

**INFLUENCE OF EMPLOYEE ENGAGEMENT ON
JOB SATISFACTION AT PHARMACEUTICAL
CORPORATION (IM) KERALA LTD**

By

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(2022-31-006)



**College of Co-operation, Banking & Management
Vellanikkara, Thrissur – 680656
2024**

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MAJOR PROJECT REPORT

Submitted in partial fulfilment of the requirement for the degree of

MBA (AGRIBUSINESS MANAGEMENT)

Faculty of Agriculture



KERALA AGRICULTURAL UNIVERSITY

College of Co-operation, Banking & Management

Vellanikkara, Thrissur – 680656

2024

DECLARATION

DECLARATION

I, hereby declare that this project report entitled “**INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AT PHARMACEUTICAL CORPORATION (IM) KERALA LTD**” is a bonafide record of research 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 another similar title, of any other University or Society.

Place: Vellanikkara

Date : 26/10/2024



Abishek Krishnan

(2022-31-006)

CERTIFICATE

CERTIFICATE

Certified that this project report entitled “**INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AT PHARMACEUTICAL CORPORATION (IM) KERALA LTD**” is a record of project work done by Mr. ABISHEK KRISHNAN, under my guidance and supervision and that it has not previously formed the basis for the award of any degree, fellowship or associateship to him.



Dr. Antony Kolenchery

Guest Faculty MBA (ABM)

College of Cooperation Banking and Management

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Place: Vellanikkara

Date : 26/10/2024

**The Pharmaceutical Corporation
(Indian Medicines) Kerala Ltd.**

(A Government of Kerala Undertaking)
Kuttanallur P.O., Thrissur
Kerala - 680 014



**ദി ഫാർമസ്യൂട്ടിക്കൽ കോർപ്പറേഷൻ
(ഇന്ത്യൻ മെഡിസിൻസ്) കേരള ലിമിറ്റഡ്**

(ഒരു കേരള സർക്കാർ സ്ഥാപനം)
കുട്ടനെല്ലൂർ പി.ഒ., തൃശ്ശൂർ
കേരളം - 680 014

E4-41/2020

18.11.2024

CERTIFICATE

This is to certify that **Abishek Krishnan (Enrollment No.2022-31-006)**, MBA student of College of Co-operation, Banking & Management, Kerala Agricultural University, Vellanikkara, KAU P.O., Thrissur - 680656 has completed a Project titled **“Influence of Employee engagement on job satisfaction at Pharmaceutical Corporation (IM) Kerala Ltd”** in The Pharmaceutical Corporation (IM) Kerala Limited, Kuttanellur, Thrissur, from 08th July 2024 to 04th September 2024.

His character and conduct during the period has been found to be good.


General Manager

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

I am thankful to the Almighty for providing me with the strength to complete my project and for supporting my efforts, which frequently fluctuated. The Project would not have been in its current state without the timely counsel, direction, assistance, and prayers of a large number of well-wishers. I dedicate my advent resolution to them, who have stayed with me as a constant source of inspiration.

I would like to record my gratitude to my guide, **Dr. Antony Kolenchery**, for his continuous support, motivation, patience, enthusiasm and immense knowledge, advice and guidance in every stage of this work, even in the midst of his busy schedules.

I am grateful to **Dr. Ushadevi K. N.**, Dean of the College of Cooperation, Banking and Management, and **Prof. (Dr.) E. G. Ranjit Kumar**, Director of the MBA (ABM), for their invaluable assistance in making this initiative a success.

I owe my deepest and sincere gratitude to the management for allowing me to do my project in their organization by extending their invaluable assistance throughout the study.

I am thankful to the external examiner and the panel members who evaluated my project and gave valuable suggestions and corrections.

I convey my sincere gratitude to the librarian and other library staff at the College of Co-operation, Banking & Management for all the aid given during the study.

I wish to convey my gratitude to all of my friends, especially to our senior peers, for their affection over the entire study. In addition, I would like to extend my gratitude to everyone who contributed to the effective completion of this report and my regret that I was unable to thank each individual individually.

Last but not least, I am grateful to my parents for their constant love, concern, prayers, and sacrifices made in order to raise me and get ready for the future!

Abishek Krishnan
(2022-31-006)

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CHAPTER -I

DESIGN OF THE STUDY

CHAPTER I

DESIGN OF THE STUDY

1.1. Introduction

Employee engagement is a critical factor influencing organizational success, encompassing the emotional commitment and dedication employee exhibit toward their workplace. Levels of employee engagement significantly impact job satisfaction, as engaged employees are more likely to feel fulfilled, motivated, and loyal to their organization. High engagement levels often correlate with positive workplace outcomes, such as increased productivity, reduced turnover, and enhanced morale. Conversely, low engagement can lead to job dissatisfaction, higher absenteeism, and a decline in overall performance. Understanding the relationship between employee engagement and job satisfaction is crucial for several reasons such as leading to a more motivated and productive workforce, higher levels of engagement are often associated with reduced turnover and absenteeism, saving costs related to recruitment and training, engaged and satisfied employees are likely to provide better customer service, lastly, can create a positive work environment and sustain long-term success.

1.2. Statement of the problem

Employee engagement is recognized as a vital determinant of organizational success, particularly in dynamic industries like pharmaceuticals. Employee engagement refers to the emotional and psychological commitment an employee has toward their organization, influencing their willingness to contribute to its goals and success.

This study aimed to examine the various levels of employee engagement at Pharmaceutical Corporation (IM) Kerala Limited and analyze how these levels influence job satisfaction among the employees. The study helped to understand the importance of employee engagement and job satisfaction in Pharmaceutical Corporation (IM) Kerala Limited so that they can prepare new strategies to increase the employee engagement and thereby increase the efficiency of organization.

1.3. Objectives of the study

- a) To examine the employee engagement at Pharmaceutical Corporation (IM) Kerala Ltd.
- b) To study the influence of employee engagement on job satisfaction at Pharmaceutical Corporation (IM) Kerala Ltd.

1.4. Data source & methodology

a) Type of study

The study was descriptive in nature.

b) Data source

The study was conducted using both the primary data and secondary data.

c) Sampling design

i. Selection of organization:

Oushadhi Corporate Office, Pharmaceutical Corporation (IM) Kerala Limited was purposively selected as the organization for conduct of the study.

ii. Selection of location:

Oushadhi Corporate Office, Pharmaceutical Corporation (IM) Kerala Limited, Kuttanellur, Thrissur.

iii. Selection of respondents:

The respondent employees have been selected using convenience sampling method to collect required information. The population is of 1000 employees and the study was used a sample size of 100 employees.

1.5. Method of data collection

Primary data was collected using the questionnaire. On five points Likert scale. The responses were categorized as Strongly agree, Agree, Neutral, Disagree, and Strongly disagree and scores of 5,4,3,2 and 1.

1.6. Variables selected for the study

The variables for employee engagement were selected using Gallup Q12 model. It is a framework developed by Gallup in the year 1996 to measure employee engagement within an organization. The model consists of 12 key elements that correlate with high level of employee engagement and productivity. Based on Gallup Q12 model, the variables was selected as independent variables for employee engagement.

❖ Gallup Q12 Model- Employee engagement

1. Clarity of expectation about the job
2. Availability of resources
3. Alignment of tasks with individual strengths
4. Recognition and praise
5. Perceived care and support from supervisors
6. Support for personal and professional growth
7. Value of employee input and feedback
8. Connection to company's mission or purpose
9. Commitment to quality and team connection
10. Social relationships and camaraderie
11. Feedback and discussion about personal progress
12. Opportunities for learning and development

❖ Dependent variable

1. Job satisfaction based on company policies at Oushadhi
2. Job satisfaction based on safety and infrastructure at Oushadhi
3. Job satisfaction based on quality of work life management at Oushadhi
4. Job satisfaction based on recognition and reward at Oushadhi

1.7. Period of survey

The study was conducted on June 2024.

1.8. Statistical tools

The collected data was analyzed using statistical tools such as percentage analysis, index method, chi- square and regression.

a) Percentage analysis

Percentage analysis was used to know the distribution pattern of the respondents. It was used for standardization of sample by calculating the number of individuals that would be under the given category. Percentage analysis was mainly used to create contingency table from the frequency distribution and illustrate data for better understanding.

$$\text{Percentage} = \frac{\text{Number of respondents} \times 100}{\text{Total number of respondents}}$$

b) Index method

An index was constructed to analyse the rating given by the respondents for different Likert scale statement on a 5-point scale. Total score for each statement were calculated. The algebraic summation of scores assigned to each statements represented the total attitude score of individuals. It helped to make a comparative evaluation of responses of different statements and find out to which attribute the respondents was analysed on the basis of selected parameters. These parameters included statements which were graded in a point of 5-point Likert scale. From the total score of each statement, index of each statement was calculated by using the formula,

$$\text{Index} = (\text{Score} / (\text{No of questions} * \text{Maximum score})) * 100$$

$$\text{Composite Index} = (\text{Total Score} / (\text{No of respondents} * \text{No of questions} * \text{Maximum score})) * 100$$

c) Chi square

The Chi-square test is a statistical method used to determine if there is a significant relationship between two categorical variables. In the context of studying the influence of employee engagement on job satisfaction, the Chi-square test can be employed to assess whether the level of employee engagement is related to the degree of job satisfaction. By analyzing the observed frequencies of these variables in a contingency table, the test helps to evaluate whether the distribution of one variable (employee engagement) is independent of the other variable (job satisfaction), or if there is a significant association between them. In this study, the Chi-square test is used to test the null hypothesis that employee engagement and job satisfaction are independent of each other. A significant result would indicate that there is a relationship between the two variables, suggesting that changes in employee engagement are associated with changes in job satisfaction.

d) Regression

Regression analysis is a statistical technique used to examine the relationship between one or more independent variables and a dependent variable. In the context of studying the influence of employee engagement on job satisfaction at Pharmaceutical Corporation (IM) Kerala Ltd., regression analysis was applied to determine how employee engagement (independent variable) affects job satisfaction (dependent variable). The key objective to understand the extent of the relationship whether higher employee engagement leads to higher job satisfaction and how strongly these variables are connected was analysed using regression. The regression analysis in this study serves to quantify and validate the influence of employee engagement on job satisfaction, providing insights into how closely these two factors are related to each other.

1.9. Evaluation scale

To identify the employee engagement and its influence on the job satisfaction at Oushadhi, Likert scale was adopted.

The statements selected were under employee engagement (Gallup Q12 model) and job satisfaction were given as questionnaire to the employees of Oushadhi from different departments and different levels in a proportionate manner and were asked to express their agreement and disagreement towards each of the statements on a five point Likert scale. The five categories of responses were ‘strongly agree’, ‘agree’, ‘neutral’, ‘disagree’ and ‘strongly disagree’ with corresponding scores of 5,4,3,2 and 1. And later the employee engagement and job satisfaction was evaluated using the following evaluation scale.

Index	Level of engagement
1-20	Very low engaged
21-40	Low engaged
41-60	Moderately engaged
61-80	Highly engaged
81-100	Very highly engaged

Index	Level of satisfaction
1-20	Highly dissatisfied
21-40	Dissatisfied
41-60	Moderately satisfied
61-80	Highly satisfied
81-100	Very highly satisfied

1.10. Operational definition

a) Employee

Employee in the study referred to the workers who were working in the Pharmaceutical Corporation (IM) Kerala Limited.

b) Employee engagement

Employee engagement referred to the commitment an employee had towards the Pharmaceutical Corporation (IM) Kerala Limited, which influenced their willingness to contribute to its goals and success.

c) Job satisfaction

Job satisfaction referred to the level of contentment employees felt about their work, which affected their performance and overall well-being of the Pharmaceutical Corporation (IM) Kerala Limited.

1.11. Scope of the study

The study was confined to the Pharmaceutical Corporation (IM) Kerala Limited. By the research it seeks to provide actionable insights to enhance employee engagement and job satisfaction such as employee well-being, retention, and productivity within the organization.

1.12. Limitations of the study

- The study has been confined to The Pharmaceutical Corporation (IM) Kerala Limited, the results thereby cannot be generalized.
- Study was based on employee's responses, there can be chances for bias.

1.13. Chapterisation

Chapter I: Design of the study

Chapter II: Review of literature

Chapter III: Employee engagement and job satisfaction using Gallup Q12 model- A theoretical frameworks

Chapter IV: The Pharmaceutical Corporation (IM) Kerala Limited (Oushadhi)- Company profile

Chapter V: Influence of employee engagement on job satisfaction at Pharmaceutical Corporation (IM) Kerala Ltd

Chapter VI: Summary of findings, conclusion and suggestions.

CHAPTER -II

REVIEW OF LITERATURE

CHAPTER II

REVIEW OF LITERATURE

2.1. Introduction

A literature review is a thorough summary and critical examination of existing research and publications related to a particular topic or research question. Its main goal is to clarify the current state of knowledge, pinpoint gaps or inconsistencies in the literature, and place the research within the wider academic context. This process is essential as it enables researchers to build on existing work, avoid repetition, refine their research questions, and justify the importance of their study. Moreover, a well-executed literature review enhances the researcher's credibility by showcasing their understanding of relevant scholarship and their ability to critically assess and synthesize information.

Rustan Ali, Bakhtiar Tijjang, Megawati Beddu and Arfandi Dinsar (2022) conducted a study to examine the impact of employee engagement, organizational culture, and employee satisfaction individually on employee performance at PT Pelabuhan Indonesia IV (Persero) Parepare Branch, as well as their combined effect on employee performance. The findings revealed that employee engagement significantly influenced employee performance, whereas organizational culture and employee satisfaction, when considered separately, did not have a significant effect on performance. However, when analyzed together, employee engagement, organizational culture, and employee satisfaction had a positive effect on employee performance.

Unggul Sentanu Noercahyo, Mohammad Syamsul Maarif and I Made Sumertajaya (2021) conducted an analysis on the topic "The Role of Employee Engagement on Job Satisfaction and Its Effect on Organizational Performance" aimed to investigate the impact of employee engagement—viewed through job engagement and organizational engagement—on job satisfaction and, subsequently, on organizational performance. Conducted within a multinational chemical manufacturing company in Tangerang and Cilegon, the research found that job engagement positively and

significantly affects job satisfaction but has no notable impact on organizational performance. Similarly, organizational engagement significantly enhances job satisfaction without significantly affecting organizational performance. Additionally, the study determined that job satisfaction positively and significantly influences organizational performance.

Alice Reissova and Marek Papay (2021) aimed to assess the level of employee engagement in a high-stress work environment and to investigate the relationships between employee engagement, job satisfaction, and potential turnover. A survey conducted with a sample of 257 call center operators confirmed that employee engagement positively influences job satisfaction while simultaneously reducing the likelihood of turnover.

