



EMPLOYEE ENGAGEMENT SURVEY Report 2021

Prepared for
XYZ COMPANY



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INTRODUCTION

The Importance of People

What makes one company more successful than another? Better products, services, strategies, technologies or, perhaps, a better cost structure? Certainly, all of these contribute to superior performance, but all of them can be copied over time. The one thing that creates sustainable competitive advantage – and therefore ROI, company value and long-term strength – is the workforce, the people who are the company. And when it comes to people, research has shown, time and again, that employees who are engaged significantly outperform work groups that are not engaged. In the fight for competitive advantage where employees are the differentiator, engaged employees are the ultimate goal.

Engagement vs. Satisfaction

Every morning millions of people put on their shoes and head to work, but what drives them towards it may be different for different people.

While the exact definitions of employee satisfaction and employee engagement may differ from organization to organization, HR professionals would generally agree that satisfaction refers to how employees feel — their “happiness”— about their job and conditions, such as compensation, benefits, work environment, and career development opportunities. Engagement, a broader concept, refers to employees’ commitment and connection to work as measured by the amount of discretionary effort they are willing to expend on behalf of their employer.

Can an organization have a satisfied employee who is not engaged and vice versa? Chances are an engaged employee is also a satisfied employee; few people are willing to go the extra mile for their employer unless they are fundamentally happy in their jobs. Satisfaction, therefore, is a necessary condition for engagement for most people. As such, we have included many of the dimensions associated with Satisfaction in this survey.

However, it is certainly possible to have a satisfied employee with a low engagement level — someone who shows up to work and goes through the motions, but does not demonstrate a lot of initiative or put in a lot of extra effort to further the success of the organization. That’s why focusing on satisfaction without addressing engagement is unlikely to foster the kind of exceptional workforce performance that drives business results.

The Engaged Employee

Highly engaged employees go above and beyond the core responsibilities outlined in their job descriptions, innovating and thinking outside the box to move their organizations forward — much like volunteers are willing to give their time and energy to support a cause about which they are truly passionate.

Why Measure Engagement?

Why should organizations care about their workforce engagement level? The primary goal of a business is to make money; even nonprofit organizations exist to fund their specific causes. This means that organizations need to get employees at all levels focused on driving revenue and profit. Many studies have linked employee engagement to workforce performance, customer satisfaction, productivity, absenteeism, turnover, and support of the organization—all of which can significantly impact the bottom line.

The Cost of Disengagement

You pay disengaged employees 100% of their salary. You’re not getting 100% effort. If we assume that 66% of our employees are giving 50% effort for what they are paid, then 33% of payroll is pure cost without any return!

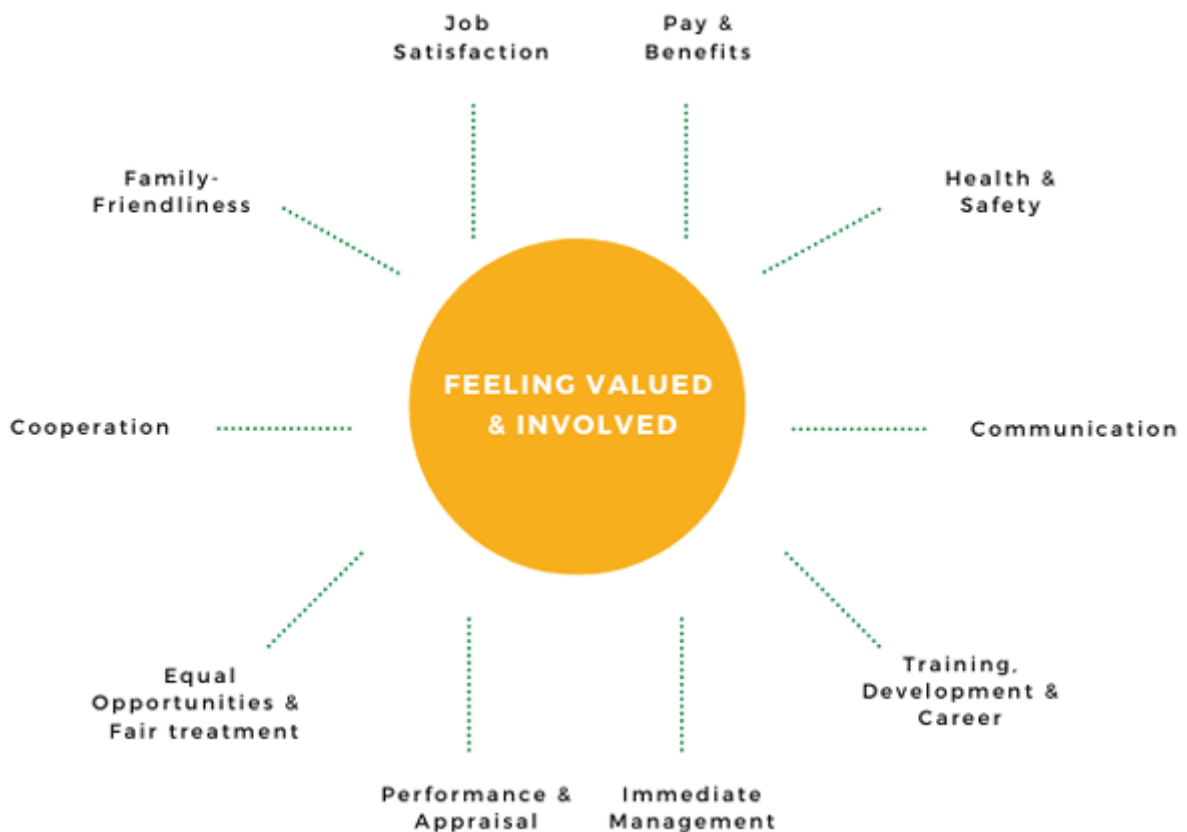
Psyft Model of Engagement

The survey items and parameters under Psyft Employee Engagement Survey have been inspired from **the IES** (Institute for Employment Studies) **model of engagement**, developed in 2003; which emphasizes that employees must “feel valued and involved” to be properly engaged with their employer.

Institute for Employment Studies (IES) is an independent, international and apolitical centre of research and consultancy in human resource matters.

Our research and development team has worked for years studying the most relevant survey parameters and items (questions). Psyft Employee Engagement Survey takes into account business relevant dimensions/parameters to measure employee engagement. The dimensions encompass vital factors required for an employee to be engaged at work.

Employee Engagement



**IES Employee Engagement Model*

2

DIMENSIONS OF EMPLOYEE ENGAGEMENT

The XYZ COMPANY Employee Engagement Survey takes into account 10 Business Relevant dimensions / parameters to measure Employee Engagement, which form the basis of our analysis.

These dimensions encompass vital factors required for an employee to be engaged at work.



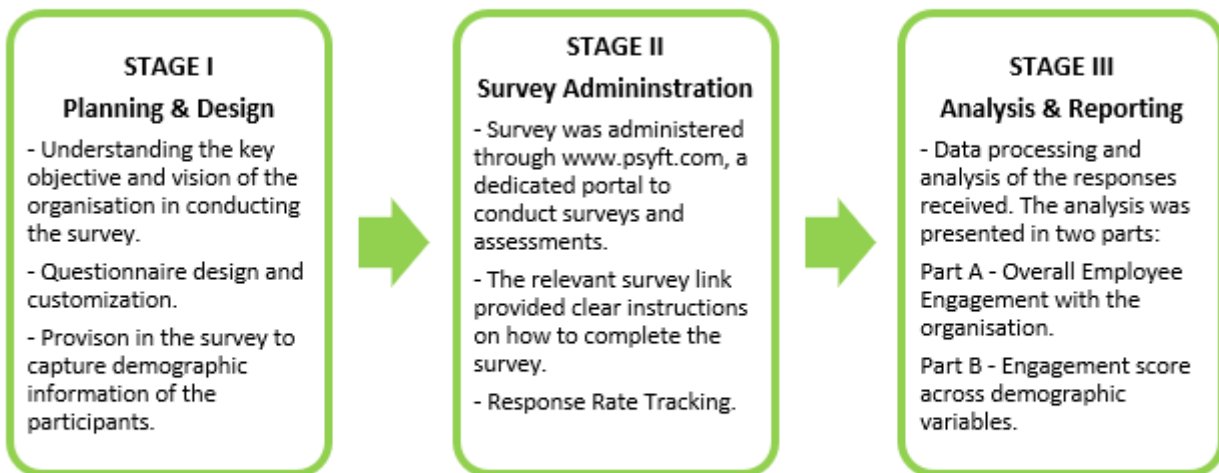
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SURVEY METHODOLOGY

The survey was conducted through the online medium. The employees at XYZ COMPANY were notified of the survey in advance by the XYZ COMPANY Human Resources department. Following this, emails were sent by GreenThumbs to all intended participants. The email invited them to take part in a survey and provided details (the survey link, unique verification pin) for completing the survey.

Once a participant clicked on the link they were sent to the survey page which required them to fill out a unique one-time verification PIN. On entering the pin, participants were directed to the survey form. The survey was administered by Team GreenThumbs through www.psyft.com, an online portal for surveys and assessments. The Survey page provided clear instructions on how to complete the survey.

A step-plan of the entire exercise is explained below:





Survey Instrument

The Employee Engagement Survey questions used for this exercise are valid instruments customized to the needs of the organization and designed to assess the current level of employee engagement at XYZ COMPANY.

The questions/items in this survey are of the following three types:

- statement type questions (5-point Likert scale);
- rank-ordered/partially open-ended questions (Top 3 statements to be marked in order of priority)
- Employee Net Promoter Score Question
- open-ended questions (designed to get a detailed subjective response of the employees' perception of XYZ COMPANY).

These questions were used to find out how engaged the employees are with the organization. An engagement score was calculated at aggregate level for every dimension and demographic factor for comparison purposes. Based on the level and extent of their engagement, employees have been divided into 5 categories as follows.

