

**A**

**Project Report On**

**“A study on Behavioral Empowerment and Mental Wellbeing of Employees”**

For

**Kirloskar Pneumatic Company Limited.**

Submitted by

**Samarth Atul Ambekar**

Under the Guidance of,

**Prof. Dr. Poonam Vatharkar**

Submitted To

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**In the partial fulfillment of the requirements for the award of  
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**Batch 2020-22**

## Declaration

I Samarth Atul Ambekar, of MBA-2: Seat No HRM 202101 hereby declare that the Project Work titled “**A study on Behavioral Empowerment and Mental Wellbeing Of Employees**”

This has been submitted to University of Pune, is an original work of the undersigned and has not been reproduced from any other source. I further declare that the material obtained from other sources has been duly acknowledged in the report.

Date:

Signature

Place: Pune

Name: Samarth Atul Ambekar.

## ACKNOWLEDGEMENT

I am grateful to representatives from **Kirloskar Pneumatic Company Limited** that allowed me to get report from the HR Department of its company and participated in survey.

I would like to take the opportunity to thank and express my deep sense of gratitude to Mr. Ganesh Choudhary, Factory Manager for providing me the opportunity to work with Kirloskar Pneumatic Company Limited. I am thankful to my corporate mentor Ms. Soumya Kodak to help me complete my project work. Also I am sincerely thankful to Mr. Mayur Shirke sir and Mrs. Pranali Kadam for their immense guidance throughout the project.

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I am also thankful to Director Dr. Santosh Deshpande and all faculty members of IMCC, for giving us an opportunity to express our knowledge during our curriculum.

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## **Executive Summary:**

The outline of this project includes the objective of this project that is to study the behavioral empowerment and mental wellbeing in the Human Resource Department in Kirloskar Pneumatic Company Limited. The behavioral empowerment and mental wellbeing of employees are significant for effective and smooth working of the company.

- **Behavioural Empowerment:**

Empowering behaviours can be defined as a facilitative process where employees perceive their leaders to allow self-control, self-regulation, self-management and self-leadership of employees. Behavioural empowerment is positively related to psychological empowerment.

- **Mental wellbeing:**

Mental wellbeing is a state of well-being in which every individual realizes his or her own potential can cope with the normal stresses of life, can work productively and efficiently to company.

To know the behavior and mental wellness collection of data through the help of questionnaire this is filled by 10 employees from HR department of the company. The outcome of the project was that, through employees' behavioral empowerment and mental wellness in organization o that there is fulfillment of organization's goals as well as employee's goals easily which will create a participative environment in the organization.

## **Introduction:**

The project is based on the study of Behavioral Empowerment and Mental Wellbeing of Employees. So this both are two different aspects interrelated to each other. The factor of one depends on the result of another. Let's get the brief introduction of Behavioral Empowerment and Mental Wellbeing.

### **✚ Behavioral Empowerment :**

1. What is Behavioural Empowerment ?



Empowerment is the process of enabling individuals to adopt new behaviors that further their individual aspirations and those of their organizations. ... As individuals grow and achieve outcomes important to them, they also benefit the whole.

Empowerment is the process of giving employees in the organization the power, authority, responsibility, resources, freedom to take decisions and solve work related problems. In order to take such initiatives and decisions, they are given adequate authority and resources.

2. Why behavioral Empowerment is important ?

Empowerment is key to having full motivation in a workplace. It can be described in a number of different ways. It allows us to give employees more responsibility and power which can create value for your business and the employee

One of the most basic employee empowerment examples is simply giving employees a voice in important decisions that could affect them. According to one study, 74% of managers surveyed

felt that employee input was “very” or “somewhat” effective at improving decision-making processes

## 1. Mental Wellbeing :

### 1. What is Mental Wellbeing?



Mental Wellbeing includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices. Mental health is important at every stage of life, from childhood and adolescence through adulthood. Mental health problems have an impact on employers and businesses directly through increased absenteeism, negative impact on productivity and profits, as well as an increase in costs to deal with the issue. In addition, they impact employee morale adversely.

### 2. Why Mental Wellbeing is important?

Mental health is as important as general physical health (World Health Organization, 2004). Of the global prevalence of illnesses, mental disorders and illnesses make up 14% of the burden of disease. Physical health is not the only major domain of our lives affected by mental health. Good mental health also affects our workplace and our productivity, which affects society. For example, employees who work in stressful work environments can experience burnout. As a result, they are less likely to enjoy their jobs and can develop other illnesses.

## **Objective of Study:**

Primary objective

To analyse the structure of **Behavioural Empowerment** and **Mental Wellbeing** in **Human Resource Department**

1) Secondary objective

- To understand the mental wellbeing (Health) of the employees.
- To understand their perspective about their empowerment in the organization.
- To guide the management in improving mental wellbeing of employees.

## **Scope of the study:**

- This study is based on primary data as well as secondary data.
- The study is carried out using interval scale.
- The interval scale refers to the level of measurement in which that attributes composing variables are measured on specific numerable score or values.



## Company Profile:

### Kirloskar Pneumatic Company Limited (KPCL)



Kirloskar Pneumatic Company Limited is one of the core Kirloskar Group companies and was founded in **1958 by Shantanurao Laxmanrao Kirloskar**. The company offers engineering products and is represented by offices across the globe. KPCL serves major sectors like Oil and Gas, Steel, Cement, Food and Beverage, Railways, Defense and Marine. Their product range includes air compressors, air conditioning and refrigeration systems, process gas systems, vapor absorption chillers and industrial gearboxes.

## **History**



**Kirloskar Brothers Limited was founded in 1888 by Mr. L. K. Kirloskar**, the Kirloskar Group is one of India's oldest, multi-product, multi-location, diversified engineering conglomerate with annual sales exceeding \$2.5 billion. It gave India its first iron plough, water pump, diesel

engine and machine tool. The compressor business was divested from Kirloskar Brothers Limited to form **Kirloskar Pneumatic Company Limited (KPCL) in 1958.**

The Kirloskar group of companies was one of the earliest industrial groups in the engineering industry in India. The group produces pumps, engines, compressors, lathes and electrical equipment like motors, transformers and generators (it is the world's largest genet manufacturer). **Laxmanrao Kirloskar established the group, after which his son S. L. Kirloskar became its head.**

### **Businesses:**

KPCL has four strategic business units, Air Compressor Division (ACD), Air Conditioning and Refrigeration division (ACR), Process Gas Systems division (PGS) and Transmission division (TRM).

### **Air Compressor Division (ACD):**



ACD is engaged in the design, manufacture, supply and erection/commissioning of a wide range of air and gas compressors. This encompasses the reciprocating and rotary (screw and centrifugal) compressors for industrial segments and defense. KPCL offers air compressors from 30 to 10,000 CFM

## **Air Conditioning and Refrigeration division (ACR)**



ACR division offers Reciprocating Open-Type Compressors (Cold Chain applications), Process Refrigeration Systems (Refinery and Petrochemicals, Chemicals, Fertilizers and Marine) and Vapor Absorption Chillers (Process Cooling and Air Conditioning). ACR Equipment range from 50 to 500 TR, Vapor absorption chillers from 90 to 500 TR and Refrigeration Systems up to 800

## **Process Gas Systems division (PGS)**





PGS provides turnkey solutions for Gas Compression Systems in the Oil and Gas Sectors. It also undertakes Operation and Maintenance contracts for Compressed Natural Gas (CNG) and American Petroleum Institute (API) Gas Compression packages. KPCL offers CNG packages with Suction Pressure (0.5 to 65 bars) and Gas Flow (300 to 3,500 SCMH). API Gas Compression packages range from 50 CFM to 6000 CFM.

### **Transmission division (TRM)**



TRM is engaged in the design, manufacture and supply of traction gears, railway transmissions and customized gearboxes for wind turbines, and industrial applications. TRM also offers refurbishment of industrial gearboxes of select applications. The wind turbine gearbox range is up to 2.5 MW and industrial gearbox is up to 16 MW.

### **Manufacturing facilities**

Kirloskar Pneumatic Company Limited (KPCL) has three manufacturing units and a nationwide network of sales offices, with its headquarters in Pune.

**Pune**



The Pune-based unit has manufacturing and sales for the air compressor and transmission business unit.

**Saswad**



The Saswad plant manufactures air conditioning, refrigeration, process gas systems and CNG packages.



### **Research Methodology:**

For the purpose of this project Quantitative Research Method that is Close ended questionnaire has been used. This type of questionnaire is like multiple choice tests, where the data are ordered and the distance between values matters. The project primarily relies on primary data.

Current study is a descriptive study. Considering the research question and type of information needed for current study, the communication approach of data collection was used. The communication approach involves surveying or interviewing people and recording their responses for analysis.

To secure information from respondents, a self- administered survey /questionnaire was used in current study.

Total 10 questionnaires were distributed personally.

For the purpose of definition and other important terms the required data is collected from websites.

Samples taken:

10 Employees from Human Resource Department of Kirloskar Pneumatic Company Limited.

### **Limitation of the study:**

- The study is based on view of 10 employees only.
- Due to company policy, the research is limited to Hr department only.

## **Literature Review:**

- a. Empowerment is used in many fields of science like sociology, psychology, political sciences and management but, in each field, it has specific allocated meanings and interpretations. By reviewing the literature about empowerment, it is obvious that researchers have identified various definitions for empowerment, because of their different perspectives to look at empowerment (Lincoln et al., 2002; Chiang and Hsieh, 2012)
- b. Thorlakson and Robert (1996) defined empowerment as “a process of enhancing feelings of self-efficacy among organisational members through the identification of conditions that foster powerlessness and through their removal by both formal organisational practices and informal techniques of providing efficacy information” (p2). This definition illuminates both individuals (psychological) and organisational (structural) aspects of empowerment.
- c. Psychological empowerment is defined as a continuous variable reflects feeling empowered, (Houghton et al., 2005; Namasivayam et al., 2014).
- d. Empowerment literature in general focuses on; leadership, team and collaborative work, personal responsibilities, decentralized structure and contingent reward systems (Honold, 1997; Petter et al., 2002; Matthews et al., 2003; Ritter et al., 2014).
- e. Several studies have focused on PE as the sole criterion to determine if employees are empowered in their job (Carless, 2004; Corsun and Enz, 1999; Koberg et al., 1999; Morrison et al., 1997; Siegall and Gardner, 2000). However, these investigations did not verify if psychologically empowered individuals also display empowered behaviour at work.



## **Data Analysis and Interpretation:**

### **Source of data:**

Questionnaire filled by the employees.

### **Sampling:**

The process of selecting a sample from a population using special sampling techniques is known as sampling. It should be ascertained in the process itself that the sample selected is representative of the population.

### **Sample size:**

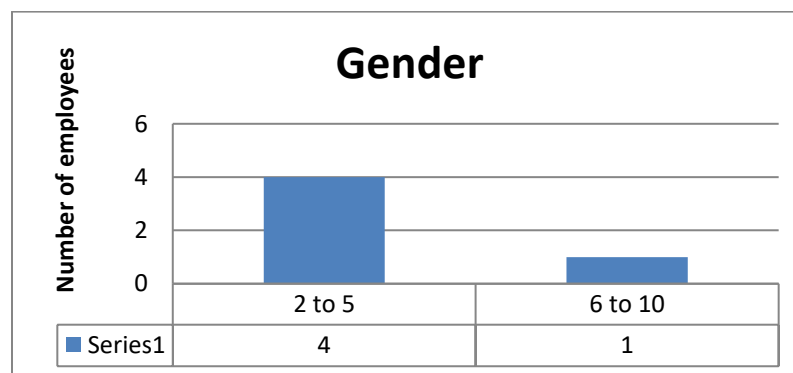
Data is collected using the sample of 10 employees of HR Department of Kirloskar Pneumatic Company Limited.

