

**EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT IN  
LOCAL GOVERNMENT AGENCIES – A CASE STUDY OF SELECT BODIES  
IN GREATER VISAKHA, ANDHRA PRADESH**

**FINAL REPORT OF  
MAJOR RESEARCH PROJECT**

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**By**

**PROF. B. MOHAN VENKATA RAM  
Principal Investigator**



**DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES  
ANDHRA UNIVERSITY, VISAKHAPATNAM 530 003  
ANDHRA PRADESH, INDIA**

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# CHAPTER 1

## INTRODUCTION

## Introduction:

The whole world is encompassed with the era of Liberalization, Privatization, Globalization (LPG) and Information, Communication, Entertainment (ICE). Among the various Ms of Management namely men, material, machinery, money, markets, methods, modernization & maintenance, its globally proved that dealing with “Men” (Human factor) is the most difficult task. It is more so in the present technology driven era as today’s managers are expected to be “*multi-skilled managers*” & today’s workers are “*knowledge workers*”.

The aforesaid scenario paved a way for cut-throat competition in every big organization world over. Consequently employee attrition has become order of the day and employee retention has become a challenge. As the skilled Human Resource forms the back bone of any organization, the recently evolved and emerged concept Internationally i.e. “*Employee Engagement*” has is rapidly gaining popularity and its application in the workplace. While there is much interest in engagement, there is also much confusion. There is no consistency in definition, and engagement has been measured in many diverse ways. Engagement may be a global construct as it appears to be a combination of job satisfaction, organizational commitment and intention to stay. Indeed, some argue that engagement is a multidimensional construct, in that employees could be *emotionally, cognitively or physically engaged*.

## Origin of the Research problem :

We are living in a global village phasing through the era of profound transition and the changes are more radical than even those that ushered in the second Industrial revolution of the mid of the 19<sup>th</sup> century or the structural changes triggered by the great depression in the world war II.

In the midst of this change, as Peter F. Drucker points out, there are five social and political certainties that will shape our business and societal strategy in the not-too-distant future viz., *(i) the collapsing birth rate in the developed world (ii) Shifts in distribution of disposable income (iii) Redefinition of organizational performance (iv) Global competitiveness and (v) The growing incongruence between economic and political reality.*

The dawn of LPG and ICT revolution led to the emergence of mounting complexity with more people, systems and products entwined in a bewildering web of global networks. India being a nation tailored for a variety of players, rather than a single monopoly, is able to figure among the top players by virtue of the momentum of human capital and the capacity of bottom-up growth. It is truism that the 20<sup>th</sup> century belonged to West and Europe. However, as per the predictions of different international agencies, the 21<sup>st</sup> century is all set to belong to Asia, particularly India and China. As quoted by Bharat Ratna Abdul Kalam, by 2025 the whole world would start looking at India to surmount global problems, as by that time our nation would be endowed with highest number of qualified, competent technical and managerial young human resource as compared to any country in the whole world including China.

However, it is quite disheartening to note that as per the Human Development Index (HDI) of United Nations Development Program (UNDP), India being the second most populous country in the world, ranks 126, thus figuring way behind even a majority of the developing nations. The World Bank, WHO, IMF, UNICEF, etc., point out categorically on the way the different public sector organizations in India in general and local government agencies in particular, have been functioning, much to the dissatisfaction of their clientele across different dimensions.

Most of the local government agencies whose objective is to provide qualitative services in the respective fields, seem to have been suffering from lack of requisite intrapreneurial tendencies among their employees in rendering services to the mute millions of masses in the territories concerned. Employee Engagement and Organizational Commitment is *sine-qua-non* for rendering qualitative services to the public, which is now relatively more educated, more knowledgeable, more commanding and demanding than ever before. The work culture, the method of addressing the task, the deployment of resources, the controlling mechanism and the like are being redefined even in respect of local government agencies.

Till the recent past, the development of a region/territory/state/nation used to be identified with the quantity of goods and services produced. Contrary to this, at present the development is identified with the '*Quality of Life*'.

Undisputedly, the 'quality of life' is mostly influenced by the quality of services rendered by the different government agencies which are supposed to work in the interest of public. Thus, it is high time that such local government agencies need to have highly motivated employees addressing their task in a conducive and congenial work environment amidst exemplary bondage of interpersonal relations among the employees. Such environment, if sufficiently supplemented with transformational leadership of the superiors at the helm would accelerate the levels of Employee Engagement and Organizational Commitment leading to organizational excellence.

Against this back drop, the present study has been taken up in Greater Visakha in the state of Andhra Pradesh. The city has been selected due to many reasons. Visakhapatnam, renowned as the city of destiny, is the second

fastest growing city in India and figures among the top 21 GEM (*Generator of Economic Momentum*) cities in the nation. Visakhapatnam has been facing umpteen challenges and concomitantly numerous opportunities. The city is strategically located in the East Coast of India mid way between Kolkata and Chennai. It has a natural harbour, the Head Quarters of Eastern Naval Command and Coast Guard are located here. It is the Centre of Higher Education due to the existence of a repository of knowledge of international repute i.e Andhra University, the prestigious King George Hospital, a colossal integrated steel plant – RINL, Visakhapatnam Steel Plant, highly sophisticated port, country's first ship building yard (HSL), Visakhapatnam Export Processing Zones (VEPZ) Special Economic Zone (SEZ), and many industries in public and private sector are located in the city. Greater Visakha is all set to become the second IT and tourism hub of Andhra Pradesh with the location and many IT Parks in the vicinity as IT majors like HSBC, Wipro, IBM, Symbiosis, Sankhya Technologies etc have been contributing their might in this sector. Further, it is most likely that apart from Hyderabad, the proposed ITIR (*Information Technology Investment Region*) is also to be set up in Greater Visakha in an area of 4000 acres. Pharma City, Health City, Film City, Coastal Corridor, are among the major projects which are underway. As the city is endowed with the rare blend of beautiful hillscape, seascape and landscape, the Government is contemplating to build world class facilities to attract start up companies. The city is also known for beach tourism as it has 33 km long beach road between Visakhapatnam and Bheemli.

In the light of the revolution in Industrialization and Urbanization, the industry christened Greater Visakha as “**the most happening city**”. Greater Visakha is also known as the city of peace and the cultural capital of Andhra Pradesh. As per the estimates of International agencies, this city is expected to figure among the world class cities at the global level by



2025. As such, the present study is proposed to be taken up in Greater Visakha where the quality of life is very much warranted by the domestic and International community at large, for which a great deal of transformation in the thought process of the leaders and the performers i.e.,the employees of the local government agencies is highly essential.

### **Definition:**

- Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.
- Engagement is the willingness and ability to contribute to company success, the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy"
- Employee engagement describes employees' emotional and intellectual commitment to their organisation and its success.
- Employee engagement is a key ingredient in achieving high quality performance – both at the individual, team and organisational level.
- Employee engagement is a two-way interaction between the employee and the employer, whereas the earlier focus tended to view the issues from only the employee's point of view.

### **Meaning:**

EMPLOYEE ENGAGEMENT enriches everyone in the workplace. Authentic employee engagement must function for the benefit of all: employees, leaders, organizations, and customers. Engagement is about motivating employees to do their best. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. An engaged employee gives his company his 100 percent. Employee engagement is a powerful retention strategy. The fact that it has a

strong impact on the bottom-line adds to its significance. There is an intrinsic link between employee engagement, customer loyalty, and profitability. Employee engagement is a combination of commitment to the organisation and its values plus a willingness to help out colleagues and employees work with passion and feel a profound connection to their company. Through employee engagement, everyone works together to achieve their professional, personal and business goals. Employee engagement is sometimes used to describe 'engaging with' employees. Effective internal communication, consultation with employees and employee representation are all important elements of employee engagement. "The extent to which people enjoy and believe in what they do and feel valued for doing it."

### **Importance:**

Employment Engagement is an important concept in HR Management. Engaged employees are more productive, more profitable, more customer focused, safer and much less likely to leave their employer. The more Employee Engagement is seen, the less Attrition is seen, and it goes both ways. Engaged employees care about the future of the company and are willing to invest the discretionary effort exceeding duty's call to create satisfied customers and higher profits for organization and see's that the organization succeeds with a strong emotional bond feeling. When engaged employees utilize their natural talents, they provide an instant, and constant, competitive edge. They build a new value: emotionally driven connections between employees and customers and they will ensure that a customer derives maximum satisfaction from the services provided. An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Through employee Engagement Bottom line performance and Customer satisfaction and loyalty can be improved on the other hand Absence and Employee turnover can be reduced simultaneously Organisational Citizenship Behaviour (OCB) along with Creativity and Innovation can be optimised. organisation has a responsibility to lead several key areas like Leadership, effective management, open, two-way communication, pay and benefits, fair and equal treatment, employing the 'right'

workforce, career development and training, working hours, and health and safety are all aspects of the work environment that organisations can control and influence and have been found to impact upon engagement.

### Categories:

- **Engaged** - employees who work with passion and feel a profound connection to their organisation. They want to know the desired expectations for their role so they can meet and exceed them and perform at consistently high levels. They drive innovation and move the organisation forward, Speaks positively about the organisation, looks at long-term career perspective and Tries to perform out of his normal routine. Engagement can be further classified into three types.
  - ❖ **Emotional engagement** - being very involved emotionally in one's work;
  - ❖ **Cognitive engagement** - focusing very hard whilst at work; and
  - ❖ **Physical engagement** - being willing to 'go the extra mile' for your employer.
- **Not engaged** - employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They attend and participate at work but are 'sleepwalk' through their work timeserving and put no passion or energy into their work, Speaks negative about the organisation, Looks at short-term career perspective and tries to shorten his normal routine. They tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers.
- **Actively Disengaged** - The "*actively disengaged*" employees are the "cave dwellers". They're "Consistently against Virtually Everything." They sow seeds of negativity at every opportunity. Employees who are unhappy at work and who act out their unhappiness at work. These employees undermine the work of their engaged colleagues on a daily basis. They can cause great damage to an organisation's functioning.

### **Drivers of Employee Engagement:**

- Shared vision, Values and Information
- Transformational Leadership.
- Corporate Culture and Open Communication.\
- Trust / Respect
- Work Environment / Ethical Culture
- Decision - Making and Information Dissemination
- Team Work / Dynamics
- Progressive HR practices
- Reorganization and Reward / Motivation
- Empowerment / Satisfaction and Involvement
- Immediate Supervisor / Manager

### **Benefits of Employee Engagement:**

- Employee engagement builds passion, commitment and alignment with the organisation's strategies and goals
- Attracts more people like existing employees Increases employees' trust in the organisation and it empowers them.
- Creates a sense of loyalty in a competitive environment
- Lowers attrition rate and reduces absenteeism
- Increases productivity and improves morale
- Provides a high-energy working environment
- Improves overall organisational effectiveness and Boosts business growth.

Employee engagement is vital to an organization's success. Engaged employees are loyal, highly motivated team players who care about the company and will work hard to help the organization succeed. Employees who are engaged generally perform well, act as positive advocates for their employer's mission and are less likely leave the company. Disengaged

employees, on the other end of the spectrum, are negative forces that can hurt morale and obstruct progress.

Since an engaged workforce is so important to a company's long-term achievement, it is essential that every business measure and understand their staff's level of engagement. The first step to measuring employee engagement is to issue an employee engagement survey.

To measure employee engagement, companies need to ask for employee opinions and feedback in multiple ways. Standardized engagement metrics can be derived from employee opinion surveys. These can be used in conjunction with formal and informal meetings, employee focus groups, and manager/supervisor interviews, along with performance measures to continually assess progress toward employee engagement. Keep in mind, however, that asking for feedback and ignoring it is far worse than not asking at all.

Engaged employees can help organization achieve its mission, execute its strategy and generate important business results. Effective performance management is the backbone of employee engagement, different HR practices, including job design, recruitment, selection, training, compensation and performance management can enhance employee engagement. The evolution of employee engagement lies in work on employee organisational commitment and organisational citizenship behaviour. Engaged employees are not just committed. They are not just passionate or proud. They have a line-of-sight on their own future and on the organization's mission and goals. They are “enthused” and “in gear” using their talents and discretionary effort to make a difference in their employer's quest for sustainable business success. . Organizations define and measure engagement in a variety of different ways, suggesting there is no one “right” or “best” way to define or stimulate engagement.

## **Review of Research and Development in the subject and International and National status:**

A review of Empirical research reveals that not many studies have been conducted in India on the research topic chosen. However, considerable research output internationally is available in the broad areas of the field of study. Some research activity is underway on the subject even in the territories like Ethiopia where an attempt is made to assess the commitment levels of the employees in the government sector. A great deal of significance is attached to this area of research in the West and Europe where even the government organizations are in the process of transforming themselves into learning organizations where transformational Leadership, cross-cultural tolerance, transparency and open communication, team-based structures, employee empowerment, etc., have become indispensable ingredients in the administration of local government agencies.

### **Significance of the Study :**

The study attracts significance of high magnitude due to the fact that hypothetical views are galore increasingly believing that the employee engagement and organization commitment levels of a majority of the local government employees are far below the expectations and standards. Consequently, the productivity levels, quality of services to the public and the dependability levels have been far from satisfactory since long.

As mentioned in the introductory discussion, in the present highly competitive and quality oriented environment, where survival of the fittest has become a management mantra, irrespective of the nature of the organizations and sectors, qualitative and committed human resource has become essential and imperative in the government sector too. Contextually, it can be mentioned here that in India, even in the public sector, due to the highly motivated work environment, some of the organizations have attained the status of Maha Navaratnas, Navaratnas and Mini Navaratnas

competing internationally with ISO standards in products and services. Thus, the present study is aimed at unveiling the gaps and lapses, potential and performance of employees, interpersonal relations, the quality of leadership, the kind of work environment prevalent, the extent of job satisfaction, contributions *vis-à-vis* rewards and awards, etc., with a view to come out with implementable suggestive package maximizing the organizational commitment and Employee engagement levels.

### **Need for the study:**

The review of literature reveals that very few studies have been conducted in India on Employee Engagement. Further not a single study was conducted to assess the employee engagement levels in government sector particularly in local government agencies which have direct interface with the public.

### **Objectives of the study:**

- \*to focus on the interface of Employee Engagement and Organizational Commitment leading to the conceptual framework of the study.
- \* to review the studies on Employee Engagement and Organizational Commitment and comprehend their impact on the performance and functioning of government agencies else wherein the developing nations.
- \* to study the Employee Engagement and organizational commitment levels of the respondents in select local government agencies in Greater Visakha.
- \* to unveil the problems facing the policy makers in the select local government agencies of Greater Visakha in optimizing the resource of human capital.
- \* to evolve a strategic action plan for enhancing the employee engagement and organizational commitment levels in the organizations under study with a view to optimize the quality of services.

## Methodology :

The Study is based on both Primary and Secondary Data. To review the studies conducted internally on the subject, secondary Data have been collected from e-literature available in sources like World Bank, UNDP, NitiAyog, National Institute of Urban Affairs, Centre for Regional Studies on Urbanization, etc., concerned Ministries in Government of India and Government of A.P. Necessary data are collected from local government agencies viz., GVMC and VMRDA. Interface with sister disciplines like public administration, psychology, sociology, economics has been developed and discussions have been held with the senior professionals and researchers of these departments in the University.

Primary Data are collected from the employees of the two organizations viz., Greater Visakha Municipal Corporation (GVMC) and Visakhapatnam Metropolitan Region Development Authority (VMRDA) by designing and advertising a questionnaire with a sample of 500 respondents ( 250 each in the two organizations under study ). About three-fourths of the total population has been taken as sample. Stratified Random sampling technique has been used. Pilot study was conducted before finalizing the structure of the questionnaire. SPSS package is used to tabulate and draw inferences of the study. Personal interviews and discussions were held with the high ranking officials of organizations under study to elicit their view point to unveil the constraints facing them in imparting quality services keeping in view timeliness, cost, dependability and flexibility.

The research problem chosen is of inter-disciplinary nature. As the problem addresses local government agencies, the commitment levels of their employees having a direct bearing on the part of the quality of services being rendered to the society and public at large. Apart from management studies, disciplines like public administration, psychology, social psychology, economics have their concerned inputs relevant to the research problem addressing the specific objectives of the study. In view of the interdisciplinary nature, necessary interface and collaboration with the said disciplines in the university have been built up while executing the research project.



## **Presentation of the Study :**

The Study is presented in six chapters. Chapter I deals with Introduction, Significance, Objectives and Methodology of the Study. Chapter II is devoted to the review of research and literature. Chapter III portrays the profiles of Visakhapatnam District, VMRDA and GVMC. Chapter IV deals with the Employee Engagement and Organizational Commitment in GVMC. Chapter V presents the Employee Engagement and Organizational Commitment in VMRDA, while Chapter VI runs through summary and suggestions.

## **CHAPTER 2**

### **REVIEW OF LITERATURE**

## REVIEW of LITERATURE

This literature survey encompasses peer-reviewed journal articles, working papers, textbooks, and other published resources relevant to employee engagement and organizational commitment. The review aims to add value to the current state of knowledge by critically evaluating the existing literature on employee engagement and providing a reflective stance on existing debates and findings. It addresses concerns about disagreement on what engagement is and how issues surrounding it can be addressed.

**Accord Management Systems** reveals in his study that the disengaged employees are more likely to cost their organization. According to the report, Employees who are disengaged:

- Miss an average of 3.5 more days per year.
- Are less productive.
- Cost the US economy \$292 to \$355 billion per year.

**Beckers et.al.**, in his study aims to find out the relationship between overtime and mental fatigue by taking into account work motivation ('engagement') and the quality of overtime work and studying theoretically derived subgroups. The data for the study was collected from a representative sample of the Dutch full-time workforce (N = 1,807). The prevalence of overtime work and the associations between overtime and job demands, job variety, decision latitude, fatigue, and work motivation ('engagement') was studied through descriptive statistics. The author found that a total of 67% of the respondents worked overtime (mean, 3.5 hours). Overtime workers appeared to be non-fatigued, motivated ('engaged') workers with favorable work characteristics. The study revealed no significant overtime-fatigue interaction. Moreover the author concluded that the moderate overtime is common among Dutch workers, who seem to be happy workers with attractive jobs rather than fatigued employees.

**Bakker & Demerouti** in their study maintain that according to the Job Demands – Resources Model, work engagement has a positive impact on job performance and employees who are engaged and perform well are able to create their own resources, which then foster engagement again over time and create a positive gain spiral .

**Bakker et.al., ; Schaufeli & Bakker** opine that besides organizational level outcomes employee engagement produces positive outcomes at the individual level also. Researchers showed that high levels of engagement are negatively related to burnout and positively associated with well-being of employees

**Britt & Bartone** reveal that the Employee engagement has also been found to bring benefits at the individual level. The study found that engagement in meaningful work can yield benefit from work.

**Buchanan** concluded that the employers attempt to convert as many employees to true believers as they can. Moreover the study pointed that low engagement among employees translates in economic loss for the organization.

**Buckingham & Coffman** in his study found that the pay and benefits are equally important to every employee, good or bad. A company's pay should at least be comparable to the market average. However, bringing pay and benefits package up to market levels, which is a sensible first step, will not take a company very far- they are like tickets to the ballpark, they can get the company into the game, but can't help it win.

**Baumruk & Gorman** found that the Engaged employee consistently demonstrates three general behaviors which improve organizational performance: They are

- **Say:** The employee advocates for the organization to co-workers, and refers potential employees and customers
- **Stay:** The employee has an intense desire to be a member of the organization despite opportunities to work elsewhere

- **Strive:** The employee exerts extra time, effort and initiative to contribute to the success of the business.

**Baumruk et.al.**, state that the managers construct an environment friendly workplace that maximize the performance of employees and provide employees with a passion to work, thereby influencing the level of employee engagement of the employee. Moreover the Opportunities for growth also enhance the level of engagement of the employees. Employees tend to stay with organizations, which are “talent friendly” and progressive (Towers, 2006).

**Bakker et.al**, in his study tested the hypothesis that burnout and work engagement may crossover from husbands to wives and vice versa. The data for the study was collected among 323 couples working in a variety of occupations. The Job Demands – Resources model was used to simultaneously examine possible correlates of burnout and engagement for each partner separately. The results of a series of hierarchical regression analyses provide evidence for the crossover of burnout (exhaustion and cynicism) and work engagement (vigor and dedication) among partners. The crossover relationships were significant and about equally strong for both partners, after controlling for important characteristics of the work and home environment. These findings expand previous crossover research, particularly by showing that positive experiences at work may be transferred to the home domain. We argue that the crossover of positive feelings among partners should be placed more prominently on the research agenda.

**CIPD** on the basis of its survey of 2000 employees from across Great Britain indicates that the communication is the top priority to lead employees to engagement. The report singles out having the opportunity to feed their views and opinions upwards as the most important driver of people’s engagement. The report also identifies the importance of being kept informed about what is going on in the organization.

Clifton indicates in his study that employees who have close friendships at workplace are more engaged workers. Moreover, James Clifton, CEO of Gallup organization found that the manager is the key to an engaged work force.

**Cabrera** investigates some of the psychological, organizational and system-related variables that may determine individual engagement in intra organizational knowledge sharing. The data for the study was collected with the help of survey method from a sample of 372 employees from a large multinational company. The findings shows that self-efficacy, openness to experience, perceived support from colleagues and supervisors and to a lesser extent, organizational commitment, job autonomy, perceptions about the availability and quality of knowledge management systems, and perceptions of rewards associated with sharing knowledge, significantly predicted self-reports of participation in knowledge exchange

**Blessing** states that the objective of the study was to find out the component of employee engagement and retention. The study revealed that almost two third's (60%) of the surveyed employees want more opportunities to grow forward to remain satisfied in their jobs. Moreover he found that the strong manager-employee relationship is a crucial ingredient in the employee engagement and retention formula.

**CIPD** in his study observed that the engagement is about creating opportunities for employees to connect with their colleagues, managers and wider organization. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job. It is a concept that places flexibility, change and continuous improvement at the heart of what it means to be an employee and an employer in a 21<sup>st</sup> century workplace.

**Development Dimensions International** felt that a manager must do five things to create a highly engaged workforce. They are:

- Align efforts with strategy.
- Empower.
- Promote and encourage teamwork and collaboration.
- Help people grow and develop.
- Provide support and recognition where appropriate.

