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by Namrata Lal

Submission date: 26-May-2018 04:49PM (UTC+0530)

Submission ID: 968877447

File name: Namrata_report.docx (162K)

Word count: 4585

Character count: 27332

INTRODUCTION

HUMAN RESOURCES

¹⁴ HR are used to depict both the all inclusive community who work for an association or affiliation and the division accountable for regulating resources related to agents. The term HR were first sired in the 1960s when the estimation of work relations began to gather thought and when thoughts, for instance, motivation, various leveled direct, and decision assessments began to happen as expected.

Human resource organization is a contemporary, umbrella term used to portray the organization and change of agents in an affiliation. Moreover called workforce or capacity organization (notwithstanding the way that these terms are fairly outdated), human resource organization incorporates controlling everything related to managing an affiliation's human capital.

⁴ Human resource organization incorporates making and managing programs that are planned to assemble the reasonability of an affiliation or business. It joins the entire scope of making, regulating, and building up the business delegate relationship.

For most organizations, enterprises and business, the HR department is in charge of:

- Managing work enrollment, assurance, and progression
- Developing and administering agent points of interest and prosperity programs
- Developing, progressing, and maintaining staff approaches
- Promoting laborer job headway and business planning
- Providing presentation programs for new contracts

- Providing bearing concerning disciplinary exercises
- Serving as a basic contact for work-site wounds or setbacks

HR Management



1. Recruitment and maintenance overseeing ability and progression arranging; taking general HR duties regarding enlistment action and crusades.

2. Assist in contracting, including creating sets of expectations and employment commercials and screening and talking hopefuls.
3. Develop, actualize and deal with a brought together selecting process. Administer pay, advantages and execution administration frameworks, and wellbeing and diversion programs.
4. Oversee treatment of business related request, for example, work check solicitations and joblessness remuneration request and procedures.
5. The Complete procedure of new joining representatives.
6. Provide present and imminent representatives with data about HR strategies, work obligations, working conditions, compensation, open doors for advancement and worker benefits.
7. The Complete procedure of Account opening, I-card for new joining. Perform troublesome staffing obligations, incorporating managing understaffing, representatives question, terminating workers, and controlling disciplinary methodology.
8. Advise supervisors on hierarchical approach matters, for example, level with business opportunity and provocation, and prescribe required changes.
9. Policy and systems usage of new HR approaches, methodology and procedures.
10. Prepare and keep up precise records, documents and reports including hr duties regarding keeping up faculty records.
11. Analyze preparing needs to plan representative advancement, dialect preparing and wellbeing and security programs.

12. Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations. Plan and coordinate work activities of subordinates and staff relating to employment compensation labour relations and employee. Analyze data and reports to identify and determine causes of personnel, analyze statistical data reports to identify and determine causes of personnel problems and develop recommendations for improvement of org personnel.

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13. Keep up records and assemble quantifiable reports concerning work compel related data, for instance, utilizes, trades, execution examinations, and non-appearance rates.

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14. Break down quantifiable data and reports to perceive and choose explanations behind personnel issues and make recommendations for improvement of affiliation's staff courses of action and practices.

15. Lead present business overviews on recognize purposes behind laborer end.

16. Research and write about modern mishaps for protection bearers.

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17. Represent the association at work force related hearings and examinations.

18. Plan and take after spending plans for faculty tasks.

RATIONALE OF STUDY

Worker fulfillment is an attitudinal variable that measures how much representatives like their occupations and its different angles. It is a standout amongst the most looked into territory of hierarchical conduct, and ¹² essential zone of research since it is trusted occupation fulfillment is associated to the activity execution, positive work esteems, elevated amounts of worker inspiration, reliability and lower rates of non-attendance, turnover and burnout. At last, it happens to makes the business more compelling in all angles.

REVIEW OF LITERATURE

Mira Singh and Pestonjee (1990) ¹, conjectured it to be impacted by the word related levels alongside the Participation and Job inclusion. The investigation test comprises 250 officers and administrative units individually that has a place with a Nationalized bank, Western India. The investigation affirmed the speculation, and was discovered that the Job Satisfaction of the workers was emphatically influenced by the Occupational level, interest and Job inclusion.

