Chapter – 8

Findings, Recommendations & Conclusion
Findings

The most important result of the study is that employees’ preferences changes based on the economic conditions and their company’s performance. Irrespective of moving up in their experience, employees move back to their basic needs. Organizations too fail in keeping the momentum of good policies and practice at all the conditions. This also leads is employee engagement issues and productivity drops drastically.

In most of the situations, middle level employees who are responsible to provide directions to their group, feel that though they are involved in engagement initiatives, their managers do not provide the same support to them. This was found during the interviews with some of the respondents at middle level.

Some of the notable findings of the study are:

In the Table & Graph No: III – 1, 53.2% of the respondents have rated as strongly agree for the question “I clearly understand the job responsibility” during the initial response.

Interestingly less than 3% have either rated as disagreed or strongly disagreed.

From Table & Graph No: III – 2, 36.5%, have rated strongly agreed for having up-to-date job description and 54.25 have rated as agreed.

Table & Graph No: III – 3, represents 23.1% of the respondents strongly agreed that they understood how their company’s’ strategies were different from the completion. A majority of 62.1% of the respondents rated as agreed, while 5.8% were undecided during initial response.

23.4% disagreed to have understood about the company’s strategy during revisited response. 22.3% of the respondents rated strongly disagreed on understanding company’s strategy.
From **Table & Graph No: III – 5**, 25.8% of the respondents have strongly agreed on ability to discuss their aspirations with the managers during initial response.

48.9% have rated as agree and 6.5% were undecided. A majority of 48.9% of the respondents have shown a positive response.

23.4% have been undecided. Less than 50% of the respondents were able to understand their company’s vision & mission.

From **Table & Graph No: III – 8**, 27.6% of the respondents strongly agreed that they receive appreciation for their contribution. 46.5% rated as strongly agree for receiving recognition for their contribution during the initial response.

From **Table & Graph No: III – 10**, 28.9% of the respondents have rated as strongly agree and a majority of 43.4% of the respondents have rated as agree during the initial response for the question on getting promotion on merits. 15.3% of the respondents strongly agreed and 23.7% of the respondents agreed that people got ahead primarily on the merits of the work.

From **Table & Graph No: III – 11**, a majority of 53.2% of the respondents have rated as agree during the initial response for getting visibility for the good work done. 27.6% have rated as strongly agree.

In the revisited response, there is a drop in positive feelers, with only 13.9% of the respondents rating as strongly agrees and 23.5% rating as agree. A majority of 32.1% of the respondents have rated as disagree and 12.8% of the respondents have rated as strongly disagree.

From the **Table & Graph No: III – 13**, 27.8% of the respondents have rated as strongly agree for the statement that the organization helps in distinguish good performer from the rest in the initial response.
From the Table & Graph No: IV – 1, 234 respondents have strongly agreed for the question “My work gives me a sense of personal accomplishment”, 328 respondents have rated as agreed in the initial response.

In the revisited response, 42.9% respondents were undecided in their response. 14.3% of the respondents strongly agreed and 27.6% agreed.

From Table & Graph No: IV – 2, during the initial response 25.7% of the respondents have strongly agreed for question “My manager works with me to identify my strengths and development areas”.

33.9% of the respondents have given a rating of agreed and 16.5% of the respondents were undecided during the initial response.

From Table & Graph No: IV – 3, 24.1% of the respondents have given the rating of strongly agree and 34.9% as agreed for “My manager works with me to create my career path” in the initial response.

13.3% and 13.4% of the respondents have disagreed and strongly disagreed respectively.

From the Table & Graph No: IV – 5, 178 respondents, or 17.8% of the respondents have rated very good for the question “In general, how good do you think the organization is at providing training for its employees” in the initial response.

A majority of 56.7% of the respondents have rated as fairly good.

From Table & Graph No: IV – 7, 16.5% of the respondents have rated as very good for the question “How good is the Technical Skills training” in the initial response.
68.9% of the respondents have given a rating of fairly good, and 10.8% as fairly poor.

