**Dissertation Report on**

**Employee Engagement, Retention and Satisfaction from Organizational & Employee Perspective & Its Gap Analysis**

Submitted by:

Arushi Sabharwal

2k11/MBA/64

Under the guidance of:-

Dr Shikha N. Khera

Assistant Professor - DTU

****

**DELHI SCHOOL OF MANAGEMENT**

**Delhi Technological University**

**Bawana Road Delhi 110042**

**Jan - May 2013**

**CERTIFICATE**

This is to certify that Arushi Sabharwal (2K11/MBA/064), student of MBA, Delhi School of Management has worked on the project **“To critically evaluate and understand the various Employee Engagement, Retention and Satisfaction practices being followed across organizations and understanding the gaps if any between the employee and Organizational Perspective.”** under my guidance and supervision.

The period for which she was working on this project was of six months. No part of this report been reproduced from any other report and the contents are based on original research to the best of my knowledge.

Date :

Signature of the Guide

Dr Shikha Khera

Assistant Professor - DTU

**ACKNOWLEDGEMENT**

It is my privilege to express my profound gratitude to the people who have been instrumental in the successful completion of this project. The knowledge and values inculcated at the very start of my career are conducive to our growth.

I would like to show my deepest regards to my mentor Mrs Shikha M. Khera for providing me with an opportunity to pursue my Dissertation under her astute guidance. Without her tremendous support, motivation and help this project would have not borne the results that it has.

I wish to express my deep gratitude to her for providing me continuous support and her personal involvement in every facet of this work and readiness to resolve any point of confusion by mutual discussion.

Arushi Sabharwal

DSM – DTU (4th Semester)

2k11/MBA/064

**EXECUTIVE SUMMARY**

Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged are more productive, content and more likely to be loyal to an organization. When organizations put sound HR practices in place, they are more likely to discover that employees feel satisfied, safe and will work to their full potential and that means they are more likely to stay put.

For the Research, data was collected via telephonic interviews with the HR Professionals and employees of different departments working in the same organization. A sample of 27 different companies was targeted on the basis of convenience sampling technique.

The research work is divided into four phases:

1. **Data Collection Phase:** After the understanding of the project, the first phase involved preparing the questionnaire for both the employee and the HR professionals. The main purpose was to perform a gap analysis hence the questionnaire was filled by both the HR managers as well as the Employees working in those organizations.
2. **Compilation:** The next phase after data collection involved compiling the entire data in the form of a checklist in excel through Google Document which was created as a part of the Questionnaire/Survey.
3. **Analysis and Recommendation:** Compilation of data was followed by analysis of the data which is done in the form of tables, bar graphs and charts. On the basis of the analysis, the real case scenario was understood. (Since the data collected is qualitative, the analysis has certain assumptions that were made)
4. **Conclusions:** In the last phase the project report was concluded.

A very important observation during this research work was the fact that there was a huge gap between what the company actually understood with the ongoing Employee engagement, retention and satisfaction practices and what the employee actually faces.

Based on the detailed analysis of the sample, the resultant conclusion was that there is a vast difference between the employee perception and organizational claims. The reason being that how effectively are the practices and policies being followed.

Organizations in general have come up with huge initiatives like Formal employee orientation and training programs, Organization wide orientation to build community and support the new cohort of employees, creating a buddy system, or even providing guidance for professional development.

The entire duration of this project was a great learning experience as there was a chance to work on things other than the dissertation itself. It was not all a cakewalk, there were hurdles as well but overcoming them was what made it all the more interesting.

**Table Of Contents:-**

1. Introduction………………………………………………………………………7
	1. Objective of the study……………………………………………………...…8
	2. Employee Engagement and Retention………………………………………8
2. Literature Review……………………………………………………………….23
3. Research Methodology………………………………………………………….28
4. Case Study………………………………………………………………………32
	1. Introduction to the case…………………………………………………….33
	2. Sampling Technique………………………………………………………...33
	3. Participating Companies……………………………………………………33
	4. Description of participating companies…………………………………….34
	5. Data Collection……………………………………………………………..34
	6. Data Analysis & Interpretation……………………………………………..35
	7. Findings & Conclusion……………………………………………………..59
5. Bibliography/References………………………………………………………..61
6. Annexure………………………………………………………………………63
	1. Questionnaire – HR Professionals…………..………………………….......64
	2. Questionnaire – Employees………………………………………………...66

**Chapter 1 Introduction**

* 1. **Objective of the study**
* To critically evaluate and understand the various employee engagement, retention and satisfaction practices being followed across organizations and understanding the gaps lying in between.
* Market Research and Analysis of the Existing Employee engagement and retention practices being followed by other Organizations.
* Comparative Analysis of various organizational Sectors and understanding what they are doing for the cause of Employee engagement, retention and finally their overall satisfaction.
* Benchmarking of the various Policies, Practices and Procedures for creation of an environment where the employee satisfaction and Organizational Claims are in accordance based on the Gap Analysis.
	1. **Employee Engagement & Retention**

One of the greatest challenges facing employers today is finding and keeping good employees. This article describes some effective employee retention strategies that will help you retain good staff and develop a stable workforce.

The first step is to understand why employees leave. The second is to implement employee retention strategies to get them to stay.

**Five main reasons why employees leave**

* **"It doesn't feel good around here."** This can include any number of issues to do with the corporate culture and the physical working environment.
* **"They wouldn't miss me if I were gone."** Many people don't feel personally valued. When people don't feel engaged or appreciated, all the money in the world can't hold them.
* **"I don't get the support I need to get my job done."** People want to do a good job; they want to excel. At the same time, most feel as though their boss won't let them do a good job. When frustrations exceed the employee's threshold, they leave.
* **Lack of opportunity for advancement.** Advancement doesn't necessarily mean promotion. More often, it means personal and professional growth. People want to be better tomorrow than they are today.
Personal growth constitutes a very strong driver in today's workforce, particularly with the younger generation. People coming out of college often identify training as the primary criterion for choosing their first company. Companies that gutted their training departments have a lot of catching up to do in order to attract good people.
* **Inadequate employee compensation.** People want fair compensation, but – contrary to most managers' beliefs – money rarely comes first when deciding whether to stay or go. A certain percentage of people will always chase more income, but the majority of workers look at non-monetary reasons first.

Many executives still cling to the outdated notion that people "go for the gold", that salary dictates all their employment decisions. But for the most part, people want opportunities to grow and learn, to advance in their careers and to work on challenging and interesting projects. They want to be recognised and appreciated for their efforts. They want to feel a part of something that adds value to their community.

**Five strategies for employee retention**

**1. Working environment**

The primary employee retention strategies have to do with creating and maintaining a workplace that attracts, retains and nourishes good people. This covers a host of issues, ranging from developing a corporate mission, culture and value system to insisting on a safe working environment and creating clear, logical and consistent operating policies and procedures.

Environmental employee retention strategies address three fundamental aspects of the workplace: the ethics and values foundation upon which the organization rests; the policies that interpret those values and translate them into day-to-day actions, and the physical environment in which people work. The overall goal is to make your company a place where people *want* to come to work.

A sampling of environmental employee retention strategies includes the following:

* Clarify your mission.
* Create a values statement.
* Communicate positive feelings.
* Stay focused on the customer.
* Be fair and honest.
* Cultivate a feeling of family.
* Promote integrity.
* Do not tolerate sub-par performance.
* Insist on workplace safety.
* Reduce the number of meetings.
* Make work fun.

