A STUDY ON EMPLOYEE PERCEPTION TOWARDS EMPLOYEE EMPOWERMENT STRATEGIES AT KERALA SOLVENT EXTRACTIONS LTD

Project Report

Submitted in partial fulfilment of the requirements

For the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

University of Calicut

By

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DECLARATION

I, SNEHA T S hereby declare that the Project Report entitled **"A STUDY ON EMPLOYEE PERCEPTION TOWARDS EMPLOYEE EMPOWERMENT STRATEGIES AT KERALA SOLVENT EXTRACTIONS LTD",** has been prepared by me and submitted to the University of Calicut in partial fulfilment of requirements for the award of the Master of Business Administration, is a record of original work done by me under the supervision of Prof. Dr. Jacob P. M of Naipunnya Business School, Pongam, Koratty East, Thrissur.

I also declare that this Project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title, or recognition before any authority.

Place: Koratty East, Thrissur   **SNEHA T S**

Date: **YPAWMBA035**

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Place: Koratty East, Thrissur   **SNEHA T S**

Date: **YPAWMBA035**

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER: I

INTRODUCTION

1.1 INTRODUCTION

Employee empowerment is a management philosophy that emphasizes giving employees greater autonomy, control, and authority over their work. Employee empowerment is basically giving more freedom and responsibility to employees at their work. It's like treating them like grown-ups who can handle things, which makes them feel more valued and invested in the company's success. Employee empowerment strategies have emerged as a key driver of motivation, engagement, and overall well-being within the workforce. These strategies encompass a comprehensive approach that grants employees greater autonomy and control over their work.

"Empowerment is the process coming to feel and behave as if one is in power and to feel as if they owned the firm"- **Richard Kathnelson**

At the core of employee empowerment lies the concept of increased decision-making authority. This empowers employees to take ownership of their tasks, solve problems creatively, and feel a sense of accountability for the outcomes. By trusting employees to make informed decisions within defined parameters, organizations foster a culture of innovation and problem-solving, ultimately leading to improved efficiency and productivity. Additionally, empowerment strategies often involve providing employees with greater access to resources. This may include necessary tools, equipment, budget allocations, or training opportunities. By providing the necessary tools and resources, organizations empower their employees to overcome challenges and take ownership of their work.

The impact of employee empowerment extends beyond simply improving task efficiency. Empowerment strategies also play a crucial role in fostering a sense of employee ownership and engagement. When employees feel valued, trusted, and capable of making a significant contribution, they are more likely to be dedicated and invested in the organization's success. This translates into a more motivated workforce that takes pride in their work and aims for excellence. Ultimately, employee empowerment strategies create a win-win situation for both the organization and its employees, leading to increased productivity, innovation, and a competitive edge in the marketplace.

Employee empowerment strategies are powerful for encouraging a dynamic and high-performing work environment. Instead of constantly checking up on employees, organizations can give them more freedom and trust to make decisions and do their jobs well. This helps employees to take ownership of their work. Empowered employees experience greater job satisfaction, leading to increased dedication and effort. It's an ongoing process that requires continuous evaluation and improvement. Organizations must establish clear communication channel to gather employee feedback and access the effectiveness of current strategies. This will help to allows for adjustments and the implementation of new initiatives that best address employee needs and aspirations. Additionally, fostering a culture of learning and development is crucial. By providing ongoing training opportunities, organizations empower employees with the skills and knowledge they need to thrive in an ever-evolving work environment. By continuous improvement in employee empowerment strategies, organizations can create a truly empowering work environment that unlocks the full potential of their workforce.

Employee empowerment also plays a pivotal role in fostering a collaborative and inclusive work environment. When employees are encouraged to share their ideas and contribute to decision-making processes, it promotes a sense of belonging and respect within the team. This inclusivity not only enhances the diversity of thought but also leads to more innovative solutions as different perspectives are considered. Moreover, empowered employees are more likely to support and mentor their colleagues, creating a supportive network that strengthens the organization's overall capabilities. By emphasizing collaboration and inclusivity through empowerment strategies, companies can build a cohesive and resilient workforce that is well-equipped to navigate challenges and drive collective success.

Employee empowerment is a strategic approach to creating a successful workforce. By granting employees greater autonomy, resources, and opportunities for growth, companies unlock a source of motivation, innovation, and dedication. This empowered state empowers employees to not only excel in their roles but also become valuable contributors who feel invested in the company's overall success. Ultimately, employee empowerment creates a win-win situation, driving both individual and organizational growth.

1.2 STATEMENT OF THE PROBLEM

The modern workplace thrives on motivated and engaged employees, and employee empowerment strategies are crucial in fostering this environment. Empowerment grants employees a sense of ownership, trust, and control over their work, leading to a more dedicated and productive workforce. However, many organizations struggle to effectively implement these strategies. These limitations in employee empowerment can take several forms, including over-supervision, which reduces employees' creativity and problem-solving abilities. Additionally, limited decision-making authority can lead to frustration and a sense of powerlessness, preventing employees from fully engaging with and owning their tasks. Without proper support, employees struggle to take initiative and reach their full potential.

At Kerala Solvent Extractions Limited, the implementation of various employee empowerment strategies has occurred, but there is a limited understanding of how these strategies are perceived by the employees and their actual impact on employee satisfaction and ownership of work. Employee empowerment is crucial for enhancing motivation, productivity, and organizational commitment, yet the effectiveness of these strategies within the company remains unclear. There is a need to comprehensively assess the level of awareness among employees regarding the empowerment strategies, evaluate their satisfaction with these strategies, and investigate the relationship between the level of autonomy provided by these strategies and the employees' sense of ownership over their work.

These limitations in employee empowerment pose a significant challenge for organizations. When employees feel disengaged and lack a sense of ownership, it can lead to decreased productivity, increased employee turnover, and reduced innovation. Demotivated employees are less likely to go the extra mile, resulting in a decline in overall performance. In light of these potential consequences, investigating the current state of employee empowerment at Kerala Solvent Extractions Limited is crucial. This study aims to understand employee perceptions of the company's empowerment strategies and their impact on job satisfaction and engagement. Addressing these issues is essential for Kerala Solvent Extractions Limited to optimize its empowerment strategies, ensuring they effectively contribute to higher employee engagement, satisfaction, and overall organizational performance.

1.3 OBJECTIVES

- To assess employee awareness on empowerment strategies.
- To understand the level of awareness about empowerment strategies among male and female employees.
- To assess the relationship between employee satisfaction and employee empowerment within the organization.

1.4 SCOPE OF THE STUDY

This study will delve into the perceptions of employee empowerment strategies at Kerala Solvent Extractions Limited. It aims to comprehensively assess how employees perceive and interact with these strategies, specifically focusing on their awareness and satisfaction levels. Additionally, this study was conducted with employees of KSE Ltd. The research will target a representative sample of employees to understand their perceptions of empowerment strategies through surveys.

1.5 RESEARCH METHODOLOGY

Research methodology refers to the overall plan for conducting a research study. It acts as a blueprint and outlines the framework for how you will go about gathering and analyzing data to answer your research questions. A well-defined methodology ensures the research is conducted systematically and minimizes the risk of bias or errors.

According to the American sociologist **Earl Robert Babbie**, "Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. It involves inductive and deductive methods."

The research includes the techniques, procedures, and tools used to gather, analyse, and interpret data to answer research questions or test hypotheses effectively. Research methodology outlines the overall plan for conducting research, including the methods of data collection, sampling techniques, data analysis procedures, and strategies for the conclusions.

1.5.1 RESEARCH DESIGN

Research design refers to the overall structure of a research study that outlines how the research will be conducted, including the methods to be used to address the research objectives.

According to **Jahoda Deutch & Cook,** "A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy and procedure".

This study used a descriptive research approach to its methodology. Descriptive research aims to describe the features of a particular group of people or set of circumstances. It helps to understand what's happening, who's involved, and when and where it's happening. A descriptive study cannot definitively determine why things are the way they are, it provides a clear picture of the current state. Summarizing and defining a dataset's key features is a component of descriptive analysis. Descriptive research uses tools like mean, median, mode, and standard deviation to organize and present the information in a clear way. This helps to see the big picture of the data and identify any trends or patterns that might exist.

1.5.2 POPULATION OF THE STUDY

Population refers to the whole group of individuals having a specific set of traits. It is the total of all the units that need to be investigated in any area of research. The population size of the study is all permanent employees of the organization. All 214 permanent employees of the company are represented as the population.

1.5.3 SAMPLING

Sampling refers to the process of selecting a subset of individuals or observation from a larger population to represent that population in a research study. The purpose of sampling is to gather information about a large group by studying a smaller, representative sample. This allows researchers to make inferences about the whole

population based on the data collected from the sample. In various fields such as statistics, research, and data analysis, sampling plays a crucial role in collecting data efficiently and drawing conclusions about a larger group without having to study every single member. The selected subset, known as a sample, is typically smaller and more manageable than the entire population, making it more practical and cost-effective to collect data. By studying the characteristics of the sample, researchers aim to generalize their findings to the entire population and make valid inferences or predictions.

The sampling method used here is simple random sampling. Each person in the population has an independent and equal probability of being chosen for inclusion in a sample when using the statistical sampling technique known as simple random sampling. In simple terms, it involves randomly selecting individuals from a population without any specific criteria or bias, ensuring that every member has an equal opportunity to be chosen. This method of sampling is commonly used in research and surveys to gather representative data from a larger population. Simple random sampling helps researchers to make inferences about the entire population based on the characteristics observed in the sample.

1.5.4 SAMPLE SIZE

Sample size refers to the number of observations or individuals included in a sample, which is a subset of the larger population. In research sample size is the number of participants chosen from a larger group that allows researchers to understand the conclusion about the entire population.

The sample size chosen for the study consists of 110 respondents of employees of 'KSE LTD'.

1.5.5 METHOD FOR DATA COLLECTION

The act of gathering and preparing data is called data collection. The goal of data collection is to gather information for documentation, to make decisions about difficult situations, and disseminate the information to others.

Primary data

In this study, primary data was gathered from 110 employees of KSE Ltd through a questionnaire comprising 26 questions. The questionnaire was distributed randomly among the population. Subsequently, the collected data was subjected to data analysis to identify relevant findings and conclusions.

Secondary data

The study uses secondary data to strengthen the research findings from primary sources. It offers relevant background information from websites, journals papers, and books that help to confirming and validating the primary information.

1.5.6 STATISTICAL TOOL

- Percentage analysis:

    It is used to present the data in a brief and meaningful way. It is commonly used in charts, and graphs, to represent proportions visually.

    Percentage Formula = (No. of respondents / Total No. of respondents) × 100

- Independent sample t-test:

    It is used to compare the means of two separate groups. This statistical test analyses whether the means of two unrelated groups differ statistically significant from one another.

    The independent t-test's null hypothesis is that the population means from the two unrelated groups are equal:

    $$H0 \; u1 = u2$$

    The null hypothesis is typically accepted in Favor of the alternative, which is that the population means are not equal:

    $$H1 = u1 \neq u2$$

    To accomplish this, it is necessary to have a set of significance levels, that allow for the acceptance of the alternative hypothesis. The default setting for this value is 0.05.

- Correlation:

  In this study, the statistical method of correlation analysis is used to examine the link between two variables autonomy and ownership of work, and employee satisfaction and empowerment. Finding out if there is a correlation between these two characteristics and figuring out how strong it is, is one of the study's objectives. The Karl Pearson correlation coefficient approach is used for this, which offers a quantitative assessment of the correlation and reveals the nature and strength of the link between autonomy and ownership of work.

1.5.7 HYPOTHESIS FOR THE STUDY

Examine the relationship between employee satisfaction and employee empowerment.

H0: There is no significant relationship between employee empowerment and job satisfaction.

H1: There is a significant relationship between employee empowerment and job satisfaction

Test on gender and awareness of empowerment among employees

H0: There is no significant difference in awareness of empowerment between men and women employees.

H1: There is a significant difference in awareness of empowerment between men and women employees.

1.5.8 PERIOD OF STUDY

The study period for this project is from April 1st, 2024, to May 26th, 2024.

1.6 LIMITATIONS OF THE STUDY

- There is a chance that the respondent's response is inaccurate.
- The employee's attitude fluctuates from time to time. As a result, the project's findings might only be a current picture.
- There is a chance of bias in the opinion of employees.
- The study is limited to only 110 employees. It does not cover the entire employees of KSE Ltd.

1.7 INDUSTRY PROFILE

The cattle feed industry acts as a silent supporter for the dairy and meat sectors. Even though having healthy cows is key to getting plenty of milk, and their diet is also an important one. Cows need the right food to stay happy and healthy. While grazing provides some essential nutrients, it often lacks the complete range these animals need to thrive. The right kind of feed fuels their bodies, allowing them to continue producing milk. Moreover, this food can even improve the quality of these products. There are two type of cattle feed: forage, which is what cows naturally graze on like grass and hay, and processed feed. This processed feed, sometimes called concentrate or finished feed, is like a special power-up mix containing grains, protein supplements, vitamins, and minerals.

There are many participants in the cattle feed sector, including feed processors, farmers, and exporters. Major players in the cattle feed industry cater to the specific needs of different cows. This means providing customized solutions based on the type of cattle, their growth stage, and their desired production outcome. The cattle feed industry plays a crucial role in the entire fud chain. By providing balanced nutrition for these animals, they contribute significantly to their health and productivity. This translates to a steady supply of high-quality milk and meat for consumers.

The dairy sector is always looking for enhancing animal welfare, human nutrition, and environmental sustainability. To achieve this, they are constantly innovating to different areas. This includes finding better ingredients for cow feed, figuring out the best way

to feed them for their well-being, and even developing special ingredients to keep them strong. Sustainability is becoming a central focus for many businesses, driving eco-friendly practices throughout their operations. Reduced waste and emissions, improved food consumption to conserve resources, and the discovery of new, eco-friendly foods are all part of this.

1.7.1 WORLD SCENARIO

Global Cattle Feed Market size was valued at USD 76.267 billion in 2019 and is poised to grow from USD 79.2 billion in 2023 to USD 104.18 billion by 2031, growing at a CAGR of 3.92% in the forecast period (2024-2031). Globally, the market has profited from the industrialization of cattle products such as meat and dairy products, as well as an increasing population. The primary driver of market expansion is increased customer awareness of the nutritional worth of food as well as the safety of meat and milk products. Cattle are divided into two categories: young cattle and mature cattle. These cattle receive proteins, vitamins, feed acidifiers, antibiotics, feed enzymes, and other supplements based on their age. Vitamin A and mineral supplements are commonly used to improve cattle's immune system, reproductive capabilities, and vision, as well as to address nutritional shortages.

The global cattle feed market is divided into three segments: ingredients, applications, and regions. The Cattle Feed Market is divided into four segments based on its ingredients: wheat, corn, soybeans, and additives. The Cattle Feed Market is divided into two segments based on application: dairy cattle feed and beef cattle feed. The global cattle feed market is divided into five regions: North America, Europe, Asia-Pacific, South America, and the Middle East and Africa. In 2021, corn was the most commonly used component in the cattle feed business, accounting for more than 26% of cow feed formulation and usage worldwide. Major grain producers such as Cargill, Inc. and BASF SE are integrated throughout the supply chain to provide feed components, employ corn as the primary source of energy in cow feed, establish a one-stop shop for manufacturers, and reduce sourcing and logistics costs. Alltech and others are among the rare companies that are backward integrated, which means they manufacture both basic materials like wheat and cattle feed. This raises the demand for corn and promotes the cattle feed industry.

1.7.2 INDIAN SCENARIO

The cattle feed industry in India is an essential component of the country's agricultural sector, supporting the vast livestock population, which includes the world's largest number of cattle. Valued at approximately INR 250 billion (around USD 3 billion) and projected to grow at a compound annual growth rate (CAGR) of 8-10% over the next decade, the industry is driven by increasing demand for dairy and meat products. India's dairy industry is the largest globally, necessitating high-quality feed to sustain and enhance milk production. Additionally, the growing meat industry, especially buffalo meat for both domestic consumption and export, underscores the need for efficient and nutritious feed solutions. Government initiatives like the National Livestock Mission is a pivotal in promoting cattle productivity through better nutrition and health management, coupled with subsidies and incentives encouraging farmers to adopt modern feeding practices. Technological advancements are also transforming the industry, with innovations in feed formulations incorporating enzymes, probiotics, and amino acids to improve nutritional quality and digestibility. Precision feeding technologies and automated systems are being adopted to enhance feed efficiency and reduce wastage.

However, the industry faces significant challenges that need to be addressed to realize its full potential. One of the major challenges is the fluctuation in the availability and prices of raw materials such as maize and soybean meal, which are heavily influenced by climatic conditions and market dynamics. This volatility can disrupt the supply chain and impact feed production costs. Ensuring the consistent quality and safety of cattle feed is another critical issue, as contaminated or substandard feed can severely affect cattle health and productivity. The lack of stringent quality control measures and standardized regulations exacerbates this problem, leading to inconsistencies in feed quality. Additionally, the industry grapples with inadequate infrastructure for storage, transportation, and distribution, which hampers feed availability, especially in remote and rural areas, resulting in increased costs and feed spoilage. Economic constraints also play a significant role, as many smallholder farmers, who constitute the majority of cattle owners in India, have limited financial resources to invest in high-quality commercial feed. These farmers often struggle with low milk prices and high input costs, making it difficult for them to afford nutritious feed.

Despite these challenges, the future of the Indian cattle feed industry appears promising, with numerous opportunities for growth and development. Continuous research and development in feed formulations and technologies can lead to more efficient and cost-effective feeding solutions. Emphasizing sustainable feed production practices, such as the utilization of agricultural by-products and waste materials, can reduce costs and mitigate the environmental impact of feed production. Expanding the number of feed mills and improving their geographic distribution can enhance feed availability across the country, while investments in modern feed manufacturing facilities can improve feed quality and production efficiency. Strengthening policy support and fostering public-private partnerships are crucial for driving investments and fostering innovation within the industry. Moreover, the integration of digital tools and technologies, such as mobile apps and IoT devices, can provide farmers with real-time information and guidance on feed management, facilitating better market linkages and supply chain management. By addressing these challenges and capitalizing on growth opportunities, the Indian cattle feed industry can achieve sustainable development, thereby enhancing the livelihoods of millions of farmers and contributing significantly to the country's food security.

1.7.3 KERALA SCENARIO

The cattle feed industry in Kerala, a state in southern India, is a critical segment of its agricultural sector, significantly contributing to the sustenance and productivity of the local livestock population. Kerala, with its predominantly agrarian economy, places a strong emphasis on dairy farming, and the cattle feed industry plays a pivotal role in this context. The state's dairy sector is characterized by a large number of smallholder farmers who rely heavily on high-quality feed to ensure the health and productivity of their cattle. The cattle feed market in Kerala has witnessed steady growth due to increasing demand for dairy products, driven by rising urban expansion, improved living standards, and higher disposable incomes. This demand necessitates a consistent supply of nutritious feed to enhance milk yield and quality. The Kerala government, through various initiatives and subsidies, supports the livestock sector by promoting scientific feeding practices and the adoption of compound feed. Programs like the Kerala Livestock Development Board (KLDB) and the Dairy Development Department

provide technical support, training, and subsidies to farmers, encouraging the use of balanced and fortified cattle feed.

However, the industry faces several challenges that need to be addressed to optimize its growth potential. One significant challenge is the high cost and fluctuating availability of raw materials, such as maize, soybean meal, and other essential grains. These fluctuations are often driven by climatic conditions, market dynamics, and import dependencies, which can disrupt feed production and increase costs. Ensuring the consistent quality and safety of cattle feed is another critical issue. While there are quality standards in place, enforcement can be inconsistent, leading to variations in feed quality that can affect cattle health and productivity. Infrastructure limitations also pose challenges, with inadequate storage and transportation facilities impacting the timely availability and distribution of feed, especially in remote areas. Moreover, economic constraints play a significant role, as many smallholder farmers in Kerala have limited financial resources to invest in high-quality commercial feed. These farmers often face the dual challenges of low milk prices and high input costs, making it difficult to afford nutritious feed.

