

RAJEEV GANDHI COLLEGE OF MANAGEMENT STUDIES



Project Report on
Employee Productivity, Satisfaction and Retention
For
Sattva EngiTech Pvt. Ltd



SATTVA EngiTech Pvt Ltd

Assured quality services for Engineering and Technological needs

Reviewed
M. S.

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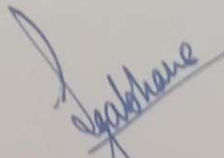
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Chapter 1 Introduction

1.1 About Rajeev Gandhi College of Management Studies

Rajeev Gandhi College of Management Studies (RGCMS) was established in 2009 and is part of Jawaharlal Nehru Institute of Education, Science and Technological Research Trust (JNIESTR)

JNIESTR was established in 1985 with aims and objectives of establishing platform for education, research to serve society and bring educational revolution in general public, thus creating educated and progressive society.

Core values of JNIESTR Trust are to serve and have a transformative impact on the society, by providing affordable platform for education and research, creating equitable opportunities across society.

It aims at creating educated youth with human values of morality, ethics and societal responsibility to drive sustainable growth.

Before establishing RGCMS, this trust had established various schools in rural areas, Agriculture research institution, Engineering College etc.

In 2009 JNIESTR decided to establish Business school which will cater learners to acquire professional knowledge in the field of Business, to deliver social and economic impact.

Rajeev Gandhi College of Management was established to execute vision and mission of the Trust and in 2017, following vision, mission and Core values were formalized and adopted.



Figure 1.1 (a) Vision Mission and Values

Vision: To be an institute that nurtures business professionals to deliver social and economic impact.

Mission:

- **M1:** To provide a platform for academic delivery in coherence with a defined teaching process.
- **M2:** To encourage our faculty and students for Industry Academia Interaction.
- **M3:** To expose and inculcate social ethical values in students.

Core Values

- Ethical Behavior
- Socially Responsible
- Integrity
- Transparency and Fairness
- Collaboration and Team Work

1.2 About Sattva EngiTech

SATTVA EngiTech is a Private Limited Company located in Thane Belapur Industrial Corridor, working towards excellence in the Engineering and Technological Services and believes in pursuing business through innovation and technology. Its team comprises of highly motivated specialist with several years of rich and varied industry experience. Their aim is to be a leader in the industry by providing value added products, services to increase profitability of clients.

SATTVA EngiTech undertakes the development of conceptual Engineering, Front End Engineering Design, Detailed Engineering, and Project Management services. We also assist in procurement, verification of construction and commissioning.

SATTVA EngiTech provides Engineering services right from concept development to execution and capitalization. It includes

- Conceptual Engineering Feasibility studies, option screening, technology selection and risk-assessments.
- Front End Engineering Design (FEED) Multi-discipline FEED packages including detailed design bid support.
- Detailed Design Engineering Comprehensive Detailed Design engineering services and/or Project Management Consultancy services

Being a core service Industry, the employees of the organization have a big impact on that organizations success. Currently the company has strength of 40 employees.

1.3 Problem Statement

The management of SATTVA started experiencing issues with the employee retention, employee productivity and high attrition. This has started impacting its bottom line. SATTVA has tasked RGCMS with understanding and analyzing the situation and provide recommendation for improvements.

1.4 Objective of the Project

The objective of the project was to analyze reasons for high attrition rate at Sattva EngiTech and to provide recommendations and suggestions to increase Employee satisfaction, Motivation and Productivity at Sattva EngiTech.

The project was divided into various stages as follows

1. Understanding of Problem, Personal Interview of employees, Analysis of data from Interview

- The objective of this stage was to have a detailed understanding of the problem by conducting interviews, framing survey questions, collecting the data and analysis of the data.
 - This will help with the recommendation and suggestions along with the targeted training to the employees of SATTVA
2. Training for Employees (Session-I & Session- II)
- The objective of this phase was to train the employees of SATTVA along with management development program to implement the recommendation
3. HR Policy Audit
- The objective of this phase was to either review the existing HR Policies of SATTVA or to recommend various changes which can be brought in their employee engagement SOPs
4. Feedback session
- This involves taking sessions for staff members
5. Preparation and Presentation of Project Report

Chapter 2

Data Collection and Collation

2.1 Designing of the questionnaire for survey

A detailed discussion to understand the needs of the management was conducted. Based on the discussion, it seems that SATTVA is facing issues with employee attrition, thus impacting overall productivity.

Preliminary interviews with the staff were conducted to make them aware of RGCMS role and deliverables in this project.

The management was made aware of some of the parameters which factor in Employee retention and motivation.

The parameters which were discussed were as follows.