**Dharmendra & Naveen** state that the paper aims to understand the basic concept of employee engagement and to study the different dimensions of employee engagement with the help of review of literature. The author in their study revealed that organizations need to communicate the importance of individual contribution to successful business outcomes. Moreover, it is also suggested that organizations must understand that CSR is a vital element to their employees. Furthermore, they need to consider the views of employees over how best to engage in CSR and well-being activities. Organizations therefore have to develop such cultures where employees are not scared to offer upwards feedback and have open communication at all the levels

**Fleming & Asplund** reveal that the employee engagement is the ability to capture the heads, hearts, and souls of your employees to instill an intrinsic desire and passion for excellence". Employee engagement is also considered in the context of organizational behavior. For example, Schaufeli *et.al.*, (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

**Gallup** in his study states that the consultants define employee engagement as the involvement with and enthusiasm for work. Moreover the study proposed that employees could be divided into three types with regard to their level of engagement, the engaged, not engaged and the actively disengaged, with the latter being of most concern to the employer brand as a result of sharing their discontent with their coworkers and the wider world.

## THE THREE TYPES OF EMPLOYEES ARE :

THE THREE TYPES OF EMPLOYEES	
1.	<b>ENGAGED</b>  Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
2.	<b>NOT-ENGAGED</b>  Employees are essentially 'checked out'. They're sleepwalking through their workday, putting time—but not energy or passion—into their work.
3.	<b>ACTIVELY DISENGAGED</b>  Employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.

**Guthrie et al.**, concludes that the association between human resource practices and employee and organizational outcomes has been well documented. High performance work systems, a set of management policies and practices thought to endow employees with greater levels of skills, information, motivation and discretion, tend to have lower rates of employee absenteeism and voluntary turnover along with high labor productivity and lower labor costs.

**Gallup** explores in his study that over the past 6 years, where the level of engagement had increased, absenteeism had decreased among employees. In a comprehensive review of literature on employee engagement, Stairs et al. (2006) point out that employee engagement has also been linked with higher employee retention (DDI, 2005; Harter, Schmidt and Keyes, 2003; Wright & McMahan, 1992), greater employee effort and productivity (Corporate Leadership Council, 2004), increased sales (Hay Group, 2001),



greater income and turnover (Maitland, 2005; ISR, 2006; Harter et al.2003), greater profitability (Harter et al.2003), and faster business growth and higher likelihood of business success (Hewitt Associates, 2004).

**Gilson & Harter** state that the two major determinants of employee engagement are 'Care and Recognition', which are, primarily a function of Manager's leadership practice and style. Recognition typically consists of acknowledgement given for the good work done, whereas Care represents an emotional bonding that makes an employee feel valued and have a sense of belongingness to the 'family'. It is seen that when supervisors behave positively to employees and show regards, employees feel obliged to reciprocate that exchange – leading to a mutually beneficial interaction (Wayne & Green, 1993). Studies show that relationships with managers were the biggest influences on the satisfaction and commitment of employees, followed by the relationships with colleagues (IRS, 2004). The behavior and personal engagement of line managers has a direct influence on the engagement levels of the immediate subordinates (DDI, 2005).

**Hallberg & Schaufeli** found that the aim of the study was to investigate whether work engagement (measured by the Utrecht Work Engagement Scale; UWES) could be empirically separated from job involvement and organizational commitment. In addition, psychometric properties of the Swedish UWES were investigated. Discriminant validity of the UWES was tested through inspection of latent inter-correlations between the constructs, confirmatory factor analyses, and patterns of correlations with other constructs (health complaints, job- and personal factors, and turnover intention) in a sample of Information Communication Technology-consultants (N=186). The study found that the work engagement, job involvement and organizational commitment are empirically distinct constructs and thus reflect different aspects of work attachment. The internal consistency of the Swedish UWES was satisfactory, but the dimensionality was somewhat unclear.

**Harter et.al.**, examine the relationship at the business-unit level between employee satisfaction, productivity, profit, employee turnover and accident. Based on 7,939 business

units in 36 companies, the study revealed that the generalizable relationships large enough to have substantial practical value were found between unit-level employee satisfaction – engagement and these business-unit outcomes. One implication is that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

Hewitt Associates LLC state that the employee engagement is the state in which individuals are emotionally and intellectually committed to the organization or group, as measured by three primary behaviors: Say – The employee consistently speaks positively about the organization to coworkers and refers potential employees and customers; Stay – The employee has an intense desire to be a member of the organization, despite opportunities to work elsewhere; and, Strive – The employee

**Kahn** , in his study provides clear concept of Employee Engagement at work stating that it is the harnessing of organizational members with respect to their work roles. Moreover he revealed that in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Moreover the author noted that personal disengagement is the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances. Kahn (1990) described three psychological conditions necessary for engagement as psychological meaningfulness, psychological safety and psychological availability. Psychological meaningfulness is a sense of return on investment of self in role performances. Psychological safety is a sense of being able to show and employ self without fear of negative consequences to self-image, status or career. Psychological availability is the sense of possessing the physical, emotional and psychological resources necessary for investing self in role performances. .

**Kuvaas** states that the Human resource policies and practices help in improving the relationship between employees and employers. Contemporary research on ‘best practice’, high-performance, high-commitment, high involvement, progressive, and human-capital-enhancing human resource management (HRM) implies that organizations offer resources

and opportunities that improve the motivation, skills, attitudes and behaviors of their employees.

**Lau & May** in their study observed that employee satisfaction is essential to implementing high performance work systems, which often contribute to a company's financial performance. Similarly the study pointed that the financial performance can only be sustained through employee satisfaction, innovation, productivity, product quality, and customer service. Moreover, Employee satisfaction leads to customer satisfaction. Satisfied, loyal and productive employees add value. Employee satisfaction in turn results from high quality support services and policies that enable employees to deliver results.

**Luthans & Peterson** opine that Gallup has empirically determined employee engagement to be a significant predictor of desirable organizational outcomes, such as customer satisfaction, retention, productivity and profitability. It was found that employees scoring high on engagement (top 25%) performed better in the areas of sales, customer complaints & turnover in comparison to the employees scoring low on engagement score (bottom 25%) (The Gallup Organization, 2004).

**Meere** based on the survey conducted by ISR on 360000 employees from 41 companies in the world's 10 economically strong countries finds that both operating margin and net profit margins reduced over a three year period in companies with low engagement, while these measures increased over the specified period in companies with high levels of engagement.

The study aims to find out the outcome of disengaged employees. The authors in their study found that Employees who are not engaged are likely to be spinning (wasting their effort and talent on tasks that may not matter much), settling (certainly do not show full commitment, not dissatisfied enough to make a break) and splitting (they are not sticking around for things to change in their organization), have far more misgivings about their organization in terms of performance measures such as customer satisfaction (Blessing White, 2006; Perrin Report, 2003).

Different studies conducted by different researcher in different place have found positive relationship between employee engagement and organizational performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Researches also indicate that the more engaged employees are, the more likely their employer is to exceed the industry average in its revenue growth.

Moreover the Employee engagement is found to be higher in double-digit growth companies. Furthermore, Research also indicates that engagement is positively related to customer satisfaction. (Coffman, 2000; Ellis and Sorensen, 2007; Towers Perrin Talent Report, 2003; Hewitt Associates, 2004; Heintzman and Marson, 2005; Coffman and Gonzalez-Molina, 2002).

**Macey & Schneider** conceptualize engagement at the tripartite level, a complex nomological network encompassing trait, state, and behavioral constructs, as well as the work and organizational conditions that might facilitate state and behavioral engagement.

Martel express his opinion that, “in order to obtain high performance in postindustrial, intangible work that demands innovation, flexibility, and speed, employers need to engage their employees. Moreover he pointed that engaging employees – especially by giving them participation, freedom, and trust – is the most comprehensive response to the ascendant postindustrial values of self realization and self actualization”.

**May et.al.**, quantitatively explore the determinants and mediating effects of three psychological conditions (psychological meaningfulness, psychological safety and psychological availability), meaningfulness, safety and availability on employees' engagement in their work. The results showed that three psychological conditions exhibited significant positive relations with engagement.

**Nowack** states in his study that the data was collected from 7939 business units in 38 companies. The study revealed the positive relationship between employee satisfaction engagement and the business unit outcomes of customer satisfaction, profit, productivity, employee turnover and accidents.

**Preeti** opins that the purpose of the study was to find out the consequences of Employee Engagement on Job Satisfaction in IT Sector in India. The data for the study was collected from Primary as well as secondary source. The study has been carried out on officers as well as the clerks of IT sector. The findings revealed that the former work motivation could be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions are significantly associated with job involvement.

Moreover, after analyzing the data the study concealed there is positive relationship between employee engagement and job satisfaction in IT sector or employee engagement effect positively on job satisfaction. Furthermore the study concluded that among the former work motivation can be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions are significantly associated with job involvement.

**Rama Devi** in her study finds that the success of any organisation in the globalised economy can be achieved by building a talent-rich organisation that attracts, retains and engages employees. Similarly he pointed that the Engaged employees are willing and able to contribute to the success of the company and are, therefore, real assets to an organisation.

**Rothbard** in his study states that the engagement involves two elements, attention and absorption. Attention refers to “cognitive availability and the amount of time one spends thinking about a role” while absorption, “means being engrossed in a role and refers to the intensity of one’s focus on a role.”

Thus the employee engagement make employees emotionally bonded to their organization and tend them to become passionate about their work and hence results in improvement of employee retention.

**Robinson et.al.**, state in his study that after surveying 10,000 NHS employees in Great Britain, Institute of Employment Studies the study revealed that the key driver of employee

engagement is a sense of feeling valued and involved, which has the components such as involvement in decision making, the extent to which employees feel able to voice their ideas, the opportunities employees have to develop their jobs and the extent to which the organization is concerned for employees' health and well-being.

**Salanova et.al.**, state that the identified predisposing factors in the study such as organizational level treatment, social comparison, leadership influence, and social influence is vital for employee engagement.

**Sakari et.al.**, conducted research on "Work engagement in eight European countries: The role of job demands, autonomy, and social support". The aim of the study was to build upon established theories and their practices about job demands and autonomy. The study suggested a newer work engagement approach, produces cross-national knowledge about work engagement and its predictors. Moreover, it also proved Cross national approaches to work engagement are still rare.

**Shuck et.al.**, conducted a study among workers in the service, manufacturing, professional and non-profit industries and the results revealed that employee engagement was significantly associated with discretionary effort and intention to turnover.

**Slatten & Mehmetoglu** state that the Engaged employees perform better than their less engaged counterparts do because they are more immersed in their work and they celebrate more about their work, which helps them to produce innovative solutions. Employee engagement is also a major driver to innovative work behavior.

<b>Ten C's of Engagement</b>		
1.	<b>Connect</b>	The extent to which management conveys that it cares for and values the Employees.
2	<b>Career</b>	The extent to which the management provides to the workers work that is challenging and meaningful' and fostering one's career growth.
3	<b>Clarity</b>	The extent to which the goals, rules and the organizational operations are transparent and understood by the employee.
4	<b>Convey</b>	The extent to which the management communicates goals and provides feedback.
5	<b>Congratulate</b>	The extent to which good performance brings praise and recognition.
6	<b>Contribute</b>	The extent o which one's contribution to the 'success and future' of the company is understood.
7	<b>Control</b>	The extent to which the management allows the worker to participate in decision making and drive initiatives.
8	<b>Collaborate</b>	The extent to which the organization upholds team work over pursuance of self interests.
9	<b>Credibility</b>	The extent to which the management demonstrates transparency and high ethical standards.
10	<b>Confidence</b>	The extent to which the organization demonstrates high ethical and performance standards, creating a sense of positive identification among the employees

The Corporate Leadership Council (CLC) state that the survey revealed that employee engagement leads to 57% improvement in discretionary efforts (Corporate Leadership Council, 2004). Moreover the CLC contends that emotional engagement has four times the power to affect performance as compared to rational commitment

Thiagarajan B & Renugadevi V conducted research on “An empirical investigation on Employee Engagement Practices in Indian BPO Industries”, and the purpose of the study was to introduce employee engagement and key research on engagement related factors in BPO Industries in India. The author conducted a literature search on employee engagement and interviews with 126 executives. The study revealed that the Career development, performance appraisal and motivation factors are connected to employee engagement. Moreover the study suggested some major human resource practices to increase employee engagement. Few of them are leaders should be educated regarding employee engagement, career development opportunities is vital in the organizations and performance improvement should be followed by work life balance.

Towers identify the top ten work place attributes which will result in employee engagement. The top three among the ten drivers listed by Perrin are: Senior management’s interest in employees’ well-being, Challenging work and Decision making authority.

Vance explains the fact that employee engagement is inextricably linked with employer practices. To shed light on the ways in which employer practices affect job performance and engagement, he presents a job performance model. According to him, Employee engagement is the outcome of personal attributes such as knowledge, skills, abilities, temperament, attitudes and personality, organizational context which includes leadership, physical setting and social setting and HR practices that directly affect the person, process and context components of job performance.



Wright et.al., state that the study conducted by Wright among 50 autonomous business units showed that HR practices are significantly related to operational measures of performance, as well as operating expenses and pre-tax profits.

Wollard & Shuck noted that there is an absence of studies specifically focused on the role of HRM practices as an antecedent of employee engagement, although it is highly suggested as an antecedent. Based on this premise the primary intention of the researcher is to propose employees' satisfaction with HR practices as an antecedent of employee engagement.

Woodruffe & Lockwood stated that the employee engagement has been linked to superior performance and higher levels of organizational commitment by a number of researchers. Moreover, Engaged employees leads to engaged customers, and this, in turn converts into long term profitability.

Lakshmi MGP conducted research study on Employee Engagement levels in industrial sector, wherein she focused her study on the integrated colossal steel plant viz., RINL-Visakhapatnam Steel Plant. She observed that the new entrants are more engaged in the initial years of their work and their engagement levels are high to start with. She suggested that employees down the line need to be informed of the VSP's vision, mission and broad objective to enthuse, inspire, intervene, involve and engage at large in totality.

## **CHAPTER 3**

### **PROFILES of VMRDA AND GVMC**

## **Brief Profile of Visakhapatnam District :**

### **1. General Characteristics of the District-**

Visakhapatnam District is one of the North Eastern Coastal districts of Andhra Pradesh and it lies between 17° - 15' and 18°-32' Northern latitude and 18° - 54' and 83° - 30' in Eastern longitude. It is bounded on the North partly by the Orissa State and partly by Vizianagaram District, on the South by East Godavari District, on the West by Orissa State and on the East by Bay of Bengal.

#### **1.1 Location & Geographical Area.**

The District presents two distinct Geographic divisions. The strip of the land along the coast and the interior called the plains division and hilly area of the Eastern Ghats flanking it on the North and West called the Agency Division. The Agency Division consists of the hilly regions covered by the Eastern Ghats with an altitude of about 900 metres dotted by several peaks exceeding 1200 metres. Sankaram Forest block topping with 1615 metres embraces the Mandals of Paderu, G. Madugula, Pedabayalu, Munchingput, Hukumpeta, Dumbriguda, Araku Valley, Ananthagiri, Chinthapalli, G.K. Veedhi, and Koyyuru erstwhile Paderu, Araku Valley and Chinthapalli taluks in entirety. Machkhand River which on reflow becomes Sileru, drains and waters the area in its flow and reflow and is tapped for Power Generation. The other division is the plains division with altitude nowhere exceeding 75 metres watered and drained by Sarada, Varaha and Thandava Rivers and rivulets Meghadrigedda and Gambheeramedda. Since no major Irrigation system exists significant sub regional agronomic variations exist in this division. Along the shore lies a series of salt and sandy swamps. The coast line is broken by a number of bald head lands, the important of them being the Dolphin's Nose which had afforded the establishment of Natural Harbour at Visakhapatnam, Rushikonda(v) Polavaram Rock and the big Narasimha Hill at Bheemunipatnam. Administratively, the District is divided into 3 Revenue Divisions and 43

Mandals. The Geographical area of the District is 11161 Sq. KM. which is only 4.1% of the area of the State.

## **1.2 Topography**

Continuous echosounding surveys have been carried out along sixteen profiles covering the entire continental shelf between Bheemunipatnam and Kutukonda. Over the inner shelf and mid-shelf the bottom topography is smooth and featureless. Between 70 m water depth and the continental shelfedge several interesting topographic features such as Terraces, Karstic structures associated with pinnacles and troughs and smooth dome shaped reef structures are recorded. The nature of these features and the composition of sediments of this area suggest that they represent the ancient

## **Profile of Visakhapatnam Metropolitan Region Development Authority (VMRDA)**

The Government of Andhra Pradesh has notified Visakhapatnam Metropolitan Region Development Authority (VMRDA), Visakhapatnam duly dissolving the Visakhapatnam Urban Development Authority (VUDA) vide G.O.Ms.No.302, MA&UD (M) Department dated 05-09-2018, appointing Sri.P.Basant Kumar, IAS, as the First Metropolitan Commissioner for Visakhapatnam Metropolitan Region Development Authority (VMRDA), Visakhapatnam.

## **History of Visakhapatnam Metropolitan Region Development Authority (VMRDA):**

As discussed above, prior to VMRDA, Visakhapatnam Urban Development Authority (VUDA) was in existence till 2018 evolved from the Town Planning Trust (TPT) which was established in 1962, to implement developmental activities in and around Visakhapatnam. The TPT was upgraded and Visakhapatnam Urban Development Authority was constituted on 17th June 1978, under AP Urban Areas (Development) Act, 1975 with its jurisdiction extending over Visakhapatnam Municipal Corporation and four municipal towns namely Vizianagaram, Bheemunipatnam, Gajuwaka and Anakapalli including 287 villages in 178 Gram Panchayats, comprising an area of 1721 sq.km. Its functions include...

- To regulate and enforce the development as per the plans,
- To formulate and implement projects for housing infrastructure and
- To coordinate various developmental projects for implementation of the Master Plan proposals.

It replaced erstwhile Town Planning Trust, a similar body constituted in 1962, which was operating in a limited area of Visakhapatnam municipal area. VMRDA, as part of its specified objectives, prepared a Master Plan for the entire Visakhapatnam Metropolitan Region (VMR) and done the Government of Andhra Pradesh approve it. The zonal development plans of Vizianagaram, Bheemunipatnam, Gajuwaka and Anakapalli towns have been sanctioned. In the peripheral area zonal development plans of Madhurawada, Rushikonda and Gopalapatnam have been sanctioned. VMRDA also has the responsibility of coordinating and implementing important Urban Development Plans.

#### **Objectives:**

- Preparation of Master Plan and ensuring development as envisaged in the same.
- Co ordination of development activities with various agencies and providing infrastructure facilities.
- Formulation of projects in sectors and their implementation.
- To regulate and control the development through statutory plans and other measures.

#### **Functions:**

- To achieve the above set objectives, the following functions are undertaken:
- To prepare the Master Plan, Zonal Development Plans (ZDP) for the entire Visakhapatnam Metropolitan Region (VMR).
- To undertake land acquisition and development.
- To achieve planned development by undertaking satellite townships and sites and services.

- To undertake housing projects for various income group under the Public Housing Groups with the financial assistance of HUDCO.
- Road widening schemes / new road development projects.
- Development of commercial complexes, shopping / office complexes.
- Providing infrastructure in the township areas, colonies and layouts undertaken by VMRDA.
- Allotment of houses and plots to various income groups.
- Development of recreational facilities.
- Urban
- Forestry

### **Funds and Finance:**

VMRDA's funds include it's own revenue i.e. development charges, sale receipts on disposal of developed plots and built up houses / plots, rents etc, besides the annual grants and special grants for specific purposes from the state and central Governments, loans, debentures etc.

### **The Main Resources of VMRDA**

- Development Charges
- Receipt from Sites & Services and Housing Schemes
- Deposit Works
- Receipts from Auction of left over Odd bits / houses etc., in old layouts
- Rents from Shops & Offices
- General Receipts

### **Developmental activities :**

- Under sites services VMRDA has developed and allotted 10, 519 plots in an extent of Ac.1718 to a tune of Rs.27.20 Cr.
- Under housing activity 10, 841 housing units have been constructed and allotted in an extent of Ac.479 to a tune of Rs.68.50 Cr.
- 600 commercial complexes have been developed in an extent of 1, 59, 000 sq.ft. to a tune of Rs.5.70 Cr
- Rs.6.78 Cr worth of road widening has been undertaken for a length of 119 kms.
- Facilities have been promoted for cultural and community activities for the benefit of the people in VMR.

### **Recent Developments :**

- All the proposed projects of VMRDA have been materialized and most of them are nearing completion.
- VMRDA earned Rs.350 Cr projects with private participation (on BOT basis) for infrastructure development in the VMR.
- Kailasagiri, the most beautiful location of Visakhapatnam and prestigious tourism project of VMRDA has been awarded as the Best Tourist Spot by the Government of AP.
- The first Ropeway in AP has been launched and opened for public at Kailasagiri hill.
- The Road Widening of Visakha-Bheemili Beach Road has been taken up and the first 2km., stretch was completed with all beautification and landscaping attractions
- Works relating to introduction of Circular Toy Train on Kailasagiri Hill have been initiated.
- The 11.60 km long Hill Top road between Hanumathwaka junction and Simhachalam has been completed with all natural beautifications except black top.

- Sandram.. Lahiri.. Lahiri, the unique sea cruise project in South India has been completed and awaiting for launching.
- Mega Housing Projects in collaboration with Singapore based promoters at Madhurawada and Rushikonda have been initiated at a cost of Rs.120 Cr.
- Exercise on Master Plan for VMR-2021 has been completed and the Draft Plan is awaiting approval from Govt. of A.P.
- Town Development Plans for Vizianagaram have been taken up in association with the District Administration and Municipality of Vizianagaram.
- The project of Sewage Treatment Plant has been taken up for treating the water at Pedda Tank in Vizianagaram and completed in stipulated period.
- Foundation stone has been laid for the construction of Mega Housing Projects proposed under PPP model at Madhurawada and Rushikonda by Dr.Y.S. Rajasekhara Reddy, the then CM of AP in 2005.

### **Specialized Services:**

Since April 2003, a number of innovative and peoples oriented programmes and schemes have been launched to cater the needs of certain groups in the society, which are to be treated with sensitivity.

- The Senior Citizens User Friendly Residence (SECURE) was launched for the benefit of senior citizens.  
The unique housing scheme was inaugurated by Dr.Y.S.Rajasekhara Reddy, Hon'ble Chief Minister, Govt.of AP on 11-05-2005.
- The Children World consisting the Children Theatre and Mini Zoo has been renovated and dedicated to the activities of the Children.
- The premises of old light house situated on seashore adjoining the VUDA Park has been Adventure Park with innovative and unique facilities, exclusively for children.



- Under pro-poor approach, low-cost housing Schemes have been introduced for the employees and workers in un-organized sector, who come under low-income group.