Despite these challenges, the cattle feed industry in Kerala has a promising future, driven by opportunities for innovation, sustainable practices, and policy support. Advancements in feed technology, such as the development of cost-effective and nutritionally balanced feed formulations, can significantly enhance feed efficiency and cattle productivity. Emphasizing sustainable feed production practices, including the use of locally available agricultural by-products and waste materials, can reduce costs and minimize environmental impact. Expanding the reach of feed mills and improving infrastructure for storage and distribution can ensure better availability and quality of feed across the state. Strengthening policy support, coupled with public-private partnerships, can drive investments and foster innovation within the industry. Digital integration, through mobile apps and IoT devices, can provide farmers with real-time information on feed management, helping them make informed decisions. By addressing these challenges and leveraging growth opportunities, the cattle feed industry in Kerala can achieve sustainable development, enhancing the livelihoods of dairy farmers and contributing to the state's overall agricultural productivity and food security.

1.8 COMPANY PROFILE

Kerala Solvent Extraction Ltd (KSE Ltd) is a company that is engaged in the manufacture of cattle feed, oil cake processing (extraction of oil from copra cake by the solvent extraction process and refining the same to edible grade), and dairy products in Irinjalakkuda, Thrissur District, state of Kerala, India. The company was incorporated on 25 September 1963 and began commercial operations in April 1972 by setting up Kerala's first solvent extraction plant to extract coconut oil from coconut oil cakes. Subsequently, in 1976 the company set up a plant to manufacture ready mixed cattle feed. In the last three decades, KSE has emerged as a leader in solvent extraction from coconut oil cakes and also the largest cattle feed producer and supplier in Kerala. In 2000, KSE entered the business of procuring, processing, and marketing milk and milk products. In 2002, KSE started producing and marketing ice creams under the brand name 'Vesta'.

Kerala Solvent Extractions Ltd (KSE Ltd) is a company that manufactures cattle feed, edible oils and dairy products in Irinjalakkuda, Thrissur in Kerala was incorporated in 1963, it is the market leader in the cattle feed industry and has units in Tamil Nadu and Karnataka states apart from Kerala. The company is also involved in exporting cattle feed to various countries. The company operates in three segments: Animal Feed Division, Oil Cake Processing Division, and Dairy Division comprising milk and milk products, including ice cream. KSE started operation of its diary division on 22 January 2000. The idea of diversification into dairy industry was the outcome of the desire for forward integration of the cattle feed business of KSE Ltd. The company markets a wide range of dairy products in the market. Its main area of operation is Thrissur and also some parts of Ernakulam and Malappuram. The products are milk, toned homogenized milk, ghee, curd, sambharam and ice cream. KSE has milk processing units in Thalayuthu (Tamil Nadu) and Konikkara in Thrissur having processing capacity of 20,000 liters and 30,000 liters per day respectively. The Konikkara plant also manufactures ghee, curd, sambharam and ice cream. The brand name of milk and milk products is "KS" and the brand name of ice cream is "Vesta". It has five modern cattle-feed factories, two solvent extraction plants, and two dairy plants in Kerala and Tamil Nadu. It was in 1963 that Kerala Solvent Extractions Ltd, now known as KSE Ltd,

entered the Solvent Extraction Industry, setting up the very first solvent extraction plant in Kerala. The solvent extraction plant went on stream in 1972 and in 1976, a new plant was set up to manufacture ready mixed cattle feed. KSE Ltd is a public Ltd company with around 4500 shareholders. The shares are listed in the Bombay Stock Exchange (BSE), Madras Stock Exchange (MSE), Cochin Stock Exchange (CSE), and National Stock Exchange (NSE) with an arrangement with MSE. The last three decades have seen KSE emerging as a leader in solvent extraction and ready mixed cattle feed in the country. Today KSE commands the resources, expertise, and infrastructures to manufacture a range of livestock feed in high volumes, coconut oil from coconut oil cake and refined edible oil. KSE has also entered in the field of milk procurement and processing; KS Milk, KS Ghee, and Vesta Ice cream have become popular in many districts in Kerala driven by a commitment to high standards of quality. KSE has not only won customer confidence but also national recognition through several awards and accolades. With modern manufacturing facilities spread over three states, KSE caters to the 12 vast belt stretching across Southern India and enjoy a significant presence in exports too. Since the early days, KSE has endeavored to supply its products to customers through an extensive network of dealers and retailers, which form a dedicated force behind the success of KSE. It is a matter of pride that KSE is a household name today. With a strong commitment to customers and product quality and being cost competitive, KSE stands poised to meet new challenges.

1.8.1 HISTORY

KSE Ltd was created in 1963 in accordance with the Indian Companies Act of 1956. On September 25, 1963, it became a public limited company. With a daily production capacity of 40 tonnes, it originally began in 1972. The plant's capacity was increased to 60 tonnes per day in 1980. A cow feed facility with a daily capacity of 120 tonnes was added in 1983.The solvent extraction plant's capacity was further raised to 100 tonnes per day by 1992. The plant's capacity was raised to 180 tonnes per day in 1987. In 1988 and 1989, respectively, the company's second manufacturing unit with a 150 tonnes per day solvent extraction capacity started operating at Swaminathapuram, Dindigul district of Tamil Nadu. The cattle feed capacity was subsequently increased to 180 tonnes per day.

In 1995, the company's third cattle feed mill opened its doors in Kerala's Kottayam district in Vedagiri. Currently, this factory operates in three shifts, generating 150 tonnes daily. The basic installed capacity of this facility is 240 tonnes per day. Key manufacturing operations are managed by microprocessors at the fully automatic plants in Irinjalakuda and Vedagiri. The Vedagiri project, which had an estimated cost of Rs 6 crore, was entirely funded by corporate internal resources. At a cost of Rs. 1 crore, the company built a plant for refining vegetable oil at Irinjalakuda in 1995. The entire cost of this project was covered by internal accruals. In the refinery plant, the company is reaming solvent-extracted coconut oil and expeller-pressed sunflower oil. The company's promoters are Thrissur oil millers. According to the Indian Companies Act, it was registered in 1956 and established as a public limited company in 1963. Later, the business changed its name to KSE Limited. Three stock exchanges, including those in Mumbai, Chennai, and Cochin, list the company. KSE Limited is a business focused on products. The company's primary product is cattle feed. The other goods include milk, ice cream, de-oiled cake (JERSEY), and oil-cake. Cake that has been de-oiled is sold under the "JERSEY" trademark. Market acceptance for the ice cream they sell under the name "Vesta" is high. They are currently attempting to expand their 13 milk products. Early on, the business had financial issues, but K.S.I.D.C. (Kerala State Industrial Development Corporation) and I.F.C.I. (Industrial Finance Corporation of India) helped by subscribing to their 25% equity capital.

ESTABLISHMENT

A small group of coconut millers in and around Irinjalakuda founded Kerala Solvent Extractions Limited, commonly known as KSE Limited, in 1963 with the goal of resolving the coconut oil industry's dilemma. The business, which originally began as a solvent extraction operation, now generates 750–850 MT of coconut cake per day using two solvent extraction operations and four cattle feed production units. By building two dairy factories to produce pasteurised milk and milk products, the company has expanded into the dairying industry. It has received ISO accreditation for its dedication to professionalism and quality.

ORIGIN OF THE ORGANIZATION

The first solvent extraction factory in Kerala was established in 1963 by Kerala Solvent Extraction Limited, now known as KSE Limited, who also entered the solvent extraction business. In 1972, a plant for solvent extraction went online, and in 1976, a second facility was built to produce ready-mixed cattle feed. KSE has become a national leader in ready-mixed cow feed and solvent extraction during the past three decades. Today, KSE controls the assets, know-how, and infrastructure required to organise the production of significant volumes of livestock feed, refined edible oil, and coconut oil from coconut cake. confidence from customers as well as national recognition through a number of honours and accolades.

With modern manufacturing facilities spread over three states, KSE caters vast beet stretching across southern India and enjoys a significant presence in exports too. Since the beginning. KSE has made an effort to provide items to clients through a vast network of dealers and retailers, who work tirelessly to ensure KSE's success. Being a household name today is something to be proud of for KSE. KSE is well-positioned to take on new challenges because to its strong dedication to customers and product quality as well as its competitive pricing. Since it uses locally available raw materials like coconut, Kerala's copra crushing industry has been the state's most significant basic industry for decades. The oil millers in Kerala employed wooden village Ghani's powered by bullocks during the 1960s, which left 80% of the oil in the cake. Later, iron rotaries powered by electricity were employed, but they left the cake with roughly 12 to 13% oil. However, huge expellers followed by solvent extraction factories emerged in other parts of the world, including various states in India. As a result, oil millers outside of Kerala were able to produce extra oil by crushing copra and processing the cake through solvent extraction facilities. The millers outside of Kerala were able to remove a significant amount of the copra from our state thanks to this new technology, starving our local sector. Due to a lack of resources, we were unable to keep up with the times and had to contend with strong competition from other states. Under the leadership of Dr. Loganathan, a committee was established in 1960 to investigate the viability of establishing new industries in Kerala. The committee suggested the construction of three solvent extraction plants in Kerala, one of which should be located in the Thrissur district, based on the results of the techno-economic survey that was carried out. They saw an opportunity and took the initiative to establish a solvent

extraction unit, and the oil mill owners in and around Irinjalakuda who shared these thoughts did likewise. For this purpose, they acquired 9.6 acres of land in the names of Sri. P.V. Devassi and Sri. K. L. Francis and also applied for the industrial undertaking licence. They made the decision to launch it as a public limited company and distributed shares to practically all interested oil millers. On May 1st, 1963, a meeting was held with 17 members in attendance and was presided over by Sri P.V. Devassi. Sri. P.V Devassi was elected as the chairman and 10 others were elected as Directors. The directors were Mr. K. L. Francis, Mr. T. O. Paul, Mr. N. P. Venkittarama Ayyer, Mr. M. S. Menon, Mr. A. P. George, Mr. E. T. Joseph, Mr. P. L. Useph, Mr. M. C. Paul, and Mr. M. P. Kochu. Devassi, Sri. A. Narayanaswamy received the certificate of incorporation (No. 2028) from the Registrar of Companies in Kerala on September 25, 1963. On October 20, 1963, the first meeting was officially organised at this gathering. Both Sri P. V. Devassi and Sri K. L. Francis were chosen to serve as the organization's managing directors. The company's original capital of Rs. 4, l7,500 was made up of 4175 shares of Rs. 100 each that the promoters subscribed for. The plant's initial capacity was 40 tonnes per day. 28 employees and 23 staff members were there at first. In the beginning, there were numerous obstacles in the way of success. The biggest difficulty was in raising funds. But perseverance and optimism were successful. The solvent extraction plant was on stream in 1972 and in 1976 a new plant was set up at Irinjalakuda to manufacture ready mixed cattle feed, which was a pioneering step. As a result, the KSE Limited gave Irinjalakuda a significant place on Kerala's industrial map and demonstrated to us how to turn garbage into national revenue.

VISION

We shall endeavour to maintain leadership through quality products, explore new avenues in product development and marketing, create a strong bond between the management, workforce, dealers, and customers, contribute to social development and rural upliftment, and constantly strive for excellence in all spheres of our activities.

MISSION

The company strives for continuous growth by increasing sales, entering new markets, and empowering its dealers. This ensures customers receive high-quality products at competitive prices.

- To maintain market leadership.
- To minimize the cost incurred in the production process.
- To maintain product quality
- To be competitive in all markets
- To maintain the top position in the industry.
- To utilize the new technological changes for the benefit of the company.

OBJECTIVES

- To establish, manage, and maintain facilities like oil mills, ghee plants, extraction plants, and workshops for their operations.
- To Engage in all aspects of the oilseed industry, including production, processing, import/export, and sales of oilseeds, oil cakes, and other oil-containing products.
- To Procure necessary machinery for their business, such as oil expellers, disintegrators, filter presses, oil neutralizers, and other equipment related to washing, dyeing, electrical needs, pipelines, and even metalworking machinery.
- To Manufacture and trade in various products like oil cakes, vegetable goods, and animal feed to expand their offerings beyond just oil-based products.

1.8.2 UNITS IN KERALA

Irinjalakkuda Unit

The pioneering plant of KSE at Irinjalakuda is unique in many ways. It was the first solvent extraction plant in Kerala. It was the first major factory in the locality, spread over 15 acres. It was heard that KSE set up its first cattle feed plant. The facility represented the entrepreneurial spirit of a group of devoted individuals who wished to

transform the industrial landscape of the state and usher in a modern era in traditional society. Naturally, the Irinjalakuda plant now resides in premier states and enjoys an advantage in terms of infrastructure power. The process of computerization in factories and offices was started far back in 1987, marking a significant advancement in technological growth. Micro processers have been in using in the production line since 1989.Research and development plays an important part in the activities of the KSE, central R & D unit is located here. The plant houses a modern laboratory. The quality control cell here leads and guides other units and formulates stringent standards. The chief Nutritionist and Assistant Manager of quality control are also based here. A proud symbol of growth, the Irinjalakuda unit is an inspiring force for the entire KSE family. In 2007, company decided to install 500 TPD cattle feed production in the unit. This unit acquired ISO 9001 2000 accreditation.

Swaminathapuram Unit

The sale of KS cattle feed in selected markets in Tamil Nadu started as early as 1984. To enable the company to extend its products and services to the whole of Tamil Nadu, a new production unit was set up at Swaminatahpuram in the Dindigul district of Tamil Nadu. A solvent extraction plant was started the very next year. Spread out on 22 acres of land on the banks of river Amravati, this Rs. 3.5 corers plant works round the clock. Keyes Forte is also in the unit for conducting feeding trials and other experiments. Now the total capacity of the plant is 240 MTS per day.

Vedagiri Unit

In March of 1996, a significant milestone was reached for the company. Their third cow feed factory, boasting a daily production capacity of 240 metric tons, commenced operations in Vedagiri, Kottayam. This impressive feat, entirely self-funded to the tune of Rs. 6 crore, was officially inaugurated on August 17th, 1996. The sprawling facility sits on a substantial 10-acre plot, and incorporates cutting-edge technology, marking a new era in cattle feed production.

Vegetable Oil Refining Plant

Recognizing the potential of refined vegetable oil, the company took a major step forward in December 1995. Leveraging their own resources, they invested Rs. 1 crore to establish a dedicated vegetable oil refining factory. This facility focused on refining solvent extracted oil, opening doors to new markets across various Indian states. Furthermore, the company refines sunflower expeller oil and sells it under the established brand name "KSE Supreme".

Palakkad Unit

Expanding its reach within Kerala, KSE has established a brand new livestock feed facility in Palakkad. This state-of-the-art factory boasts a production capacity of 120 tons per day, focusing on serving the needs of the northern regions of Kerala. Specifically, it caters to Palakkad, Malappuram, and even parts of Calicut.

Koratty Unit

KSE set up a significant new operation in Koratty, Thrissur district, by acquiring land from Kinfra Small Industries Park. This strategic move allowed them to build a 200 TPD solvent extraction plant alongside a 100 TPD physical refining plant, dedicated to vegetable oil processing. The facility employs solvent extraction to refine coconut oil, transforming it into a consumable product. Further expanding their capabilities, they even added a Fraction Plant in March 2009.

1.8.3 FUNCTIONAL DEPARTMENT

Departmentalization allows for specialization within a sector, leading to better planning and a more focused approach to departmental tasks.

The various departments are as follows:

Material Department

The material department plays a crucial role in ensuring the quality of the final product. It selects high-quality materials, maintains their integrity over time, and only issues materials that meet quality standards.

Objectives

- Maintain a continuous manufacturing process by ensuring a steady flow of raw materials to production departments.
- Guarantee the identification and traceability of raw materials.
- Minimize the loading and unloading time for both finished feed and raw materials as much as possible.

Human Resource Department

The human resource department comprises roles such as Assistant Manager P&A, human resource officer, stenographer, caretaker, and office attendant. It encompasses various objectives and functions aimed at supporting employees within an organization and offering training programs to enhance their efficiency during work hours.

Objectives

- To ensure an efficient human resource infrastructure through the identification of strengths and weaknesses within the workforce.
- Implementing appropriate training initiatives for skill enhancement.
- Ensuring the availability of adequate infrastructure for efficient resource management.
- Cultivating a conducive work environment and fostering a collaborative HR atmosphere to promote teamwork among employees through established committees.
- Verifying the attendance of workers and employees during scheduled working hours.

Production Department

The production department's role is to transform raw materials into finished products, commencing from the arrival of raw materials at the factory to the packaging stage. Every step is supervised and regulated using programming logic control.

Function

The production department is responsible for planning and implementing production schedules, maintaining equipment and machinery, and initiating research and development projects to support plant activities and new projects.

MMCP Technologies

MMCP technologies means Milling, Mixing, Cooking, and Pelleting processes. Within this framework, product samples undergo analysis at the feed analytical lab to assess the qualities of complete materials, ground material, mash pellets, etc.

- **Milling:** Granules are milled and sifted through a 3mm sieve. Raw materials are fed into grinders powered by rotating heaters and pass through screens (3mm) located at the bottom of the grinding chamber. Thirty-ton hammer mills are employed for this process.

- **Mixing:** Raw materials are meticulously mixed at a 1:1 ratio using a 6m3 Horizontal mixer to ensure thorough blending.

- **Cooking:** Mixing occurs within the mixer/homogenizer while the mash is propelled forward and infused with dry saturated steam. High-efficiency steam traps in the steam line ensure the supply of dry saturated steam. Cooking is executed at a temperature of 80°C using high-pressure dry saturated steam.

- **Pelleting:** The pelleting mill die rotates to draw the mash and steam mixture toward the rollers, which compress it and force it through the die holes. Compression increases the mixture's density, and the heat from the dry saturated

steam aids in pellet expansion. Two pellet mills, each with a capacity of 15 tons per hour, are utilized for this process.

Purchase Department

The primary goal of the purchasing department is to secure materials of the correct quality, delivered promptly to the designated location.

Objectives

- Procuring materials of the appropriate quality enhances overall product quality.
- Timely delivery improves material delivery ratings.
- Obtaining materials at the correct price ensures cost-effectiveness across various materials.

Quality Control Department

KSE Ltd is the most modernized cattle feed plant in South Asia and the main feature is its uncompromised quality standards maintained throughout its inception to the past fourteen years of its production. This is attached by keeping the quality standard prescribed by BIS and other reputed agencies. The quality of the final product is directly related to the quality of the incoming raw material at the time of arrival and thereafter storage is the main function.

Marketing Department

The necessity of marketing management arises within organizations that provide consumers with goods and services of commercial significance. The growth of both local and broader markets has been facilitated by the emergence of common forms of exchange value, such as the concept of trade or exchange. This concept originated from situations where an excess of goods was produced compared to the demand available, or conversely, where demand exceeded the supply of certain goods. These circumstances laid the groundwork for the evolution of marketing processes.

Objectives

- To improve customer satisfaction
- To boost dealer satisfaction
- To maintain brand reputation
- To ensure product availability in the market
- To implement development initiatives to accomplish organizational objectives

Information Technology Department

Information technology is transforming business practices, influencing areas such as customer service, logistics operations, and product and marketing strategies. Consequently, IT has become indispensable for the success of any business organization.