LEVELS		DESCRIPTION
	ACTIVELY ENGAGED	These employees are the ones who feel most closely associated with the organization and hence exert maximum effort to go out of their way and align their individual goals to that of the organization. They contribute fully to the success of the organization and find great satisfaction in their work. They need to be kept engaged as they may transition over time to any of the other levels highly affecting employee morale.
	ENGAGED	These employees are constantly motivated to perform and seem to be reasonably satisfied with their jobs. Every day may not be theirs, but they definitely know how it feels when it does. They are critical for the organization as they are most prone to being lured away, and they have the shortest distance to travel to reach full engagement, promising the biggest payoff.
	PASSIVE	These employees are yet to find their stride or clearly align their perception with the organization. There are times when they seem to be extremely involved and committed to their work but often tend to dislike some aspects of the organization which reduce employee morale and impact overall job performance.
	DISENGAGED	Disoriented and potentially exhausted, these are the employees who are likely to be on the exit gates of the organization. They might be bitterly vocal about their opinions and may work less hard to do their job. They may also take others down with them and hence these are the people to focus on and push them up on to the ladder of engagement.
	ACTIVELY DISENGAGED	They appear to be the most disconnected from organizational priorities, often feel under-utilized and believe they do not get meaningful work. They are likely to be skeptical of their co-workers and tend to spread the negativity around them. If they can't be aligned to higher levels of engagement, it works best to pave way for their exit which would benefit everyone, including them.

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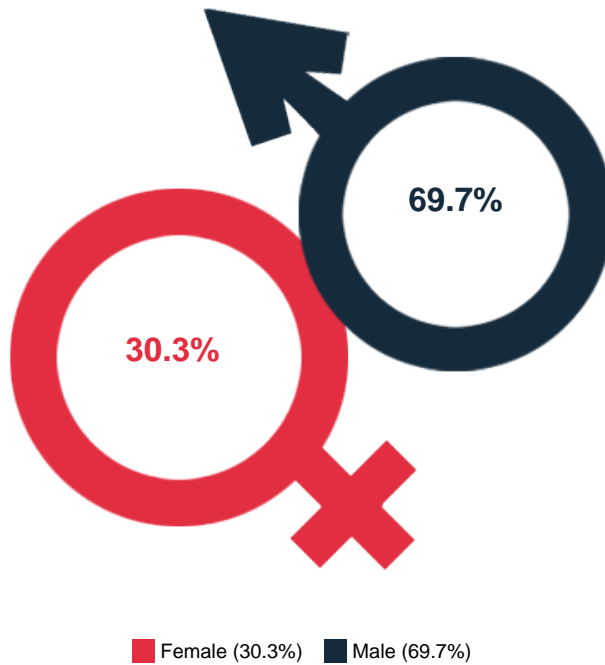
SAMPLE DETAILS

Sample Size

In all, 100 employees were invited to participate in the survey. Responses were obtained from a total of 99 participants. The participation rate achieved was maximum 99%.

Here are some other essential demographic characteristics of the sample that have been used to draw up this report. Please note that the numbers have been rounded off to the nearest whole number.

Gender Split

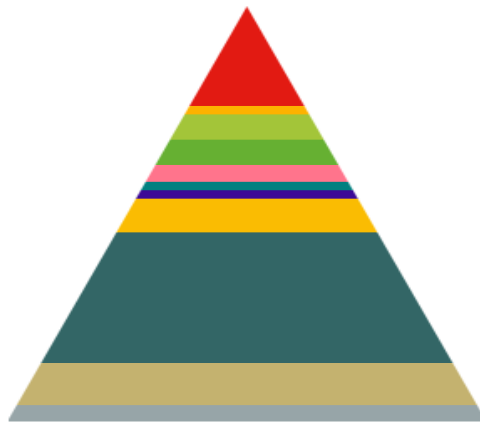


Age-Wise Split



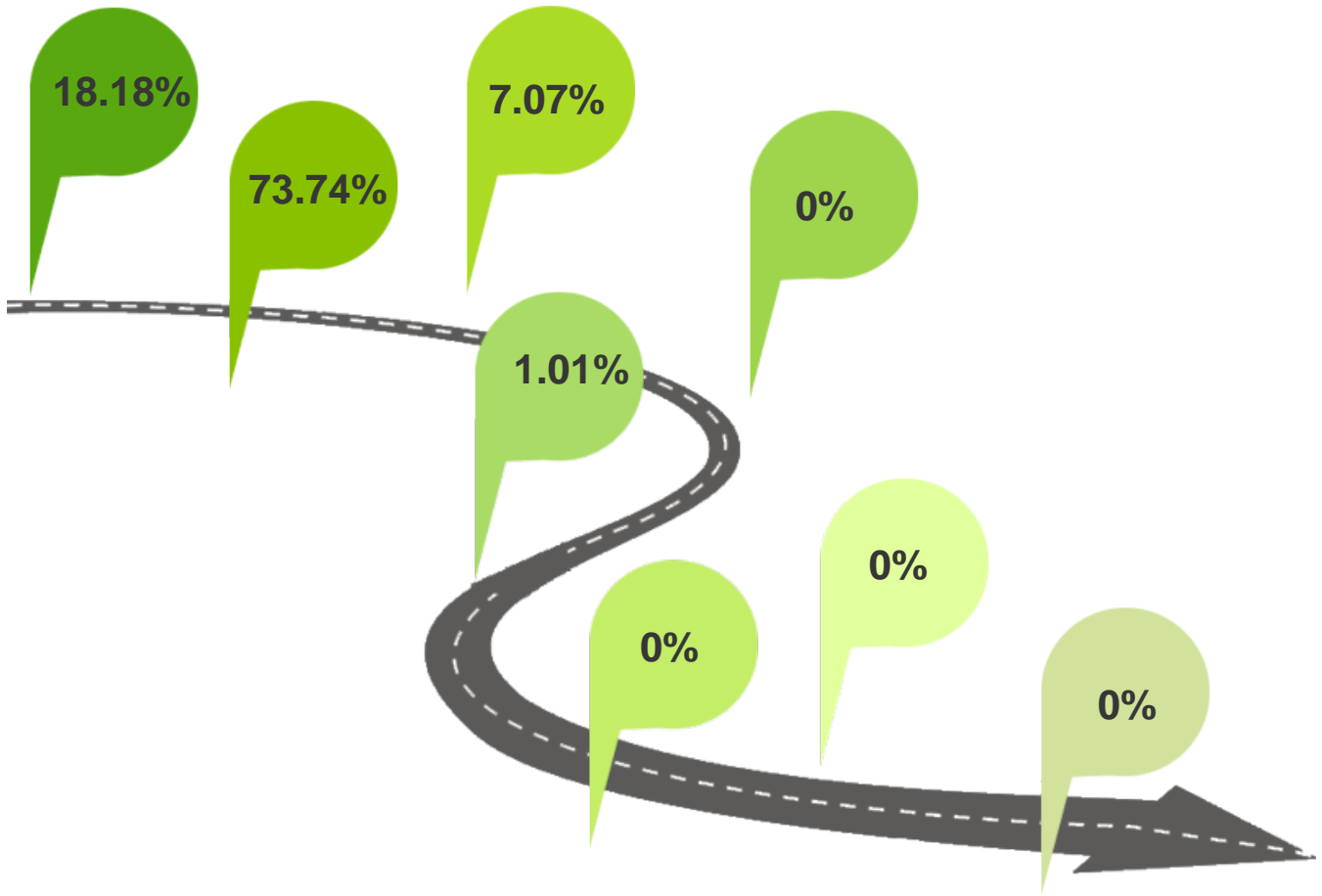
■ Under 25 years (1.01%)
 ■ 25-29 years (17.17%)
 ■ 30-34 years (26.26%)
 ■ 35-39 years (22.22%)
 ■ 40-44 years (15.15%)
 ■ 45-49 years (7.07%)
 ■ 50-54 years (8.08%)
 ■ Above 55 years (3.03%)

Department-Wise Split



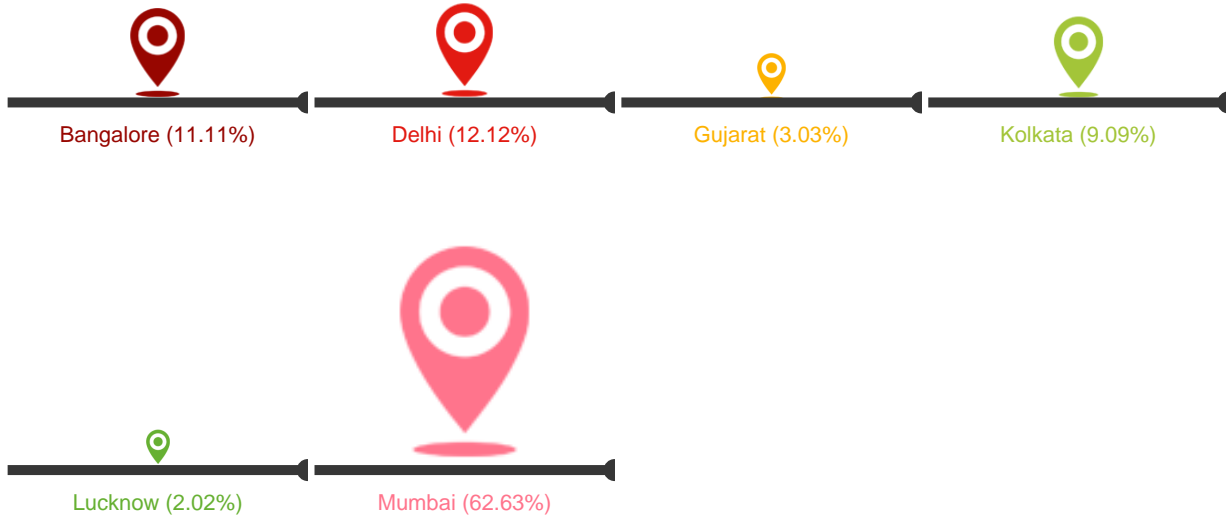
■ Associate Trainer (24.24%)
 ■ Business Engagement (2.02%)
 ■ Capability Building (6.06%)
 ■ Commercial (6.06%)
 ■ Content & Learning Design (4.04%)
 ■ Management (2.02%)
 ■ MIS (2.02%)
 ■ Operations (8.08%)
 ■ Project (31.31%)
 ■ Small Format (10.1%)
 ■ Support Services (4.04%)

Tenure-Wise Split

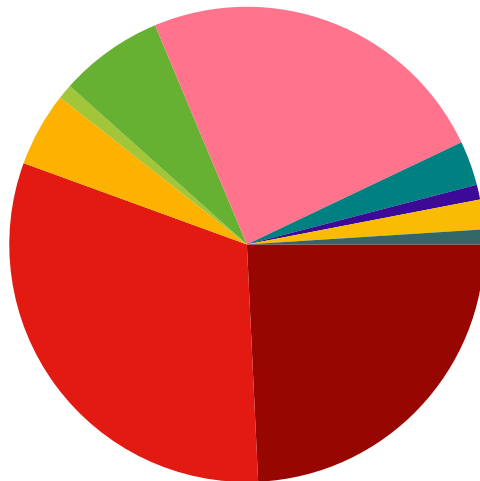


■ Less than 1 year (18.18%) ■ 1-5 years (73.74%) ■ 6-10 years (7.07%) ■ 11-15 years (0%) ■ 16-20 years (1.01%)
■ 21-25 years (0%) ■ 26-30 years (0%) ■ More than 30 years (0%)