From **Table & Graph No: IV – 8**, 21.1% of the respondents have rated as very good for the question “How good is the Management development programme” in the initial response. 38.9% of the respondents have rated as fairly good.

In the revisited response, 8.9% of the respondents have rated as very good and 27.6% of the respondents have rated as fairly good. Majorities of 34.8% of the respondents have rated as fairly poor and 28.7% of the respondents have rated as very poor.

From **Table & Graph No: IV – 11**, 15.6% of the respondents have rated as very good for the question “I have real opportunities for career development in the company”.

A majority of 47.7% of the respondents have rated as fairly good. While 11.8% have rated as very poor, 24.9% of the respondents have rated as fairly poor in the initial rating.

From **Table & Graph No: V – 2**, 38.9% of the respondents have agreed for “Polices help in attracting high quality employees” in the initial response. 14.3% of the respondents have rated as strongly agree.

In the revisited response 6.7% of the respondents have rated as strongly agree and 13.4% of the respondents have rated as agree. 32.1% of the respondents were undecided in the revisited response.

From **Table & Graph No: V – 3**, 22.1% of the respondents have rated as strongly agree for the question “Polices are focused in retaining employees” in the initial response.
In the revisited response, a majority of 39.3% of the respondents have rated as strongly disagree. 21.7% of the respondents have remained undecided and 27.6% of the respondents have rated as disagree.

From Table & Graph No: V – 4, 26.5% of the respondents have rated as strongly agree for the question “Policy at my company are value based and focuses on diversity” in the initial response. 39.8% of the respondents have rated as agree. 21.1% of the respondents were undecided.

From Table & Graph No: V – 7, 14.5% of the respondents have rated as strongly agree for the question “The salary paid to employees in my company is in par with the industry” in the initial response. 38.7% of the respondents have rated as agree and 25.6% were undecided.

24.1% of the respondents were undecided in the revisited response. 18.7% of the respondents have rated as disagree and 4.7% of the respondents have rated strongly disagree.

From Table & Graph No: V – 8, for the question “My Company provides benefits that compare favorably with other companies in the industry”, 12.2% of the respondents have rated as strongly agree in the initial response. 45.6% of the respondents have rated as agree. 18.9% of the respondents were undecided.

In the revisited response, 9.8% of the respondents have rated as strongly agree and 29.8% have rated as agree. 24.1% of the respondents were undecided. While 28.7% of the respondents have rated as disagree, 7.6%.

From Table & Graph No: V – 9, 11.3% of the respondents have rated as strongly agree for the question “In my company salary is paid based on certain criteria. There is no ambiguity” in the initial response.
From **Table & Graph No: VI – 1**, 13.4% of the respondents have rated as strongly agree for the question “My supervisor delegates me enough authority to perform my job efficiently” in the initial response. 37.6% of the respondents have rated as agree, and 18.7% of the respondents were undecided.

A majority of 32.1% of the respondents have rated as disagree and around 23.1% have rated as strongly disagree.

From **Table & Graph No: VI – 4**, 22.8% of the respondents have rated as strongly agree in the initial response for “My Company is a strong competitor in key growth areas”. While a majority of 43.2% has rated as agree in the initial response, and 11.8% were undecided.

16.5% have rated as disagree and 5.7% have rated as strongly disagree. In the revisited response 17.6% of the respondents were undecided.

From **Table & Graph No: VI – 5**, 19.8% of the respondents have rated as strongly agree, and 58.7% have rated as agree for “My Company’s leadership has a clear vision of the future” in the initial response. 9.8% of the respondents were undecided.

In the revisited response a good number, 28.7% of them were undecided in their response.

From **Table & Graph No: VI – 6**, 15.4% of the respondents have rated as strongly agree in the initial response for “My Company’s leadership has made changes which are positive for the company”. A majority of 36.8% have rated as agree, and 18.9% were undecided in the initial response.
From Table & Graph No: VI – 7, 22.4% have responded as strongly agree for “My Company’s leadership is proactive in addressing internal/external issues” in the initial response. A majority of 43.2% of the respondents have rated as agree, and 7.6% were undecided.