## **DEMOGRAPHIC PROFILE:**

### **Section A:**

#### **Characteristics of the Participant.**

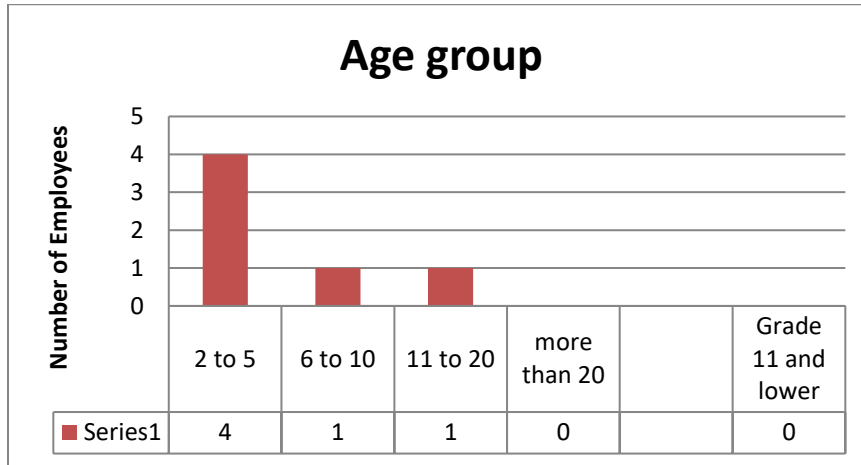
1) Gender:



Interpretation:

According to the collected data, In the HR Department of the company there are equal number of male and female working.

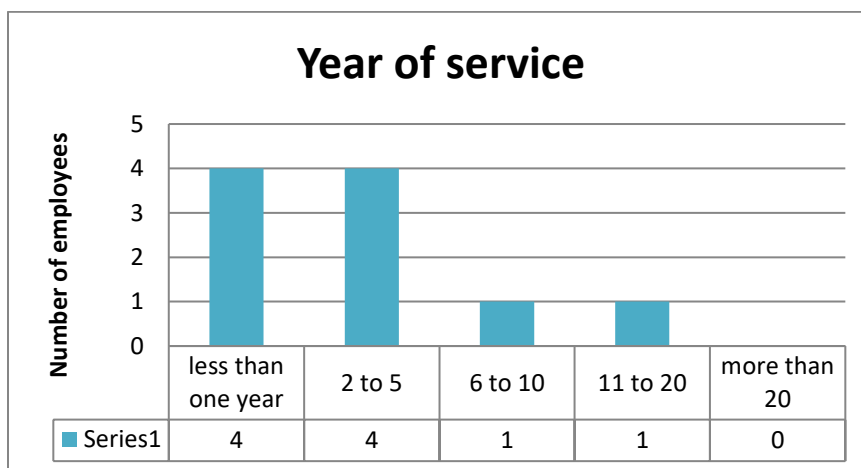
2) Age:



Interpretation:

According to the collected data, there are 40% employees from 26-30 age groups and there are no employees above 45 age group in HR department.

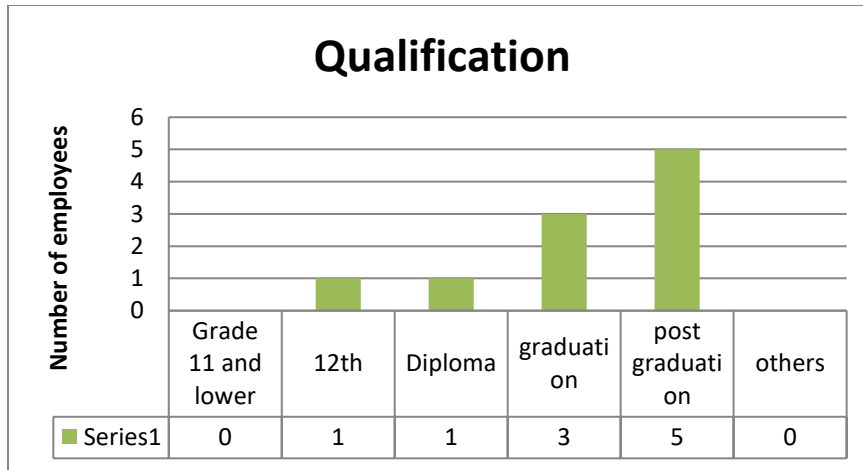
3) Year of the service in the org.:



Interpretation:

According to collected data, there are 4 employees working for less than one year while only 1 employee is working for more than 11-20 years that is 15 years

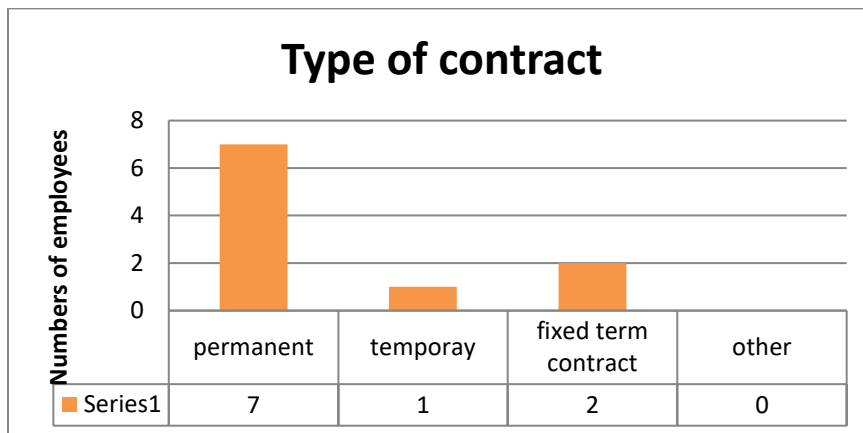
4) Qualification:



Interpretation:

According to collection of data, there are 5 employees, who are post graduate, 3 employees who are graduate, 1 employee with diploma and 1 employee with only 12th.

5) Type of contract:



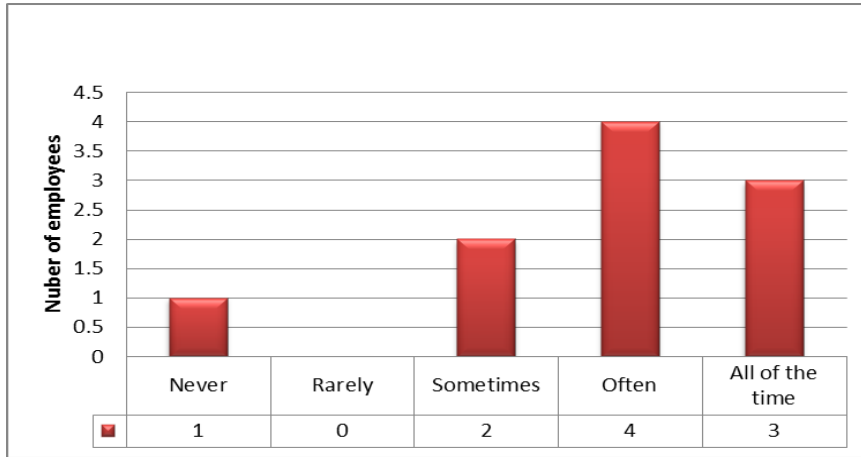
Interpretation:

According to collection of data, Most of the members are permanent.

## **Section B:**

- Below are the statements about your feelings and thoughts about management while working in this organization.**

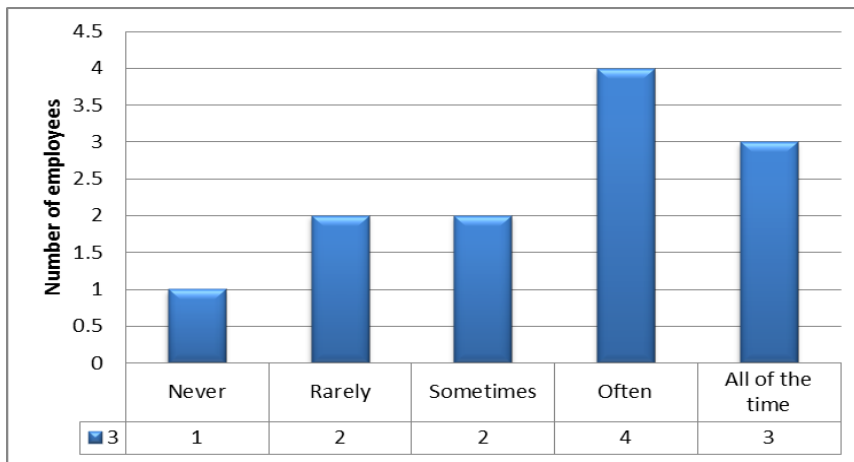
1) My leader gives me authority I need to make decisions that improve our work process and procedure.



Interpretation:

According to this data, Most of the employee feels often their leader given them authority to take decisions that improve our work process and procedure.

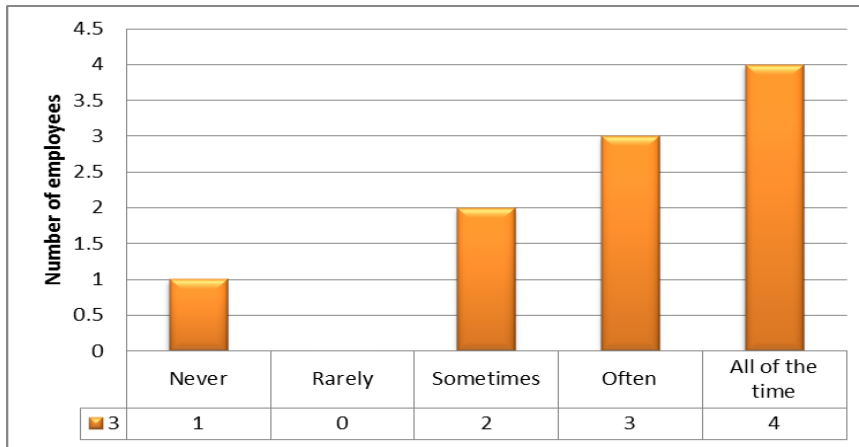
2) My management gives me authority to make changes necessary to improve things.



Interpretation:

According to this data, Most of the employee feels often their management gives them authority to make changes necessary to improve things.

3) My management delegates authority to make changes necessary to improve things.

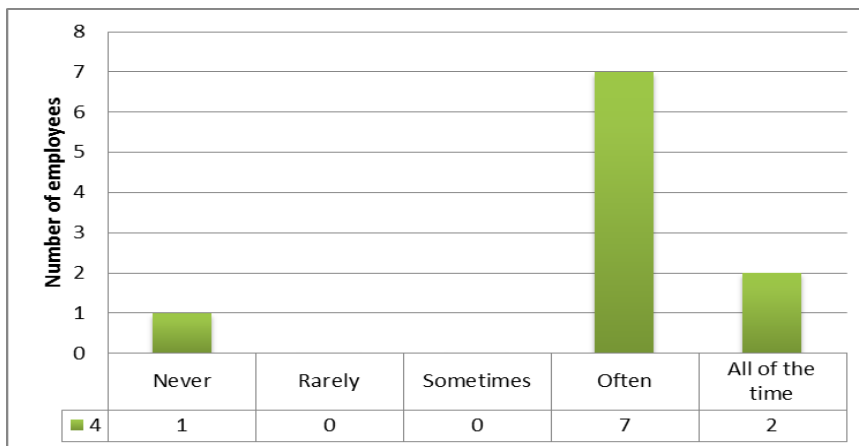


Interpretation:

According to this data most of the employees feels that all of the time management

Delegate's authority to make changes necessary to improve things.

