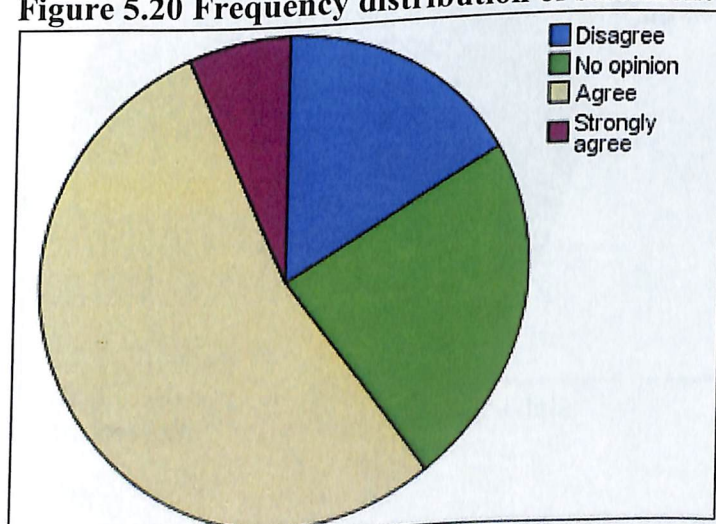
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	Disagree	5	16.7
3	No opinion	7	23.3
4	Agree	16	53.3
5	Strongly agree	3	6.7
	Total	30	100

Source: Estimated value based on primary data

From the above table it is seemed that 53.3% of the employees agreed that KBK is fair in solving disputes, and also 6.7% of the employees strongly agree with this statement. According to the opinion of 16.7% of respondents KBK is not fair in solving the dispute arising in the organization.

In every organization there will be disputes and difference in opinion it helps to create new ideas and changes in the organization. But the organization must be fair in solving this clash without making the employees feel that they are not considered. From the above table more number of the employees agrees that KKB is fair in solving employee disputes. The supervisor hears each employee and making the final decision after discussing with the assistant manager. Therefore the employees supports that KBK is fair in solving disputes.

Figure 5.20 Frequency distribution of statement ‘KBK is fair in solving disputes’



Source: Compiled from the primary data

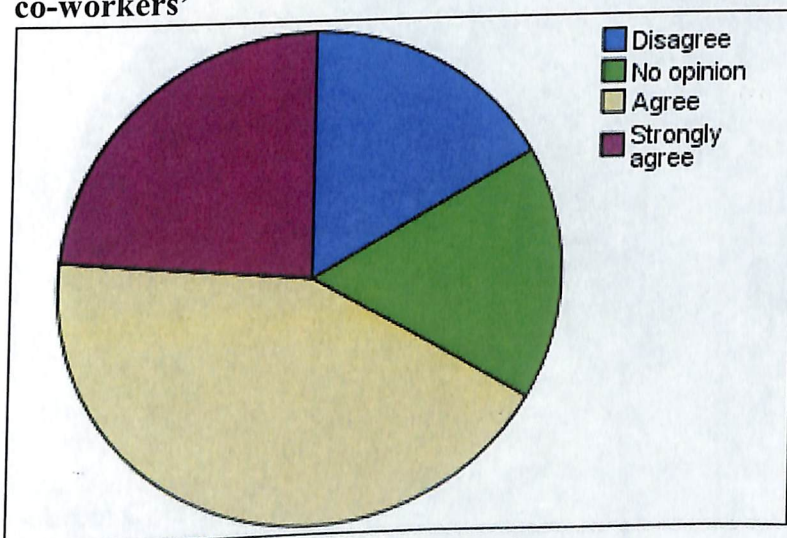
Table 5.21 Frequency distribution of statement ‘Gets high level of social support from co-workers’

Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	Disagree	5	16.7
3	No opinion	5	16.7
4	Agree	13	43.3
5	Strongly agree	7	23.3
	Total	30	100

Source: Estimated value based on primary data

From the above information it is clear that the employees of KBK were getting higher level of social support from its co-workers. 43.3% of the employees strongly agree with this statement and 23.3% of the employees agree. According to 16.7% of the employees they did not get social support from its co-workers and 16.7% of them did not have any opinion regarding this statement. There is a strong relationship between the employees of KBK they help each other and supports the co-workers. Even after the working hours the employees were keeping good family relationships.