Bayad Jamal Ali and Govand Anwar (2021) conducted a study titled "Work Engagement: How Does Employee Work Engagement Influence Employee Satisfaction," aimed to examine how various factors—such as equal opportunities, personal influence, career nature, development opportunities, employee recognition, work challenges, supervisor behavior, ethics and integrity, and job empowerment—affect job satisfaction in private companies in Erbil. Using a quantitative approach, the researchers investigated the link between work engagement and job satisfaction with a sample of just 108 participants. The study underscored the importance of workplace challenges in motivating employees to engage more deeply with their organizations. Employee engagement was defined as a positive attitude toward one's work and the degree of commitment to the company. However, the small sample size, limited to employees from private companies in Kurdistan, restricts the study's findings.

Dinda Mauliddya (2021) conducted a study on "The Effect of Employee Engagement on Job Satisfaction through Affective Commitment" at PT Ultra Medika Surabaya. This quantitative research utilized a saturated sampling technique, with a sample of 30 employees. The statistical analysis revealed that both employee

engagement and affective commitment have a significant positive impact on job satisfaction. Additionally, the study found that employee engagement significantly and positively influences affective commitment.

Delina (2020) conducted an analysis on the interrelationships between employee engagement, employee engagement initiatives, and job satisfaction. This study explored the connections between employee engagement, engagement initiatives, and job satisfaction among IT professionals in South India. It assessed engagement levels across the dimensions of vigor, dedication, and absorption, using the UWES scale, while also examining variations in engagement based on demographic factors. Additionally, the study analyzed how satisfaction with employee engagement initiatives affects both engagement and job satisfaction. Highlighting various engagement efforts within IT companies, the research evaluated participants' satisfaction with these initiatives. The findings concluded that employees who are content with their organization's engagement initiatives tend to show higher engagement levels, which subsequently boosts their job satisfaction

Djoemadi Faizal R, Setiawan Margono, Noermijati and Irawanto Dodi W (2019) investigated the impact of job satisfaction on employee engagement through a quantitative approach, focusing on employees across various management levels within telecommunications network providers. A sample of 100 participants was chosen using a multistage random sampling method. The results indicated that job satisfaction significantly boosts employee engagement in the telecommunications sector. Among factors contributing to engagement, work conditions had the strongest influence, followed by workplace relationships and opportunities for advancement. Key aspects of work conditions, such as job security, comfort, stress, working hours, and management policies, were highlighted as essential to fostering engagement. The study concluded that in Indonesia's telecommunications industry, employee engagement is mainly driven by satisfaction with working conditions, interpersonal relationships, and promotional opportunities

Zainal Arifin, Nazief Nirwanto and Abdul Manan (2019) conducted a study titled "Enhancing the Impact of Job Satisfaction on Job Performance through Employee Engagement," sought to assess how employee engagement strengthens the link between job satisfaction and job performance. Employing a quantitative causal approach and survey methodology, the research collected data from 138 employees working in mining companies in Kalimantan, many of which struggled to meet production targets. Results showed that the absorption dimension of engagement fully mediated the relationship between job satisfaction and job performance. The study recommended that management actively engage employees in developing job satisfaction strategies, focus on employee well-being, make careful staffing decisions, and offer training to improve engagement levels. This research is the first to explore employee engagement as a mediator between job satisfaction and job performance.

Kristina J. Calecas (2019) conducted a secondary data analysis to investigate the relationship between job satisfaction, employee engagement, and turnover intention within federal employment, using data from the Federal Employee Viewpoint Survey. Focusing on U.S. Federal Government employees, the research drew on Herzberg's motivation-hygiene theory and Adams's equity theory as theoretical foundations. The analysis identified a statistically significant link among job satisfaction, employee engagement, and turnover intention.

Pooja Singh and Nitin Sharma (2019) conducted a study on "The Impact of Employee Engagement on Job Satisfaction: An Emerging Trend." This research aimed to analyze the benefits of employee engagement for organizational growth, development, and success. The paper examined the various dimensions of employee engagement benefits and provided a reference for both conceptual and practical work in this area. The main objective was to analyze and interpret the impact of employee engagement on organizational performance, particularly within the context of the Indian market.

Rebecca L. Jones (2018) explored the relationship between employee engagement, job satisfaction, and organizational commitment, using Emerson's social exchange theory and Bakker and Demerouti's job demands-resource theory as its foundation. The research included 82 participants from the Northeast Chapter of the New York State Society of CPAs in Albany County, New York, selected through nonrandom purposive sampling. Results indicated significant associations between employee engagement and job satisfaction, as well as between employee engagement and organizational commitment. A strong relationship was also observed between job satisfaction and organizational commitment.

Courtney Lynn Barden (2018) conducted a study titled "The Correlation Between Employee Engagement and Job Satisfaction in the Social Security Administration." The research aimed to explore the relationship between job satisfaction and employee engagement among employees at the Social Security Administration (SSA). The study utilized data from the Federal Employee Viewpoint Survey (FEVS), which measures employees' perceptions of their agencies. This quantitative correlational research sought to determine the link between employee engagement and job satisfaction. The study's findings indicated a positive correlation between job satisfaction and employee engagement, providing insights that leaders can use in recruitment, training, and development processes.

Michelle Ang and Joy Rabo (2018) examined the relationship between employee engagement and job satisfaction at Company A. Using a survey methodology, the study included a construct for employee engagement and four constructs for job satisfaction: career development, compensation and benefits, relationship with management, and work environment. Among 309 employees from Company A, Spearman's correlation analysis revealed positive relationships between employee engagement and all four job satisfaction factors, with significance at the 1% level. This finding confirms a statistically significant link between employee engagement and job satisfaction. The study also offered recommendations for Company A and proposed directions for future.

Khan Muskan and Lakshmi N (2018) conducted a study on the "Mediating Role of Employee Engagement in the Relationship Between Perceived Supervisor Support and Job Satisfaction," aimed to examine the impact of perceived supervisor support on job satisfaction, with a particular focus on the mediating role of employee engagement. Conducted among 100 faculty members from management institutions in the Delhi NCR region, the research utilized Partial Least Square-Structural Equation Modeling (PLS-SEM) and a mediation model for data analysis. Findings indicated a positive relationship between perceived supervisor support and job satisfaction. Moreover, perceived supervisor support was strongly positively associated with employee engagement, which, in turn, was significantly linked to job satisfaction. Employee engagement was confirmed to mediate the relationship between perceived supervisor support and job satisfaction.

Gaurav Jaiswal, Ravindra Pathak, and Shib Kumari (2017) conducted a study titled "The Impact of Employee Engagement on Job Satisfaction and Motivation," aimed to examine the effects of employee engagement on job satisfaction and motivation, focusing specifically on teachers from various colleges in the Gwalior region. Findings showed a significant relationship between employee engagement and job satisfaction, though no significant link was found between employee engagement and motivation. A T-test was also conducted to compare levels of engagement, satisfaction, and motivation between male and female participants. The paper discusses the implications of these findings for employee motivation, commitment, engagement, and job satisfaction.

Anton Vorina, Miro Simonic, and Maria Viasova (2017) conducted a study to explore the relationship between employee engagement and job satisfaction. The research acknowledges that people spend a significant amount of time at work, and motivation is a critical factor for job performance. Enthusiastic employees who are committed to achieving their company's goals are considered a key competitive advantage in today's world. Numerous studies have shown that the more engaged and enthusiastic employees are, the better the company's performance. The study utilized a

sample of 594 respondents employed in both the public and private sectors in Slovenia. The main objective was to determine whether and how employee engagement influences job satisfaction.

Gunasegeri Manikayasagam and Kim-Soon (2015) a study analyzed the connection between employee engagement and job satisfaction, focusing on identifying the components and dimensions of employee engagement and their impact on job satisfaction within an oleochemical company. Data analysis methods included factor analysis, reliability analysis, and multiple regression analysis. The study effectively addressed the research questions and offered recommendations for the organization based on its findings.

Sandra Penger and Matej Cerne (2014) conducted a study titled "Authentic Leadership, Employees' Job Satisfaction, and Work Engagement: A Hierarchical Linear Modelling Approach," aimed to examine how authentic leadership at the team level interacts with individual job satisfaction and work engagement. Data was gathered from 23 team supervisors and 289 team members to assess the mediating role of perceived supervisor support in these cross-level relationships. Factor analysis confirmed the validity of the measurement tools, and hierarchical linear modelling analysis demonstrated a positive relationship between authentic leadership and both employees' job satisfaction and work engagement.

Preeti Thakur (2014) conducted research on the effect of employee engagement on job satisfaction within the IT sector. The study utilized both primary and secondary data, focusing on officers and clerks in the IT industry. The findings revealed that work motivation among officers could be enhanced by increasing job authority and accountability. For clerical staff, job involvement was significantly associated with rewards and sanctions.

Susan Abraham (2012) explored the topic "Job Satisfaction as an Antecedent to Employee Engagement," conducted a descriptive analysis with 30 employees from a private insurance company in Cochin. Using a questionnaire that included a Job Satisfaction subscale and the Gallup 12 Employee Engagement survey, the research gathered data on the relationship between job satisfaction and employee engagement. Correlation analysis confirmed a connection between the two, while regression analysis identified key factors influencing moderate employee engagement levels, including job nature, recognition from superiors, team spirit, inter-departmental cooperation, competitive benefits, and fair policy administration.

CHAPTER -III

***EMPLOYEE ENGAGEMENT AND JOB
SATISFACTION USING GALLUP Q12 MODEL-A
THEORETICAL FRAMEWORK***

CHAPTER III
EMPLOYEE ENGAGEMENT AND JOB SATISFACTION USING GALLUP
Q12 MODEL-A THEORETICAL FRAMEWORK

3.1. Introduction

Employee engagement refers to the emotional commitment and involvement that employees have towards their organization and its goals. Engaged employees are enthusiastic about their work, feel a sense of belonging, and are motivated to contribute to the organization's success. This often results in higher productivity, better performance, and lower turnover rates.

Effective employee engagement strategies can involve open communication, recognition and rewards, opportunities for professional development, and fostering a positive workplace culture. Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day.

Job satisfaction refers to the extent to which employees feel content and fulfilled with their jobs. It is a complex and multifaceted concept that involves various factors influencing an individual's work experience. Job satisfaction is the level of pleasure or positive emotional state resulting from the appraisal of one's job or job experiences. It reflects how well the job provides fulfillment of one's needs, expectations, and values.

3.2. Definition of employee engagement

According to William H. Macey and Benjamin Schneider (2008), "Employee engagement is an individual's sense of purpose and focused energy, evident to others in the display of personal initiative, effort, and persistence directed toward organizational goals".

3.3. Types of employee engagement

Employee engagement consists of following types:

- Cognitive Engagement
- Emotional Engagement
- Behavioral Engagement

❖ **Cognitive engagement**

Cognitive type of engagement is crucial as it relates to how employees understand their roles and responsibilities. Employees who are cognitively engaged are more likely to think critically and innovate within their positions. This engagement can be fostered through challenging work assignments and opportunities for learning and development.

Example: Employees who are cognitively engaged are often problem-solving, coming up with new ideas, and thinking about their job even outside of work hours.

❖ **Emotional engagement**

Emotional engagement is often driven by the relationships employees have with their colleagues and supervisors, as well as their alignment with the organization's values and mission. Organizations can enhance emotional engagement by creating a positive work culture, recognizing and rewarding achievements, and ensuring employees feel valued and heard.

Example: Employees who feel proud to be part of the company and have a strong emotional connection to their team and the organization.

❖ **Behavioral engagement**

This is visible through the actions employees take at work. Engaged behaviors include going the extra mile, taking initiative, and demonstrating resilience in the face of challenges. Organizations can encourage behavioral engagement by setting clear expectations, providing the necessary tools and resources, and fostering an environment that supports risk-taking and innovation.

Example: Employees who go above and beyond their job descriptions, show initiative, and exhibit proactive in their tasks.

3.4. Definition of job satisfaction

According to Edwin A. Locke (1976) "Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". This definition emphasizes the emotional aspect of job satisfaction and highlights that it is derived from how individuals evaluate their job and their experiences within that job.

3.5. Influence of employee engagement on job satisfaction

Employee engagement and job satisfaction are two critical components of organizational success, often intertwined and mutually reinforcing. Understanding their relationship and the impact of employee engagement on job satisfaction is crucial for creating a productive, motivated, and content workforce. Employee engagement significantly impacts job satisfaction in several ways:

❖ Increased motivation and performance

Engaged employees are more motivated to perform well. Their intrinsic motivation often leads to higher job satisfaction because they derive pleasure from their accomplishments and contributions. This motivation translates into better performance, which, when recognized, further enhances job satisfaction.

❖ Positive work environment

Engagement fosters a positive work environment where employees feel valued and supported. Such an environment promotes cooperation, reduces conflicts, and enhances job satisfaction. When employees feel part of a supportive team, their overall job experience improves.

❖ Alignment with organizational goals

Engaged employees are more likely to understand and align with the organization's goals and values. This alignment creates a sense of purpose and meaning in their work, leading to greater job satisfaction. When employees see the impact of their contributions towards the organization's success, their satisfaction levels increase.

❖ **Enhanced personal development**

Organizations that promote engagement often provide opportunities for personal and professional growth. Training, career development programs, and challenging work assignments contribute to employees' skill enhancement and job satisfaction. When employees see a clear path for advancement, they are more satisfied with their current roles.

❖ **Emotional well-being**

Engaged employees generally experience better emotional well-being. Their positive emotional state contributes to a higher level of job satisfaction. Employees who feel good about their work and workplace are more likely to stay committed and satisfied.

3.6. Gallup Q12 model of employee engagement

Gallup's model is based on responses to 12 questions that cover basic needs, individual contribution, teamwork, and growth. Higher scores on these questions correlate with higher employee engagement. Organizations using this model regularly survey employees with the Q12 questions and take action based on the results to address areas of concern and enhance strengths. It is designed to measure employee engagement in the workplace. The model consists of 12 key questions (hence "Q12") that gauge various aspects of an employee's work environment and emotional involvement.

The 12 Questions

Each of the 12 questions is crafted to measure different dimensions of employee engagement. The questions are:

1. I know what is expected of me at work.

Purpose: Clarity of expectations is fundamental for employee engagement. When employees know what is expected of them, they are more likely to be productive and less likely to experience work-related stress.

2. I have the materials and equipment I need to do my work right.

Purpose: Having the necessary tools and resources is crucial for performance. Lack of resources can lead to frustration and disengagement.