Location-Wise Split



Seniority Levels of Participants



■ Band 1 (24.24%)
 ■ Band 2 (31.31%)
 ■ Band 2B (5.05%)
 ■ Band 2C (1.01%)
 ■ Band 2D (7.07%)
 ■ Band 3A (24.24%)
 ■ Band 3B (3.03%)
 ■ Band 4A (1.01%)
 ■ Band 5A (2.02%)
 ■ Band 5B (1.01%)

5

RESULTS

This chapter contains a detailed analysis of the responses obtained via the survey questionnaire. Since the questions included in the survey were open-ended, partially open ended and close ended, the resulting analysis is, therefore, both quantitative and qualitative. For ease of understanding, the results have been split into the following sub-sections:

- 1. Overall engagement level of the organization at large, dividing the employees into 5 categories based on their level of engagement.**
- 2. Comparative Analysis of engagement scores**
 - across various Demographic variables
 - across various Dimensions.
- 3. Engagement scores on each of the dimensions, and how the engagement scores vary across the chosen demographic variables for the respective dimensions.**
- 4. Employee Net Promoter Score (eNPS) for XYZ COMPANY**
- 5. Responses to some of the partially open-ended rank order questions – both quantitative and qualitative analysis.**
- 6. Lastly, the results have been supplemented with subjective responses given by the XYZ COMPANY employees, in an Annexure.**

5.1 EXECUTIVE SUMMARY

Overall Employee Engagement

Overall employee engagement percentage provides a distribution of engagement level in the organisation, and divides the employees into 5 categories based on their level of engagement. These 5 categories are the Actively Engaged, Engaged, Passive, Disengaged & Actively Disengaged.

Around 70% of XYZ COMPANY employees appear to be either engaged or actively engaged. Approximately 7% of the employees come out to be disengaged or actively disengaged with 23% people who are passive, i.e. neither engaged nor disengaged. 7% of the employee population right now is a drag on overall organization's performance and require active intervention.

Employee Engagement Score

An engagement score has been computed on a scale of 0 to 10. The consolidated engagement score for XYZ COMPANY is 6.67. An engagement score provides for easy comparison across dimensions and demographics. This score has been dissected and analysed in detail in this report.

Demographic Highlights

Engagement scores were also studied across 6 demographic variables of the survey population – i.e. Age, Gender, Department, Tenure, Seniority Level and Location.

Age - Among the various age groups, employees belonging to Above 55 years of age scored the highest and employees in the age group of Under 25 years scored the lowest.

Gender - The male employees score lower than the female employees, with Males scoring 6.66 and Females scoring 6.69.

Tenure - Employees belonging to Less than 1 year of tenure groups scored the highest and employees in the tenure group of 16-20 years scored the lowest.

Seniority - Band 2C has scored the highest in employee engagement across seniority levels, while Band 5A has scored the lowest.

Department - Business Engagement scored the highest (7.53) while Capability Building scored the lowest (5.71) in employee engagement.

Location - Kolkata scored the highest (7.45) while Lucknow scored the lowest (5.83) among all locations covered in the survey.

Dimension Highlights

Engagement scores were also studied individually for all dimensions, in order to know the dimensions with highest scores and the dimensions scoring the lowest engagement score, enabling us to understand specific areas which require interventions.

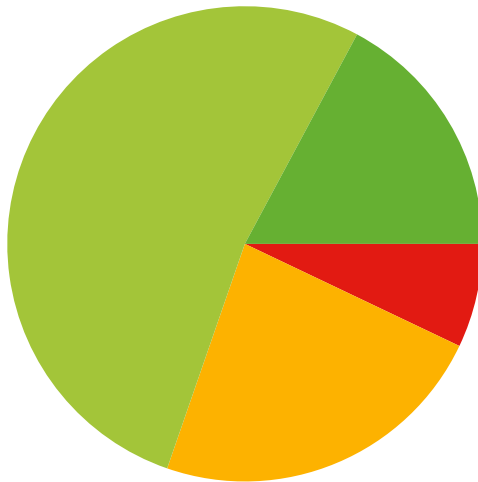
The broad dimension of Job scored the highest (7.77) among all dimensions. Compensation, on the other hand scored the lowest (4.96).

5.2 OVERALL EMPLOYEE ENGAGEMENT

5.2.1 Overall Employee Engagement - Distribution

Employee Engagement with organization is analyzed to highlight how closely the employees feel related to XYZ COMPANY and consider it a part of their own identity. It measures the extent to which employees are enthusiastic about their jobs, are committed to the organization and go beyond their duties at work. The overall Employee Engagement score is mapped in terms of the overall percentage score obtained on the basis of all 10 dimensions covered in the survey. Following is a representation of the engagement levels - the distribution of employees within the 5 categories of engagement.

Overall Engagement



- Actively Disengaged (0%)
- Disengaged (7.07%)
- Passive (23.23%)
- Engaged (52.53%)
- Actively Engaged (17.17%)

17.17% of the survey participants appear to be “Actively Engaged” in the organization, while 52.53% fall under the “Engaged” category. This exhibit positive sentiment and feel closely associated with XYZ COMPANY and align themselves with its goals.

0% of employees at XYZ COMPANY come under the category of "Actively Disengaged", while around 7.07% feel "Disengaged", meaning there is a small minority of around 7% who are disengaged and may be affecting the organisation’s overall growth negatively. This shows that by and large employees at XYZ COMPANY are reasonably satisfied. However, at the same time, XYZ COMPANY should also initiate effective interventions to identify reasons behind this disengagement and reduce the % of employees who fall under these two categories. Actively disengaged & disengaged employees are most disconnected from work.

The percentage of "Passive Employees" is found to be 23.23%. These employees simply come to work and go through the daily motions, without much interest in their job. While these members of the organisation are not as problematic as actively disengaged, this is a number that should also be focused upon, as passive employees do not create a positive environment for initiative, innovation and progress. However, employees in this bracket can be pushed up most easily to the bracket of engaged.

5.2.2 What is Employee Engagement Score?

To be able to comprehend better and for the purposes of comparison, an engagement score has been computed on a scale of 0 to 10, where the Lowest possible score is 0 (minimum) and the highest possible score is 10. The engagement score provides for comparison across dimensions and demographics. **This consolidated engagement score of the organisation is 6.67.** We will dissect and analyse the engagement score in the next few sections and see how this score varies across departments, age groups, locations etc.

Overall Engagement Score

6.67

5.3 EMPLOYEE ENGAGEMENT BY DEMOGRAPHIC VARIABLES

Employee Engagement score has been mapped on to the following demographic variables –

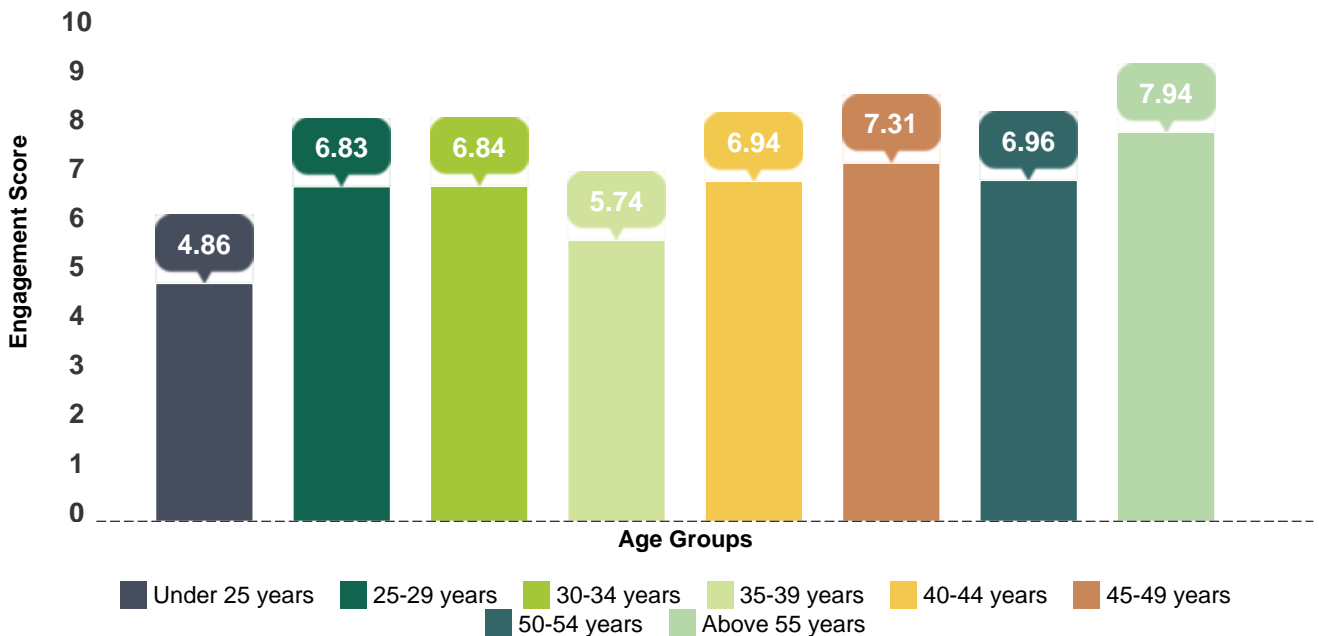
1. Age
2. Gender
3. Department
4. Seniority Level
5. Tenure and
6. Location - for comparative purposes.

This segmentation gives us a clearer view of the level of engagement in the sub-sets of each of these demographic variables.

