

EFFECTIVENESS OF HRD PRACTICES & EMPLOYEE SATISFACTION: AN ANALYSIS OF BIRLA SUN LIFE, LIC, ICICI PRUDENTIAL

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ABSTRACT

Modern management regards human resource as the precious asset of an organization. HRD and employee satisfaction is vital element of a business to survive. The process of developing employee to improve and update their knowledge and skills is a continuous process and should also take into consideration both the present and future organization requirement. This study is conducted to obtain a greater understanding about the above elements as well as the level of satisfaction. The study also focuses on various HRD practices such as devolution of decision making and empowerment, financial incentive resulting in excellent performance, measurement of HRD practices and implementation of policies ensuring enhancement of employee satisfaction etc. that influences the effectiveness of any organization with special reference to Birla Sun Life, LIC and ICICI Prudential in Ajmer city.

KEY WORDS: Critical Value, Column, Expected Value, Human Resource Department, Management, Observed value, Performance.

Introduction

According to Prof. T.V. Rao (Indian HRD expert) “Human resource development is a process in which the employees of an organization are continually helped in a planned way to develop an organizational cultural where superior- subordinate relationship, teamwork, and collaboration among different sub units are strong and also contributes in increasing organizational wealth, motivation and pride of the employees.”¹

¹ <http://www.scribd.com/doc/7060977/HR-Development-Training>

Human resource development is essentially a business-led approach for developing people within a strategic framework. As human resources are the most valuable assets of any organization, so it has to be developed and increased to an ultimate extent. It mainly focuses on personnel, their competencies and their pride in the organization. HRD does not view the development of individual employees in isolation rather it tries to integrate this with the total organizational development. Being a planning process, it mainly emphasizes on setting the standards and undertaking all activities according to those standards in order to get effective results.

The main functions of HRD are Training & development, Organizational development and Career development. The growth of any organization not only depends on capability and efficiency of its personnel but also on the effectiveness with which they are utilized for achieving organizational objective. Training focuses on preparation for improved performance in a particular job while development on the other side focuses on the overall development of the competency of managerial personnel in the light of the present requirement as well as the future requirement. T&D maintain the match between employee's capabilities and their job requirement in terms of knowledge, skills and attitudes.

According to W. Warner Burke, organization development, Boston: Little, Brown, 1982.p.10
“Organizational Development is a planned process of change in an organization's culture through the utilization of behavioral science technology, research and theory.” Being a long term strategy, organizational development also plays a vital role in the improvement of the organization. As it focuses on both, micro and macro level concept, it ensures the improvement of organization effectiveness and well being of member's through the appliance of behavioral science concepts

According to Hall, op. cit.: “Career Development is a sequence of positions occupied by a person during the course of his life time.” Upward movement in the hierarchy does not mean that an individual moves upward only in the same organization but he / she may work for several organizations during the course of his work-life. It is an ongoing process by which individual's progress can be measured through series of changes until they achieve their personal level of maximum achievement.

Employee satisfaction

Employee satisfaction is a tool to evaluate the level of satisfaction of a worker with his/her occupation and working environment as a happy employee will be likely to produce more, less absenteeism, and continue loyal to the company. Many companies have mandatory surveys or personal meeting with workforce so as to gain information about the level of satisfaction. One of the most excellent behaviors to sustain employee satisfaction is to make worker feel part of a family or team. Holding office events, such as parties or group outings, also helps in building close bonds among workers. Today's typical professional may no longer have an undivided loyalty and commitment towards his/her job. Therefore, it is incorrect to believe that an employee's work life is spent entirely in the pursuit of job satisfaction.² Perhaps, he or she is not actively seeking job satisfaction as much as aspiring towards other important needs and considerations like own career progression, standard of living and personal fulfillment.³ The job is a way to achieve the preferred end.

In the organization HRD role has been improved with the increase in the number of people responding to opportunities and changing demands, acquiring new skills and developing competencies. HRD is a continuous process which takes place in the context of day –to –day work and it is therefore a matter between managers or his/her team. Recent research world wide has shown that good HRD practices and policies can go a long way in influencing business growth and development as well as in improving satisfaction of employees towards his/her job.