These employee retention strategies all relate in one way or another to corporate culture. However, one environmental issue tends to stand out above the rest.

More than ever, employees want a culture of openness and shared information. They want to know where the company is going and what it will look like in the future. How is the company doing financially? Where does it stand in the marketplace?

Above all, employees insist on knowing how their specific jobs fit into the grand scheme of things and what they can do to help the organisation get to where it wants to go. If you operate in an open environment where managers share information, you can expect reduced turnover rates.

To assess your culture's level of openness, ask questions such as:

* Do our employees know how the company is doing in key areas such as sales, financials, strategy and marketing?
* Do we promote open-book management (or something approaching it), or do we keep information a closely guarded secret among the top management team?
* Do employees understand our vision, mission and values?
* Do we have a values statement that clarifies and supports a culture of openness?
* Do we give performance feedback on a regular basis or only at annual review time?
* Do we encourage individuals and departments to share information with each other?

Take the pulse of your people on a regular basis. From time to time, bring in an outside third party to get a more objective view of how your people really feel. Find out if they *really* know the vision, mission and values. At the same time, give employees plenty of information about how the company is performing and where it is going. When people buy into your clearly stated corporate values and have the information they need to get the job done, they tend to stick around.

**2. Employee relationship strategies**

Employee relationship strategies have to do with how you treat your people and how they treat each other. Developing effective employee relationship strategies begins with three basic steps:

* **Give your managers and supervisors plenty of relationship training.** Recognize that (in all but the smallest companies) people work for their supervisor, not you. Their pay check may say "XYZ Company", but their primary work relationship is with their supervisor. If your supervisors have the knowledge, training and sensitivity to work effectively with people on an individual level, you'll probably get the bonding you need to retain employees.
* **Ask employees why they work for you.** When you do, two things happen. One, employees reinforce to themselves why they work for you. Two, you gain a better understanding of what attracts people to your company. You can then use that information to recruit new employees, saying: "Here's why people work for us. If you value these things, perhaps you ought to work for us, too."
* **Once you have the information about why people work for you, ask: "What can we do to make things even better around here?"** Do it in a positive way so that it doesn't become a gripe session, then listen closely to what your employees say. Out of these conversations will come many good ideas, not only for improving conditions for your employees but for all facets of your business.

Some top employee relationship strategies:

* Use behavioral style assessment tools, such as Myers-Briggs or DISC, to help people better understand themselves and each other and communicate more effectively.
* Help employees to set life goals and get focused on where they want to go. Then help them to see how their goals match up with company goals and that they can achieve their goals by staying with the company. If people believe they can achieve their goals and objectives by working in your organization, they will think twice before going somewhere else to work.
* Whenever possible, get the family involved:
	+ Write a letter of commendation and send a copy to the family.
	+ Write a letter to the family thanking them for supporting your employee.
	+ Have an open house. Invite the families for a tour to see what the spouse/parent does.
	+ Hold social activities such as family picnics, holiday parties, special events.
	+ Celebrate birthdays.
	+ Take people out to dinner to celebrate an achievement.
	+ Hold public celebrations when the company hits major milestones.

Other employee relationship strategies that impact employee retention:

* Build mentoring relationships with people to increase their emotional ties to the organization.
* Be firm and fair. Avoid second-guessing employees.
* Celebrate longevity.
* Encourage humor in the workplace.
* Focus on building individual self-esteem.
* Stick up for your people.
* Give recognition strategically and deliberately.

Ultimately, employee relationship strategies help to build a sense of family. In families, people have conflict and disagreements but they learn how to work them out. They stick together through good times and bad and support each other's growth. Families have an "all for one and one for all" mentality. It's a lot harder to leave a family than to leave somewhere where you just go to work.

**3. Employee support strategies**

Employee support strategies involve giving people the tools and equipment to get the job done. When people feel they have what they need to perform, job satisfaction increases dramatically. All employee support strategies stem from three basic principles:

* People want to excel.
* People need adequate resources to get the job done.
* People need moral and mental support from you and your managers.

Employee support strategies start with you and your managers' attitudes. Do you see employees merely as cogs in a wheel, or as valuable resources that make the company go? Do you expect high performance or mediocrity from them? Believing that people want to excel (they do!) rather than perform at minimum levels will lead you to treat them in a much more positive manner.

Information is another key area in employee support strategies. The more information you give people about what they are doing, what the company is about and why you do things the way you do, the more valuable it becomes. Help people to understand all the nuances of their jobs. Why is what they do important to the company? What are the expectations of the customer?

Let people know what is going on. Give those sales figures and some of the financials. You don't have to disclose salaries and other sensitive information, but let them see performance measurements, particularly as they affect their jobs.

Other employee support strategies include:

* Give people productive work to do.
* Provide challenges.
* Remove obstacles and barriers to getting the job done.
* Adjust jobs to fit strengths, abilities and talents.
* Keep the promises you make.
* Establish effective communication systems.
* Clearly define job responsibilities and accountabilities.
* Encourage people to take initiative.
* Encourage, recognize and reward creativity and innovation.
* Avoid micro-management.
* Reduce reporting requirements.
* When possible, offer job flexibility.

**4. Employee growth strategies**

Employee growth strategies deal with personal and professional growth. Good employees want to develop new knowledge and skills in order to improve their value in the marketplace and enhance their own self-esteem.

However, don't just "throw" education and training at your people in a random fashion. Instead, organize and structure your training so that it makes sense for the company and the individuals who work for you.

Take time to explore your employees' different needs and the best way to meet those needs. There are many ways to help your people with personal growth that not only make a difference in their lives, but bond them more closely to the organization.

Training and education can include:

* in-house curriculum for skills training and development
* outside seminars and workshops
* paying for college and continuing education
* CD/DVD, podcast and online learning
* cross-training
* having employees present workshops in their areas of expertise
* Bringing in outside experts to educate employees about subjects that affect their personal lives.

The last bullet point above offers a real opportunity for employers to differentiate themselves and have a big impact on employee retention. For example, most people own a car. Yet, how many really know how to buy car insurance? Set up a brown-bag lunch that teaches people the ins and outs of car insurance and how to get the best buy.

When you offer these kinds of learning opportunities, it sets you apart from other employers and shows that you truly care about your employees. Its one thing to provide training that helps them to do a better job because your company benefits from it. It's another thing altogether to offer education on how employees can improve their lives. They don't expect that. It shows that you care about them as people, not just as workers who can make money for you.

Other recommended employee support strategies include:

* Establish a learning culture.
* Create individual learning plans.
* Encourage people to join professional and trade associations.
* Invest in career planning.
* Operate a corporate mentoring programme.
* Provide incentives for learning.
* Take advantage of internet learning.

**5. Employee compensation strategies**

Effective employee compensation strategies stem from one fundamental principle: money alone will not retain most employees. In the old days, companies essentially paid people for their time. Today, more and more companies pay for performance – in every position, not just sales. To retain employees, your compensation plan needs to incorporate this trend.

Pay-for-performance plans come in a variety of shapes and sizes, but they all involve two basic activities: defining the job and checking performance against expectations.

When people exceed expectations, give them a bonus. It helps to lay the plan out ahead of time so that employees understand your expectations and know what they have to do to get the bonus. But make sure you base it on predefined profit goals, so that you don't pay out if the company doesn't make money.

If you're not offering some type of incentive or pay-for-performance plan, you're putting your company at a terrible disadvantage.