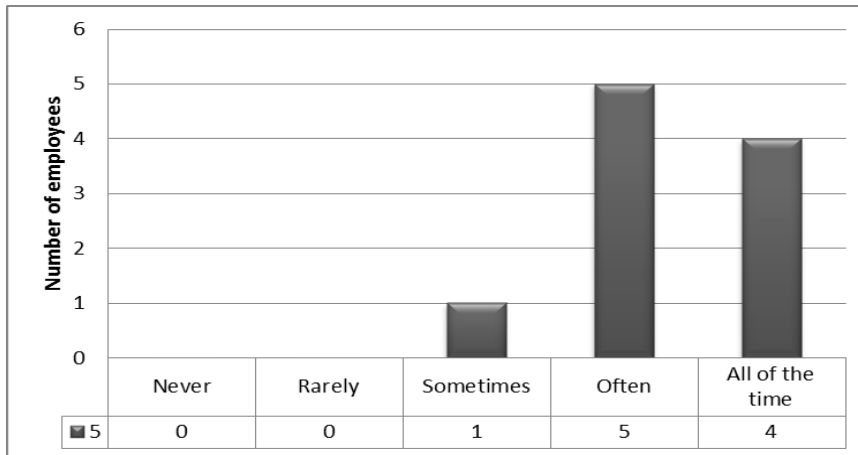
4) My management holds me accountable for the work I am assigned



Interpretation:

According to this data, most of the employees feels often their management holds me accountable for the work I am assigned.

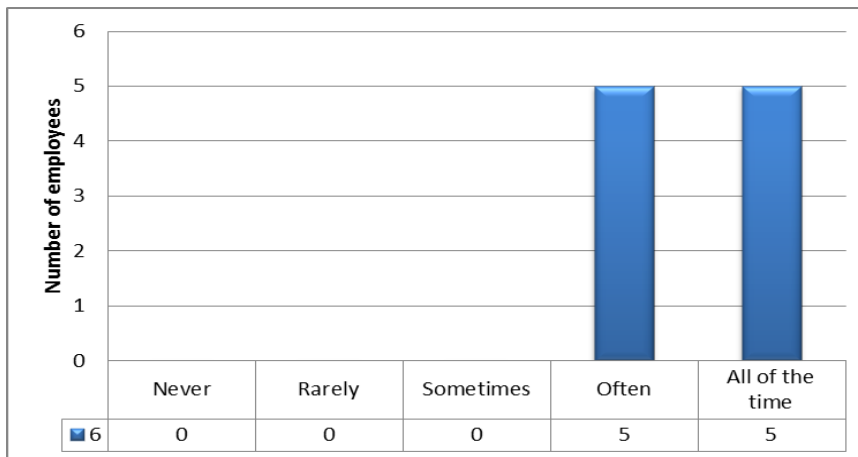
5) My management holds people in department accountable for customer satisfaction



Interpretation:

According to this data, most of the employees feel that management often holds people in department accountable for customer satisfaction.

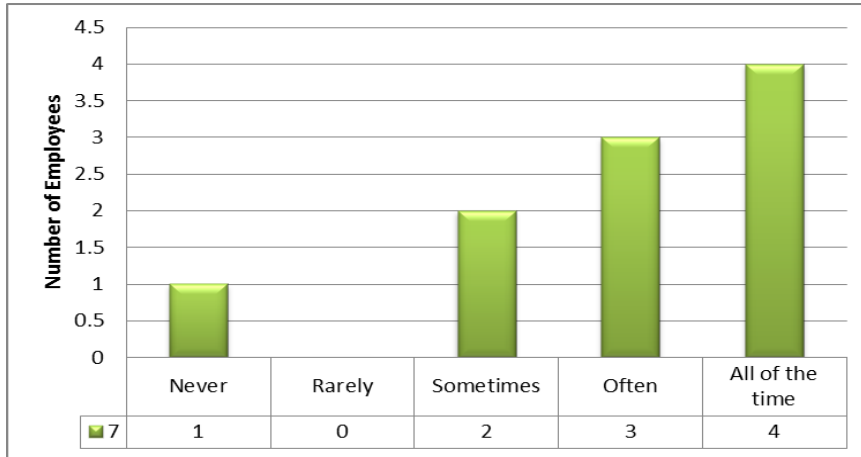
6) My management tries to help me arrive at my own solutions when problem arise.



Interpretation:

According to this data, most of the employees equally feel that management tries to help me arrive at my own solutions when problem arise.

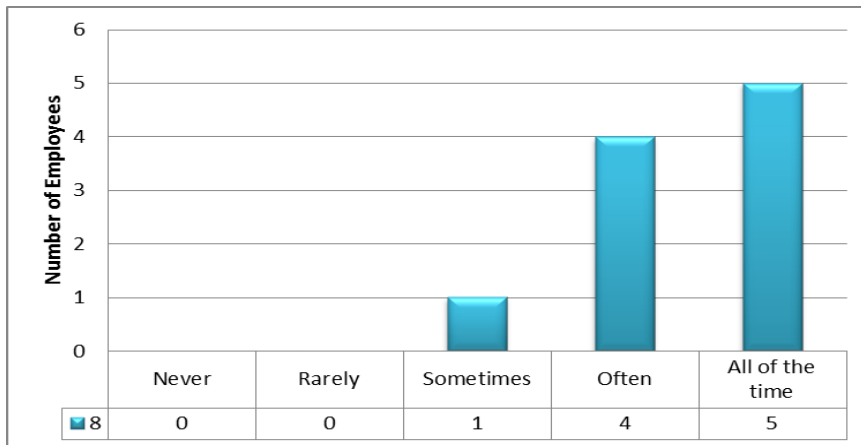
7) My management relies on me to make my own decisions about issues that affect how work gets done.



Interpretation:

According to this data, most of the employees feel all of the time that management relies on me to make my own decisions about issues that affect how work gets done.

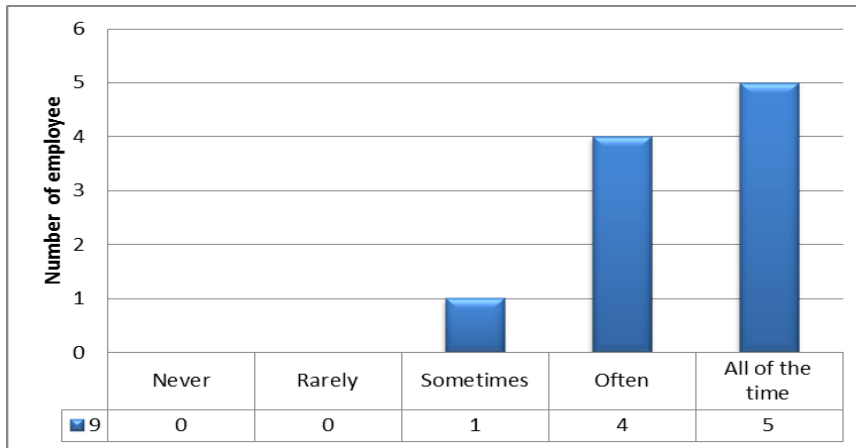
8) My management encourages me to develop my own solutions to problems that I face in my work.



Interpretation:

According to this data, 50% of the employees feels that their management encourages them to develop own solutions to problems.

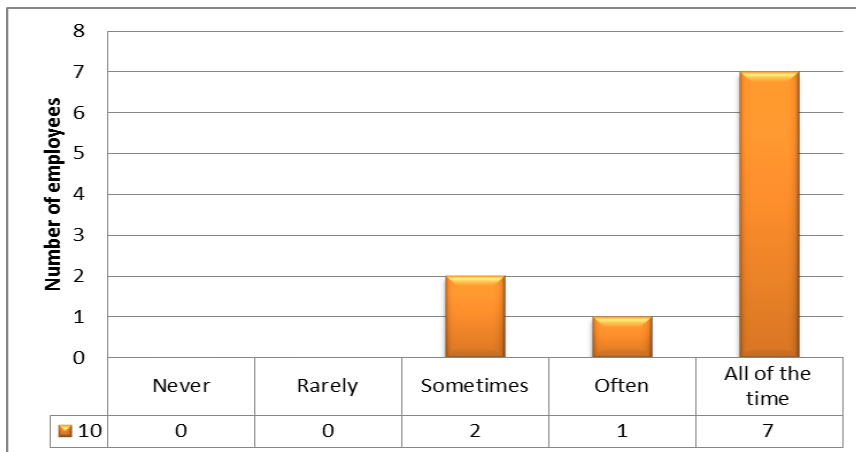
9) My management shares information I need to ensure high quality results in my work.



Interpretation:

According to this data, 50% of employees think their management shares information they need to ensure high quality results in work.

10) My management provides me all the information I need to fulfil customer needs/ expectations.

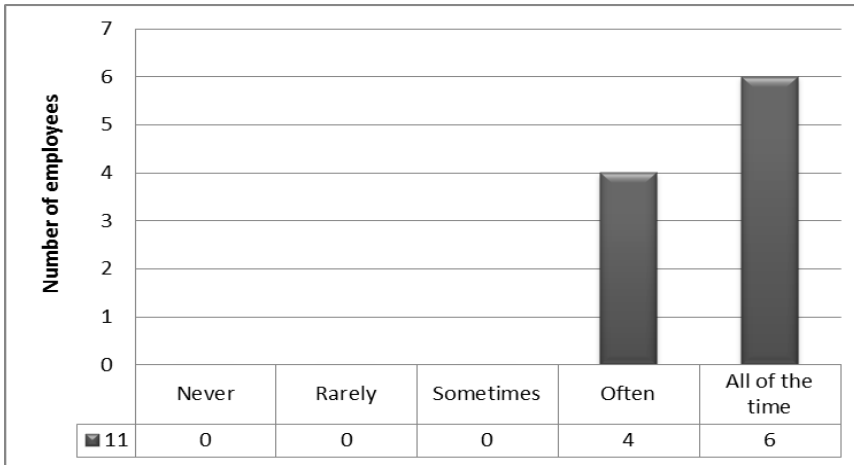


Interpretation:

According to this data, 70% of the employees think their management provide them information they need to fulfil customer needs.

11) My management explains his actions and decisions to my work group.