3. At work, I have the opportunity to do what I do best every day.

Purpose: Leveraging an employee's strengths can lead to higher engagement and satisfaction. Employees who frequently use their talents are more likely to feel connected to their work.

4. In the last seven days, I have received recognition or praise for doing good work.

Purpose: Recognition is a powerful motivator. Regular positive feedback helps reinforce desired behaviors and contributes to a positive work environment.

5. My supervisor, or someone at work, seems to care about me as a person.

Purpose: Personal connection at work fosters trust and loyalty. Employees who feel cared for are more likely to be engaged.

6. There is someone at work who encourages my development.

Purpose: Professional growth and development opportunities are essential for long-term engagement. Employees need to feel that their development is valued by the organization.

7. At work, my opinions seem to count.

Purpose: Feeling heard is a significant aspect of employee engagement. When employees believe their opinions matter, they are more likely to be committed to the organization.

8. The mission or purpose of my company makes me feel my job is important.

Purpose: Alignment with the organization's mission fosters a sense of purpose. Employees who see their work as important to the larger goals of the company are more engaged.

9. My associates or fellow employees are committed to doing quality work.

Purpose: A culture of quality and mutual accountability contributes to a high-performing work environment. Employees are more engaged when they perceive their colleagues as equally committed.

10. I have a best friend at work.

Purpose: Social connections at work can significantly influence engagement. Close friendships in the workplace often lead to better teamwork, communication, and job satisfaction.

11. In the last six months, someone at work has talked to me about my progress.

Purpose: Regular check-ins and feedback on performance help employees stay on track and feel valued. This question measures the frequency and quality of performance discussions.

12. This last year, I have had opportunities at work to learn and grow.

Purpose: Continuous learning and growth opportunities are key to sustaining engagement. When employees feel they are growing, they are more likely to stay motivated and committed.

3.7. Importance of using Gallup Q12 model in Oushadhi

The relevance of conducting the study, Influence employee engagement and job satisfaction study using the Gallup Q12 model in Oushadhi is essential for driving productivity, ensuring product quality, reducing turnover, supporting organizational growth, and fostering a positive work culture, all of which are critical to the company's continued success and competitiveness in the Ayurvedic market.

❖ **Enhancing employee productivity**

The Gallup Q12 model helps in measuring the key elements of employee engagement, which directly correlate with productivity levels. For Oushadhi, where precision in production and adherence to traditional Ayurvedic standards are crucial, understanding and improving employee engagement can lead to better performance, higher efficiency, and reduced errors in the manufacturing process.

❖ **Improving quality of products**

Engaged employees are more likely to take pride in their work and strive for excellence. By assessing job satisfaction through the Gallup Q12 model, Oushadhi can identify areas where employees might feel undervalued or disengaged. Addressing these areas can enhance the overall quality of products, as motivated employees are more likely to adhere strictly to quality control measures.

❖ **Reducing employee turnover**

High turnover can disrupt operations and increase costs due to the need for continuous recruitment and training. The Gallup Q12 survey provides insights into the factors that contribute to job satisfaction, enabling Oushadhi to implement strategies that enhance employee retention by addressing concerns that might lead to turnover.

❖ **Supporting organizational growth**

As Oushadhi aims to expand its market presence and meet increasing demands for Ayurvedic products, maintaining a motivated and satisfied workforce becomes critical. The insights from the Gallup Q12 study can guide management in creating a work environment that supports growth, innovation, and continuous improvement.

❖ **Aligning with strategic goals**

The Gallup Q12 model focuses on 12 core elements that are linked to outcomes such as profitability, customer satisfaction, and employee retention. For Oushadhi, aligning employee engagement with strategic goals ensures that the workforce is not only

satisfied but also aligned with the company's mission to provide high-quality Ayurvedic products, thereby driving the organization toward long-term success.

❖ **Fostering a positive work culture**

The Q12 model helps in identifying the strengths and weaknesses of the current organizational culture. By understanding these, it can foster a positive work culture that encourages collaboration, innovation, and a sense of belonging among employees, which is crucial in a government-run institution with a diverse workforce.

CHAPTER -IV

***THE PHARMACEUTICAL CORPORATION (IM)
KERALA LIMITED (OUSHADHI) -COMPANY
PROFILE***

CHAPTER IV
THE PHARMACEUTICAL CORPORATION (IM) KERALA LIMITED
(OUSHADHI) -COMPANY PROFILE

4.1. Introduction

The pharmaceutical industry is responsible for developing, producing, and marketing drugs that are licensed for medical use. These companies produce both generic and brand-name medications and are required to adhere to numerous laws and procedures related to the patenting, testing, and marketing of pharmaceuticals. The concept of drugstores originated in the Middle Ages, with the first recorded drugstore founded by pharmacists of Arabian in Baghdad in 754. This practice quickly expanded throughout the medieval Islamic world and later reached medieval Europe. By the 19th century, many drugstores in Europe and North America had grown into sizable pharmaceutical companies. The industry remained modest in scale until the 1970s, when it began experiencing more rapid growth.

Today, the Indian pharmaceutical industry leads the nation's science-driven sectors, showcasing advanced capabilities in the complex realms of drug production and technology. Among developing countries, it stands out for its technological expertise, high quality, and diverse range of medicines. The sector is notably fragmented, comprising over 20,000 and above registered entities. Over the last twenty years, it has experienced considerable growth, characterized by strong price competition and government-imposed pricing regulations.

Ayurvedic pharmacy is evolving into a distinct scientific field, driven by the worldwide acceptance of Ayurveda. While it is not a newly established area, Ayurvedic pharmacy has experienced substantial advancements in recent years. It is rooted in Dravyaguna, Ras-Shastra, and Bhaishajya Kalpana, and it utilizes drugs from various sources, including plants, animals, minerals, and marine origins. Several thousand companies in India produce Ayurvedic medicines, with the total value of Ayurvedic products in the country estimated to be around one billion dollars. While for decades, fewer than a dozen major companies dominated the market, recently, others have joined, leading to about 30 companies now generating a million dollars annually to meet

the expanding demand for Ayurvedic medicine. These items are classified as "fast-moving consumer goods," and many prominent Ayurvedic suppliers also provide products beyond internal medicines, especially in categories like food and toiletries, often featuring traditional herbal ingredients.

4.2. Ayurveda: science of life

Ayurveda is a holistic science designed for the benefit of all. In ancient India, it was revered as a deep, systematic science aligned with Indian philosophy, known for its effectiveness as a medicinal system. Ayurveda addresses the physical, mental, and social well-being of individuals, focusing on health maintenance, disease prevention, and treatment of various conditions. Its approach is comprehensive, practical, and field-oriented, utilizing nature's resources to bolster the body's defenses, treating individuals as whole beings, and employing natural remedies in their pure forms. Ayurveda asserts that successful treatment depends on four essential elements: the physician, the medicine or diet, the caregiver, and the patient. The primary objective of Ayurveda is to establish the equilibrium of bodily elements. It advocates the use of natural, raw drugs and their preparations, which typically do not cause side effects, and avoid issues of tolerance, aversion, or habituation. The aspect of Ayurveda focuses on preparing effective remedies to eradicate diseases and preserve health. These preparations are designed to enhance the potency, preservation, and clinical effectiveness of the drugs, with the mode of preparation playing a crucial role in the absorption of these medicines.

4.3. Scope of ayurveda

Ayurveda covers a wide range of topics, including anatomy, physiology, pathology, therapeutic practices, health promotion, and hematology. It also addresses disease progression, the role of physicians, and the significance of therapies, suitable environments, and proper procedures in healing. The body, according to Ayurveda, is composed of the panchamahabhutas (five great elements) and is divided into certain organs. The various functions of the body are maintained and regulated by the food consumed. Disease occurs due to improper sensory experiences, mental errors, and seasonal changes. Disruptions in the balance among these factors lead to illness.

Seasonal fluctuations and the stages of disease progression are viewed as part of the passage of time. The treatment approach is determined by factors such as the timing, nature of the disease, and the appropriate medications to be used.

4.4. Ayurveda in India

Originating in India, Ayurveda is an ancient system of medicine that emerged during the Vedic period, roughly 5,000 years ago. The term 'Ayur' means life, and 'Veda' means science, so Ayurveda translates to 'the science of life.' It is not just a medicinal system but also a holistic way of life that addresses both physical and spiritual health. Ayurveda follows the law of nature, which views life as a balance between the senses, mind, body, and soul. According to this system, each individual's structure is composed of five elements: earth, water, fire, air, and space. Ayurvedic treatments take into account the physical, mental, emotional, and spiritual health of a person when addressing a specific illness. The effectiveness of Ayurvedic treatment relies on following the prescribed doses of medicine, which can provide the most effective cure. Ayurvedic remedies typically come in forms such as powders, tablets, decoctions, and medicated oils, all made from natural herbs, plants, and minerals. Additionally, diseases treated with Ayurvedic medicines usually do not result in side effects.

In Ayurveda, the structural composition of each individual is based on five elements, while the functional aspect is regulated by three biological humors. Traditional methods are used in large-scale production to preserve the active properties of ingredients in their natural forms. When taken in the prescribed amounts, these medicines do not cause side effects. Ayurveda offers a holistic understanding of a person's lifestyle, including aspects such as personality and daily eating habits. It provides detailed guidance on diet, routines, lifestyle, and activities to promote balance and well-being. The ultimate aim of Ayurveda is to foster a healthy and happy society free from disease.

India has earned worldwide recognition for its rich and authentic Ayurvedic therapies, with numerous centers established throughout the country. Kerala, in particular, is renowned as the center of Ayurvedic treatments in India. The calming and restorative benefits of Ayurveda have drawn tourists both from within the country and abroad. This has significantly boosted tourism, especially in Kerala, where Ayurvedic treatments are offered at a variety of health centers and resorts catering to tourists.

4.5. Pharmaceutical Corporation (IM) Kerala Limited (Oushadhi)



Oushadhi, officially known as The Pharmaceutical Corporation (IM) Kerala Limited, is a state-run entity based in Kerala, dedicated to manufacturing Ayurvedic medicines. As the leading public sector producer of Ayurvedic products in India, it produces a wide range of medicines that meet high standards of quality at affordable prices. These products are developed following traditional Ayurvedic texts and under the guidance of qualified practitioners. With over 498 different products, Oushadhi caters to the needs of government hospitals and dispensaries across Kerala and other states, along with supplying to ESI dispensaries and Tribal Development Departments. The company has built a strong reputation, serving millions of customers, and is supported by a network of 650 dealers in Kerala. It has also expanded its reach to other states through sales points in major cities.

Oushadhi runs a modern manufacturing facility in Kuttanellur, Thrissur district, where it integrates advanced machinery with traditional Ayurvedic production techniques. A new production unit has also been set up in Muttathara, Thiruvananthapuram District, further strengthening its production capabilities. To maintain the highest standards, the company operates a comprehensive Quality Control Lab that oversees each stage of production, from sourcing raw materials to packaging and storage. Oushadhi's manufacturing unit is certified for GMP (Good Manufacturing Practices) and ISO 9001:2015, and its lab holds AYUSH accreditation.

Oushadhi operates a Medicinal Plant Garden to secure a consistent supply of premium-quality raw materials, focusing on cultivating rare medicinal plants. To further its contribution to Ayurveda, the company has set up a dedicated Research & Development division that works on improving the effectiveness of medicines and developing products that cater to market needs. Additionally, Oushadhi expanded into healthcare by opening a modern Panchakarma hospital in 2005, with plans for a new state-of-the-art facility nearing completion in Thrissur.

As the largest public sector producer of Ayurvedic medicines in India, Oushadhi is one of the few public sector companies that consistently generate profits and pay dividends to the Government of Kerala. It provides medicines to dispensaries under the ISM Department, benefiting lakhs of patients with free medicines. Certified with GMP and ISO 9001:2015, Oushadhi manufactures 498 Ayurvedic formulations, including both classical and proprietary products. The company is the exclusive supplier of medicines to government Ayurvedic hospitals and dispensaries in Kerala and also supplies to government healthcare facilities in 19 other states, such as Madhya Pradesh, Andhra Pradesh, Karnataka, Himachal Pradesh, Punjab, Chhattisgarh, and Sikkim. Through a vast network of over 650 dealers across the country, Oushadhi serves the public and offers reimbursement options for central and state government employees purchasing its medicines.

4.6. History

Oushadhi, formally recognized as The Pharmaceutical Corporation (IM) Kerala Limited, was originally founded in 1941 as Sree Kerala Varma Government Ayurvedic Pharmacy. It was established under the leadership of His Highness Kerala Varma VI, the Maharaja of Cochin, who ruled from 1941 to 1943. Known as Midukkan Thamburan, the Maharaja was a distinguished Ayurvedic physician with deep knowledge of Sanskrit and expertise in Vishavaidyam (poison treatment). In 1975, the organization was officially registered and rebranded as The Pharmaceutical Corporation (Indian Medicine) Kerala Limited, headquartered in Thrissur.

4.7. Features

The company manufactures more than 450 Ayurvedic formulations, based on ancient classical texts, exclusive blends from expert Keralite practitioners, and special formulations created by its research division. It integrates traditional production techniques with modern machinery and technology, maintaining stringent quality control standards. Qualified Ayurvedic physicians supervise the entire production process to ensure the delivery of high-quality medicines to the public at affordable prices. The company provides a comprehensive range of medicines needed by

Government Ayurvedic Hospitals and Dispensaries under the Department of Indian Systems of Medicine in Kerala.

In addition to supplying Kerala's government institutions, the pharmacy also caters to orders from the Directorate of I.S.M. in Bhopal, the Jaipur National Institute of Ayurveda, government hospitals and dispensaries under the Central Government Health Scheme, Employees State Insurance Medical Services, government Ayurvedic colleges, the Tribal Welfare Department, the Government Ayurvedic Mental Hospital in Kottakkal, and the ICDS Cell programs of the Government of Kerala. Public demand is met through a network of 500 exclusive Oushadhi dealers and agents.

The organization is actively involved in implementing healthcare initiatives for local bodies and promoting Ayurveda through the establishment of specialized clinical practices across India. It also runs a medicinal plant cultivation program, collaborating with local bodies and entrepreneurs under a buy-back arrangement. The company supports the development of nurseries for quality seedling production and organizes an annual national conference to educate about medicinal plants, held under Oushadhi's leadership. Additionally, it offers Continuing Medical Education (CME) for Ayurvedic practitioners to further support the field. Oushadhi's diverse product portfolio includes over 450 medicines, with 15 patents held by the company. A recent addition to its offerings is an Ayurvedic hospital featuring Panchakarma treatment facilities.