- o Recognition and Appreciation
- o Competitive Compensation
- o Career Growth Opportunities
- o Supportive Management
- o Community & Belonging
- o Work life Balance
- o Open Communication

Based on the above parameters it was decided to float an anonymous survey to understand which factors are causing the attrition and employee morale.

All Staff members were taken in confidence with the complete confidentiality and anonymity of the survey and they were encouraged to respond honestly without any hesitation to help us come up with the data driven suggestions for improvements.

Survey questions were drafted for each category and employees were asked to submit their responses in 5 point Likert scale, with options of

1. Strongly Disagree
2. Disagree

3. Neutral (Neither Agree or Disagree)
4. Agree
5. Strongly Agree

These questions were approved by the management before they were given to employees

2.2 Questions to assess "Recognition and Appreciation"

1. I feel valued and recognized for my contributions at work.
2. The recognition I receive motivates me to perform better.
3. I believe there is a strong culture of appreciation within our organization.
4. The feedback from my superiors helps me grow and improve professionally.
5. I am satisfied with the opportunities for recognition available to me.
6. The way our organization manages recognition influences my decision to stay.
7. I see a clear link between recognition and opportunities for advancement.

2.3 Questions to assess "Competitive Compensation"

1. I believe my salary is competitive compared to similar positions in other companies.
2. I am satisfied with the bonus structure at our company.
3. The benefits provided by the company meet my needs and expectations.
4. I feel that the pay raises and promotions I have received are fair and based on my job performance.
5. The company's overall compensation package is a strong motivator for me to excel in my role.
6. I am aware of the compensation benefits available to me and understand how to utilize them.
7. The company's compensation policies are transparent and clearly communicated.

2.4 Questions to access "Career Growth Opportunities"

1. I am aware of the career advancement opportunities available within the company.
2. I feel that my skills and talents are being effectively utilized to their full potential.

3. The company provides sufficient training and development to support my career growth.
4. I believe there is a clear path for career progression in my role.
5. The performance review process is helpful in guiding my professional development.
6. I am encouraged to pursue opportunities for growth within the company.
7. I feel confident about my future career prospects at this company.

2.5 Questions to assess "Supportive Management"

1. My manager communicates effectively with the team.
2. My manager is responsive to my queries and concerns.
3. My manager provides clear performance expectations.
4. My manager effectively solves problems and addresses difficult situations.
5. My manager encourages creativity and innovation.
6. My manager treats everyone with respect and demonstrates integrity.
7. I feel empowered to make decisions in my role without constant oversight.
8. My manager is effective at inspiring me to do my best work.
9. I have been encouraged to take on new challenges and pursue opportunities.

2.6 Questions to assess "Community and Belonging"

1. I feel a sense of belonging within my team and the wider company.
2. The company culture is inclusive and welcoming to all employees.
3. I have the opportunity to connect with colleagues and create meaningful relationships at work.
4. The company values and celebrates diversity in its workforce.
5. I am comfortable being myself at work and do not feel the need to conform to a certain image.
6. The company actively supports and participates in community events and social causes.
7. There is a strong sense of teamwork and collaboration across departments.
8. The company provides platforms and opportunities for employees to share their thoughts and ideas.

2.7 Questions to assess "Work Life Balance"

1. I am satisfied with the current balance between my work and personal life.
2. My workload is manageable and allows me to meet both professional and personal commitments.
3. I can effectively manage my time to fulfill work tasks and enjoy personal time.
4. The company provides flexibility that supports a healthy work-life balance.
5. I feel that my work schedule allows for quality time with friends and family.
6. I rarely feel overwhelmed by my work responsibilities.
7. I have sufficient opportunities to take breaks and destress during work hours.
8. I am able to pursue personal interests and hobbies alongside my work.
9. I have never had to disregard personal commitments due to work demands.
10. I feel encouraged to maintain a healthy separation between my work and personal life.

2.8 Questions to assess "Open Communication"

1. I feel that communication within the company is clear and transparent.
2. I am comfortable sharing my ideas and opinions with management.
3. I receive timely and constructive feedback on my work.
4. There is a regular exchange of feedback between employees and management.
5. I am well-informed about important decisions and changes within the company.
6. The company encourages open dialogue and the free flow of information.
7. I believe that my voice is heard and considered in company matters.