5.3.1 AGE-WISE OVERALL ENGAGEMENT SCORE

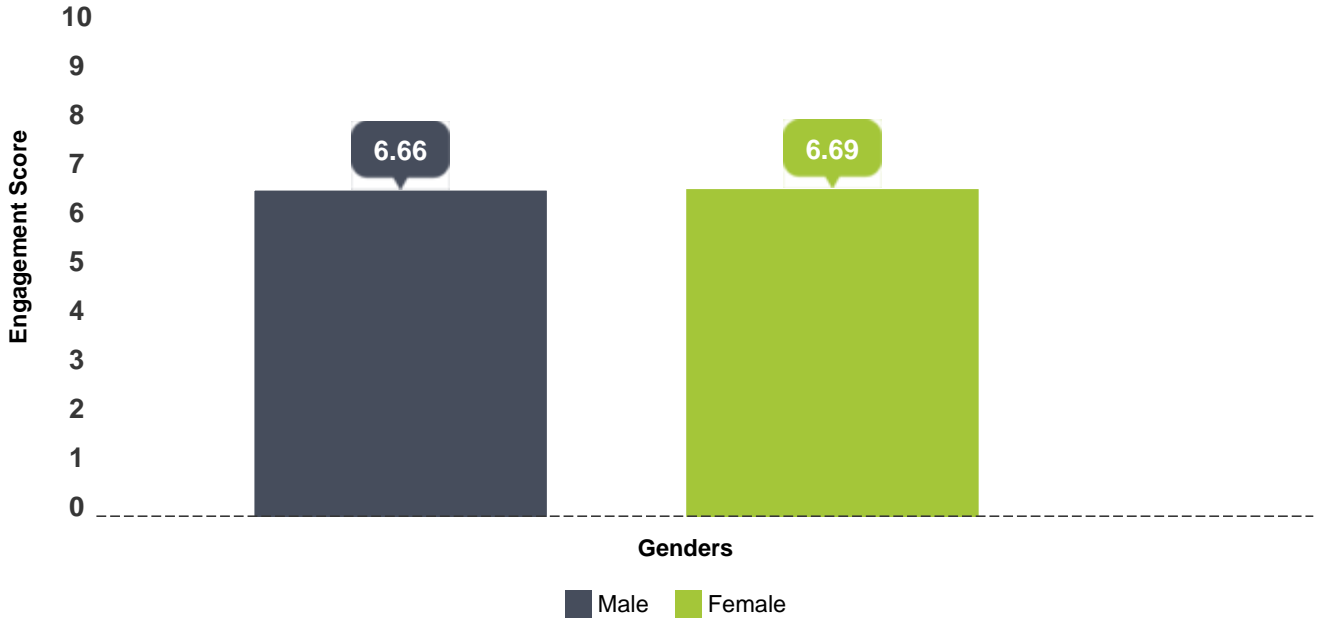
Usually engagement increases with age and there are two explanations for this: the most actively disengaged young employees may have a tendency to change jobs frequently, since they are at the beginning of their careers and hence are more open to other career opportunities, whereas a sense of acceptance and maturity may set in as the age increases.

The following graphical representation gives us a view of the level of engagement as per the age of employees.



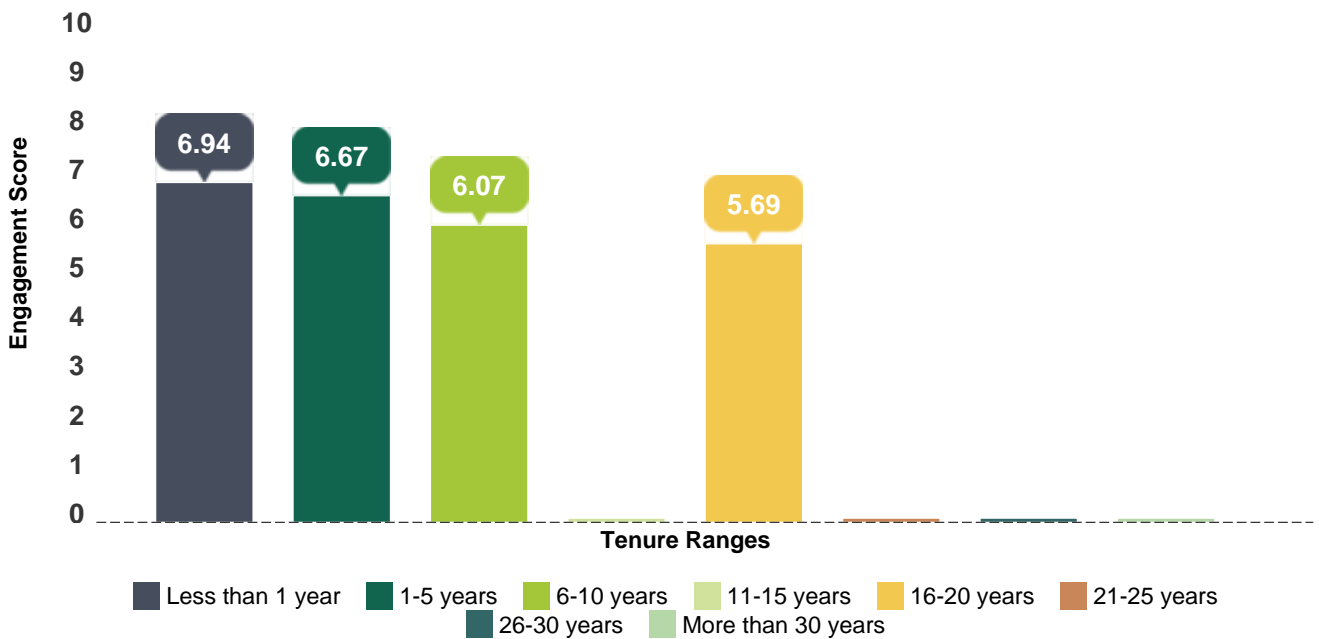
5.3.2. GENDER-WISE OVERALL ENGAGEMENT SCORE

The following graphical representation gives us a view of the level of engagement of employees as per gender variables.



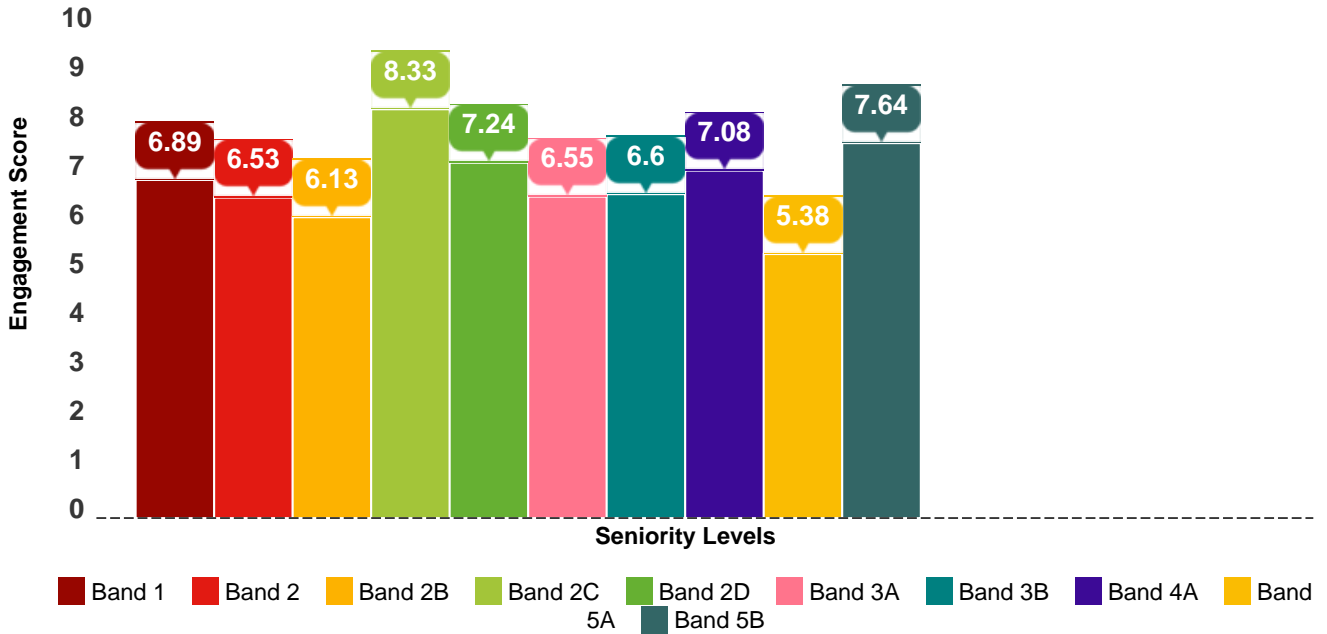
5.3.3. TENURE-WISE OVERALL ENGAGEMENT SCORE

Usually, employee engagement increases with the number of years spent in an organization. The following graphical representation gives us a view of the level of engagement of employees as per tenure variables.



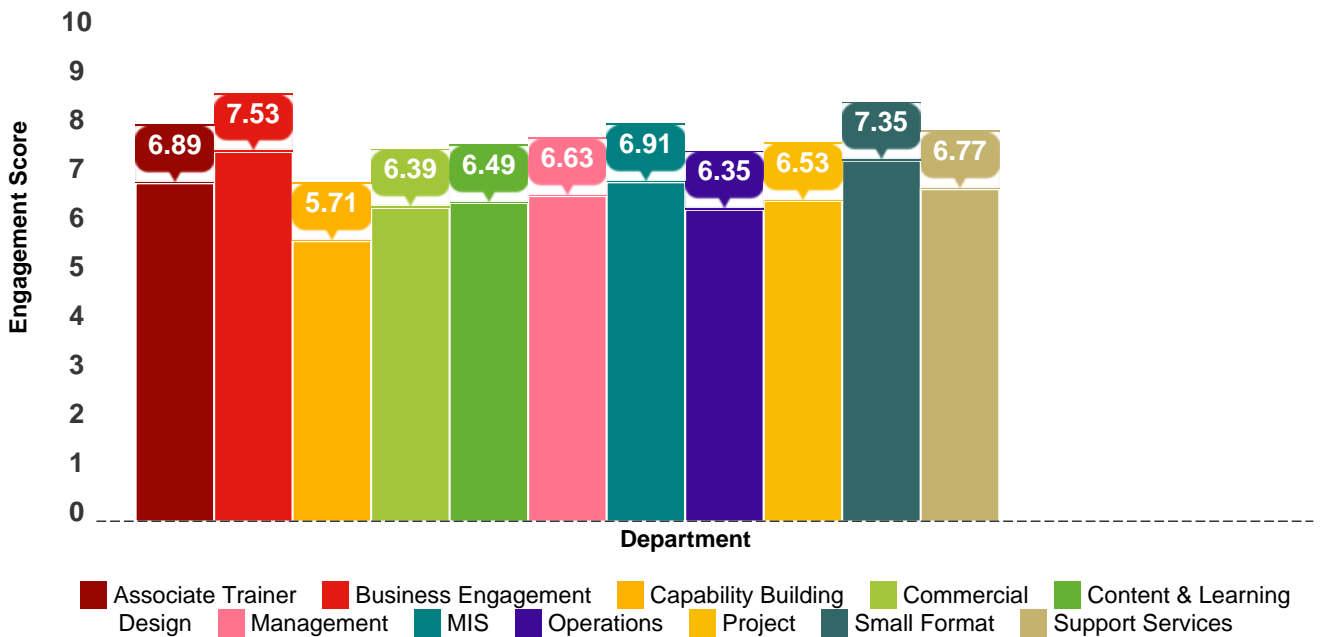
5.3.4. Seniority Levels-wise Overall Engagement Score

The following graphical representation gives us a view of the level of engagement of employees as per seniority variables.



