



DECODING VOICE OF EMPLOYEES TO IMPROVE PRODUCTIVITY AND RETENTION

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In Essence

THE CHALLENGE

In the era, where organizations are trying to create competitive advantage through the human factor and face stiff competition from competitors, keeping the employees satisfied is very essential. This has a direct impact on productivity and retention which in turn impacts the overall revenue.

THE SOLUTION

Measuring dimensions of Employee Satisfaction relevant to the organization and creating a drilled down report for demographics (region / business unit, etc.). Using regression to highlight the vital few areas that have the maximum impact on employee's satisfaction.

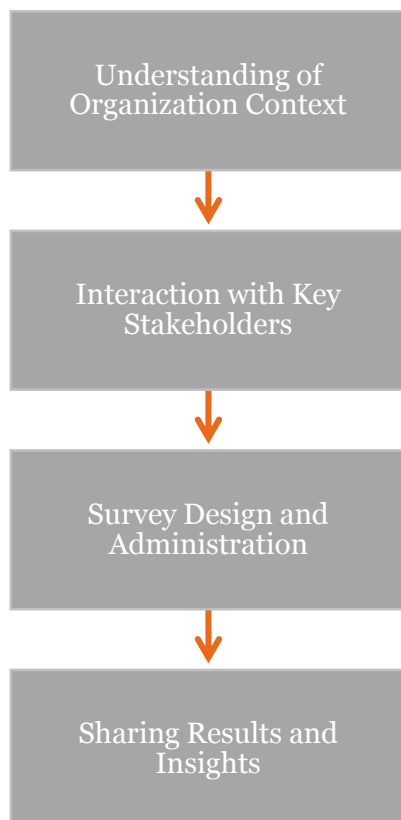
THE OUTCOMES

Satisfaction score across dimensions helped the organization in validating few of the perceptions. Regression analysis provided concrete list of areas that the management needs to focus on to improve the overall satisfaction.

“MEASURING EMPLOYEE SATISFACTION TO IMPROVE PRODUCTIVITY AND RETENTION”

This case discusses how SDF helped an organization in measuring their Employee Satisfaction level and provided concrete list of opportunities / concerns that they need to focus on. Recommendations were shared to improve the employee sentiment and improve retention.

Approach



THE CHALLENGE:

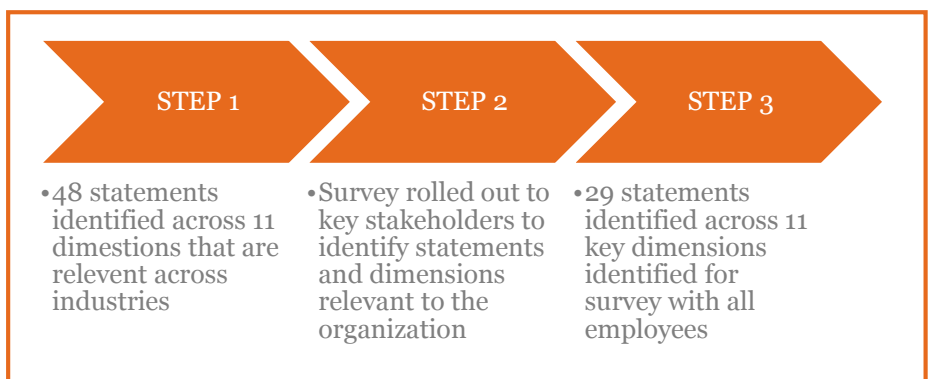
Our client, a leading real estate property advisor, planning to expand and start operations across Europe, Middle-East and Asia was facing a challenge in retaining people. There was an exodus of people in the organization and this high attrition had an impact on their bottom line. Additionally there were few internal events that led to the low morale and a feeling of insecurity amongst the employees.

Due to this a need was felt to to conduct an organization wide employee satisfaction survey to get an overall sense of the employee perspective. The desirable outcomes expected from the survey and report were to:

- Understand the employees' perspective/ expectation
- Assess the effectiveness of the current people practices and processes
- Identify the areas of opportunities/ pockets of concern
- Statistically analyze the satisfaction data to identify vital few or critical dimensions that have a higher impact on Employee Satisfaction scores
- Articulate a roadmap for the future to retain the strengths and target the concern areas to help become a great employer

THE DISCOVERY PHASE:

The first phase involved identifying various facets of employee satisfaction that are prevalent across industries. Post that, meetings were conducted with stakeholders to understand **the key people-related opportunities and challenges** and a survey was designed for the leadership team to prioritize the facets/dimensions based on their relevance to the organization.



Post the survey with key stakeholders, **11 dimensions with 29 statements** were finalized and an online survey with **5 point Likert scale from SA (Strongly Agree) to SD (Strongly Disagree)** along with a 'No Rating' option was rolled out to all the employees in the organization to get a sense of overall satisfaction.