Smart employers use a variety of hard (monetary) and soft (non-monetary) employee compensation strategies to make it difficult for other companies to steal their people away. These include:

* Discuss total employee compensation (salary, benefits, bonuses, training, etc.).
* Design reward systems to stimulate employee involvement.
* Use flexible employee benefits to respond to a changing workforce.
* Offer stock options.
* Offer time off, sabbaticals and other forms of non-financial employee compensation.
* Provide childcare and/or eldercare.
* Provide employee assistance programs.
* Arrange for discounts on purchases.
* Arrange for professional services.
* Fund fitness club memberships.

Keep in mind that employee compensation constitutes only one piece of the puzzle. If all the other pieces – the environmental, relationship, support and growth strategies – don't fit together into one interlocking whole, you won't be able to pay people enough to work for you.

In today's market, employees have control. They say: "You're lucky to have me working for you." If you don't believe that and treat them accordingly, they will quickly find another employer who will. That's why you need to have all five of these employee retention strategies in place.

**Engagement Tools for Curbing Attrition**

In today's scenario Attrition has become the most dangerous alarm to all HR employees' ears and Organization is facing troubles to fight it out. Suggested Retention Tools for curbing attrition to a great extent are submitted herewith. These need not be brainstormed and implementation strategy should be worked out immediately.

**1. Offer Compensation (Attractive and Competetive):**

Fair compensation alone does not guarantee employee loyalty, but offering below-market salaries makes it much more likely that employees will look for greener pastures.

* Use of Industry Surveys and other data tools to stay informed on wage trends.
* To benefit both company and employees, tie increased one time performance pay to meeting specific goals aligned with business objectives.
* Collect data from exit interviews to document trends from your departing employees, and then use this data to make a business case for increasing salaries across the board.
* Go for Employee Engagement Surveys / ESS, to find out what perks, benefits and forms of compensation other than money will help keep them motivated.
* Let employees decide their own compensation package / reimbursements once the quantum is fixed.
* Pay Exception is a procedure at FedEx, which allows managers to recommend and give exceptional pay increases to their highly performing employees when it is not covered by normal policy.
1. **Benefits need to be Quantified and Qualitative:**

 Although benefits are not a key reason why employees stick with a company, the benefits you offer can't be markedly worse than those offered by your competitors and like minded industries.

* Group Medi-claim Insurance Scheme and Personal Health Care (Regular medical check-ups)
* Corporate Credit Cards and Discount Coupons
* Cellular Phone / Laptop and other latest technology on-board
* Interest free loans for higher educations
* Performance based quarterly incentives
* Flexi-time and Flexible Salary Benefits
* Wedding Day and Birthday Gift
* NTPC Limited has social security systems for their employees with high level of commitments and a unique culture of celebrating all their achievements. \*
1. **Train your Front Line Managers and Administrators:**

 It can't be said repeatedly that people stay or leave because of their bosses and not the companies. Make sure your managers aren't driving technologists away. Harp upon the competencies and substantially invest in human capital irrespective of ROI.

* Improve managers' leadership, communication and interpersonal skills through coaching, training and feedback. Rate these key skills in their evaluations, and tie compensation to performance.
* Create a safe environment and process for employees to bring up concerns with their managers.
* In Whirlpool Appliances , there are highly selective leadership development mentor programs. Managers selected to participate as mentors go through a rigorous selection process and are then monitored closely to ensure that only managers who consistently produce results remain in the program. \*
1. **Role and responsibilities need to be Dovetailed:**

Make sure your employees know what is expected of them every day, every month and every year, what types of decisions they are allowed to make on their own, and to whom they are supposed to report.

* Provide clear vision, brawny and consistent communication, teamwork and respect for human capital' efforts.
* Share the company vision/mission clearly and regularly.
* Collaborate, communicate and listen. Contented employees achieve amazing things.
* Eli Lilly & Co.( India ) Pvt. Ltd has a Red Book on Code of Business Conduct which provides standards for conducting business consistent with the company's legal obligations, global policies and core values. Employees are taken through the corporate values, vision and mission and Red Book. There is a structured training program on the Red Book and the employees are required to sign the Responsibility Statement of the Red Book to certify that they agree to comply with the principles and values. \*
1. **Enhancement, Advancement and progressive opportunities:**

 To foster employee loyalty, implement a career ladder and make sure employees know what they must do to earn and go in for progression. A clear professional development plan gives employees an incentive to stick around. Do away with you Performance Management System if it has turned to NOVA (Non Value Added Activity) and go in for instant performance rewards. Think! Think out of the box!

* Assess employee's performance against the focus area's set in their performance agreement for the appraisal year and improves their proficiency.
* Provide an opportunity to the employees to express their views or to seek further clarification on their performance.
* Identify potential of employees and to develop them for future roles.
* Reward them appropriately.
* Generate data for career planning and succession planning.
* Computer Sciences Corporation India (P) Ltd in the sabbatical policy, not only does the Company pays for the fees of higher qualifications being acquired by any employee, any break in service for acquiring higher qualifications is treated as work experience for the purpose of determining seniority within the Organization, and there is an assured job for the employees after completion of his/her course. \*
1. **Offer Retention Bonus:**

Employee longevity typically is rewarded with an annual raise and mandatory vacation time after three, five or ten years. But why not offer other seniority-based rewards such as a paid membership in the employee's professional association after one year, a paid membership to a local gymnasium and clubs after two years, and full reimbursement for the cost of the employee's formal dress.

* Build a high degree of recognition value into every reward you offer. Reduce entitlements and link as many rewards as possible to performance.
* Troubleshoot your reward system to make sure that what it is rewarding is what you really want to happen.
* Give employees a choice of rewards.
* Increase the longevity of your rewards
* Intel Technologies has cash bonus plans and performance based bonuses for employees. \*
1. **Strategies should have defined Process Owner:**

Measure your turnover rate and identify a process owner responsible for containing it. If customer returns, in-house rejections and non-confirming products can have a process owner as a countermeasure why not a process owner for implementation of retention strategies? Think better, think bigger, think brighter, think broader, think bolder, think positive and set higher audacious goals.

* The ability of the employee to speak his or her mind freely within the organization is another key factor in employee retention. If so, employees offer ideas, feel free to criticize and commit to continuous improvement. If not, they bite their tongues or find themselves constantly "in trouble" - until they leave. \*
1. **Employee Engagement Practices:**

You won't know what's wrong... or what's right … unless you practice. To check the pulse of your organization, conduct employee satisfaction surveys on a regular basis. Go in for its analysis and implementation.

* One idea: Ask employees what they want more of and what they want less of
* Capture Voice of Employees
* Value addition in terms of ASKPT (Attitude, Skills, Knowledge, Practices, and Trust) has to be the end product.
* Stay Interviews and its implementation, call back your employees and ensure ombudsmen concept.
* From the very beginning, Mindtree Consulting has been active in its social responsibilities. Infact, MindTree has identified social responsibility as one of its core values and therefore, regularly encourages it in the organization. It has adopted an old age home and a home for children of Sri Lankan refugees in Bangalore . Every third Saturday, MindTree Minds visit these places and spend half a day with the inmates there. \*
1. **Teamwork and Cross functional Teams:**

It takes effort to build an effective team, but the result is greater productivity, better use of resources, improved customer service and increased morale. Give great emphasis on cross functional approach as it endorses acceptance and accountability.

