

# Welcome to HRhelpdesk.in

Supporting human resources

# HR Satisfaction Survey 2012

The HR Index

March 2012

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Balanced Scorecard Design and Rollout	CTC Reimbursement Process Management
Employee Query Desk Setup and Management	Employee Insurance Management
Employee Satisfaction Survey	Internal Employer Branding
HR Manuals	HR Process Outsourcing
Past Employment Verification	Recruitment Process Outsourcing
Salary Benchmarking Studies	Training Content Development

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## Introduction

It is evident that HR profession is still in its transitional phase. As this phase continues the expectations from HR will only change towards the positive. Majority of HR professionals already feel a sense of motivation as a result of job enrichment they are experiencing. With more than 60% still feeling that their skills and competencies are not being used to the fullest, there is an immense potential waiting to be tapped.

On the other hand, there are still a large proportion of companies which are not able to convincingly answer “why do they have an HR function”. Not surprisingly, there is a great degree of vagueness on how does the HR goal and the business objective tie in. While the line has a strong feeling of respect for the HR role in making them achieve their goals, it looks like a top management issue.

Clearly, interesting times ahead with a lot of positive change

Overall HR Satisfaction Rank of industries		
HR Consultants	1	Most Satisfied
Retail (Wholesale & Distribution)	2	
Professional Services	3	
Consumer Products	4	
Automobile/ Vehicle Manufacturing	5	
Utilities/ Oil& Gas/ Mining	6	↑
Services	6	
Hospitality	8	
Education	9	
Others	10	
Pharmaceuticals/ Medical Devices	11	
Construction/ Engineering	12	
Information Technology	13	
Manufacturing	14	
ITES	15	
Electronics/ Electrical	16	Least Satisfied
Financial Services	17	
Transportation/ Shipping/ Logistics	18	
Real Estate	19	