4.8. Oushadhi Panchakarma hospital and Research institute Thrissur

Oushadhi operates two manufacturing facilities located in Kuttanellur, Thrissur, and Pariyaram, Kannur. Additionally, the Oushadhi Panchakarma Hospital and Research Institute, situated in the heart of Thrissur—the cultural capital of Kerala—offers a wide range of Ayurvedic treatments at affordable prices using high-quality medicines produced by Oushadhi. This hospital is equipped with modern amenities such as luxury furnishings, air conditioning, and specialized treatment rooms, all while adhering to traditional Ayurvedic practices.

The Panchakarma Hospital also houses a clinical trial cell dedicated to researching chronic diseases and conditions such as arthritis, diabetes, rheumatic complaints, and

skin diseases. This research is conducted using newly developed medicines from Oushadhi's R&D wing. Fully owned by the Kerala Government, the hospital is part of Oushadhi's diversification program, which aims to provide quality healthcare to the public.

Panchakarma therapies, which are an essential component of Ayurvedic management, are a key attraction of the hospital. These therapies are considered the essence of Ayurveda and are integral to its practice. With the growing global interest in Ayurvedic medicine, Oushadhi's Panchakarma Hospital and Research Institute is poised to attract more people seeking traditional yet effective treatments. By combining traditional methods with modern healthcare facilities, Oushadhi continues to enhance the accessibility and appeal of Ayurvedic medicine through this institute.

4.9. Hospital committee and medicinal plant cultivation

A committee has been formed to provide guidance to Oushadhi on various technical matters related to hospital administration. This committee includes distinguished Acharyas from diverse medical systems, government representatives, and prominent experts in Ayurveda, medical research, and other related fields. Additionally, Oushadhi acts as the central agency for the Government of Kerala in promoting the cultivation of medicinal plants.

The land on Oushadhi's factory premises is used for nursery development with funding from the National Medicinal Plants Board (NMPB) and for cultivating species like Ashokam (*Saraca indica*), Raktachandanm (*Pterocarpus santalinus*), and Vilwam (*Aegle marmelos*), among others. It also supports various projects in partnership with the Kerala Forest Department and the Kerala Forest Research Institute (KFRI). In addition, the land in Pariyaram, Kannur District, is utilized for growing tree species, select herbs, and nursery development. Discussions have taken place with Aralam Farm authorities regarding leasing 100 acres for medicinal plant cultivation. Moreover, the Managing Director of Oushadhi serves as the Chief Executive Officer of the State Medicinal Plants Board, overseeing these initiatives.

4.10. Location

The registered office is located on Shornur Road, Thrissur, South India, while the factory and office are both situated in Kuttanellur, Thrissur, Kerala.

4.11. Vision

A leading world class Ayush medicine manufacturing organization by 2025.

4.12. Mission

Production and supply quality medicine at reasonable price.

4.13. Strengths

- Strong brand reputation
- Ongoing government backing
- High market demand
- Committed workforce

4.14. Core values

- Mutual trust and respect
- Customer satisfaction
- Quality control
- Professional ethics
- March with time

4.15. Milestones

Oushadhi, the premier Ayurvedic medicine manufacturing unit in the public sector of India, has achieved significant milestones in its journey towards promoting traditional medicine. With a legacy spanning several decades, Oushadhi has not only preserved ancient Ayurvedic practices but has also modernized them to meet contemporary healthcare demands. Through continuous innovation, rigorous quality standards, and a commitment to sustainability, Oushadhi has established itself as a leading name in the Ayurvedic industry, making holistic wellness accessible to a global audience.

- 1941: Launched by His Highness, the Maharaja of Cochin, as “Sree Kerala Varma Ayurveda Pharmacy”
- 1959: Transformed into a co-operative society, named Sree Kerala Varma Ayurveda Pharmacy and Stores Ltd.
- 1975: Registered as a company under the Indian Companies Act 1956 and renamed “The Pharmaceutical Corporation (Indian Medicines) Kerala Ltd.” in Thrissur.
- 1991: Established a modern manufacturing unit at Kuttanellur and relocated the factory to the new site.
- 2004: Opened a new Panchakarma Hospital and Research Institute in Thrissur.
- 2007: Moved the entire office to the factory premises at Kuttanellur.
- 2008: Launched a full-fledged R&D Centre at Kuttanellur and a Regional Distribution Unit at Kannur.
- 2014: Set up a Center of Excellence for Manufacturing Asavarishta at Kuttanellur.
- 2014: Established a Regional Distribution Center at Pathanapuram.
- 2017: Introduced a modern packing section complying with WHO GMP standards.
- 2018: Established a Medicinal Plant Extension Center at Paryaram.

- 2018: Opened a modern manufacturing unit for proprietary medicines at Muttathara.
- 2019: Inaugurated a new 50-bed Oushadhi Panchakarma Hospital Block in Thrissur.
- 2019: Set up a Medicinal Plant Extension Center at Kuttanellur.

4.16. Capital structure

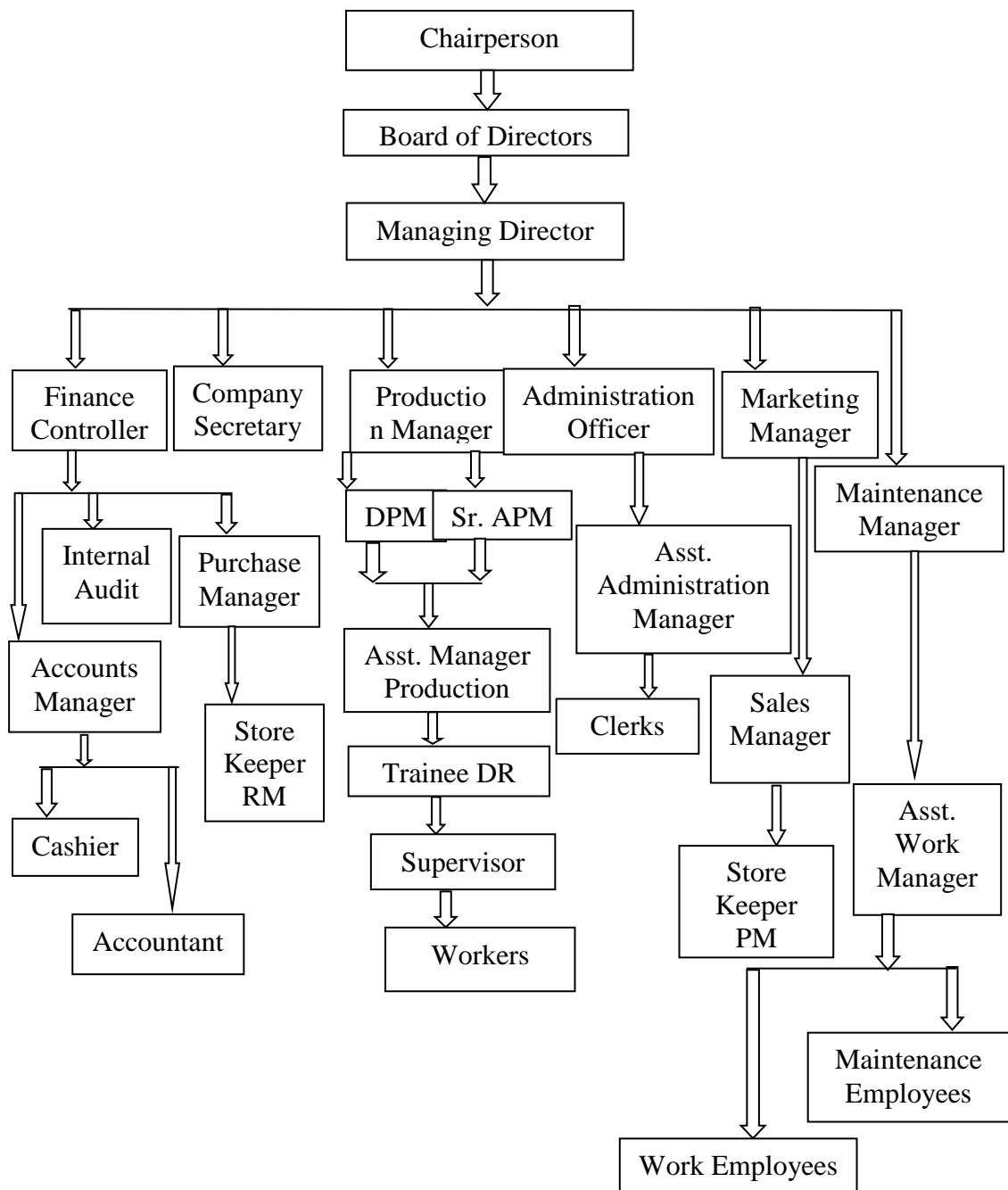
Oushadhi, fully owned by the Government of Kerala, has a capital structure reflective of its public ownership model. The company is financed entirely by government equity, meaning that all its shares are held by the state government. This ensures that Oushadhi operates under the direct control and oversight of the government, with no private or public investors involved in its ownership. The government provides the necessary financial support and capital investments required for the company's operations, expansions, and other financial needs. Being a government-owned entity, Oushadhi does not rely on private equity, debt, or public offerings to raise funds. Instead, it benefits from government grants, subsidies, and budgetary allocations as its primary sources of capital.

This structure emphasizes the company's role in serving public interest, particularly in the production of Ayurvedic medicines, rather than generating profits for private shareholders. The government's ownership also ensures that Oushadhi aligns with state policies, particularly in areas like public health and traditional medicine promotion.

4.17. Organization structure

Oushadhi, a premier Ayurvedic medicine manufacturer under the Government of Kerala, boasts a well-defined organizational structure that ensures efficient management and operational excellence. The company's hierarchical framework is designed to facilitate seamless coordination between various departments, ranging from production and quality control to research and development. At the helm is the Chairperson and Board of Directors, comprising government-appointed officials and industry experts such as Director of Indian Systems of Medicine, Govt. of Kerala, Additional Secretary,

Finance Department Govt. of Kerala, Joint Secretary AYUSH Department Govt. of Kerala, who steer the company's strategic direction. Below them, the Managing Director oversees day-to-day operations, supported by a team of senior managers responsible for different functional areas such as production, marketing, finance, and human resources. This structured approach enables Oushadhi to maintain its commitment to producing high-quality Ayurvedic products while adhering to traditional practices and modern business standards.



4.18. Departments

Oushadhi (The Pharmaceutical Corporation (IM) Kerala Limited) consists of the following departments.

- Administration & Maintenance
- Finance and Accounts
- Human Resource
- Production
- Quality Control
- Purchase
- Marketing and Sales
- Research and Development

❖ Administration & Maintenance

The administration department of Oushadhi plays a pivotal role in ensuring the smooth and efficient operation of the company. This department is responsible for overseeing daily activities, managing resources, and coordinating between various departments to facilitate seamless communication and workflow. It handles essential tasks such as personnel management, procurement, and compliance with regulatory requirements. By maintaining a well-organized administrative framework, the department supports the company's mission to deliver high-quality Ayurvedic products and services.

- Offers assistance and services for the operations of the Board of Directors.
- Manages coordination of brand activities and facilitates communication between branches and the head office.
- Works on expanding and restructuring the bank's market network.
- Establishes suitable conditions for the efficient functioning of the bank's departments.

- Oversees currency management across bank branches.
- Coordination the construction, maintenance, rent and keeping building issues.
- Coordination of logistical support for bank activities.

❖ **Finance And Accounts**

The Finance and Accounts department is responsible for overseeing the financial and accounting operations of the organization, including preparing and presenting accurate accounts and providing financial information. Key functions of the department include:

- Supplying quantitative data to support economic decision-making.
- Managing funds, including overseeing working capital.
- Keeping organized and systematic records.
- Ensuring adherence to accounting standards to accurately reflect the company's financial status and profitability.
- Preparing cost data.
- Ensuring the timely processing of payments, including statutory obligations.
- Analyzing financial statements and applying their insights in practice.
- Enhancing internal control through the internal audit function.

❖ **Human Resources**

- Human Resources Management encompasses a range of activities, with some of the key responsibilities being determining the staffing needs of the organization, deciding whether to hire employees or use independent contractors, recruiting and training top talent, ensuring employees perform at a high level, addressing performance concerns, and making sure personnel and management practices comply with applicable regulations. Additional tasks include managing employee benefits and compensation, maintaining employee records, and overseeing personnel policies. In smaller businesses, these tasks are typically handled by the business owners or managers, as they may not yet have the

resources to hire dedicated HR staff. However, it is essential that these businesses ensure employees are informed about personnel policies that align with current regulations. The key activities carried out by the HR department are as follows:

- Managing establishment matters such as recruitment, promotions, wage revisions, etc.
- Addressing legal concerns related to administrative matters.
- Handling trade union-related issues.
- Overseeing training and development programs.
- Dealing with law and order matters.
- Promoting and enforcing a positive work culture.

❖ **Production**

Oushadhi manufactures 498 distinct types of medicines for various treatments, with a multidisciplinary team of doctors overseeing the process. The production of these medicines follows Good Manufacturing Practices (GMP) standards, ensuring quality assurance at every stage of production. The company utilizes modern dosage forms such as tablets, capsules, ointments, granules, and syrups, combining traditional methods with modern technology for enhanced efficacy and precision.

❖ **Quality Control**

Quality control is a systematic procedure that includes testing to ensure that every batch of raw drugs, processes, and products meet predefined criteria. The following are the functions of the QC department:

- Inspection and approval of raw materials for quality.
- Verification of quality.
- Analyse customer complaints and take preventative and remedial measures.

- The procedure for verifying tender samples.
- Examining the quality of finished medications and approving their release.
Verification of labels and cartons technical data
- Assurance of material packing quality.
- The power to maintain a control sample of medications by batch until they expire.

❖ **Purchase**

Through open tender and a standardised process to ensure the variety of raw materials, the Oushadhi procures around 500 different types of raw materials. The forest provides more than 45% of the raw resources, which are purchased annually for Rs. 82 crores. The organisation maintains a database system for the management of raw commodities and has buyback agreements with farmers.

❖ **Marketing And Sales**

Under the ISM branch of the Kerala government, Oushadhi is the only supplier of Ayurvedic medications to all government hospitals, colleges, and clinics. In other states, including Madhya Pradesh, Andhra Pradesh, Chattisgarh, Pondicherry, Rajasthan, Orissa, New Delhi, Karnataka, Punjab, Himachal Pradesh, Haryana, Sikkim, Tamil Nadu, and the Andaman Nicobar Islands, they supply drugs to government hospitals and dispensaries. Additionally, they provide medication to state E.S.I. department dispensaries. provides medications to the general public through more than 650 dealers in Kerala and specialised stores in Indian metropolises. In 2018–19, the yearly turnover was 151 crore.