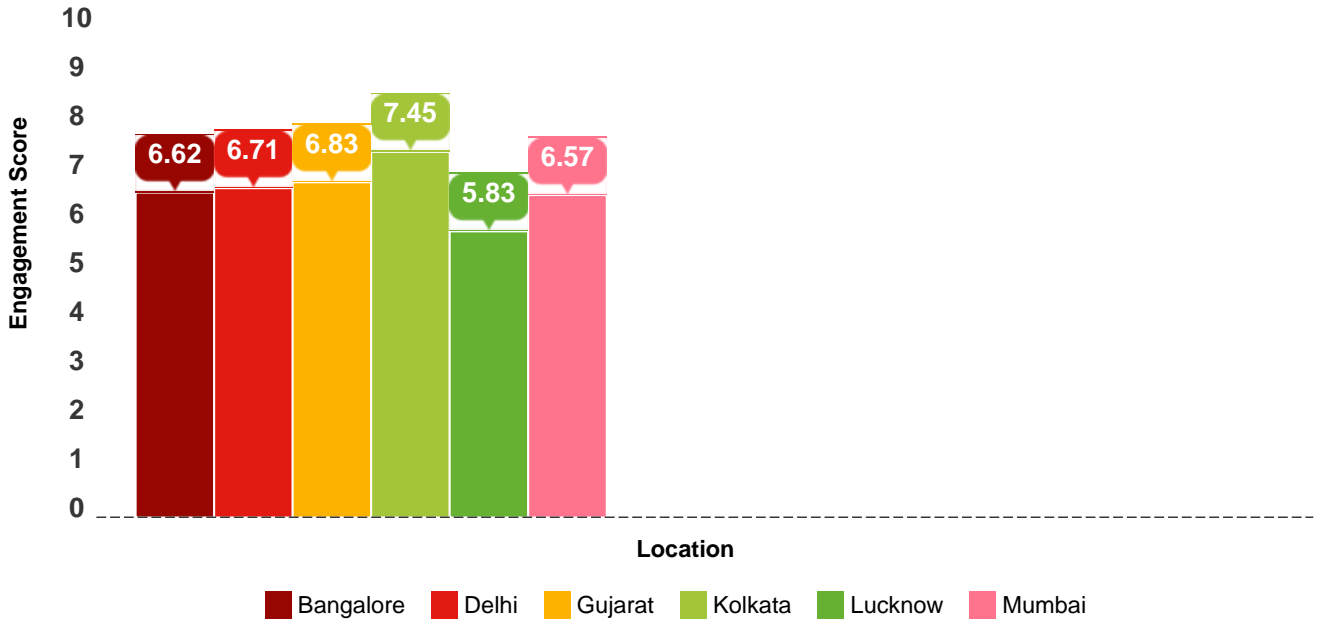
5.3.5. Department-wise Overall Engagement Score

The following graphical representation gives us a view of the level of engagement of employees as per department variables.



5.3.6. Location-wise Overall Engagement Score

The following graphical representation gives us a view of the level of engagement among employees as per their respective locations.

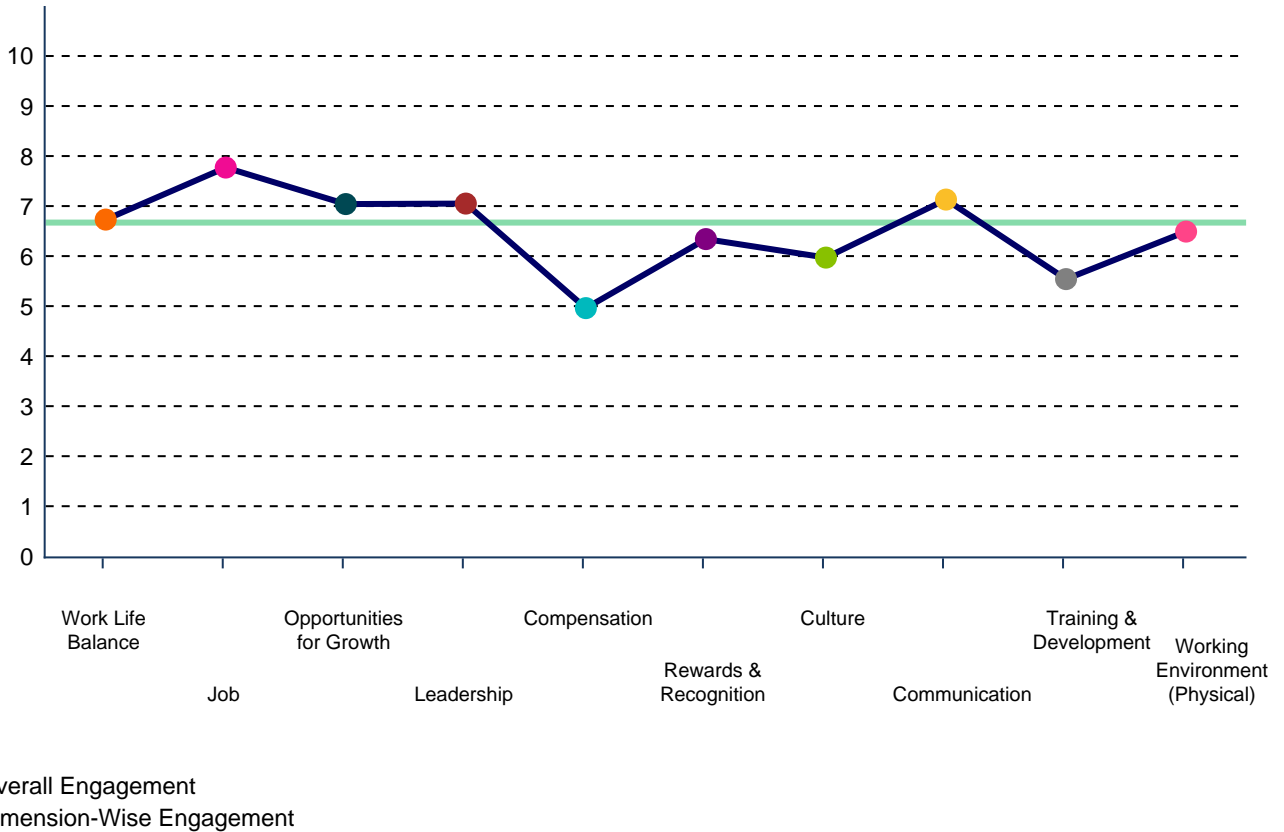


5.4 DIMENSION-WISE ENGAGEMENT OVERVIEW

The overall engagement scores have been mapped on 10 dimensions which are depicted in the graph below. The 10 nodes represent various dimensions which are the key drivers for employee engagement.

Overall Engagement Score

6.67



The graph above gives a comparative analysis on the overall engagement score (represented by light blue straight line) vis-à-vis engagement scores across dimensions, individually. It shows that "Job" has scored the highest (7.77) among all dimensions while "Compensation" has scored the lowest (4.96).

Scores for all Dimensions across the demographic variants

Sections - 5.5 - 5.10

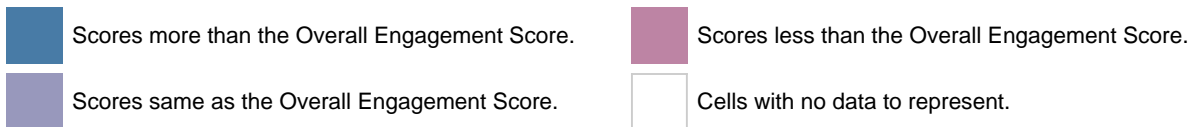
EMPLOYEE ENGAGEMENT - DIMENSIONS

1. **Work - Life Balance** - This dimension relates to a sense of engagement that arises from being able to balance out between work and personal commitments effectively. Work-life balance affects the overall well-being of employees. When organisations offer flexibility and help employees balance things out with their work and life, it leads them to work more efficiently and perform better. Assisting employees with their lives improves their productivity and makes them want to stay at your company and go the extra mile.
2. **Job** - This dimension of employee engagement refers to the feelings of competence and contribution that an employee experiences in relation the content of their work. In order to be engaged, an employee must feel that his or her work is worthwhile.
3. **Opportunity for Growth** - This dimension relates to a sense of engagement that arises from being able to grow and develop with the organisation. One of the most important factors in employee engagement is whether employees feel that their company offers them with opportunities for professional advancement. Those who grow are far more likely to engage than those who stagnate in their roles.
4. **Leadership** - The dimension Leadership relates to the confidence that employees feel in the competence of their top management. When employees are assured that the company is being steered by capable leaders they feel more comfortable about the future of the organization. In addition, a competent management also sets high standards for others in the organization to follow.
5. **Compensation** - This dimension relates to a sense of engagement that arises from fair pay / salary structure for the work an employee puts in. It is one of the key drivers of engagement for any employee.
6. **Rewards & Recognition** - This dimension relates to a sense of engagement that arises from being adequately recognized and rewarded, in both monetary and non-monetary terms. Rewards and Recognition act as important motivational and engagement factors at work today. If employees are acknowledged and awarded for the work they do, they will be more engaged and instinctively inspired to find better ways to solve a problem or even create a faster way to achieve a task.
7. **Culture** - The dimension 'Culture' refers to the quality of relationships, camaraderie and interdependence felt by employees for their co-workers. A positive culture gives an immense boost to overall engagement levels of an organization, while a negative culture not only mars engagement but also kills productivity.
8. **Communication** - This dimension relates to a sense of engagement that arises from effective and unambiguous communication in an organisation. Open and easy two way communication can lift employee engagement. It has the potential to increase the chances of employee involvement at work, contributing to organizational and individual performance, business success and over - all well - being.
9. **Training & Development** - This dimension relates to a sense of engagement that arises from being able to provide training and development initiatives for employees at work. Learning and Development opportunities are among the vital factors contributing to employee engagement at workplace. When employers continuously invest both time and money in their employees' development, employees realize that the company is also interested in the progress of their career and this has a positive impact on their performance & engagement levels.
10. **Working Environment (Physical)** - This dimension relates to a sense of engagement that arises from working conditions conducive to employees working comfortably and making choices that are good for business. Companies that offer a favorable and effective work environment to employees - basic amenities, work space, safety, hygiene, etc. are likely to positively influence their willingness to stay engaged and contributing.