* Make sure everyone understands the department's purpose, mission or goal.
* Encourage discussion, participation and the sharing of ideas.
* Rotate leadership responsibilities depending on your employees' abilities and the needs of the team.
* Involve employees in decisions; ask them to help make decisions through consensus and collaboration.
* Encourage team members to show appreciation to their colleagues for superior performance or achievement.
* Sapient Corporation has a practice known as "Team Storming". When a team (project team or an internal team) has worked very hard, teams from across the office get together and storm the team with a 'goodies' basket to recognize the team and lift their morale. \*
1. **Paper less Organization:**

If your high performers and technologists spend nearly as much time filling out paperwork, it's time for a change. Convert paperwork to an electronic format; and hire non- tech administrative staff to take over as much of the paperwork burden as is allowed under legal or regulatory restrictions.

* Intranet facility
* Centralized servers for data storage
1. **Fun is Must:**

Celebrate successes and recognize when milestones are reached. Buffet lunches, birthday parties, employee picnics and creative contests will help remind people why an organization is a great place to work.

* The companies organizes cultural program as and when possible but most of the times, once in a quarter, in which all the employees are given an opportunity to display their talents in dramatics, singing, acting, dancing and sports programs such as Cricket, football, etc
* Fun elements at work like Parties, bashes, outings, picnics at Aztec Software & Technology Services Ltd and De-motivation to work on holidays by Phillips India are few good illustrations. \*
1. **Assignments for Job enrichment:**

Identify your employees' talents and then encourage them to stretch their abilities into new areas. You have to have a great mentor or mentors. A variety of challenging assignments helps keep the organization stimulating. Lay emphasis on stretch Key Result Areas.

* Employees today want more than just a job. They want to contribute to the big picture and help the company sustain it through the tough times. Provide challenging and meaningful work assignments that stimulate them.
* When employees feel bored, their motivation declines and they lose focus on how their work fits into the big picture.
* Delegate meaningful work whenever possible so employees can learn something new and feel challenged. Additionally, provide regular development and learning opportunities.
* Johnson & Johnson conducts a Strategic Roadmap Meeting which is a large-scale interactive process (LSIP) of communicating with employees and getting their buy-in on the strategic goals set by the company. This is a theme based motivational event. \*
	1. **Employee Satisfaction**

Employee attitudes typically reflect the moral of the company. In areas of customer service and sales, happy employees are extremely important because they represent the company to the public. Satisfaction, however, is not linked solely to compensation. Sure, a raise or benefits will probably improve employee contentment, at least temporarily, but small, inexpensive changes can have a long-term impact.

Zappos.com CEO Tony Hsieh's book [Delivering Happiness](http://www.deliveringhappiness.com/) suggests that employers should follow the science of happiness. The book stresses the importance of happy employees. Since the publication of this New York Times Best Seller, Hsieh has expanded his message from to a bus tour to an entire movement.

On her [happiness project blog](http://www.happiness-project.com/happiness_project/2007/06/how_employers_c.html), Gretchen Rubin, author of [The Happiness Project](http://www.amazon.com/Happiness-Project-Morning-Aristotle-Generally/dp/tags-on-product/0061583251), identifies seven areas to improve happiness in the workplace. While employees can tweak their habits to improve happiness, employers can also make small changes to the seven categories. A little bit of effort can lead to happy, efficient, and loyal employees.



**Ways to Improve Employee Satisfaction:**

1. **Give Employees More Control**
"Happiness is affected by [employee's] sense of control over their lives," says Rubin. Employers should look for ways to give employees more control over their schedules, environment, and/or work habits. For instance, employers could offer alternative work schedules such as flextime or telecommuting. Today's employees have demanding schedules outside of work, and many workers appreciate a boss who considers work-life balance. Because every person's obligations outside of work are different, customized schedules are a great way to improve employee satisfaction.

Employers should also encourage employees to customize their workstations. This could include décor and/or equipment. This not only gives employees control over their work environments, but it can ease personal barriers such as back pain or eyestrain. In addition, studies show that certain colors or décor can improve happiness. Employees will be able to create a place they enjoy working in rather than being stuck in a bland office cubicle.

Another way to give employees a sense of control is to create employee-driven competitions such as sales competitions. These activities put employees in control of their success. Each employee can set personal goals, and they will feel a sense of accomplishment rather than obligation.
2. **Ease Commuting Stress**
According to the [U.S. Census Bureau](http://www.census.gov/population/www/socdemo/journey.html), 86.5% of workers over the age of 16 drive to work, whether carpooling or driving alone. "Bad commutes are a major source of unhappiness. People feel frustrated, powerless, and stressed," states Rubin.

Employers should consider ways to decrease commuting stress. For instance, employers could stagger work times to avoid heavy traffic. Review beginning and ending times and determine if the specific times or the amount of people arriving at each time can be adjusted. In addition, review late arrival policies. If employees are severely reprimanded for arriving late, they will be much more stressed during a bad commute and will arrive at the office miserable.

Another possibility is to offer telecommuting options. This eliminates the necessity of commuting and allows employees to work where they are most comfortable. Telecommuting also has a variety of benefits for the employer such as reduced costs.
3. **Stop Wasting Time**
Tight deadlines are another major sources of stress for many employees. Employers can ease this stress by freeing up more time. For instance, employers can make meetings shorter and more efficient. Consider tricks that sound silly but are actually effective such as having a meeting with no chairs. People will be more likely to stick to the necessary agenda when they have to stand the entire meeting.

Whenever possible, substitute conference calls for meetings. To reduce unnecessary chitchat, make calls before lunchtime or at the end of the day. People will want to cut to the chase, so they can go to lunch or get home.

Another idea is to create organizational systems that improve efficiency. Clutter and confusion are major time zappers. Organized offices and systems ease stress, save time, and increase productivity.
4. **Encourage Social Connections**
Socialization is a key component of happiness. "Interacting with others gives people a boost in mood – surprisingly, this is true even for introverts," writes Rubin.
Employers should find ways to encourage social relations. Consider an office arrangement that fosters communication. Arrange workstations so employees can see each other and talk.
Employers can also encourage office celebrations for holidays and birthdays. These celebrations do not need to be expensive. It can be as simple as asking everyone to bring in a covered dish. Even when there is no reason to celebrate, encourage employees to eat lunch together. Provide a comfortable eating area.
Socialization is not limited to office hours. Encourage out of office socialization such as volunteer programs. This gives employees a change to develop relationships outside of the office while promoting the company in a positive way. Community service is a great way to build a positive reputation, and it is a happiness booster for employees.

"Those who work to further causes they value tend to be happier and healthier, experience fewer aches and pains, and even live longer," says Rubin.

**Chapter 2**

**Literature Review**

**What is Employee Engagement and why does it matter?**

**Employee engagement**, also called **worker engagement**, is a [business management](http://en.wikipedia.org/wiki/Business_management) concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their [work](http://en.wikipedia.org/wiki/Wage_labour), and thus will act in a way that furthers their [organization](http://en.wikipedia.org/wiki/Organization)'s interests. According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform is at work". Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture. **Employee engagement** was described in the academic literature by Schmidt et al. (1993).

 A modernized version of job satisfaction, Schmidt et al.'s influential definition of engagement was "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention." This integrates the classic constructs of job satisfaction (Smith et al., 1969), and organizational commitment (Meyer & Allen, 1991). Harter and Schmidt's (2003) most recent meta-analysis can be useful for understanding the impact of engagement. The opposite of employee engagement is a zombie employee. A zombie employee is a disengaged employee that will stumble around the office, lower morale and cost the company money.

Employee engagement is derived from studies of morale or a group's willingness to accomplish organizational objectives which began in the 1920s. The value of morale to organizations was matured by US Army researchers during WWII to predict unity of effort and attitudinal battle-readiness before combat. In the postwar mass production society that required unity of effort in execution, (group) morale scores were used as predictors of speed, quality and militancy.