15.6% of the respondents have rated as disagree, and 9.2% have rated as strongly disagree in the initial response.

From Table & Graph No: VII – 1, 28.7% of the respondents have rated as strongly agree in the initial response for the question “Compared with a year ago, I am having more job satisfaction today”. A majority of 57.8% have rated as agree and 6.6% were undecided.

While 5.4% had rated as disagree, 1.5% have rated as strongly disagree.

From Table & Graph No: VII – 3, 14.5% have rated as strongly agree for “I expect to have a long career with this company” in the initial response. 24.6% have rated as agree in the initial response, and 12.6% were undecided in their response.

A majority of 29.7% have rated as disagree and 18.6% have rated as strongly disagree.

From Table & Graph No: VII – 4, 27.8% of the respondents have rated as strongly agree for “I would recommend my company as a place to work” in the initial response.

A majority of 58.9% have rated as agree, and 3.1% were undecided. 7.6% of the respondents have rated as disagree and 2.6% have rated as strongly disagree in the initial response.
From Table & Graph No: VII – 6, 24.5% of the respondents have rated as strongly agree for “I feel my company practices fair and ethical practice”.

A maximum of 48.7% of respondents have rated as agree, and 13.8% were undecided in their views. In the revisited response, 6.1% of them have rated as strongly agree. A maximum of 28.9% of the respondents have rated as agree. 27.8% of them were undecided in the revisited response. 23.3% of the respondents have rated as disagree, and 13.9% of them have rated as strongly disagree.

From Table & Graph No: VII – 10, 24.3% of the respondents have rated as extremely satisfied for “How satisfied are you with the company as a place of work?”

A majority of 52.4% of the respondents have rated as satisfied in the initial response. 7.6% of the respondents were undecided in their views. 14.3% of the respondents have rated as dissatisfied, 1.4% of them have rated as extremely dissatisfied.

In the revisited response 8.7% of the respondents have rated as extremely satisfied. 24.5% have the respondents have rated as satisfied. A majority of 32.1% of the respondents were undecided in their views.

Overall the research found that organizations do not use a substantial amount of consultations and delegation to empower subordinates and give them a sense of ownership for activities and decision. Lot of frustration takes place in the work place due to the way organizations handle policies in different conditions. Organizations sticking to their practices at all times is missing.
Some of the significant findings are discussed below:

1. **Managing Aspirations**

   Software professionals are professionally qualified and young knowledge workers with very high levels of ambition and aspiration. This is clearly indicated in the results; two such variables viz. career satisfaction and met expectations found strong support as predictors of employee turnover. Managing these aspirations, therefore, is an important dimension of attrition-control measure.

2. **Managing Careers**

   Managing careers is not a challenge for HR professionals alone but a challenge for others concerned as well - line managers and top management. As 'role models', project managers, project leaders, group leaders or practice heads are people whom software professionals have the highest degree of interaction with as a member of the project team. These 'role models' would have insights to individual differences among their team-mates that no survey or assessment exercises can identify.

   Their role in managing and/or directing the careers of these people is, therefore, very important. As 'knower' of the strengths and weaknesses of their team members, they can give feedback on their (team members) training and development needs for skills or personality development.

   As assessors of the software professionals' performance appraisal, these leaders can convincingly tell them reasons behind the differences in their performance ratings, and have an open discussion on the same. As members of the higher management group, they can bring their team members' common concerns to the top management's attention help the management modify the respective policies as required.
On the other hand, they are in the position to convey the vision, mission, and objectives of the company and their underlying rationale so as to increase the level of synergy between the team members’ organizational and personal goals.

HR managers are the facilitators of various HR policies that meet the organizational strategy. As recruitment specialists, they can contribute significantly to the career management of software professionals. They can induct 'right' people in the company - whose career aspirations are in tune with the companies’ work and reward systems.