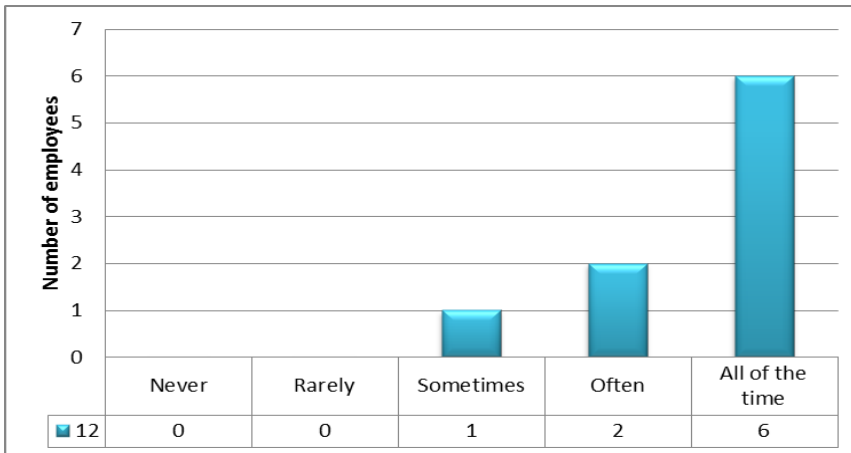




Interpretation:

According to this data, 60% of the employees think that the management explains his actions and decision to their work group.

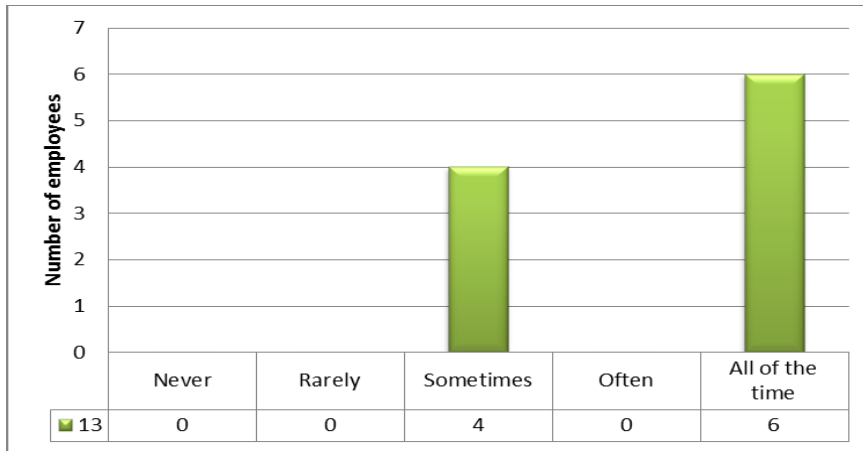
12) My management explains organizational goals to my work group from time to time.



Interpretation:

According to this data, 60% of employees think that the management explains organizational goals to them from time to time to work accordingly.

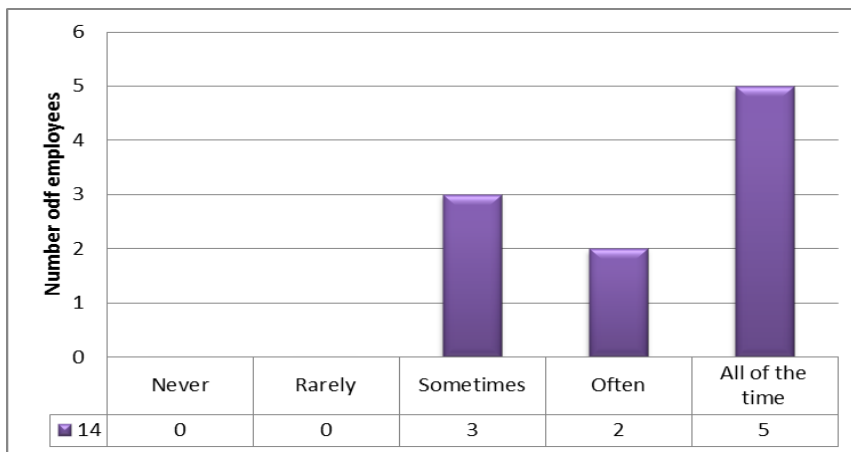
13) My management encourages me to use systematic problems solving techniques.



Interpretation:

According to this data, 60% of employees always feel encouraged by their management to use systematic problem solving techniques.

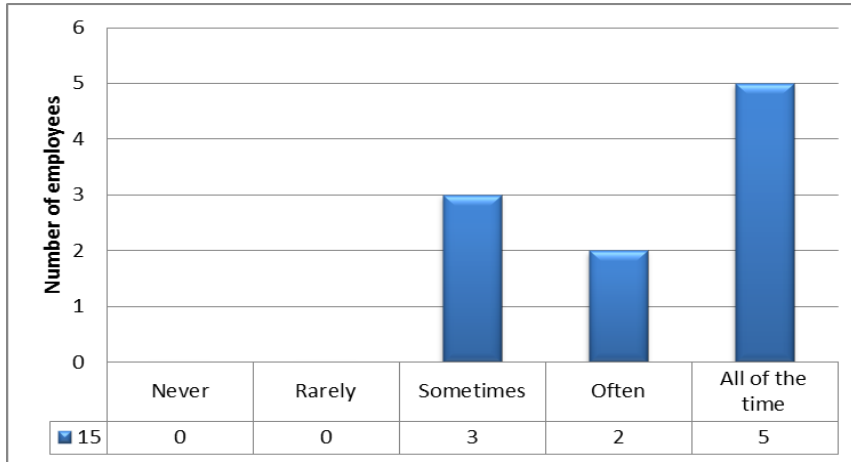
14) My management provides me with opportunities to develop my skills and knowledge.



Interpretation:

According to this data, 50% of employees always feel that the management provides them the opportunity to develop their skills and knowledge.

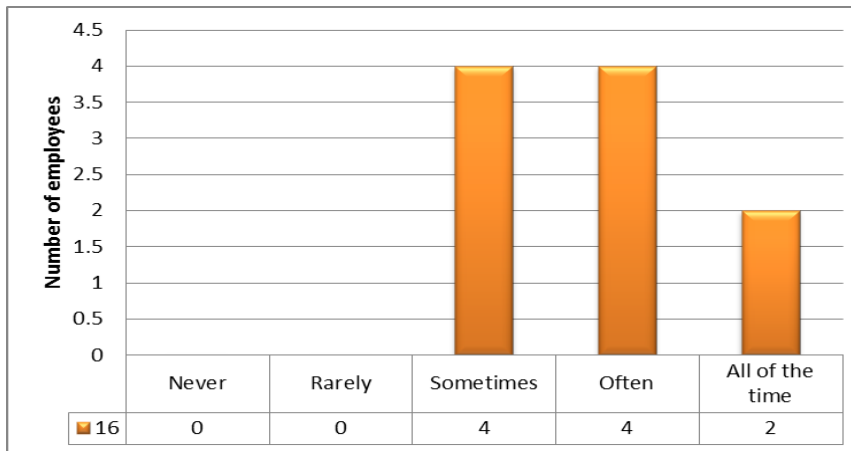
15) My management ensures that continuous learning and skills development are priorities in the department.



Interpretation:

According to this data, 50% of the employees always feel that their management ensures the continuous learning and skills development are priority in the department.

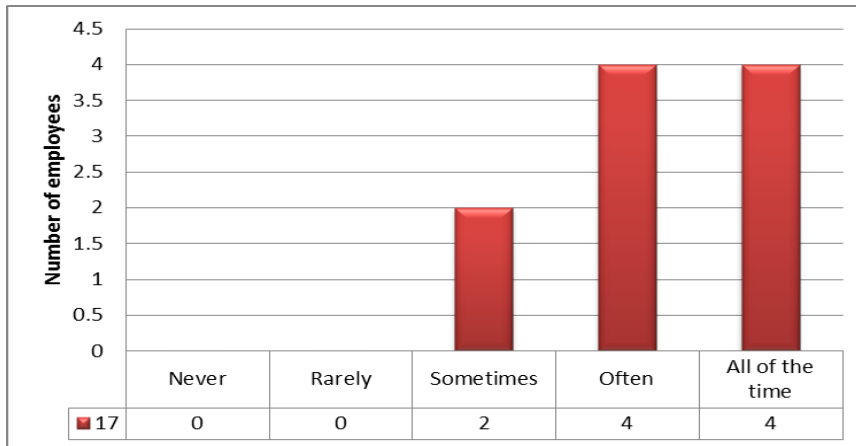
16) My management is willing to take risk of my mistakes on my part if, over the long run, I will learn and develop as a result of the experience.



Interpretation:

According to this data, 40% of employees sometimes and 40% of employees often feel management is willing to take risk of their mistakes on their part, over the long run, expecting he will learn and develop as a result of the experience.

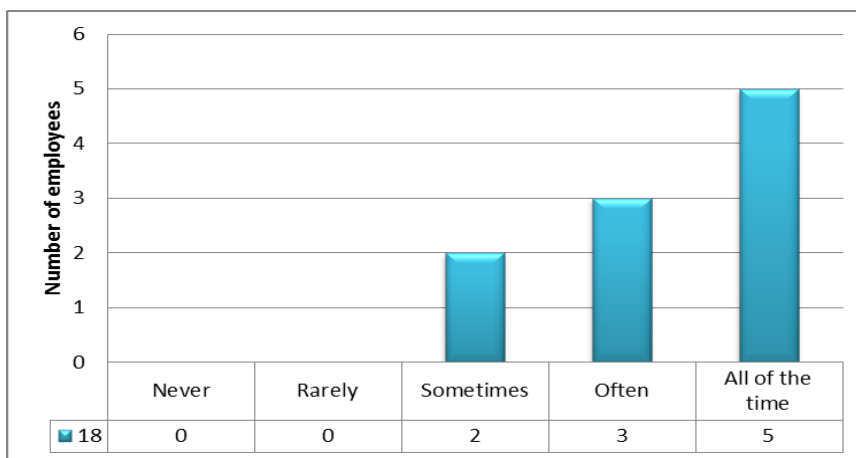
17) I am encouraged to try out new ideas even if there is a chance that they might not succeed.



Interpretation:

According to this data, 40% of employees always while 40% of employees often feel that they are encouraged to try out new ideas even if there is a chance that they might not succeed.

18) My management focuses on corrective action rather than placing blame when I make a mistake.

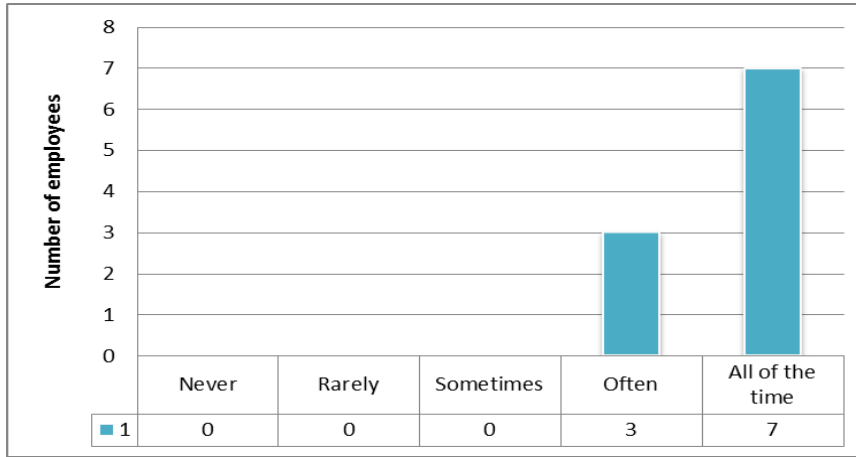


Interpretation:

According to this data, 50% of the employees always feel that the management focuses on corrective action rather than placing blame when they make a mistake.