❖ **Research And Development**

The year 2008 saw the establishment of the R&D wing in Oushadhi. Under the direction of an Ayurvedic physician, the organisation has a reputable Ayush-accredited laboratory with specialists in pharmacy, botany, biochemistry, and microbiology. The

R&D lab is currently pursuing accreditation from the National Accreditation Board for Testing and Calibration Laboratories (NABL).

4.19. Product profile

Oushadhi Pharmaceuticals manufactures approximately 450 different types of medications. Known for its high standards and adherence to traditional methods, it is one of the nation's largest producers of Ayurvedic medicines. Modern dosage forms are introduced, such as syrups, granules, tablets, and ointments. Panchakarma Products, Proprietary Medicines, and Classical Ayurvedic Medicines are the main product categories.

4.19.1. Classical ayurvedic medicines

Oushadhi manufactures a vast array of classical Ayurvedic medicines that are prepared following the ancient texts and traditional methods. These include:

❖ Arishtams and Asavams

These are fermented liquid medicines used primarily for treating digestive and metabolic disorders. Arishtams and Asavams are known for their efficacy in improving digestion, boosting appetite, and enhancing overall health. Popular products in this category include Dasamoolarishtam, which is used for respiratory ailments and general debility, and Draksharishtam, known for its rejuvenating properties.

❖ Kashayams

Kashayams are concentrated herbal decoctions that are used to treat a variety of ailments, including respiratory issues, arthritis, and digestive disorders. These are often prescribed for their quick action and effectiveness. Some well-known Kashayams from Oushadhi include Vyoshadi Kashayam, used for respiratory disorders, and Indukantham Kashayam, which is beneficial for improving immunity and treating fever.

❖ **Gulikas (Tablets)**

These are Ayurvedic tablets that offer a convenient way to consume herbal formulations. Oushadhi produces a wide range of Gulikas for various conditions, such as fever, digestive problems, and general health maintenance. Examples include Sudarsana Gulika, which is commonly used for fever and infections, and Gulguluthikthakam Gulika, which is effective for joint and muscle pain.

❖ **Lehyams**

Lehyams are semi-solid preparations made from herbs, honey, and other ingredients. They are often used as general health tonics or for specific therapeutic purposes. Chyavanaprasam is one of the most popular Lehyams produced by Oushadhi, known for its ability to boost immunity and vitality.

❖ **Tailams (Oils)**

Medicated oils, or Tailams, are a key part of Ayurvedic treatment, especially for external applications such as massage (Abhyanga) and therapeutic procedures. Oushadhi's Tailams, like Dhanwantharam Thailam, used for prenatal and postnatal care, and Kottamchukkadi Thailam, used for joint pain and arthritis, are highly regarded for their quality and effectiveness.

❖ **Choornams (Powders)**

Choornams are fine powders made from dried herbs, used both internally and externally. They are often mixed with water, ghee, or honey and consumed for various health benefits. Examples include Trikatu Choornam, used to enhance digestion and metabolism, and Triphala Choornam, known for its detoxifying and digestive benefits.

4.19.2. Proprietary medicines

In addition to classical formulations, Oushadhi also develops proprietary Ayurvedic medicines that address contemporary health concerns. These products are a result of extensive research and development, blending traditional knowledge with modern science.

❖ Herbal Supplements

These are designed to enhance overall health, vitality, and immunity. Oushadhi's herbal supplements are available in various forms, such as capsules and syrups, targeting specific health concerns like stress, low energy, and immunity.

❖ Herbal Teas

Oushadhi produces a range of herbal teas formulated to support various aspects of health. These teas are a modern take on traditional Ayurvedic recipes, offering benefits such as improved digestion, stress relief, and immune support.

❖ Cosmetic Products

The company also offers Ayurvedic skincare and haircare products. These include face packs, creams, shampoos, and conditioners made from natural ingredients known for their beauty-enhancing properties. Oushadhi's cosmetic products are free from harmful chemicals and are formulated to nourish the skin and hair naturally.

❖ Pain Relief Products

Oushadhi manufactures a variety of ointments, balms, and oils designed to relieve pain and inflammation. These products are particularly effective for joint and muscle pain, and are widely used by those suffering from arthritis, back pain, and other musculoskeletal conditions.

4.19.3. Panchakarma medicines

Panchakarma is a cornerstone of Ayurvedic medicine, consisting of five therapeutic treatments that purify and rejuvenate the body. Oushadhi produces a comprehensive range of products used in Panchakarma therapies, including oils, powders, and other formulations specifically designed for these procedures. These products are used by Ayurvedic practitioners around the world to perform detoxification and rejuvenation therapies.

4.20. Ongoing modernization and development works

Oushadhi is currently undergoing significant modernization and development initiatives aimed at enhancing its production capabilities and operational efficiency. These efforts are focused on upgrading infrastructure, incorporating advanced technologies, and expanding facilities to meet the demand for its Ayurvedic products. The ongoing projects reflect Oushadhi's commitment to maintaining high standards of quality while embracing innovation to stay competitive in the evolving market. Through these strategic improvements, the company is poised to strengthen its position as a leading producer of Ayurvedic medicines in Kerala and beyond. Few of the ongoing and recently completed modernization development works are:

- Patent products manufacturing plant at Muttathara, Trivandrum commissioned. Commercial production commenced.
- Commissioned New 50 bedded state of the art Panchakarma Hospital for spinal disorders during 2019
- Modernization and capacity enhancement of Oil and Lehyam processing section.
- Modernization of Present factory in to Ayush Premium standard.
- Capacity enhancement of Tablet section, Asavam & Arishtam plant.

4.21. Key competitors of Oushadhi Kerala Limited

Oushadhi Kerala Limited, often referred to as Oushadhi, is a public sector undertaking based in Kerala, India. The company is one of the largest producers of Ayurvedic medicines in the state and is known for manufacturing high-quality, affordable Ayurvedic products. It operates under the direct supervision of the Government of Kerala and plays a crucial role in promoting Ayurveda, both within India and internationally. The key Competitors of Oushadhi Kerala Limited are:

❖ Sitaram Ayurveda

Sitaram Ayurveda, originally known as Sitaram Anglo Ayurveda Pharmacy, was established on May 19, 1921, in Thrissur, Kerala. The company was founded under the blessing of HH Kochi Maharaja Rama Varma Kunjikkidavu Thampuran and Shri Parukutty Nethyar Amma. Over the years, it evolved into Sitaram Ayurveda Pvt. Ltd. Sitaram Ayurveda, a well-established name in the Indian Ayurveda industry, presents significant competition for companies like Oushadhi. Sitaram has earned a reputation for its high-quality, traditional Ayurvedic formulations, coupled with modern manufacturing practices. Their product range spans classical medicines, herbal supplements, and personal care products, which are meticulously crafted to meet the evolving needs of the market.

❖ Kottakkal Arya Vaidya Sala

The Kottakkal Arya Vaidya Sala was founded in 1902, Kottakkal Arya Vaidya Sala is one of the most reputed Ayurvedic institutions in India. The company operates a vast network of hospitals, pharmacies, and educational institutions, providing a comprehensive range of Ayurvedic treatments and products. Arya Vaidya Sala offers a wide range of classical Ayurvedic formulations, proprietary medicines, and treatments. The company is known for its strict adherence to traditional Ayurvedic principles and practices. Kottakkal has a strong brand presence and a loyal customer base in Kerala and other parts of India. Its reputation for quality and authenticity makes it a formidable competitor to Oushadhi.

❖ **Vaidyaratnam Oushadhasala**

Vaidyaratnam Oushadhasala, established in 1941, is another prominent Ayurvedic institution based in Kerala. The company was founded by Ashtavaidyan E.T. Neelakandan Mooss, a member of the renowned Ashtavaidya family. Vaidyaratnam produces a wide range of Ayurvedic medicines, including classical formulations and proprietary products. The company also runs hospitals and educational institutions, providing traditional Ayurvedic treatments. Vaidyaratnam is well-regarded for its traditional approach to Ayurveda and its high-quality products. It has a significant presence in the Ayurvedic market, particularly in Kerala.

❖ **Dabur India Limited**

Dating back to 1884, Dabur is one of the biggest Ayurvedic and natural health care companies in India. The business operates in a number of sectors, such as food products, health care, and personal care. Dabur provides a large selection of personal care items, health supplements, and Ayurvedic medications. Dabur Chyawanprash, Dabur Honey, and Dabur Amla are a few of its well-known brands. Dabur is a well-known brand in India with a robust distribution network as a major player in the FMCG industry. Despite being a national player, Oushadhi is a rival in the health care market with its Ayurvedic products.

❖ **Kerala Ayurveda Limited**

Kerala Ayurveda Limited is a leading Ayurvedic company based in Kerala, with a focus on integrating traditional Ayurvedic knowledge with modern scientific approaches. The company offers a wide range of Ayurvedic products and services. Kerala Ayurveda provides classical Ayurvedic medicines, proprietary formulations, and wellness products. The company also operates Ayurvedic clinics, hospitals, and educational institutions. With a strong presence in Kerala and a growing international footprint, Kerala Ayurveda Ltd. is a key competitor in the Ayurvedic market. The company's emphasis on research and innovation gives it a competitive edge.

❖ **AVP (Arya Vaidya Pharmacy) Coimbatore Limited**

Arya Vaidya Pharmacy (AVP) established in 1943 is a well-known Ayurvedic company based in Coimbatore, Tamil Nadu. The company is part of the larger Arya Vaidya Group, which has a significant presence in the Ayurvedic sector. AVP offers a wide range of classical and proprietary Ayurvedic medicines, as well as Panchakarma treatments and wellness services. The company also runs Ayurvedic hospitals and educational institutions. AVP has a strong presence in South India, particularly in Tamil Nadu and Kerala. Its focus on traditional Ayurvedic practices and high-quality products makes it a key competitor to Oushadhi.

❖ **Himalaya Wellness**

Himalaya Wellness, founded in 1930, is a globally recognized Ayurvedic and wellness brand. The company offers a diverse range of products, including health care, personal care, and baby care items. Himalaya's product portfolio includes Ayurvedic medicines, herbal supplements, skin care, hair care, and wellness products. The brand is known for its scientific approach to Ayurveda and its modern product formulations. Himalaya has a strong global presence and is a major player in the Ayurvedic market. Its extensive distribution network and strong brand recognition make it a significant competitor to Oushadhi.

❖ **Patanjali Ayurved Limited**

Founded in 2006 by Baba Ramdev and Acharya Balkrishna, Patanjali Ayurved is one of India's fastest-growing FMCG companies. The company's product line has quickly grown to include a variety of food items, personal care products, and Ayurvedic products. A wide variety of consumer goods, health supplements, and Ayurvedic medications are available from Patanjali. The use of natural ingredients and the brand's traditional Ayurvedic roots are highlighted. Patanjali is a major force in the Indian market thanks to its aggressive marketing and affordable prices. It is a major rival of Oushadhi, especially in the mass market sector, thanks to its wide range of products and nationwide presence.

❖ **Vicco Laboratories**

Vicco Laboratories, founded in 1952, is an Indian company known for its Ayurvedic personal care products. The brand is particularly famous for its use of turmeric and sandalwood in its products. The product range includes Vicco Vajradanti (toothpaste), Vicco Turmeric (skin cream), and Vicco Narayani (pain relief cream). The company focuses on combining traditional Ayurvedic ingredients with modern manufacturing processes. Vicco has a strong presence in the personal care market, particularly with its flagship products. Its focus on specific Ayurvedic ingredients has helped it carve out a distinct niche.

CHAPTER -V

***INFLUENCE OF EMPLOYEE ENGAGEMENT ON
JOB SATISFACTION AT PHARMACEUTICAL
CORPORATION (IM) KERALA LTD***

CHAPTER V
INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AT
PHARMACEUTICAL CORPORATION (IM) KERALA LTD

5.1. Introduction

Employee engagement is increasingly recognized as a critical factor that influencing job satisfaction, particularly in high-stakes organization like Pharmaceutical Corporation (IM) Kerala Ltd. (Oushadhi), a prominent pharmaceutical corporation, the interplay between employee engagement and job satisfaction is of paramount importance. This study explore into the various dimensions of employee engagement and examines how these factors contribute to overall job satisfaction among employees. The relevance of this study lies in its potential to provide valuable insights into how a more engaged workforce can lead to higher levels of job satisfaction, which in turn can drive enhanced organizational performance, reduce turnover rates, and foster a more innovative and productive work environment.

Influence of employee engagement on job satisfaction at Oushadhi was conducted on the basis of the data collected from a total of 100 respondents who are working in the respective organization. The data were collected by providing the questionnaire to the employees in a proportionate manner. The collected data were analysed using percentage analysis, index method, and chi-square.

5.2. Personal profile of respodents

The section shows the information of the respondents such as age, gender, marital status, years of experience working with Oushadhi, and the annual income of the respondents. The personal profile was analysed using percentage analysis.

5.2.1. Age-wise classification of respondents

Age was quantified as the actual age of respondents at the year that had just ended at the time of data collection. Age wise classification of respondents helps to understand how responses vary across different age groups among employee engagement and job satisfaction.

Table5.1. Age-wise classification of respondents

Sl.no	Category	Frequency	Percentage
1	30 and below	35	35%
2	31-40	33	33%
3	41-50	23	23%
4	50 and above	9	9%
Total		100	100%

Source: Compiled from primary data

Figure5.1. Age-wise classification of respondents

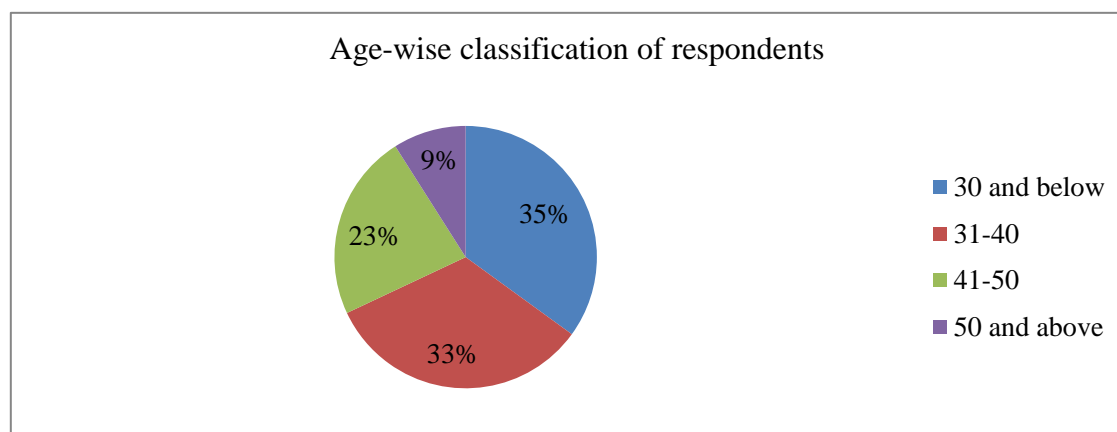


Table 5.1 shows the age wise classification of the respondents. The age distribution of the population shows that the largest group, making up 35% of the total, consists of individuals 30 years old and below, totaling 35 people. The next largest group, comprising 33% of the population, falls within the 31-40 age range, with 33 individuals. Those between 41-50 years old make up 23% of the population, with 23 people. The smallest group, accounting for 9% of the population, consists of individuals 50 years old and above, totaling 9 people. This data depicts that majority of workers are youths.