Objectives

Prompt redressed of hardware and software complaints as per the following time frame:

- Critical complaints within 2 days
- Major complaints within 1 day
- Minor complaints within 1 hour

Finance Department

The finance department plays a crucial role in any organization by ensuring the availability of sufficient funds for acquiring necessary resources to achieve organizational objectives. Additionally, the department is responsible for cost management, maintaining healthy cash flow, and establishing and monitoring profitability levels.

Objectives

- Prepare financial statements including the balance sheet and profit and loss statement.
- Ensure efficient utilization of funds without compromising the financial solvency of the company.
- Guarantee timely payments to creditors.
- Facilitate advance payments to material suppliers and other parties.

1.8.4 BOARD OF DIRECTORS

The Board of KSE Limited comprises fifteen Directors, with the Chairman and Managing Director serving as the Chief Executive Officer. Additionally, there is an Executive Director responsible for overseeing the company's daily operations. The board convenes monthly to assess the company's performance. Significant policy and business determinations are made following thorough discussions and mutual agreement. A management committee, consisting of seven directors, supports the Board by convening twice a month to review company affairs and formulate recommendations for presentation to the Board.

Table 1.1- BOARD OF DIRECTORS

SI No.	Name of the director	Designation
1	Mr. Tom Jose	Chairman
2	Mr. M.P. Jackson	Managing Director
3	Mr. Paul Francis	Executive Director
4	Mr. P.D. Anto	Non-Independent Director
5	Mrs. Mary Kutty Varghese	Non-Independent Director
6	Dr. Pyarelal K.C	Non-Independent Director
7	Ms. Danesa Raghulal	Non-Independent Director
8	Mr. Dony A.G	Non-Independent Director
9	Ms. Simi Davis	Non-Independent Director

10	Ms. Seema Davis	Non-Independent Director
11	Dr. Jose Paul Thaliyath	Independent Director
12	Mr. Varghese C. V	Independent Director
13	Mr. Jose John	Independent Director
14	Mr. Paul Jose Thaliyath	Independent Director
15	Mrs. Nina Paul	Independent Director

Table 1.2 - ADMINISTRATIVE MANAGERS

SI No.	Name of the director	Designation
1	Mr. Anil	General Manager
2	Mr. R. Sankaranarayanan	Chief financial officer & company secretary

1.8.5 KSE DEVELOPMENTS

Table 1.3- KSE DEVELOPMENTS

1972	A company began operations by setting up a 40 MTs per day solvent extraction plant in Irinjalakuda, Kerala.
1976	Company set up a 50 MTs per day ready-mixed cattle feed plant in Irinjalakuda, Kerala.
1979	Production capacity of the cattle feed plant in Irinjalakuda increased to 60 MTs per day.
1980	Solvent extraction plant capacity in Irinjalakuda increased to 60 MTs per day 1983: A fully automatic new cattle feed plant of 120 MTs per day capacity commissioned in Irinjalakuda, Kerala.
1984	Solvent extraction plant capacity in Irinjalakuda increased to 80 MTs per day.
1989	Solvent extraction plant capacity in Swaminathapuram increased to 100 MTs per day.
1990	Production capacity of the cattle feed plant in Swaminathapuram increased to 150 MTs per day.

1996	A new cattle feed plant of 240 MTs per day capacity commissioned in Vedagiri, Kottayam District.
1998	KSE acquired a cattle feed manufacturing unit at Palakkad, Kerala.
2000	A company began procuring, processing and marketing milk and milk products.
2002	'VESTA' ice-cream launched.
2003	Started production of cattle feed in a leased plant at Edayar, Ernakulum District, Kerala
2006	100 MTs per day physical refining plant commissioned. 200 MTs per day solvent extraction plant at Koratty commissioned.
2008	Ice cream production unit commissioned at Thalayuthu, Dindigul District, Tamil Nadu
2009	A new cattle feed plant of 500 MTs per day capacity commissioned in Irinjalakuda
2010	Ice cream production unit commissioned at Vedagiri, Kottayam District, Kerala.
2012	Started production of cattle feed in a leased plant at Kochuveli
2013	Gorasam-Feed supplement introduced
2014	Cattle feed production capacity of the old plant at the Irinjalakuda unit increased to 225 MT s per day. Cattle feed production capacity at the Palakkad unit increased to 120MTs per day
2015	Cattle feed production capacity in the Swaminathapuram unit increased to 225MTs per day.
2017	Windmill project inaugurated in Tamilnadu and production started on 25th March, 2017

1.8.6 AWARDS AND RECOGNITIONS

- The National Productivity Council continually presented the "Best Productivity Performance for Cattle Feed in India" award for eleven years, from 1996–1997 to 2006–2007.

- The Solvent Extractors Association of India "S.E. A" Award, given continuously for 19 years, including 2008–09, goes to India's greatest coconut cake processor.

- Kerala State Productivity Council Award.

- The Kerala Agricultural University and the Indian Association of Veterinary Pathologists (IAVP) have given this feed the "Top Cattle Feed Award" for being aflatoxin-free.

- Tamil Nadu Productivity Council Safety Award.

- Award from the Animal Nutrition Society of India given to the Company for its efforts in promoting balanced compound livestock feed in India.

- Entrepreneur Award from the College of Veterinary and Animal Sciences.

- Industry Excellence Award from the Indian Society for the study of Animal Reproduction for the year 2001.

1.8.7 SOCIAL RESPONSIBILITY

- Construction and maintenance of a modern children's information centre "KS Park" in Irinjalakuda at the cost of Rs.80 lakhs.

- Public footpath and handrail construction for Rs. 10 lakhs.

- Contribution of Kargil fund Rs.5 lakhs.

- Contribution to Gujarat Earthquake relief fund for Rs.10 lakhs.

- Contribution to Bhartiya Vidhya Bhavan in Irinjalakuda Rs. 1 lakhs.

- Contribution to St James Hospital Rs. 3 lakhs.

- To Amala Cancer Centre -hospital and Research centre Thrissur Rs.3 lakhs.

- The chief minister's relief fund is Rs.3 lakhs.

- For the construction of classrooms of Unnai Warier Smarakalanilaya Rs.20000.

- To St Joseph College for women Rs.80000.

- For the construction of a Blood bank attached to the government Taluk Hospital Rs.2500

1.8.8 RAWMATERIALS USING CATTLE FEED PRODUCTION

1. Older rice bran
2. Deolder rice bran
3. Cholam
4. Cotton seed cake
5. Rape seed cake
6. Ground nut cake
7. Mize
8. C.N cake powder
9. Coffee huskmolassess
10. Salt
11. Vitamins & Minerals

PRODUCTS AND SERVICES

1. CATTLE FEED
   - K S Supreme
   - K S Delux plus pallet
   - K S Special
   - K S Ordinary
   - K S Super

2. MILK PRODUCTS
   - Vesta Paneer
   - Vesta Ghee
   - K S Curd
   - K S Milk
   - VESTA Ice cream

3. Redefined Coconut Oil

4. Oil Cake Processing

1.8.9 ORGANISATION CHART

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                        ┌─────────────────────────┐
                        │   BOARD OF DIRECTORS    │
                        └─────────────────────────┘
                                    │
                        ┌─────────────────────────┐
                        │       CHAIRMAN          │
                        └─────────────────────────┘
                                    │
                        ┌─────────────────────────┐
                        │   MANAGING DIRECTOR     │
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                                    │
                        ┌─────────────────────────┐
                        │   EXECUTIVE DIRECTOR    │
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                                    │
        ┌─────────────────────────┐   ┌──────────────────────────────┐
        │  CHIEF GENERAL MANAGER  │   │  CHIEF FINANCE OFFICER &      │
        │                         │   │    COMPANY SECRETARY          │
        └─────────────────────────┘   └──────────────────────────────┘
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FINANCE DEPARTMENT	PERSONAL DEPARTMENT	PRODUCTION DEPARTMENT	MARKETING DEPARTMENT	QUALITY DEPARTMENT	PURCHASE DEPARTMENT

E D P DEPARTMENNT

GENERAL STORE

BOILER DEPARTMENT

ELECTRICAL DEPARTMENT

MAINTENANCE DEPARTMENT

GODOWN DEPARTMENT

1.8.10 COMPETITORS OF THE COMPANY

KSE Ltd. reigns supreme as a leading producer of cattle feed in southern India, particularly within Kerala. The company faces stiff competition from established names like Kerala Feeds, Milam, Godrej, Prima, and Sunandini, who hold significant market share across the dairy and oil sectors. This competitive landscape is further intensified by the arrival of newer players offering lower labour costs. However, KSE Ltd. stands out from the crowd with its unwavering commitment to producing high-quality cattle feed. Their dedication to customer satisfaction is evident through prompt after-sales support and the cultivation of positive relationships with their clients. Additionally, KSE Ltd.'s financial stability provides a crucial advantage, allowing them to weather the storms of market fluctuations and outlast fleeting competitors who may enter and exit the industry with little impact.

1.8.11 SWOT ANALYSIS

STRENGTH

- **Brand Power and Quality:** KSE boasts a strong brand image built on consistently delivering high-quality cattle feed. This translates to satisfied customers and steady sales growth year after year. Their 40% market share in Kerala, despite stiff competition, is a testament to their superior products.
- **Experience and Transparency:** With over 38 years in the industry, KSE holds the record for the most experience among cattle feed producers in Kerala. They prioritize quality with adherence to strict standards and ISO accreditation. Their commitment to transparency is further demonstrated by welcoming customer visits to their production facilities.
- **Customer-Centric Approach:** KSE prioritizes customer satisfaction by offering excellent post-purchase support. This dedication, coupled with recognition through awards and achievements, solidifies their customer focus.
- **Diversification and Revenue Streams:** KSE goes beyond cattle feed, generating additional profits from distribution of dairy products and ice cream.

They've established a robust network of dealers, ensuring market reach and significant revenue generation.

- **Expansion and Reach:** KSE operates as a multi-unit enterprise with production facilities across several states, demonstrating their commitment to expansion. Additionally, their multi-product portfolio includes various offerings like poultry feed, edible oils, and dairy products, catering to a wider market.

- **Financial Strength and Public Trust:** KSE's listing on the Bombay Stock Exchange (BSE) and National Stock Exchange (NSE) indicates their financial stability and public trust. This allows them to access capital for further growth and development.

By combining brand power, quality, customer focus, diversification, and a strategic expansion plan, KSE Ltd. has positioned itself as a leader in the southern Indian cattle feed market.

WEAKNESS

- **Limited Marketing Efforts:** KSE's promotional activities might be lagging behind competitors. Strengthening their marketing strategy could enhance brand awareness and potentially increase sales.

- **Subsidy Disparity:** Government subsidies on raw materials for competitors like Kerala Feeds put KSE at a disadvantage in terms of pricing. Exploring alternative strategies to counter this cost difference could be beneficial.

- **Profitability Concerns:** Despite rising sales, KSE might be facing challenges in profit margins. Optimizing costs or exploring new revenue streams could address this concern.

- **Fuel Price Impact:** Rising diesel prices could be impacting KSE's transportation costs. Identifying fuel-efficient alternatives or optimizing logistics could mitigate this issue.

- **Byproduct Challenges:** In certain situations, the cost associated with processing edible oil byproducts might exceed their selling price. Finding more efficient ways to manage or utilize these byproducts could turn them into a profitable venture.

OPPORTUNITY

- **Market Diversification:** KSE could explore entering related industries like pet food production. This could leverage their existing expertise in animal feed and potentially generate new revenue streams.

- **Geographical Expansion:** Expanding into Northern India, a region with a larger agricultural presence, could be a strategic move. This would increase their market share and customer base.

- **Edible Oil Market Growth:** KSE can focus on strategies to increase their share of the edible oil market. This could involve expanding their product offerings, distribution channels, or marketing efforts within this segment.

By exploring these diversification and expansion opportunities, KSE Ltd. can position itself for sustainable growth and solidify its position as a leader in the animal feed and related industries.

THREATS

- **Foreign Competition:** The potential entry of foreign companies into the raw materials market could lead to increased competition and price fluctuations. KSE might need to explore strategies to secure reliable and cost-effective raw materials.

- **Decrease in Cow Population:** A stagnant or declining cow population due to lower profitability in cattle rearing could impact future market growth for cattle feed. KSE may need to adapt their product offerings or explore alternative markets to mitigate this risk.

- **Intense Competition:** Competition from both organized and unorganized sectors in the cattle feed industry puts pressure on market share and profitability. KSE needs to maintain their competitive edge through innovation, cost-efficiency, and customer focus.

- **Government Regulations:** Indirect government control over milk prices can create a bottleneck. If the price of milk increases, KSE might need to raise feed prices to balance the cost of raw materials, potentially impacting demand.

Engaging with policymakers and exploring cost-effective feed formulations could help KSE navigate this challenge.

By acknowledging and proactively addressing these potential threats, KSE Ltd. can ensure its long-term success and remain a leader in the cattle feed industry.

CHAPTER: II

REVIEW OF LITERATURE

&

THEORETICAL FRAMEWORK

2.1 REVIEW OF LITERATURE

Douglas McGregor and Likert (1960): Highlighted the importance of employee empowerment through self-management and participation in decision-making. This approach recognizes employee needs, skills, and interests. Restructuring collaboration and communication with managers fosters a sense of courage and responsibility among employees.

Kizilos (1990): Stated that management theorists viewed empowerment as how individuals interact with others in the organization. He connected this concept to Bandura's (1979) idea of self-efficacy, suggesting empowerment should be understood as a motivational force within employees. This approach allows researchers to not only measure the impact of different strategies aimed at empowering employees but also pinpoint the specific behavioural changes these strategies produce. Building on this, Kizilos and others developed a model that identifies organizational factors, managerial tactics, and the type of information needed to create empowered employees and the resulting positive behaviors.

Schlesigner and Heskett (1991): Studies by Schlesinger & Heskett and Geralis & Terziovski (2003) reveal a strong, positive correlation between employee empowerment and service quality. This suggests that empowered employees, with their increased motivation, are better equipped to deliver exceptional service.

Bowen and Lawler (1992): Redefined employee empowerment for frontline staff. It's not just about giving them more work. Their key idea is sharing four ingredients: performance-based rewards that motivate, job-relevant knowledge for understanding their impact, and decision-making power to influence the organization. This approach fosters a more invested and effective workforce.

As Sullivan (1994): Prior to the 1990s, concepts related to employee empowerment existed but were spread across various management philosophies like participative management and quality control. The term "employee empowerment" itself wasn't widely used. Since the 90s, research on this topic has exploded. While employee empowerment can describe individual feelings of agency and organizational structures supporting it, defining it definitively is challenging. The key to successful empowerment is tailoring it to each organization's specific context and needs. Without

this customization, employees won't feel a sense of ownership over the concept, and empowerment efforts will ultimately fail.

Morrison, Jones, and Fuller (1997): This research investigated how leadership styles and employee empowerment influence job satisfaction. The study employed survey methods with tools designed by the teacher (presumably a research instructor). The findings suggest that both leadership approaches and empowering employees can be effective strategies for boosting job satisfaction. In turn, satisfied employees are more likely to contribute to customer satisfaction, playing a key role in the organization's overall success.

Cacciope (1998): According to their study, empowerment involves fostering an environment where employees at all levels, including managers, can leverage their skills and experience. This is achieved by granting them greater autonomy and decision-making authority in their work.

Herrenkohl, Heffener & Judson (1999): Empowerment goes beyond simply giving people authority. It's about fostering an environment that fuels their sense of control and effectiveness. This can be achieved through a multi-dimensional approach. Firstly, a shared vision is crucial. This means ensuring everyone understands the organization's goals and how their work contributes. Secondly, supportive structures and governance empower individuals by promoting teamwork, calculated risk-taking, and a focus on customer needs. Thirdly, fostering responsibility for knowledge and learning equips individuals with the tools for success. This involves encouraging skill development, problem-solving, and open communication with trust at its core. Finally, institutional recognition validates individual contributions through a clear and valued reward system. By focusing on these dimensions, empowerment becomes more than a concept; it becomes the foundation for a thriving and engaged workforce.

Lashley (1999): The study explored how managers in service industries perceive employee empowerment. They identified empowerment as a multifaceted strategy encompassing participation, involvement, commitment, and service delivery itself. Their research yielded several key dimensions that empower service industry employees. These dimensions include the level of control employees have over their tasks (task dimensions) and how tasks are distributed within the team (task allocation). Additionally, the study highlighted the importance of power dynamics, which refers to

the degree of decision-making authority employees possess. Finally, the research emphasized the role of both employee commitment, fostering a sense of ownership and dedication, and the overall organizational culture in creating an empowered workforce.

Page and Wong (2000): Stated that empowering others isn't just about handing over tasks. It thrives on a genuine desire to see others flourish. Effective empowerers find satisfaction in helping others succeed. They invest significant time and energy to develop their strengths and overcome weaknesses, maximizing their potential. Appreciation becomes a key tool: acknowledging good work, validating contributions, and encouraging initiative. Empowerers don't just delegate, they foster a culture of continuous improvement, where everyone is encouraged to find better ways to serve others. This will lead to fostering a more empowered and effective team.

Kouzes and Posner (2002): This research highlights the power of empowerment in leadership. When leaders empower their followers to take action, it unlocks their full potential and leads to better performance. This isn't just about delegating tasks; it's a deliberate strategy. Transformational leaders excel at empowering others by sharing power, giving them visibility, and recognizing their contributions. They foster collaboration and empower their followers to act, creating a more engaged and effective team.

Geralis and Terziovski (2003): They define the employee empowerment, from an HRM perspective, isn't simply a power transfer. It's a strategic technique that equips lower-level employees with the resources and authority they need to make decisions and take ownership of their work. This doesn't diminish the role of higher-level employees; instead, it fosters collaboration and leverages the full potential of the workforce.

Mills and Ungson (2003): It captures the essence of structural empowerment. This approach goes beyond simply delegating tasks. It involves giving employees the authority to make decisions within their area of expertise, alongside the discretion to take action based on their judgment. This creates opportunities for employees to take responsibility and demonstrate their initiative, ultimately leading to a more engaged and effective workforce.

Avolio and Bass (2004): This research underlines the importance of unlocking employee potential through transformational leadership. A key responsibility of

transformational leaders is to empower their followers. This empowerment isn't just about giving employees more work; it's about equipping them with the tools and support they need to achieve both organizational goals and higher performance. The study highlights coaching, mentoring, and monitoring as effective strategies for leader-driven empowerment. Ultimately, empowered employees demonstrate greater effectiveness, leading to higher satisfaction and performance fuelled by their extra effort.

Frances Hill & Rozana Huq (2004): Employee empowerment is presented as a recent addition to the toolbox, following a long history of involvement and participation initiatives. This trend is driven by the increasingly complex and competitive business environment. Additionally, the quality movement, particularly Total Quality Management (TQM), has fuelled the popularity of empowerment as a strategy. The research focused on several key factors influencing employee empowerment, including the level of control employees have over their tasks (task dimension), how tasks are assigned (task allocation), the decision-making authority employees possess (power), their level of commitment to the organization, and the overall company culture.

Ozveren (2006): The study defines employee empowerment from a managerial perspective. It suggests that empowerment goes beyond simply asking for suggestions or encouraging participation. While these actions are valuable, true empowerment involves a more holistic approach. It includes motivating employees with a focus on the bigger picture (humanitarian approach), reducing employee turnover (preventing leave of employment), and fostering a sense of ownership and contribution. This broader perspective emphasizes creating an environment where employees feel valued and empowered to contribute their full potential.

James A. Ward (2007): The research states the connection between employee empowerment and commitment. Empowered and committed employees are those who grasp the organization's goals and their role in achieving them. This clarity, combined with the freedom to act independently based on their skills, authority, and accountability, leads to mutual success for both the employees and the organization. The study investigated several factors influencing this dynamic, including training opportunities, trust between employees and leadership, overall employee attitudes,

workplace security, and access to financial information about the company's performance.