5.5 AGE WISE ENGAGEMENT SCORE ACROSS DIMENSIONS

The following heat map represents engagement scores for all dimensions across the demographic variable "Age".

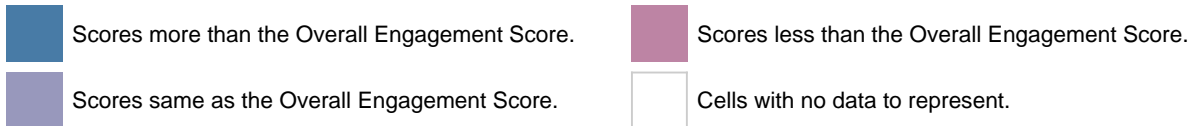
		Dimension(s)									
		Work Life Balance	Job	Opportunities for Growth	Leadership	Compensation	Rewards & Recognition	Culture	Communication	Training & Development	Working Environment (Physical)
Overall Engagement Score 6.67	Age - wise Average Score										
	Dimensional Average Score	6.73	7.77	7.04	7.05	4.96	6.34	5.97	7.13	5.54	6.49
Under 25 years	4.86	6.25	8.5	2.5	6.25	2.5	1.67	3	4.5	5	5.83
25-29 years	6.83	6.62	7.56	7.45	7.32	5.44	6.72	6.24	7.12	6.1	6.67
30-34 years	6.84	6.9	8.25	7.63	7.19	5.53	6.28	5.94	7.44	5.38	6.09
35-39 years	5.74	5.99	6.98	5.91	5.77	4.43	5.53	5.23	6.05	4.15	5.64
40-44 years	6.94	7.08	7.67	7.11	7.46	4.75	6.94	6.13	7.37	6.25	7.28
45-49 years	7.31	6.96	8.07	7.26	8.39	3.75	7.02	6.86	8.07	6.96	7.5
50-54 years	6.96	7.19	8.13	6.98	7.19	5.31	6.35	6.38	7.38	5.47	7.4
Above 55 years	7.94	7.92	9.17	8.61	8.33	5	7.5	7.17	9.17	7.5	6.67



5.6 GENDER WISE ENGAGEMENT SCORE ACROSS DIMENSIONS

The following heat map represents engagement scores for all dimensions across the demographic variable "Gender".

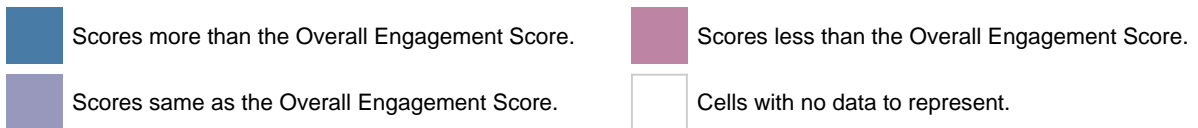
		Dimension(s)									
Overall Engagement Score 6.67	Gender - wise Average Score	Work Life Balance	Job	Opportunities for Growth	Leadership	Compensation	Rewards & Recognition	Culture	Communication	Training & Development	Working Environment (Physical)
		Dimensional Average Score	6.73	7.77	7.04	7.05	4.96	6.34	5.97	7.13	5.54
Male	6.66	6.72	7.98	6.98	6.97	5.34	6.27	5.93	7.1	5.25	6.29
Female	6.69	6.75	7.28	7.17	7.23	4.08	6.5	6.05	7.18	6.21	6.94



5.7 TENURE WISE ENGAGEMENT SCORE ACROSS DIMENSIONS

The following heat map represents engagement scores for all dimensions across the demographic variable "Tenure".

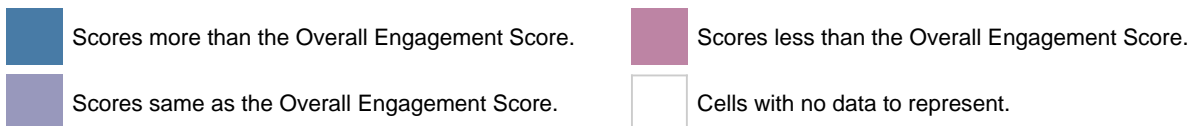
Overall Engagement Score 6.67 Dimensional Average Score		Dimension(s)									
		Work Life Balance	Job	Opportunities for Growth	Leadership	Compensation	Rewards & Recognition	Culture	Communication	Training & Development	Working Environment (Physical)
Tenure - wise Average Score		6.73	7.77	7.04	7.05	4.96	6.34	5.97	7.13	5.54	6.49
Less than 1 year	6.94	6.84	7.78	7.45	7.29	5.63	6.81	6.17	7.19	6.81	6.71
1-5 years	6.67	6.8	7.83	7.02	7.04	4.98	6.36	6	7.14	5.31	6.39
6-10 years	6.07	6.07	7.21	6.07	6.7	3.39	5.36	5.14	6.79	5.36	6.67
11-15 years											
16-20 years	5.69	4.38	7	7.5	5.63	2.5	3.33	6	7	1.25	8.33
21-25 years											
26-30 years											
More than 30 years											



5.8 SENIORITY LEVEL WISE ENGAGEMENT SCORE ACROSS DIMENSIONS

The following heat map represents engagement scores for all dimensions across the demographic variable "Seniority Level".

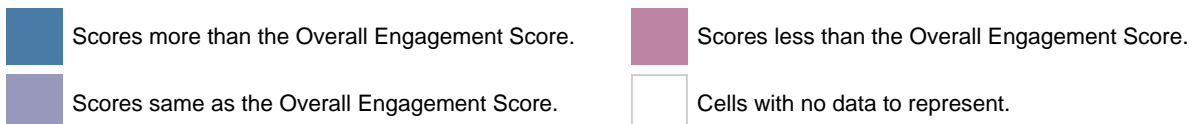
		Dimension(s)											
		Work Life Balance	Job	Opportunities for Growth	Leadership	Compensation	Rewards & Recognition	Culture	Communication	Training & Development	Working Environment (Physical)		
Overall Engagement Score 6.67	Seniority Level - wise Average Score												
	Dimensional Average Score	6.73	7.77	7.04	7.05	4.96	6.34	5.97	7.13	5.54	6.49		
Band 1	6.89	7.45	8.04	6.88	7.29	3.75	6.63	6.29	7.19	6.3	6.94		
Band 2	6.53	6.65	8.21	6.77	6.47	6.33	5.94	5.95	6.92	4.48	5.86		
Band 2B	6.13	6.25	6.2	7	6.25	4	6.5	5.3	6.8	6	6.17		
Band 2C	8.33	6.25	9	10	8.13	8.75	8.33	6.5	9	10	9.17		
Band 2D	7.24	6.7	7.86	8.33	8.39	6.43	6.55	5.93	7.79	6.61	7.26		
Band 3A	6.55	6.46	7.38	6.94	7.21	4.32	6.49	5.9	7.08	5.73	6.32		
Band 3B	6.6	6.04	7.67	6.94	7.29	3.75	5.28	5.83	8	3.75	8.33		
Band 4A	7.08	6.88	6.5	8.33	6.88	6.25	7.5	6.5	8	6.25	7.5		
Band 5A	5.38	3.75	6.75	6.67	6.25	3.13	5.83	4.5	5.75	3.75	5.83		
Band 5B	7.64	9.38	6.5	9.17	9.38	3.75	6.67	6.5	7.5	10	7.5		



5.9 DEPARTMENT WISE ENGAGEMENT SCORE ACROSS DIMENSIONS

The following heat map represents engagement scores for all dimensions across the demographic variable "Department".

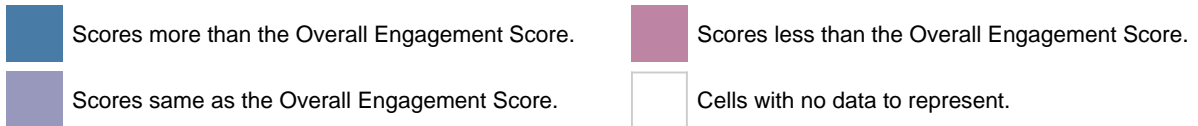
Overall Engagement Score 6.67		Dimension(s)									
		Work Life Balance	Job	Opportunities for Growth	Leadership	Compensation	Rewards & Recognition	Culture	Communication	Training & Development	Working Environment (Physical)
Department - wise Average Score	↓	6.73	7.77	7.04	7.05	4.96	6.34	5.97	7.13	5.54	6.49
Dimensional Average Score	→										
Associate Trainer	6.89	7.45	8.04	6.88	7.29	3.75	6.63	6.29	7.19	6.3	6.94
Business Engagement	7.53	6.56	8	8.75	10	2.5	8.75	6.25	8.5	6.25	7.08
Capability Building	5.71	5.63	7.25	6.11	6.56	3.13	4.86	5.42	5.92	2.92	6.25
Commercial	6.39	6.67	6.58	6.81	6.88	3.96	5.69	6	7	6.04	6.81
Content & Learning Design	6.49	6.09	7.13	7.29	7.19	5.63	5.83	5.88	7	4.69	6.88
Management	6.63	6.56	6.75	8.33	8.44	3.13	6.25	5.25	6.75	7.5	6.67
MIS	6.91	6.88	6	7.92	8.13	6.25	7.08	5.25	8.5	5.63	7.08
Operations	6.35	5.63	7.13	7.29	6.72	4.84	6.56	5.44	7.38	5.31	5.94
Project	6.53	6.65	8.21	6.77	6.47	6.33	5.94	5.95	6.92	4.48	5.86
Small Format	7.35	7.56	8.35	7.67	7.56	5.75	7.17	6.55	7.45	7.63	7.08
Support Services	6.77	5.63	7	7.5	7.5	5	7.29	5.25	8	7.19	7.08



5.10 LOCATION WISE ENGAGEMENT SCORE ACROSS DIMENSIONS

The following heat map represents engagement scores for all dimensions across the demographic variable "Location".