5.2.2. Gender-wise classification of respondents

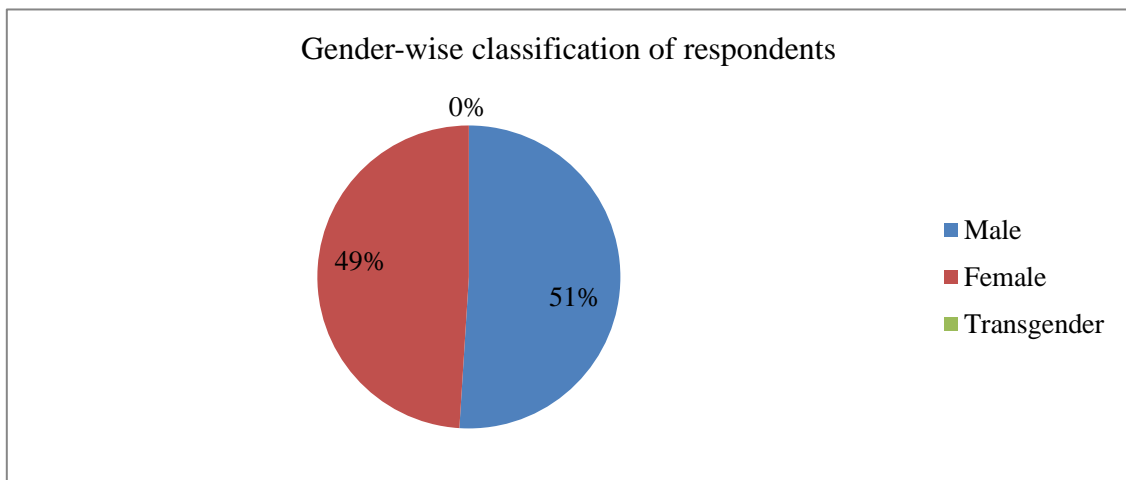
Classifying respondents based on gender allows to identify potential differences in how male and female employees experience engagement and job satisfaction. It shows the structure of sex ratio in the organization.

Table5.2. Gender-wise classification of respondents

Sl.no	Category	Frequency	Percentage
1	Male	51	51%
2	Female	49	49%
3	Transgender	0	0%
Total		100	100%

Source: Compiled from primary data

Figure5.2. Gender-wise classification of respondents



It is evident from the Table 5.2 that the gender distribution of the population is nearly evenly split, with males making up 51% (51 individuals) and females comprising 49% (49 individuals). There are no individuals who identify as transgender in this population, as indicated by the 0% frequency and 0 total. Overall, the male and female groups are almost equal in size, with a tiny margin of difference.

5.2.3. Marital status of respondents

Marital status means whether the respondents were married or not. The respective status of the respondents was analyzed to understand the structure and stability of marital life of the respondents.

Table5.3. Marital status of respondents

Sl.no	Category	Frequency	Percentage
1	Married	66	66%
2	Unmarried	34	34%
3	Divorced	0	0%
Total		100	100%

Source: Compiled from primary data

Figure5.3. Marital status of respondents

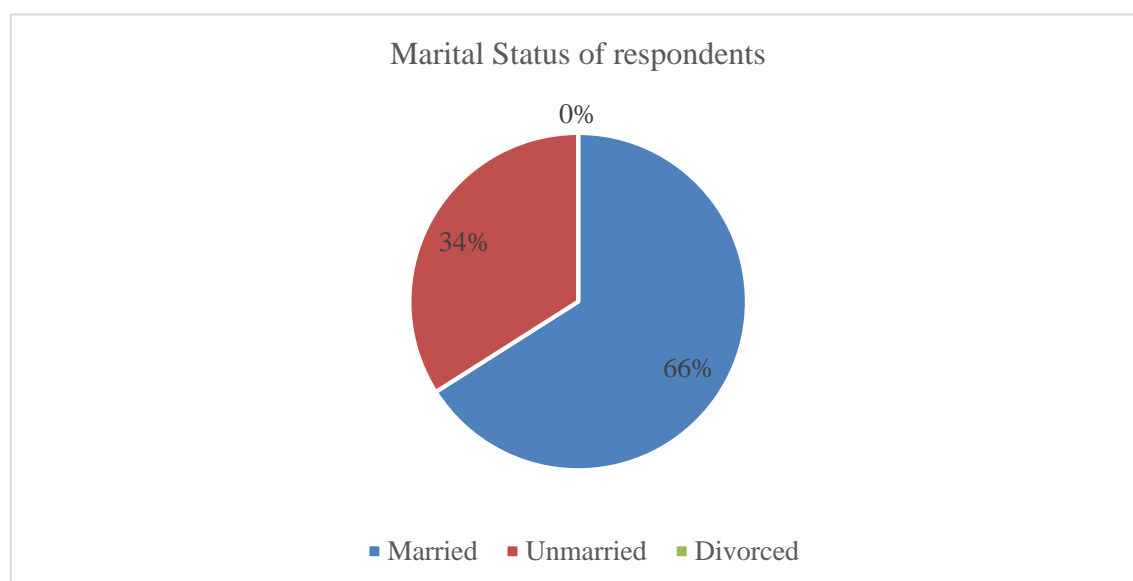


Table 5.3 indicates the marital status of the respondents. The marital status of the population reveals that a significant majority, 66% (66 individuals), are married. In contrast, 34% (34 individuals) are unmarried, indicating that nearly a third of the population has not married. Notably, there are no individuals who are divorced, as shown by the 0% frequency and 0 total. This suggests that the population has a relatively stable marital landscape, with a clear prevalence of married individuals.

5.2.4. Period of working in Oushadhi

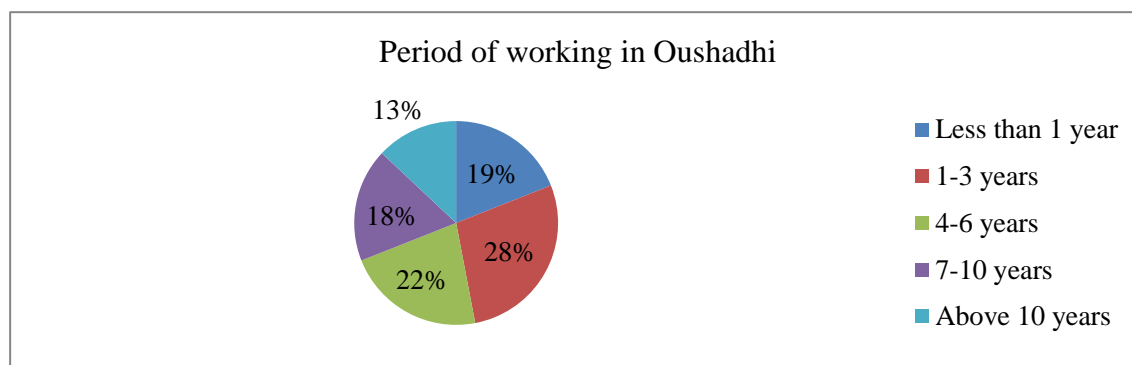
The experience or period of working in Oushadhi was analysed to understand the tenure in which the respondents were working in the organization. Employees with different tenure lengths may have varying responses based on their experiences.

Table5.4. Period of working in Oushadhi

Sl.no	Category	Frequency	Percentage
1	Less than 1 year	19	19%
2	1-3 years	28	28%
3	4-6 years	22	22%
4	7-10 years	18	18%
5	More than 10 years	13	13%
Total		100	100%

Source: Compiled from primary data

Figure5.4. Period of working in Oushadhi



It is much evident from Table 5.4 that the length of service or experience of the population is distributed across various ranges. The largest group, making up 28% (28 individuals), have been in their role or have had their experience for 1-3 years. This is closely followed by those with 4-6 years of experience, accounting for 22% (22 individuals). The next largest groups are those with less than 1 year of experience 19%, (19 individuals) and those with 7-10 years of experience 18%, (18 individuals). The smallest group, comprising 13% (13 individuals), have more than 10 years of experience, indicating a relatively seasoned but still diverse range of experience levels.

5.2.5. Annual income-wise classification of respondents

Classifying respondents based on income is important because income can significantly influence the responses of the respondents. By categorizing based on income in the study was to identify patterns and differences across income groups among the respondents.

Table5.5. Annual income-wise classification of respondents

Sl.no	Category	Frequency	Percentage
1	Below 1 lakh	20	20
2	1 lakh-2 lakhs	45	45
3	2 lakshs-3 lakhs	25	25
4	Above 3 lakhs	10	10
Total		100	100%

Source: Compiled from primary data

Figure5.5. Annual income-wise classification of respondents

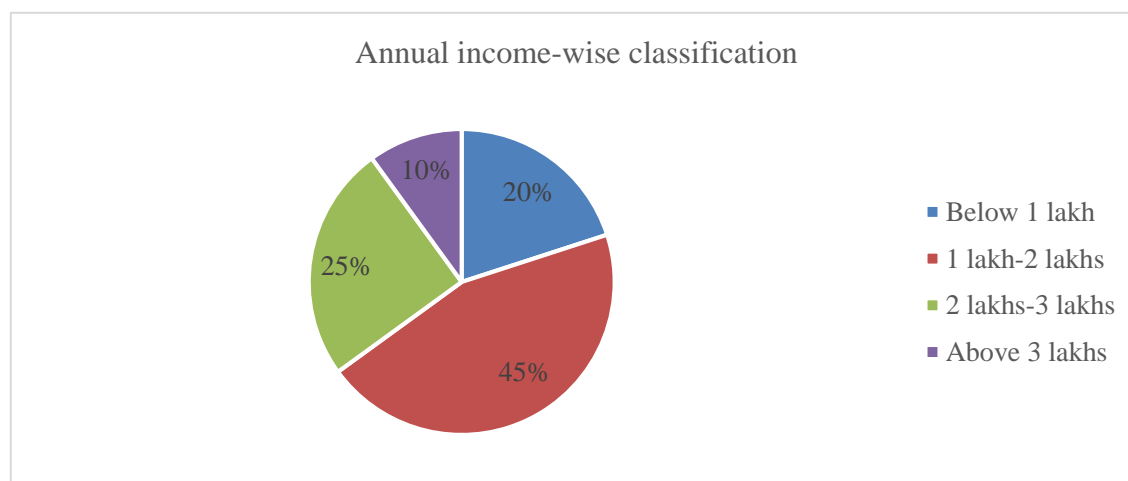


Table 5.5 indicates the income-wise of the respondents annually. The income distribution shows a range, with 20% of the population earning less than 1 lakh. The majority, 45%, earn between 1lakh to 2 lakhs annually, followed by 25% who earn between 2 lakhs to 3 lakhs. The highest earners constitute 10% of the population, with incomes exceeding 3 lakhs.

5.3. Levels of employee engagement at Oushadhi

The employee engagement variables were selected based on Gallup Q12 model which consist of 12 questions related to employee engagement. It consist of the clarity and expectation about the job, availability of resources, alignment of tasks with individual strengths, recognition and praise, perceived care and support from supervisors, support for personal and professional growth, value of employee input and feedback, connection to company's mission or purpose, commitment to quality and team connection, social relationships and camaraderie, feedback and discussion about personal progress, and opportunities for learning and development. It provides valuable insights into the strengths and areas for improvement within the organization, enabling informed decisions to enhance employee engagement, and overall organizational success.

On a five- point Likert Scale, the responses from the respondents on employee engagement was classified as Strongly agree, Agree, Neutral, Disagree, and Strongly disagree and scores of 5,4,3,2 and 1.

For the purpose of interpretation, the level of employee engagement was divided into the following categories:

Table5.6. Evaluation scale of employee engagement

Index	Level of employee engagement
1-20	Very low engaged
21-40	Low engaged
41-60	Moderately engaged
61-80	Highly engaged
81-100	Very highly engaged

Table5.7. Levels of employee engagement at Oushadhi

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)	Score	Index	Category
1) I know what is expected of me at work.	46	39	8	3	4	420	84	Very highly engaged
2) I have the materials and equipment I need to do my work right.	31	47	16	6	0	403	80.6	Highly engaged
3) At work, I have the opportunity to do what I do best every day.	25	63	8	3	1	408	81.6	Very highly engaged
4) In the last seven days, I have received recognition or praise for doing good work.	14	13	33	25	15	286	57.2	Moderately engaged
5) My supervisor, or someone at work, seems to care about me as a person.	43	36	17	4	0	418	83.6	Very highly engaged
6) There is someone at work who encourages my development.	29	39	24	8	0	389	77.8	Highly engaged
7) At work, my opinions seem to count.	28	40	25	5	2	387	77.4	Highly engaged
8) The mission or purpose of my company makes me feel my job is important.	31	45	16	8	0	399	79.8	Highly engaged
9) My associates or fellow employees are committed to doing quality work.	31	59	8	2	0	419	83.8	Very highly engaged
10) I have a best friend at work.	44	35	17	2	2	417	83.4	Very highly engaged

11) In the last six months, someone at work has talked to me about my progress.	6	36	41	13	4	327	65.4	Highly engaged
12) This last year, I have had opportunities at work to learn and grow.	35	45	15	5	0	410	82	Very highly engaged
Composite index						4683	78.05	Highly engaged

Source: Compiled from primary data

Figure 5.6. Levels of employee engagement at oushadhi



The table 5.7 shows the employee engagement survey which reveals a highly positive outlook, with an overall index score of employee engagement as 78.05, indicating a "Highly engaged" workforce. Employees overwhelmingly feel they know what's expected of them at work (84%), have the necessary materials and equipment (80.6%), and opportunities to utilize their strengths daily (81.6%). While recognition and praise for good work are less frequent (57.2%), employees feel cared for by their supervisors (83.6%) and encouraged to develop (77.8%). They believe their opinions count (77.4%), and the company's mission makes their job feel important (79.8%). Employees are committed to quality work (83.8%), have close friendships at work (83.4%), and have had opportunities to learn and grow (82%). However, feedback on progress is less regular (65.4%). Overall, the survey indicates a highly engaged and motivated workforce.