They can identify people whose need for utilization of knowledge, skills, and abilities' are in tune with the kind of job-assignments they are being recruited for. Moreover, they can identify the income, advancement and growth needs of prospective candidates and attempt to select those with high fit with the compensation and reward system of the company. In a pressure to recruit a large number of people (that the company requires), they need not make 'false promises' or paint a 'rosy picture’ that may later result in employees’ dissatisfaction.

3. **Performance Managers**

As performance managers, employees can improve on a performance measurement system, as objectively as possible, upon discussion with the line managers. They need to clearly define the role for each position in the organization, and communicate the positions to the new entrants respectively. They may formulate a reward system that is in tune with industry standards, and company's retention and performance strategy, and take local and overseas opportunities as factors of consideration.

4. **Facilitators**

As facilitators of training and development activities, they may identify their teams’ individual training needs which may involve technological, behavioral or cross-cultural contents. As career counselors, they may develop different career paths -
technical or managerial, and attempt to satisfy the needs of the software professionals.

Top management, in defining the organization's vision, mission and strategy may clearly convey to the line and HR managers its definition and expectation of those concerned. Its occasional support for all new and relevant HR initiatives may lead to better responsiveness to environmental conditions, thereby paving the way for increased levels of motivation, satisfaction and employee retention.

5. Managing Expectations

Managing Expectations is a great challenge for managers of software companies. The expectations arise not only after joining the company but also during a job interview. Unmet expectations in a previous organization could result in a job change. These expectations are especially high in the case of software professionals because they are in a sellers’ market, while organizations are in buyers’.

Again, like career management line managers, HR managers and members of the top management team need to play an important role in managing this aspect. E.g. the project manager may make all attempts to know of the software professional’s expectations from the organization in general, and from project manager himself in particular. This is due to the fact that people come with preconceived notions based on their experiences with organizations they have worked in previously or otherwise.

Similarly, HR managers can manage expectations right from the recruitment stage itself. Problems often result from mismatched expectations created at this early point in an individual’s relationship with the company. Recruitment managers may, therefore, play the role of a good film director - explaining to the actors what the film is all about, and what is expected of them.

Clear communication with regards to technological and on-site opportunities, company's position on the value chain, company's future plans, ESOPs etc., as identified by the study, will help manage expectations to a large extent.
Managing fit

The results reveal that person-culture (P-C) fit and person-job (P-J) fit are the two important variables that are closely related to employee turnover, the former being the fit between personal beliefs and values of and individual whereas the later being the fit between the job challenges and achievement orientation of a person.

Lack of these fits results in lower job satisfaction and consequently in employee turnover. Both these variables are highly relevant to software industry – a people and skill intensive industry. Attaining high levels of fit starts right from the recruitment stage and HR managers need to devise the selection process accordingly.

Impact of tight labor market

Labour market assumes immense importance in the context of software industry on account of acute global shortage of skilled professionals and Indian professionals being in demand in India as well as in many other countries. The study finds that on account of availability of large number of jobs in the market, the extrinsic satisfaction perceived by these professionals is less likely to lead in high turnover.

Some of the key issues that managers of large software companies should address are:

1. More focused businesses
2. Developing leaders at all levels
3. Managing change
4. Establishing open communication

Managers of matured software companies, too, need to respond to a great deal of challenges from the start-up firms on account of aggressive approach to recruitment, new technologies, high compensation, and foreign affiliation of start-up firms.
Apart from the major findings and implications as described above, the following are challenges that managers in software companies need to address:

1. Retention Plan for High 'Stayers'
2. The Challenge of Foreign Visits
3. The Challenge of Pay-Job Inequity among Application and Services Companies
4. Coping with the Challenge of Pay Fit and Lack of Internal Opportunities among Systems Companies
5. Threat of High External and Low Internal Job Opportunities among Product Companies
6. Bridging the Perception-Gap between HR and Software Professionals on Turnover Reasons
7. And finally, accept turnover as a fact, and evolve the retention strategy

No organization can change the characteristics of an industry, as it is the environment that shapes the industry through interactions between various forces. Though people's responses to these interactions varied according to their personality and perceptions, turnover was cited by software professionals as the reason for interactions between various emerging and fragmented industry forces, particularly to the stimulating force of skill shortage.