2. **Below are the statements about your feelings and thoughts about yourself while working in this organisation.**

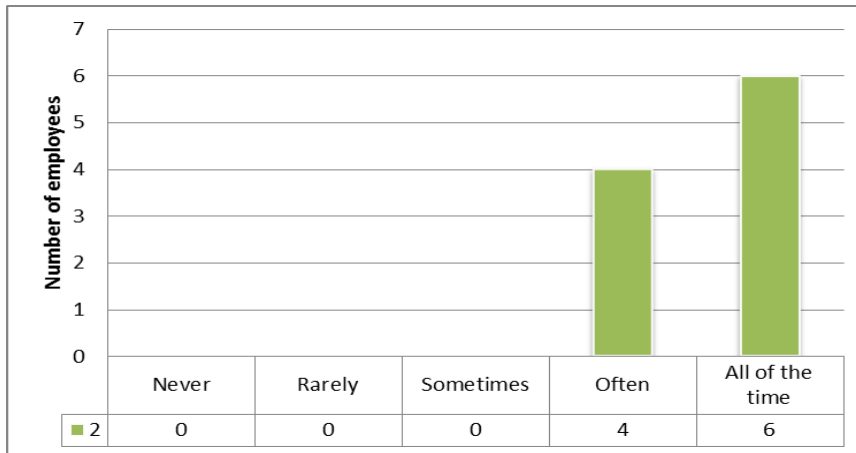
1) I am confident about my ability to do my job.



Interpretation:

According to this data, 70% of the employees always feel that they are confident about their job.

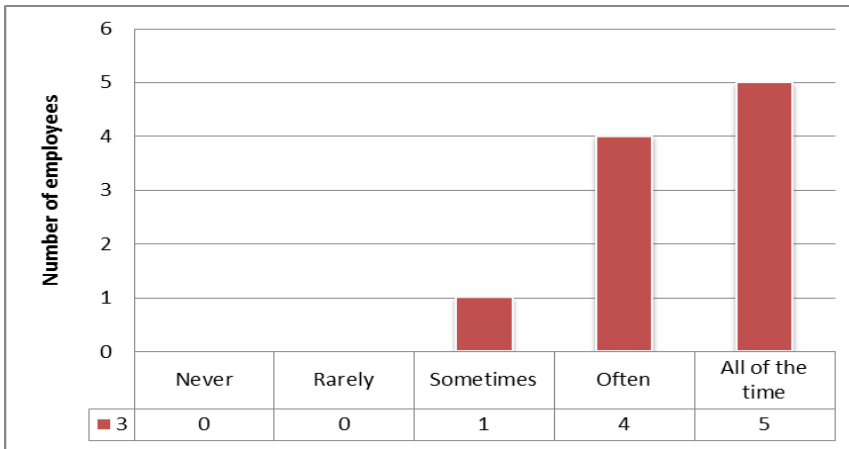
2) The work I do is important to me.



Interpretation:

According to this data, 60% of employees always think that the work they do is important to them.

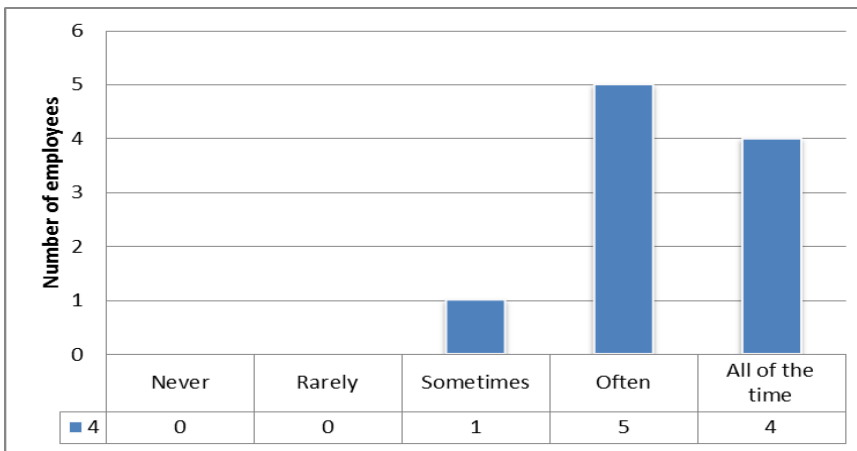
3) I have significance autonomy in determining how I do my job.



Interpretation:

According to this data, 50% of employees feel that they have significance autonomy in determining how they do their job.

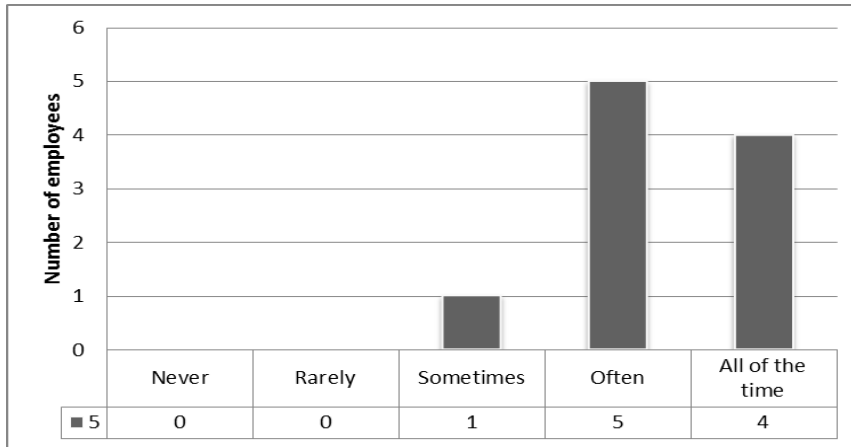
4) My impact on what happens in my department is large.



Interpretation:

According to this data, 50% of the employees often feel that their impact on the department is large.

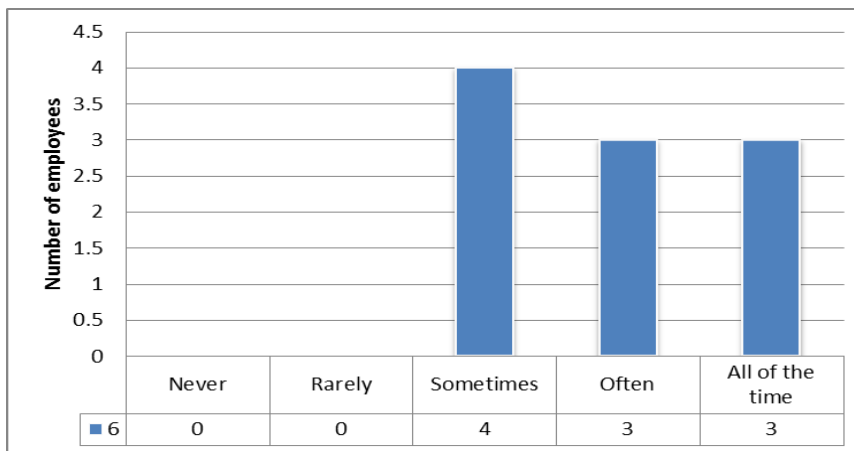
5) My job activities are personally meaningful to me.



Interpretation:

According to this data, 50% of the employees often feel that their job activities are personally meaningful to them.

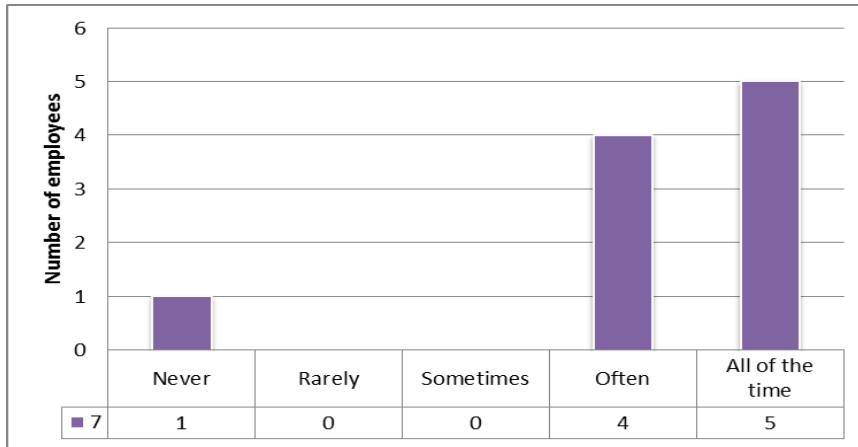
6) I have a great deal of control over what happens in my department



Interpretation:

According to this data, 40% of the employees sometimes feel that they have a great control over what happens in their department.

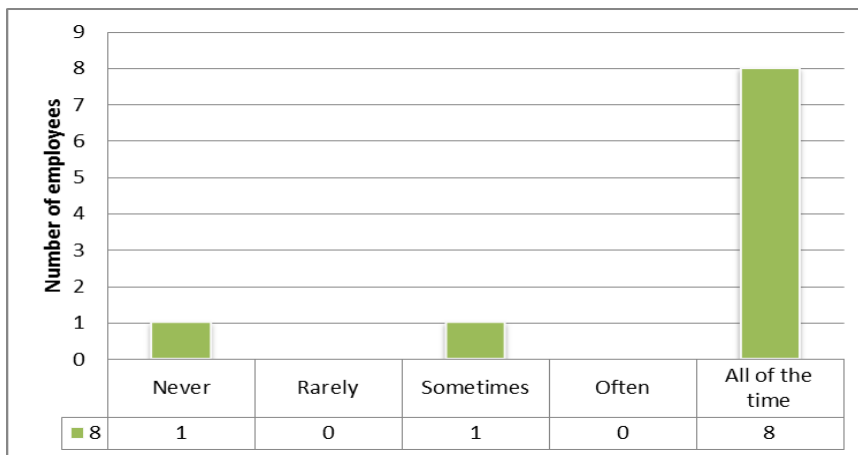
7) I can decide on my own how to go about doing my own work.



Interpretation:

According to this data, 50% of the employees always feel that they can decide on their own how to go about doing their own work.

8) I really care about what I do in my job.

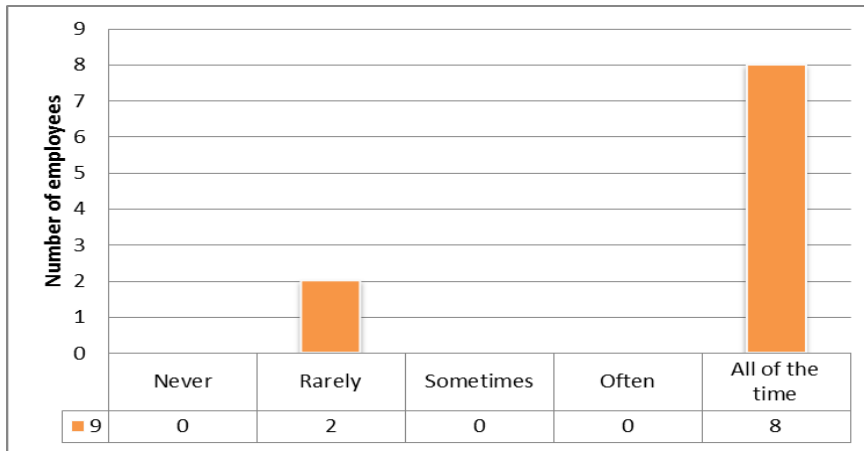


Interpretation:

According to this data, 80% of the employees always feel that they care about what they do in job.