5.4. Levels of job satisfaction at Oushadhi

The job satisfaction was selected as dependent variable for the study. Job satisfaction plays a vital role in determining the overall well-being and productivity of employees within an organization. The job satisfaction variable was further classified into four for analysis purpose. The classification of the job satisfaction was such as based on the policies of the organization, based on safety & infrastructure of the organization, based on quality of work-life management and based on recognition & reward provided by the organization. It provide valuable insights for improvement within the organization, enabling informed decisions to enhance employee satisfaction, retention, and overall organizational success.

On a five- point Likert Scale, the responses from the respondents on job satisfaction was classified as Strongly agree, Agree, Neutral, Disagree, and Strongly disagree and scores of 5,4,3,2 and 1.

For the purpose of interpretation, the level of job satisfaction was divided into the following categories:

Table5.8. Evaluation scale of job satisfaction

Index	Level of job satisfaction
1-20	Highly dissatisfied
21-40	Dissatisfied
41-60	Moderately satisfied
61-80	Highly satisfied
81-100	Very highly satisfied

5.4.1. Levels of job satisfaction based on company policies at Oushadhi

The success of an organization is deeply rooted in the satisfaction and well-being of its employees. Effective company policies play a pivotal role in fostering a positive work environment, influencing employee engagement, and driving productivity. This area focuses on key aspects of job satisfaction, including comfort with management policies and cooperation, satisfaction with working hours, and utilization of wellness programs.

Table5.9. Levels of job satisfaction based on company policies at Oushadhi

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)	Score	Index	Category
1) I feel comfort with the policies and co-operations of the management.	11	48	36	5	0	365	73	Highly satisfied
2) I feel satisfied in the working hours in the organization.	28	43	22	4	3	389	77.8	Highly satisfied
3) I feel useful with the wellness programmes available in my workplace.	14	45	29	7	5	356	71.2	Highly satisfied
Composite index						1110	74	Highly satisfied

Source: Compiled from primary data

Figure5.7. Levels of job satisfaction based on company policies at Oushadhi

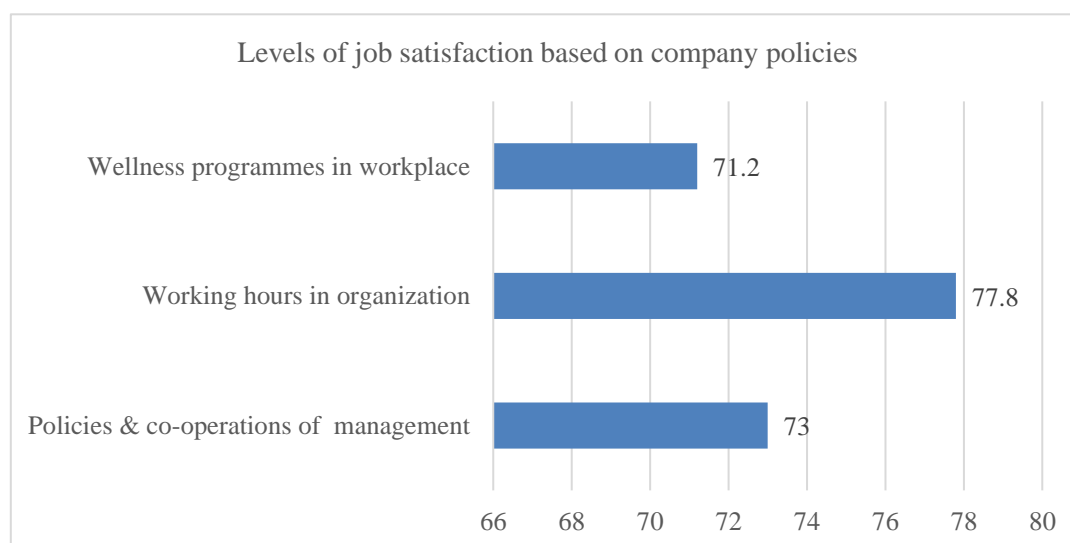


Table 5.9 shows the employee job satisfaction survey based on company policies. It reveals a highly positive outlook, with an overall composite index score of job satisfaction based on company policies of 74, indicating a "highly satisfied" workforce. Employees are generally comfortable with management's policies and cooperation (73%), and satisfied with their working hours (77.8%). While slightly less satisfied, they still find value in the wellness programs available at work (71.2%). Overall, the survey suggests that employees are pleased with the company's policies and practices, contributing to a positive work environment.

5.4.2. Levels of job satisfaction based on safety and infrastructure at Oushadhi

A safe and well-maintained work environment is fundamental to employee well-being and productivity. This area studies the job satisfaction based on organizational safety and infrastructure, focusing on three critical aspects: satisfaction with implemented safety norms, infrastructure facilities, and sanitary provisions. By examining these factors, it aim to understand the relationship between employee engagement and job satisfaction based on the safety and infrastructure in the organization.

Table5.10 levels of job satisfaction based on safety and infrastructure at Oushadhi

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)	Score	Index	Category
1) I am satisfied with the safety norms implemented in the organization.	29	41	22	2	6	385	77	Highly satisfied
2) I am satisfied with the infrastructure facilities available within my organization.	29	41	20	8	2	387	77.4	Highly satisfied
3) Provision for sanitary facilities is available in an efficient manner.	28	47	13	10	2	389	77.8	Highly satisfied
Composite index						1161	77.4	Highly satisfied

Source: Compiled from primary data

Figure5.8. Levels of job satisfaction based on safety and infrastructure at Oushadhi

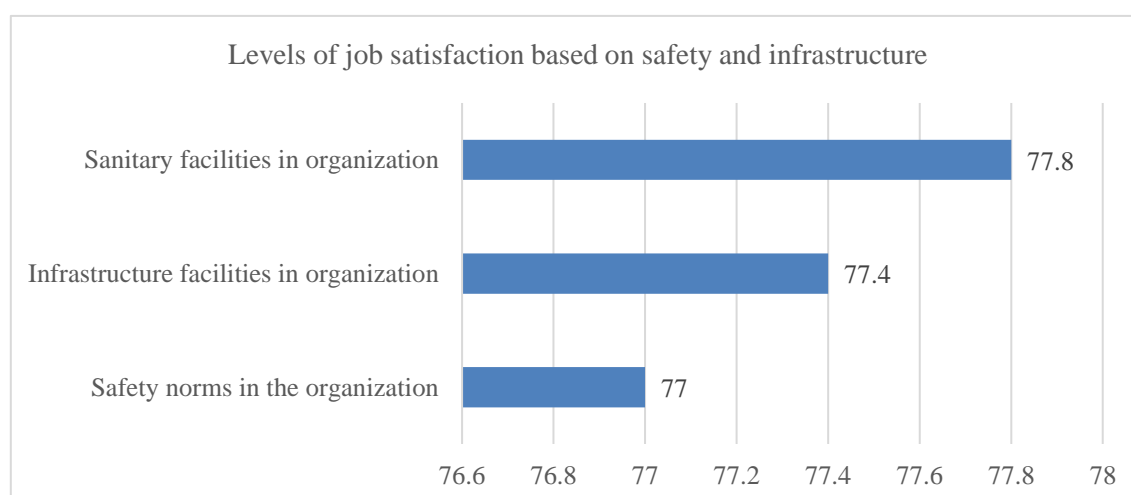


Table 5.10 indicate the employee job satisfaction survey based on safety and infrastructure reveals a highly positive outlook, with an overall composite index score of 77.4, indicating a "highly satisfied" workforce. Employees are highly satisfied with the safety norms implemented in the organization (77%), the infrastructure facilities available (77.4%), and the provision of sanitary facilities (77.8%). The majority of employees strongly agree or agree that the organization has met their expectations in these areas, with only a small percentage disagreeing. Overall, the survey suggests that employees feel safe, supported, and well-provided for in their work environment, contributing to a high level of job satisfaction.

5.4.3. Levels of job satisfaction based on quality of work life management at Oushadhi

The quality of work life management plays a pivotal role in shaping employee job satisfaction, influencing productivity, retention, and overall engagement of the employees. This area investigates the job satisfaction, exploring dimensions such as comfort with the work environment, clarity on career advancement, organizational recommendation, work-life balance, cultural satisfaction, communication effectiveness, and colleague relationships.

Table 5.11. Levels of job satisfaction based on quality of work life management at Oushadhi

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)	Score	Index	Category
1) I feel comfort to work with the existing environment of the organization.	17	51	25	2	5	373	74.6	Highly satisfied
2) I see a clear path for career advancement within the company.	11	41	26	12	10	331	66.2	Highly satisfied
3) I would recommend my company as a great place to work.	24	48	21	1	6	383	76.6	Highly satisfied
4) I am happy with the work-life balance my job allows.	23	37	26	6	8	361	72.2	Highly satisfied
5) I am satisfied with the culture of my workplace.	18	57	23	2	0	391	78.2	Highly satisfied
6) I am satisfied with the level of communication within the organization.	21	42	32	0	5	374	74.8	Highly satisfied
7) I am satisfied with the relationship with my colleagues.	33	52	15	0	0	418	83.6	Very highly satisfied
Composite index						2631	75.17	Highly satisfied

Source: Compiled from primary data

Figure 5.9. Levels of job satisfaction based on quality of work life management at Oushadhi



Table 5.11 shows the employees expressed a high level of satisfaction with their job quality and work-life management, scoring an overall composite index of 75.17. They feel comfortable with their work environment (74.6%) and are happy with their work-life balance (72.2%). The company culture (78.2%) and communication (74.8%) also received high marks. Employees are highly satisfied with their relationships with colleagues (83.6%), and most would recommend the company as a great place to work (76.6%). However, there is room for improvement in career advancement opportunities, with only 66.2% of employees seeing a clear path forward. Overall, employees are highly satisfied with their job quality and work-life management, but may be looking for more growth opportunities within the company.

5.4.4. Levels of job satisfaction based on recognition and reward at Oushadhi

The perception of being valued and appreciated significantly influences an employee's in engaging them positive attitude towards their work, impacting their daily motivation, sense of purpose, happiness, and overall well-being. This area examines the job satisfaction based on recognition and reward structures, exploring five critical dimensions: daily motivation, sense of purpose, job happiness, feeling valued and appreciated, and satisfaction with compensation and benefits.

Table5.12. Levels of job satisfaction based on recognition and reward at Oushadhi

Statements	SA (5)	A (4)	N (3)	D (2)	SD (1)	Score	Index	Category
1) I feel motivated to come to work every day.	22	37	29	6	6	363	72.6	Highly satisfied
2) I feel my job provides me with a sense of purpose.	12	64	15	6	3	376	75.2	Highly satisfied
3) Happiness and interest in my job is very high.	15	46	24	4	11	350	70	Highly satisfied
4) I feel valued and appreciated at my workplace.	7	41	38	11	3	338	67.6	Highly satisfied
5) I am satisfied with compensation and benefits provided by the company.	14	22	32	24	8	310	62	Highly satisfied
Composite index						1737	69.48	Highly satisfied

Source: Compiled from primary data

Figure 5.10. Levels of job satisfaction based on recognition and reward at Oushadhi

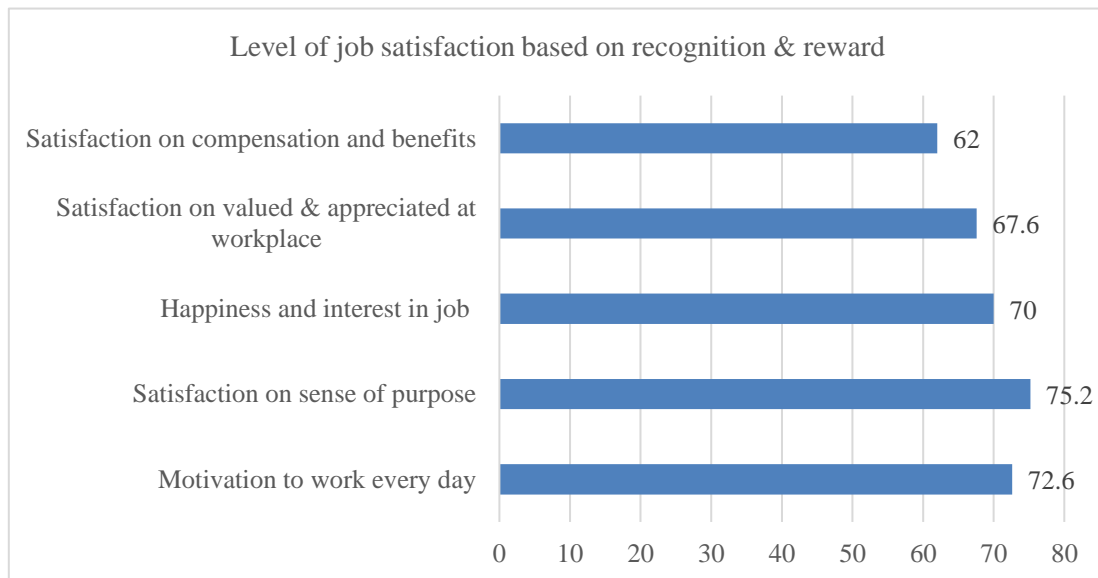


Table 5.12 shows the employees expression on satisfaction with recognition and reward, scoring an overall composite index of 69.48. They feel motivated to come to work every day (72.6%) and have a sense of purpose in their job (75.2%). While happiness and interest in their job are high (70%), they feel less valued and appreciated at work (67.6%). Compensation and benefits provided by the company received the lowest score (62%), indicating room for improvement. Overall, employees are highly satisfied with their job recognition and reward, but may be looking for more appreciation and better compensation to further boost their job satisfaction.

5.5. Relationship between employee engagement and job satisfaction

A chi-squared test is a statistical hypothesis test that is appropriate to use when the test statistic follows a chi-squared distribution under the null hypothesis, particularly in Pearson's chi-squared test and its variations. Pearson's chi-squared test is utilized to assess whether there is a statistically significant difference between the expected and observed frequencies in one or more categories of a contingency table. Chi-squared tests generally refer to tests where the test statistic's distribution asymptotically approaches the χ^2 distribution, meaning the sampling distribution becomes similar over time. According to the chi-square test, the asymptotic significance value should be at least 5%, with a value less than 0.05 indicating a significant relationship between dependent and independent variables. In such cases, we can reject the null hypothesis and accept the alternative hypothesis.

Employee engagement and job satisfaction

H₀ (null hypothesis) = There is no influence of employee engagement on job satisfaction at Pharmaceutical corporation (IM) Kerala Ltd.

H₁ (alternative hypothesis) = There is an influence of employee engagement on job satisfaction at Pharmaceutical corporation (IM) Kerala Ltd.