Managers of software companies, therefore, should take all possible measures within their control, and accept the fact that staff turnover is here to stay, just like technological uncertainty. Thus, taking the environmental input into account while evolving a business strategy may result in an effective HR strategy that will work to the organization's advantage.
Recommendations

The following specific steps can help organizations to go a long way toward supporting their employees to motivate them in the organization.

As a first steam, organization should briefly list down the motivational factors that sustain employees and what can be done to sustain managers. This little bit of "motivation planning" can give strong perspective on how to think about supporting the motivations of employees.

Working with each employee to ensure their motivational factors are taken into consideration in the reward systems helps. For example, their jobs might be redesigned to be more fulfilling. Organizations might find more means to provide recognition, if that is important to them. A personnel policy that rewards employees with more family time, etc can be further developed.

1. **Have one-on-one meetings with each employee.** Employees are motivated more by care and concern for them than by attention to them. Getting to know the employees, their families, their favorite foods, names of their children, etc helps. This can sound manipulative and it will be if not done sincerely. However, even if organizations sincerely want to get to know each of their employees, it may not happen unless managers intentionally set aside time to be with each of them.

2. **Cultivating strong skills in delegation.** Delegation includes conveying responsibility and authority to employees so they can carry out certain tasks. However, leaving it to the employees to decide how they will carry out the tasks is always better. Skills in delegation can free up a great deal of time for managers and supervisors. It also allows employees to take a stronger role in their jobs, which usually means more fulfillment and motivation in their jobs, as well.
3. **Reward it when it’s seen.** A critical lesson for new managers and supervisors is to learn to focus on employee behaviors, not on employee personalities. Performance in the workplace should be based on behaviors toward goals, not on popularity of employees. Companies can get in a great deal of trouble (legally, morally and interpersonally) for focusing only on how it feels about its employees rather than on what it is seeing with its eyeballs.

4. **Reward it soon.** This helps to reinforce the notion that the organization highly prefer the behaviors that the organization currently seeing from the employees. Often, the shorter the time between an employee's action and the reward for the action, the clearer it is to the employee that the organization highly prefers that action.

5. **Implement at least the basic principles of performance management.** Good performance management includes identifying goals, measures to indicate if the goals are being met or not, ongoing attention and feedback about measures toward the goals, and corrective actions to redirect activities back toward achieving the goals when necessary. Performance management can focus on organizations, groups, processes in the organization and employees.

   Establishing goals that are SMARTER is necessary. SMARTER goals are: specific, measurable, acceptable, realistic, timely, extending of capabilities and rewarding to those involved.

6. **Clearly conveying how employee results contribute to organizational results.** Employees often feel strong fulfillment from realizing that they're actually making a difference. This realization often requires clear communication about organizational goals, employee progress toward those goals and celebration when the goals are met.

7. **Celebrate achievements.** This critical step is often forgotten. New managers and supervisors are often focused on a getting "a lot done". This usually means identifying
and solving problems. Experienced managers come to understand that acknowledging and celebrating a solution to a problem can be every bit as important as the solution itself. Without ongoing acknowledgement of success, employees become frustrated, skeptical and even cynical about efforts in the organization.

8. Let employees hear from their customers (internal or external). Let employees hear customers proclaim the benefits of the efforts of the employee. For example, if the employee is working to keep internal computer systems running for other employees (internal customers) in the organization, and then having other employees express their gratitude to the employee is a good practice. If an employee is providing a product or service to external customers, then bringing in a customer to express their appreciation to the employee could be a good practice.

**Overall recommendations could be:**

- Non financial incentive plans should be implemented so that it can improve the productivity level of the employees.

- Organization should give importance to communication between employees and gain Co-ordination through it.

- Skills of the employees should be appreciated as they are the assets of the organization.

- Better carrier development opportunities should be given to the employees for their improvement.