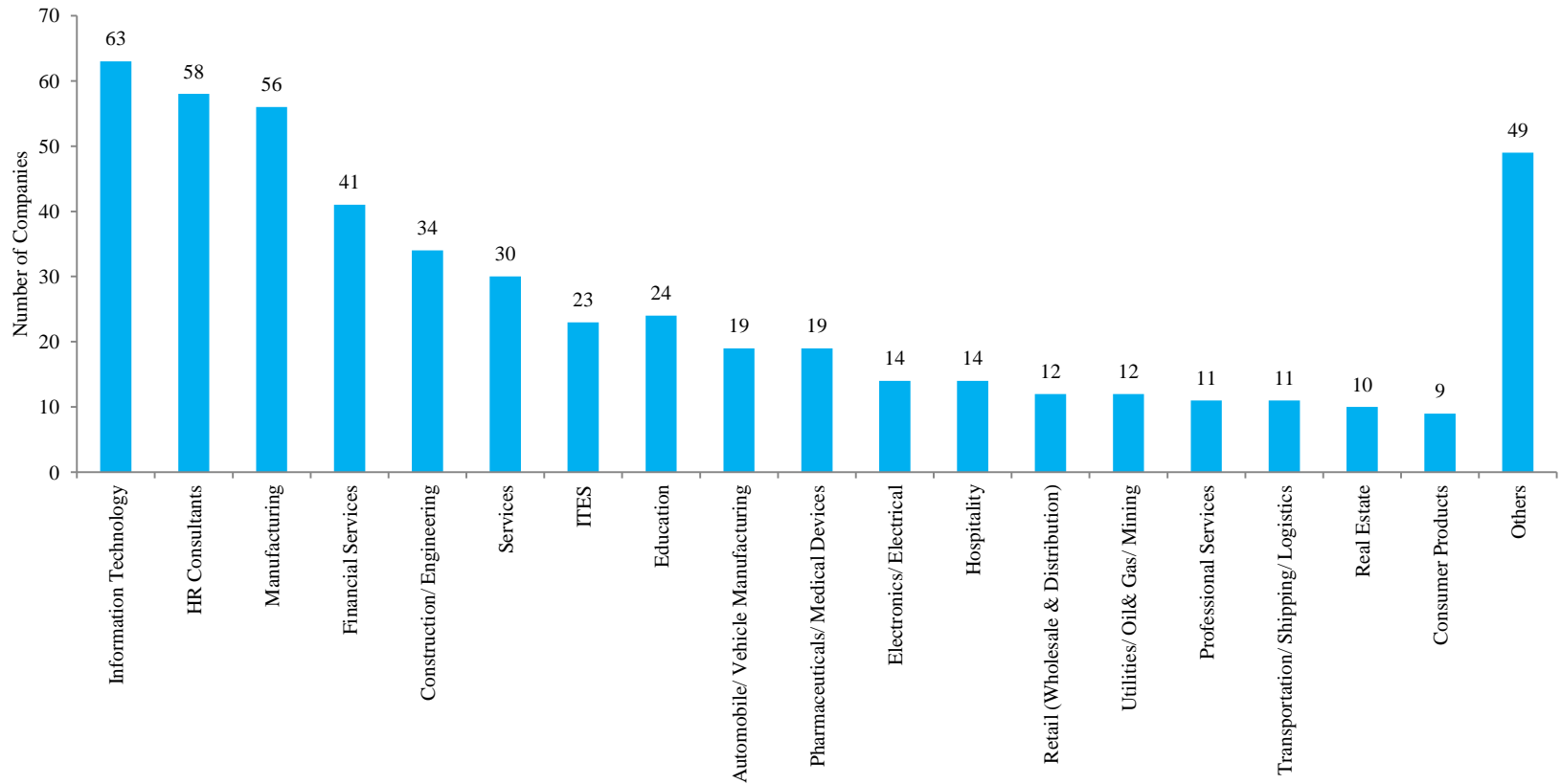
The study has been designed to capture and analyze the parameters under three main heads. These heads cover the purpose, processes and expectations of the HR function and professional in a step wise system. The main heads and the parameters they measure are as mentioned below

Foundation	Parity on career advancements and rewards
	Acceptable work schedules
	Recognition of role and tasks performed
	Living the systems and processes in true spirit
Team Motivation	Enriched Job content
	Conducive organizational culture
	Positive working style of key stake holders
	Professional development and advancement
	Appropriate compensation
	Respect of job done from key stake holders
Alignment	Clearly understood and aligned business to HR objectives
	Utilization of individuals skills to best meet the desired alignment