### **New initiatives :**

- The concept of Service Centers has been initiated and 36 service centers with site in charges were started in April 2003, covering all layouts and housing colonies of the then VUDA, to provide single window services to its users.
- VUDA (now VMRDA) on Wheels was introduced in April 2003, to provide services to its users at their doorsteps.
- The concept of Project Managers was introduced and each project of VMRDA has been kept under the care of an efficient officer, which ultimately resulted in extending the best services to users.
- Allotment and registration processes have been simplified.
- The Draft Master Plan for VMR-2021 has been made open to public and interactive sessions were conducted with stake holders such as local bodies, industries, experts, fishermen associations, educational institutions, NGOs, peoples organizations etc., to finalize the Master Plan.
- Field Offices were opened at Vizianagaram, Bheemili, Gajuwaka and Anakapalli covering all the four zones of VMR to provide single window services to its users.
- The Vice-Chairman himself along with all the heads of wings, VMRDA, presents in the programs to receive and dispose grievances.

### **Empowering the Local Bodies :**

- The Local Bodies existing in VMR have been authorized to act against unauthorized layouts.
- The Grama Panchayats in the limits of the VMR have been authorized to approve EWS layouts under WAMBAY (Weaker section Housing Scheme) to save delay.

- All proposals to VMRDA routed through Gram Panchayats / Municipalities / Corporations alone.

### **Tourism:**

Visakhapatnam, described as the City of Destiny, is becoming a destination of global tourism on the east coast of India. The un-tired continuous efforts of the VMRDA are transforming the port city in to a tourist paradise with rich eco-environs and must-see destinations. VMRDA is pioneering in carving natural beauties in the form of tourist spots to the Port City.

### **Tourism Projects:**

Being the major urban development authority, VMRDA has been playing crucial role in developing and promoting tourism in and around Visakhapatnam. In fact the un tired efforts of VMRDA are transforming the City of Destiny in to a destination of tourism at Global level. VMRDA has promoted a number of tourist spots in its VMR limits. To name some of them are...

1. Kailasagiri
2. Ropeway
3. Circular Toy Train on Kailasagiri
4. Kursura Submarine Museum
5. Hill Top Road
6. Thotlakonda
7. Sandram Lahiri.. Lahiri-the Sailing Cruise
8. Visakha-Bheemili Beach road etc.

### **Major Parks:**

1. VMRDA Park
2. VMRDA Kids Pride-The adventure Park exclusively for Children
3. Vaisakhi Jala Udyanavanam (Under Private Maintenance)
4. Tenneti Park
5. Beach Park on newly developed beach road
6. Mahatma Gandhi Park (Vizianagaram),
7. VMRDA Children World with mini ZOO and landscaping.
8. Parks in all layouts and housing colonies developed by VMRDA.

### **Environment:**

- VMRDA initiated various plans and programmes for sustainable development of healthy environment in its VMR limits. Preservation and promotion of Eco-Balance, water resources, watershed management, plantation activities, popular education programmes on environmental protection etc are some of the activities
- The proposals for Haritha Visakha, a Rs.91cr project have been submitted to the Government for greening the entire Visakhapatnam Metropolitan Region (VMR) in 4 years.

### **Rejuvenation of Pedda Tank at Vizianagaram:**

"Pedda Tank" at Vizianagaram is one such major water body situated in the heart of the town over a sprawling Acs 162.00. Due to the topological conditions the main sullage / sewage of the Vizianagaram town fall into the Pedda Tank leading to a Mix of the rain water and sullage creating environmental Problems and acting as a breeding ground for mosquitoes. The Effluent of the tank is used for irrigation purpose. However, taking into account the local conditions and maintenance issues a Bio-friendly treatment project so as to have less maintenance cost is conceived.

The project comprises establishment of deep ponds within the tank and treating facultative with the sludge being further digested through anaerobic process. Accordingly the works are taken up and for cost efficiency a major portion of the excavated earth in the tank bed is also being used for bunds. The work has commenced in September 2003 at an estimated cost of Rs 2.10 Cr and was completed in 2004 taking the rainy days into account.

### **Social Tourism:**

- Under social tourism, VMRDA has promoted housing both at rural and urban areas in its VMR limits
- Under social tourism, VMRDA has promoted housing both at rural and urban areas in its VMR limits
- Mega housing projects are coming up to promote Singapore Townships at Rushikonda and Madhurawada with Singapore design and construction.

### **Profile of Greater Visakha Municipal Corporation (GVMC):**

The Visakhapatnam Municipality was set up as early as in 1858. The Visakhapatnam Municipality was formed in order to fulfill the basic infrastructural needs of the people and was converted into Municipal Corporation in 1979.

Visakhapatnam is one of the earliest municipalities along with Nellore, Kurnool, Vizianagaram and Bheemilapatnam. Voluntary Municipal Association was set up in Visakhapatnam in the year 1858 under All India Act XXVI of 1850 with the advent of Town Improvement Act of Madras (Act. 10 of 1865).

Substantial changes occurred and the Voluntary Municipal Association had become a Municipality having a commission consisting of Officials and nominated mercantile community. Subsequently, vide Madras District Municipalities Act 1884 the Commission was designated as Council. The Constitutionals and Administrative set up of the Visakhapatnam Municipality set forth by the Madras District Municipalities Act.1920 and

the Amendment Act 1933 remained unchanged without any significant changes until 1965 when the Andhra Pradesh Legislature passed the Andhra Pradesh Municipalities Act 1965.

Since then the Visakhapatnam Municipality has grown in its Municipal limits due to the incorporation of new areas and thus the need for conversion to Municipal Corporation occurred in the year 1979.

Viakhapatnam is one of the earliest municipality in the region. It was setup as a municipality in 1858 later upgraded as corporation in 1979. In 21 November 2005 [Government of Andhra Pradesh](#) has released a GO to create a Greater Municipal Corporation and it was first Greater municipal corporation in the state of [Andhra Pradesh](#). The Anakapalli and the Bheemili municipalities were incorporated.

## **Visakhapatnam**

### **History**

<b>260 BCE</b>	<b>:</b>	<b>Ashoka conquered the Kalinga empire (of which Vizag was a part).</b>
<b>208 A.D.</b>	<b>:</b>	<b>Chandra Sri Satakarni was king of this region.</b>
<b>14th Century</b>	<b>:</b>	<b>Simhachalam Temple built.</b>
<b>1515 A.D.</b>	<b>:</b>	<b>Krishna Deva Raya was ruler of the area comprising Vizag.</b>
<b>17th Century</b>	<b>:</b>	<b>A factory was founded in "Vizagapatam" by the British East India Company.</b>
<b>1689</b>	<b>:</b>	<b>This factory was occupied by the forces of Aurangzeb.</b>
<b>1735</b>	<b>:</b>	<b>Dutch Colony was established.</b>
<b>1765</b>	<b>:</b>	<b>The territory of the Northern Circars, of which Vizag was a part, ceded to the East India Company on dissolution of the Moghul Empire.</b>
		<b>Following this, a British colony was established.</b>
<b>1803</b>	<b>:</b>	<b>District made a Collectorate.</b>

<b>1858</b>	<b>:</b>	<b>Municipal Association started in Vizag.</b>
<b>1866</b>	<b>:</b>	<b>It became Vizag Municipality.</b>
<b>1876</b>	<b>:</b>	<b>Original Light house on Dolphin's Nose knocked down in a cyclone.</b>
<b>1877</b>	<b>:</b>	<b>Chapel built on Ross Hill. Now known as 'Hill Chapel'.</b>
<b>1904</b>	<b>:</b>	<b>Railway from Madras to Calcutta, passing through 'Vizagapatam' was opened.</b>
<b>1926</b>	<b>:</b>	<b>Andhra University established.</b>
<b>7th Oct, 1933</b>	<b>:</b>	<b>Visakhapatnam Port established.</b>
<b>1935</b>	<b>:</b>	<b>First private four wheeler registered, number MDV 5, later on changed to APB</b>
<b>193*</b>	<b>:</b>	<b>First commercial air taxi for Vizag, owned by a German national.</b>
<b>193*</b>	<b>:</b>	<b>Imperial Bank, the first bank in Vizag established.</b>
<b>6th April, 1942</b>	<b>:</b>	<b>Japanese war planes attack Vizag.</b>
<b>1947</b>	<b>:</b>	<b>Eastern Naval Command established its base here. Prior to our independence Royal Navy had set up its base here in HMIS Circars.</b>
<b>1949</b>	<b>:</b>	<b>Scindia Shipyard started. Later nationalised and called Hindustan Shipyard.</b>
<b>1957</b>	<b>:</b>	<b>Refinery started by Caltex.</b>
<b>1957</b>	<b>:</b>	<b>Light house re-built on Dolphin's Nose.</b>
<b>1976</b>	<b>:</b>	<b>Outer Harbour inaugurated.</b>
<b>1979</b>	<b>:</b>	<b>Visakhapatnam upgraded to Municipal Corporation.</b>

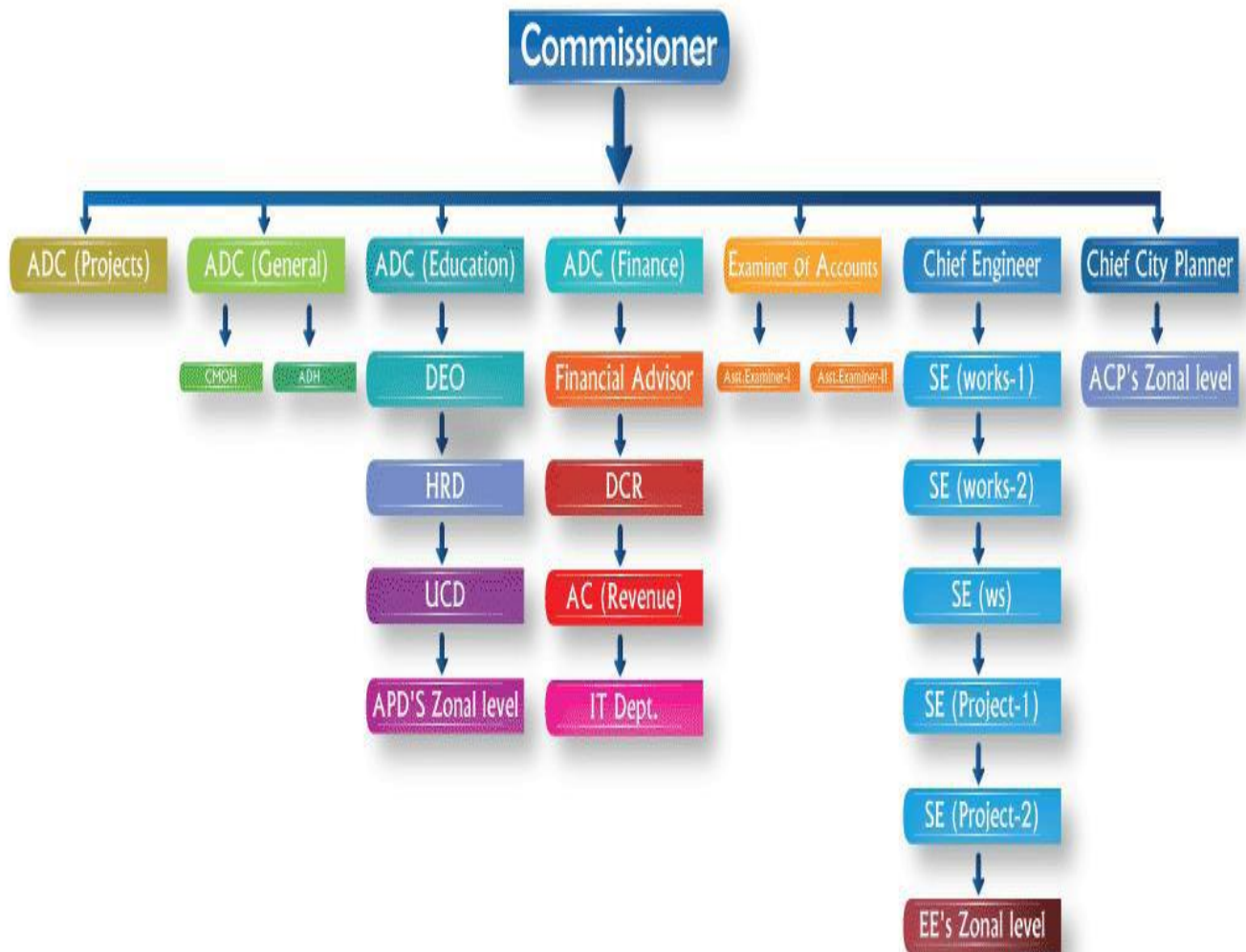
Visakhapatnam Municipal Corporation was serving the estimated population of 12 lakhs with a total number of 4,534 officials and staff. The growth rate of the population between 1981-91 was 47.39% and the total annual revenue of the Corporation was about Rs. 100 crores. The Visakhapatnam Municipal Corporation has been performing a variety of functions since inception as a Voluntary Municipal Association as early as 1858.

Greater Visakha finally arrived. The areas of the erstwhile Visakhapatnam Municipal Corporation along with the Gajuwaka Municipality and 32 villages (includes few Panchayats) that will now be governed by Greater Visakhapatnam Municipal Corporation (GVMC). GVMC came into existence after the Government of Andhra Pradesh released the Government Order (GO) on November 21, 2005. With the inclusion of the Gajuwaka Municipality, Greater Visakha will have a large industrial base. Major industries such as the Visakhapatnam Steel Plant, Bharat Heavy Plate and Vessels and the Hindustan Zinc, now a part of the Sterlite group will come under the limits of Greater Visakhapatnam.

The **Greater Visakhapatnam Municipal Corporation (GVMC)** is the chief governing body of Visakhapatnam city. It has the jurisdiction limit of an area of 540 Sq km (210 sq mi). It is also a part of planning body of VMRDA.

**Services offered by GVMC include:**

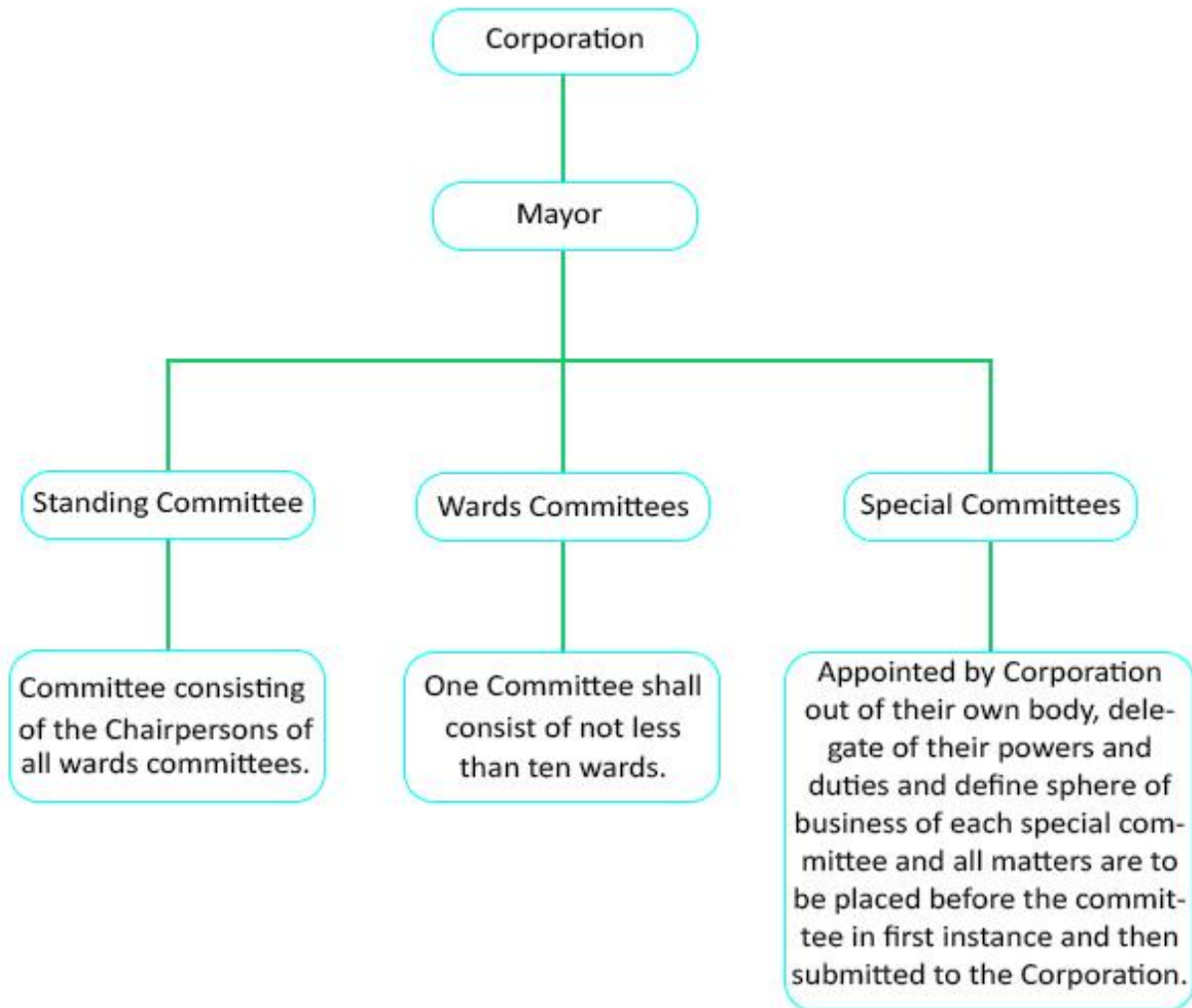
- Water Supply
- Lighting
- Urban Infrastructure Development
- Tax, Non-Tax, Assigned and other Revenue Collection along with Budgetary control
- Sanitation, Solid Waste Management
- Health and Medical Services with various schemes
- Urban Community Development and Poverty Alleviation
- Pre-primary, Primary, Upper primary and High school education services
- Capacity and Institutional Building, Maintenance of Parks Leisures and Cemeteries
- Maintenance of Sports Complexes and Stadiums for indoor & outdoor games
- Provision of Property, Vacant and Water Connections
- Shops Leases and Rentals along with D&O Trade Licenses
- Grievances Redressal System for the citizens of Visakhapatnam



**ORGANISATIONAL STRUCTURE OF  
GREATER VISAKHAPATNAM MUNICIPAL CORPORATION (GVMC)**



## Typical Organisational Chart of Municipal Corporation Elected Wing



**CHAPTER 4**

**EMPLOYEE ENGAGEMENT &  
ORGANISATION COMMITMENT**

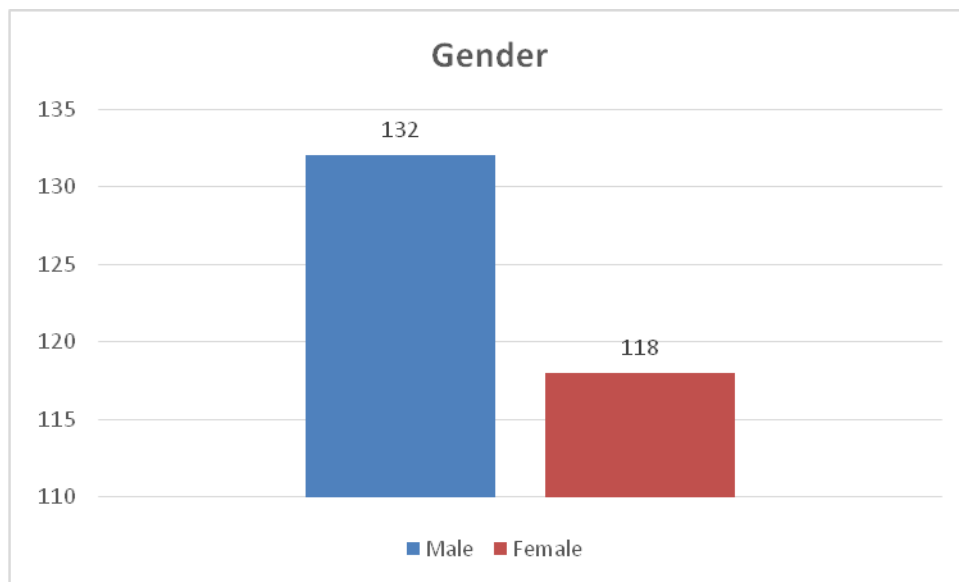
**IN**

**GREATER VISAKHA MUNICIPAL CORPORATION  
(GVMC)**

With a view to assess the employee engagement and commitment levels of the respondents in the major local government agency of Visakhapatnam district, i.e., Greater Visakhapatnam Municipal Corporation (GVMC), a sample of 250 respondents (both executive and non-executive cadres) has been taken accounting for about three-fourths of the universe/population. Following are the results of the field survey.