Figure 5.21 Frequency distribution of statement ‘Gets high level of social support from co-workers’



Source: Compiled from the primary data

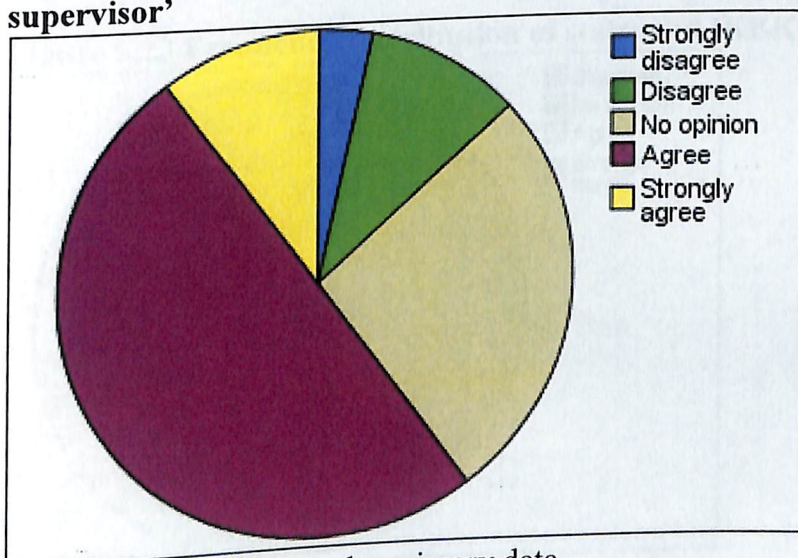
Table 5.22 Frequency distribution of statement ‘Gets high level of social support from supervisor’

Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	1	3.3
2	Disagree	3	10
3	No opinion	8	26.7
4	Agree	15	50
5	Strongly agree	3	10
	Total	30	100

Source: Estimated value based on primary data

From the above table 5.22 and figure 5.22 it is observed that 50% of the employees agreed with the statement that they get high level of social support from their supervisor and 10% of the employees strongly agree with this statement. They had a positive opinion towards this statement and said that their supervisor is always supports them. Whereas 10% of the respondents disagree with this statement and 3.3% of the employees strongly disagree with this statement. The supervisor in KBK always stands with the employees .He gives enough freedom to employees and treat them well.

Figure 5.22 Frequency distribution of statement ‘Gets high level of social support from supervisor’



Source: Compiled from the primary data

Table 5.23 Frequency distribution of statement ‘KBK provides a positive work climate’

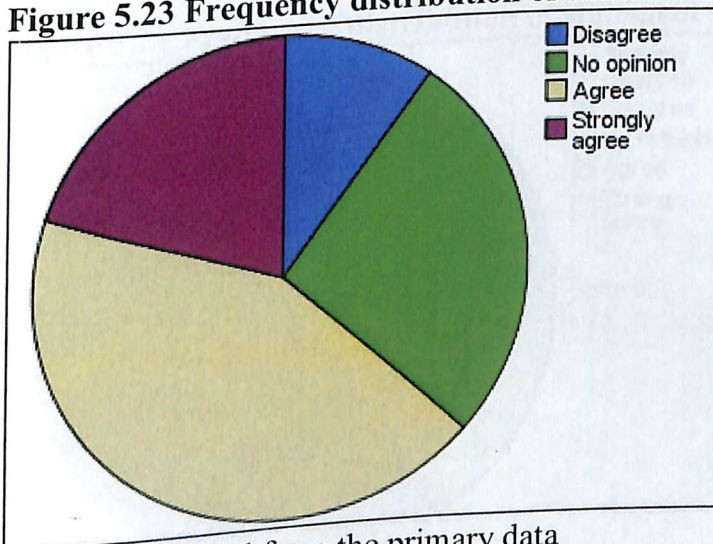
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly Disagree	0	0
2	Disagree	3	10
3	No opinion	8	26.7
4	Agree	13	43.3
5	Strongly agree	6	20
	Total	30	100

Source: Estimated value based on primary data

Employees are asked to evaluate the work climate of the organization and 43.3% of the employees agreed that they have a positive work climate, and 20% of them strongly agreed with this statement. But in the opinion of 10% of employees KBK was not providing appositve work climate, and 26.7% of the employees did not have any opinion towards this statement.