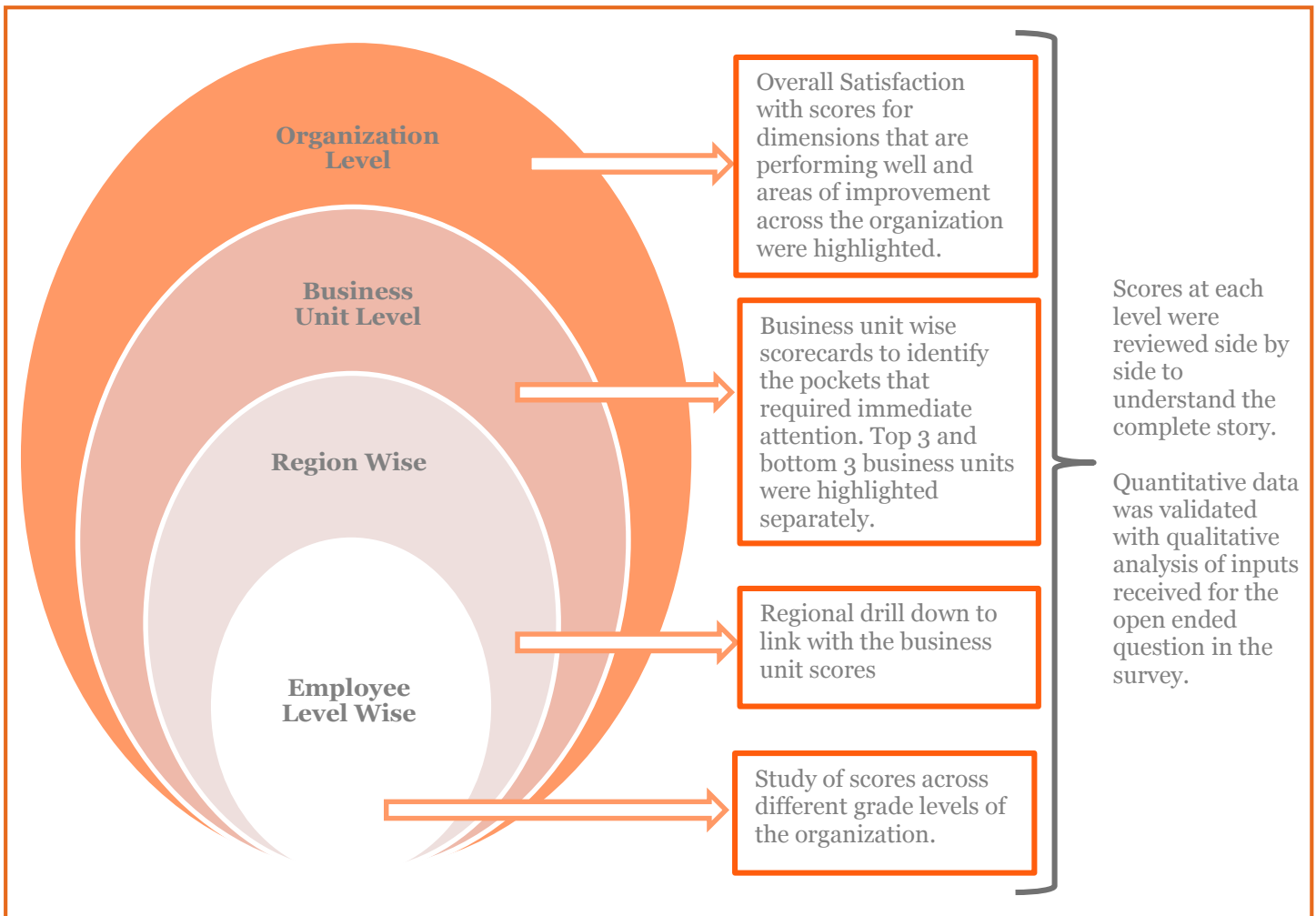
Additionally questions around employee services were added to understand employees' satisfaction with various parameters like implementation of HR policies, payment of salary and incentives, grievance reprisal mechanisms, etc.

Dimensions included as part of the study are given below:



THE ANALYSIS & REPORTING PHASE:

This phase involved analysis of survey results and final report. The survey was kept open for two weeks and more than 90% of the employees responded to the survey. Scores were recorded for all the dimensions and overall satisfaction index. Based on discussions with the key stakeholders, Strongly Agree / Agree were considered as satisfaction scores and Neutral / Disagree / Strongly Disagree were considered as dissatisfaction scores. Scores for employee services were reported separately to provide a clear insight into employee’s feedback for basic services provides. Overall analysis was broken down for organization level, business unit level, regional level and employee grade level as explained in the image below.



USING SCIENCE TO IDENTIFY CRITICAL DIMENSIONS:

Additionally, regression analysis was done to create a report that clearly shows the management exactly which items have the greatest impact on employee satisfaction. Scores for these dimensions were reported separately to ensure specific focus is provided to these dimensions to drive employee satisfaction.

Recommendations were provided for vital few dimensions identified by regression and for areas that recorded low scores in the survey.

THE OUTCOMES:

- The report provided the organization a clear direction and helped in validating perceptions of senior leadership.
- Regression provided concrete list of dimensions that have the maximum impact on the overall satisfaction.
- Recommendations for concern areas and areas highlighted by regression provided a clear and positive direction for future.

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