Rajesh (2007) ², also considered the Work Life Quality and the Job satisfaction in few IT Companies specialists, 10 to be correct, and from 3 urban groups i.e., Bangalore, Chennai and Hyderabad. The examination targets were to explore the Job Satisfaction and relationship's levels between the satisfaction and measurement characteristics, so as to find the refinements that may exists between measurement characteristics with the general Job Satisfaction, to perceive specific Indicators that causes the failure among laborers and to take a gander at the pecking request that is required among IT Professionals. The review was drifted to accumulate the fundamental data. The examination demonstrated that the higher wage social affairs and higher experienced were the most frustrated correspondingly as Job Security is concerned. It was in like manner exhibited that the most satisfied laborers in IT Industry were from Hyderabad, by then from Chennai and Bangalore separately.

Origo and Pagani (2008) ³ explored the connection amongst adaptability and Job Satisfaction. In their investigation they checked whether different parts of adaptability to be specific useful and quantitative adaptability, create diverse effect on ²¹neral extraneous and characteristic Job Satisfaction. They additionally tried whether the effect of adaptability on Job Satisfaction changed with specialists qualities.

Observational confirmation depended on a delegate test of European representatives taken from a particular rush of the Euro Barometer Survey. The study found that there was a positive link between functional flexibility and Job Satisfaction and there was either no effect or a negative impact of quantitative flexibility. The positive impact of functional flexibility was greater when compared to the satisfaction for intrinsic aspects of the job. Estimate by workers characteristics highlighted interesting differences by age, skill and country of residence.

NilufarAhsan (2009)⁴ carried out a formal inquiry to find out the relationship between Job stress and Satisfaction. The study was organized in an University in Malaysia and a sample of 300 respondents were selected for the study. The variables for work pressure that have been studied under this incorporate administration part, association with others, homework interface, work stack right, part equivocalness and execution weight. The results revealed that the association between relationship with other and job stress is insignificant. The relationship between workload pressure and job stress, role ambiguity and job stress is significant. Hence, it concluded that the motivation is a key factor as well in affecting job stress among employees. Employees who were highly motivated will feel happier and were more willing to work for the organization.

Natarajan, (2012)⁵ conducted a study in a public-sector organization with an all India presence. This study explored the relationship of personal and organizational values with Job Satisfaction. 220 participants from a large public-sector organization were asked to rate on a 7 point scale the 24 items value taxonomy developed by McDonald and Gandz. Results revealed that perceived organizational values emerge as potent predictor of all the three components of job satisfaction as compared to personal values.

BACKGROUND OF STUDY -

Work satisfaction portrays how content an individual is with his or her movement. It is a for the most part late term since in prior several years the businesses open to a particular individual were much of the time predestined by the control of that person's parent. There are a combination of parts that can affect a man's level of occupation satisfaction. A bit of these components consolidate the level of pay and points of interest, the obvious goodness of the headway structure inside an association, the nature of the working conditions, organization and social associations, the action itself (the arrangement of endeavors incorporated, the interest and test the movement produces, and the clearness of the normal arrangement of obligations/requirements).

The more upbeat people are inside their action, the more satisfied they are said to be. Occupation satisfaction isn't the same as motivation, regardless of the way that it is clearly associated. Occupation arrangement intends to redesign work satisfaction and execution methods fuse business turn, work intensification and work progression. Distinctive consequences for satisfaction join the organization style and culture, specialist affiliation, reinforcing and self-decision workgroups. Occupation satisfaction is a basic trademark which is a significant part of the time evaluated by affiliations. The most generally perceived technique for estimation is the use of rating scales where agents report their reactions to their livelihoods. Request relate to relate of pay, work commitments, variety of endeavors, constrained time openings the work itself and partners.

GENERAL OBJECTIVE -

To assess the satisfaction level of employees.