Goodly (2008): This study identifies developing and empowering others as key factors in leadership development. The research suggests that servant leaders are particularly adept at fostering these qualities. Servant leaders prioritize the growth and well-being of their followers, creating an environment where they can learn, develop, and take ownership of their work. This focus on empowerment ultimately strengthens overall leadership development within the organization.

Angwenyi Callen Nyanchama (2009): This study investigated employee empowerment practices in Kenyan commercial banks. The findings suggest that several key factors contribute to a more empowered workforce. Firstly, employers should ensure a clear vision and goals are communicated to employees. This fosters an understanding of the bigger picture and individual contribution. Secondly, providing adequate autonomy empowers employees by giving them ownership and control over their work. Regular communication is also crucial, keeping employees informed and engaged. Finally, by investing in continuous employee training, banks can develop the knowledge and skills needed for success. This combination of factors motivates employees to achieve self-efficacy (confidence in one's abilities) and ultimately contribute to achieving both individual and organizational goals.

Chandra Mohan Patnaik and Ashok Kumar Sahoo (2013): Study revealed a connection between employee training and empowerment. The study found that training equips employees with the skills they need to excel in their roles. Interestingly, the study's authors also discovered that empowered employees are more driven than those who simply follow instructions. This sense of empowerment ultimately fosters a strong sense of community and loyalty within the organization, making employees feel like valued members working towards a shared goal.

Amir Abou Elnaga & Amen Imran (2014): Empowering employees, also known as participative management, is a powerful tool for unlocking their creativity and boosting performance. It plays a critical role in driving company success. When employees are involved in decision-making, they gain a deeper understanding of the organization's operations and actively contribute to key initiatives. This increased knowledge and

responsibility lead to higher individual performance, which ultimately translates to a stronger company.

Marisa Salanova, Susana Llorens (2014): This study argues that empowering employees is crucial for boosting their engagement at work, which in turn fuels motivation. It explores the psychological mechanisms behind empowerment and its impact on engagement, drawing on the HERO Model. The chapter then outlines key strategies to empower employees, including leadership development, training, and opportunities for growth, ultimately aiming to unlock their full potential.

D. Suresh & Dr.N.Abdul Jaleel (2015): Studies have confirmed a positive link between employee empowerment and organizational performance. This finding is valuable for employee leaders and middle managers, as it highlights the importance of empowerment for both employee well-being and company success. By understanding the impact of empowerment on performance, managers can create a work environment that fosters cooperation, learning, and satisfaction. This translates to a more effective and efficient organization, but also one that benefits from strong internal dynamics like reduced conflict, mutual support, and a balanced contribution from all members.

Kokila. P (2016): Research indicates that the various aspects of employee empowerment (its dimensions) are not only interconnected but also have a strong positive influence on employee satisfaction. In simpler terms, empowered employees tend to be more satisfied with their jobs. Furthermore, the study reveals a deeper, structural relationship between these dimensions and satisfaction, suggesting that empowerment directly contributes to a more positive employee experience.

Prof. (Dr.) Surekha Rana and Vandana Singh (2016 february): The study by Surekha Rana and Vandana Singh (2016) examined the relationship between employee empowerment and job satisfaction in the manufacturing sector. Building on existing research that highlights the importance of empowerment in service organizations, they investigated this concept within a manufacturing context. The study assessed employee empowerment using four key dimensions: meaning, competence, self-determination, and impact. Their analysis revealed a positive and significant relationship between these empowerment dimensions and employee job satisfaction. In other words, employees who felt empowered in these areas reported higher levels of satisfaction with their jobs.

Rommel Pilapil Sergio & Maria Rylova (2018): This research examines how employee empowerment and engagement, key aspects of good human resource management, can boost employee retention. Focusing on the Volkswagen Group as a case study, the paper utilizes qualitative data from secondary sources to analyze their retention rates and employee programs. The findings reveal a strong connection between employee retention and both empowerment and engagement. Interestingly, empowered and engaged employees contribute to a more open and innovative environment, faster decision-making, and crucially, increased loyalty and commitment to the organization.

Sayed Sami (2019): The study explored how intrinsic rewards, such as feeling like work is important and having the freedom to make an impact, can motivate employees to be more creative. This motivation translates into employees not only generating their own original ideas but also inspiring others to do the same. The study found that intrinsic rewards provide employees with autonomy and stimulate their intellectual curiosity. This, in turn, leads them to seek opportunities to make a meaningful difference in their work, resulting in higher levels of creative performance. These findings significantly contribute to our understanding of how intrinsic rewards can motivate employee creativity.

M.K.Vidhya and Dr.M.Kavitha (2023): The study discussed by Vidya and Kavitha (2023) explores the link between employee empowerment and job satisfaction in the IT sector. Their findings suggest that empowered employees perceive their ideas as valuable to the company's success, leading them to be more invested in improving efficiency and profitability. This translates to higher morale, potentially resulting in less absenteeism and increased productivity. The study further highlights that employees hold various perceptions about empowerment programs. These programs are believed to foster employee engagement, boost productivity, enhance decision-making skills, cultivate leadership qualities, increase motivation, and promote efficiency and career development. Overall, the research indicates that employees strongly believe empowerment motivates them to work harder, ultimately impacting their job satisfaction.

2.2 THEORETICAL FRAMEWORK

2.2.1 DEFINITION OF EMPLOYEE EMPOWERMENT STRATEGIES

Brymer (1991): "A process of decentralizing decision. making in an organization, whereby managers give more discretion and autonomy to the front line employees."

Delaney J.T. and Huselid M.A (1996): "The act of providing employees at all levels with the authority and responsibility. to make decisions on their own."

Bowen and Lawler: "Employee empowerment refers to the management strategies for sharing decision-making power."

Employee empowerment, emphasizes giving employees more autonomy and influence over their work. This aligns with what Brymer (1991) described as decentralizing decision-making, and empowering front-line staff. As Delaney and Huselid (1996) explained, it's about granting employees at all levels the authority and responsibility to make their own calls. While the specific strategies may differ, as noted by Bowen and Lawler's focus on management approaches, the core concept remains consistent: fostering a work environment where employees feel empowered to make decisions, take ownership, and contribute their talents effectively.

To empower employees, move away from micromanagement and provide them with more autonomy in decision-making and task completion. This can be achieved by setting clear goals while offering flexibility in methods, equipping them with resources and support, and fostering open communication. By recognizing achievements and valuing their input, you create an environment where employees feel empowered to take ownership and contribute their talents effectively.

2.2.2 THEORIES OF EMPLOYEE EMPOWERMENT

Self-Determination Theory

Self-Determination Theory (SDT) highlights the fundamental psychological needs that drive human motivation: autonomy, competence, and relatedness. When employees are empowered, their sense of autonomy increases as they gain the freedom to make decisions in their work. This enhances their confidence and competence, resulting in higher job satisfaction and improved performance.

Job Characteristics Model

The Job Characteristics Model posits that certain job attributes can enhance employee empowerment and motivation. These attributes include skill variety, task identity, task significance, autonomy, and feedback. By creating jobs that incorporate these characteristics, organizations can foster employee empowerment and enrich their roles.

2.2.3 CONDITIONS NECESSARY FOR EMPOWERMENT

Participation: Participation is an integral part of empowerment. Therefore, it is important to encourage employees to take initiative in the participative process. This can be achieved in two ways. First, remove or minimize bureaucratic barriers that hinder participation. Second, provide employees with the necessary training and coaching to enable them to participate more effectively.

Innovation: Empowerment enables employees to approach tasks in their own ways, fostering a creative and innovative culture within the organization. Management should therefore encourage employees to experiment with new ideas and methods of decision-making. Even when employees encounter failures, they should be motivated to continue their efforts, understanding that failures are stepping stones to success. With such supportive conditions, employees are likely to achieve success over time.

Information: Information is a powerful resource and serves as the raw material for employees to perform various activities. Good decisions rely on accurate information or data. Therefore, employees must have free access to information, and the necessary information should be readily available to them.

Accountability: While granting employees authority, they must also be held accountable for their results. This is not to punish them but to ensure they are putting forth their best efforts. Experience shows that linking accountability with authority leads to more effective use of that authority.

2.2.4 IMPORTANCE OF EMPLOYEE EMPOWERMENT

Employee empowerment is a crucial strategy for boosting both employee morale and organizational success. It grants employees greater control over their work, fostering a sense of ownership.

Increased Motivation and Productivity: When employees feel trusted and have more control over their work, their engagement soars. They're no longer simply following orders; they're taking ownership and actively contributing to achieving goals. This translates to a significant boost in motivation and, consequently, productivity. Imagine a team of self-directed problem-solvers, constantly seeking ways to improve – that's the power of empowerment.

Innovation blooms with autonomy: Micromanagement stifles creativity. By granting employees autonomy in their tasks, you create an environment where they can experiment, explore new ideas, and come up with innovative solutions. Empowered employees aren't afraid to take calculated risks or suggest unconventional approaches. This fosters a culture of continuous improvement and gives your company a competitive edge.

Enhanced decision-making at every level: Empowerment isn't just about giving senior staff more control. When employees at all levels are empowered to make decisions within their area of expertise, it leads to a more agile and responsive organization. They're closest to the day-to-day operations and have a deep understanding of their specific roles. By trusting their judgment and equipping them with the necessary resources, you leverage their insights for better on-the-ground decision-making.

Higher employee satisfaction: Feeling valued, trusted, and empowered contributes significantly to employee satisfaction. Empowered employees are more likely to be engaged, take pride in their work, and feel a sense of belonging. This translates to lower turnover rates, a more positive work environment, and a stronger overall company foundation.

2.2.5 FACTORS AFFECTING EMPLOYEE EMPOWERMENT STRATEGIES

1. **Organizational Factors:**

   Leadership style: Leaders who practice transformational or servant leadership are likelier to empower employees. These styles emphasize delegation, building trust, and encouraging employee growth. Micromanaging leaders limit empowerment by controlling every aspect of work.

   Organizational culture: A culture characterized by open communication, collaboration, and risk-taking encourages employees to share ideas and take ownership of their work. Conversely, a hierarchical culture with limited communication creates an environment where employees feel hesitant to take initiative.

   Job design: Jobs designed with high skill variety, task identity, task significance, autonomy, and feedback naturally empower employees. These jobs allow them to use a variety of skills, see the whole picture of their work, feel that their work matters, make decisions, and receive feedback on their performance. Conversely, highly repetitive and standardized jobs offer minimal opportunities for empowerment.

   Resource availability: Limited resources, such as budget constraints, lack of technology, or insufficient staffing, can hinder the implementation of empowerment initiatives. For example, without proper training resources, employees may not be equipped to handle additional responsibilities.

Performance management system: A system that focuses on development and feedback and encourages employees to take risks and learn from mistakes. This fosters a growth mindset and empowers employees to improve their performance. On the other hand, a system focused solely on punishment and micromanagement creates a climate of fear and discourages initiative.

2. **Individual Factors:**

Employee skills and experience: Employees with strong skills and experience in their field are better equipped to handle increased responsibility and make informed decisions. They are more likely to feel confident applying their knowledge and taking ownership of their work.

Employee motivation: Employees who are intrinsically motivated, meaning they find their work inherently meaningful and satisfying, are more receptive to empowerment. They are likely to be driven to excel and take initiative when given more control. Conversely, employees who are primarily extrinsically motivated (driven by external rewards) may be less likely to thrive in an empowered environment.

Need for autonomy: Some individuals have a stronger desire for independence and control over their work than others. Those with a high need for autonomy are likely to be highly receptive to empowerment strategies. However, employees with a lower need for autonomy may prefer more structured work environments.

3. **External Factors:**

Industry trends: Certain industries, such as technology or creative fields, are typically more progressive in terms of employee empowerment practices. These industries often require innovation and agility, which necessitates empowered employees.

Competition for talent: In a competitive job market, organizations may leverage empowerment as a way to attract and retain skilled employees. Offering employees autonomy, decision-making opportunities, and growth potential can be a significant advantage when recruiting top talent.

Technological advancements: Technology can facilitate empowerment by enabling communication, knowledge sharing, and collaboration across teams and departments. For example, cloud-based project management tools can provide employees with greater access to information and allow them to manage their work more independently.

Economic climate: Economic downturns might lead to cost-cutting measures that restrict empowerment initiatives. Organizations may be less willing to invest in training or delegate tasks if resources are tight.

4. **Other factors:**

Unionization: The presence of unions can influence how much control management has over decision-making, potentially impacting empowerment strategies. Unions may have established rules or agreements that dictate employee roles and responsibilities.

Government regulations: Regulations regarding safety, privacy, or data security may influence the degree of autonomy employees can have in their work. Certain industries may have stricter regulations that necessitate a more controlled work environment.

By understanding these factors and how they interact within a specific context, organizations can develop and implement employee empowerment strategies that are most effective for their workforce and contribute to a more engaged and productive work environment.

2.2.6 CLASSIFICATION OF VARIABLES

- **Independent Variables**

  Employee Empowerment Strategies: Autonomy, Delegation, Recognitions, Training Opportunities, and Communication. These are all key components of employee empowerment strategies that work together to create a work environment where employees feel valued, trusted, and capable.

  Autonomy is a cornerstone of employee empowerment. It refers to the degree of freedom and control employees have over their work. This includes making decisions about their tasks, choosing the methods they use to complete them, and managing their own workload. When employees feel trusted to use their skills and judgment, it leads to increased motivation, ownership, and accountability. Imagine a software developer who has the autonomy to choose the development tools and methodologies to complete a project. This not only fosters a sense of accomplishment but also allows them to leverage their expertise to find the most efficient approach, leading to better results.

  Delegation is another key strategy for empowering employees. It involves assigning tasks and responsibilities to employees and trusting them to complete them independently. This not only frees up managers' time for strategic tasks but also provides valuable opportunities for skill development and leadership potential to emerge. By providing guidance and support, the manager empowers the team member to learn new skills and build confidence, while also taking on some of the workload.

  Recognition plays a crucial role in reinforcing desired behaviours and boosting morale. It involves acknowledging and appreciating employee achievements, contributions, and efforts toward organizational goals. When employees feel valued and appreciated, it leads to higher engagement and motivation. Imagine a public announcement recognizing a team that successfully completed a challenging project before the deadline. This kind of recognition validates their hard work, motivates them to continue excelling, and sets a positive example for others.

Training opportunities are essential for empowering employees to take on new challenges and responsibilities with confidence. This can encompass formal training programs, workshops, or mentorship opportunities. By providing employees with the knowledge and skills necessary to perform their jobs effectively, organizations empower them to make informed decisions and contribute meaningfully. For instance, offering a data analytics course to employees in various departments equips them to make data-driven decisions in their specific roles. This not only empowers them but also benefits the organization by fostering innovation and adaptability.

Finally, clear **communication** about employee empowerment strategies is vital. This involves outlining the organization's approach to empowerment, and informing employees about the specific types of strategies implemented, how they work, and the expected benefits. When employees understand the purpose and value of empowerment, it promotes buy-in and encourages them to participate actively. Holding town hall meetings or creating communication materials explaining the company's commitment to employee empowerment and its implementation across departments are some effective ways to achieve this.

By effectively combining these elements - autonomy, delegation, recognition, training, and communication - organizations can create a comprehensive employee empowerment strategy that fosters a more engaged, productive, and innovative workforce.

- **Dependent Variable**

Job Satisfaction: This refers to an employee's overall contentment with their job. It encompasses various aspects like their pay, benefits, work environment, workload, and relationships with colleagues. Satisfied employees tend to be more productive, have lower absenteeism, and are less likely to leave the organization.

2.2.7 BENEFITS OF EMPLOYEE EMPOWERMENT

Employee empowerment offers a multitude of benefits for both employees and organizations

Increased Employee Engagement and Motivation:

- Empowered employees feel a greater sense of ownership and control over their work, leading to increased investment and dedication. They are more likely to go the extra mile and contribute their best efforts when they feel trusted to make decisions.
- Empowerment fosters a sense of accomplishment and achievement. When employees successfully complete tasks or projects with autonomy, it boosts their confidence and motivates them to take on new challenges.

Improved Decision-Making and Problem-Solving:

- Empowered employees are closer to the daily operations and challenges. By giving them the authority to make decisions, they can react faster and adapt to changing situations more effectively.
- A wider range of perspectives is brought to the table. Empowerment encourages employees to share their ideas and expertise, leading to more creative and comprehensive solutions to problems.

Enhanced Creativity and Innovation:

- Empowered employees feel comfortable taking risks and experimenting with new ideas. When they are not afraid of making mistakes, they are more likely to come up with innovative solutions and approaches.
- A culture of empowerment fosters a sense of psychological safety. Employees feel comfortable sharing ideas without fear of judgment, which can lead to a more creative and innovative work environment.

Increased Productivity and Performance:

- Empowered employees are more engaged and motivated, leading to increased productivity. They are more likely to take initiative, solve problems independently, and work efficiently.

- Empowerment can lead to a reduction in micromanagement, freeing up managers' time to focus on strategic tasks. This allows employees to work more autonomously and efficiently.

Reduced Employee Turnover:

- Empowered employees feel valued, and trusted, and have opportunities for growth and development. This fosters a sense of satisfaction and loyalty, leading to lower employee turnover rates.
- A positive and empowering work environment attracts and retains top talent. Organizations with a reputation for empowering their employees are more likely to attract and retain skilled and motivated individuals.

By implementing employee empowerment strategies, organizations can unlock a range of benefits that contribute to a more successful and thriving workplace.

2.2.8 EMPLOYEE EMPOWERMENT STRATEGIES

1. **Clear Communication:** Transparent communication about organizational goals, strategies, and expectations is essential for empowering employees. Providing regular updates, sharing relevant information, and soliciting feedback create a sense of inclusion and ownership among employees.

2. **Training and Development:** Investing in training and development programs equips employees with the knowledge, skills, and confidence needed to take on new challenges and make informed decisions. Opportunities for learning and skill enhancement empower employees to grow both personally and professionally.

3. **Delegation of Authority:** Delegating authority and decision-making responsibilities to employees gives them a sense of ownership and accountability for their work. Managers should provide guidance and support while allowing employees the freedom to explore solutions and make choices.

4. **Recognition and Rewards:** Recognizing and rewarding employees for their contributions and achievements reinforces a culture of empowerment. Acknowledging effort, innovation, and performance encourages employees to take initiative and strive for excellence.

5. **Supportive Leadership:** Leaders play a crucial role in empowering employees through their actions and behaviours. Supportive leaders provide mentorship, coaching, and encouragement, while also advocating for employee interests and facilitating collaboration.

6. **Autonomous Work Environment:** Creating an environment where employees have autonomy and flexibility in how they approach their work promotes empowerment. Flexible work schedules, remote work options, and freedom to experiment encourage creativity, innovation, and productivity.

7. **Employee Involvement:** Involving employees in decision-making processes, problem-solving, and goal-setting fosters a sense of ownership and commitment. Seeking input, listening to ideas, and involving employees in relevant discussions make them feel valued and respected.

8. **Feedback and Performance Management:** Establishing regular feedback mechanisms and performance evaluation processes allows employees to receive constructive feedback on their work and progress. Clear expectations, ongoing feedback, and performance recognition promote continuous improvement and empowerment.

9. **Empowerment through Technology:** Leveraging technology tools and platforms can streamline communication, collaboration, and decision-making processes, empowering employees to work more efficiently and effectively.

10. **Culture of Trust and Support:** Building a culture of trust, respect, and support within the organization is foundational to employee empowerment. When employees feel trusted, supported, and valued, they are more likely to take initiative, innovate, and contribute to organizational success.