9) My job is well within the scope of my abilities.

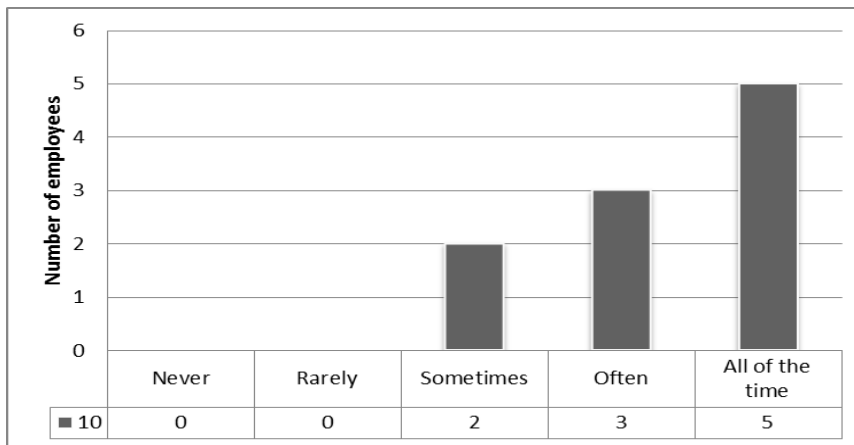




Interpretation:

According to this data, 80% of the employees always feel their job is well within the scope of their abilities.

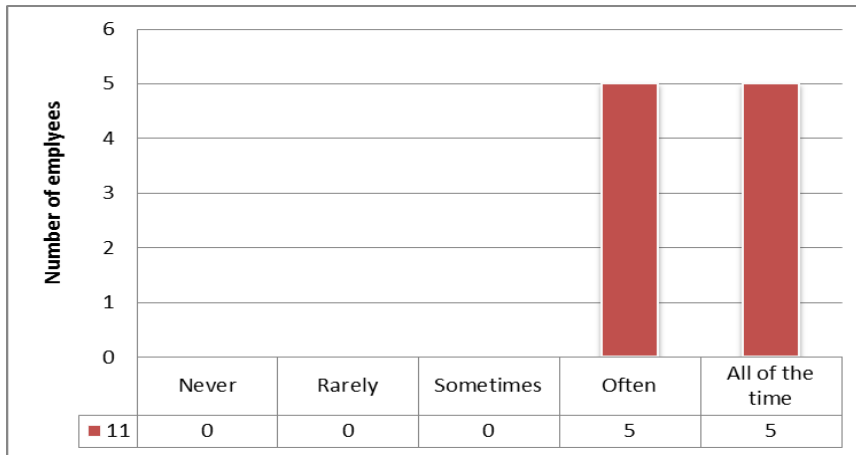
10) I have considerable opportunity for freedom in how I do my job.



Interpretation:

According to this data, 50% of the employees always feel that they have considerable opportunity for freedom in how they do their job.

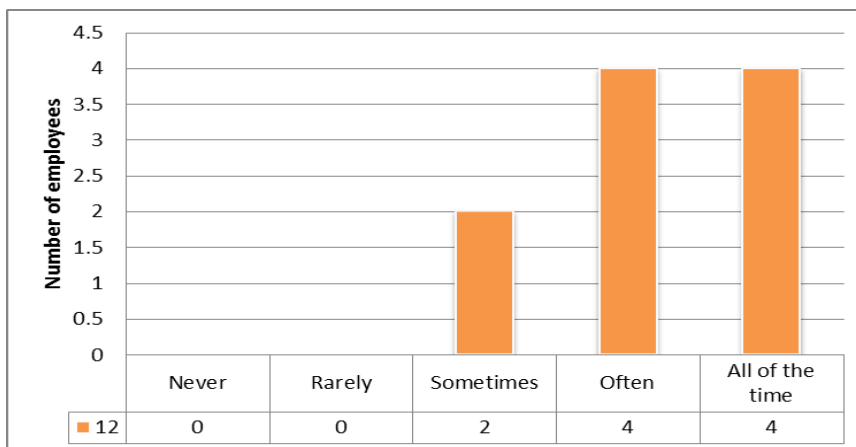
11) I have master the skills necessary for my job



Interpretation:

According to this data, 50% of the employees always while rest 50% often feel that they have master the skills necessary for their job.

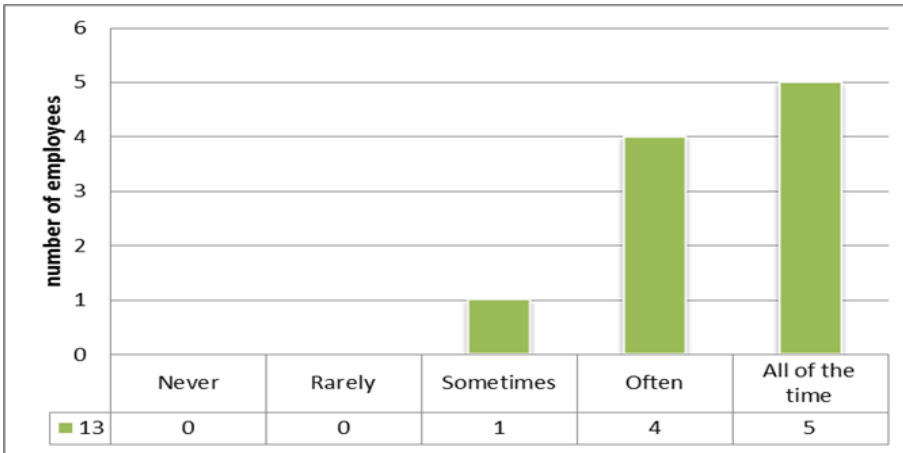
12) My opinion counts in departmental decision making



Interpretation:

According to this data, 40% of employees always and 40% of employees often feel that their opinion counts in departmental decision making.

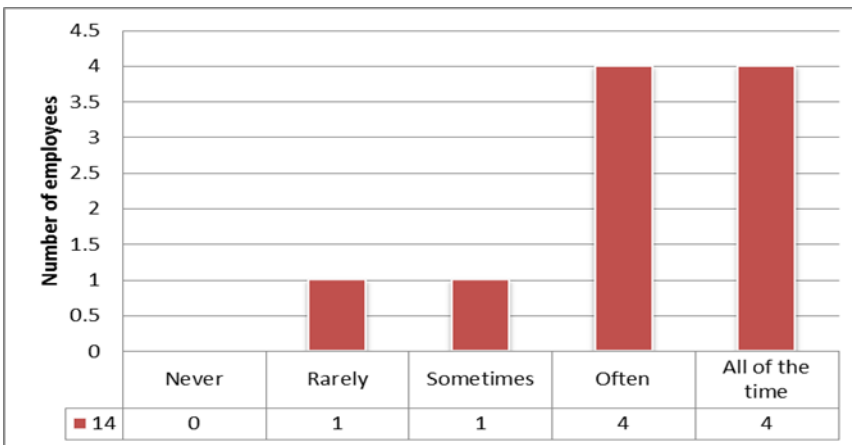
13) The work I do is meaningful to me.



Interpretation:

According to this data, 50% of the employees always feel that the work they do is meaningful to them.

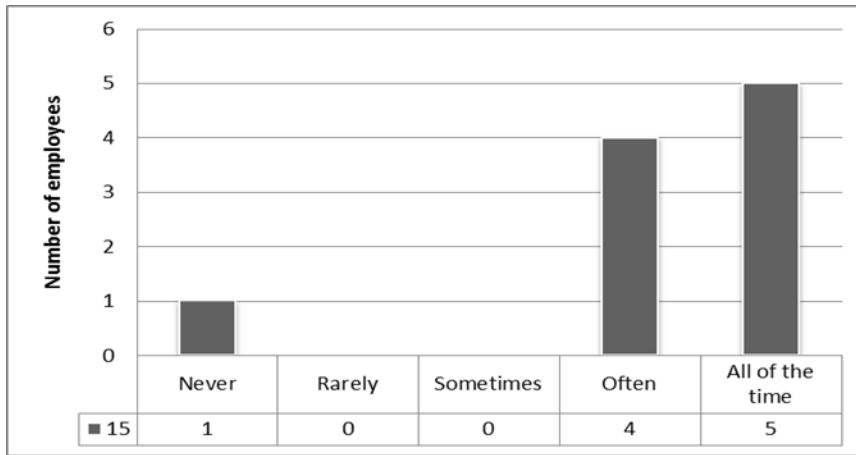
14) I have significant influence over what happens in my department.



Interpretation:

According to this data, 40% of the employees always while 40% of employees often feel that they have significant influence over what happen in their department.

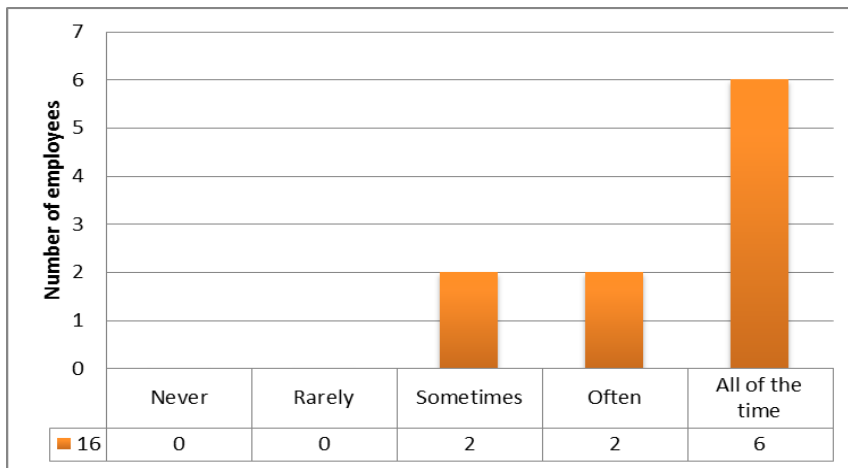
15) I am self-assured about my capabilities to perform my work activities.



Interpretation:

According to this data, 50% of the employees always feel that they are self-assured about their capabilities to perform their work activities.

16) I have chance to use my personal initiative in carrying out my own job.

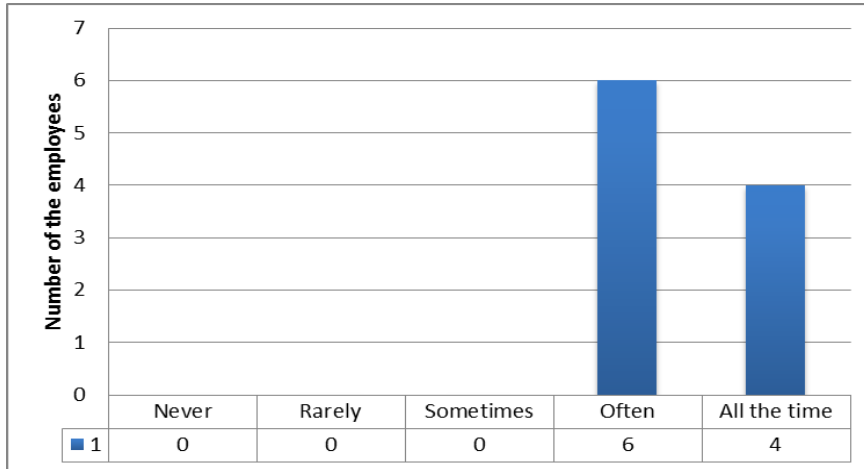


Interpretation:

According to this data, 60% of the employees feel that they have chance to use their personal initiative in carrying out their own job.