Insurance Sector

Insurance is a tool for risk management. It is the procedure by which an individual compensate for future losses by transferring their risk to a large group of people.

One of the important benefits of insurance is that it helps in battling any unforeseen contingencies providing various kinds if insurance which cover as automobile Insurance, Life

² <http://karvediat.blogspot.com/2009/09/hrd-human-resource-destruction.htm>

³ <http://vikramkarve.sulekha.com/blog/post/2007/11/human-resource-management-is-the-concept-of- job.htm>

insurance, Accidental insurance etc. It gives insured a kind of peace of mind – a wonderful technique of spreading and transferring of risk involved.

Insurance is a contract between an insurer and the insured wherein numbers of people who are exposed to similar kind of risk contribute in shape of a periodic payment called premium and the insurer who receive such premium is able to pay for the losses of some of those who have suffered as a result of unforeseen events.

The Insurance is a system by which risk is spread over many and losses suffered by few. It not only mitigates risk but also provide cushion for financial losses. Though it cannot check the happening of risk but can certainly provide for the losses of risk say death, illness, disability on account of accident etc.

The Indian Insurance sector has gone through several phases for example in 1999 when Government of India opened up the insurance sector for private companies and allowing FDI up to 26%. Now it is considered as a flourishing market. Though the largest Life insurance sector is still owned by the government.

The business of life insurance in India in its existing form started in India in the year 1818 with the establishment of the Oriental Life Insurance Company in Calcutta.⁴

Some of the important milestones in the life insurance business in India are:

- 1912 - The Indian Life Assurance Companies Act enacted as the first statute to regulate the life insurance business.⁶
- 1928 - The Indian Insurance Companies Act enacted to enable the government to collect statistical information about both life and non-life insurance businesses.⁶
- 1938 - Earlier legislation consolidated and amended to by the Insurance Act with the objective of protecting the interests of the insuring public.⁵
- 1956 - 245 Indian and foreign insurers and provident societies taken over by the central government and nationalized. LIC formed by an Act of Parliament, viz. LIC Act, 1956, with a capital contribution of Rs. 5 crore from the Government of India.⁶

⁴ http://www.healthinsuranceindia.in/insurance_in_india.jsp

⁵ <http://www.indiastudychannel.com/projects/4746-Max-Newyork-Life-Insurance.aspx>

- The General insurance business in India, on the other hand, can trace its roots to the Triton Insurance Company Ltd., the first general insurance company established in the year 1850 in Calcutta by the British.⁶

Some of the important milestones in the general insurance business in India are:

- 1907 - The Indian Mercantile Insurance Ltd. set up, the first company to transact all classes of general insurance business.⁶
- 1957 - General Insurance Council, a wing of the Insurance Association of India, frames a code of conduct for ensuring fair conduct and sound business practices.⁷
- 1968 - The Insurance Act amended to regulate investments and set minimum solvency margins and the Tariff Advisory Committee set up.⁷
- 1972 - The General Insurance Business (Nationalization) Act, 1972 nationalized the general insurance business in India with effect from 1st January 1973.⁷

107 insurers amalgamated and grouped into four company's viz. the National Insurance Company Ltd., the New India Assurance Company Ltd., the Oriental Insurance Company Ltd. and the United India Insurance Company Ltd. GIC incorporated as a company.⁷

The functions of Insurance can be bifurcated into two parts:⁷

1. Primary Function
2. Secondary Functions
3. Other Functions

The primary functions of insurance include the following:

Provide Protection - The primary function of insurance is to provide protection against future risk, accidents and uncertainty. Insurance cannot check the happening of the risk, but can certainly provide for the losses of risk. Insurance is actually a protection against economic loss, by sharing the risk with others.⁸

Collective bearing of risk - Insurance is a device to share the financial loss of few among many others. Insurance is a mean by which few losses are shared among larger number of people. All the insured contribute the premiums towards a fund and out of which the persons exposed to a particular risk is paid.⁸