By implementing these strategies, organizations can create an empowering work environment where employees feel motivated, engaged, and empowered to reach their full potential.

2.2.9   ADVANTAGES OF EMPLOYEE EMPOWERMENT STRATEGIES

- **Increased Employee Engagement & Motivation:** Feeling trusted and valued leads to a greater sense of ownership and investment in work.
- **Improved Decision-Making & Problem-Solving:** Empowered employees are closer to daily operations, allowing for faster and more effective responses.
- **Enhanced Creativity & Innovation:** Employees feel comfortable taking risks and experimenting with new ideas, fostering a more innovative environment.
- **Increased Productivity & Performance:** Engaged and motivated employees work more efficiently and take initiative to solve problems independently.
- **Reduced Employee Turnover:** Feeling valued and having opportunities for growth leads to higher employee satisfaction and retention.
- **Attracts Top Talent:** Organizations with a reputation for empowerment are more likely to attract and retain skilled and motivated individuals.
- **Improved Customer Experience:** Empowered employees are more invested in delivering excellent service, leading to higher customer satisfaction.
- **Stronger Company Culture:** Empowerment fosters trust, collaboration, and a sense of ownership, leading to a more positive work environment.
- **Reduced Management Stress:** Delegation frees up managers' time for strategic tasks and coaching, leading to less stress and improved focus.
- **Enhanced Brand Reputation:** A company known for empowering its employees builds a positive brand image and attracts customers who value ethical practices.
- **Greater Adaptability:** Empowered employees can react faster to changing market conditions and industry disruptions.
- **Sustainable Success:** By fostering a culture of empowerment, organizations can build a foundation for long-term success and growth.

2.2.10 DISADVANTAGES OF EMPLOYEE EMPOWERMENT STRATEGIES

- **Risk of Mistakes:** Inexperienced employees with newfound autonomy might make errors if not properly trained and supported.

- **Decreased Efficiency:** Delegation can initially slow things down as employees learn new tasks and adjust to increased responsibility.

- **Blurred Lines of Accountability:** Without clear boundaries, delegation can lead to confusion about who's responsible for results.

- **Overconfidence of employees:** Increased autonomy might lead some to feel superior, causing conflict or disregarding established workflows.

- **Unrealistic Expectations:** Employees may feel unprepared if empowered beyond their current skill level.

2.2.11 CHALLENGES OF EMPLOYEE EMPOWERMENT

1. **Risk of Poor Decision-Making:** Empowering inexperienced employees can lead to mistakes if not accompanied by proper training and guidance. New-found autonomy requires a solid foundation in skills and knowledge to make informed decisions. Without this support, employees might make choices that negatively impact projects or outcomes.

2. **Potential for Decreased Efficiency:** Delegation can initially slow down processes as employees learn new tasks and adjust to increased responsibilities. Shifting from a familiar workflow to taking ownership of complex tasks requires time for adaptation. There might be a temporary dip in efficiency while employees gain the necessary experience and confidence.

3. **Blurred Lines of Accountability:** Without clear boundaries, delegation can lead to confusion about who's responsible for specific tasks or outcomes. Assigning ownership requires establishing clear expectations and accountability measures. Without this clarity, there's a risk of finger-pointing or a lack of ownership if things go wrong.

4. **Management Skill Gap:** Leaders may need to adapt to empower, requiring training for those used to micromanage. Shifting from a directive to a more

supportive leadership style can be challenging for managers accustomed to close control. Training and development programs can help them develop the skills and mindset necessary to empower their teams effectively.

5. **Overconfidence:** Increased autonomy might lead some employees to feel superior, causing conflict or disregarding established workflows. Empowerment should be accompanied by clear communication about expectations and a culture of collaboration. It's important to ensure empowered employees leverage their autonomy to contribute effectively within the team structure.

2.2.12 STEPS INVOLVED IN EMPLOYEE EMPOWERMENT

1. Assessment of Needs
2. Establish Clear Vision and Goals
3. Develop Empowerment Framework
4. Communicate and Train
5. Delegate Authority and Responsibility
6. Support and Monitor
7. Encourage Feedback and Adaptation
8. Recognize and Reward
9. Review and Reflect

1. **Assessment of Needs**

   Before implementing empowerment strategies, it's essential to understand where they are needed most and whether the organization and its employees are ready for this shift. This involves identifying the specific areas where employee autonomy could lead to significant improvements and assessing the current organizational culture, employee mindset, and managerial support for empowerment. This step ensures that the strategies are tailored to the organization's unique context and that there is a solid foundation for successful implementation.

2. **Establish Clear Vision and Goals**

   A clear vision and specific goals provide a roadmap for the empowerment process. This involves articulating what empowerment will look like within the organization and how it aligns with the company's overall mission and values. Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals helps to create a clear direction and measurable outcomes. Clear vision and goals ensure that everyone understands the purpose and expected results of empowerment initiatives, which helps in maintaining focus and alignment across the organization.

3. **Develop Empowerment Framework**

   Creating a structured framework involves developing policies, procedures, and guidelines that support employee empowerment. This includes defining the scope of decision-making authority for different roles, establishing protocols for decision-making, and ensuring that resources such as training, tools, and support systems are in place. A well-designed framework provides the necessary structure and clarity, enabling employees to understand their boundaries and the resources available to them, thus facilitating a smoother transition to an empowered work environment.

4. **Communicate and Train**

   Effective communication and comprehensive training are crucial for successful empowerment. Communicating the vision, goals, and benefits of empowerment clearly to all employees helps to build understanding and buy-in. Training programs should focus on developing the skills and knowledge employees need to make informed decisions and take initiative. This includes technical training, leadership development, and soft skills enhancement. Continuous communication and training ensure that employees feel confident and capable of taking on new responsibilities.

5. **Delegate Authority and Responsibility**

   Empowerment involves granting employees the authority to make decisions and take actions within their roles. This step requires clearly defining the extent of their decision-making power and the specific responsibilities they will handle.

Delegation should be done thoughtfully, considering each employee's strengths and readiness. By clearly assigning authority and responsibility, employees understand what is expected of them and feel trusted and valued, which enhances their motivation and engagement.

6. **Support and Monitor**

   Providing ongoing support and monitoring progress are essential to sustaining empowerment. This includes offering continuous coaching, mentoring, and feedback to help employees navigate their new roles effectively. Regular check-ins and performance reviews allow managers to monitor the impact of empowerment initiatives, address any issues promptly, and provide additional support where needed. This step ensures that employees do not feel abandoned and that their efforts are aligned with organizational goals.

7. **Encourage Feedback and Adaptation**

   Feedback from employees about their experiences with empowerment helps identify what is working and what needs adjustment. This step involves creating channels for open and honest communication, such as surveys, suggestion boxes, and feedback sessions. Based on the feedback received, the organization can adapt its strategies to better meet employees' needs and improve the empowerment process. Encouraging feedback and being willing to adapt shows employees that their opinions are valued and fosters a culture of continuous improvement.

8. **Recognize and Reward**

   Recognition and rewards are vital to reinforce positive behaviours and outcomes associated with empowerment. Acknowledging employees' efforts and achievements can be done through formal recognition programs, bonuses, promotions, or simply verbal praise. Rewards should be aligned with the goals of the empowerment initiative and tailored to what motivates the employees. This step helps to sustain motivation, reinforce the benefits of empowerment, and encourage other employees to embrace the initiative.

9. **Review and Reflect**

   Periodic evaluation of the empowerment process and its outcomes helps to understand its effectiveness and areas for improvement. This involves analyzing key performance indicators (KPIs), gathering employee feedback, and reflecting on successes and challenges. Reviewing and reflecting allow the organization to learn from its experiences, celebrate achievements, and make informed decisions about future empowerment initiatives. Continuous evaluation ensures that empowerment remains aligned with organizational goals and evolves to meet changing needs.

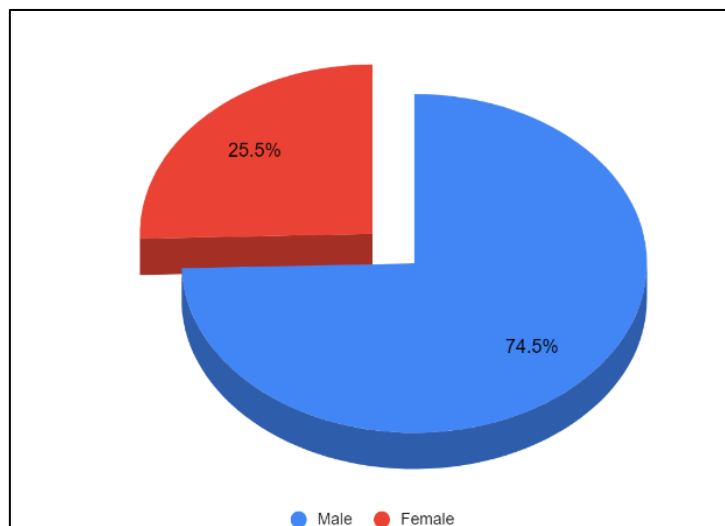# CHAPTER: III

DATA ANALYSIS AND INTERPRETATION

TABLE: 3.1

Table showing the gender of the respondents

GENDER	NO. OF RESPONDENTS	PERCENTAGE
Male	82	74.5
Female	28	25.5
Others	0	0
Total	**110**	**100**

FIGURE: 3.1

Figure showing the gender of the respondents

INTERPRETATION

From the above chart, it shows that the majority i.e., 74.5 % of the respondent are male and 25.5% of the respondents are female.
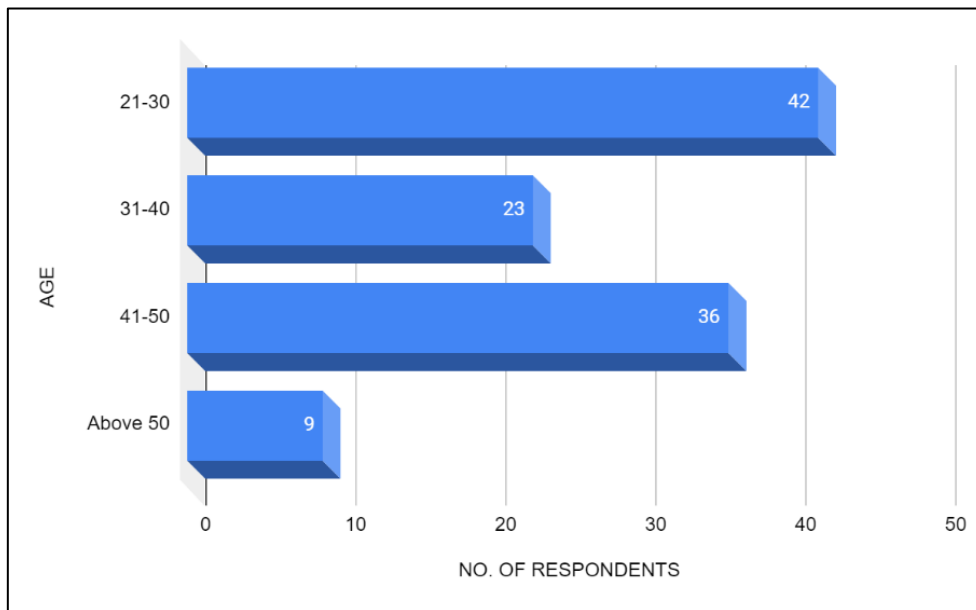
Table showing the age of the respondents

AGE	NO. OF RESPONDENTS	PERCENTAGE
21-30	42	38.2
31-40	23	32.7
41-50	36	20.9
Above 50	9	8.2
TOTAL	**110**	**100**

CHART:3.2

Figure showing the age of the respondents

INTERPRETATION

The above chart shows that 38.2 % of the respondents are in the age group of 21-30, 32.7% of the respondents are in the age group of 31-40 years, 20.9 % of the respondents are in the age group 41 – 50 years, and 8.2 % of the respondents are in the age group of above 50 years.
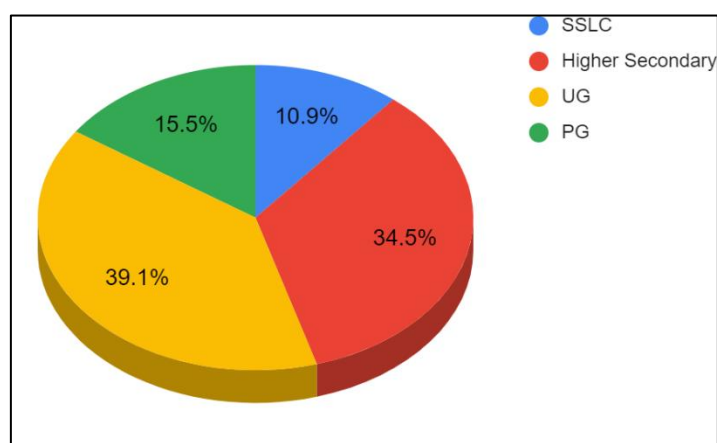
TABLE: 3.3

Table showing the education qualification of respondents

QUALIFICATION	NO. OF RESPONDENTS	PERCENTAGE
SSLC	12	10.9
Higher Secondary	38	34.5
UG	43	39.1
PG	17	15.5
TOTAL	**110**	**100**

FIGURE: 3.3

Figure showing the educational qualification of the respondents

INTERPRETATION

From the above chart, it shows that 39.1% of the respondents are qualified with UG, 34.5% are qualified with Higher secondary, 15.5% respondents are qualified with PG, and 10.9% are qualified with SSLC.
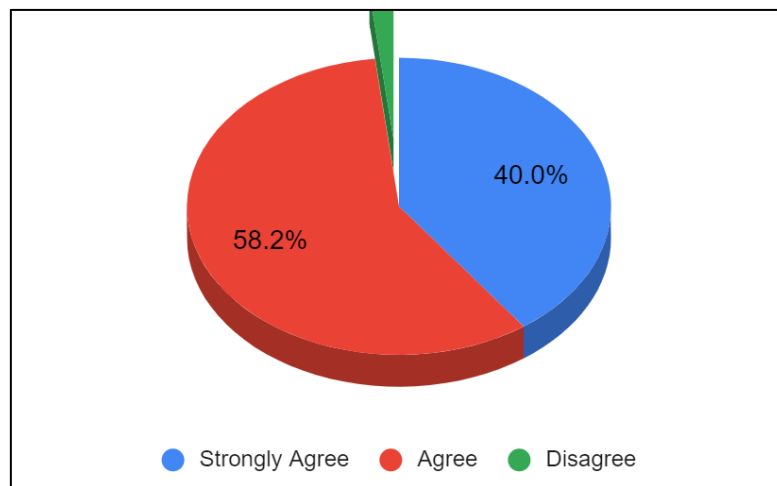
TABLE: 3.4

Table showing the level of understanding of the concept of employee empowerment and its benefits

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	44	40
Agree	64	58.2
Neutral	0	0
Disagree	2	1.8
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.4

Figure showing the level of understanding of the concept of employee empowerment and its benefits

INTERPRETATION

The chart shows that over 98.2% of the respondents are strongly agree or agree that they understand the concept of employee empowerment and its benefits, and 1.8% are not understand the concept of employee empowerment and its benefits.
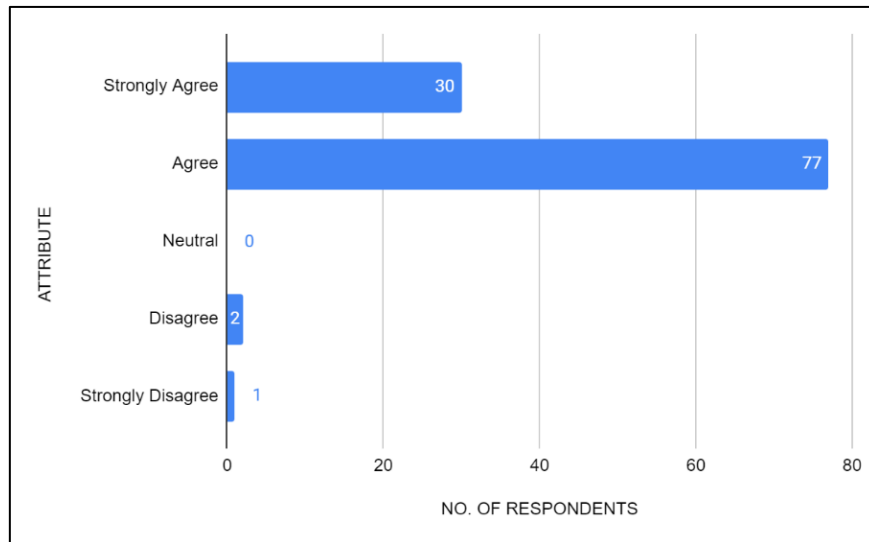
TABLE: 3.5

Table showing awareness of employees about employee empowerment strategy implemented at the company

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	30	27.3
Agree	77	70
Neutral	0	0
Disagree	2	1.8
Strongly Disagree	1	0.9
TOTAL	**110**	**100**

FIGURE: 3.5

Figure showing awareness of employees about employee empowerment strategy implemented at the company

INTERPRETATION

The chart shows that 97.3% of the respondents (27.3% + 48.2%) are aware of the company's employee empowerment strategy, and 2.7% of respondents are not aware of the company's employee empowerment strategy.
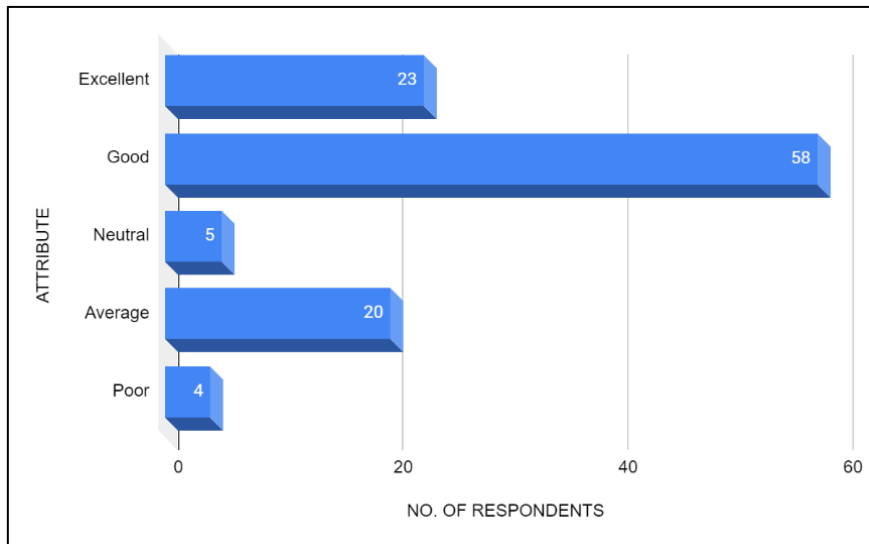
TABLE: 3.6

Table showing the effectiveness of KSE Ltd.'s communication on empowerment strategies

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Excellent	23	20.9
Good	58	52.7
Neutral	5	4.5
Average	20	18.3
Poor	4	3.6
TOTAL	**110**	**100**

FIGURE: 3.6

Figure showing the effectiveness of KSE Ltd.'s communication on empowerment strategies