**Table: 4.1 Gender-wise distribution of the respondents in GVMC**  
N = 250

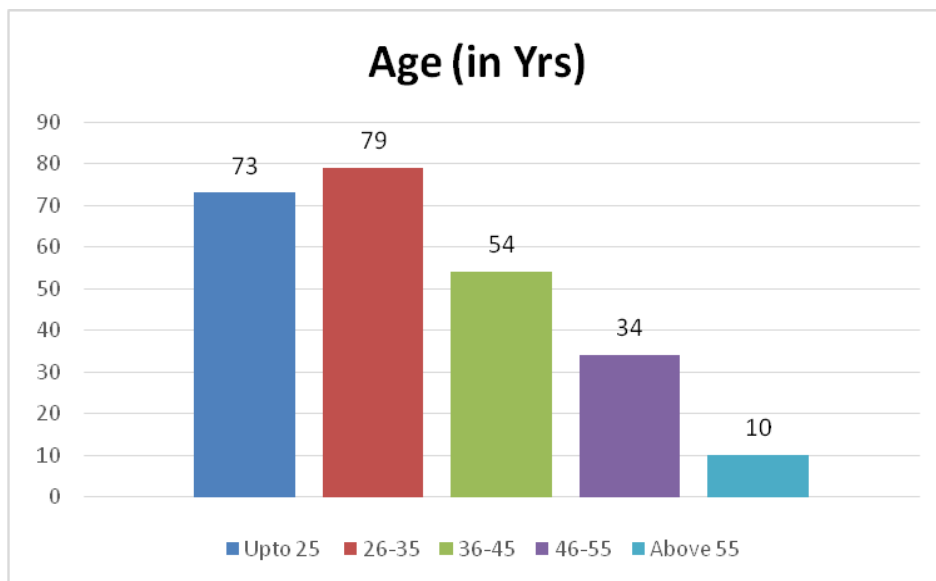
Gender	No. of People Responded	Percentage (%)
Male	132	53%
Female	118	47%



**Out of the total sample of GVMC, 132 respondents representing 53% are male while 118 accounting for 47% are female employees.**

**Table: 4.2 Age-wise distribution of the respondents in GVMC**

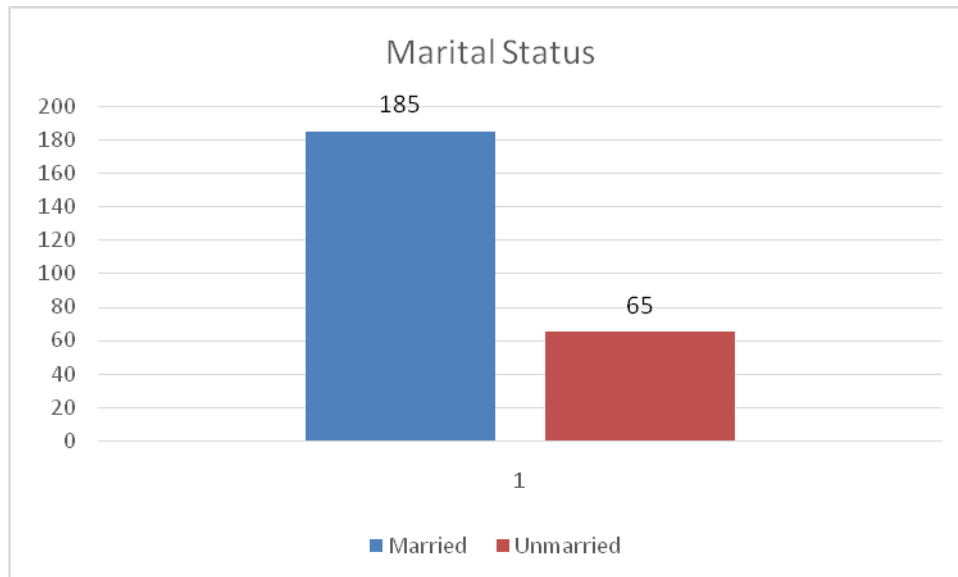
Age (in Years)	No. of People Responded	Percentage (%)
Up to 25	73	29%
26-35	79	32%
36-45	54	22%
46-55	34	14%
Above 55	10	4%



**Almost 60% of the responses are in the age group of less than 25 years and 26 years to 35 years category combined. The third category of 36 years to 45 years form 22% of the total responses. Age category of above 55 years account for only 4% of the total. Thus, as many as 60% of the respondents belong to less than 35 years age group which implies that GVMC has relatively more young work force.**

**Table: 4.3 Distribution of the respondents according to their marital status**

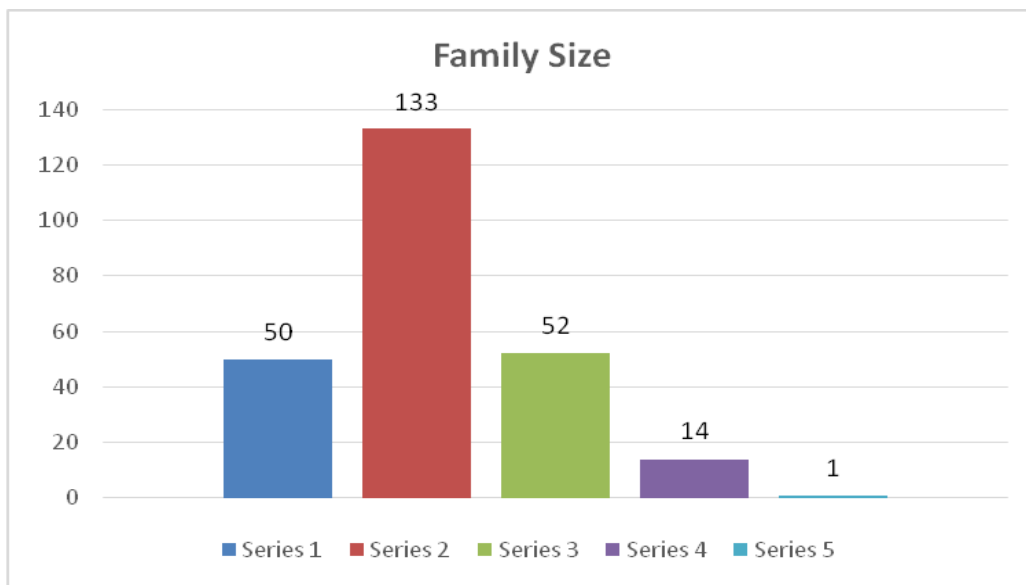
<b>Marital Status</b>	<b>No. of People Responded</b>	<b>Percentage (%)</b>
<b>Married</b>	185	74%
<b>Un Married</b>	65	26%



**185 respondents representing almost three-quarter of the sample are married while 65 accounting for a fourth of the sample are unmarried.**

**Table: 4.4 Distribution of the respondents according to their Family size**

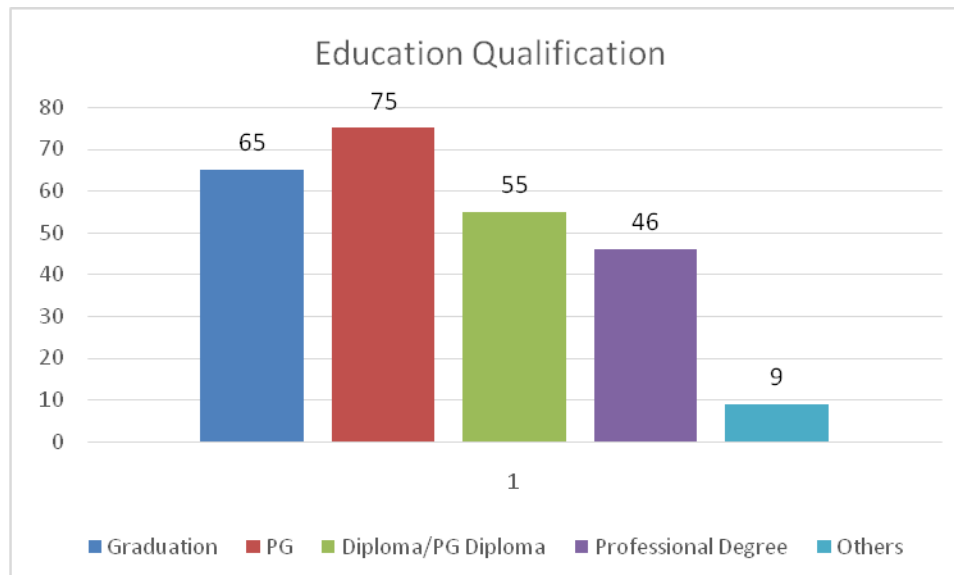
Family Size	No. of People Responded	Percentage (%)
1-2	50	20%
3-4	133	53%
5-6	52	21%
7-8	14	6%
Above 8	1	0%



**More than half of the respondents have 3 to 4 members in the family. A fifth of the respondents have one or two family members. Family size with 5 to 6 members are around 21% of the total respondents while family size of 7 to 8 form around 6% of the total respondents. Thus, 70% of the sample have four and less than four family members.**

**Table: 4.5 Distribution of the respondents according to their Educational qualification**

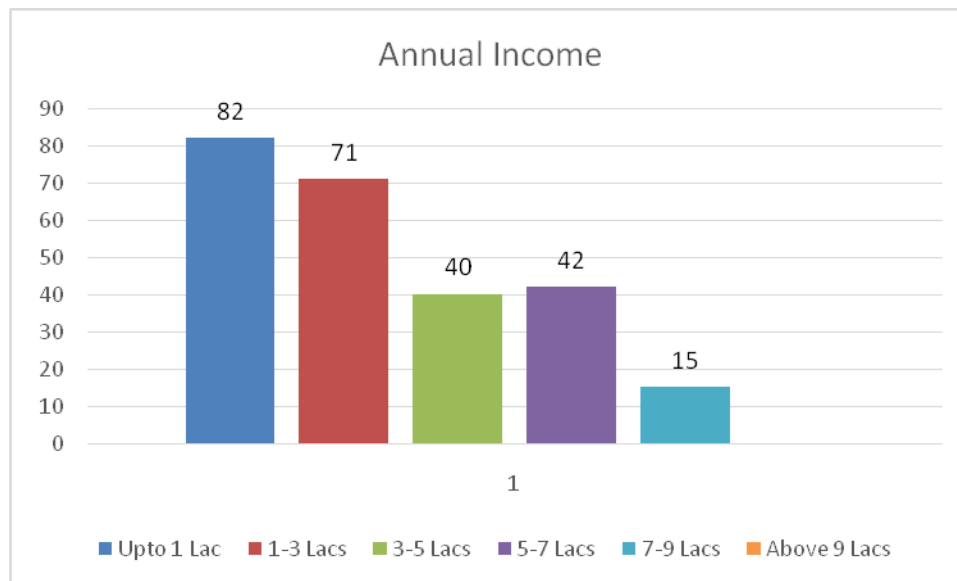
<b>Edu Qualification</b>	<b>No. of People Responded</b>	<b>Percentage (%)</b>
Graduation	65	26%
PG	75	30%
Diploma/PG Diploma	55	22%
Professional Degree	46	18%
Others	9	4%



**A quarter of the respondents are with a graduation degree, while 30% of the respondents have a Post Graduate qualification. Almost one-fifth of the respondents have a professional degree while another one-fifth of the respondents have a diploma qualification.**

**Table: 4.6 Distribution of the respondents according to their Annual Income.**

<b>Annual Income (in Rs.)</b>	<b>No. of People Responded</b>	<b>Percentage (%)</b>
Upto 1 Lac	82	33%
1-3 Lacs	71	28%
3-5 Lacs	40	16%
5-7 Lacs	42	17%
Above 7 Lacs	15	6%

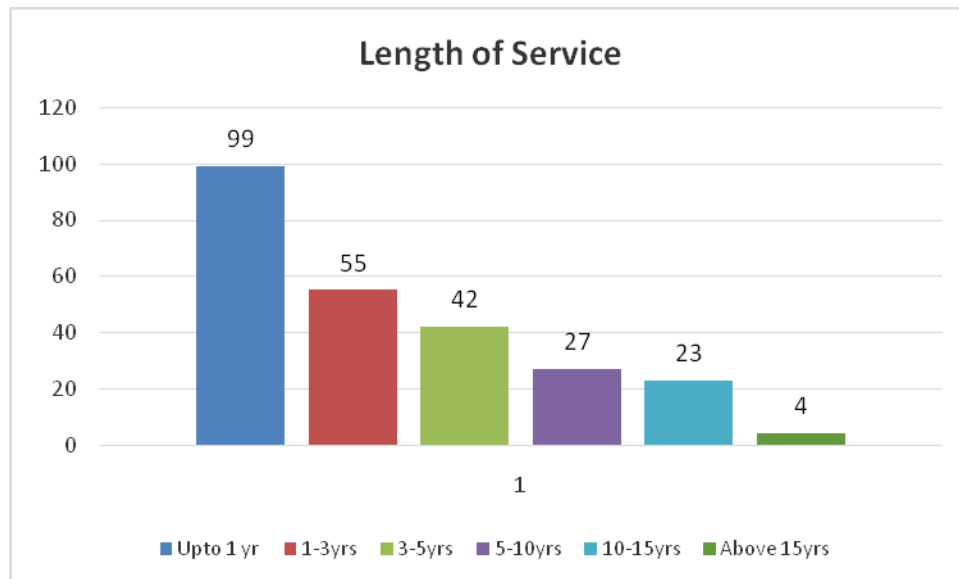


**One-third of the respondents have an annual income of less than one lakh. 28% of the respondents fall in the category of 1 to 3 lakhs annual income and almost one-sixth of them fall in the 3 - 5 lakhs annual income category. Of all the respondents, almost 23% have annual income of above 5 lakhs. There are handful number of senior executives, who are not covered in the sample whose annual income is above 9 lakhs. Their view point was taken during the course of FGD (Focussed Group Discussions) with them.**



**Table: 4.7 Distribution of the respondents according to their length of service**

Length of Service	No. of People Responded	Percentage (%)
Upto 1 yr	99	26%
1-3yrs	55	22%
3-5yrs	42	17%
5-10yrs	27	11%
10-15yrs	23	9%
Above 15yrs	4	2%

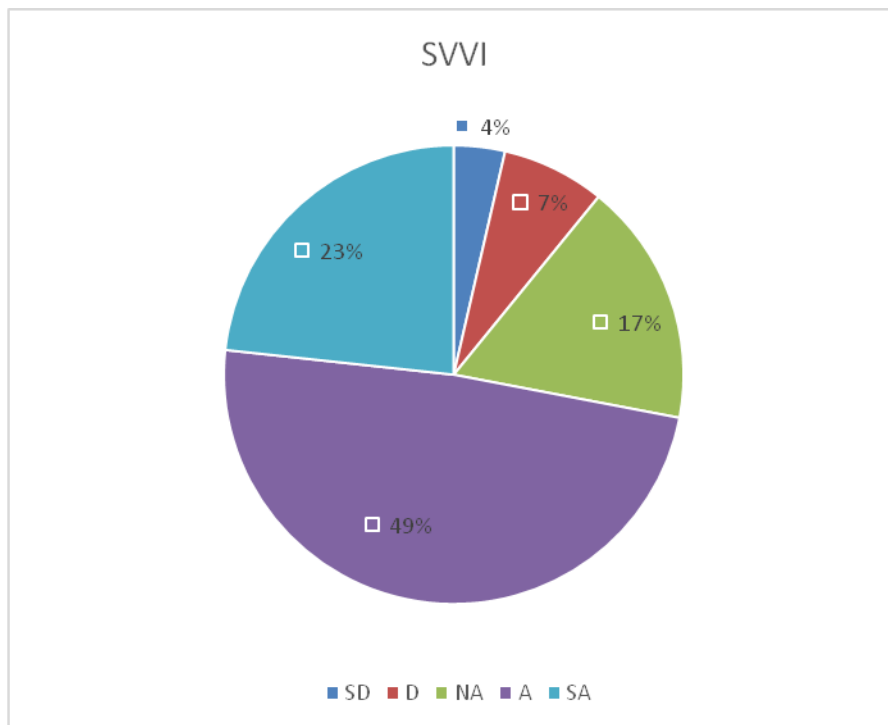


**A little over 60% of the respondents have less than 3 years experience in the present organization and designation. 17% of the respondents are in the range of 3 to 5 years of experience. Respondents with 5 to 15 years experience form 20% of the total sample while employees with more than 15 years experience form only 2% of the lot.**

**Table 4.8 Employees perspective regarding the first driver of Employee Engagement i.e., Shared Vision, Values, and Information – SVVI (SVVI is in practice up to their satisfaction inspiring them)**

(SD–Strongly Disagree; D–Disagree; N–Neutral; A–Agree; SA–Strongly Agree)

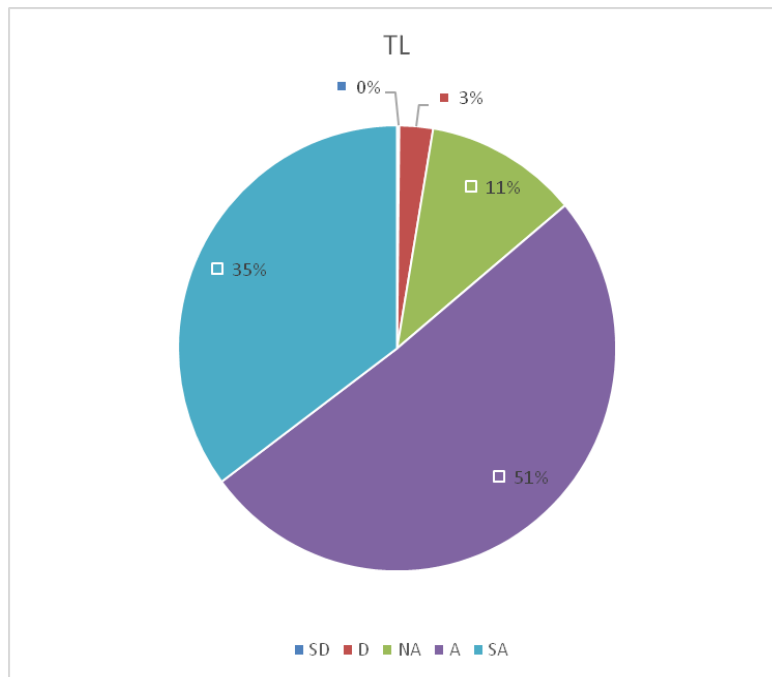
Type of Response	SD	D	N	A	SA
Weighted Average of the responses	45	91	214	609	291
Percentage (%)	4%	7%	17%	49%	23%



About half of the respondents agree that the organization has a shared vision, values and information across the hierarchy. A mere 4% strongly disagree on this indicator. A good 23% strongly agree with the flow of info and are in sync with the vision and values of the organization.

**Table 4.9 Employees perspective regarding the second driver of EE i.e., Transformational Leadership**  
**(TL is visibly felt and experienced by them influencing and inspiring them a lot)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	-	31	141	636	440
Percentage (%)	-	3%	11%	51%	35%

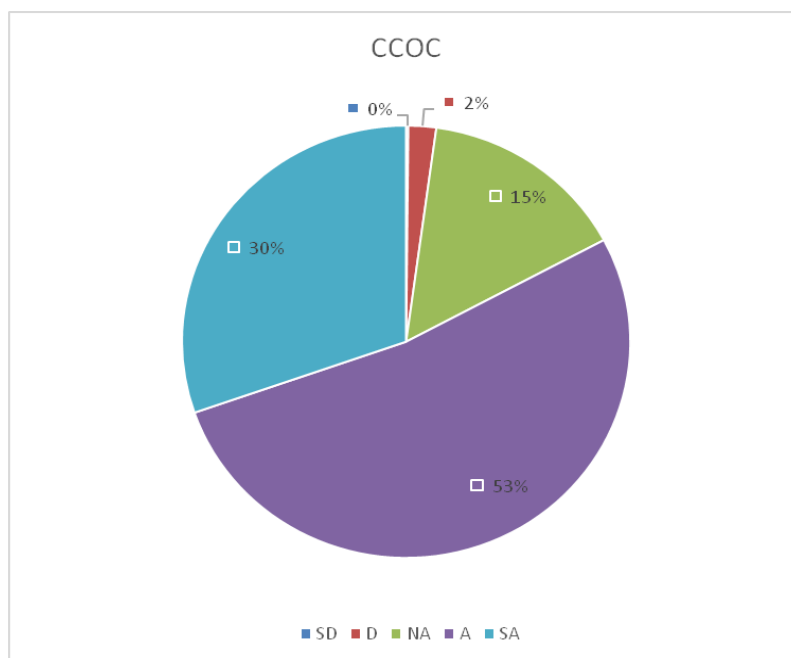


**A little over half of the respondents agree that they feel transformational leadership in the organization as 35% strongly agree with the driver statement. Less than 3% of the responses are skewed in favour of disagreement of the statement.**

**Table 4.10 Employees perspective regarding the third driver of EE i.e., Corporate Culture and Open Communication (CCOC)**

**(CCOC is conspicuous in practices experienced by them motivating them a lot)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	-	25	188	656	379
Percentage (%)	-	2%	15%	53%	30%

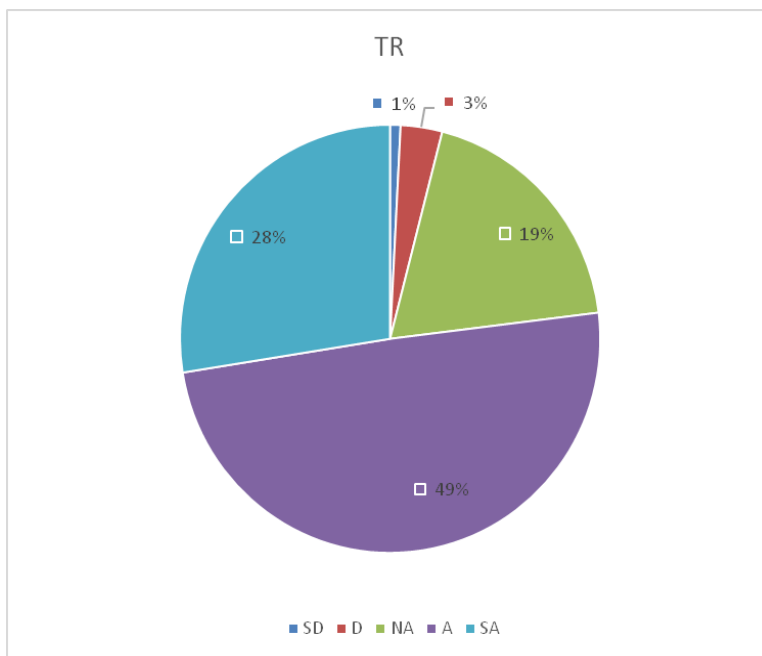


**Almost 85% of the responses agree and strongly agree with open communication and the organizational culture while 15% neither agree or disagree with the open communication. Less than 2% disagree and strongly disagree w.r.t. the open communication and open culture in the organization.**

**Table 4.11 Employees perspective regarding the Fourth driver of EE i.e., Trust / Respect**

**(My Management is known for trusting us and graciously respecting our services in the organization much to our satisfaction)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	10	40	238	618	344
Percentage (%)	1%	3%	19%	49%	28%

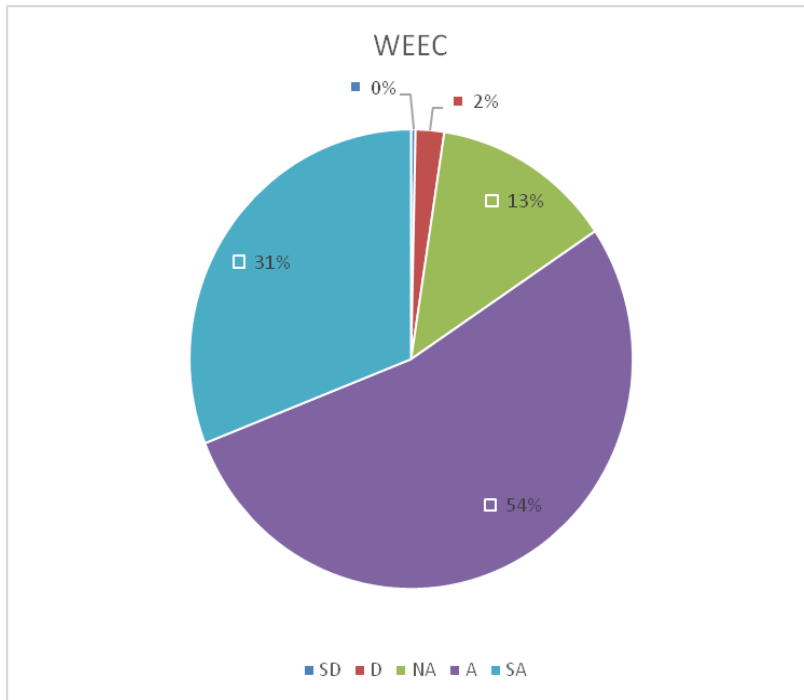


**More than 75% of the responses agree and strongly agree have trust and respect in the organization towards the peer group. Around 4% of the responses disagree this driver.**