⁶ <http://www.flyhighonline.com/flyhigh/flyhigh/contentlinks/drmurthy1.php>

⁷ <http://www.thefreelibrary.com/Functions+of+Insurance-a01073933422>

Assessment of risk - Insurance determines the probable volume of risk by evaluating various factors that give rise to risk.⁸

Provide Certainty - Insurance is a device, which helps to change from uncertainty to certainty. Insurance is device whereby the uncertain risks may be made more certain.⁸

The secondary functions of insurance include the following:

Prevention of Losses - Insurance cautions individuals and businessmen to adopt suitable device to prevent unfortunate consequences of risk by observing safety instructions; installation of automatic sparkler or alarm systems, etc. Prevention of losses causes lesser payment to the assured by the insurer and this will encourage for more savings by way of premium. Reduced rate of premiums stimulate for more business and better protection to the insured.⁸

Small capital to cover larger risks - Insurance relieves the businessmen from security investments, by paying small amount of premium against larger risks and uncertainty.⁸

Contributes towards the development of larger industries - Insurance provides development opportunity to those larger industries having more risks in their setting up. Even the financial institutions may be prepared to give credit to sick industrial units which have insured their assets including plant and machinery.⁸

The other functions of insurance include the following:

Means of savings and investment - Insurance serves as savings and investment, insurance is a compulsory way of savings and it restricts the unnecessary expenses by the insured's. For the purpose of availing income-tax exemptions also, people invest in insurance.

Source of earning foreign exchange - Insurance is an international business. The country can earn foreign exchange by way of issue of marine insurance policies and various other ways.⁸

Risk Free trade - Insurance promotes exports insurance, which makes the foreign trade risk free with the help of different types of policies under marine insurance.⁹

⁸ <http://www.thefreelibrary.com/Functions+of+Insurance-a01073933422>

⁸ <http://www.scribd.com/doc/17605120/DAVIS-LAZARUS-Kotak-Mahindra-Life-Insurance-Summer-Internship-Report>

⁹ http://www.business.subr.edu/index_files/ejournals/An%20Empirical%20Study%20on%20Perception%20of%20Consumer%20in%20Insurance%20Sector.pdf

Company Profile

Birla Sun Life Company

Established in 2000, Birla Sun Life Insurance Company Limited (BSLI) is a joint venture between the Aditya Birla Group. With an experience of over 9 years, BSLI has contributed significantly to the growth and development of the life insurance industry in India and currently rank among the top 5 private life insurance companies in the country.¹⁰

Birla Sun Life Insurance pioneered the unique Unit Linked Life Insurance Solutions in India with the vision; “To create long term value along with market leadership”. It is the first insurance company which issued policies over the Internet. The company believes in Integrity, commitment, passion, seamlessness and Speed.¹¹

HRD practices of Birla Sun Life:

The HRD practices undergoing in Birla Sun Life includes weekly training to their employees. Birla sun life focuses mainly on performance and considers it as an effective tool of performance appraisal.

ICICI Prudential:

ICICI Prudential Life Insurance Company is a joint venture between ICICI Bank - one of India's foremost financial services companies-and prudential plc - a leading international financial services group headquartered in the United Kingdom. ICICI Prudential began the operations in July 20, 2000.

Company has over 2100 branches, which include 1,116 micro-offices, over 290,000 advisors. ICICI Prudential Life Insurance Company is the first life insurer in India that received a National Insurer Financial Strength rating of AAA from Fitch ratings.¹²

¹⁰ <http://insurance.birlasunlife.com/AboutUs/CompanyProfile/tabid/167/Default.aspx>

¹¹ <http://www.scribd.com/doc/15106993/Birla-Sunlife-3C-Report->

¹² <http://www.iloveindia.com/finance/insurance/companies/icici-prudential.html>

HRD Practices of ICICI Prudential:

ICICI Pru. primarily give emphasis to on the job training of its employee, Work-force performance review, performance improvement. Performance and pay policies are the important area which required rigorous HRD need for the organization employees.