With the advent of the knowledge worker and emphasis on individual talent management (stars), a term was needed to describe an individual's emotional attachment to the organization, fellow associates and the job. Thus the birth of the term "employee engagement", which is an emotional phenomenon.

More recently employee engagement has become an area of focus within organizations for the purpose of retention as a means of avoiding expensive employee replacement costs resulting from staff who voluntarily quit their jobs.According to SHRM (Society of Human Resource Management) the cost of replacing one $8 per hour employee can exceed $3,500, which gives companies a strong financial incentive to maintain their existing staff members through strong employee engagement practices.

**Employee Retention**

**Employee retention** refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome.

In a [Business](http://en.wikipedia.org/wiki/Business) setting, the goal of employers is usually to decrease [employee turnover](http://en.wikipedia.org/wiki/Turnover_%28employment%29), thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key [organizational behavior](http://en.wikipedia.org/wiki/Positive_organizational_behavior) concepts employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees who they consider to be high performers.

**Herzberg’s theory and its relation to retention**

An alternative motivation theory to Maslow’s Hierarchy of Needs is the [Motivator-Hygiene](http://en.wikipedia.org/wiki/Two-factor_theory) (Herzberg’s) theory. The theories have overlap, but the fundamental nature of each model differs. While Maslow’s Hierarchy implies the addition or removal of the same need stimuli will enhance or detract from the employee’s satisfaction, Herzberg’s findings indicate that factors garnering job satisfaction are separate from factors leading to poor job satisfaction and employee turnover.

Herzberg’s system of needs is segmented into motivators and hygiene factors. Like Maslow’s Hierarchy, motivators are often unexpected bonuses that foster the desire to excel. Hygiene factors include expected conditions that if missing will create dissatisfaction. Examples of hygiene factors include bathrooms, lighting, and the appropriate tools for a given job. Employers must utilize positive reinforcement methods while maintaining expected hygiene factors to maximize employee satisfaction and minimize retention.

**Employee Satisfaction: Scope and Influencing Factors**

No company can achieve its goals if it does not have the right set of employees. The employees in a company largely determine the success of the company. This is the reason why companies put in extensive efforts in choosing candidates for their company. Most of the times, skills and knowledge of the employee is considered to gauge his performance in the company. One factor that is being overlooked by most of the company owners is employee satisfaction.

Various surveys and researches have shown that employee satisfaction plays a pivotal role in performance of the candidate. If any company wants to draw out the best from its employees then it should provide best means to satisfy the need and requirements of its customers. Before one can know various ways to facilitate employee satisfaction, it is essential to understand what does it actually mean. Employee satisfaction is the term used to describe a situation when employees are satisfied and contented with his job and the office environment.

 **Importance of Employee Satisfaction**

 Employee Satisfaction is of utmost importance in any organization be it small or large. Thinking that employee satisfaction is important only for the employee then it is not right. It is equally important for the organization for which the employee is working as well. The following points will show the importance of employee satisfaction easily.

**In light of the organization:**

* It enhances employee retention and the company does not need to train employees repeatedly.
* The overall productivity of the company is increased and it assists in achieving the goals of the company.
* When employees are satisfied with their job they deal with customers in a better manner and thus customer satisfaction is achieved to great extent.
* It helps the company in getting better services and products from its employees.
* Money spent on training new candidates and recruitment of new candidates can be saved extensively.

**In light of the employee:**

* When the employee gets satisfactory services from the company initially, he tends to believe that same treatment would be offered in long run.
* Employee would start taking interest in his work instead of worrying about other issues.
* Employee starts feeling a sense of responsibility towards the organization.
* He deals with customers in a better way and builds strong relations with them.
* They would try to produce better results in order to get appreciation from the company.

**Factors Influencing Employee Satisfaction**

Various factors exist in an organization that contributes to area of employee satisfaction. Following are listed factors affecting employee satisfaction. They are:-

* The brand name of the organisation is of utmost importance to the employees and it is considered when employee satisfaction is considered
* The aims and objectives of the organisation where an employee works are likely to affect employee satisfaction.
* Salary and wage is one of the most important factors behind employee satisfaction. The salary should always be in accordance to the position of the employee in the company.
* Rewards and penalties are other important things that affect level of satisfaction of an employee in his job.
* The kind of treatment given by the supervisor to the employee largely determines his satisfaction level. It is always desired to treat employees in a good manner.
* Working methods of the organization determines the satisfactory level of an employee. It is true that every organization has its own working methods but some freedom should also be given to the employees.
* It is essential to check that the personality of the employee matches the type of job being allotted to him.
* Expectations of the employee should also be in accordance to the level of organization in which he or she is working.

**Improving Employee Satisfaction**

If some organization does not see employee satisfaction amongst its employees then there is nothing to be worried about. By following some steps, the organization can improve employee satisfaction. One of the best possible ways is to conduct a feedback program. During this program, the organization should take feedback from the employees so that they can know what the requirements of the employees are and what exactly they are getting in the organization.

**Chapter 3**

**Research Methodology**

**Introduction:**

It is a well known fact that the most important step in making a report is research process which is to define the problem. Choose for investigation, because a problem well-defined is half solved. That was the reason that at most care was taken while defining various parameters of the problem. After giving through brain storming session, objectives were selected.

**Managerial Usefulness of the Study:**

The Employee Engagement and Retention process gets stuck in the gap between organizational policies and procedures that support engagement and retention, and the everyday work life and behaviors of employees in terms of their satisfaction level.

A detailed study on the various Employee engagement and retention strategies adopted by Sample companies was conducted keeping in mind the overall objectives. The resultant satisfaction level was analyzed by determining the extent of penetration level that these policies and practices have in terms of satisfaction level of employees.

**Design of Study**

* STATEMENT OF PROBLEM

The survey was conducted across various organizations to analyze the various employee engagement, retention and satisfaction practices adopted by them and compare it within the sample and conducting a gap analysis amongst them from both organizational perspective and employee perspective.

* METHOD OF DATA COLLECTION

The data was collected from the HR Professionals and employees of different organizations by adopting the method of Questionnaire/Survey.

**Data Collection**:

Research included has been gathering by both primary and secondary data. .

1. Primary Data:

Primary data is the firsthand data, which are selected a fresh and thus happen to be original in character. Primary data was collected through survey method by distributing questionnaire to various HR’s and the regular employees of different organizations. The questionnaire was carefully designed by taking into the account the parameters of the study.

1. Secondary Data

Secondary data are those which have been collected by someone else and which already have been passed through statistical process. The data regarding the organizations and their practices of Employee Engagement, Retention and Satisfaction was collected from the company websites, booklets, websites, newspaper articles, case studies, white papers, and portals.

* SAMPLING UNIT

This refers of the number of items that were selected for the surveys. For this study 27 organizations were chosen randomly.

* STATISTICAL METHOD USED

The main statistical tools used for the collection and analyses of data in this Project are:

* Questionnaire
* Pie Charts
* Tables
* SPSS
* PERIODIC STUDY

The time period allowed to the researcher in carrying out the project study entitled " To critically evaluate and understand the various employee engagement, retention and satisfaction practices being followed across organizations and understanding the gaps lying in between” was 6 months and all the information collected has been done so with in its stipulated time.

3.2. Research Methodology

The primary objective of my project was to critically evaluate and understand the various employee engagement, retention and satisfaction practices being followed across organizations and understanding the gaps lying in between. To achieve this objective a sample consisting of HR Professionals and employees of various organizations was studied.