SPECIFIC OBJECTIVE –

1. To distinguish the elements which impact the activity fulfillment of representatives.
2. To recognize the factor which enhances the fulfillment level of workers.
3. To know the worker fulfillment towards the offices.
4. To offer profitable proposals to enhance the fulfillment level of representatives.

METHODOLOGY –Cross-sectional study.

SAMPLING METHOD – Stratified Random Sampling.

STUDY PERIOD – 15 Feb to 30 April.

STUDY AREA – Polestar.

STUDY POPULATION – Selected employees of Polestar.

Total employees in Polestar's Noida office is 150. The job category wise distribution among Polestar employees is as follows:

Managers - 15

Senior Consultants (Executives) - 35

Consultants (Junior Executives/Software Developers) – 100

Total sample size = 66

Sample size is calculated using the following equation

$$n = z^2 s^2 / d^2$$

$$z = 1.96$$

s = estimate of standard deviation, which is equal to 0.83

d = margin of error, which is equal to 0.15

In each category following were chosen randomly:

Manager = 7

Senior Consultant = 15

Consultant = 44

PROCEDURE – A checklist was prepared to analyze the satisfaction among employees.

ANALYSIS

Study Population: Employees of the Polestar Solutions and Services India Pvt. Ltd.

Sample Size:

A total of 66 employees were surveyed for the study.

- 15 were Senior Consultants
- 7 were Managers
- 44 were Consultants

Data Source:

- Primary Data was collected via Google forms

Data Analysis: The Data was analyzed with the help of Microsoft Excel

Findings:

Following are the Factor-wise percentage responses of the 3 types of employees for all the questions:

2 LEADERSHIP					
Manager to my supervisor visibly demonstrates a commitment to quality.					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	38.46%	46.15%	15.38%
Consultant	0.00%	10.87%	23.91%	50.00%	15.22%
Manager	0.00%	0.00%	0.00%	57.14%	42.86%
2 Managers strongly agreed that they should depict commitment to quality.					
The senior managers at Polestar visibly demonstrate a commitment to quality.					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	38.46%	46.15%	15.38%
Consultant	0.00%	13.04%	23.91%	45.65%	17.39%
Manager	0.00%	0.00%	14.29%	42.86%	42.86%
2 Managers strongly agreed that their seniors reflect commitment to quality.					
How much satisfied are you with your involvement in the decisions that directly or indirectly affect your work?					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	0.00%	46.15%	53.85%
Consultant	0.00%	4.35%	21.74%	60.87%	13.04%

Manager	0.00%	0.00%	14.29%	57.14%	28.57%
<i>Senior Consultants strongly agree to the fact that they are satisfied with their involvement in important work decisions.</i>					
1					
The polestar management looks to me for suggestions and leadership					
Employees Types	3 rongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	15.38%	53.85%	30.77%
Consultant	0.00%	4.35%	15.22%	60.87%	19.57%
Manager	0.00%	0.00%	28.57%	71.43%	0.00%
<i>Managers are often looked up for the suggestions for decision making.</i>					
My supervisors encourage me to do and be my best					
Employees Types	3 rongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	15.38%	15.38%	61.54%	7.69%
Consultant	0.00%	4.35%	28.26%	50.00%	13.04%
Manager	0.00%	0.00%	0.00%	57.14%	75.00%
<i>Managers are the most encouraged ones.</i>					
2					
RESOURCES					
I have all the tools and resources that enable me to do my job well.					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	7.69%	46.15%	46.15%
Consultant	0.00%	6.52%	8.70%	60.87%	19.57%
Manager	0.00%	0.00%	14.29%	85.71%	0.00%
<i>Senior Managers are the most satisfied ones with the tools & resources provided to them for the work.</i>					
1					
RECOGNITION					
I am rewarded for the quality of my work and my efforts					
Employees Types	3 rongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	15.38%	46.15%	38.46%
Consultant	0.00%	4.35%	28.26%	56.52%	10.87%
Manager	0.00%	0.00%	14.29%	57.14%	28.57%
<i>Senior Consultants are strongly agreed to the point that they are appropriately rewarded for their efforts and work.</i>					
Overall, I am valued by my supervisor					
Employees Types	3 rongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	30.77%	46.15%	23.08%
Consultant	0.00%	6.52%	21.74%	54.35%	17.39%
Manager	0.00%	0.00%	28.57%	28.57%	42.86%
<i>Managers are the most agreed ones that they are valued by their supervisor.</i>					
CREATIVITY & PERSONAL FULFILLMENT					
My skills and abilities are made good use of					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree

Senior Consultant	0.00%	0.00%	0.00%	4.35%	84.62%
Consultant	0.00%	4.35%	0.00%	78.26%	17.39%
Manager	0.00%	0.00%	0.00%	42.86%	57.14%

Senior Consultants are the most satisfied ones because their skills and abilities are being used well.

18. I believe my job makes a difference in the lives of other people					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	100.00%	0.00%	0.00%
Consultant	0.00%	6.52%	8.70%	84.78%	0.00%
Manager	0.00%	0.00%	0.00%	0.00%	100.00%

Managers strongly believe that their job does make a difference in people's lives.

I solve customers' problems					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	30.77%	69.23%	0.00%
Consultant	0.00%	2.17%	0.00%	82.61%	15.22%
Manager	0.00%	0.00%	0.00%	0.00%	100.00%

Managers believe they solve the problems all the time.

Overall, I am quite satisfied with my job.					
Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	46.15%	53.85%	0.00%
Consultant	0.00%	2.17%	0.00%	73.91%	23.91%
Manager	0.00%	0.00%	0.00%	0.00%	100.00%

Managers are the most satisfied ones with their jobs.

COMMUNICATION

The top management does a very good job of keeping the employees informed about matters affecting us.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	84.62%	15.38%	0.00%
Consultant	0.00%	6.52%	0.00%	82.61%	10.87%
1 Manager	0.00%	0.00%	0.00%	0.00%	100.00%

How satisfied are you with the information you receive from the management about your own division?

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	15.38%	61.54%	23.08%
Consultant	0.00%	6.52%	26.09%	26.09%	8.70%
1 Manager	0.00%	0.00%	28.57%	71.43%	0.00%

How satisfied are you with the information you receive from the management about the matters affecting the company?

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
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Senior Consultant	0.00%	7.69%	7.69%	53.85%	30.77%
Consultant	0.00%	2.17%	8.70%	69.57%	19.57%
Manager	0.00%	8 0.00%	57.14%	57.14%	0.00%

The top management clearly communicates its goals and strategies to me.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	7.69%	53.85%	38.46%
Consultant	2.17%	6.52%	26.09%	58.70%	6.52%
Manager	0.00%	0.00%	14.29%	71.43%	14.29%

Overall, Senior Consultants believe that they are communicated well with their upper management.

1 OBJECTIVITY

On my job, I have clearly defined quality tasks and goals.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	7.69%	23.08%	69.23%
Consultant	0.00%	4.35%	15.22%	60.87%	19.57%
Manager	0.00%	0.00%	71.43%	28.57%	0.00%

Overall, my job requirements are made very clear to me.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	7.69%	53.85%	38.46%
Consultant	0.00%	4.35%	19.57%	60.87%	15.22%
Manager	0.00%	0.00%	28.57%	42.86%	28.57%

When a customer is dissatisfied, I am able to correct the problem to their satisfaction.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	0.00%	69.23%	30.77%
Consultant	0.00%	2.17%	15.22%	60.87%	21.74%
Manager	0.00%	0.00%	0.00%	57.14%	42.86%

As whole, the job requirements and tasks are well specified to the Senior Consultants.

1 GROWTH

In my job, I experience personal growth such as updating my skills and learning new things

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	0.00%	15.38%	84.62%
Consultant		2.17%	73.91%	6.52%	15.22%
Manager	2 0.00%	0.00%	28.57%	57.14%	1/7%

Considering everything, how satisfied are you with your job?

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	7.69%	0.00%	61.54%	30.77%
Consultant	0.00%	4.35%	10.87%	71.74%	13.04%
Manager	0.00%	0.00%	0.00%	42.86%	57.14%

2

How satisfied are you with the opportunities to get a better job in Polestar?