A peaceful work climate encourages the employees to perform their duties and responsibilities effectively by evaluating the above table it is seen that KBK provides a positive work climate to the employees. Most of the employees were satisfied with the work climate of KBK because each employee does their jobs without disturbing others.

Figure 5.23 Frequency distribution of statement ‘KBK provides a positive work climate’



Source: Compiled from the primary data

Table 5.24 Frequency distribution of statement ‘Gets enough time to relax.’

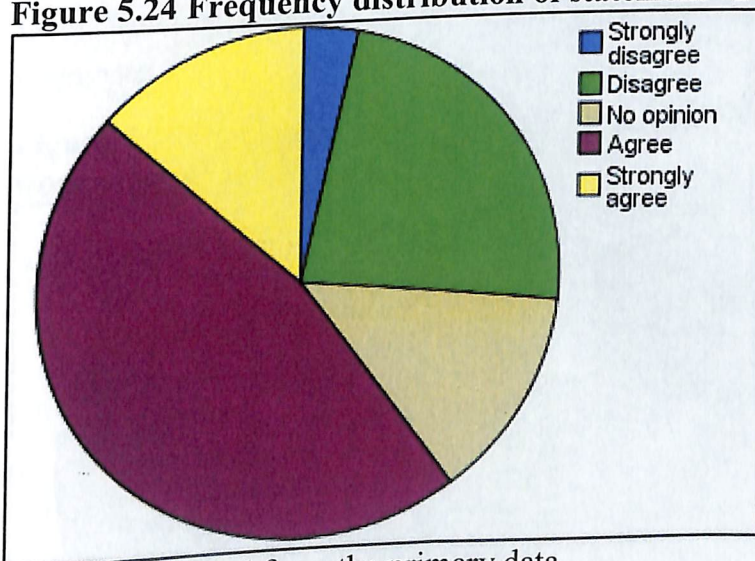
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly agree	4	13.3
2	Agree	14	46.7
3	No opinion	4	13.3
4	Disagree	7	23.3
5	Strongly disagree	1	3.3
	Total	30	100

Source: Estimated value based on primary data

From the above table it is clear that 46.7% of the employees agreed that they have enough time to relax after working hours. Some of the employees (13.3%) strongly agreed to this statement. But there are few (23.3%) disagreed this statement and 3.3% of employees strongly disagreed this.

Since most of the employees are having a positive opinion regarding this statement it is said that employees are getting enough time to relax. The reason why they get more time to relax is that since their works are physical work they need not spend any time after working hours, there is no mental stress to the employees. The employees are relaxed and they enjoy the work they do.

Figure 5.24 Frequency distribution of statement ‘Gets enough time to relax.’



Source: Compiled from the primary data

Table 5.25 Frequency distribution of statement ‘Employee’s objection regarding the work place of the organization’

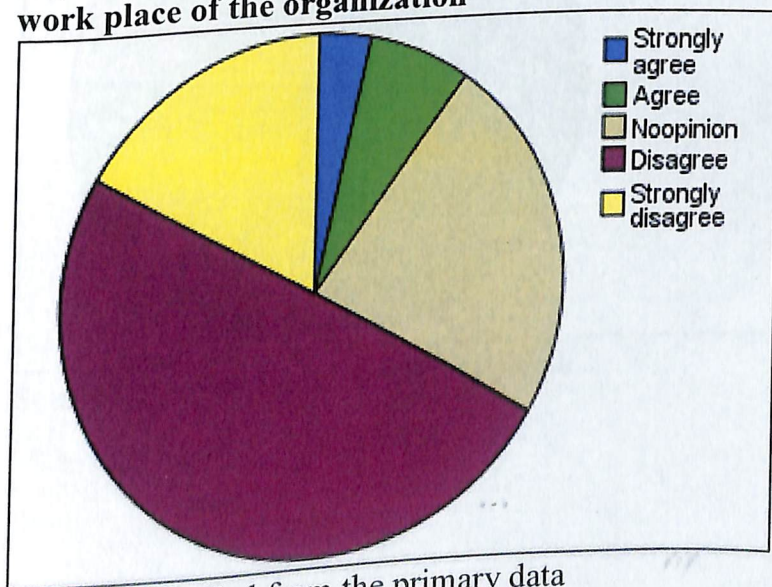
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly agree	1	3.3
2	Agree	2	6.7
3	No opinion	7	23.3
4	Disagree	15	50
5	Strongly disagree	5	16.7
	Total	30	100