Life Insurance Corporation

The Life Insurance Corporation (LIC) was established on 19 June 1956. LIC was fully owned by government of India. Today LIC is functioning with 2048 fully computerized branch offices, 100 divisional offices, 7 zonal offices and the corporate office. Its main asset is its staff strength of 1.24 lakh employees and 2,048 branches and over six lakh agency force. At industry level, along with Government and GIC, it has helped in establishing the National Insurance Academy¹¹. It presently transacts individual life insurance businesses, group insurance businesses, social security schemes and pensions, grants housing loans through its subsidiary; and markets savings and investment products through its mutual fund. It pays off about Rs 6,000 crore annually to 5.6 million policyholders.

It is promoting a sense of participation, pride and job satisfaction among all agents and employees of the Corporation through discharge of their duties with dedication towards achievement of Corporate Objective. LIC act as trustees of the insured public in their individual and collective capacities.¹³

¹³ <http://www.scribd.com/doc/15596379/Final-Project-Report-on-Life-Insurance-Kotak>

HRD Practices of LIC

The LIC use Performance Management and Training and Development as most favorable HRD practice and organization provide “On the job training” and “Contest & seminars” for employees development and motivation. In the form of performance appraisal LIC adopts 360 degree Performance appraisal and Performance Review which helps the organization to retain their employees.

Objective

In this study, the researcher tries to gain knowledge regarding the effectiveness of Human Resource Development Practices and steps adopted by the HR department in the implication of Employee development and satisfaction based on the analysis of Birla Sun life, LIC, ICICI Prudential. The study focuses on analyzing the importance of HRD in the insurance sector.

In this study, we intended to assess the HR practices in insurance companies. Primary data based on 90 respondents (30 each) from three insurance companies will be analyzed to assess HR practices being practiced by Insurance companies.¹⁴

In order to achieve both individual and organization goal the researcher is inquisitive to know the climate that enables every employee to discover, develop and use his/her capabilities to a fuller extent. The main objective of the study is to assess the human resource management practices being implemented in Insurance companies especially the Training and Development practices which are used by the HR Department to enhance the growth of its employees. The paper will also focus to know the relationship between HRD Policies and Employee satisfaction of various insurance companies. The study also throws light on the lacunas in training provided by the Birla Sun Life, LIC, and ICICI prudential in Ajmer city. The Paper will also study the various HRD techniques adopted by the HR department of Birla Sun Life

¹⁴ http://www.fm-kp.si/zalozba/ISSN/1581-6311/7_191-215.pdf

Review of literature

According to Chien-Chi Tseng, Gary N. McLean in his research “*Strategic HRD practices as key factors in organizational learning*” (Publisher: Emerald Group Publishing Limited ,Year: 2008) focused on Organizations that learn and develop their SHRD practices have more opportunities to obtain and integrate the nine HRD outcomes in the learning process. SHRD practices through organizational learning may lead to more desired HRD outcomes.

The research constructs a conceptual framework to outline the relationships among SHRD practices and organizational learning.¹⁴ Value was created when strategic HRD practices were identified as key factors in organizational learning, in this article focused only on relationships among organizational learning and HRD outcomes.¹⁵

According to Paul L. Gerhardt, Jr. in his research “*Employee Retention through Job Satisfaction*” (Internet address: Employee%20Retention%20 proposal.pdf) focused on various ways to retain employees by providing them with job satisfaction and opportunities for advancement in their careers. Job satisfaction is something that working people seek and a key element of employee retention. Pay and benefits, communication, motivation, justice and leisure time all seem to play a part as to whether employees are satisfied with their jobs.

The study also includes recommendations for better practices aimed at identification of effective occupational strategies to aid in retaining employees through job satisfaction.¹⁶

This review focused only on employee satisfaction and employee retention. The Study shows that employees who are satisfied with their jobs are more productive, creative and be more likely to be retained by the company.