❖ Below are the statements about your feelings and thoughts while working in this organisation.

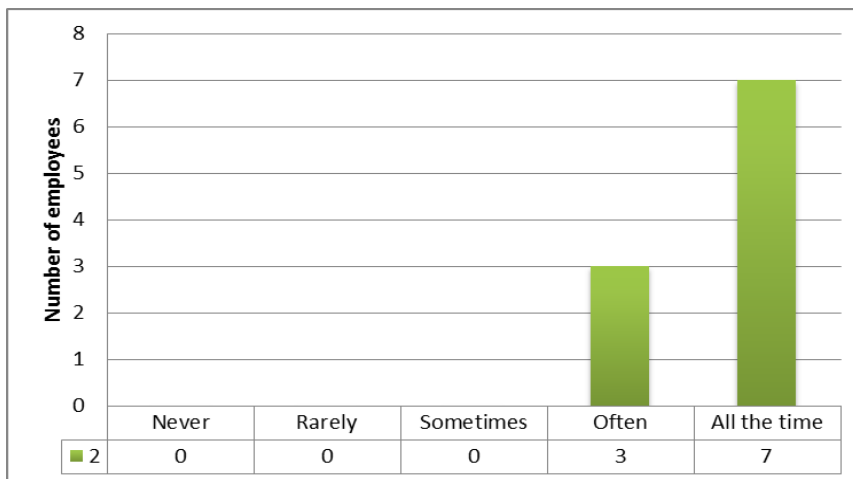
1) I have been feeling optimistic about my future in the company.



Interpretation:

According to this data, 60% of employees often feel optimistic about their future in the company.

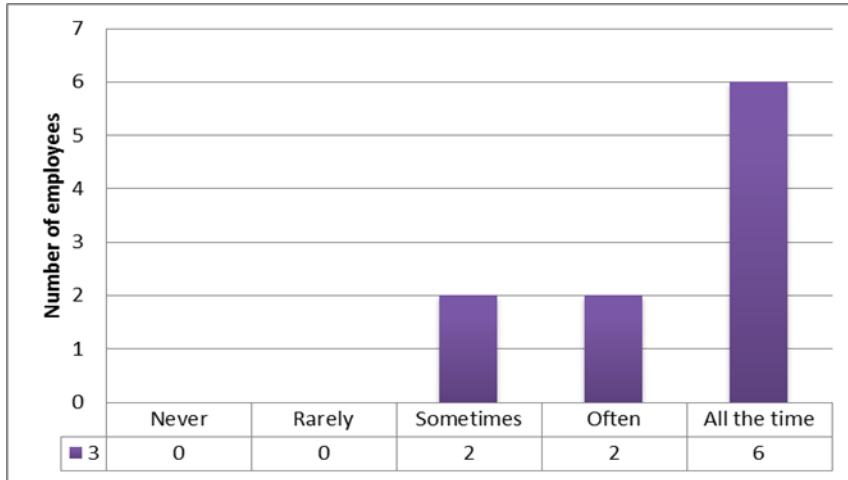
2) I have been feeling useful for the company.



Interpretation:

According to this data, 70% of employees always feel useful in the company.

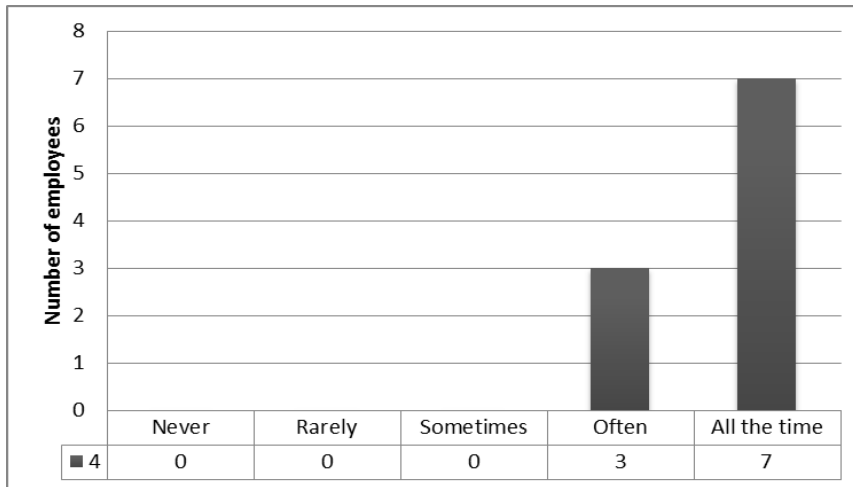
3) I have been feeling mentally relaxed while working in the company.



Interpretation:

According to this data, 60% of employees always feel mentally relaxed while working in the company.

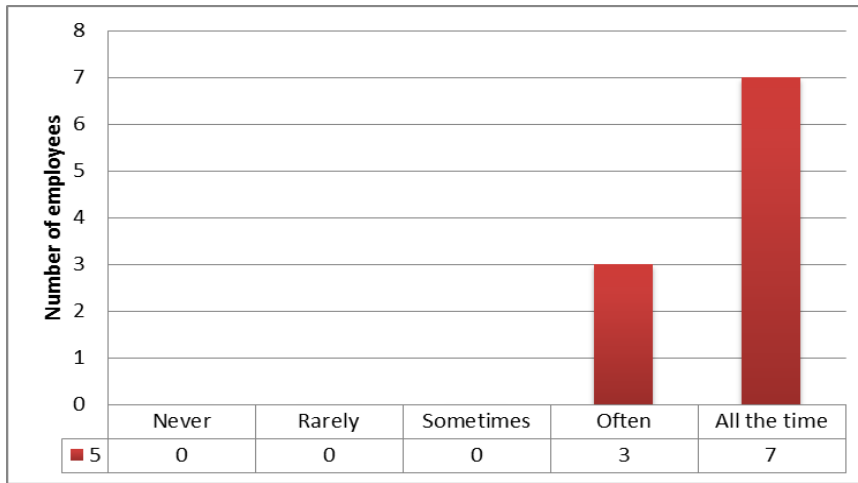
4) I am clear with organizational goals as well as my own goals.



Interpretation:

According to this data, 70% of employees are always clear with organizational goals as well as their own goals.

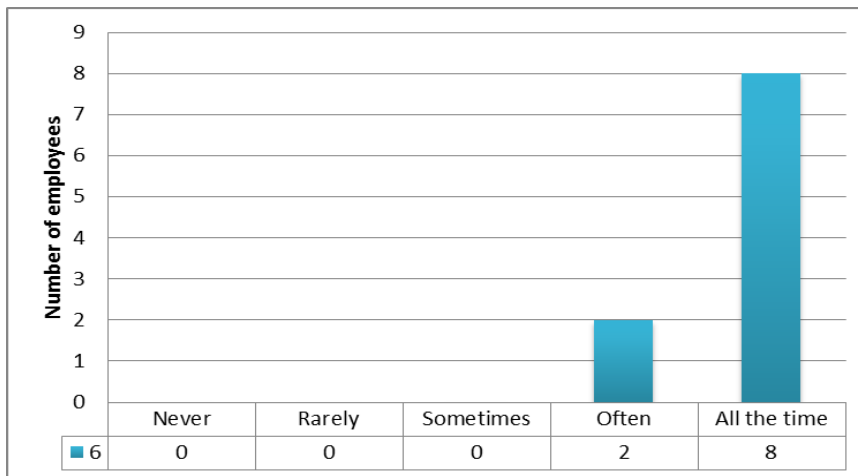
5) I am thinking clearly on my work for the betterment.



Interpretation:

According to this data, 70% of employees are always thinking clearly on their work for betterment.

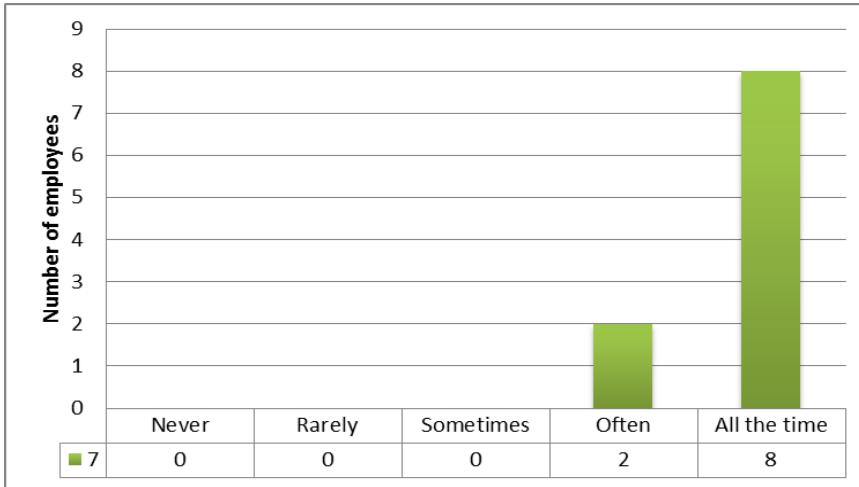
6) I am feeling close to people and involved in the company.



Interpretation:

According to this data, 80% of the employees always feel close to people and involved in the company.

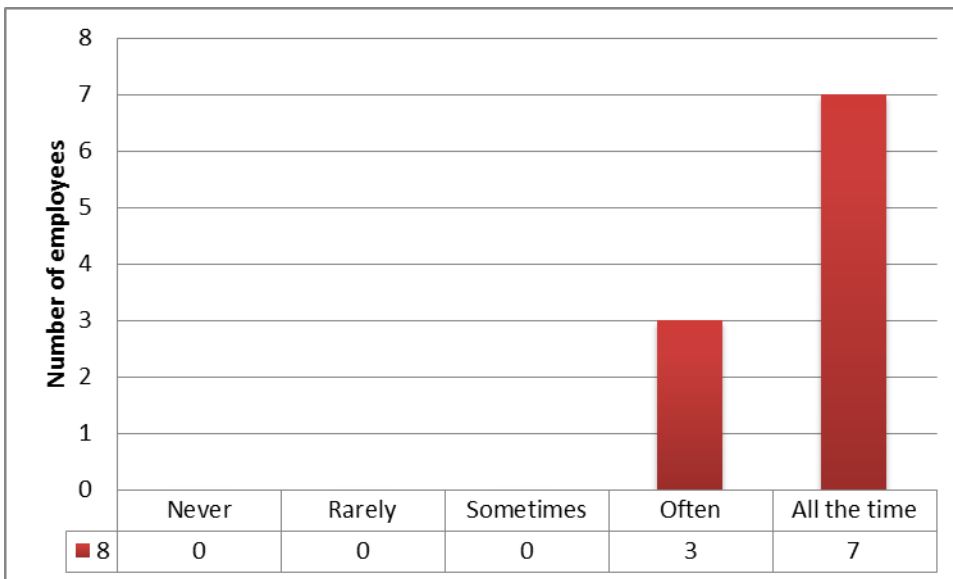
7) I am aware about my task in the company.



Interpretation:

According to this data, 80% of the employees always aware about their task in the company.

8) I am feeling secure about my job in the company.