Source: Estimated value based on primary data

By analyzing the above table 5.25 and figure 5.25 it is clear that 50% of the employees disagreed with the statement by saying that KBK is good place to work. There were 17.5% of employees strongly disagreed with statement whereas 23.3% of them did not have any opinion regarding this. Some of the employees (6.7 %) agreed that they were not interested to recommend KBK as a good place to work.

Since 17.5% and 50% of the employees had a negative opinion regarding this statement it can be assumed that most of the employees are satisfied with the working condition of the organization and willing to recommend it to others. From their opinion KBK provides them a good working condition with basic facilities, considering and meeting the needs of the employee.

Figure 5.25 Frequency distribution of statement ‘Employee’s objection regarding the work place of the organization’



Source: Compiled from the primary data

Table 5.26 Frequency distribution of statement ‘Don’t have freedom to communicate with supervisor’

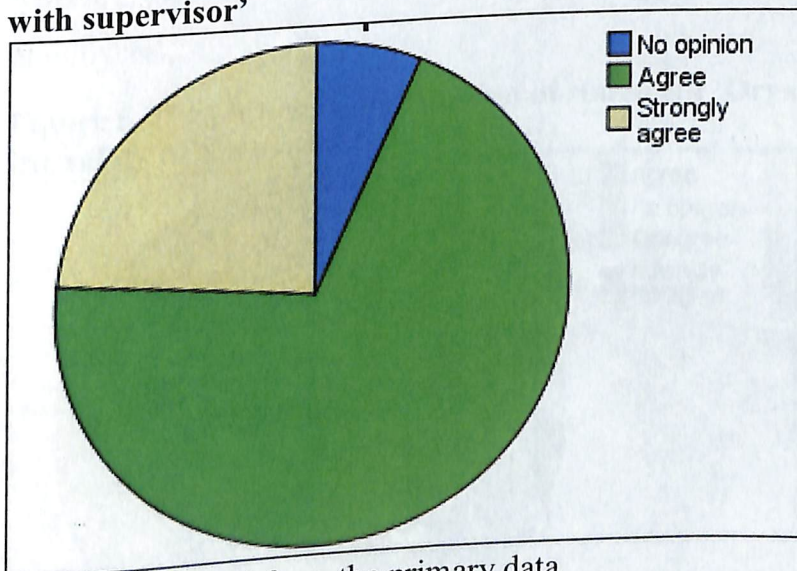
SI no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly disagree	0	0
2	disagree	0	0
3	No opinion	2	6.7
4	Agree	21	70
5	Strongly agree	7	23.3
	Total	30	100

Source: Estimated value based on primary data

From the above table it is clear that 70% of the employees agreed and 23.3% of the employees strongly agreed that they have enough freedom to communicate with the supervisor. Only very few (6.7) of the employees said that they were had no opinion regarding this statement.

It is clear that more than 90% of the employees were given positive feedback regarding this statement. The supervisor always stands with the employees and ready to hear them. The employees are having the freedom to communicate with the supervisor at any time.