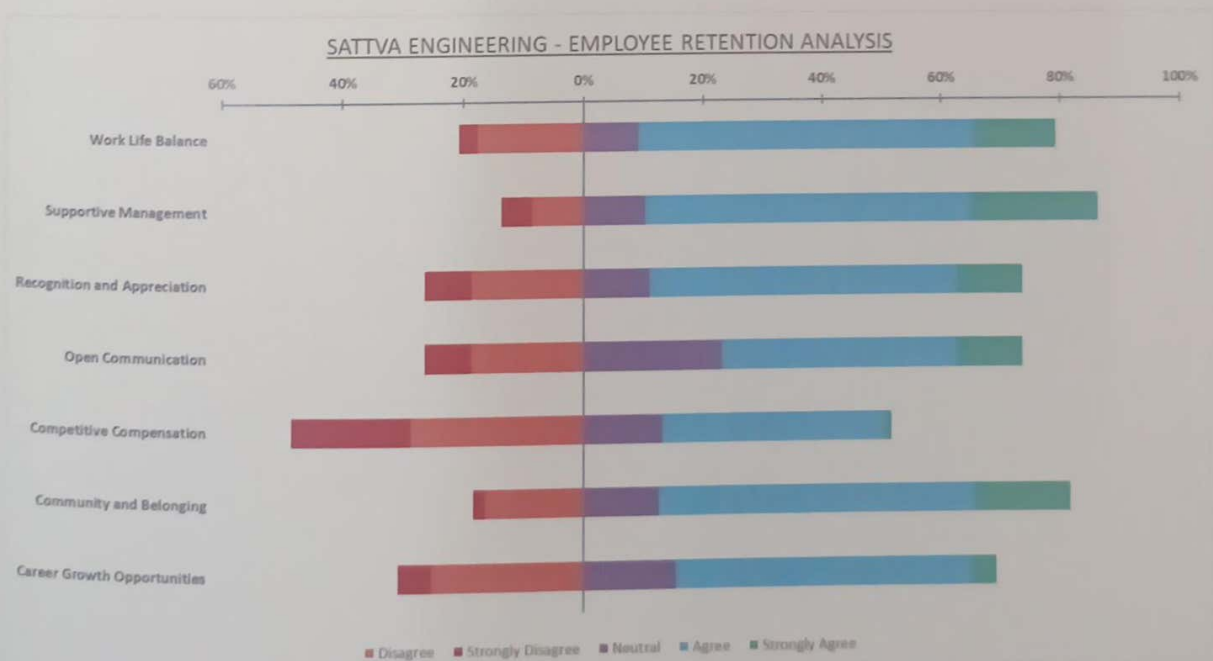
Chapter 3 Data Analysis

3.1 Methodology

1. All Survey responses were collated and number of respondents who have responded Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree were aggregated per question.
2. These numbers were further aggregated based on parameters which question belong to Ex: Career Growth Opportunity, Community and Belonging, Competitive Compensation, Open Communication, Recognition and Appreciation, Supportive management and Work life Balance as shown in below table

	Sum of Strongly Disagree	Sum of Disagree	Sum of Neutral	Sum of Agree	Sum of Strongly Agree
Career Growth Opportunities	5	23	14	45	4
Community and Belonging	2	17	13	55	17
Competitive Compensation	18	26	12	34	1
Open Communication	7	17	21	36	10
Recognition and Appreciation	7	17	10	47	10
Supportive Management	6	10	12	64	25
Work Life Balance	4	23	12	73	18

3. A diverging bar chart with weightage of negative percentage for strongly disagree, disagree and positive percentage for Neutral, Agree and Strongly Agree was graphed to show the comparative trend visually and is shown below



3.2 Trend Analysis

Some of the parameters which show more negative trend and ranked are as follows

1. Competitive Compensation
2. Career Growth Opportunities

Some of the parameters which show neutral trend and ranked are as follows

1. Open Communication
2. Recognition and Appreciation

Some of the parameters which show more positive trend and ranked are as follows

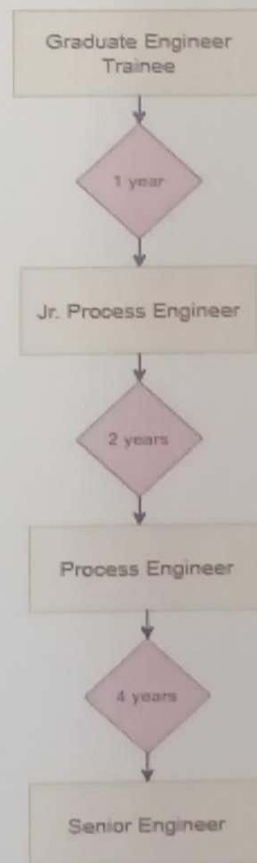
1. Supportive management
2. Community and Belonging
3. Work Life Balance

Chapter 4

HR Policy Audit

4.1 HR Policy contents

1. Organization vision, mission, core values
About Sattva, its Vision, Mission, core values and intention of publishing HR Policies is mentioned
2. Appointment and Service Matters
Eligibility criteria and Human Resource planning SoP is clearly stated
3. Attendance, Leave and Vacation Rules
Working days, working hours were clearly conveyed in HR Policy document
4. Promotion Policy
Sattva has clearly defined promotion policy that is dependent on no. of years of experience.