- As motivation is essential because its helps in avoiding the frustration and it also create the healthy work environment. Some of the motivational practices could be APPRECIATIVE INQUIRY, POSITIVE REINFORCEMENT and POSITIVE STROKES.
Most companies must take initiative of team building across various team to ensure that each team member provide support to other team members as and when required.

Companies may conduct focus group discussions to drive at the statement and stress that the employee’s growth depends upon the organization growth across all the employees.

It is recommended that corrective measures may be taken to increase the motivation of software employees by providing opportunity for development through recreational programs, friendly in working environment and improving the overall quality of work life (QWL) that benefits in utilizing the human resources to their fullest potential.

Most of the software associates prefer short time training sessions for their training programmes and thus the training department should design short period training programmes for such type of individuals in the future.

Measures may be taken to motivate the employees to reach the next level professionally which can be done by providing on-site coaching and one-on-one counseling that can help software professionals learn how to overcome personal or professional obstacles in their career paths.

It is also recommended to take measures to increase the overall productivity of the software professionals by providing better team working conditions, recognition and opportunity for self improvement.
Conclusion

With a year of punishing business conditions, successive layoffs and negligible pay increases behind them, many organizations will face enormous employee-engagement challenges resulting to employee Job-Satisfaction.

The environment is stark: It’s hard to engage employees in growing business when there’s a recession on. It’s difficult to keep talking with employees through a steady stream of bad news. And for many employers, it’s been impossible to reward employees for their heroic efforts to save the business as the company’s pay-for-performance algorithms zero out.

This study helped to find what factors are related with employee motivational programs that are provided by the companies. The performance appraisal activities really play a major role in motivating the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the motivational programs more effective.

Only if the employees are properly motivated- they work well and only if they work well the organization is going to benefit out of it. Steps should be taken to improve the motivational programs procedure in the future. The suggestions of this report may help in this direction.

The factors that motivate the employees may change with change in time because the needs of employees too change with change in time. So continuous monitoring and close observation of factors that motivate the employees is necessary to maintain a competent work force. Only with a competent work force an organization can achieve its objective.
But if the organization is to have a shot at mounting a recovery, it’s necessary to engage the employees, to keep up the quality of products and services and to meet the challenges of a rapidly evolving marketplace.

It’s been a bad year for employee engagement. Watson Wyatt’s Employee Engagement Index declined 9 percent for all employees from 2008 to 2009. More importantly, the study shows top-performing employees, engagement dropped a much steeper.

This loss of engagement appears to translate to a greater risk of attrition. Over the study period, less than 50 percent employees said they would rather remain with their company than take a comparable job elsewhere.

But to earn a fresh start with the employees, employers will need to bite a bitter bullet. “Engaging employees will require redemption.”

How to Engage Employees

Few insights for conclusion;

- **Communication is the key** – Communicating about business conditions, the state of business, and the role of each of the employees in the business’ success is the first step. A clear communication on positive impact, which of the employees’ daily tasks affects the bottom line, has the business hit a bump in the road to recovery etc.

- **Involving** – Involving as many workers as possible in the innovation processes that will drive the business to future success make positive impact. “When employees are working in an innovative and creative organization, or on new products or services, employee engagement improves significantly.”
• When cash is tight, give employees **opportunities** that can benefit them economically in the longer term. “They’re enabling career-development opportunities and creating career pathways, not only up but also laterally.” But doubletalk should be avoided completely.”

• Measures to motivate the employees to reach the next level professionally which can be done by providing **on-site coaching**.

• Software organizations must **empower teams** to make effective decisions which in turn increase the team effort as a whole.

• Company should impart adequate **knowledge** on the non-monetary ways to motivate teams so as to reduce costs and staff turnover.

• **One-on-one counseling** can be provided during the time of recession or any hard times that can help employees learn how to overcome personal or professional obstacles on their career paths.

• Companies must consider the non-monetary ways to increase productivity by providing awards and recognitions, retirement benefits and incentives and allowances so as to **retain the potential employees** in the organization.

• Making sure managers implement personal plans of Job Satisfaction for their workers. “Job Satisfaction plans should be individual.”