The answer was tabulated and the results were presented in the form of table and charts Questionnaires were given to management staff to know their opinion. Before preparing the questionnaires, discussion about the viability of the study was done and upon their consent the sample data was collected. Thus the questionnaires were confined to the subject.

* QUESTIONNAIRE METHOD

A detailed questionnaire was prepared on the basis of various common strategies adopted by corporate.

The questionnaire is designed in order to come out with effective solutions for the various employee engagement and retention strategies being followed across the organizations. Data was collected from various other sources like references and range of employees in the organizations.

* SAMPLING TECHNIQUE

The sampling procedure employed for this project was a convenience sampling technique in which elements are based on the judgment and proximity of researcher towards the sampling units.

* STATISTICAL ANALYSIS

Information collected was classified and tabulated for further analysis. Calculations were done for the interpretation of the data like averages. The report covers the overall data and tables on which the project has been carried out.

* SOFTWARE TOOLS USED FOR THE DATA ANALYSIS

The software tool used for data analysis is MS WORD, MS EXCEL and SPSS.

* SAMPLING AREA

PAN India

**Chapter 4**

**Case Study**

**4.1. Introduction to the Case**

A questionnaire was prepared initially and based upon that various HR leaders across the industry were contacted to gather information related to what they are doing in context with Employee Engagement & Retention. Also, the satisfaction level of employees working in the same organisations was judged based on another questionnaire and gap analysis was done based on the effectiveness of those practices and their penetration Level.

The Questionnaire’s are attached at the end of this report, which can be referenced easily.

**4.2. Research Methodology (Primary Research -> Organization Wide)**

• **Descriptive Research -> Qualitative (Ethnography/ Case Study):-** Detailed descriptions of activities/practices followed using interviews, observations, document review. It basically involves Describing things as they are, without any judgments and modifications.

• Sample Size -> 27

• Sampling Technique -> Convenience Sampling

**Convenience Sampling** - Sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.

**4.3. Participating Companies**



Fig 4.1

* 1. **Description of Companies:-**

|  |  |
| --- | --- |
| Name of Organisation | Type of Organisation |
| Mancer Consulting Services Pvt Ltd. | **Human Capital Consulting Firm** |
| Kosher beverages | **Packaging & Manufacturing Firm** |
| ABC Consultants | **Management Consultancy** |
| SGN Solutions | **IT Services and Solutions** |
| IBM | **IT Company** |
| HDFC Life | **Insurance Company** |
| G-Cube Webwide Software Pvt Ltd. | **IT Company** |
| Hewlett Packard | **IT Company** |
| Hughes Systique | **IT Company** |
| Progressive Digital Media | **Digital Advertising Company** |
| CSC | **IT Company** |
| Siemens Ltd | **Infrastructure and Manufacturing Firm** |
| Infosys Ltd. | **IT Company** |
| SBG (Saudi Binladin Group) | **Multi National Construction Conglomerate** |
| Web Chutney | **Digital Advertising Company** |
| Confidential | **Employment Consulting and Recruiting Firm** |
| Lawrence & Mayo India Pvt Ltd. | **Manufacturer and Trader of Nautical Service Equipment** |
| SysMind LLC | **Human Capital Management Services** |
| World Window Group | **Infrastructure and Logistics Company** |
| Eye Q Vision India | **Super specialty Eye care products** |
| DLF Pramerica Life Insurance Co Ltd. | **Insurance Company** |
| PWC india | **Financial Auditing Company** |
| Nokia Seimens Network | **Mobile broadband and Mobile Services** |
| Oyster Learning | **Student Engagement Platform** |
| Adobe Systems | **Software and Services**  |
| Snapdeal | **E-Commerce (Offers and deals)** |
| JDA Software | **Supply chain management Software and Services** |

**Table 4.1: Description of the Companies**

**4.5. Data Collection:-**

Two different types of data were targeted, while doing this research. Primary Data Collection was done using Interviews and questionnaire in the form of survey which was sent across 27 different target companies in the sample.
Also, Secondary research was also done based on certain case studies, newspaper Articles, and White papers.

Fig 4.3

* 1. **Data Analysis and Interpretation:-**

**Questionnaire prepared for the HR Professionals of Organizations:-**

1. The organisation provides employees with formal job training, either on or off the premises

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **1** |
| Disagree | 2 | **2** |
| Neutral | 3 | **2** |
| Agree | 4 | **4** |
| Strongly Agree | 5 | **18** |

1. Pay raises for employees in the organisation are based on job performance

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **0** |
| Disagree | 2 | **0** |
| Neutral | 3 | **4** |
| Agree | 4 | **14** |
| Strongly Agree | 5 | **9** |

1. Non managerial employees in the organisation have the opportunity to earn individual bonuses (or commissions) for their performance

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **1** |
| Disagree | 2 | **3** |
| Neutral | 3 | **9** |
| Agree | 4 | **7** |
| Strongly Agree | 5 | **7** |

1. Employee merit is the basis for promotion rather than seniority

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **1** |
| Disagree | 2 | **1** |
| Neutral | 3 | **4** |
| Agree | 4 | **11** |
| Strongly Agree | 5 | **10** |

1. Employees in this organisation regularly (at least once a year) receive a formal evaluation of their performance

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **0** |
| Disagree | 2 | **0** |
| Neutral | 3 | **3** |
| Agree | 4 | **8** |
| Strongly Agree | 5 | **16** |

1. Employees are provided feedback of performance evaluation results

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **0** |
| Disagree | 2 | **0** |
| Neutral | 3 | **2** |
| Agree | 4 | **10** |
| Strongly Agree | 5 | **15** |

1. The supervisor does the performance evaluation himself

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **2** |
| Disagree | 2 | **0** |
| Neutral | 3 | **3** |
| Agree | 4 | **11** |
| Strongly Agree | 5 | **11** |

1. Employees in this organisation are involved in formal participation processes such as problem-solving groups and decision making

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **0** |
| Disagree | 2 | **1** |
| Neutral | 3 | **8** |
| Agree | 4 | **11** |
| Strongly Agree | 5 | **7** |

1. There is a formal procedure for resolving disputes/grievances between employees and their supervisors or co-workers

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | **0** |
| Disagree | 2 | **5** |
| Neutral | 3 | **3** |
| Agree | 4 | **6** |
| Strongly Agree | 5 | **13** |

1. Why do you believe that your organisation is a good place to work?

|  |  |  |
| --- | --- | --- |
| Response Given | Number of Responses ( Out of 27) | Percentage of Responses |
| Diversity | 14 | 51.85% |
| Commitment to Organisation’s mission/education | 16 | 59.26% |
| Prestige and reputation of working in a large organisation | 16 | 59.26% |
| Positive interactions with colleagues and supervisors | 21 | 77.78% |
| Opportunities, such as flexibility, benefits, salary, location, advancement, and job security | 18 | 66.67% |
| Others | 0 | 0.00% |

1. What do you think your organisation could do better to welcome new staff and ease their transition to working here and also to assist the initial transition?

|  |  |  |
| --- | --- | --- |
| Response Given | Number of Responses ( Out of 27) | Percentage of Responses |
| Formal new employee orientation and training program | 9 | 33.33% |
| Formal mentor-ship programs | 12 | 44.44% |
| Better training materials e.g. handbooks and manuals | 9 | 33.33% |
| Organisation wide orientation to build community and support the new cohort of employees | 10 | 37.04% |
| Provide overview of entire Organisational community | 8 | 29.63% |
| Create a buddy system | 13 | 48.15% |
| Provide guidance for professional development | 6 | 22.22% |
| Create a cross organization orientation for like departments, so staff can understand the flow of their work from one department to another | 12 | 44.44% |