**Table 4.12 Employees perspective regarding the Fifth driver of EE i.e., Work Environment / Ethical Culture.**

**(The work environment surrounding me is motivational and congenial encompassed with ethical culture and fabric)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	4	26	165	668	387
Percentage (%)	0%	2%	13%	54%	31%

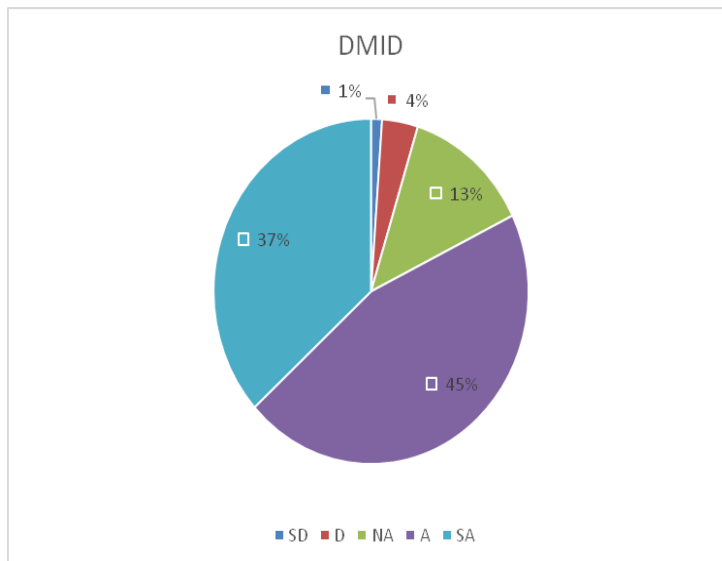


**An overwhelming majority of 85% of the responses are in favor of the work environment and the ethical culture of the organization while 13% are of neutral opinion. Less than 2% of the responses are in negation.**

**Table 4.13 Employees perspective regarding the Sixth driver of EE i.e., Decision Making and Information Dissemination**

(Employees participation is prevalent in decision making process and the Information dissemination from top management down the line is apt and timely)

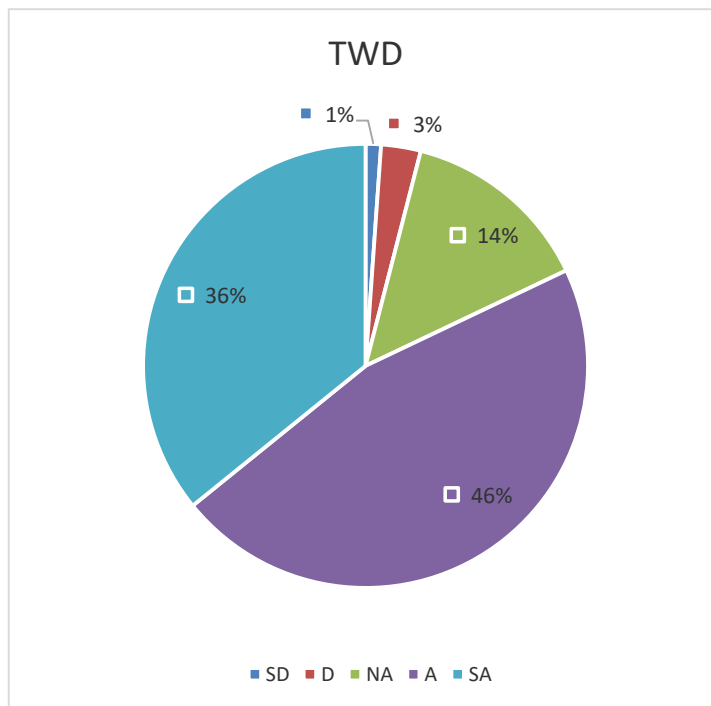
Type of Response	SD	D	N	A	SA
Weighted Average of the responses	14	46	162	569	459
Percentage (%)	1%	4%	13%	45%	37%



**A good 45% of the responses agree to the decision making process and information dissemination across the organization. More than one-third of the responses strongly agree while around 5% of the responses do not agree with the information dissemination across the organization.**

**Table 4.14 Employees perspective regarding the Sixth driver i.e., Team Work Dynamics  
(My organisation strongly believes in Team Work and Team Spirit and widely follows the same in practice leading to synergy)**

Type of Response	SD	D	N	A	SA
<b>Weighted Average of the responses</b>	14	36	174	578	448
<b>Percentage (%)</b>	1%	3%	14%	46%	36%



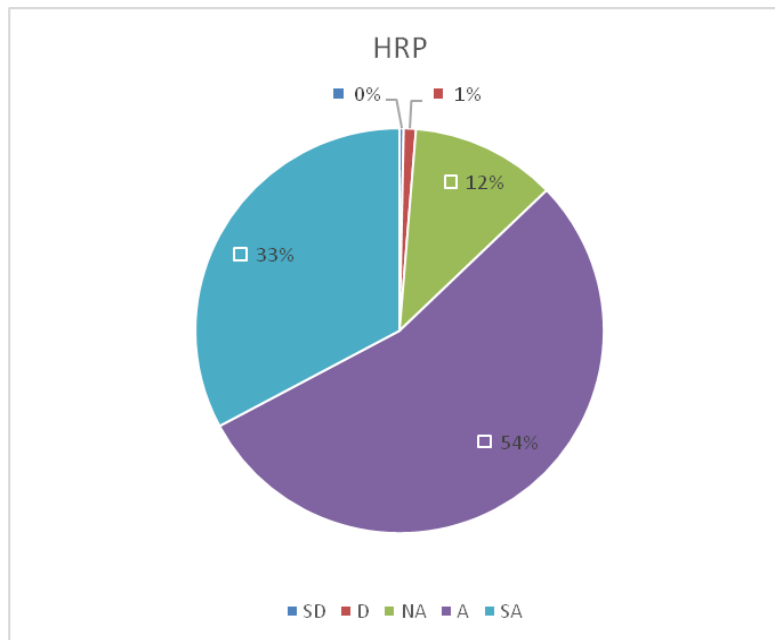
**More than 80% of the responses agree with team work dynamics across the organization, while 14% of the responses are neutral and less than 4% of the responses disagree to the dynamics of team work in the organization.**



**Table 4.15 Employees perspective regarding the Seventh driver of EE i.e., Progressive HR Practices**

**(We greatly experience the Progressive HR Practices indulged in by our organization)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	4	12	144	680	410
Percentage (%)	0%	1%	12%	54%	33%

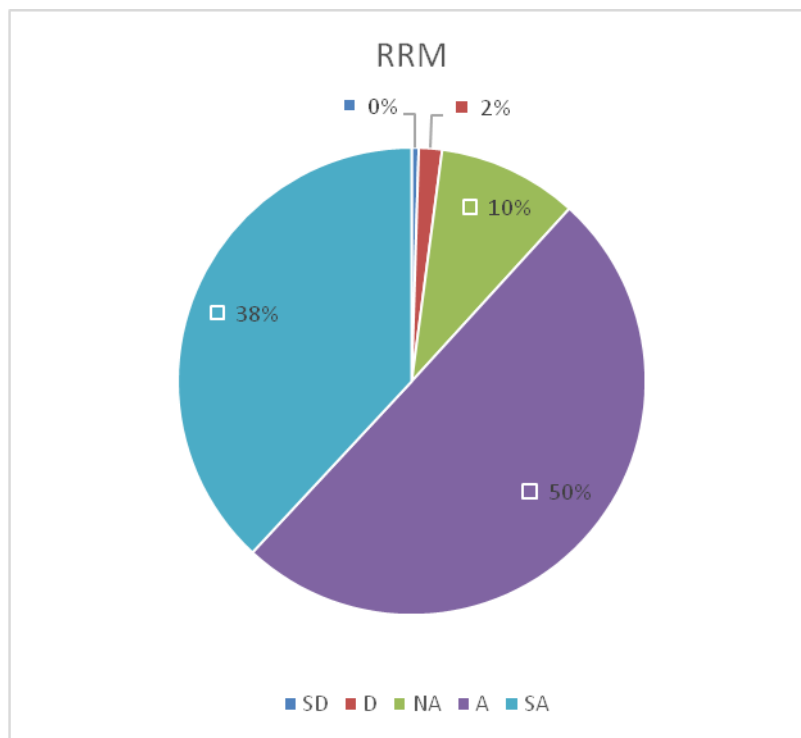


**More than half of the responses agree that the HR practices are progressive in the organization. One-third of the total responses strongly agree with the HR practices.**

**Table 4.16 Employees perspective regarding the Eighth driver of EE i.e., Recognition & Reward / Motivation**

**(My performance and contribution to the organization is well recognized and the rewards are highly motivating)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	6	20	121	627	476
Percentage (%)	0%	2%	10%	50%	38%

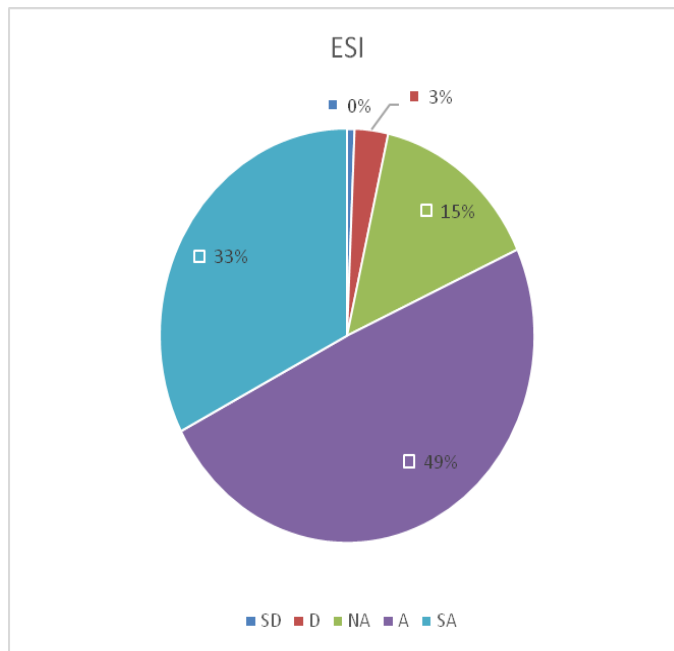


**Almost 90% of the total respondents either agree and strongly agree to the practices of Recognition and Reward, which motivated the employees. Only 2% of the respondents are in disagreement.**

**Table 4.17 Employees perspective regarding the Ninth driver of EE i.e., Empowerment / Satisfaction and Involvement**

**(My organization gives ample opportunity for my active involvement and empowers me in fulfilling my task)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	8	36	183	615	408
Percentage (%)	0%	3%	15%	49%	33%

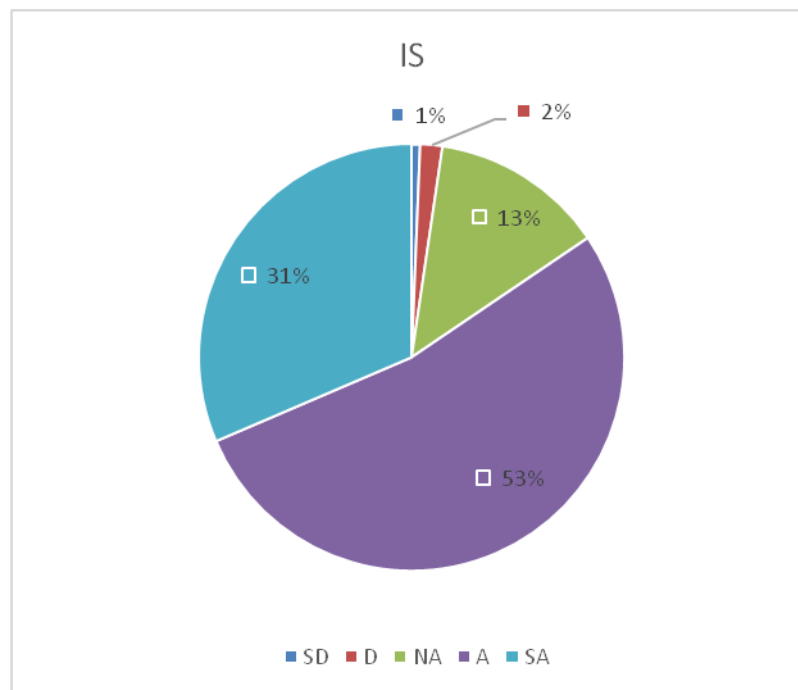


**Almost half of the respondents agree to the empowerment policies and involvement in the organization, while 33% strongly agree. Only 3% of the responses do not agree with this driver.**

**Table 4.18 Employees perspective regarding the Tenth driver of EE i.e., Immediate Supervisor/Manager**

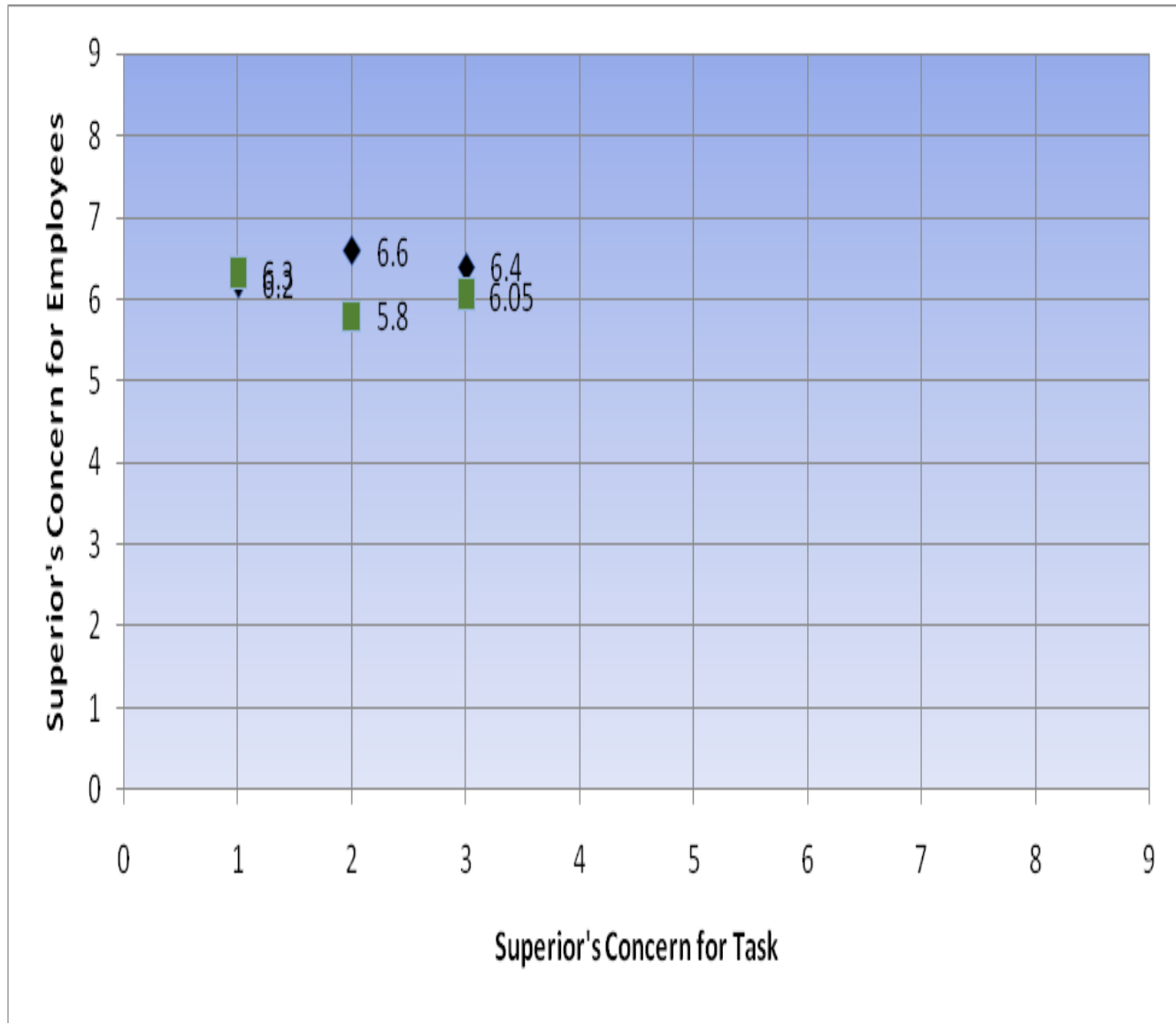
**(My immediate supervisor/manager is highly democratic in style, motivates and enables me to give my best to the organization)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	8	21	165	663	393
Percentage (%)	1%	2%	13%	53%	31%



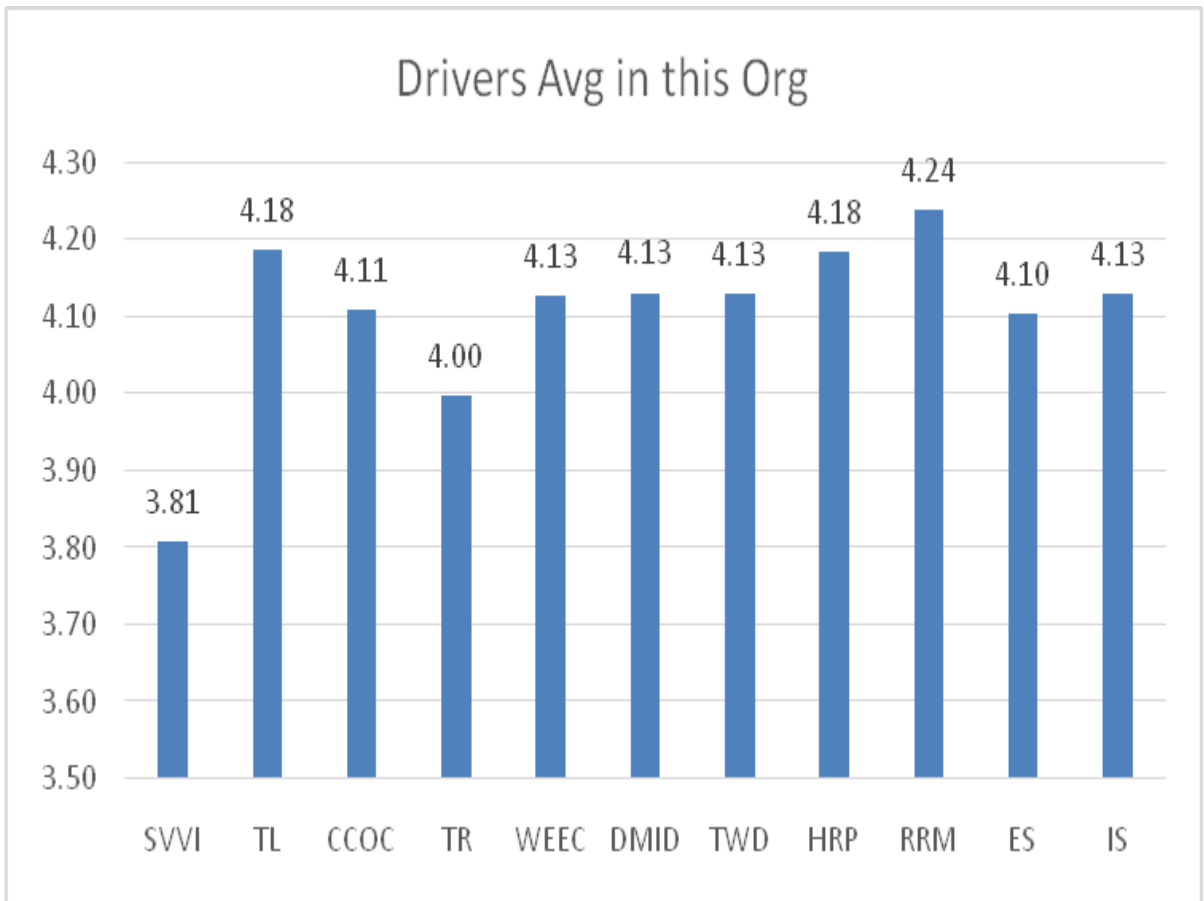
**Almost 85% of the responses agree with their immediate supervisor or manager while 13% are in neutral. Around 3% of the responses are disagree with their manager or supervisor.**

#### 4.19. Managerial Grid



**The perceptions of the respondents plotted on the above Managerial Grid indicates that the Superiors have more concern for their employees' welfare and well being on the professional front, though have requisite concern on the task.**

**Table 4.20 : Overall rating of the drivers of Employee Engagement and Organizational Commitment in GVMC**



- Shared Vision, Values, and Information - SVVI
- Transformational Leadership - TL
- Corporate Culture and Open Communication - CCOC
- Trust / Respect - T/R
- Work Environment / Ethical Culture - WEEC
- Decision Making and Information Dissemination - DMID
- Team Work Dynamics - TWD
- Progressive HR Practices - HRP
- Recognition & Reward / Motivation - RRM
- Empowerment / Satisfaction and Involvement - ES
- Immediate Supervisor/Manager - IS

**STATEMENT OF RATING AND RANKING OF  
THE EMPLOYEES IN GVMC ACROSS DIFFERENT DRIVERS OF  
EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT**

Rank (GVMC)	Driver	Rating (GVMC)
1	Recognition & Reward / Motivation - RRM	4.24
2	Transformational Leadership – TL	4.18
3	Progressive HR Practices – HRP	4.18
4	Work Environment / Ethical Culture – WEEC	4.13
5	Decision Making and Information Dissemination – DMID	4.13
6	Team Work Dynamics - TWD	4.13
7	Immediate Supervisor/Manager-IS	4.13
8	Corporate Culture and Open Communication - CCOC	4.11
9	Empowerment / Satisfaction and Involvement – ES	4.10
10	Trust / Respect - T/R	4.00
11	Shared Vision, Values, and Information - SVVI	3.81

## **CHAPTER 5**

### **EMPLOYEE ENGAGEMENT & ORGANIZATION COMMITMENT**

**IN**

### **VISAKHAPATNAM METROPOLITAN REGION DEVELOPMENT AUTHORITY (VMRDA)**

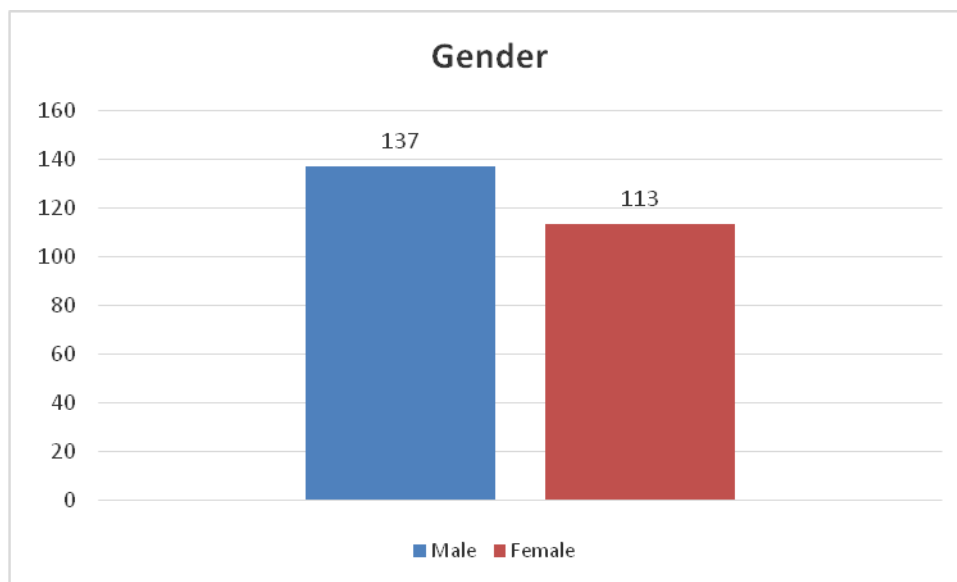


With a view to assess the employee engagement and commitment levels of the respondents in another major local government agency of Visakhapatnam district, i.e., Visakhapatnam Metropolitan Region Development Authority (VMRDA), a sample of 250 respondents (both executive and non-executive cadres) has been taken accounting for about fourth-fifths of the universe/population. Following are the results of the field survey.