¹⁵<http://assets.emeraldinsight.com/Insight/viewContentItem.do?jsessionid=247C1FF44A48BE3ADC9D3A76817A7F47?contentType=Article&hdAction=lnkhtml&contentId=1736703&history=false>

¹⁶ <http://www.paulgerhardt.com/homework/Employee%20Retention%20Proposal.pdf>

According to Mirza S. Saiyadain, in his research, *“Developing Human Resource”* (Tata McGraw-Hill publishing company ltd. New Delhi.) focuses on improving professional and personal growth of the individual and consequently, results in growth of the organization. The study says that only HRD can achieve its ultimate aim of improving quality of life. Training needs indicated for managers cover areas as interpersonal skills, communication, leadership competence, attitude training, and function competence in that order. This review has mainly focused on professional and personal growth of an individual employee.

According to D. Maynard Phelps, PH.D & J.Howard westing, PH.D in their research *“Training of sales personnel”* (Publisher: Richard D. Irwin, INC Howewood, Illinois) has mainly focused that the Management is vitally interested in having the product sold well adapted to the buyer’s needs. If there is no formal training program, the salesman through verbal or written instructions, observation of other, or trail and error, is likely to become more proficient if he stays on the job. It is doubtful of whatever most salesmen can be depended upon to develop effective method of work. This review has also emphasized on delegation of salesman’s responsibility.

Review Gap

We address the void in our knowledge and those unresolved problems by asking relevant questions and seeking answer to them.¹⁷

However, much research has done on HRD practices and Job satisfaction, like....

1. Chien-Chi Tseng, Gary N. McLean in his research *“Strategic HRD practices as key factors in organizational learning”* has focused on Relationships between organizational learning and HRD outcomes.

¹⁷ <http://cce.iisc.ernet.in/motivationprinciples.pdf>

2. Paul L. Gerhardt, Jr. in his research "*Employee Retention through Job Satisfaction*" has focused on various other ways to retain employees by providing them with job satisfaction and opportunities for advancement in their careers.¹⁸
3. Mirza S. Saiyadain, in his research, "*Developing Human Resource*" focuses on improving professional and personal growth of the individual.
4. . Maynard Phelps, PH.D & J.Howard westing, PH.D in their research "*Training of sales personnel*" basically focuses on training the salesperson in order to fulfill buyer's need.

Apart from enhancing the present research, the study has also tried to concentrate its focus on analyzing the various HRD practices and its impact on employee satisfaction with reference to insurance sector.

Research Methodology

The effective steps of the research design adopted are as follows:

Research Type: -This study based on Primary as well as Secondary Data research which help in providing an accurate description of the variables in the research problem.

Universe: - Birla Sun Life, LIC, and ICICI prudential Employee of Marketing and Operation department.

Hypothesis: - "There is no impact of HRD Practice on employee satisfaction." (Ho)

"There is an impact of HRD Practice on Employee satisfaction." (H₁)

Sampling techniques: - Non probabilities sample techniques which involves the selection of unit randomly.

Statistical Tool: - **Chi square test**, which is used to find out the significance of difference between the observed distribution and expected distribution.

¹⁸<http://www.scribd.com/doc/29199643/U-S-President-s-Study-of-American-Work-Life-balance-March-2010>

Sample Size & Frame: - 90 Employees (30 employees from each company) in Birla Sun Life, LIC, and ICICI prudential in Ajmer city.

Data Collection:-

Company	Satisfied Employees	Dissatisfied Employees	Total
LIC	7	23	30
ICICI Pru.	24	6	30
BSL	17	13	30
Total	48	42	90

- Primary Research Tool : Questionnaires
- Secondary Source : Books and Magazines/ Journals

Analysis of Collected Data

Step-1

Table 1.1: the calculation for Chi- Square

Table 1: Estimation of Satisfied and Dissatisfied employees data are compiled by the author with the help of filled questionnaires

Step-2

Table 1.2: The calculation for Chi-Square (χ^2)