Overall Engagement Score 6.67 Dimensional Average Score		Dimension(s)									
		Work Life Balance	Job	Opportunities for Growth	Leadership	Compensation	Rewards & Recognition	Culture	Communication	Training & Development	Working Environment (Physical)
Location - wise Average Score		6.73	7.77	7.04	7.05	4.96	6.34	5.97	7.13	5.54	6.49
Bangalore	6.62	7.05	8.09	6.52	7.22	3.52	5.61	5.68	7.27	6.02	6.82
Delhi	6.71	6.67	8.17	6.67	7.45	3.54	6.32	6.46	6.38	6.88	6.74
Gujarat	6.83	6.67	7.5	7.22	7.08	5	6.39	6	8.17	6.25	6.39
Kolkata	7.45	7.85	8.33	8.06	7.5	5.69	7.69	6.56	7.56	6.94	7.31
Lucknow	5.83	4.06	6.25	7.5	5.94	4.38	6.67	5	7	5	5.83
Mumbai	6.57	6.61	7.61	7.03	6.91	5.4	6.26	5.87	7.14	4.98	6.29



5.11 ANALYSIS OF PARTIALLY OPEN-ENDED QUESTIONS

5.11.1 THREE IMPORTANT REASONS TO CONTINUE TO WORK AT XYZ COMPANY

This question was designed to understand the common reasons for the employees' desire to "stay" in the organization – an important factor for talent management in any organization. The main purpose of this question was to identify the key factors that motivate an employee and keep them engaged in the organization. Out of the list of 8 statements provided, employees were asked to choose three most relevant statements that best describe their opinion as "Rank 1", "Rank 2" and "Rank 3".



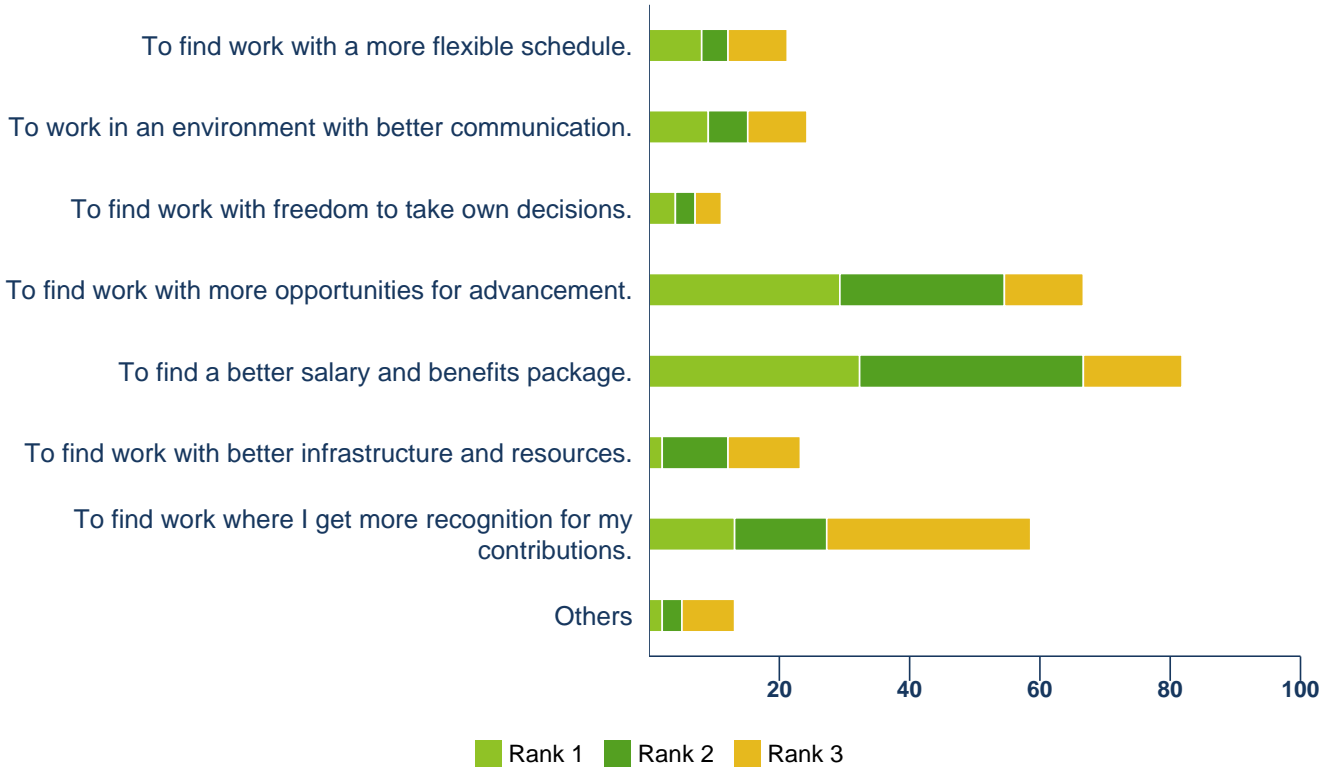
*The responses have been mapped in terms of frequency, i.e. the number of people indicating a particular statement as Rank 1, Rank 2 or Rank 3.

The last option "Others" was included to provide participants with some freedom of choice and to enable them to mention any other important factors not included in the question. Some of the more specific responses expressed under this option (if any) are mentioned below-

- I am very passionate about what I do. I love my Job. My profile keeps me energetic and up to date with changes. It also gives me an opportunity to share my learning and experience. (Definitely not for remuneration.It is very low.)
- opportunity for nation building employability & enterprise impact
- As it is freelancing opportunity
- Allow me to use my personal knowledge and experience
- Good future potential of this company
- Brand name
- Having Corporate clients, to work with organizations.
- I work as I am operating in a space to impact livelihood.
- Rank 2: (h) My own moral commitment Rank 3: No statement matches; forced to select with lowest match
- The work place is near to my residence and hence I save on time.
- Just cause I m handling another project as third party. And that other organization providing me good learning environment.
- Work Timings are the best, that other organizations do not adopt, hence more Personal Time.

5.11.2 THREE IMPORTANT REASONS TO QUIT XYZ COMPANY

This question was formulated to identify the potential reasons that could make an employee quit XYZ COMPANY. The main purpose of this question was to identify the key factors that could drive an employee away from the organization and are potential causes of attrition and a disengaged workforce. Similar to the previous question, out of a list of 8 statements provided, employees were asked to choose three most relevant statements that best describe their opinion as “Rank 1”, “Rank 2” and “Rank 3”.



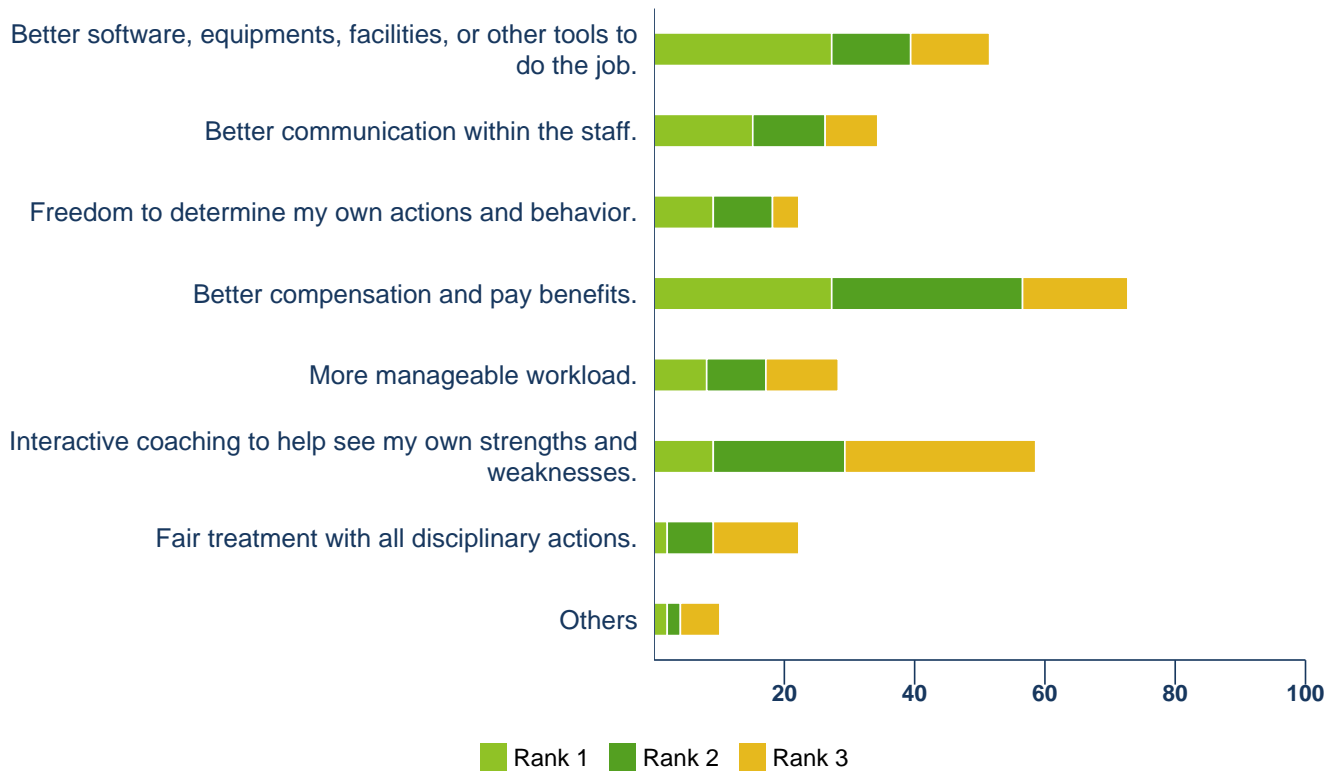
*The responses have been mapped in terms of frequency, i.e. the number of people indicating a particular statement as Rank 1, Rank 2 or Rank 3.

The last option “Others” was included to provide participants with some freedom of choice and to enable them to mention any other important factors not included in the question. Some of the more specific responses expressed under this option (if any) are mentioned below-

- TO WORK WITH ORGANIZATION WHERE I CAN ADD LOTS OF VALUE TO MY PROFESSIONAL CARRIER
- Try new industries/ roles
- Looking for an organisation to explore my knowledge and skills
- Office to be in close proximity
- More serious approach towards this format from group level because of the potential
- When I Start my own business
- For listed companies work
- To work in an organisation which has defined processes and a clear vision
- Want learn more and different skills
- I have practically no reason to quit this organisation. However, after 5 years of active engagement, I would definitely like them to consider my candidature for a full time opportunity as an internal employee an not just as a Retainer. I would also like to grow with the organisation & take care of other aspects of LnD, other than CRT.
- I think XYZ COMPANY is a very good place to work, and there is no such prominent reason to quit , but yes i think pay increase is a thing which all will love and need Thanks
- I am a FREELANCER engaged for training to the sales people of XYZ COMPANY clients. I will be more interested to go where I will get more No. of Days engagement.
- If Top Management stop being AirHeads (slang) and actually start to care about the organisation rather than their own personal goals, and actually contribute to bring in business (thru various initiatives) rather than depend only on the internal BDE/BDM. Also take interest in Content Development and see that the main product / blood of the organization has maximum quality rather than quantity, how else can you use that as another revenue generating aspect for the organization?