5. End of Service

Clear guidelines regarding termination/resignation are stated in HR Policy document

6. General Rules

General Rules of engagement for maintaining discipline in the organization are stated clearly

4.2 Post analysis recommendations on HR Policy

1. Although HR policies seem liberal and effective. Provision for structured and unstructured feedback on HR Policy and its annual review can help in better bonding and Trust between employees and management.
2. A sample feedback form was shared with management to do the needful annually.
3. New joiner should be encouraged to read HR Policies
4. Career growth opportunities in Sattva to be emphasized during orientation of new joinee's

Chapter 5 Recommendations

5.1 Recommendations based on trend analysis

Session was planned with management and staff. Agenda of planned session included areas of improvement Sattva Engineering should undertake to improve Employee retention and reduce Employee attrition and how to achieve it.

Based on data analysis the following areas of Employee retention were ranked low and needed immediate attention

1. Competitive Compensation
2. Career Growth Opportunities

Sattva Engineering seems to perform average in following areas of Employee Retention

1. Open Communication
2. Recognition and Appreciation

Sattva Engineering seems to perform better compared to other areas in following areas of Employee Retention

1. Supportive management
2. Community and Belonging
3. Work Life Balance

5.2 Recommendations to address Competitive Compensation

1. **Market Research:** Conduct thorough market research to ensure salary ranges are competitive within the industry and geographic location
2. **Total Compensation Packages:** Focus on the entire compensation package, not just the salary. This includes bonuses, commissions, benefits, insurance, stock options, and other perks
3. **Unique Benefits:** Offer unique benefits that resonate with employees and differentiate the company, such as flexible work arrangements, wellness programs, and professional development opportunities
4. **Transparent Communication:** Maintain open and transparent communication about compensation policies, criteria for raises, and opportunities for advancement

5. **Pay Equity Audits:** Regularly conduct pay equity audits to ensure fair compensation across the organization and address any disparities
6. **Performance-Based Rewards:** Implement performance-based rewards systems that are clear, objective, and aligned with the company's goals
7. **Compensation Philosophy:** Develop or reevaluate the organization's compensation philosophy to align with its values and the expectations of its workforce
8. **Consultation:** Consider hiring a compensation consultant to provide expertise and help navigate complex compensation challenges

5.3 Recommendations to address Career Growth Opportunities

1. **Clear Career Pathways:** Establish transparent and well-defined career progression paths for employees to aspire and work towards
2. **Professional Development:** Offer continuous learning opportunities, such as workshops, courses, and certifications, that align with employees' career goals
3. **Mentorship Programs:** Pair employees with mentors who can provide guidance, share knowledge, and support their professional growth
4. **Leadership Development:** Create leadership programs for employees who show potential for managerial positions
5. **Recognition of Potential:** Acknowledge and reward employees who take initiative to develop their skills and contribute to the organization
6. **Performance Reviews:** Conduct regular performance reviews that focus not only on past performance but also on career aspirations and development plans
7. **Fair Performance Ratings:** Ensure that performance evaluations are fair and unbiased, reflecting true contributions and potential

5.4 Recommendations to address Open communication and Recognition & Appreciation

Although Sattva Engineering seems to perform average in following areas of Employee Retention, still there is scope of improvement. Open communication, Recognition & Appreciation have direct impact on motivation and productivity of staff members.

1. Act on feedback
2. Listen actively empathetically

3. Creating the culture of recognition and appreciation
 4. Celebrate important milestones
-

Chapter 6

Conclusion

Employees are a vital part of any successful business. They provide the expertise, knowledge, and creativity needed to drive forward projects and increase productivity levels. Retention rates are affected by many factors, including employee morale and productivity. Employee retention is important for team building and cohesion in the workplace so workers can trust and depend on each other.

Diminished productivity and competitive advantage are among the biggest losses when talented employees leave an organization. High employee turnover rates can harm an organization's ability to carry out its mission due to impairments to continuity, loss of institutional knowledge, and the high costs of replacing departing workers and training new replacements. Employee departures can also lower morale and prompt more employees to leave the organization.

Employees who feel appropriately recognized and rewarded by workplaces are much easier to retain long term.

Chapter 7 Annexures



Feedback from staff at Sattva Engi Tech



Interaction with staff



Interaction meeting with RGCMS staff for analysis of data



Interaction session with Sattva employees



De-briefing session with Sattva staff before filling questionnaire