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	7.69%	0.00%	92.31%
Consultant	0.00%	2.17%	4.35%	73.91%	19.57%
Manager	0.00%	0.00%	14.29%	85.71%	0.00%

I have a very clear path for my career advancement.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	0.00%	76.92%	23.08%
Consultant	0.00%	4.35%	15.22%	52.17%	28.26%
Manager	0.00%	0.00%	42.86%	42.86%	14.29%

Overall, Senior Consultants have their skills upgradation resulting in continuous growth.

COMPANY CULTURE & VALUES

Polestar values diversity. It recognizes and respects the value of differences in religion, gender, age, etc.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	7.69%	23.08%	69.23%
Consultant	0.00%	0.00%	2.17%	45.65%	52.17%
Manager	0.00%	0.00%	28.57%	14.29%	57.14%

Do you feel that employees at Polestar are recognized as individuals?

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	0.00%	7.69%	61.54%	30.77%
Consultant	2.17%	0.00%	21.74%	47.83%	28.26%
Manager	0.00%	0.00%	14.29%	42.86%	42.86%

I frequently receive adequate opportunity to interact with the other employees on a formal level.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	15.38%	7.69%	46.15%	30.77%
Consultant	0.00%	6.52%	36.96%	45.65%	10.87%
Manager	0.00%	0.00%	71.43%	14.29%	14.29%

As per this response, no one is too happy. So, this is where company has to focus, so as to develop competitive advantage over others.

COMPANY IMAGE

The company has an overall positive image among my friends and family.

Employees Types	Strongly Disagree	Somewhat Disagree	Neither Agree/Disagree	Somewhat Agree	Strongly Agree
Senior Consultant	0.00%	7.69%	30.77%	53.85%	7.69%
Consultant	0.00%	2.17%	21.74%	58.70%	17.39%
Manager	0.00%	0.00%	14.29%	57.14%	28.57%

Would you advise a friend / relative to apply for a job at Polestar?

Employees Types	Definitely Not	Probably Not	Not Sure	Probably	Definitely
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Senior Consultant	0.00%	0.00%	15.38%	38.46%	46.15%
Consultant	2.17%	6.52%	41.30%	34.78%	15.22%
Manager	0.00%	0.00%	14.29%	42.86%	42.86%

Only the Managers may suggest people to join the company, it has a positive work place for them.

MOTIVATION

How motivated do you feel yourself to see the company succeed?

Employees Types	Not Sure	Not at all motivated	Not very motivated	Somewhat motivated	Very motivated
Senior Consultant	15.38%	15.38%	30.77%	38.46%	0.00%
Consultant	0.00%	0.00%	0.00%	58.70%	41.30%
Manager	0.00%	0.00%	0.00%	0.00%	100.00%

Managers here are the most agreed ones on being motivated at each stage in company.

17

SELF-PERCEPTION

The amount of productive time spent working on the tasks assigned to me.

Employees Types	Lower 30%	Bottom 20%	Middle 50%	Upper 5%	Upper 10%	Upper 20%	Upper 30%
Senior Consultant	0.00%	0.00%	0.00%	38.46%	53.85%	7.69%	0.00%
Consultant	2.17%	0.00%	13.04%	54.35%	15.22%	6.52%	0.09%
Manager	0.00%	0.00%	0.00%	28.57%	42.86%	28.57%	0.00%

Performance on meeting target quotas and overall goals

Employees Types	Lower 30%	Bottom 20%	Middle 50%	Upper 5%	Upper 10%	Upper 20%	Upper 30%
Senior Consultant	0.00%	7.69%	23.08%	7.69%	46.15%	15.38%	0.00%
Consultant	2.17%	0.00%	17.39%	28.26%	32.61%	10.87%	8.70%
Manager	0.00%	0.00%	0.00%	42.86%	42.86%	0.1428571429	0.00%