Figure 5.26 Frequency distribution of statement ‘Don’t have freedom to communicate with supervisor’



Source: Compiled from the primary data

Table 5.27 Frequency distribution of statement ‘Organization is not concerned about the safety of the employee’

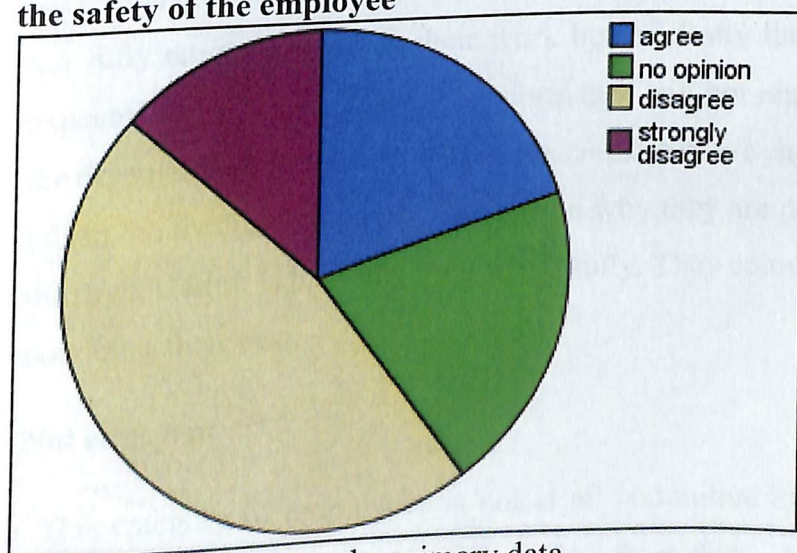
Sl. no	Degree of agreement	No of respondents	Percentage (%)
1	Strongly agree	0	0
2	Agree	6	20
3	No opinion	6	20
4	Disagree	14	46.7
5	Strongly disagree	4	13.3
	Total	30	100

Source: Estimated value based on primary data

From the table 5.27 and figure 5.27, 46.7% of the employees disagree with the statement that organization is not concerned about the safety of the employees, and also 13.3% of the employees strongly disagree with this statement. Very few employees 20% agree with this statement, and 20% of the employees did not have any opinion regarding this statement.

Only if the organization is giving proper care in the safety of its employees it can succeed. From the opinion of the employees KBK considers the safety of its employees which will lead to confidence in the minds of the employees and they feel more comfortable in their working place. Necessary precautions are taken in the organization for the safety of its employees.

Figure 5.27 Frequency distribution of statement ‘Organization is not concerned about the safety of the employee’



Source: Compiled from the primary data

Table 5.28 Engagement level of employees.

Engagement level	Scores	No of respondents	Percentage
Actively engaged	Above 96	2	6.67
Engaged	84-96	23	76.6
Not engaged	Below 84	5	16.7
		30	100

Source: Estimated value based on primary data

Above table describes the engagement level of employees in VFPCCK-KBK.in this table employees are categorized according to the engagement level .there are three engagement levels are given. Actively engaged, engaged and not engaged.

Actively engaged:

Actively engaged workers are those who fully committed towards their work .They will have clear idea about what they must perform and perform their duty accordingly. In KBK 6.67% of the employees are actively engaged. Engaged employees completes their work according to the instructions received from the supervisor and also they are comfortable with the facilities provide by the organization.

Engaged:

This is the second category of employees their engagement will be medium level. They are not fully engaged towards their work but modestly they perform well. They know what is expected out of them, but their performance will not reach to the extent which is expected by the organization. In KBK 76.6% of the employees are engaged. They are not fully engaged but fall in the medium category. The reason why they are not fully engaged is that they feel that the organization is handling their needs fully. They come to workplace does their work but are not doing their best.

Not engaged:

This category of employees is not at all committed towards their work. They even do not know what the organization is expecting from them. In KBK 16.7% of the employees are disengaged. They are not devoted towards their organization, and not doing quality work. They

feel that the supervisor and the organization are not treating them as persons and their needs are not satisfied.

From table 5.28 it is clear that majority of employees are engaged (76.6%), followed by 16.7% of employees are not engaged. Fully engaged employee consists of 6.67%. from this analysis `it is proved that most of the employees are engaged in KBK.

Chapter - 6

Summary of Findings and Suggestions

Chapter 6

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

INTRODUCTION

Employee engagement is concerned with the emotional, cognitive and physical aspects of work and how these factors combine. The concept of employee engagement should not be considered just another fluffy HR initiative. However, fostering employee's engagement is a long term process, as its success is inextricably linked to core aspects of the business such as, values, culture and managerial philosophy. To change core aspects of any business takes time effort and commitment from the employees as well as the senior management team.