S	E (RT*CT/N)	O-E	(O-E)²	(O-E)²/E
7	16	-9	81	81/16 = 5.06
24	16	8	64	64/16 = 4
17	16	1	1	1/16 = .06
23	14	9	81	81/14 = 5.7
6	14	-8	64	64/14 = 4.5
13	14	-1	1	1/14 = .07
				19.39

Table 2: Calculation of Chi-Square with the data derived from table 1

Step- 3

- **Degree of Freedom** : $(R-1)(C-1)$
 $(3-1)(2-1) = 2$
- **Significant level** : 5%
- **Chi-Square test** : $X^2 = \frac{(O-E)^2}{E}$
- **Calculated Value** : 19.39
- **Table Value** : 5.99

Calculated Value > Table Value
 19.39 > 5.99

Hypothesis verification:

The researcher hypothesis is proved to be FALSE or sample distribution is not consistent with Null Hypothesis that means there is Impact of HRD a practice on employee satisfaction. Therefore, Alternative hypothesis is proved to be TRUE.

Finding & Interpretation

LIC

In case of LIC, the employees don't want to leave their present job as they are working with the company which is being run by Government of India and their jobs are secured. The ratio of experienced employees are more in case of LIC as compare to other organizations so we can say that the attrition rate is very low. In LIC "On the Job" training is being given to every employee to develop job related skill so that he/she can work efficiently but the employees are not satisfied with the effectiveness of training program. Most of the employees are not willing to leave the organization but some may leave the job if they got any other better

opportunity, the reason is that they are not satisfied with the career opportunities prevailing in the organization. Almost half of the respondents are not satisfied with their present salary. There is also a complaint from employee's side in LIC that they are not having any right in taking decision and level of centralization is very high in decision making as this is government organization.

ICICI Prudential

As per the survey conducted, it can be found that the numbers of experienced employees are less in ICICI Prudential as the organization is of private sector and if they get any good opportunity, they easily move toward that, we can say that attrition rate is quite high as compare to LIC. As similar to LIC, ICICI Prudential also provides On the Job Training to their employees and are satisfied the way they are getting training. Most of the employees are satisfied with the career opportunities provided by the company. They say that there are immense opportunities in the company for deserving one. In case of salary expectations, most of the employees are satisfied and they also have some authority to speak in decision making. They are also satisfied that they are working under the supervision of an efficient and effective manager with outstanding skills so learning opportunities are more.

Birla Sun Life

As per survey conducted that the attrition rate in Birla Sun Life is also more as compared to LIC and most of the workforce is not having much experience. In the training aspect, BSL is different, as they provide weekly training to their employee as they want to keep their employees updated with new techniques and policies. The satisfaction rate is high in the employees of BSL about the training and development program but the job satisfaction is very low in BSL and most of the employees are willing to change their present job so attrition rate is quite high. In the salary terms the employees are also satisfied but again their job security is quite lesser. The employees are also involved in making decisions.

LIC, ICICI Prudential and Birla Sunlife (A Combined Interpretation)

According to the survey it is interpreted that LIC's personnel are having good experience and they have been working with the company for a long time. In case of ICICI Prudential and

Birla Sun Life, most of the employees are new and they are ready to change their job, so we can say that the attrition rate is very high in private sector insurance companies as compared to government organization. In terms of training, private sector employees are much satisfied with the training provided by the company as they outsource the training work to other specialist firms so the trainers are more effective and efficient. All the three companies adopted “Performance management & Pay policies” as an important area which require rigorous HRD need. Let’s talk about career opportunities, the employees of private companies are more satisfied as they are getting better career opportunities as compared to LIC but their jobs are not secured as LIC employees. The employees of LIC are not satisfied with their salary and are expecting more, the reason may be the high pay scale offered by the private companies to the deserving employees.