My overall productivity in getting the job done

Employees Types	Lower 30%	Bottom 20%	Middle 50%	Upper 5%	Upper 10%	Upper 20%	Upper 30%
Senior Consultant	0.00%	0.00%	30.77%	23.08%	38.46%	7.69%	0.00%
Consultant	8.70%	0.00%	17.39%	30.43%	26.09%	2.17%	15.22%
Manager	0.00%	0.00%	0.00%	57.14%	28.57%	0.00%	14.29%

My ability and willingness to go beyond what is expected of me to make our customers happy

Employees Types	Lower 30%	Bottom 20%	Middle 50%	Upper 5%	Upper 10%	Upper 20%	Upper 30%
Senior Consultant	0.00%	0.00%	15.38%	23.08%	53.85%	7.69%	0.00%
Consultant	4.35%	6.52%	6.52%	34.78%	30.43%	0.08695652174	0.08695652174
Manager	0.00%	0.00%	0.00%	28.57%	28.57%	0.2857142857	0.1428571429

I usually respond quickly and courteously to fulfill the customers' needs

Employees Types	Lower 30%	Bottom 20%	Middle 50%	Upper 5%	Upper 10%	Upper 20%	Upper 30%
Senior Consultant	0.00%	0.00%	7.69%	23.08%	46.15%	23.08%	0.00%
Consultant	2.17%	2.17%	4.35%	41.30%	30.43%	8.70%	10.87%
Manager	0.00%	0.00%	0.00%	28.57%	28.57%	42.86%	0.00%

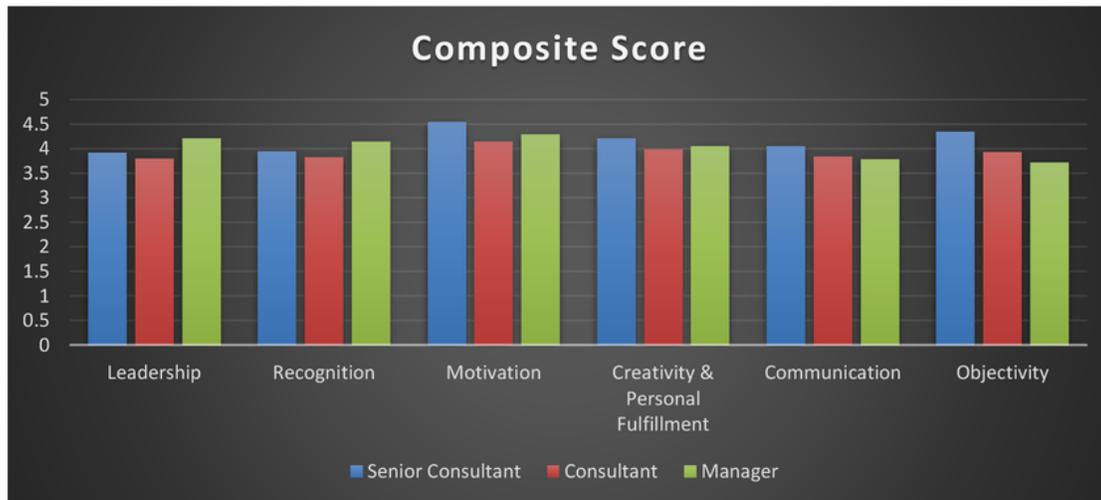
The overall quality of the service that I provide to the customers

Employees Types	Lower 30%	Bottom 20%	Middle 50%	Upper 5%	Upper 10%	Upper 20%	Upper 30%
Senior Consultant	0.00%	0.00%	0.00%	15.38%	53.85%	30.77%	0.00%
Consultant	8.70%	0.00%	6.52%	28.26%	41.30%	4.35%	10.87%
Manager	0.00%	0.00%	0.00%	42.86%	42.86%	14.29%	0.00%

This shows employees dedication level to their job and job requirement fulfillment, whether the issue is of customers, or are satisfied or not, or their job's performance in order to meet goals given to them. In this case Managers perceive themselves as more into the goals meeting and customer satisfaction.



Following is the analysis obtained from the survey where, '1' being the least good and '5' being the most good score:



Graph 1

As seen from the Graph 1, following inferences may be made for all the factors:

Leadership:The composite score for manager is more than consultant and senior consultant. This means they are considered more when decisions have to be taken, and their suggestions are taken into account; when compared to consultant and senior consultant.