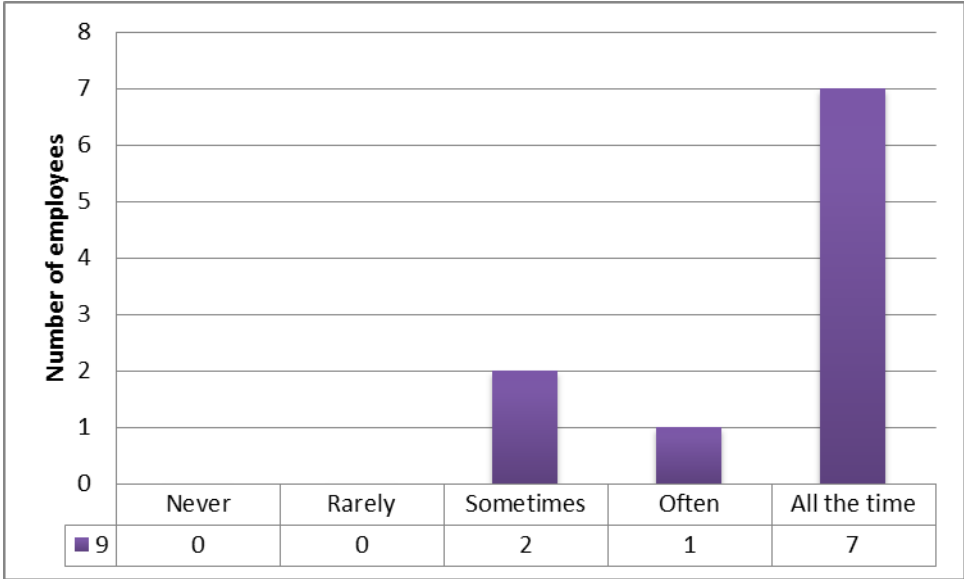


Interpretation:



According to this data, 70% of the employees are feeling secure about their job in the company.

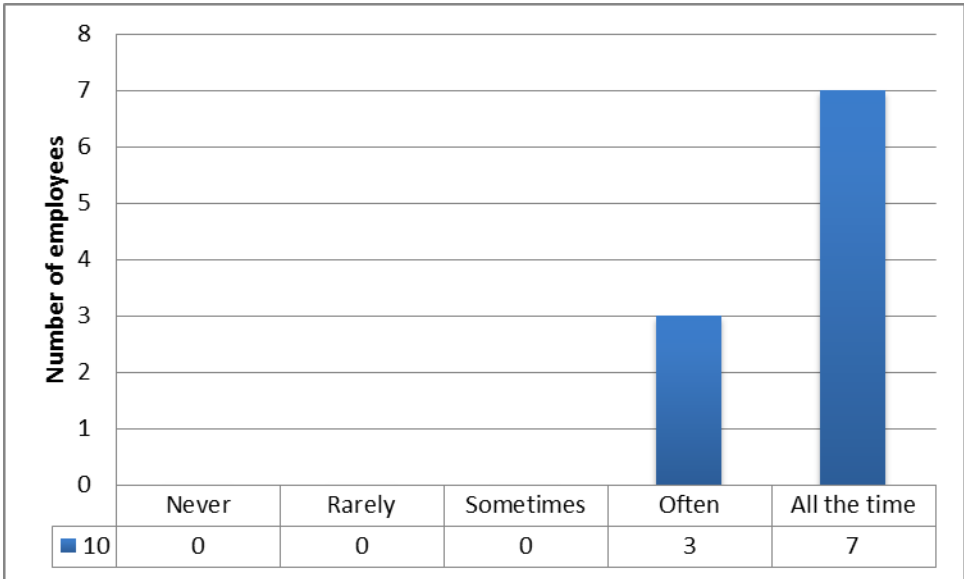
9) I can see myself on higher position in next few years.



Interpretation:

According to this data, 70% of the employees always see themselves on higher position in next few years.

10) I have been dealing with problems in my job well on my own.



Interpretation:

According to this data, 70% of the employees always have been dealing with their problems in their job on their own.

### **Findings:**

- The company is very old and the working style is quite traditional with a strict environment.
- Though the environment is strict, most of the employees are optimistic and happy about their jobs.
- Due to the strict and traditional culture, employees do not get much exposure to learn new skills or to explore new work.
- This may lead to disturbance on mental health and may effect on the smooth working of company.
- The staffs are very old and experienced in the higher management.
- This may lead that they refuse to adopt new technology and change in traditional working.
- This can affect they young generation employees while working and can make them disinterested in the work.
- Also the interior and physical environment is not very motivating to the employees and this can create disturbance for working.
- Also due to traditional culture they do everything in paper works which can be hectic and time consuming.

**Suggestion:**

- The company should look forward to digitalisation of work that tend to have less paper work and also less time consuming.
- Company should arrange motivational lectures, seminars for the employees.
- Company should try to increase pay scale or other monetary benefits to the employees.
- The company should make performance appraisal of the employees.
- Company should try monetary and non-monetary rewards for the employees to motivate them.

### **Conclusion:**

Empowerment has gained recognition and acceptance among nurses both in the nursing leader and staff role. In this study, leader empowering behaviours is significantly related to psychological empowerment. Young staff nurses perceived the behaviours of their leaders as highly empowering, enabling them to feel highly empowered. Nursing leaders play a substantial part in creating positive work environments influencing how staff nurses respond to their work. When nurse managers give staff nurses the opportunity to take more responsibility, provide access to relevant information to get their job done, delegate tasks, develop their skills to enhance staff performance, and when decision making is shared in the hands of those who practice at the bedside, positive outcome among staff is likely realized.

### **References:**

- Perkins, D. D., & Zimmerman, M. A. (1995). Empowerment theory, research, and application. *American journal of community psychology*, 23(5), 569-579.
- [..\..\Downloads\15056-60031-2-PB.pdf](#)
- Zimmerman, M. A. (1995). Psychological empowerment: Issues and illustrations. *American journal of community psychology*, 23(5), 581-599.
- <https://www.dsij.in/dsijarticledetail/why-kirloskar-pneumatic-shares-hit-lower-circuit-today-19779>
- <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3062016/>
- [https://www.google.com/url?q=https://thumbs.dreamstime.com/b/mental-illness-consequences-negative-85617191.jpg&usg=AOvVaw2AH8YdH1G\\_cTeyNkjZbaRl](https://www.google.com/url?q=https://thumbs.dreamstime.com/b/mental-illness-consequences-negative-85617191.jpg&usg=AOvVaw2AH8YdH1G_cTeyNkjZbaRl)

- <https://positivepsychology.com/what-is-mental-wellbeing/>

**Annexure:**

**Questionnaire:**

**Scale**

Name: Samarth A. Ambekar

Topic: Behavioural Empowerment and Mental Wellbeing

- Behavioural Empowerment:

Empowering behaviours can be defined as a facilitative process where employees perceive their leaders to allow self-control, self-regulation, self-management and self-leadership of

employees. Behavioural empowerment is positively related to psychological empowerment.

- **Psychological Empowerment:**

Psychological Empowerment is a process of enhancing employee's feelings of self-efficiency by identifying conditions within the workplace that foster feelings of having less power and removing them by formal or informal system.

- **Mental wellbeing:**

Mental wellbeing is a state of well-being in which every individual realizes his or her own potential can cope with the normal stresses of life, can work productively and efficiently to company.

## **Questionnaire:**

### **Section A:**

#### **CHARACTERISTICS OF THE PARTICIPANT**

**1) Name:**

**2) Name of the company:**

**3) Gender:**

- a) Male
- b) Female
- c) Other

**4) Age:**

- a) 21-25
- b) 26-30
- c) 31-35
- d) 36-40
- e) 41-45



f) 45 above

**5) Years of service in the organization:**

- a) Less than one year
- b) 2-5
- c) 6-10
- d) 11-20
- e) More than 20

**6) Qualification values:**

- a) Grade 11 and lower
- b) 12<sup>th</sup>
- c) Diploma/ occupational certification
- d) Graduation
- e) Post-graduation
- f) Other \_\_\_\_\_

**7) Job description:**

**8) Type of contract:**

- a) Permanent
- b) Temporary
- c) Fixed term contract
- d) Other \_\_\_\_\_

**9) Department:**

\_\_\_\_\_

**Section B:**

1. Below are the statements about your feelings and thoughts **about management** while working in this organisation.

Please tick the box that describes your experience of each over the working period.

SR.N O	STATEMENTS	NEVER	RAREL Y	SOMETI MES	OFTEN	ALL OF THE TIME
1	My leader gives me authority I need to make decisions that improve our work process and procedure.					
2	My management gives me authority to make changes necessary to improve things.					
3	My management delegates authority to make changes necessary to improve things.					
4	My management holds me accountable for the work I am assigned.					
5	My management holds people in department accountable for customer satisfaction.					
6	My management tries to help me arrive at my own solutions when problem arise.					
7	My management relies on me to make my own decisions about issues that affect how work gets done.					

8	My management encourages me to develop my own solutions to problems that I face in my work.					
9	My management shares information I need to ensure high quality results in my work.					
10	My management provides me all the information I need to fulfil Customer needs/ expectations.					
11	My management explains his actions and decisions to my work group.					
12	My management explains organisational goals to my work group from time to time.					
13	My management encourages me to use systematic problems solving techniques.					
14	My management provides me with opportunities to develop my skills and knowledge.					
15	My management ensures that continuous learning and skills development are priorities in the department.					
16	My management is willing to take risk of my mistakes on my part if, over the long run, I will learn and develop as a result of the experience.					
17	I am encouraged to try out new					

	ideas even if there is a chance that they might not succeed.					
18	My management focuses on corrective action rather than placing blame when I make a mistake.					

2. Below are the statements about your feelings and thoughts **about yourself** while working in this organisation.

Please tick the box that describes how much you agree upon each statement over the working period.

- **1: TOTALLY DISAGREE**
- **2: DISAGREE**
- **3: AVERAGE**
- **4: AGREE**
- **5: TOTALLY AGREE**

SR. NO	STATEMENT	1	2	3	4	5
1	I am confident about my ability to do my job.					
2	The work I do is important to me.					
3	I have significance autonomy in determining how I do my job.					
4	My impact on what happens in my department is large.					
5	My job activities are personally meaningful to me.					
6	I have a great deal of control over					

	what happens in my department					
7	I can decide on my own how to go about doing my own work.					
8	I really care about what I do in my job.					
9	My job is well within the scope of my abilities.					
10	I have considerable opportunity for freedom in how I do my job.					
11	I have mastered the skills necessary for my job.					
12	My opinion counts in departmental decision making.					
13	The work I do is meaningful to me.					
14	I have significant influence over what happens in my department.					
15	I am self-assured about my capabilities to perform my work activities.					
16	I have chance to use my personal initiative in carrying out my own job.					

3. Below are the statements about your feelings and thoughts while working in this organisation.

Please tick the box that describes your experience of each over the working period.

SR.NO	STATEMENT	ALWAYS	OFTEN	SOMETIMES	RARELY	NEVER
1	I have been feeling optimistic					

	about my future in the company.					
2	I have been feeling useful for the company.					
3	I have been feeling mentally relaxed while working in the company.					
4	I have been dealing with problems in my job well on my own.					
5	I am clear with organizational goals as well as my own goals.					
6	I am thinking clearly on my work for the betterment.					
7	I am feeling close to people and involved in the company.					
8	I am aware about my task in the company.					
9	I am feeling secure about my job in the company.					
10	I can see myself on higher position in next few years.					