1. What can your organisation do to keep the employees happy and make them feel a sense of growth in current professional position?

|  |  |  |
| --- | --- | --- |
| Response Given | Number of Responses ( Out of 27) | Percentage of Responses |
| Mentoring program | 8 | 29.63% |
| Constructive performance planning and evaluation process | 15 | 55.56% |
| Organisational training | 4 | 14.81% |
| Salary equity for long term employees and when duties are increased | 16 | 59.26% |
| Increase professional opportunities | 16 | 59.26% |
| Acknowledge recognition for job well done and increased responsibility | 10 | 37.04% |

1. What are some examples that your organisation is following to improve employee relationship with their supervisor?

|  |  |  |
| --- | --- | --- |
| Response Given | Number of Responses ( Out of 27) | Percentage of Responses |
| Better and more communication between supervisor and employee with clear statement of expectations | 19 | 70.37% |
| Training for supervisor on providing constructive feedback | 15 | 55.56% |
| Training for supervisor on creating a useful performance plan | 13 | 48.15% |
| Increased time with and availability of supervisor | 13 | 48.15% |
| Respect, support, and recognition from supervisor | 11 | 40.74% |

1. What is your organization doing in order to retain employees?

The answer to this question had a subjective viewpoint and some of the relevant answers as stated by the Hr professionals are as under:-

* An unbiased environment where everyone is treated equally and the company keeps a very open gates for suggestions and improvements for all (SGN Solutions)
* Building good relationships with employees, providing them with good compensation packages according to their performance, Profit sharing with top level management, flexible timings, limited work load (IBM)
* Best compensations as per industry standards (HDFC Life)
* Salary benchmarking activities + CSR activities etc.(Hewlett Packard)
* Flow of communication from the lower levels to the upper echleons of management is encouraged to understand the issues faced by employees and resolve them at the earliest possible. (Progressive Digital Media)

**Questionnaire prepared for the employees of the Organization**

1. Age

|  |  |
| --- | --- |
| Under 21 | 2 |
| 21-30 | 22 |
| 31-40 | 3 |
| Over 40 | 0 |

1. Gender

|  |  |
| --- | --- |
| Male | 14 |
| Female | 13 |

1. Marital Status

|  |  |
| --- | --- |
| Married | 7 |
| Unmarried | 20 |

1. What is your highest Qualification?

|  |  |
| --- | --- |
| 10 + 2 | 2 |
| Graduate | 15 |
| Post Graduate | 10 |
| Doctorate | 0 |

1. How long have you worked for your present company?

|  |  |
| --- | --- |
| Less than One Year | 6 |
| 1-2 Years | 17 |
| 3-5 Years | 4 |
| 5-10 Years | 0 |
| More than 10 Years | 0 |

1. I am happy with assistance given by the organisation in terms of money, leave, subscriptions

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 6 |
| Neutral | 3 | 14 |
| Agree | 4 | 7 |
| Strongly Agree | 5 | 0 |

1. The organization provides comfortable working environment (space, light, seating arrangement, air condition ,etc)

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 1 |
| Neutral | 3 | 6 |
| Agree | 4 | 19 |
| Strongly Agree | 5 | 1 |

1. I am satisfied with the value of increment in pay

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 1 |
| Neutral | 3 | 6 |
| Agree | 4 | 19 |
| Strongly Agree | 5 | 1 |

1. I feel I am valued at my organisation

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 2 |
| Neutral | 3 | 11 |
| Agree | 4 | 14 |
| Strongly Agree | 5 | 0 |

1. The organisation gives enough recognition for well done work

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 4 |
| Neutral | 3 | 11 |
| Agree | 4 | 11 |
| Strongly Agree | 5 | 1 |

1. I am happy with my salary

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 1 |
| Disagree | 2 | 14 |
| Neutral | 3 | 11 |
| Agree | 4 | 1 |
| Strongly Agree | 5 | 0 |

1. Sick leave policy is satisfactory

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 7 |
| Neutral | 3 | 17 |
| Agree | 4 | 3 |
| Strongly Agree | 5 | 0 |

1. I really care about the fate of this Organisation

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 1 |
| Neutral | 3 | 11 |
| Agree | 4 | 15 |
| Strongly Agree | 5 | 0 |

1. I talk of this organisation to my friends as a great place to work

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 3 |
| Neutral | 3 | 11 |
| Agree | 4 | 13 |
| Strongly Agree | 5 | 0 |

1. I feel very little loyalty to this organisation

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 2 |
| Disagree | 2 | 13 |
| Neutral | 3 | 8 |
| Agree | 4 | 4 |
| Strongly Agree | 5 | 0 |

1. I find that my values and the organisation’s value are very similar

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 0 |
| Neutral | 3 | 15 |
| Agree | 4 | 12 |
| Strongly Agree | 5 | 0 |

1. I do not have any intention to resign from the organisation within a shorter time

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 2 |
| Disagree | 2 | 4 |
| Neutral | 3 | 4 |
| Agree | 4 | 13 |
| Strongly Agree | 5 | 4 |

1. This is the best of all possible organizations for work

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 6 |
| Neutral | 3 | 12 |
| Agree | 4 | 9 |
| Strongly Agree | 5 | 0 |

1. I am not fed up with working in this organisation

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 6 |
| Neutral | 3 | 12 |
| Agree | 4 | 9 |
| Strongly Agree | 5 | 0 |

1. I feel comfortable expressing my views/ suggestions at meetings and town halls

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 5 |
| Disagree | 2 | 9 |
| Neutral | 3 | 9 |
| Agree | 4 | 4 |
| Strongly Agree | 5 | 0 |

1. Employees in this organisation are involved in formal participation processes such as problem-solving groups, decision making

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 8 |
| Neutral | 3 | 11 |
| Agree | 4 | 8 |
| Strongly Agree | 5 | 0 |

1. My supervisor handles my work-related issues satisfactorily

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 3 |
| Neutral | 3 | 8 |
| Agree | 4 | 15 |
| Strongly Agree | 5 | 1 |

1. My supervisor is available to me when I have questions or need help

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 4 |
| Neutral | 3 | 6 |
| Agree | 4 | 15 |
| Strongly Agree | 5 | 2 |

1. There is a formal & written performance Appraisal system and it is fair

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 1 |
| Neutral | 3 | 5 |
| Agree | 4 | 19 |
| Strongly Agree | 5 | 2 |

1. I receive feedback of performance evaluation results about myself

|  |  |  |
| --- | --- | --- |
| Strongly Disagree | 1 | 0 |
| Disagree | 2 | 6 |
| Neutral | 3 | 12 |
| Agree | 4 | 9 |
| Strongly Agree | 5 | 0 |

1. I will leave this organisation for the following reasons:-

|  |  |
| --- | --- |
| Response Given | Number of Responses (Out of 27) |
| Better Profile | 14 |
| Better Pay Package | 11 |
| Better Location and Indirect benefits (Cab facility, ESOP’s, Meals etc.) | 2 |
| Others | 0 |

* 1. **Findings and Conclusion:-**

Based on the overall research that was done, the main finding and concluding point was that there is a huge gap in between the organisational effort in terms of policies and practices developed for Employee Engagement and Retention and the employee perception in terms of their overall satisfaction level.