**Table: 5.1 Gender-wise distribution of the respondents in VMRDA**

N = 250

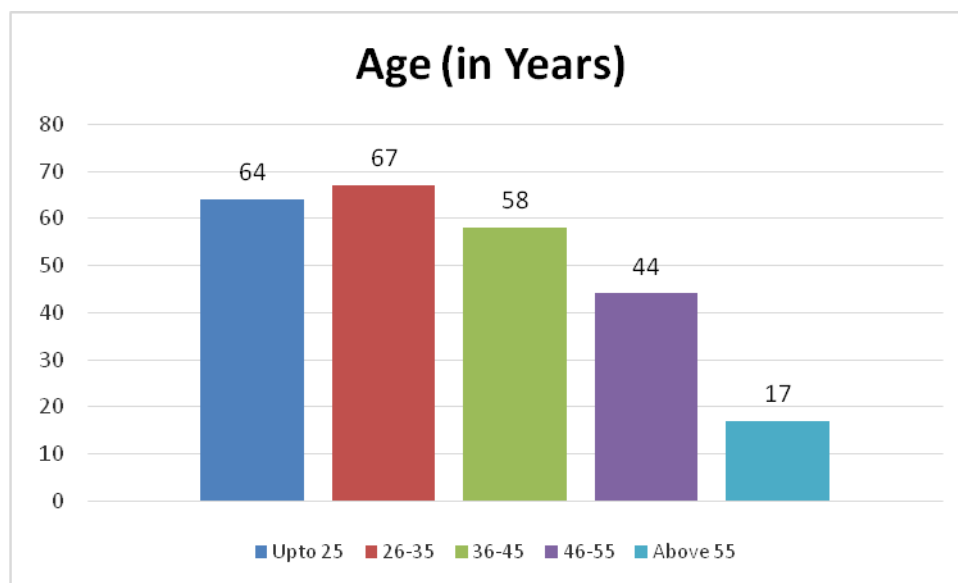
Gender	No. of Respondents	Percentage (%)
Male	137	55%
Female	113	45%



**Out of the total sample from VMRDA, 55% of the respondents are male while 45% are female employees.**

**Table: 5.2 Age-wise distribution of the respondents in VMRDA**

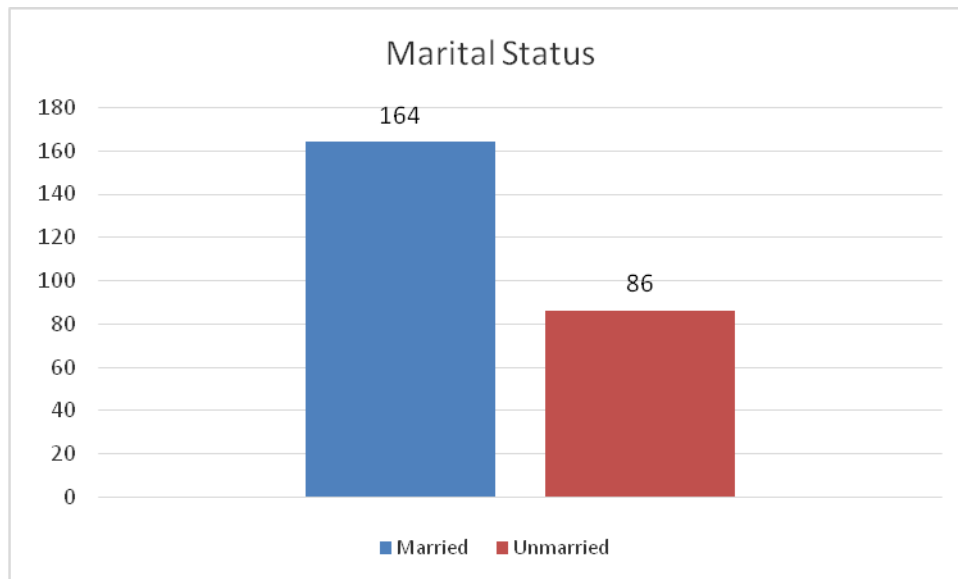
Age (In Years)	No. of Respondents	Percentage (%)
Up to 25	64	26%
26-35	67	27%
36-45	58	23%
46-55	44	18%
Above 55	17	7%



**About 52% of the respondents are in the age group category of up to 35 years . A little less than a fourth of the sample belong to 36 -45 years age group while a quarter belong to above 45 years age.**

**Table: 5.3**     **Distribution of the respondents according to their marital status**

<b>Marital Status</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
<b>Married</b>	164	66%
<b>Unmarried</b>	86	34%

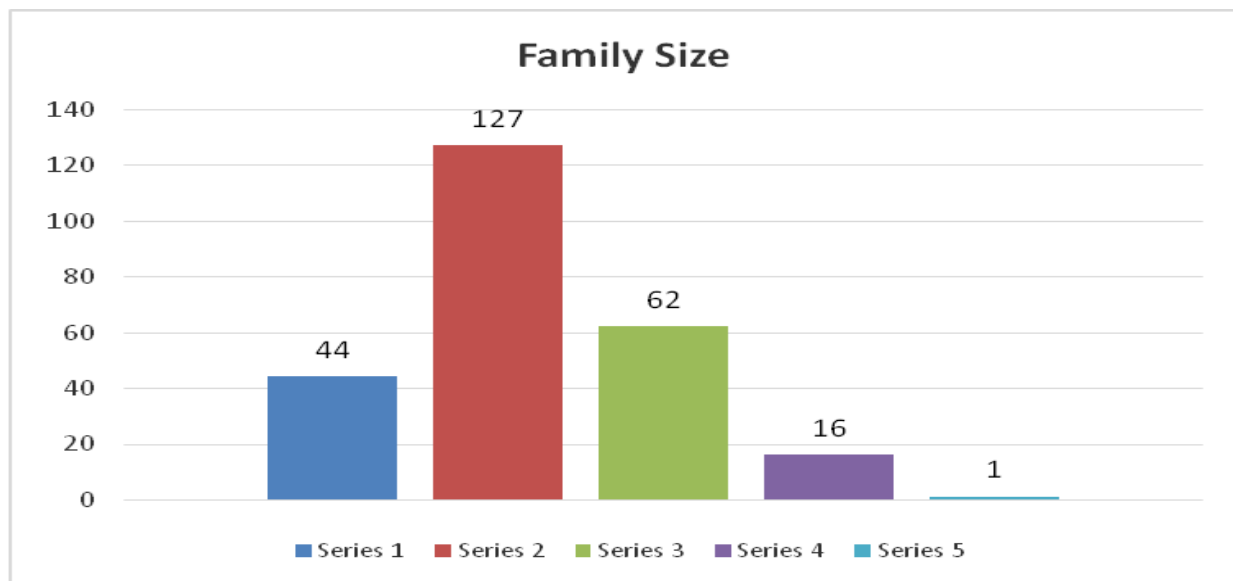


**About two-thirds of the sample are married while a third of the sample are unmarried.**

**Table: 5.4**

**Distribution of the respondents according to their Family size**

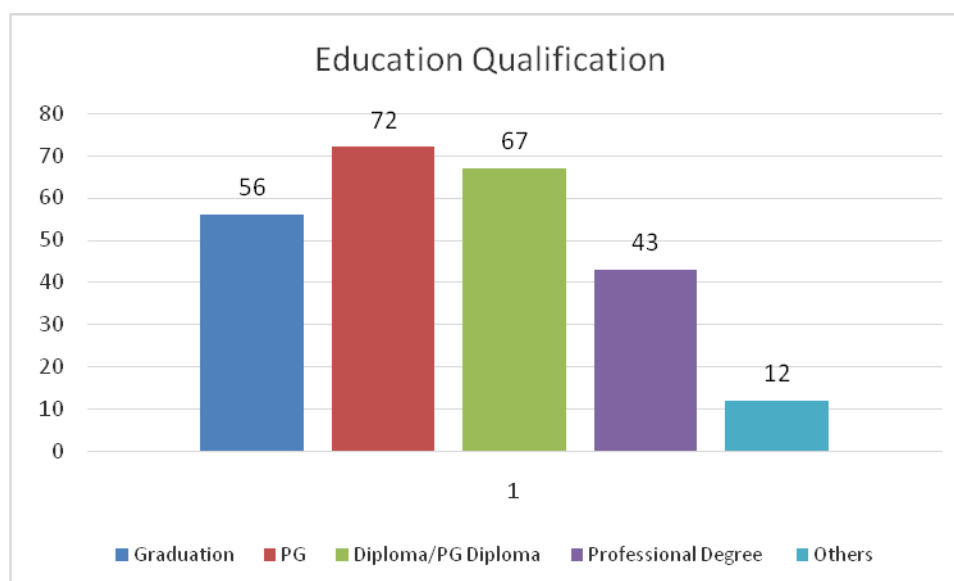
<b>Family Size</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
1-2	44	18%
3-4	127	51%
5-6	62	25%
7-8	16	6%
Above 8	1	0%



**Just above half of the respondents have 3 to 4 members in the family. A fifth of the respondents have family size with one or two members while a quarter of the respondents have a family size with 5 to 6 members.**

**Table: 5.5 Distribution of the respondents according to their Educational qualification**

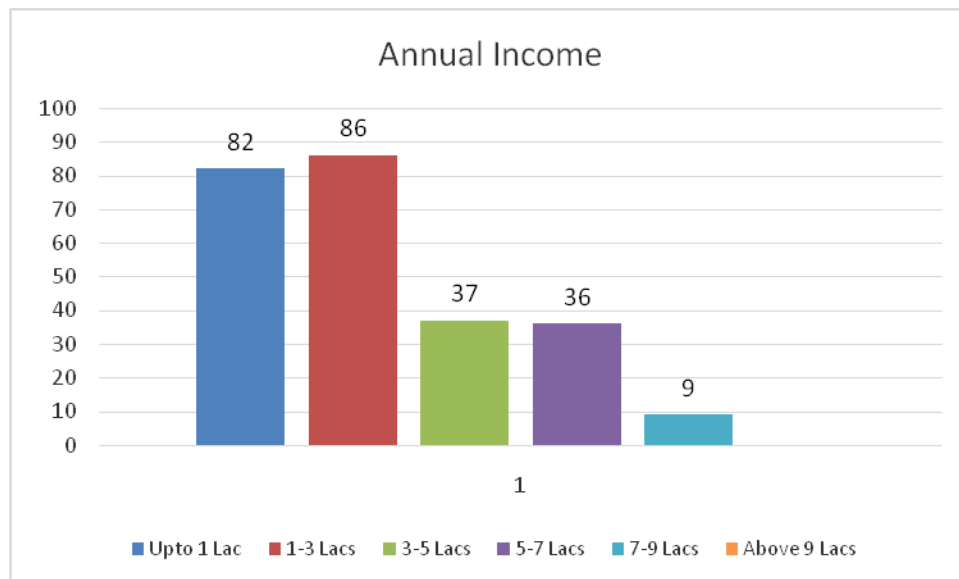
<b>Edu Qualification</b>	<b>No. of Respondents</b>	<b>Percentage (%)</b>
Graduation	56	26%
PG	72	29%
Diploma/PG Diploma	67	27%
Professional Degree	43	17%
Others	12	5%



**Almost 30% of the respondents have a Post Graduate qualification. More than 25% have either a graduation degree or a diploma certificate while 17% have a professional degree.**

**Table: 5.6 Distribution of the respondents according to their Annual Income.**

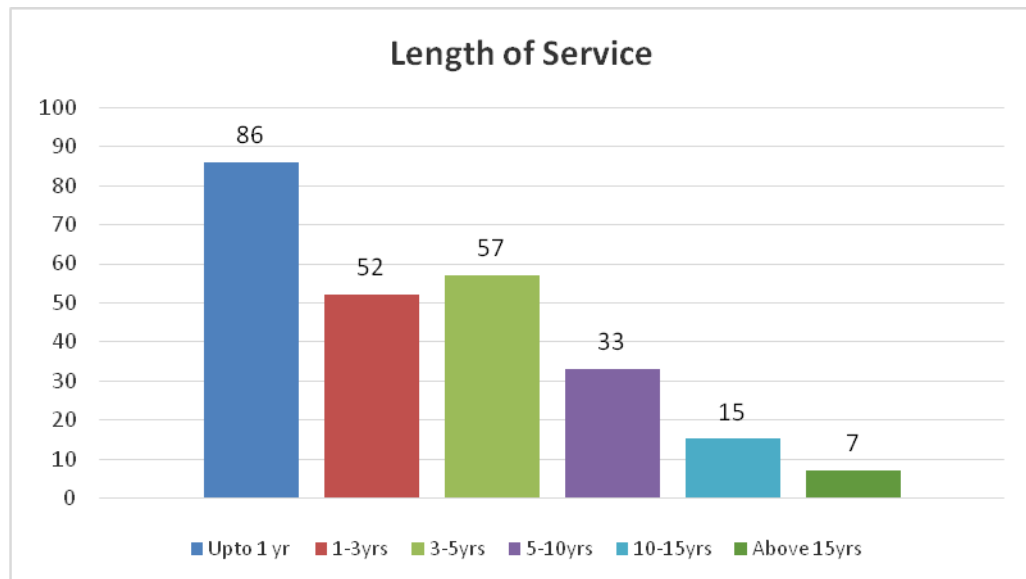
Annual Income (Rs. In lakhs)	No. of Respondents	Percentage (%)
Upto 1	82	33%
1 - 3	86	34%
3 - 5	37	15%
5 - 7	36	14%
Above 7		



**One-third of the respondents have an annual income of less than one lakh while another one-third of the respondents fall in the category of 1 lakh to 3lakhs annual income. 4% of the respondents have an annual income category of above 7 lakhs. There are handful number of senior executives, who are not covered in the sample whose annual income is above 9 lakhs. Their view point was taken during the course of FGD (Focused Group Discussions) with them.**

**Table: 5.7 Distribution of the respondents according to their length of service**

Length of Service	No. of Respondents	Percentage (%)
Upto 1 yr	86	26%
1-3yrs	52	21%
3-5yrs	57	23%
5-10yrs	33	13%
10-15yrs	15	6%
Above 15yrs	7	3%



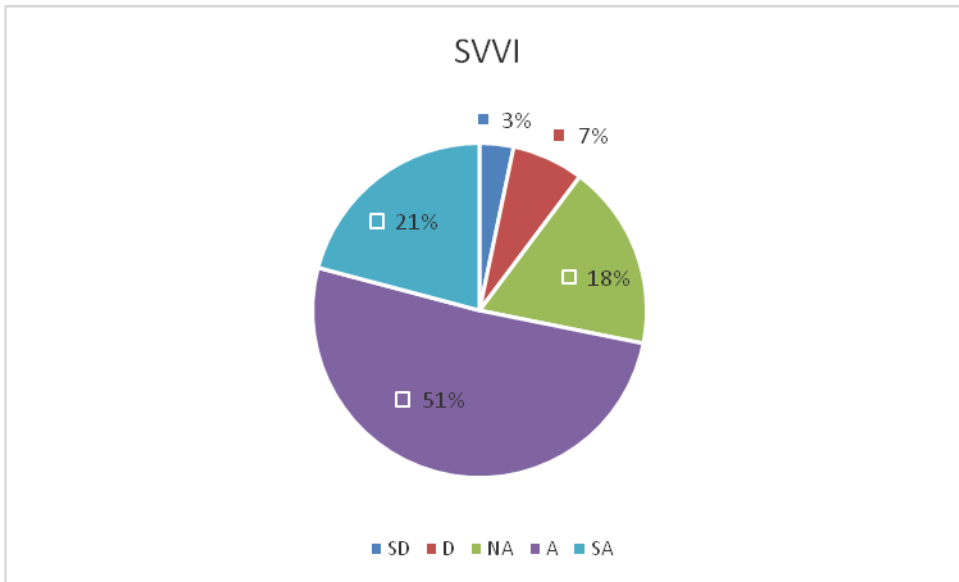
**Less than 50% of the respondents have less than 3 years of experience in the present organization and designation. 23% of the respondents are in the range of 3 to 5 years of experience. Respondents with 5years to 15 years service form 13% of the total sample while employees with above 15 years experience form only 3% of the lot.**

**Table 5.8 Employees perspective regarding the first driver of Employee Engagement i.e., Shared Vision, Values, and Information – SVVI**

**(SVVI is in practice up to their satisfaction inspiring them)**

**(SD–Strongly Disagree; D–Disagree; N–Neutral; A–Agree; SA–Strongly Agree)**

Type of Response	SD	D	N	A	SA
Weighted Average of responses	41	87	224	637	261
Percentage (%)	3%	7%	18%	51%	21%



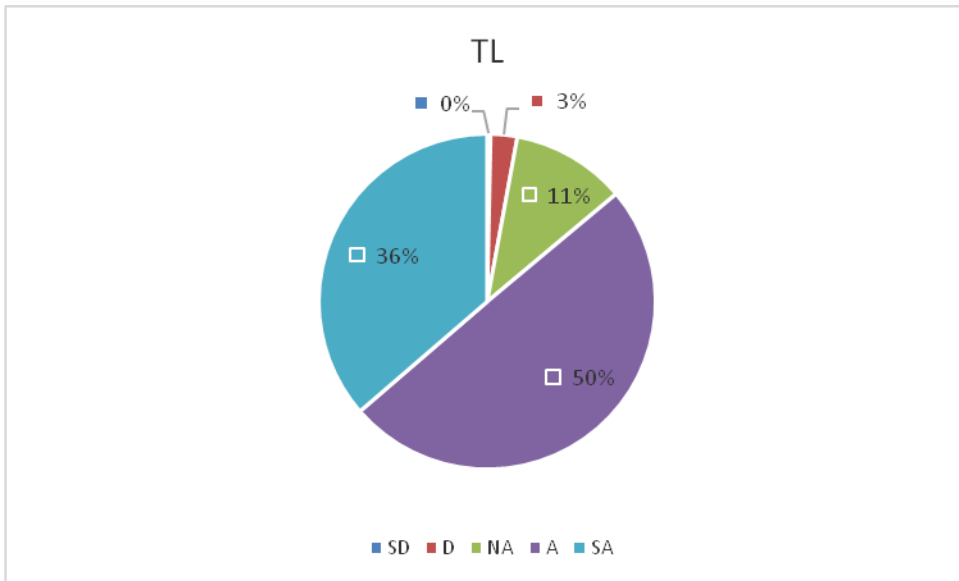
**Just above 50% of the respondents agree that the organization has a shared vision, values and information across the hierarchy. Only 3% strongly disagree on this indicator. A good 21% strongly agree with the flow of info and are in sync with the vision and values of the organization.**



**Table 5.9 Employees perspective regarding the second driver of EE i.e., Transformational Leadership**

**(TL is visibly felt and experienced by them influencing and inspiring them a lot)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	-	32	138	622	454
Percentage (%)	-	3%	11%	50%	36%

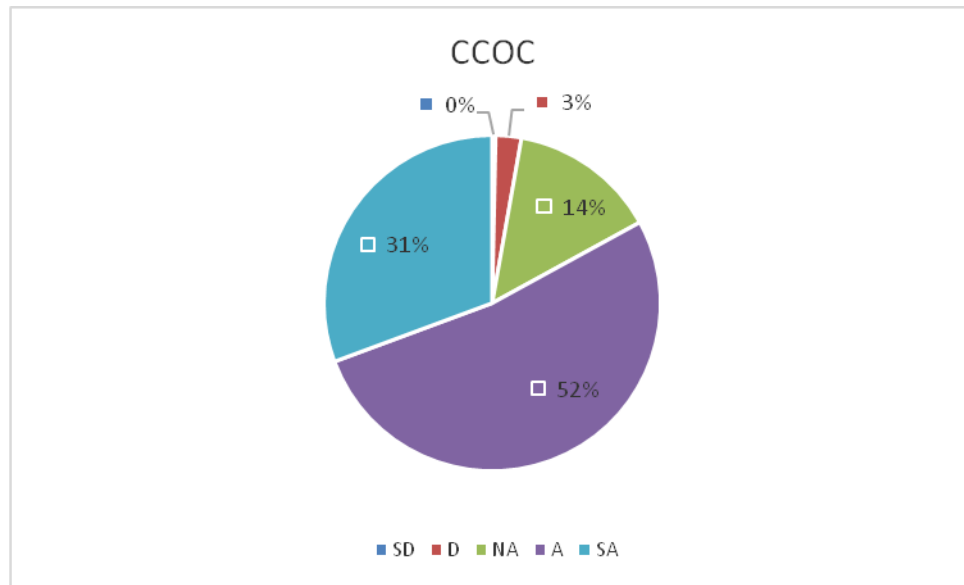


**Half of the respondents agree that there is transformational leadership in the organization while 36% of the respondents strongly agree with the driver statement. It is heartening to note that a mere 3% of the responses disagree in this respect.**