Recognition:Here, the scores are nearly same for all the employees though for the managers it's slightly more, that means they're rewarded and valued better.

Motivation:Scores are good here for all the types of employment that means working environment keeps the employees motivated throughout. The senior consultants are with the highest score for this factor, meaning according to them they get appropriate rewards for their accomplishments.

Creativity & Personal Fulfilment:The composite score is highest for the senior consultant. Since they are the ones with highest Motivation score, they feel free to come up with the creative ideas and are quite satisfied of what they do.

Communication:Senior consultants has the highest score again for this factor. This means, for them, transparency in information sharing is maintained, as well as the goals are clearly communicated to achieve.

Objectivity: Since the communication score is the highest for senior consultants, objectivity score is again the highest for them. This states that their job requirements and tasks are well specified to them.



Graph 2

As seen from the Graph 2, following inferences may be made for all the factors:

Self-Perception: This factor shows how much the employees are dedicated to their job and fulfilling each and every requirement the job needs, whether the issue is of customers, whether they are satisfied or not, or their job's performance in order to meet goals given to them. In this case Senior consultant and Managers scored nearly the same, though Managers has a slightly upper edge over other two categories, meaning they perceive themselves as more into the goals meeting and customer satisfaction.

Growth: Senior Consultant category has the highest composite score in this, stating that they believe they're having a continuous growth in their career, where their skills upgrading day by day, and are more satisfied with their job.

Resources: Senior Consultants scoring the highest composite score in this tells us that they perceive they have all the necessary tools and resources they need to do their job.

Company Culture & Values: All the three categories in this scored less than 4, that is they all believe there is a lot of work and focus has to be done towards culture and values of the company, because they make a backbone of the company's success.

Company Image: Only the Manager here scored above 4, which can be inferred that managers may suggest other people to join the company because they feel their work and their company has a positive image among their family and friends, and hence make a difference in others life.

Recommendations:

Based on the observations recorded after analyzing the collected data, some recommendations are made to increase employee satisfaction and to create a more positive work environment. The recommendations are as follows:

1. Consultants and Senior Consultants should be given more responsibility and a free hand to decide things on their own in some areas to develop their leadership skills. The involvement of each team member in decision making should be recorded so that it can be made sure that no one feels left behind. Decision making is empowering in more than one sense and let's an employee feel valued at work.
2. HR needs to create more avenues of awarding and rewarding the consultants. Recognition among this category is employees is low. This category constitute the majority in terms of number of employees. They are the foot soldiers and need appreciation more than others.
3. In terms of communication the Senior Consultants are the most satisfied. It means that the Mangers are doing their job well. The top management needs to improve their communication with the Managers and the Senior Consultants need to improve their communication with the Consultants. They should move on to a team communications platform such as Slack, Flock, Google Chat, etc.
4. The score on the self-perception dimension is low among the consultants. This also relates to the communication of a job well done and the awarding and rewarding of consultants frequently to keep them motivated. The Senior Consultants need to install more confidence among Consultants that they are doing a good job
5. The growth score is high among Senior Consultants and it is understandable as they must have been recently promoted to this position or are looking to get promoted to being a Manager. The Consultants are yet to see that growth. One alarming factor is that the Managers are not able to see a clear growth trajectory. This can hamper their motivation in the long term. The top management needs to take note of this and they should interact with the managers more often on this subject and show them a clear path of growth in front of them. Similarly the Senior Consultants need to groom the consultants and be their mentors when it comes to career growth.
6. On the resources part also, the managers are scoring low. If they don't have all the tools and resources that they need, it will impact their productivity and ultimately the bottom line of the company. An independent survey should be done among Senior Mangers catering to their needs and suggestions for the growth of the company.

7. Since all the three categories are scoring low on Company Culture and Values, it needs special attention. A conscious effort needs to be made from the HR and the top management to communicate the company values and to seek guidance from employees on what needs to be improved.

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