**Positive Aspects:-**

* Most of the employees are happy with the organisational assistance in terms of Loans (Car, Housing etc), with maximum stating either “Agree” or “Neutral” as their responses.
* Most of the employees feel that their supervisor is available for them when needed and offers appreciable amount of help
* Most of the employees feel that there exists a formal Performance Appraisal System with maximum responses being “Agree” or “Strongly Agree”.
* Maximum Employees feel that there exists a strong match between their own values and the Organizational Values.

**Negative Aspects:-**

* Even though the organisation is providing good organisational environment in terms of seating arrangement, space, light air conditioning etc. Most of the employees have either stated “Disagree” or “Neutral” when asked if they were happy with their salary and increments.
* Most of the employees are not happy with the sick leave policy, with maximum responses either being “Disagree” or “Neutral”.
* Most of the employees don’t feel appreciated in their organizations and their overall commitment level is also low.
* Employees don’t want to resign any time soon from their respective organizations. (Reason may be because of lack of jobs and opportunities)
* Most of the employees don’t feel comfortable in expressing their views during town halls and meetings.
* Also, Employees in the organizations are not involved in the problem solving and high level Decision making processes.

**Chapter 5**

**Bibliography**

1. AHRI, 2010, people@work/2020, The Future of Work and the Changing Workplace: Challenges and Issues for Australian HR Practitioners
2. Barbuto, J & Gifford, G, 2008, Examining sex differences of the servant leadership dimensions: An analysis of the agentic and communal properties of the servant leadership questionnaire, University of Nebraska-Lincoln
3. Barret, M & Davidson, M (Eds), 2006, Organisational Theory Series - Compensation and Communication at Work, University of Manchester, UK
4. Barsh, J and Yee, L, 2011‚ Changing companies‘ minds about engagement and retention, McKinsey Quarterly, McKinsey & Company, September
5. Brousseau, K. Et al, 1996, Career Pandemonium – Realigning organisations and individuals, The Academy of Management Executive, Vol. 10, No. 4
6. Catalyst, 2004, The bottom line: Connecting corporate performance and employee satisfaction, Catalyst, New York
7. Coffman, J, Gadiesh, O and Miller, W, 2010, The great disappearing act: Employee engagement up the corporate ladder, Bain & Company
8. Holmes, B, 2010, Flexible Work in 2010 – A Pulse Survey, Managing Work|Life Balance International
9. Milstead, J. A. (2003). Interweaving policy and employee satisfaction. Online Journal of Issues in Nursing, Vol. 8 No. 1, Manuscript 4. Available: <http://nursingworld.org/ojin/topic20/tpc20_4.htm>.

**Chapter 6**

**Annexure**

**Annexure:-**

**Questionnaire – HR Professionals**

**Employee Engagement & Retention – HR Professionals**

**Name –**

**Company Name –**

**Designation –**

**Contact Details –**

**Please rate each statement accordingly**

|  |  |
| --- | --- |
| **Strongly Disagree** | **1** |
| **Disagree** | **2** |
| **Neutral** | **3** |
| **Agree** | **4** |
| **Strongly Agree** | **5** |

1. The organisation provides employees with formal job training, either on or off the premises.
2. Pay raises for employees in the organisation are based on job performance
3. Non managerial employees in the organisation have the opportunity to earn individual bonuses (or commissions) for their performance
4. Employee merit is the basis for promotion rather than seniority
5. Employees in this bank regularly (at least once a year) receive a formal evaluation of their performance
6. Employees are provided feedback of performance evaluation results
7. The supervisor does the performance evaluation himself
8. Employees in this organisation are involved in formal participation processes such as problem-solving groups and decision making
9. There is a formal procedure for resolving disputes/grievances between employees and their supervisors or co-workers

**Please answer the following questions by specifying the correct option (Tick as many as applicable)**

1. Why do you believe that your organisation is a good place to work?
	* Diversity
	* Commitment to Organisation’s mission/education
	* Prestige and reputation of working in a large organisation
	* Positive interactions with colleagues and supervisors
	* Opportunities, such as flexibility, benefits, salary, location, advancement, and job security
	* Others (Please Specify)
2. What do you think your organisation could do better to welcome new staff and ease their transition to working here and also to assist the initial transition?
	* Formal new employee orientation and training program
	* Formal mentorship programs
	* Better training materials e.g. handbooks and manuals
	* Organisation wide orientation to build community and support the new cohort of employees
	* Provide overview of entire Organisational community
	* Create a buddy system
	* Provide guidance for professional development
	* Create a cross organization orientation for like departments, so staff can understand the flow of their work from one department to another
3. What can your organisation do to keep the employees happy and make them feel a sense if growth in current professional position?
	* Mentoring program
	* Constructive performance planning and evaluation process
	* Organisational training
	* Salary equity for long term employees and when duties are increased
	* Increase professional opportunities
	* Acknowledge recognition for job well done and increased responsibility
4. What are some examples that your organisation is following to improve employee relationship with their supervisor?
* Better and more communication between supervisor and employee with clear statement of expectations
* Training for supervisor on providing constructive feedback
* Training for supervisor on creating a useful performance plan
* Increased time with and availability of supervisor
* Respect, support, and recognition from supervisor
1. What is your organisation doing in order to retain employees?

**Questionnaire - Employees**

**Employee Engagement, Retention & Satisfaction**

Name 0f Employee –

Designation –

Company Name –

Contact Details –

1. What is your age?
	* Under 21
	* 21-30
	* 31-40
	* Over 40
2. What is your gender?
	* Male
	* Female
3. What is your Marital Status?
	* Married
	* Unmarried
4. What is your Highest Qualification level?
	* 10+2
	* Graduate
	* Post Graduate
	* Doctorate
5. How long have you worked for your present company?
	* Less than one year
	* 1-2 years
	* 3-5 years
	* 5-10 years
	* More than 10 years

**Please rate each statement accordingly**

|  |  |
| --- | --- |
| **Strongly Disagree** | **1** |
| **Disagree** | **2** |
| **Neutral** | **3** |
| **Agree** | **4** |
| **Strongly Agree** | **5** |

1. I am happy with assistance given by the organisation in terms of money, leave, subscriptions
2. I am happy with organisation’s assistance for housing, Car, Personal (ex. Loans)
3. The organization provides comfortable working environment (space, light, seating arrangement, air condition ,etc)
4. I am satisfied with the value of increment in pay
5. I feel I am valued at my organisation
6. The organisation gives enough recognition for well done work
7. I am happy with my salary
8. Sick leave policy is satisfactory
9. I really care about the fate of this Organisation
10. I talk of this organisation to my friends as a great place to work

1. I feel very little loyalty to this organisation
2. I find that my values and the organisation’s value are very similar
3. I do not have any intention to resign from the organisation within a shorter time
4. This is the best of all possible organizations for work
5. I am not fed up with working in this organisation
6. I feel comfortable expressing my views/ suggestions at meetings and townhalls
7. Employees in this organisation are involved in formal participation processes such as problem-solving groups, decision making.
8. My supervisor handles my work-related issues satisfactorily
9. My supervisor is available to me when I have questions or need help
10. There is a formal & written performance Appraisal system and it is fair
11. I receive feed back of performance evaluation results about myself

**Answers the following Question (Tick as many as applicable)**

1. I will leave this organisation for the following reasons:-
	* Better Profile
	* Better Pay Package
	* Better Location and Indirect benefits (Cab facility, ESOP’s, Meals etc.)
	* Others

Others Please Specify.