**Table 5.10 Employees perspective regarding the third driver of EE i.e., Corporate Culture and Open Communication (CCOC)**

**(CCOC is conspicuous in practice as experienced by them motivating them a lot)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	-	31	178	654	383
Percentage (%)	-	3%	14%	52%	31%

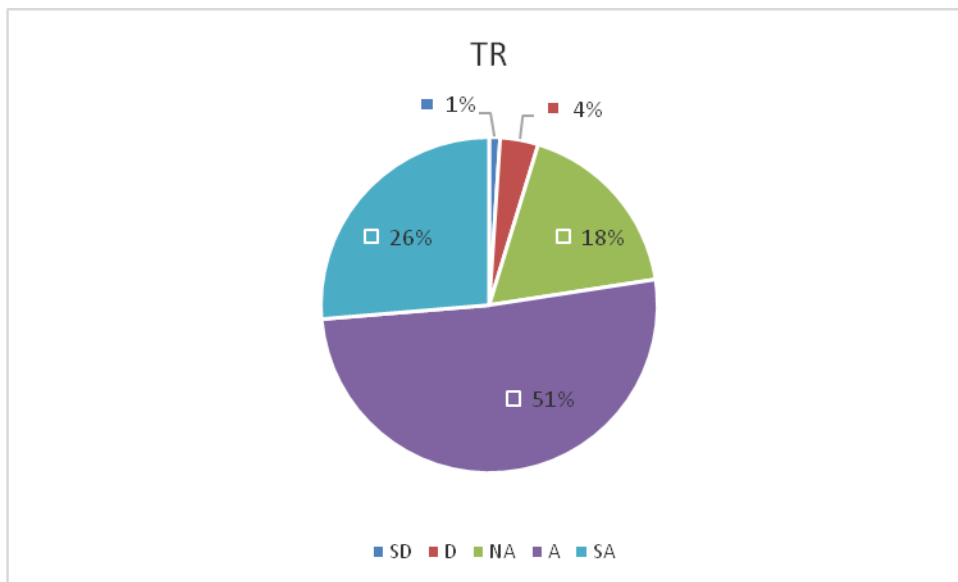


**A good 52% of the respondents agree with open communication and the open culture in the organization while 31% strongly agree with the open communication. Only 3% disagree with the prevailing communication and cultural aspects in the organization.**

**Table 5.11 Employees perspective regarding the Fourth driver of EE i.e., Trust / Respect**

**(My Management is known for trusting us and graciously respecting our services in the organization much to our satisfaction)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	13	46	223	639	329
Percentage (%)	1%	4%	18%	51%	26%

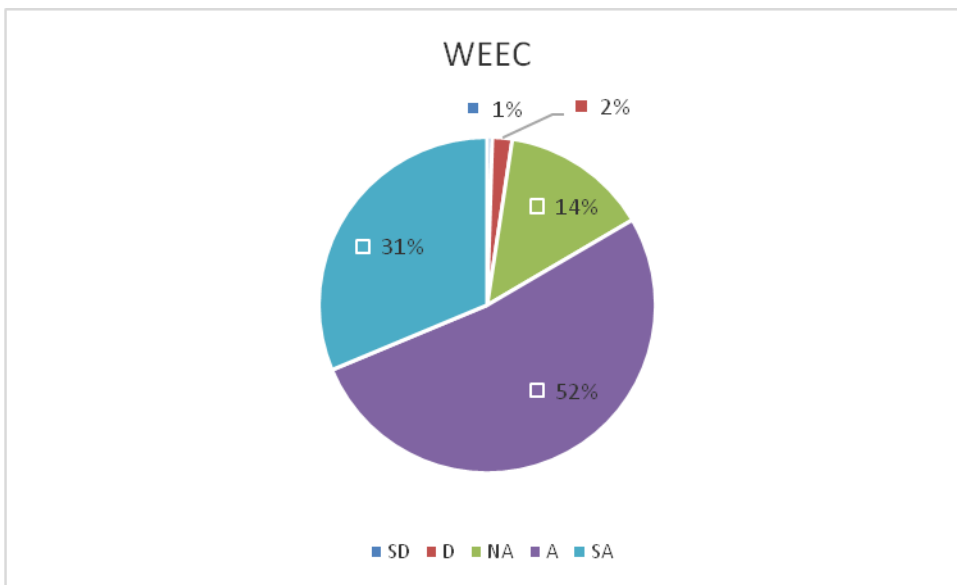


**More than half of the respondents agree that trust and respect is much prevalent in the organization towards the peer group while a little over a quarter of the sample strongly agree in this respect. Only 5 % of the responses disagree this driver.**

**Table 5.12 Employees perspective regarding the Fifth driver of EE i.e., Work Environment / Ethical Culture.**

**(The work environment surrounding me is motivational and congenial encompassed with ethical culture and fabric)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	-	24	177	652	391
Percentage (%)	-	2%	14%	52%	32%

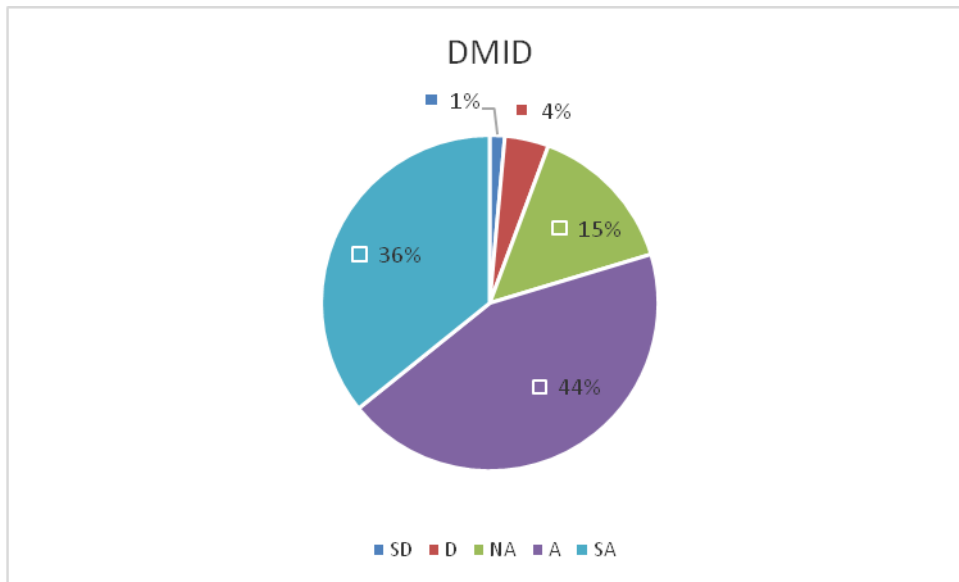


Interestingly, 84% of the respondents are in favor of the work environment and the ethical culture of the organization while 14% are neutral in this respect. A mere 2% of the respondents are not comfortable with the work environment prevailing in the organization.

**Table 5.13 Employees perspective regarding the Sixth driver of EE i.e., Decision Making and Information Dissemination**

**(Employees participation is prevalent in decision making process and the Information dissemination from top management down the line is apt and timely)**

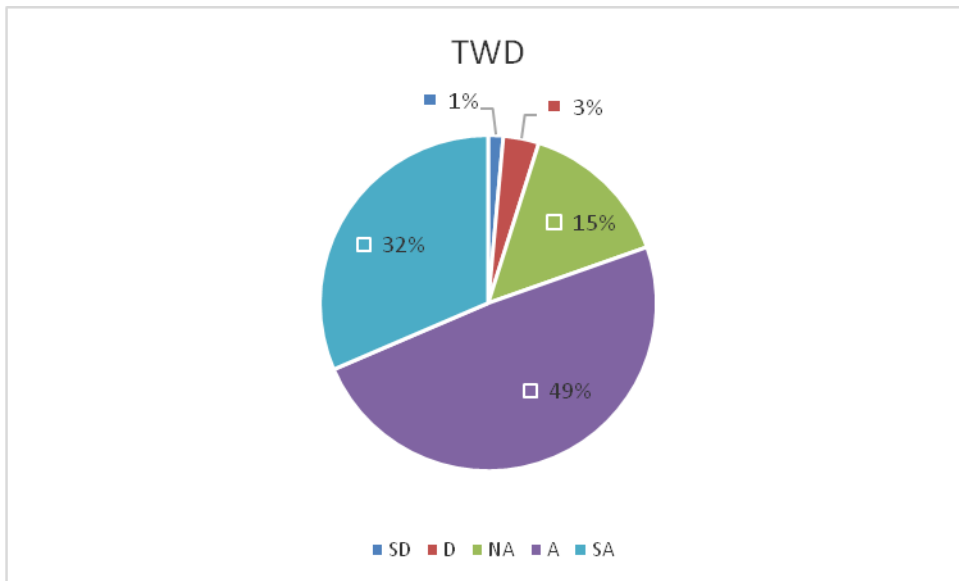
Type of Response	SD	D	N	A	SA
Weighted Average of the responses	18	53	183	549	447
Percentage (%)	1%	4%	15%	44%	36%



**More than one-third of the responses strongly agree while around 5% of the responses do not agree with the information dissemination across the organization. 44% of the responses agree to the decision making process and information dissemination across the organization.**

**Table 5.14 Employees perspective regarding the Sixth driver of EE i.e., Team Work Dynamics (My organization strongly believes in Team Work and Team Spirit and widely follows the same in practice leading to synergy)**

Type of Response	SD	D	NA	A	SA
Weighted Average of the responses	18	43	184	612	393
Percentage (%)	1%	3%	15%	49%	32%

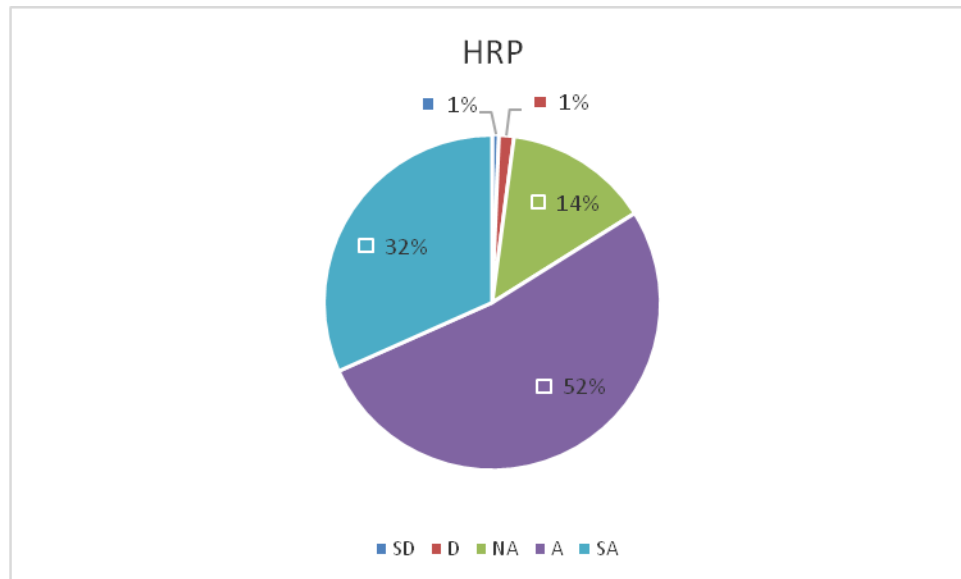


**Four-fifths of the the total respondents agree with team work dynamics across the organization, while 15% are neutral and while only 4% of are not comfortable with the kind of team work patterns practised in the organization.**

**Table 5.15 Employees perspective regarding the Seventh driver of EE i.e., Progressive HR Practices**

**(We greatly experience the Progressive HR Practices indulged in by our organization)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	8	18	175	653	396
Percentage (%)	1%	1%	14%	52%	32%

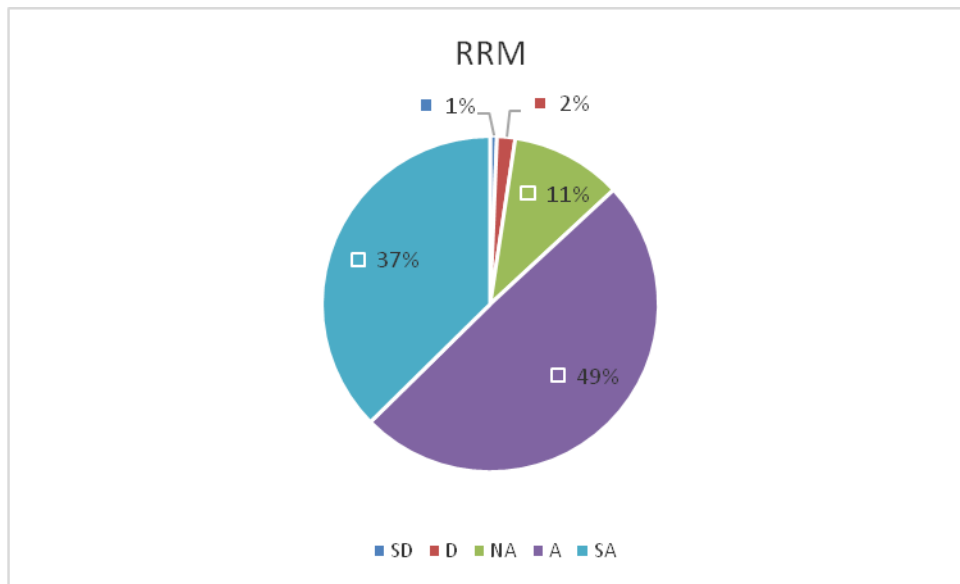


About one-third of the total respondents strongly agree that the existing HR practices in the organization are progressive while a little over half of the sample agree that the HR practices are encouraging. Only two percent of the sample responded in negation in this respect.

**Table 5.16 Employees perspective regarding the Eighth driver of EE i.e., Recognition & Reward / Motivation**

**(My performance and contribution to the organization is well recognized and the rewards are highly motivating)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	8	22	134	619	467
Percentage (%)	1%	2%	11%	49%	37%



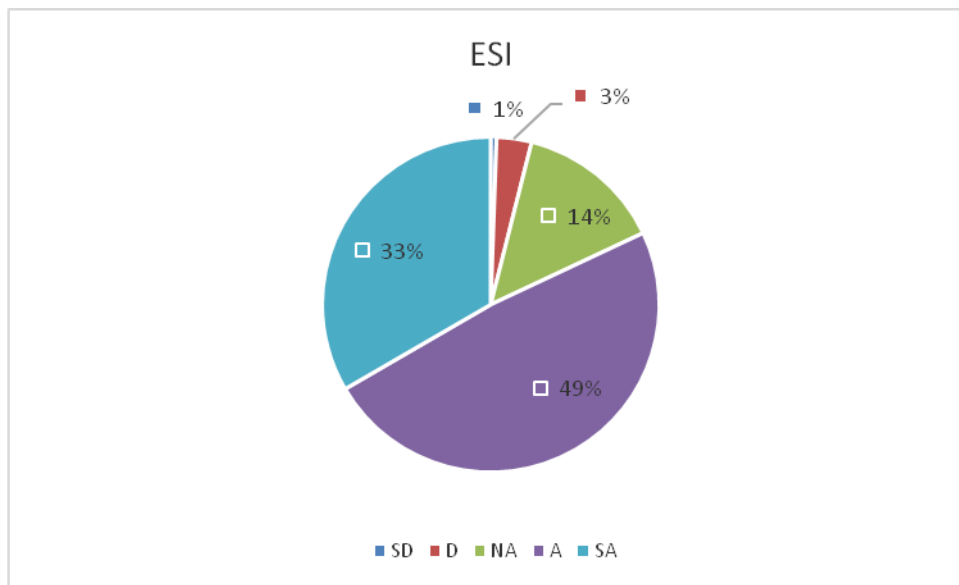
Almost half of the total respondents agree that their effort and performance is well recognized and reward systems in vogue are motivational while 37% strongly agree in this regard. Only 3% of the sample are not happy with the present practices of Rewards and Recognition.



**Table 5.17 Employees perspective regarding the Ninth driver of EE i.e., Empowerment / Satisfaction and Involvement**

**(My organization gives ample opportunity for my active involvement and empowers me in fulfilling my task)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	7	42	176	608	417
Percentage (%)	1%	3%	14%	49%	33%

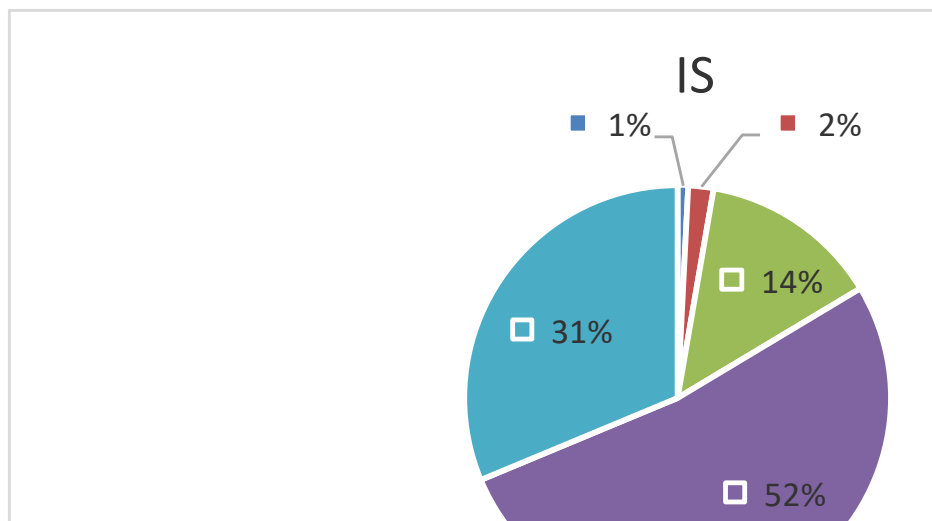


**A third of the sample strongly agree that there is ample opportunity for their active involvement and the organization’s policies empower them in discharging their duties to the best of their ability while almost half of the respondents agree with the empowerment policies and involvement in the organization. Only 4% are not comfortable with this driver.**

**Table 5.18 Employees perspective regarding the Tenth driver of EE i.e., Immediate Supervisor/Manager**

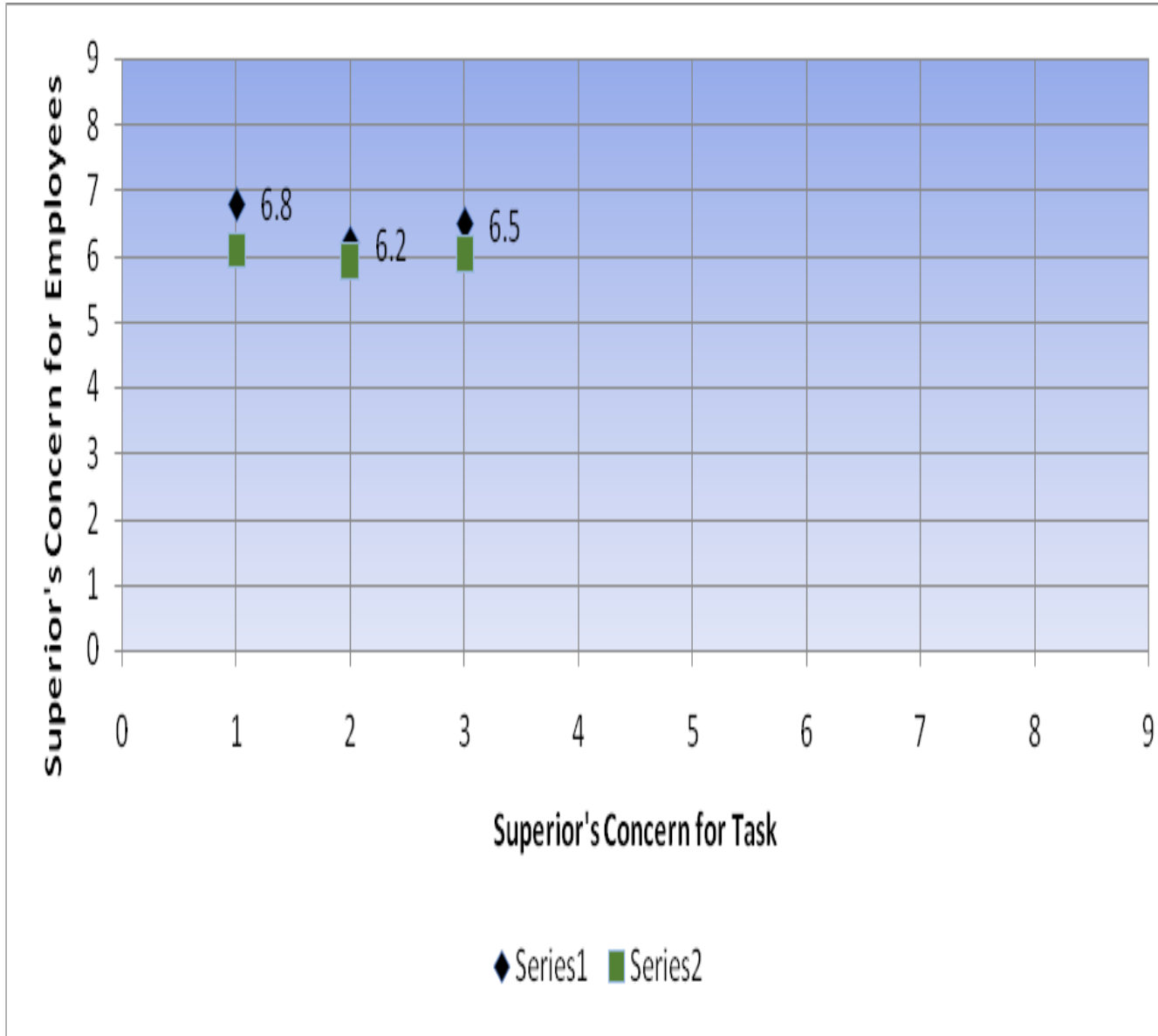
**(My immediate supervisor/manager is highly democratic in style, motivates and enables me to give my best to the organization)**

Type of Response	SD	D	N	A	SA
Weighted Average of the responses	10	24	171	654	391
Percentage (%)	1%	2%	14%	52%	31%



**An overwhelming majority of the respondents representing 83% of the sample agree with the leadership style and attitude of their immediate supervisor or manager while 14% are neutral. Only 3% of the sample are not comfortable with their immediate supervisor.**

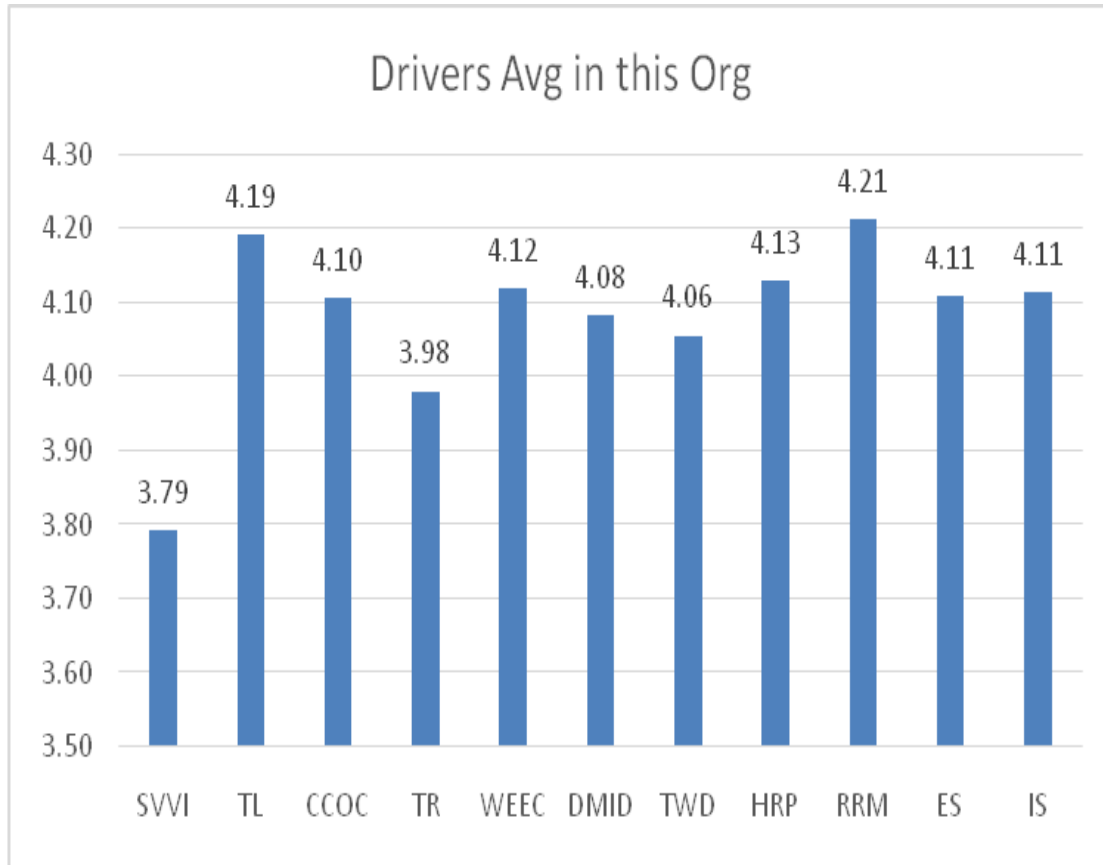
## Managerial Grid



### Interpretation:

The perceptions of the respondents plotted on the above Managerial Grid indicates that the Superiors have more concern for their employees' welfare and well being on the professional front, though have requisite concern on the task.