INTERPRETATION

Overall, the data shows that the majority of respondents (73.6%) rated the communication of empowerment strategies as good or excellent, 18.3% rated it as average, 4.5 as neutral and 3.6% rated it as poor.
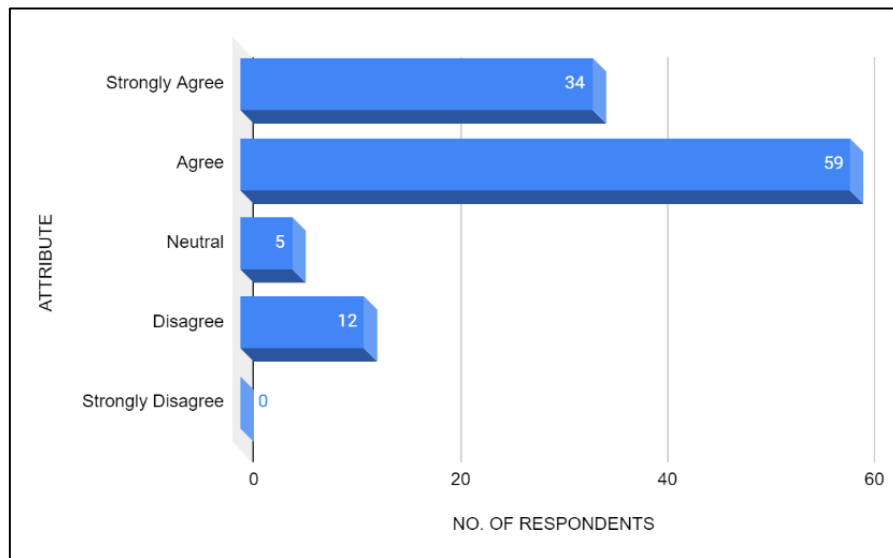
TABLE: 3.7

Table showing employee motivation with the empowerment strategies

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	34	31
Agree	59	53.6
Neutral	5	4.5
Disagree	12	10.9
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.7

Figure showing employee motivation with the empowerment strategies

INTERPRETATION

Data shows that 84.6% of respondents motivated by empowerment strategies, 10% are disagree to the statement and 4.5% are neutral.
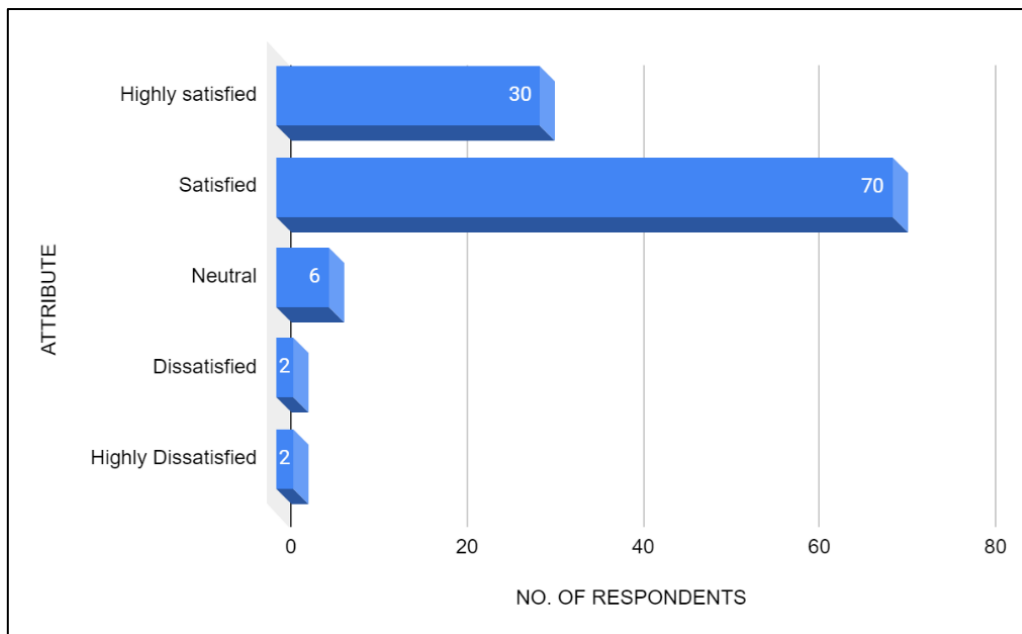
TABLE: 3.8

Table showing satisfaction level of employees with current job

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Highly satisfied	30	27.2
Satisfied	70	63.7
Neutral	6	5.5
Dissatisfied	2	1.8
Highly Dissatisfied	2	1.8
TOTAL	**110**	**100**

FIGURE: 3.8

Figure showing satisfaction level of employees with current job

INTERPRETATION

The above chart shows that 63.7% of employees are satisfied, 27.2% of employees are highly satisfied, 5.5 are neutral and 3.6% of employees are dissatisfied or highly dissatisfied with their present job.
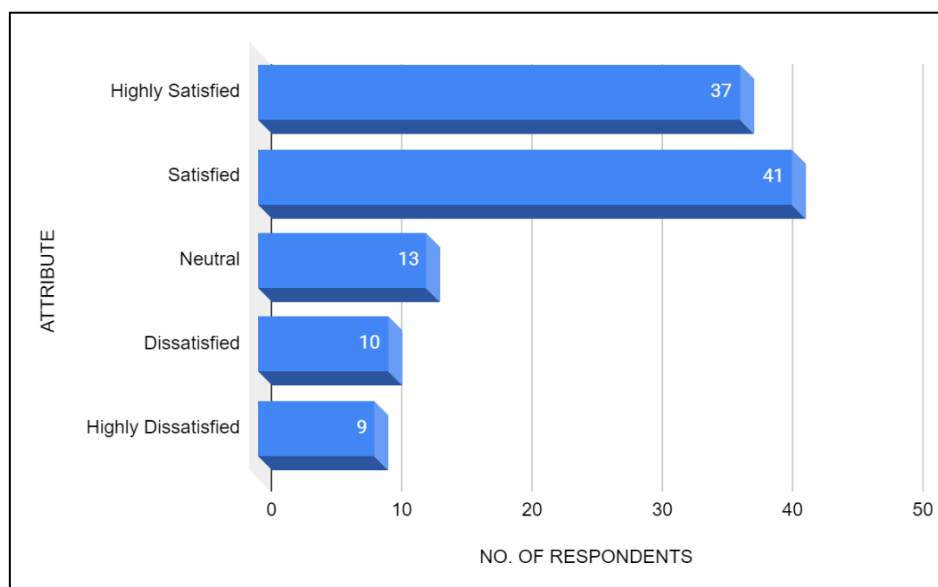
TABLE: 3.9

Table showing employee satisfaction with a company incentive scheme

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	37	33.63
Satisfied	41	37.27
Neutral	13	11.81
Dissatisfied	10	9.09
Highly Dissatisfied	9	8.2
TOTAL	**110**	**100**

FIGURE: 3.9

Figure showing employee satisfaction with a company incentive scheme

INTERPRETATION

Data shows that 70.9% of employees are satisfied or highly satisfied with the incentive scheme. 11.81% are neutral, 9.09 are dissatisfied and 8.2% are highly dissatisfied with the incentive scheme.
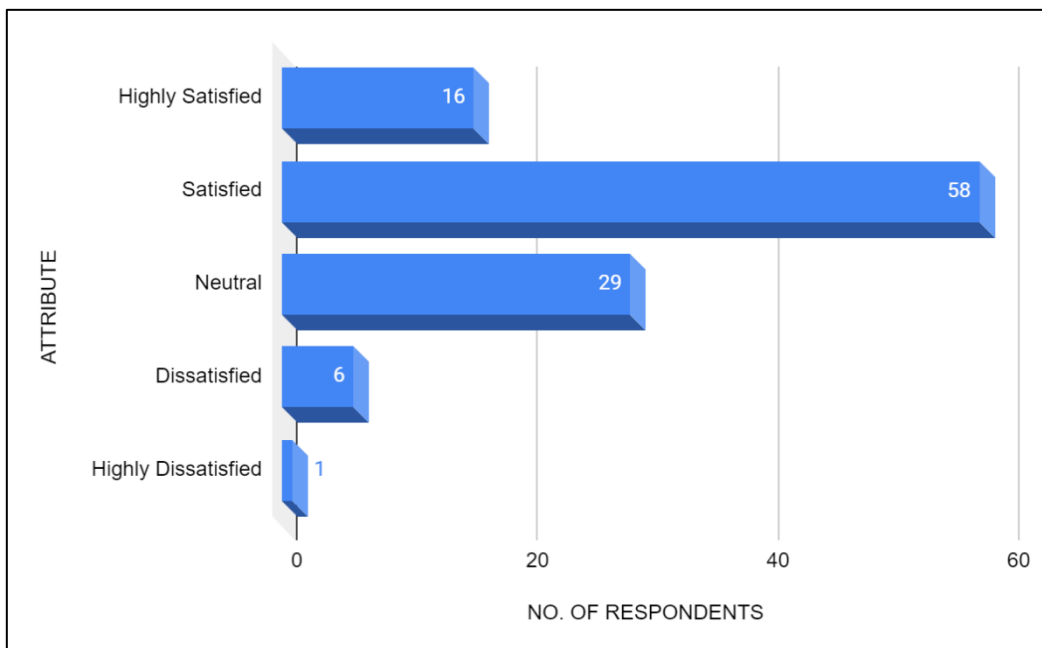
TABLE: 3.10

Table showing employee satisfaction with company training program

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	16	14.5
Satisfied	58	52.8
Neutral	29	26.4
Dissatisfied	6	5.5
Highly Dissatisfied	1	0.9
TOTAL	**110**	**100**

FIGURE: 3.10

Figure showing employee satisfaction with company training program

INTERPRETATION

Data shows that over half (52.8%) of the respondents are satisfied with the company training program. This indicates that the program is meeting the needs of a majority of employees. A significant portion (14.5%) of respondents are highly satisfied and (26.4%) of respondents are neutral. A small minority (5.5% + 0.9% = 6.4%) of respondents are dissatisfied or highly dissatisfied.
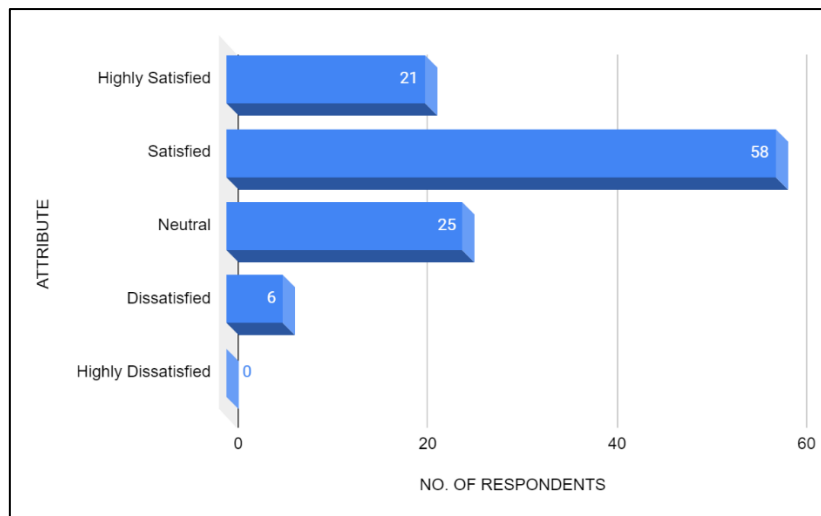
TABLE: 3.11

Table showing employee satisfaction with autonomy in their role

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	21	19.1
Satisfied	58	52.7
Neutral	25	22.7
Dissatisfied	6	5.5
Highly Dissatisfied	0	0
TOTAL	**110**	**100**

FIGURE: 3.11

Figure showing employee satisfaction with autonomy in their role

INTERPRETATION

Data shows that 52.7% of respondents were satisfied and 19.1% of respondents were highly satisfied with the autonomy in their role. 22.7% of respondents are neutral and 5.5% of respondents are disagree to the statement.
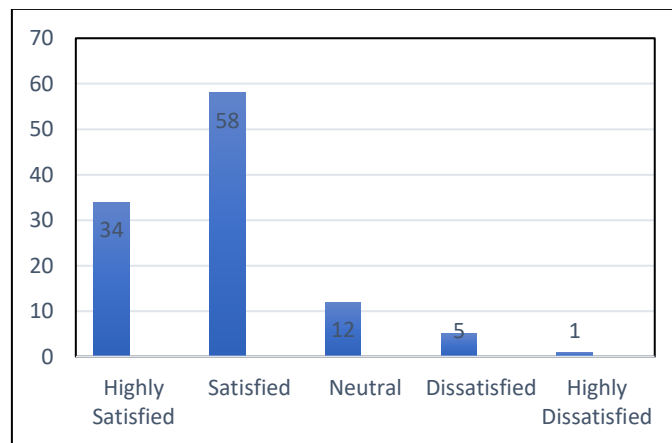
**Table showing employee satisfaction level of recognition and rewards
at KSE Ltd**

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	34	30.92
Satisfied	58	52.72
Neutral	12	10.91
Dissatisfied	5	4.54
Highly Dissatisfied	1	0.90
TOTAL	**110**	**100**

FIGURE: 3.12

**Figure showing employee satisfaction level of recognition and
rewards at KSE Ltd**

INTERPRETATION

Data shows that 52.72% of employees are satisfied, 30.92% highly satisfied with recognition and rewards at KSE Ltd. 10.91% of employees rated as neutral. 0.9% of employees are highly dissatisfied, and 4.54% are dissatisfied.
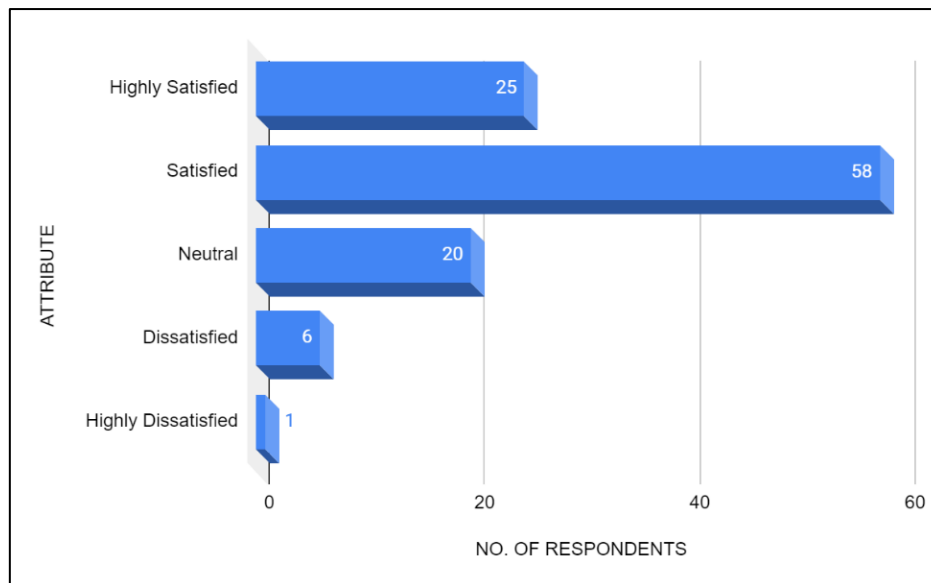
TABLE: 3.13

Table showing employee satisfaction with empowerment in KSE Ltd

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Highly Satisfied	25	22.7
Satisfied	58	52.7
Neutral	20	18.2
Dissatisfied	6	5.5
Highly Dissatisfied	1	0.9
TOTAL	**110**	**100**

FIGURE: 3.13

Figure showing employee satisfaction with empowerment in KSE Ltd

INTERPRETATION

Data shows that over half (52.7% + 22.7% = 75.4%) of the respondents are satisfied or highly satisfied with empowerment in KSE Ltd. A significant portion (22.7%) of respondents are highly satisfied and (18.2%) of respondents are neutral. A small minority (5.5% + 0.9% = 6.4%) of respondents are dissatisfied or highly dissatisfied.
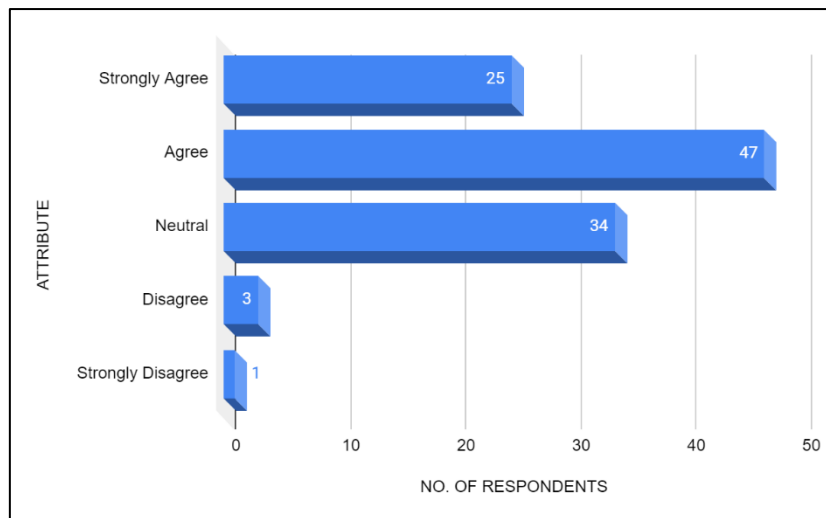
TABLE: 3.14

Table showing employee risk-taking comfort level at KSE Ltd

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	25	22.7
Agree	47	42.7
Neutral	34	30.9
Disagree	3	2.7
Strongly Disagree	1	1
TOTAL	**110**	**100**

FIGURE: 3.14

Figure showing employee risk-taking comfort level at KSE Ltd

INTERPRETATION

Data shows that the majority of employees (65.4%, consisting of 22.7% who strongly agree and 42.7% who agree) are comfortable taking risks. A smaller percentage of employees (30.9%) are neutral on the issue, and a very small percentage (3.7%, consisting of 2.7% who disagree and 1.0% who strongly disagree) are uncomfortable taking risks.
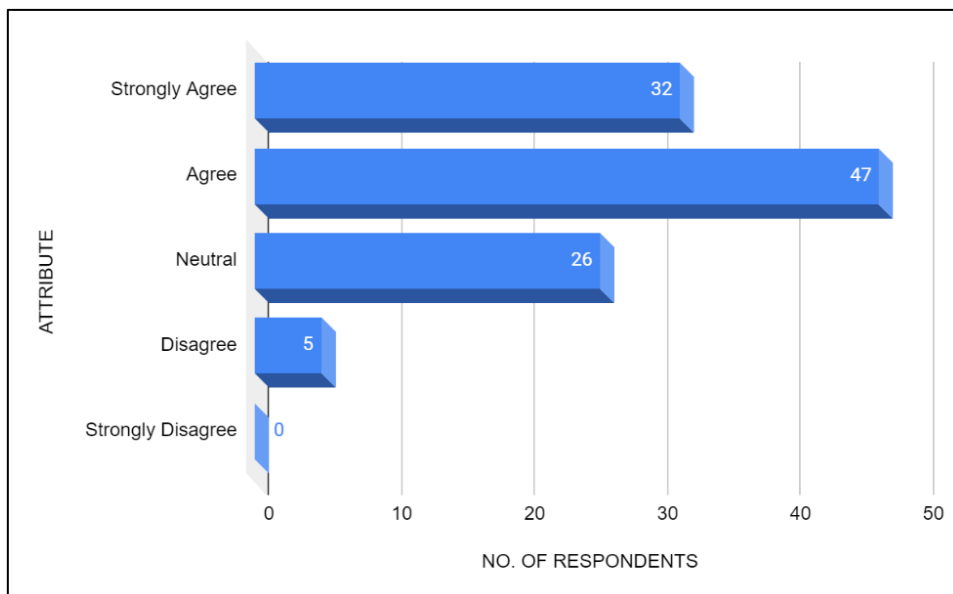
TABLE: 3.15

Table showing employee engagement and motivation levels at KSE Ltd

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	32	29.2
Agree	47	42.7
Neutral	26	23.6
Disagree	5	4.5
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.15