5.11.3 EMPLOYEE SUGGESTIONS FOR IMPROVEMENT

Another survey item was used with an aim to provide an outlet through which the employees could give their own suggestions to improve the functioning of the organization. Out of a list of 8 statements, employees were asked to choose three most relevant statements that best describe their opinion as “Rank 1”, “Rank 2” and “Rank 3”



*The responses have been mapped in terms of frequency, i.e. the number of people indicating a particular statement as Rank 1, Rank 2 or Rank 3.

The last option “Others” was included to provide participants with some freedom of choice and to enable them to mention any other important factors not included in the question. Some of the more specific responses expressed under this option (if any) are mentioned below-

- I am on contract for last 4 years and there are no benefits and the HR negotiate on very unrealistic terms and conditions
- Loads of paper work while making claims. This can be avoided.
- All are good.
- Better role clarity
- Conducting regular train the trainer program sessions
- 1. Top Management contributes to income / bringing business as well as the others do. 2. Many employees are multi-talented, take efforts to recognize those and use that as an advantage. 3. Internal Clients should be forced to pay in time / before time so there is more cash flow and flexibility in funds. 4. Bring in better software systems so manual work reduces and quality work increases.
- A team to manage workload
- Personal growth and development. Raise my self learning and knowledge like a POSH certification opportunity.
- Less outstation assignments
- better opportunities

5.12 EMPLOYEE NET PROMOTER SCORE (eNPS)

Calculating the Employee Net Promoter Score (eNPS) is a method used to measure employee loyalty. eNPS measures the likelihood of an employee to be willing to recommend your organization as a place to work. It helps organizations gain an insight on what exactly do their employees like/don't like about the organization. Employees score their organization (on a scale of 0 to 10), on how likely are they to recommend it as a good place to work?

The scores of employees are broken down into :

- 0 to 6 - Detractors :** These employees have major reservations about their role in the organization. As a result, they actively divest themselves from their work.
- 7 to 8 - Neutral :** While not actively disengaged, these employees are still held back from applying their full-selves at work. They are less enthusiastic about their role etc.
- 9 to 10 - Promoters :** Promoters are highly engaged with the organization and their role. They approach work with energy, enthusiasm, and resilience.

The eNPS formula is:

$$\text{eNPS} = ((\text{Number of Promoters} - \text{Number of Detractors}) / \text{Total Number of Respondents}) \times 100$$

OR

$$\text{eNPS} = \% \text{ Promoters} - \% \text{ Detractors}$$

A score ranges between -100 to 100, where -100 to -10 is a poor score, -10 to 20 is good/average, and anything above 20 is excellent.

The following graphs show the breakdown of responses (both collective and individual) given by employees.

Collective Response Breakdown



■ Detractors (31.31%) ■ Passives (35.35%) ■ Promoters (33.33%)

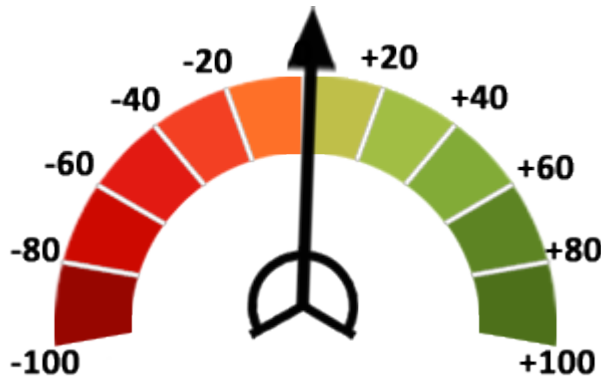
Individual Response Breakdown



■ 1 (7.07%) ■ 2 (4.04%) ■ 3 (4.04%) ■ 4 (1.01%) ■ 5 (6.06%)
 ■ 6 (9.09%) ■ 7 (14.14%) ■ 8 (21.21%) ■ 9 (8.08%) ■ 10 (25.25%)

Employee Net Promoter Score 2

Detractors (0-6)	31 (31.31%)
Passives (7-8)	35 (35.35%)
Promoters (9-10)	33 (33.33%)



6

About GreenThumbs

When you are looking for a partner to help you solve people problems, improve results, fill a key resource gap, assess or develop talent at your organization, you want to work with professionals who have done it before with proven success. That's where we come in.

GreenThumbs is a high-impact, targeted, and results-driven boutique HR firm. A trusted resource to all industries, we pride ourselves on partnership, quality of service, and quick, lasting results.

GreenThumbs is determined to be the best in the business of assessments and training and we believe in constantly updating our surveys, tests and training content to the latest techniques and technology. Our content is high in quality, relevance, innovation and cater to all the needs of an organization, including recruitment, career management, skills assessment, evaluation, personal and team development. It works through Psyft.com to run the initiatives around surveys and assessments.

Services we offer:

- Employee Engagement Survey
- Personality Assessment
- 360 Degree Feedback
- Executive Search Assistance
- Customized Training Program
- Training Needs Analysis

We invest in research to ensure we design the right intervention on each occasion – ensuring that it is set within the context of a group, is pitched at the right level, uses their real situations as course material, and is full of practical tips, tools and techniques. Tailored activities, individual feedback sessions and group discussions give each participant the greatest possible opportunity to understand and internalize new concepts and skills.

We make your business our business.

Employee Responses to Subjective Questions

Section - 7

7

EMPLOYEE RESPONSES TO SUBJECTIVE QUESTIONS

Question-1 : In your opinion, what makes this organization a respected brand?

- Only salary part is good, nothing else is there for growth and opportunity. Nor any clarity of future engagement in the organization.
- The transparency and hard work from all employees from top to bottom to achieve a goal
- organisation provide freedom and also provide opportunity to learn more about changing market trends
- Better work space, top management, good productivity, employee satisfaction.
- The organisation is respected coz we impart knowledge and awareness. And the different ways we cater to our customers.
- Yes
- Write blog, host Facebook group, e-marketing
- Values
- Retail brand name.
- By simply Focusing on Three Things an Organization can be positioned as a respected Brand:- (For Getting Respect - Give Respect) 1st Better Products or Services which can give Value for Money - indirectly give respect to the customers. 2nd Satisfied Employees which give blessing/respect to the organization. 3rd System Orientation which will help smooth functioning of all the departments as per the objectives.
- No comment
- Organisation have to provide all requirements the employee want. Ex:- Tickets reservation

- Freedom Approachable management Brand value Salary and package
- Because of its working nature giving lot of scope of improvement for staff
- Now about employee. What the problem getting in ground level.
- Good brand I m happy with this group
- Its a PAN india brand
- People
- Not any
- Easy communication & equal opportunity with non -bias promotions are major aspect to retain employee .
- Providing skills & employment
- The quality of work and the process along with commitment to the client.
- The respect for employees and long term relationships or bonding
- Vision and sharing knowledge culture.
- The positive brand image of the parent company and quality human resource
- by doing something which develop new skill ,program which consisting individual and context development like platform skill development program
- YZYOUT ÜCEÿ can easily adapt to the changing needs of the client, provides customized solutions to clients and provide good customer service. All these makes it a respected brand.
- Better communication with staff
- Its a fair, ethical organization, has withstood the test of time & storms in the industry. Delivery & quality have been non-sequitor.
- I find this organization a great place for learning & Development, i have seen many people grow from bottom to top, Gives equal opportunity for everyone to perform & grow.
- The initiative for enhancing skills and knowledge of employees at all level.

- Proper communication and compensation to old employees
- Assigning of the projects can be more organised hence it becomes easier and trainer can perform better and payout should be more competitive.
- Being associated with the retail leader and round the year assignments

- Having expertise in training, more than 10 years. Providing training solutions to different corporates and State Govt..
- This organization is a respected brand because it values the scope of training and development immensely for all its people and really invests time and quality on them. It is one place where if we sincerely work we can reach heights.

Question-2 : Why would you recommend / not recommend the company as a place to work?

- No
 - We maintain good relationship with our managements and stakeholders. This is the good platform to work to become a great leader. We are achieving our goals with the help of growing our training and learning flow.
 - I would recommend this organization since there is lot to learn because of extensive work load and pressure however it comeplyeky depends on individuals if they can handle this pressure as there is not much support from other team memeners
 - If you want to become a master of retail trade - go for it. Pay is quite low; henceforth, look somewhere else.
 - Reason for recommendation would be as we get ample oppertunity to upgrade our self and learn lot of new things and reason for not recommendation would only be better pay scale.
 - Mentioned in the previous qtn
 - I would recommend as the company has good future and growth option provided if our mid management supports.
 - I would recommend this company for others as a pride working here.
 - Recommend moderately.... it still has a long way to go to increase the level of professionalism
 - Simplicity. Adaptability
 - Na
 - Good people to work with
 - I always recomend, very friendly work environment
 - i will recommend this company since working atmosphere is good and gives good salary.
 - Good work culture
-
- I recommend because of it s value system and we ll laid down plans
 - Would recommend for its focus on maintaining the core values of the Company
 - Not more options for future of employees. Learning & development department not doing enough for skill important for their own employees. Not clear communication between employees & upper level.
 - No vision of any future work or project. No clarity of any Opportunity in future. Fully contractual job. No guarantee of any permanent engagement. Some of the time salary getting delayed paid and the reimbursement of the claim always got delayed by min 2 months. So no recommendation for anybody.
 - Yes
 - I would recommend this company as a place to work as this company has huge potential to become the biggest L&D brand of the country.
 - No Comment
 - Work culture and learning is very good
 - Recommend : because of its employee friendly environment Not recommend : No vision or path for personal growth and development
 - I will recommend the company since the work atmosphere is good. It looks after the employees.
 - It s good company and helping to employee service.so recommend Not recommend because not seeing ground reality
 - Flexible working schedule and opportunities to learn are two reasons why I would like to recommend the organisation to others.
 - Schedule is very hectic
 - I would recommend this company as a great place to work as the employee gets complete space to work and explore.
 - I recommend this company as a place to work because we are always dealing with something new, interesting & learning everyday. I believe that learning is most important at all the stages of the career. so i always recommend this company as a good place to work.
 - I would definitely recommend this organisation to work with because of its professional culture and employee friendly environment.
 - I will Recommend Because Company Vision is too good.It perform well and giving healthy environment.Company think about employees Growth and employs Satisfaction.
 - Recommend - Easy to work with. Open communication and transparent culture Not Recommend - very little work
 - Not Recommend - Who would I recommend a place filled with Airheads and Politics?
 - Definitely recommend others
 - Becaoz there are a lot of prospects to grow.
 - This is the place to learn aNything with respect to training.



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