**Table: 5.20 Overall rating of the drivers of Employee Engagement and Organizational Commitment in VMRDA**



- Shared Vision, Values, and Information - SVVI
- Transformational Leadership - TL
- Corporate Culture and Open Communication - CCOC
- Trust / Respect - T/R
- Work Environment / Ethical Culture - WEEC
- Decision Making and Information Dissemination - DMID
- Team Work Dynamics - TWD
- Progressive HR Practices - HRP
- Recognition & Reward / Motivation - RRM
- Empowerment / Satisfaction and Involvement - ES
- Immediate Supervisor/Manager - IS

**Table: 5.21 STATEMENT OF RATING AND RANKING OF  
THE EMPLOYEES IN VMRDA ACROSS DIFFERENT DRIVERS OF  
EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT**

VMRDA		
Rank	Driver	Rating
1	Recognition & Reward / Motivation - RRM	4.21
2	Transformational Leadership - TL	4.19
3	Progressive HR Practices - HRP	4.13
4	Work Environment / Ethical Culture - WEEC	4.12
5	Empowerment / Satisfaction and Involvement - ES	4.11
6	Immediate Supervisor/Manager-IS	4.11
7	Corporate Culture and Open Communication - CCOC	4.10
8	Decision Making and Information Dissemination - DMID	4.08
9	Team Work Dynamics - TWD	4.06
10	Trust / Respect - T/R	3.98
11	Shared Vision, Values, and Information - SVVI	3.79

**Table 5.22 COMPARATIVE STATEMENT OF RATING AND RANKING OF THE EMPLOYEES IN GVMC AND VMRDA ACROSS DIFFERENT DRIVERS OF EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT**

Driver	Rating		Rank	
	GVMC	VMRDA	GVMC	VMRDA
<b>Recognition &amp; Reward / Motivation - RRM</b>	<b>4.24</b>	<b>4.21</b>	<b>1</b>	<b>1</b>
<b>Transformational Leadership – TL</b>	<b>4.18</b>	<b>4.19</b>	<b>2</b>	<b>2</b>
<b>Progressive HR Practices – HRP</b>	<b>4.18</b>	<b>4.13</b>	<b>3</b>	<b>3</b>
<b>Work Environment / Ethical Culture – WEEC</b>	<b>4.13</b>	<b>4.12</b>	<b>4</b>	<b>4</b>
Decision Making and Information Dissemination – DMID	4.13	4.08	5	9
Team Work Dynamics - TWD	4.13	4.06	6	7
Immediate Supervisor/Manager-IS	4.13	4.11	7	8
Corporate Culture and Open Communication - CCOC	4.11	4.10	8	5
Empowerment / Satisfaction and Involvement – ES	4.10	4.11	9	6
<b>Trust / Respect- T/R</b>	<b>4.00</b>	<b>3.98</b>	<b>10</b>	<b>10</b>
<b>Shared Vision, Values, and Information - SVVI</b>	<b>3.81</b>	<b>3.79</b>	<b>11</b>	<b>11</b>

The study reveals that in both the organizations under study, the employees are happy and comfortable with the kind of *recognition and rewards and also motivation* they get from the administration of both GVMC and VMRDA as this driver was given top rank by the employees of both local government bodies with the ranking of 4.24 and 4.21 respectively. Likewise, in both the organizations, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> ranks have gone in favour of three drivers viz., *Transformation Leadership* (4.18, 4.19), *Progressive HR Practices* (4.18, 4.13), *Work Environment and Ethical Culture* (4.13, 4.12) in GVMC and VMRDA respectively. Interestingly, regarding the driver *Shared Vision, Values and Information*, the employees in both the organizations gave least (11<sup>th</sup>) rank with 3.81 and 3.79 rating for GVMC and VMRDA in that order while the driver *Trust and Respect* was also given 10<sup>th</sup> rank by the respondents of both the bodies. As it can be seen from the above table, the remaining drivers are ranging between 5<sup>th</sup> and 9<sup>th</sup> rank with marginal variation in overall ratings in the two bodies.

## **CHAPTER 6**

### **SUMMARY AND SUGGESTIONS**

In the era of Liberalization, Privatization, Globalization (LPG) and Information, Communication, Entertainment (ICE)., employee attrition has become order of the day & employee retention has become a challenge. As the skilled Human Resource forms the back bone of any organisation, a latest concept has emerged Internationally i.e. “Employee Engagement”. The concept of ‘employee engagement’ is rapidly gaining popularity and use in the workplace across the world.

It is quite disheartening to note that as per the Human Development Index (HDI) of United Nations Development Programme (UNDP), India being the second most populous country in the world, ranks 126, thus figuring way behind even a majority of the developing nations. The World Bank, WHO, IMF, UNICEF, etc., point out categorically on the way the different public sector organizations in India in general and local government agencies in particular, have been functioning, much to the dissatisfaction of their clientele across different dimensions.

Most of the local government agencies whose objective is to provide qualitative services in the respective fields, seem to have been suffering from lack of requisite intrapreneurial tendencies among their employees in rendering services to the mute millions of masses in the territories concerned. Employee Engagement and Organizational Commitment is *sine-qua-non* for rendering qualitative services to the public, which is now relatively more educated, more knowledgeable, more commanding and demanding than ever before. The work culture, the method of addressing the task, the deployment of resources, the controlling mechanism and the like are being redefined even in respect of local government agencies.

Till the recent past, the development of a region/territory/state/nation used to be identified with the quantity of goods and services produced. Contrary to this, at present the development is identified with the ‘*Quality of Life*’. It is undisputed that the ‘quality of life’ is mostly influenced by the quality of services rendered by the different government agencies which are supposed to work in the interest of public. Thus, it is high time that such local government agencies need to have highly motivated employees addressing their task in a conducive and congenial work environment amidst exemplary bondage of interpersonal relations among the employees. Such environment, if sufficiently supplemented with transformational leadership of the superiors at the



helm would accelerate the levels of Employee Engagement and Organizational Commitment leading to organizational excellence.

Through employee engagement, everyone works together to achieve their professional, personal and business goals. Employee engagement is sometimes used to describe 'engaging with' employees. Effective internal communication, consultation with employees and employee representation are all important elements of employee engagement. "The extent to which people enjoy and believe in what they do and feel valued for doing it."

When engaged employees utilize their natural talents, they provide an instant, and constant, competitive edge. They build a new value: emotionally driven connections between employees and customers and they will ensure that a customer derives maximum satisfaction from the services provided.

### **Categories:**

\* **Engaged** - employees who work with passion and feel a profound connection to their organisation They want to know the desired expectations for their role so they can meet and exceed them and perform at consistently high levels

\* **Not engaged** - employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They attend and participate at work but are 'sleepwalk' through their work timeserving and put no passion or energy into their work

\* **Actively Disengaged** - The "*actively disengaged*" employees are the "cave dwellers". They're "Consistently against Virtually Everything." They sow seeds of negativity at every opportunity. Employees who are unhappy at work and who act out their unhappiness at work. These employees undermine the work of their engaged colleagues on a daily basis. They can cause great damage to an organisation's functioning.

### **Drivers of Employee Engagement:**

- Shared vision, Values and Information
- Transformational Leadership.
- Corporate Culture and Open Communication.\
- Trust / Respect
- Work Environment / Ethical Culture
- Decision - Making and Information Dissemination
- Team Work / Dynamics
- Progressive HR practices
- Reorganization and Reward / Motivation
- Empowerment / Satisfaction and Involvement
- Immediate Supervisor / Manager

### **Benefits of Employee Engagement:**

- Employee engagement builds passion, commitment and alignment with the organisation's strategies and goals
- Attracts more people like existing employees Increases employees' trust in the organisation and it empowers them.
- Creates a sense of loyalty in a competitive environment
- Lowers attrition rate and reduces absenteeism
- Increases productivity and improves morale
- Provides a high-energy working environment
- Improves overall organisational effectiveness and Boosts business growth.

### **Significance of the Study :**

- The study attracts significance of high magnitude due to the fact that hypothetical views are galore increasingly believing that the employee engagement and organization commitment levels of a majority of the local government employees are far below the

expectations and standards. Consequently, the productivity levels, quality of services to the public and the dependability levels have been far from satisfactory since long.

- The present study is aimed at unveiling the gaps and lapses, potential and performance of employees, interpersonal relations, the quality of leadership, the kind of work environment prevalent, the extent of job satisfaction, contributions *vis-à-vis* rewards and awards, etc., with a view to come out with implementable suggestive package maximizing the organizational commitment and Employee engagement levels.

### **Objectives of study:**

- \*to focus on the interface of Employee Engagement and Organizational Commitment leading to the conceptual framework of the study.
- \* to review the studies on Employee Engagement and Organizational Commitment and comprehend their impact on the performance and functioning of government agencies else wherein the developing nations.
- \* to study the Employee Engagement and organizational commitment levels of the respondents in select local government agencies in Greater Visakha.
- \* to unveil the problems facing the policy makers in the select local government agencies of Greater Visakha in optimizing the resource of human capital.
- \* to evolve a strategic action plan for enhancing the employee engagement and organizational commitment levels among the personnel in the organizations under study.

### **Methodology:**

To fulfil the objectives set for the study, necessary data and literature are collected from different local government agencies across the country and locally from GVMC and VMRDA. Primary Data are collected from the employees of the two organizations viz., Greater Visakha Municipal Corporation (GVMC) and Visakhapatnam Metropolitan Region Development Authority (VMRDA) by designing and advertising a questionnaire with a sample of 500

respondents ( 250 each in the two organisations under study ). About three-fourths of the total population has been taken as sample. Stratified Random sampling technique has been used. Pilot study was conducted before finalizing the structure of the questionnaire. SPSS package is used to tabulate and draw inferences of the study. Personal interviews and discussions were held with the high ranking officials of organizations under study to elicit their view point to unveil the constraints facing them in imparting quality services keeping in view timeliness, cost, dependability and flexibility.

## **FINDINGS :**

### **GVMC:**

- Out of the total sample of GVMC, 132 respondents representing 53% are male while 118 accounting for 47% are female employees.
- Almost 60% of the responses are in the age group of less than 25 years and 26 years to 35 years category combined. The third category of 36 years to 45 years form 22% of the total responses. Age category of above 55 years account for only 4% of the total. Thus, as many as 60% of the respondents belong to less than 35 years age group which implies that GVMC has relatively more young work force.
- A quarter of the respondents are with a graduation degree, while 30% of the respondents have a Post Graduate qualification. Almost one-fifth of the respondents have a professional degree while another one-fifth of the respondents have a diploma qualification.
- One-third of the respondents have an annual income of less than one lakh. 28% of the respondents fall in the category of RS. 1 -3 lakhs annual income and almost one-sixth of them fall in Rs.3 - 5 lakhs annual income category. Of all the respondents, almost 23% have annual income of above Rs.5 lakhs. There are handful number of senior executives, who are not covered in the sample whose annual income is above Rs. 9 lakhs. Their view point was taken during the course of FGD (Focussed Group Discussions) with them.

- It is heartening to note that as per the results of the study, in all, the employees of GVMC are engaged in their profession and interestingly none of them is either not engaged or actively disengaged.

In GVMC, the results pertaining to the drivers of EE & OC are as follows:

- About half of the respondents agree that the organization has a shared vision, values and information across the hierarchy. A mere 4% strongly disagree on this indicator. A good 23% strongly agree with the flow of info and are in sync with the vision and values of the organization.
- A little over half of the respondents agree that they feel transformational leadership in the organization as 35% strongly agree with the driver statement. Less than 3% of the responses are skewed in favour of disagreement of the statement.
- Almost 85% of the responses agree and strongly agree with open communication and the open culture in the organization while 15% neither agree or disagree with the open communication. Less than 2% disagree and strongly disagree wrt the open communication and open culture in the organization.
- More than 75% of the responses agree and strongly agree have trust and respect in the organization towards the peer group. Around 4% of the responses disagree this driver.
- An overwhelming majority of 85% of the responses are in favor of the work environment and the ethical culture of the organization while 13% are of neutral opinion. Less than 2% of the responses are in negation.
- A good 45% of the responses agree to the decision making process and information dissemination across the organization. More than one-third of the responses strongly agree while around 5% of the responses do not agree with the information dissemination across the organization.

- More than 80% of the responses agree with team work dynamics across the organization, while 14% of the responses are neutral and less than 4% of the responses disagree to the dynamics of team work in the organization.
- More than half of the responses agree that the HR practices are progressive in the organization. One-third of the total responses strongly agree with the HR practices.
- Almost 90% of the total respondents either agree and strongly agree to the recognition and reward programs which motivated the employees. Only 2% of the respondents are in disagreement.
- Almost half of the respondents agree to the empowerment policies and involvement in the organization, while 33% strongly agree. Only 3% of the responses do not agree with this driver.
- Almost 85% of the responses agree with their immediate supervisor or manager while 13% are in neutral. Around 3% of the responses are disagree with their manager or supervisor.
- The perceptions of the respondents plotted on the Managerial Grid indicates that the Superiors have more concern for their employees' welfare and well being on the professional front, though have requisite concern on the task.

### VMRDA :

- With a view to assess the employee engagement and commitment levels of the respondents in another major local government agency of Visakhapatnam ittle, i.e., Visakhapatnam Metropolitan Region Development Authroity (VMRDA), a sample of 250 respondents (both executive and non-executive cadres) has been taken accounting for about fourth-fifths s of the universe/population. Following are the results of the field survey.

- About 52% of the respondents are in the age group category of up to 35 years . A little less than a fourth of the sample belong to 36-45 years age group while a quarter belong to above 45 years age.
- About 52% of the respondents are in the age group category of up to 35 years . A little less than a fourth of the sample belong to 36 -45 years age group while a quarter belong to above 45 years age.
- Almost 30% of the respondents have a Post Graduate qualification. More than 25% have either a graduation degree or a diploma certificate while 17% have a professional degree
- One-third of the respondents have an annual income of less than one lakh rupeeswhile another one-third of the respondents fall in the category of Rs.1 lakh to 3lakhs annual income. 4% of the respondents have an annual income category of Rs. 7 lakhs to 9 lakhs.
- Less than 50% of the respondents have less than 3 years of experience in the present organization and designation. 23% of the respondents are in the range of 3 to 5 years of experience. Respondents with 5years to 15 years service form 13% of the total sample while employees with above 15 years experience form only 3% of the lot.
- It is heartening to note that as per the results of the study, in all, the employees of VMRDA also are engaged in their profession and interestingly none of them is either not engaged or actively disengaged.

**In VMRDA, the results pertaining to the drivers of EE & OC are as follows:**

- Just above 50% of the respondents agree that the organization has a shared vision, values and information across the hierarchy. Only 3% strongly disagree on this indicator. A good 21% strongly agree with the flow of info and are in sync with the vision and values of the organization.

- Half of the respondents agree that there is transformational leadership in the organization while 36% of the respondents strongly agree with the driver statement. It is heartening to note that a mere 3% of the responses disagree in this respect.
- A good 52% of the respondents agree with open communication and the open culture in the organization while 31% strongly agree with the open communication. Only 3% disagree with the prevailing communication and cultural aspects in the organization.
- More than half of the respondents agree that trust and respect is much prevalent in the organization towards the peer group while a little over a quarter of the sample strongly agree in this respect. Only 5% of the responses disagree this driver.
- Interestingly, 84% of the respondents are in favor of the work environment and the ethical culture of the organization while 14% are neutral in this respect. A mere 2% of the respondents are not comfortable with the work environment prevailing in the organization.
- More than one-third of the responses strongly agree while around 5% of the responses do not agree with the information dissemination across the organization. 44% of the responses agree to the decision making process and information dissemination across the organization.
- Four-fifths of the total respondents agree with team work dynamics across the organization, while 15% are neutral and while only 4% of are not comfortable with the kind of team work patterns practised in the organization.
- About one-third of the total respondents strongly agree that the existing HR practices in the organisation are progressive while a little over half of the sample agree that the HR practices are encouraging. Only two percent of the sample responded in negation in this respect.



- Almost half of the total respondents agree that their effort and performance is well recognised and reward systems in vogue are motivational while 37% strongly agree in this regard. Only 3% of the sample are not happy with the present practices of Rewards and Recognition.
- A third of the sample strongly agree that there is ample opportunity for their active involvement and the organisation's policies empower them in discharging their duties to the best of their ability while almost half of the respondents agree with the empowerment policies and involvement in the organization. Only 4% are not comfortable with this driver.
- An overwhelming majority of the respondents representing 83% of the sample agree with the leadership style and attitude of their immediate supervisor or manager while 14% are neutral. Only 3% of the sample are not comfortable with their immediate supervisor.
- The perceptions of the respondents plotted on the Managerial Grid indicates that the Superiors have more concern for their employees' welfare and well being on the professional front, though have requisite concern on the task.

### **Conclusion :**

**The study reveals that in both the organizations under study, very interestingly, all the respondents are 'engaged' and none of them is either 'not engaged' or 'actively disengaged'. They are found to be are happy and comfortable with the kind of *recognition and rewards and also motivation* they get from the administration of both GVMC and VMRDA as this driver was given top rank by the employees of both local government bodies with the ranking of 4.24 and 4.21 respectively. Likewise, in both the organizations, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> ranks have gone in favour of three drivers viz., *Transformation Leadership (4.18, 4.19), Progressive HR Practices (4.18, 4.13), Work Environment and Ethical Culture (4.13, 4.12)* in GVMC and VMRDA respectively.**

Interestingly, regarding the driver *Shared Vision, Values and Information*, the employees in both the organizations gave least (11<sup>th</sup>) rank with 3.81 and 3.79 rating for GVMC and VMRDA in that order while the driver *Trust and Respect* was also given 10<sup>th</sup> rank by the respondents of both the bodies. The remaining drivers are ranging between 5<sup>th</sup> and 9<sup>th</sup> rank with marginal variation in overall ratings in the two bodies.

### **Suggestions :**

- The study reveals that in respect of both the organizations, the *vision, values of the organizations and the requisite information is not passed on down the line in the hierarchy as per the expectations of the employees*. As such, it is suggested that both GVMC and VMRDA should share the vision and vision statement of the organizations in a befitting manner to their employees, failing which, they lack clarity and direction in which the organizations are focusing their activities and the very spirit of the intentions of the administration at the helm. Both the organizations have to establish a clear line of sight from the employees to the larger organization so that individual employees know the organization's foresight and expected end results enabling them have right path with requisite attitude, knowledge and skill set with timelines.
- *The value system and ethical fabric of the organizations is also not made clearly known and felt by the employees as the gap is felt much by the employees of both the organizations*. As such, it is suggested that both GVMC and VMRDA shall organize special meetings/workshops to disseminate the value system and ethical fabric among their employees enabling them understand and comprehend the spirit of the two local bodies.
- *The study also reveals that the employees feel that the flow of Information from top to bottom in the hierarchy is not timely and comprehensive*. It is suggested that more transparency and timeliness is required in the flow of communication within the organizations, which goes a long way in boosting up the morale of the human resource of the two local bodies.

- Even in case of the driver “Trust and Respect”, the responses from the employees of both the organizations are found that they are far from satisfactory. As trust begets trust, to ensure and assure trustworthiness among the employees of the organizations, the administrations of the two bodies shall make an important note of this revelation and see to it that initiatives are mooted in this direction. As we believe in human capital approach, to enhance the productivity levels and quality of services upto the satisfaction of the public, if the employees are contended with the practices of the administration in this respect, it goes a long way in developing self-esteem among the employees.

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