Hence the study entitled "A study on employee engagement in Vegetables and fruit promotion council keralam- Krishi Business Kendra" primarily aims to explore extent of Employee engagement prevailing in the organization. The primary data collected from 30 employees. The previous chapter dealt with the detailed analysis of results derived from the primary data. This chapter covers the summary of findings, conclusions and implications of the study. The major findings from the project are discoursed in this chapter.

6.1 SOCIAL PROFILE OF THE RESPONDENTS

The social characteristics including gender, age, and work experience of the respondents has a significant role in this study. It can be observed that male employees are more than female employees in the organization... Hence it leads to the conclusion that female participation is relatively low (40 per cent) in KBK. In the case of age of the respondents, majority of the respondents (43.3 per cent) belong to the age group of 30 to 39. So it can be realized that KBK does not provide any special preference to youngsters. The last but the most important personal variable is the number of years of working experience of the respondents in KBK. The very important thing is to be pointed out that 46.7 per cent of the respondents are working in the organization for less than 3 years. The reason is that KBK started in 2013. Majority of the employees selected is after 2013 so that the experience of the employees is less.

6.2 MAJOR FINDINGS

1. Majority of the employees agreed with the fact they have the freedom to communicate with the supervisor. They get opportunity to communicate with the supervisor
2. Majority of the respondents strongly agreed to the fact they are aware about the work which they have to perform, while few of the respondents have no opinion.
3. Most of the respondents received recognition or praise in the last three months for doing good work while some of the employees highly satisfied with their recognition in their organization last three months.
4. Most of the employees were satisfied with the support they received from the co-workers
5. Employees pointed out that there are some authority who encourages their development
6. Generally people feel sense of belonging when someone is there at their workplace to support them and most of employees agreed on this fact, while few of them disagreed.
7. Learning and Development is one of the most important aspects to find out the employee engagement in the organization. Most of the respondents agreed to the fact there is opportunity to learn and grow in the organization, while few of them strongly disagreed it.
8. Great part of employees agreed that they are ready to recommend friends and relatives to their organizations, while few of them disregarded the opinion.
9. Major part of respondents satisfied with pay and package of their organization while few of the respondents disagreed on the competitive pay and benefit packages.
10. Majority of employees agreed that their fellow employees are committed to do quality work while few of the respondents disagreed.
11. Most of the respondents get the opportunity to do best of their work every day while few of them do not get the opportunity.
12. KBK solves the argument among the employees in a fair manner without making injustice.
13. Greater part of employees believes that the promotions are done objectively
14. KBK is providing a positive work climate to its employees.
15. The organization is not considering the employee while making decisions.
16. By finding the engagement level of the employees it is found that majority of the employees (76.6%) come under engaged group category. It indicates that employees are

neither belongs to fully engaged category nor not engaged category. Therefore it is clear that the employees of KBK are “engaged”. They are commitment to their organization.


6.3 SUGGESTIONS

Employee engagement is attracting a great deal of interest from employers across numerous sectors. In some respects it is a very old aspiration- the desire by employers to find ways to increase employee motivation and to win more commitment to the job and the organization.

1. KBK can consider its employees while making decision related to the organisation so that the decision can be improved.
2. To increase employee engagement, the organizations should provide variety of tasks to the employees. Boring, repetitive task can cause burn out and boredom over time. If the job requires repetitive task, look for ways to introduce variety by rotating duties, areas of responsibility, delivery of services etc.
3. Communicate openly and clearly about what’s expected out of employees at every level of organization’s vision, priorities, success measures, etc.
4. Organization has to know employees interests, goals, stressors, etc. and ensure their well-being.
5. If the employees are given a part in decision making, they will feel that they are the part of the organization.
6. The organization must provide feedback to their employees so that the employees will be able to perform their duties well in future.