Figure showing employee engagement and motivation levels at KSE Ltd

INTERPRETATION

Data shows that respondents (42.7%) agree with the statement, suggesting they find their work to be engaging and motivating. Nearly (29.2%) strongly agree, further

indicating a high level of engagement and motivation among a significant portion of the workforce. A smaller percentage of respondents (23.6%) are neutral, and a small percentage (4.5%) disagree. While no respondents strongly disagreed.
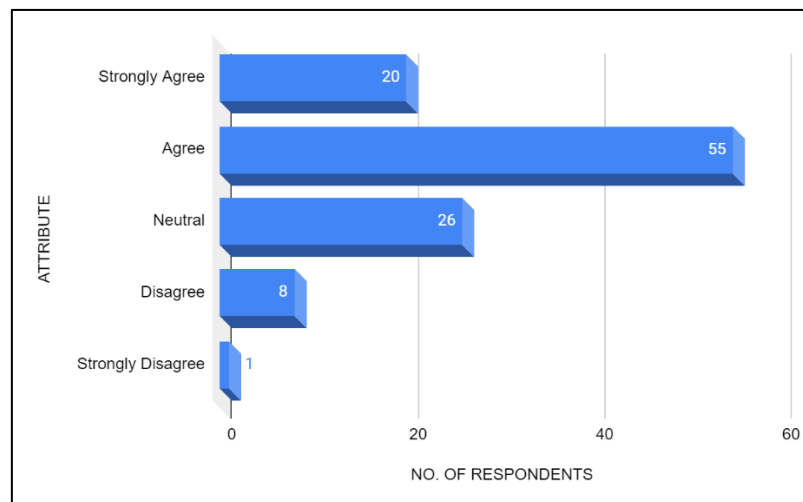
TABLE: 3.16

Table showing ownership and responsibility of employees for work quality

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	20	18.2
Agree	55	50
Neutral	26	23.6
Disagree	8	7.3
Strongly Disagree	1	0.9
TOTAL	**110**	**100**

FIGURE: 3.16

Figure showing ownership and responsibility of employees for work quality

INTERPRETATION

The table shows that a majority of employees (68.2%) at KSE Ltd. take ownership and responsibility for their work quality. This is because 18.2% of respondents strongly agree and 50% agree with the statement. However, a significant portion of respondents (23.6%) are neutral, and some (7.3%) disagree. A small percentage (0.9%) strongly disagree.
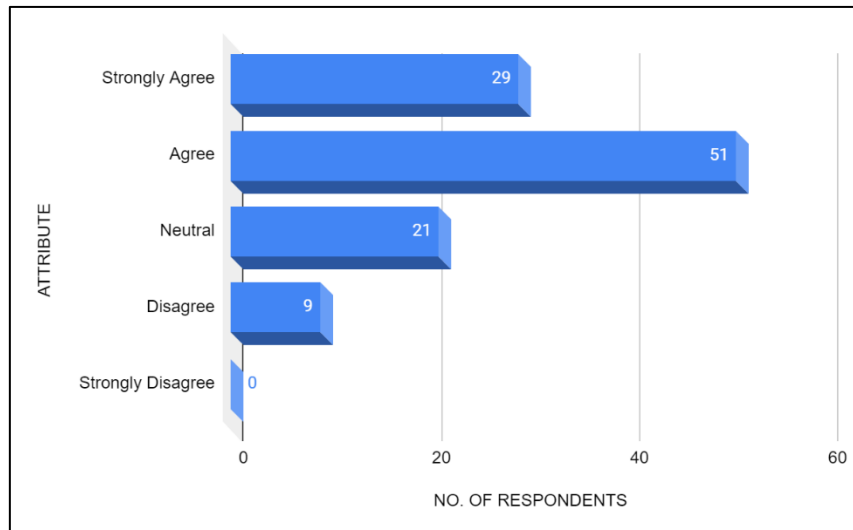
TABLE: 3.17

Table showing employee perception of career advancement opportunities at KSE Ltd

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	29	26.4
Agree	51	46.4
Neutral	21	19.1
Disagree	9	8.1
Strongly Disagree	0	0
TOTAL	110	100

FIGURE: 3.17

Figure showing employee perception of career advancement opportunities at KSE Ltd

INTERPRETATION

Data shows that (46.4%) of respondents agree and (26.4%) strongly agree that there are opportunities for advancement. And (19.1%) are neutral indicating some uncertainty among employees, and (8.1%) are disagree to the statement.
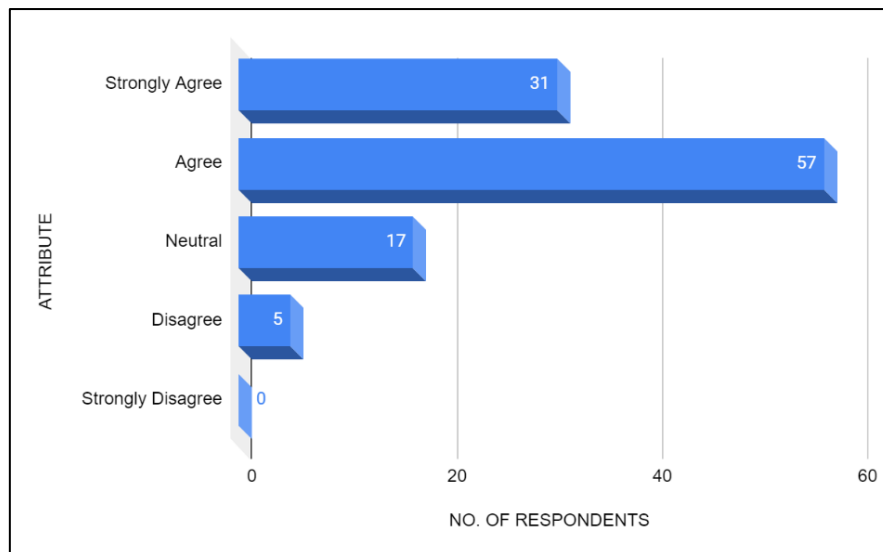
TABLE: 3.18

Table showing employee trust levels in taking on new responsibilities

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	31	28.2
Agree	57	51.8
Neutral	17	15.5
Disagree	5	4.5
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.18

Figure showing employee trust levels in taking on new responsibilities

INTERPRETATION

Data shows that (51.8%) of respondents agree, and (28.2%) of respondents strongly agree indicating that over half of the respondents are confident in their job performance. Neutral (15.5%) follows, suggesting some uncertainty about their performance, and (4.5%) of respondents disagree, and there are no strongly disagree respondents.

TABLE: 3.19

Table showing employee comfort and support for idea sharing

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	26	23.6
Agree	50	45.5
Neutral	26	23.6
Disagree	8	7.3
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.19

Figure showing employee comfort and support for idea sharing
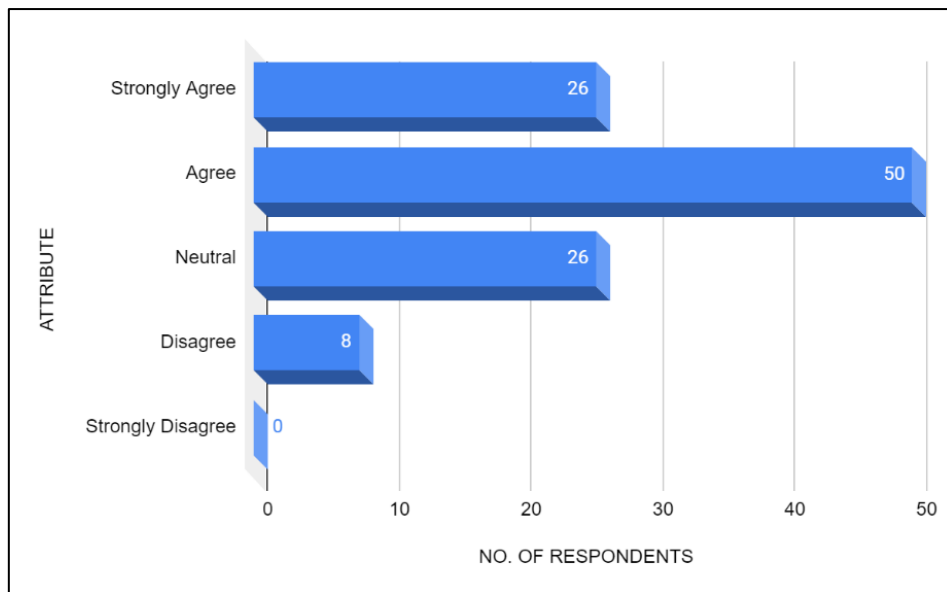
INTERPRETATION

Data shows that the majority of respondents (45.5%) are agree to the statement, and (23.6%) respondents are both strongly agree and neutral. Some employees are disagree (7.3%) is a small group, but indicate some discomfort, and strongly Disagree (0%) has no respondents.

TABLE: 3.20

Table showing employee perception of manager support for professional development

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Excellent	28	25.47
Good	54	49.09
Neutral	6	5.47
Fair	17	15.47
Poor	5	4.5
TOTAL	**110**	**100**

FIGURE: 3.20

Figure showing employee perception of manager support for professional development
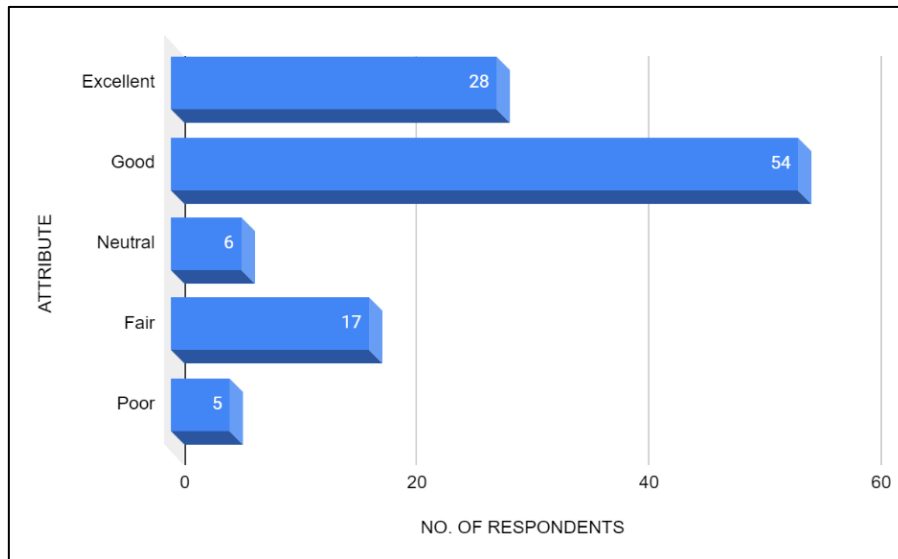
INTERPRETATION

Data shows that 49.09% of employees rated manager support for professional development as good. 25.47% of employees rated manager support for professional

development as excellent. 15.47% of employees rated manager support for professional development as fair, and 5.47% rated as neutral. 4.5% of employees rated manager support for professional development as poor.

TABLE: 3.21

Table showing employee access to resources and support for empowerment

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	20	18.2
Agree	61	55.5
Neutral	21	19.1
Disagree	8	7.3
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.21

Figure showing employee access to resources and support for empowerment
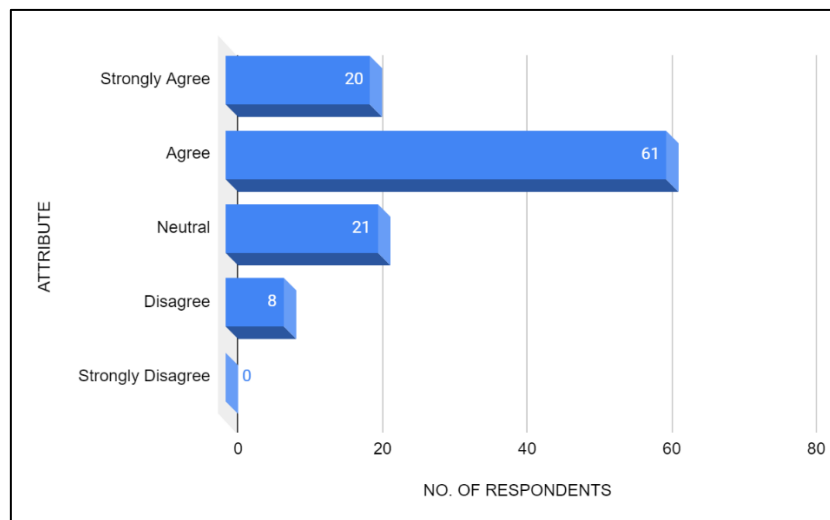
INTERPRETATION

Data shows that 55.5% of respondents agree, and 18.2% strongly agree that they have access to resources and support for empowerment. 19.1% of respondents are neutral and 7.3% of respondents are disagree to the statement.

TABLE: 3.22

Table showing employee confidence in handling empowerment responsibilities

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Very Confident	48	43.6
Somewhat Confident	35	31.84
Neutral	23	20.9
Somewhat Unconfident	3	2.74
Not at all Confident	1	0.92
TOTAL	**110**	**100**

FIGURE: 3.22

Figure showing employee confidence in handling empowerment responsibilities
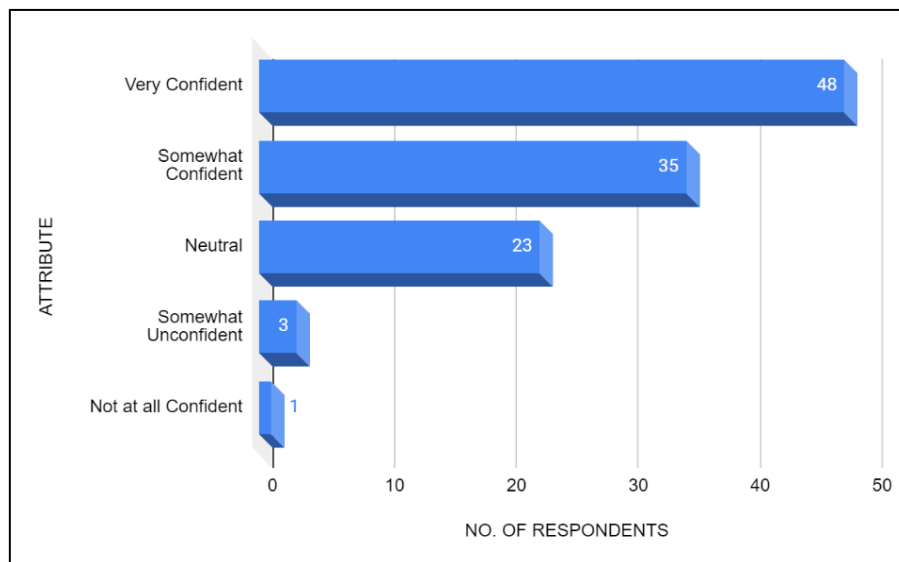
INTERPRETATION

Data shows that 43.6% of respondents indicated that they are very confident in handling empowerment responsibilities, 31.84% of respondents indicated that they are somewhat

confident in handling empowerment responsibilities, 20.9% of respondents indicated as neutral, 2.74% were somewhat unconfident, and 0.92% indicated as they never feel confident in handling empowerment responsibilities.

Table showing employee perception of goal alignment and contribution

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	27	24.5
Agree	57	51.8
Neutral	21	19.1
Disagree	5	4.6
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.23

Figure showing employee perception of goal alignment and contribution
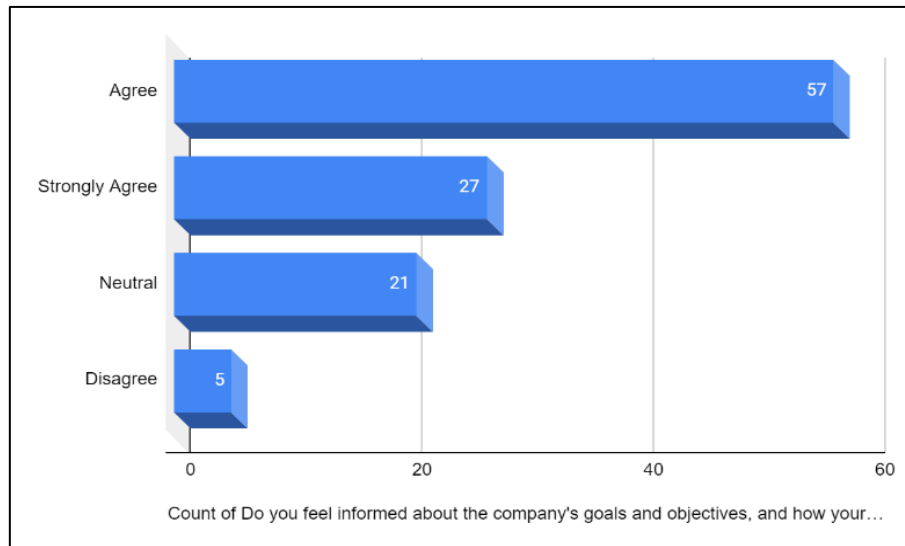
INTERPRETATION

Data shows that majority of employees (79.3%, consisting of 24.5% who strongly agree and 51.8% who agree) believe their goals are aligned with company goals and that their work contributes to the company's success. A smaller percentage of employees (19.1%)

are neutral on the issue, and a very small percentage (4.6%) disagree. No respondents indicated strong disagreement.

TABLE: 3.24

Table showing opportunities for growth through learning at KSE Ltd

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	18	16.4
Agree	60	54.5
Neutral	28	25.5
Disagree	4	3.6
Strongly Disagree	0	0
TOTAL	110	100

FIGURE: 3.24

Figure showing opportunities for growth through learning at KSE Ltd
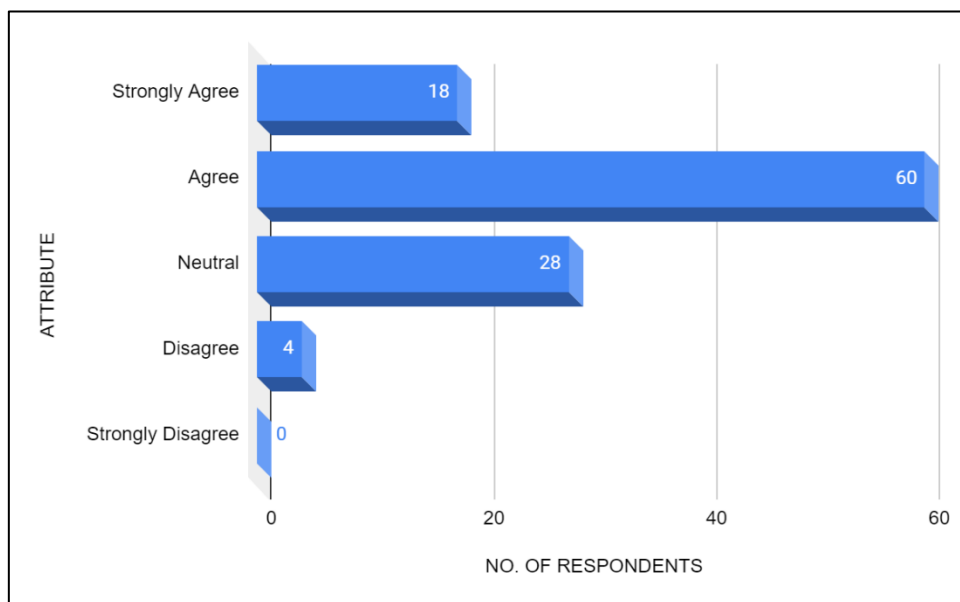
INTERPRETATION

Data shows that 16.4% of employees strongly agree and 54.5% of employees agree that there are opportunities for growth through learning at KSE Ltd. 25.5% of employees

are neutral and 3.6% of employees disagree that there are opportunities for growth through learning at KSE Ltd.