Table5.13. Relationship between employee engagement and job satisfaction

Variables	Chi-square	P-value
Employee engagement v/s job satisfaction	31.359	0.000021

Source: Compiled from primary data

The table 5.13 shows the chi-square test, which examined the relationship between the independent variable Employee engagement and the dependent variable of job satisfaction. The null hypothesis (H₀) proposed that employee engagement has no influence on job satisfaction, while the alternative hypothesis (H₁) suggested that there is an influence of employee engagement on job satisfaction. The chi-square analysis resulted in a chi-square value of 31.359 and a p-value of 0.000021. Since the p-value is significantly less than the value of 0.05, we can reject the null hypothesis and conclude

that there is a statistically significant influence of employee engagement on job satisfaction at the company.

Therefore the result shows that employee engagement variables based on Gallup Q12 model including clarity and expectation about the job, availability of resources, alignment of tasks with individual strengths, recognition and praise, perceived care and support from supervisors, support for personal and professional growth, value of employee input and feedback, connection to company's mission or purpose, commitment to quality and team connection, social relationships and camaraderie, feedback and discussion about personal progress, and opportunities for learning and development have a significant influence in the job satisfaction of employees at Pharmaceutical corporation (IM) Kerala Limited based on the policies of the organization, safety & infrastructure of the organization, quality of work life management of the organization, and based on recognition & reward provided by the organization.

5.6. Influence of employee engagement on job satisfaction

A regression analysis is a statistical method used to examine the relationship between one dependent variable and one or more independent variables. The goal of regression analysis is to model the relationship and predict the dependent variable based on the values of the independent variables. This method is particularly useful for determining the strength and nature of the relationships between variables.

In a simple linear regression, where one independent variable is considered, the analysis evaluates whether changes in the independent variable can predict changes in the dependent variable. The key output of this analysis includes the regression coefficient which indicates the direction and strength of the relationship, the R-squared value which shows the proportion of variance in the dependent variable explained by the independent variable.

Table 5.14. Influence of employee engagement on job satisfaction

Variables	Standardized coefficient B value	Variance R2 value
Employee engagement v/s job satisfaction	0.280	0.078

Source: Compiled from primary data

The Table 5.14 shows the regression analysis, which examined the relationship between the independent variable Employee engagement and the dependent variable of job satisfaction. The results of the regression analysis indicate that there is a positive relationship between employee engagement and job satisfaction. That is as employee engagement increases; there will have an impact of increase in the job satisfaction. This significance is also reflected in the table that for every one-unit increase in employee engagement lead to 0.280 increases in job satisfaction units. The table also indicates a small percentage of variance in job satisfaction. A variance of 7.8% in job satisfaction is based on the change in the employee engagement in the organization.

CHAPTER -VI

***SUMMARY OF FINDINGS, CONCLUSION AND
SUGGESTIONS***

CHAPTER VI

SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

6.1. Introduction

The project titled “Influence of employee engagement on job satisfaction at Pharmaceutical Corporation (IM) Kerala Ltd” has been done to examine the employee engagement and its influence on the job satisfaction at Pharmaceutical Corporation (IM) Kerala Limited. The study on Influence of employee engagement on job satisfaction at Pharmaceutical Corporation (IM) Kerala Ltd. was descriptive in nature and the objectives of the study was to examine the employee engagement at Oushadhi and to study the influence of employee engagement on the job satisfaction at Pharmaceutical Corporation (IM) Kerala Limited. The study was based on the primary data which was collected from the 100 respondents who were the employees of the Pharmaceutical Corporation (IM) Kerala Limited (Oushadhi). The location was the Oushadhi Corporate Office of Pharmaceutical Corporation (IM) Kerala Limited which is located at Kuttanellur, Thrissur district. The location and the respondents were selected based on convenience sampling method. The responses from the respondents were collected using the questionnaire. The data collected was analysed using the tools such as percentage method, index method, chi-square and regression. The variable selected for the study was employee engagement based on Gallup Q12 model and the job satisfaction. The findings, suggestions and conclusion of the study is given below.

6.2. Findings

- Majority of the respondents in Oushadhi belongs to the age category of 30 and below (35%) which depicts that most of the employees were youth.
- Regarding the classification based on gender, 51 percent belongs to male and 49 percent belongs to female. There was no transgender among the respondents.
- Marital status of the respondents shows that most of respondents (66%) are married and 34 percent are unmarried.
- Regarding the period of working, 28 percent of the respondents belongs to the category of period from one to three years and the very next highest of 22 percent of respondents belongs to a period of four to six years.
- Majority of the respondents (45%) were having an income between 1 lakh to 2 lakhs annually.
- Regarding the responses of respondents towards employee engagement, we can find that there is an overall index value of 78.05 which show employees are highly engaged with their work.
- Regarding the engagement of employee based on clarity of work expectation, it shows an index value of 84 which depict that the employees are very highly engaged and aware about their work in the organization. Clarity about the work is acting as the most influencing factor for making the employees engaged in the organization.
- Engagement based on the commitment to quality and team connection shows an index value of 83.8 which means employees are very highly associated and engaged with the same.
- An index value of 83.6 shows that employees are engaged and motivated because of the care and support provided by the supervisors at the organization.
- With an index value of 83.4 the study shows a result that employees are very highly engaged in the organization in term of having social relationship with the co-workers.

- The index value with 82 shows that the organization provides a better opportunity to the employees for learning and development purpose. This makes the employees to be very highly engaged with their job.
- An index value of 81.6 shows that employees have the enough opportunity to contribute their best in the work as well as in the organization. It makes the employees to be more engaged with the job.
- Regarding the engagement of employees based on the availability of resources in the organization, shows an index of 80.6 which depict it highly makes employees to engage with their job.
- With an index value of 79.8 shows that employees are having an alignment with their organization mission which makes them to be more engaged and motivated with their job. That is it makes them highly engaged with the job.
- Engagement based on the professional growth shows an index value of 77.8. That is it depict the finding that employees are highly engaged with their job in the organization when they are encouraged regarding the same.
- An index value of 77.4 shows that the employees are highly engaged with their work because of feedback provided by them are considered and accepted by the organization.
- An index value of 65.4 represent that providing feedback and discussion about personal progress makes employees to get highly engaged with the organization.
- Regarding the engagement based on recognition and praise is the only least valued factor with 57.2 which makes a moderate engagement of the employees.
- Overall index value of job satisfaction based on the company policy shows a value of 74 which depict that employees are highly satisfied based on the same.
- An index value of 77.8 represent that employees are highly satisfied with the working hours in the organization.
- With index value of 73, the employees are highly satisfied with the policies and co-operation of the organization.

- Regarding the job satisfaction about wellness programmes provided by the organization, it shows an index value of 71.2 which means employees are highly satisfied about the same.
- Regarding the job satisfaction based on safety and infrastructure provided by the organization, it shows an overall index value of 77.4 which means employees are highly satisfied.
- The provision of sanitary facilities within the organization pointed the highest satisfaction rating with an index value of 77.8.
- The implementation of safety norms also received a highly positive response, achieving an index value of 77, which shows employees are highly satisfied.
- Infrastructure facilities available within the organization followed closely with a highly satisfactory index value of 77.4.
- Job satisfaction based on the quality of work life management shows an overall index value of 75.17 depicting employees are highly satisfied with the same.
- The relationships with colleagues received the highest satisfaction rating, with an extremely high level of satisfaction (83.6), indicating a strong sense of teamwork.
- The workplace culture was highly praised, with a satisfaction rate of 78.2, reflecting a positive and supportive environment.
- An index value 76.6% of respondents have highly recommend the company as a great place to work, demonstrating exceptional overall satisfaction.
- Communication within the organization was highly effective, with a satisfaction rating of 74.8, indicating clear and transparent exchange of information.
- Employees expressed significant comfort with the existing work environment, reporting a satisfaction level of 74.6.
- The company's work-life balance policies received a positive response, with a satisfaction rating of 72.2, showing that employees' personal and professional needs are being met.

- However, clarity on career advancement opportunities was relatively lower, with a satisfaction rate of 66.2.
- Regarding the job satisfaction based on recognition and reward provided by the company, it shows an overall index value of 69.48 that also shows employees are highly satisfied regarding the same.
- A significant 75.2% of employees reported feeling a strong sense of purpose in their job, indicating a clear connection between their role and the organization's goals.
- Employees showed high motivation to come to work daily, with a satisfaction rate of 72.6, showcasing a positive work environment.
- The employees expressed happiness and interest in their job, reporting a satisfaction rate of 70, highlighting engagement.
- Feeling valued and appreciated at the workplace received a satisfaction rate of 67.6.
- Although still highly satisfied, compensation and benefits provided by the company ranked lowest, with a satisfaction rate of 62.

6.3. Conclusion

The study, “INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AT PHARMACEUTICAL CORPORATION (IM) KERALA LTD” reveals that there is a positive relationship between employee engagement and job satisfaction. That is the study indicates that there exist an influence of employee engagement in job satisfaction at Pharmaceutical Corporation (IM) Kerala Limited (Oushadhi). The findings and analysis indicates that employee engagement contribute directly to the enhancement of job satisfaction of the employees. The detailed examination of employee engagement variables, including clarity of expectations, availability of resources, alignment with individual strengths, and recognition, reveals that these factors collectively enhance the job satisfaction of employees. Employees at Oushadhi report high levels of engagement in various aspects of their work environment, such as feeling supported by supervisors, having opportunities for professional growth, and valuing their contributions to the company's mission. The areas such as recognition and compensation require attention.

The results from the chi-square and regression analyses shows the importance of engagement in driving job satisfaction. The chi-square test confirms a statistically significant relationship between employee engagement and job satisfaction.

The present study shows that fostering and engaging work environment is crucial for improving the overall job satisfaction, for which can lead to better performance, reduce turnover, and a more motivated workforce. Therefore, it is recommended that the Oushadhi may continue to invest in strategies that boost employee engagement to sustain and for further enhance of job satisfaction. This may help Pharmaceutical Corporation (IM) Kerala Ltd (Oushadhi) can ensure long-term growth and a positive, productive workplace.

6.4. Suggestions

The following suggestions are made based on the findings of the study,

- The study found that recognition and praise for good work scored only 57.2% on index, which is categorized as moderately engaged. It is therefore recommended to Oushadhi to consider and implement more structured recognition program such as awards or acknowledgments for the work, celebrations for achievements. This could significantly lead to improve in the engaging the employees.
- It is revealed that feedback on personal progress have scored 65.4%, indicating highly engaged, but with some need of improvement. It is suggested to Oushadhi to consider for one to one meetings with employees for addressing any concern.
- It is found that most of the employees belongs to category of youths and also revealed that clarity on career advancement had scored 66.2% which is categorized as highly satisfied but providing a better need for improvement. It is recommended to provide clear career progression path and regular updates within the organization.
- Satisfaction with compensation and benefits scored 62%, which is the lowest among the job satisfaction categories. It is recommended to consider reviewing the compensation structure of the organization.
- It is recommended to Oushadi that it may continue to invest in the current strategies because it helps in boosting employee engagement and job satisfaction for future that it may help in improving the productivity and well-being of employees.

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APPENDIX

APPENDIX

KERALA AGRICULTURAL UNIVERSITY

MBA (ABM)

QUESTIONNAIRE FOR DATA COLLECTION

**Title: INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB
SATISFACTION AT PHARMACEUTICAL CORPORATION (IM)
KERALA LTD**

Questionnaire on: **INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB
SATISFACTION AT PHARMACEUTICAL CORPORATION (IM) KERALA
LTD**

I Abishek Krishnan, MBA–ABM student of Kerala Agricultural University, Vellanikkara, Thrissur. As a part of my major project on the topic " **INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AT PHARMACEUTICAL CORPORATION (IM) KERALA LTD**", I request you to give necessary details to the below furnished questions for the success of my major project. I assure that the information you are given will be strictly kept confidential.

Thanking you,

Abishek Krishnan

**QUESTIONNAIRE FOR EMPLOYEES OF PHARMACEUTICAL
CORPORATION**

**TITLE: INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB
SATISFACTION AT PHARMACEUTICAL CORPORATION (IM)
KERALA LTD**

Socio- Demographic Profile of Respondents

1) Name of respondent:

2) Age:

3) Gender: M F TG

4) Marital Status: Married Unmarried Divorced

5) Years with Pharmaceutical Corporation (IM) Kerala Ltd.

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

6) Annual Income:

- Below 1 lakh
- 1 lakh – 2 lakhs
- 2 lakhs – 3 lakhs
- Above 3 lakhs

Employee Engagement (Gallup Q12)

Please rate each of the following statements on a scale from 1 to 5, where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5 = Strongly Agree.

SI NO.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I know what is expected of me at work.					
2	I have the materials and equipment I need to do my work right.					
3	At work, I have the opportunity to do what I do best every day.					
4	In the last seven days, 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 opinions seem to count.					
8	The mission or purpose of my company makes me feel my job is important.					
9	My associates or fellow employees are committed to doing quality work.					
10	I 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, I have had opportunities at work to learn and grow.					

Job satisfaction based on company policies

Please rate each of the following statements on a scale from 1 to 5, where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5 = Strongly Agree

SI NO.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel comfort with the policies and co-operations of the management.					
2	I feel satisfied in the working hours in the organization.					
3	I feel useful with the wellness programmes available in my workplace.					

-

Job satisfaction based on safety & infrastructure

Please rate each of the following statements on a scale from 1 to 5, where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5 = Strongly Agree.

SI NO.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I am satisfied with the safety norms implemented in the organization.					
2	I am satisfied with the infrastructure facilities available within my organization.					
3	Provision for sanitary facilities is available in an efficient manner.					

Job satisfaction based on quality of work-life management

Please rate each of the following statements on a scale from 1 to 5, where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5 = Strongly Agree.

SI NO.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel comfort to work with the existing environment of the organization.					
2	I see a clear path for career advancement within the company.					

3	I would recommend my company as a great place to work.					
4	I am happy with the work-life balance my job allows.					
5	I am satisfied with the culture of my workplace.					
6	I am satisfied with the level of communication within the organization.					
7	I am satisfied with the relationship with my colleagues.					

Job satisfaction based on recognition & reward

Please rate each of the following statements on a scale from 1 to 5, where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5 = Strongly Agree.

SI NO.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel motivated to come to work every day.					
2	I feel my job provides me with a sense of purpose.					
3	Happiness and interest in my job is very high.					
4	I feel valued and appreciated at my workplace.					
5	I am satisfied with compensation and benefits provided by the company.					

INFLUENCE OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION OF PHARMACEUTICAL CORPORATION

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