6.4 CONCLUSION

Employee engagement is concerned with the emotional, cognitive and physical aspects of work and how these factors combine. The concept of employee engagement should not be considered as a simple HR initiative. However, improving employee engagement is a long term process, as its success is closely linked to core aspects of the business such as, values, culture



and managerial philosophy. To change core aspects of any business takes time effort and commitment from the employees as well as the senior management team. It is one of the key contributors to an organization's growth. Empirical evidence suggests that employee engagement has a direct impact on the quality of work and customer service

The study was conducted at Vegetables and Fruits Promotion Council Keralam- Krishi Business Kendra, Kakkanad, Ernakulam district. 30 employees were selected for the study. This was conducted to study the employee engagement in Krishi Business Kendra, and also to determine the factors effecting employee engagement in KBK. It is very much essential for every organization to know its engagement level .In KBK the study revealed that most of the employees are engaged the level of engagement is high in KBK. But there are some areas where improvement is necessary. The study will be helpful for the organization to know the current employee engagement level and the factors influencing employee engagement.

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Appendices

APPENDIX I

Vegetables and Fruit Promotion Council Keralam-Krishi Business Kendra

Kakkanad ,Ernakulam

Questionnaire for measuring the Employee Engagement level

1. Name : _____
2. Age : a) 20-29 ...
 b) 30-39
 c) 40-49
 d) 50-60
3. Sex : male Female
4. Experience : a) 0- 3 years
 b) 3-6 years
 c) 6-9 years
 d) 9-12years

Please tick mark the relevant answer as provided against each question.

PART -A

Sl no	Statement	Strongly agree	Agree	No opinion	Disagree	Strongly Disagree
1.	I know what is expected of me at work.					
2.	I don't have the materials and equipment I need to do my work right.					
3.	At work, I don't have the opportunity to my best every day.					

4.	Last one month, I have received recognition or praise for doing good work.					
5.	My supervisor, or someone at work, seems to care about me as a person.					
6.	There is someone at work who encourages my development.					
7.	At work, my opinion does not seem to count.					
8.	The mission or purpose of my organization does not make me feel my job is important.					
9.	My associates or fellow employees are not committed to doing quality work.					
10.	I don't have a best friend at work.					
11.	In the last six months, someone at work has talked to me about my progress.					
12.	This last year, have you had opportunities at work to learn and grow					

PART -B

Sl no	Statement	Strongly agree	Agree	No opinion	disagree	Strongly disagree
1	I get proper remuneration for the work I perform.					
2	I will not recommend the organization as a good place to work.					
3	I receive feedback about my performance at work.		...			
4	I have enough opportunities to learn and develop at work.					
5	I perceive KBK as a supportive and caring organization.					
6	I perceive KBK as being fair in the processes that resolve dispute and allocate resources.					
7	I get high level of social support from my colleagues.					
8	I get high level of social support from supervisors.					
9	The work place climate is emotionally positive, comfortable and relaxed.					
10	I don't have the freedom to communicate with my supervisor.					
11	I have enough time at home to relax after working hours.					
12	The organization is not concerned about my safety.					

APPENDIX II

Kendall's W test is used for ranking the statements for measuring the most influencing factors in employee engagement.

STATEMENT	SCORE	RANK
Knowledge about the expected work	8.42	1
Last month employee received recognition for doing good work.	7.42	2
There is someone who encourages the development of the employee.	7.27	3
In the last six month someone talk to the employee about the progress.	7.10	4
Last year did the employee got opportunities to work and grow	7.07	5
The supervisor consider the employee as a person	6.83	6
The employee does not have a friend at work.	6.78	7
Necessary materials and equipment's and provided to the employee.	6.07	8
The employee did not get opportunity to work and grow	5.43	9
The associates of the employee are not committed to doing quality work	5.35	10
The mission purpose of the organisation does not make the employee feel the job is important	5.28	11
The opinion of the employee does not seem to count	4.98	12

STATEMENT	SCORE	RANK
Dont have freedom to communicate with supervisor	8.50	1
Gets high level of social support from co-workers	7	2
Gets proper remuneration for the work they perform	6.92	3
Recommends the organization as a good place to work	6.82	4
Positive work climate	6.82	5
KBK is supportive and caring organization	6.32	6
Organization is not concerned about the safety of the employee	6.20	7
Gets high level of social support from the supervisor	6.15	8
Fair in solving disputes	6.13	9
Gets enough time to relax	5.95	10
Satisfied with the promotional activities	5.88	11
Receives feedback about the performance	5.32	12