TABLE: 3.25

Table showing the influence of empowerment on job effectiveness

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	31	28.2
Agree	56	50.9
Neutral	20	18.2
Disagree	3	2.7
Strongly Disagree	0	0
TOTAL	**110**	**100**

FIGURE: 3.25

Figure showing the influence of empowerment on job effectiveness
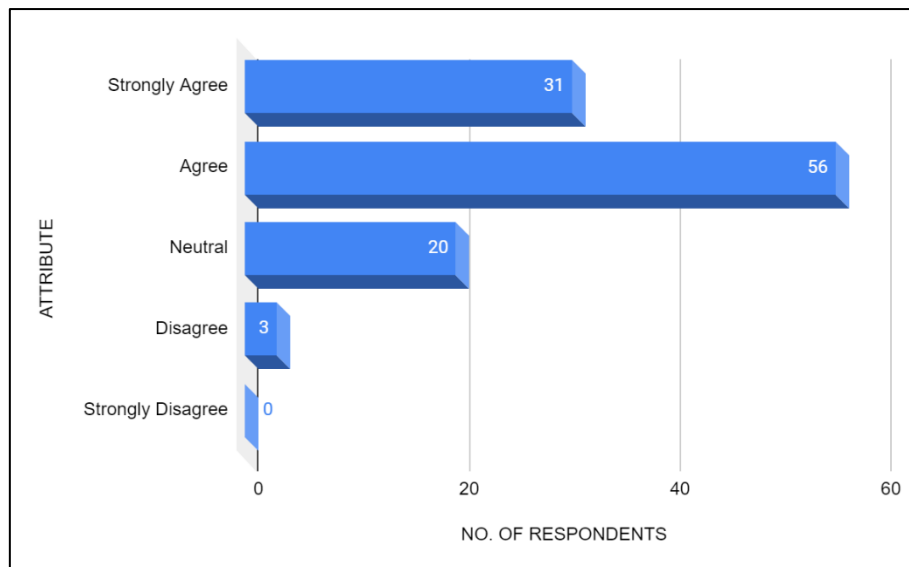
INTERPRETATION

Data shows that 50.9% of the respondents agreed and 28.2% of respondents strongly agreed that empowerment has a positive influence on job effectiveness. Only a small percentage (2.7%) disagree. The rest (18.2%) are neutral.

TABLE: 3.26

Table showing employee recommendations to others for working at KSE

ATTRIBUTE	NO. OF RESPONDENTS	PERCENTAGE
Yes	65	59.1
No	19	17.3
Maybe	26	23.6
TOTAL	**110**	**100**

FIGURE: 3.26

Figure showing employee recommendations to others for working at KSE
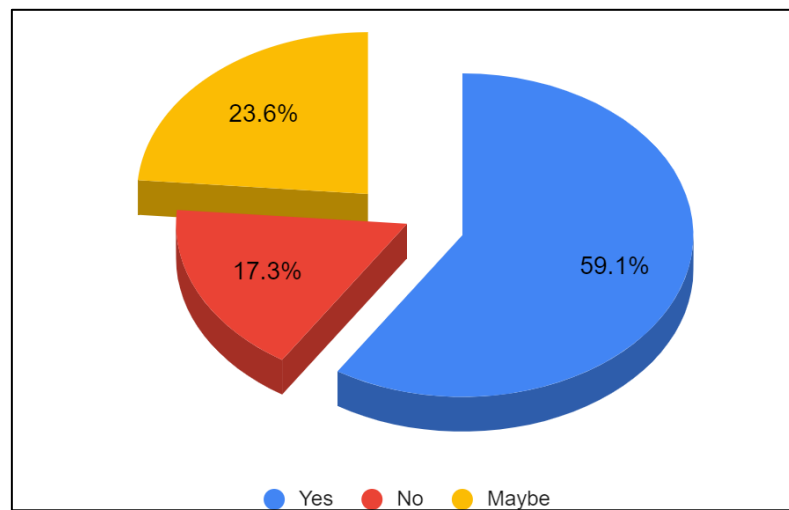
INTERPRETATION

Data shows that 59.1% (65) of respondents would recommend KSE Ltd. to others as a place to work. 17.3% (19) of respondents would not recommend KSE Ltd. to others as a place to work. 23.6% (26) of respondents are unsure about recommending KSE Ltd. to others as a place to work.

3.2 INDEPENDENT SAMPLE T-TEST

The independent sample t-test is the most common form of the T-test. It helps to compute the means of two sets of data.

Test on gender and awareness of empowerment among employees

H0: There is no significant difference in awareness of empowerment between men and women employees.

H1: There is a significant difference in awareness of empowerment between men and women employees.

OUTPUT:

The first table, titled Group Statistics, provides descriptive statistics for both groups, including the number of data sets, means, standard deviations, and standard errors of means. The analysis findings are presented in the second table, which is titled Independent-Samples Test.

Table 3.27

Table showing the number of data sets, means, standard deviation, and standard errors of means

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
AWARENESS	female	28	1.3413	.23016	.04350
	male	82	1.3577	.14610	.01613

93

Table 3.28

Table showing the independent samples test on gender and awareness on empowerment

		Levene's Test for Equality of Variances		t-test for Equality of Means						
						Significance	Mean Differ ence	Std. Error Differ ence	95% Confidence Interval of the Difference	
		F	Sig.	t	df	Two-Sided p			Lower	Upper
AWARE NESS	Equal variances assumed	12.57 6	<.001	-.440	108	.661	-.0164 5	.0374 4	-.0906 6	.0577 5
	Equal variances not assumed			-.355	34.722	.725	-.0164 5	.0463 9	-.1106 6	.0777 6

RESULT

Since p value (0.725) is greater than 0.05, indicating that there is no statistically significant difference in the awareness of empowerment strategies between male and female employees. Therefore, reject the alternative hypothesis and accept the null hypothesis.

INTERPRETATION

The analysis reveals that there is no statistically significant difference in the awareness levels of empowerment strategies between male and female employees. The awareness levels are similar for both genders, as evidenced by the close means (female:1.3413,

males:1.3577) and the non-significant t-test results. Since the p-value is greater than 0.05 (p = 0.725 for equal variances not assumed), we fail to reject the null hypothesis (H0). Therefore, we conclude that there is no significant difference in awareness of empowerment between male and female employees.

3.3 CORRELATION

Correlation analysis is concerned with detecting whether a relationship exists between variables and then assessing the degree and action of that relationship.

3.3.1 THE PROBLEM

Examine the relationship between employee satisfaction and employee empowerment.

HYPOTHESIS

H0: There is no significant relationship between employee empowerment and job satisfaction.

H1: There is a significant relationship between employee empowerment and job satisfaction

OUTPUT:

Table 3.29

Table showing the correlation

Correlations		SATISFACTION	EMPOWERMENT
SATISFACTION	Pearson Correlation	1	.508
	Sig. (2-tailed)		<.001
	N	110	110
EMPOWERMENT	Pearson Correlation	.508	1
	Sig. (2-tailed)	<.001	
	N	110	110
**. Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION

- Correlation Coefficient: The Pearson correlation coefficient between satisfaction and empowerment is 0.508. This value indicates a moderate positive correlation between the two variables. This means that as employee

empowerment increases, job satisfaction tends to increase as well, and vice versa.

- Significance Level: The significance value, or p-value, is less than 0.001. This value is much lower than the common alpha level of 0.01, indicating that the correlation is statistically significant.

CHAPTER: IV

FINDINGS, RECOMMENDATIONS

AND SUMMARY

4.1 FINDINGS

1. 74.5 % of the respondents are male and 25.5% of the respondents are female.

2. 38.2 % of the respondents are in the age group of 21-30, 32.7% of the respondents are in the age group of 31-40 years, 20.9 % of the respondents are in the age group 41 – 50 years, and 8.2 % of the respondents are in the age group of above 50 years.

3. Out of 110 employees, 39.1% of the respondents are qualified with UG, 34.5% are qualified with Higher secondary, 15.5% respondents are qualified with PG, and 10.9% are qualified with SSLC.

4. The majority 98.2% of the respondents agree that they understand the concept of employee empowerment and its benefits, and 1.8% do not understand the concept of employee empowerment and its benefits.

5. The majority 97.3% of the respondents are aware of the company's employee empowerment strategy, and 2.7% of respondents are not aware of the company's employee empowerment strategy.

6. The majority of respondents (73.6%) rated the communication of empowerment strategies as good, and 21.9% rated it as average.

7. 84.6% of respondents motivated by empowerment strategies, and 10% are disagree to the statement.

8. The majority 90.9% of employees are satisfied, and 3.6% of employees are dissatisfied with their present job.

9. 70.9% of employees are satisfied with the incentive scheme. 17.29% are dissatisfied with the incentive scheme.

10. 67.3% of the respondents are satisfied with the company training program. This indicates that the program is meeting the needs of a majority of employees and a small minority 6.4% of respondents are dissatisfied.

11. The majority 71.8% of respondents were highly satisfied with the autonomy in their role, and 5.5% of respondents are disagree to the statement.

12. 83.64% of employees are satisfied with the recognition and rewards at KSE Ltd. And 5.44% are dissatisfied.

13. 75.4%of the respondents are satisfied with empowerment in KSE Ltd. A small minority 6.4% of respondents are dissatisfied with the statement.

14. 65.4% of employees are comfortable taking risks, and a very small percentage 3.7%, are uncomfortable to taking risks.

15. 71.9% of employees agree with the statement, suggesting they find their work to be engaging and motivating, and a small percentage 4.5% disagree with the statement.

16. 68.2% of employees take ownership and responsibility for their work quality, and 8.2% of employees are disagree with the statement.

17. 72.8% of employees agree that there are opportunities for advancement, and 8.1% are disagree to the statement.

18. 80% of respondents agree, indicating that over half of the respondents are confident in their job performance, 4.5% of respondents disagree with the statement.

19. 69.1% are agree that they feel comfortable to sharing new ideas, and 7.3% is a small group, but indicate some discomfort.

20. 65.56% of employees rated manager support for professional development as good, and 19.97% of employees rated manager support for professional development as fair or poor.

21. 73.7% of employees agree that they have access to resources and support for empowerment, and 7.3% of respondents are disagree to the statement.

22. 75.44% of respondents indicated that they somewhat confident in handling empowerment responsibilities, 3.66% indicated as they never feel confident in handling empowerment responsibilities.

23. The majority of employees 79.3% believe their goals are aligned with company goals and that their work contributes to the company's success, and a very small portion of employees 4.6% disagree with the statement.

24. 70.9% of employees agree that there are opportunities for growth through learning at KSE Ltd, and 3.6% of employees disagree that there are opportunities for growth through learning at KSE Ltd.

25. 79.1% of respondents agreed that empowerment has a positive influence on job effectiveness. Only a small percentage (2.7%) disagree with the statement.

26. 59.1% of respondents would recommend KSE Ltd. to others as a place to work. 17.3% of respondents would not recommend KSE Ltd. to others as a place to work.

27. There is no significant difference in awareness of empowerment between male and female employees.

28. Employee satisfaction and empowerment are significantly correlated.

4.2 RECOMMENDATIONS

- While the majority of the employees are male, efforts should be made to promote diversity and inclusion in the organization by encouraging more representation of females.
- To provide a training program that clearly explains the concept, its benefits, and how it directly relates to their daily work at KSE Ltd.
- Regularly communicate the company's empowerment strategy through multiple channels to ensure all employees are aware of it.
- Communicate company goals and how individual roles contribute to success.
- Implement clear career development paths, internal job postings, and mentorship programs to address the uncertainty around growth opportunities.
- Provide manager training on coaching, skill development, and empowerment principles to enhance their support for employee development.
- Create a safe space for employees to experiment and learn from mistakes.
- Provide ongoing training and support to help employees feel more confident in their empowered roles.
- Provide opportunities to develop decision-making and problem-solving skills of employees.
- Celebrate small wins and achievements more regularly to boost morale and engagement.
- Regularly assess employee perceptions of empowerment through surveys and feedback mechanisms. Track progress over time to measure the effectiveness of implemented solutions.
- Showcase success stories of empowered employees who have thrived in their roles. This can motivate others and reinforce the positive impact of empowerment.

4.3 SUMMARY

Many workplaces today feel like giant machines, with employees simply following orders. But employees want to feel like they're in charge of their work, able to make choices and see their ideas put into action. This is where employee empowerment comes in. It's about giving people the things they need to do their jobs well, like the right tools and the freedom to make decisions, without someone constantly looking over their shoulder. Employee empowerment has become a cornerstone of modern workplaces. Companies implement various strategies, from delegating tasks to fostering open communication, with the aim of creating a sense of ownership and control among their workforce. The benefits of successful employee empowerment are well-documented.

When employees feel trusted and valued, they are more likely to be engaged, motivated, and productive. They bring fresh ideas to the table, take ownership of their work, and contribute to a more positive and innovative company culture. Sometimes, companies say they empower employees, but employees feel micromanaged. They might have great ideas but sometimes they feel like they can't share them for fear of being ignored. Bridging this perception gap is essential for maximizing the impact of employee empowerment strategies. Companies can achieve this by fostering a culture of open communication where employee feedback is actively sought and valued. Regular surveys, focus groups, and informal conversations can provide valuable insights into how employees perceive empowerment initiatives. This feedback allows companies to identify areas for improvement and tailor their strategies to address specific concerns. Additionally, fostering a culture of trust and psychological safety allows employees to take calculated risks, learn from mistakes, and ultimately reach their full potential.

Employee empowerment is a powerful tool for enhancing organizational success. However, its effectiveness relies on understanding and addressing the perception gap that can exist between intended benefits and employee experience. By actively listening to their workforce and creating a culture of trust and open communication, companies can refine their strategies and unlock the full potential of their empowered employees.

This study examined the perceptions of employees at Kerala Solvent Extractions Limited regarding the company's employee empowerment strategies and evaluated their satisfaction levels.. The population size of the study is all permanent employees of the organization. All 214 of the company's permanent employees are represented as

the population. And the sample size chosen for the study consists of 110 respondents of employees of 'KSE LTD'. This study directly collected information from participants through a random sampling method. Researchers designed a questionnaire to gather this primary data, which is considered the most valuable for this project. In addition to this firsthand information, the study also incorporates existing data (secondary data) from the organization's records, website, and other relevant online sources. 110 participants were chosen to provide data for this analysis. Statistical tools like percentage analysis, independent sample t-test, and correlation were used to examine the collected information. Standard software programs like Microsoft Excel, SPSS, Word, and Google Sheets facilitated data interpretation and visualization.

The project findings reveal significant insights into employee perceptions of empowerment at KSE Ltd. While most of the respondents were young males with undergraduate degrees, nearly the majority 98.2% of employees understood the concept and 97.3% are aware of the company's empowerment strategies. The majority rate the communication of these strategies positively, with 84.6% feeling motivated by them. Job satisfaction is high, with 90.9% content with their current roles and 70.9% satisfied with the incentive schemes. Additionally, 67.3% are satisfied with the training programs, and 71.8% appreciate the autonomy in their roles. Recognition and rewards are satisfactory for 83.64% of employees, and 75.4% feel empowered. Moreover, 65.4% are comfortable taking risks, and 68.2% take ownership of their work quality. Overall, 79.1% agree that empowerment positively influences job effectiveness.

Based on these findings, several recommendations aimed at strengthening both employee empowerment and satisfaction. To cultivate a more diverse workforce, attracting a greater number of female employees is crucial. Training programs should be revamped to clearly explain empowerment concepts, their benefits, and how they directly apply to daily tasks at KSE Ltd. Additionally, consistent communication of the company's empowerment strategy across various channels is essential for ensuring all employees are aware. To address concerns about advancement opportunities, implementing clear career paths, internal job postings, and mentorship programs would be beneficial. Furthermore, equipping managers with coaching skills, professional development techniques, and an understanding of empowerment principles will enhance their ability to support employee growth. Fostering a culture that encourages calculated risks and innovation is key. Creating a safe space for experimentation

alongside ongoing support will help employees feel more confident in their empowered roles. To maintain high morale and effectively gauge progress, celebrating achievements and regularly soliciting employee feedback on their perception of empowerment are important steps. Showcasing success stories of empowered employees can serve as motivation for others and solidify the positive influence of empowerment within the company. Finally, the company could review and improve its training programs and incentive schemes to better meet the needs of its workforce. Investing in these areas will likely lead to a more engaged and productive workforce, benefiting both the employees and KSE Ltd.

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APPENDIX

APPENDIX

A STUDY ON EMPLOYEE PERCEPTION TOWARDS EMPLOYEE
EMPOWERMENT STRATEGIES AT KERALA SOLVENT EXTRACTIONS LTD.

Greetings, I'm Sneha T S, a final year MBA student at Naipunnya Business School, Pongam, Koratty East. I would like to extend an invitation for your participation in my research project titled **"A STUDY ON EMPLOYEE PERCEPTION TOWARDS EMPLOYEE EMPOWERMENT STRATEGIES AT KERALA SOLVENT EXTRACTIONS LTD".** Thank you for taking the time to complete this survey. Your honest feedback is important to understand your perception of employee empowerment strategies and your satisfaction levels.

1. Gender

- o Male
- o Female
- o Other

2. Age

- o 21-30
- o 31-40
- o 41-50
- o 50 above

3. Educational qualification

- o SSLC
- o Higher Secondary
- o UG
- o PG

4. I understand the concept of employee empowerment and its potential benefits.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

5. I'm familiar with the specific employee empowerment strategies implemented at KSE Ltd.

- o   Strongly Agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly Disagree

6. I feel KSE Ltd effectively communicates information about its employee empowerment strategies.

- o   Excellent
- o   Good
- o   Neutral
- o   Average
- o   Poor

7. I am personally motivated by the empowerment strategies implemented at KSE Ltd.

- o   Strongly Agree
- o   Agree
- o   Neutral
- o   Disagree
- o   Strongly Disagree

8. I am satisfied with my present job.

- o   Highly satisfied
- o   Satisfied
- o   Neutral
- o   Dissatisfied
- o   Highly dissatisfied

9. I am completely satisfied with the incentive scheme of the company.

- o   Highly satisfied
- o   Satisfied
- o   Neutral
- o   Dissatisfied
- o   Highly Dissatisfied

10. Describe your level of satisfaction with the training program conducted by the company.

- o Highly satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Highly dissatisfied

11. I am satisfied with the level of autonomy I have in my role at KSE Ltd.

- o highly satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Highly dissatisfied

12. I am satisfied with the company's reward and recognition program.

- o Highly satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Highly dissatisfied

13. I am satisfied with the level of empowerment I experience in my role at KSE Ltd.

- o Highly satisfied
- o Satisfied
- o Neutral
- o Dissatisfied
- o Highly dissatisfied

14. I feel comfortable taking risks and trying new things in my work at KSE Ltd.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

15. I feel motivated and engaged in my current role at KSE Ltd.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

16. I feel a strong sense of ownership and responsibility for the quality of the work.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

17. I feel there are clear career advancement opportunities available at KSE Ltd.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

18. I feel trusted by my supervisor to take on new responsibilities.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

19. I feel comfortable and encouraged to share ideas and suggestions for

improvement at KSE Ltd.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

20. My manager's support at KSE Ltd empowers my professional development.

- o Strongly Agree
- o Agree

- o Neutral
- o Disagree
- o Strongly Disagree

21. I have access to the resources I need to do my job effectively.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

22. I am confident in my ability to handle the responsibilities associated with empowerment.

- o Very confident
- o Somewhat confident
- o Neutral
- o Somewhat unconfident
- o Not at all confident

23. I feel informed about the company's goals and objectives, and how my work contributes to them.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

24. Our management provides opportunities for the employees to grow through learning new things.

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

25. I feel that empowerment enhances my job effectiveness.

- o Strongly Agree
- o Agree

- Neutral
- Disagree
- Strongly Disagree

26. I will recommend working at KSE Ltd to my friends and family.

- Yes
- No
- Maybe