Conclusion

The above study concluded that there is an impact of HRD practices on the employee satisfaction of all the three companies’ i.e. LIC, Birla Sun Life and ICICI Prudential. Though the employees of LIC (a government recognized company) are not satisfied with the HRD and other services provide by the organization, still they are not willing to leave their present job. On the other side, the employees of ICICI Pru & Birla sun Life are highly satisfied with the HRD services and other services provide by their organization still they are looking for a better opportunity. I analyzed that the employees of LIC are also not satisfied with the performance appraisal criteria adopted by the organization but in case of Birla Sun Life and ICICI Prudential, employees are much satisfied with their company policies and performance appraisal techniques. Finally I concluded that ICICI Prudential & Birla Sun Life adopted “Performance Review” as a performance appraisal method while LIC adopted “360 degree Performance appraisal” technique.

Appendices

Human Resource Development

1. How long are you working with this company?
- A.) 0-2 Year B.) 2-4 Year C.) 4-6 year
 B.) 6-8 Year D.) More then 8

2. Does your organization adopt HRD Strategy?
- A.) Yes B.) ☐ No

If yes, please indicate which of the following issues are mainly dealt?

☐ Pay and Benefits ☐ Recruitment and selection ☐ Performance Management

☐ Training and Development ☐ Career Planning ☐ Other, please specify

3. What kind of development activities are offered by your organization?

A.) Weekly training B.) Work-force C.) On the job training
 D.) Off the job training E.) Contest & Seminars

4. Are you satisfied with the training which you've received for your current position?

A.) Very Satisfied B.) Somewhat Satisfied
 C.) Neutral D.) Somewhat Dissatisfied
 E.) Dissatisfied

5. Are you satisfied with the training which you've received for your current position?
 What are the performance appraisal methods adopted by your organization?

A.) Balance scorecard B.) Performance Review
 C.) Supervisor Report D.) 360 degree Performance appraisal

6. Are you satisfied with the performance appraisal activities adopted by your organization?

A.) Yes B.) No

If No,
 Why.....

7. From the following, highlight the important areas which require rigorous HRD need for your organization?
- | | |
|-----------------------------|---|
| A.) Reward Strategies | B.) Management of Talent and Competencies |
| C.) Performance Improvement | D.) Performance Management and Pay Policy |
| E.) Knowledge Management | |

Employees Satisfaction

1. Do you feel satisfied with you job.

A.) Yes B.) No

If No, Why

.....

.....

.....

2. What is your perception about job switching job?

A.) I would like to change both my job and occupation.

B.) I am not eager to change my job but I would if I could get a better job.

C.) I would like to switch over from my present job for any other job of the same line.

D.) I would not change my present job for any other.

3. Is your manager/supervisor provides continuous feedback to help you achieve the target?

A.) Yes

B.) No

4. The following quiz describes the important elements that usually make up a job satisfaction measure. Give your feeling about your job by scoring each statement on the following levels of your satisfaction:

Very much satisfied	<input type="text" value="5"/>	Mush satisfied	<input type="text" value="4"/>
A bit satisfied	<input type="text" value="3"/>	Dissatisfied	<input type="text" value="2"/>
Very much dissatisfied	<input type="text" value="1"/>		

The way information flows around in the organization	
The nature of the organization	
The degree to which you feel motivate by your job	
Career opportunities offered by your job	
The level of job security in your job	
Your level of salary relative to your experience	
The style of supervision use by your superiors	
The degree to which you feel extended in your job.	
The way of training provide in your organization.	

How do you feel about the following?

5. Please rate the following questions according the mentioned ratings.

Strongly Disagree	5	Somewhat Disagree	4
Neutral	3	Strongly Agree	2
Somewhat Agree	1		

I am regularly recognized for my work.....	
My participation is encouraged regarding when and how my work will be done.....	
I have opportunities to learn and grow.....	
I am involved in decisions that affect my work.....	
I get the training I need to do my job well.....	
I my supervisor makes me feel like I am an important team member.....	
I have the materials and equipment I need to do my job well.....	
My supervisor is an effective manager.....	
I get regular training that helps me achieve my duties and perform my job well.....	
I am an empowered employee (i.e. the power, information, freedom, etc., given to an employee to help him/her improve processes, quality, productivity, etc.).....	

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