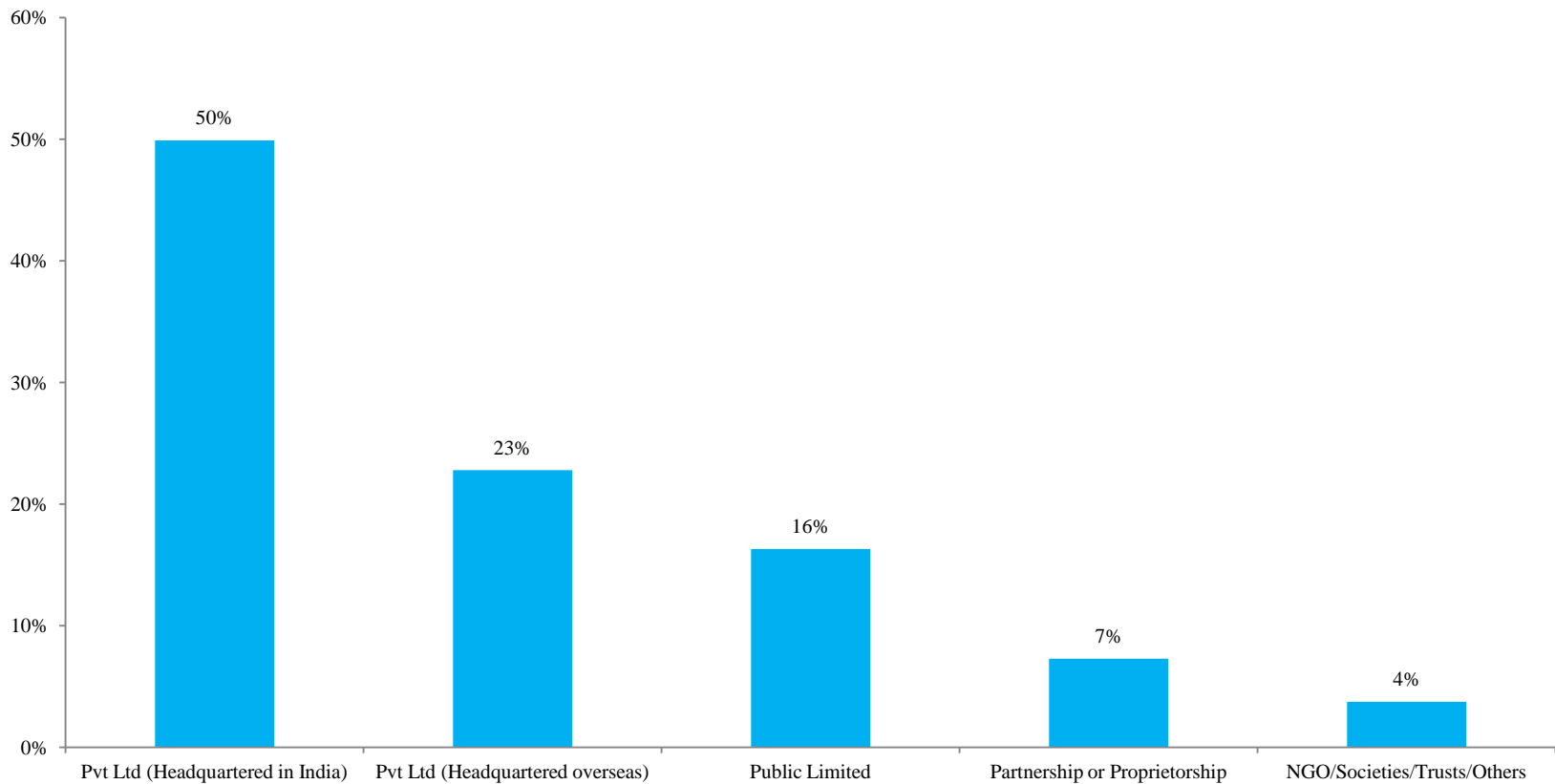
## Respondents



- Data of more than 650 companies received in this study which ran from 20<sup>th</sup> February 2012 to 25<sup>th</sup> March 2012
- Basis accurate and complete information provided by participants, data of 509 companies qualified for being included in this report. Thus making this one of the largest study of its kind in India
- The study covered a total of 73 locations out of which 14 were international locations across Americas, Africa and Europe. Though, majority of the companies, contributing to 80% were from Indian metro and sub-metro cities
- All data presented and assumptions made, including ranking of industries is only based on responses from individuals in those industries. The study only gives an indication. An individual company or industry may have different processes, systems and satisfaction levels than those presented here. This data is just a comparative analysis from amongst the respondents to this study



A total of 509 companies data was used for this study, presenting a healthy mix of industries and in all cases providing enough data points to have an industry benchmark



Though the maximum companies were of Indian origin, the size allowed to have benchmarks created for every group

## Foundation


When parameters relating to foundation of an HR function are concerned, the people in Public Limited companies seemed fairly disadvantaged to their counterparts in other companies.

One of the key parameters, highlighting the transition of HR function, was whether HR is a value add partner or not. The parameter saw only 37% companies responding in affirmative. Clearly signally that there is a long way to go before the actual benefit of HR is felt on large scale.

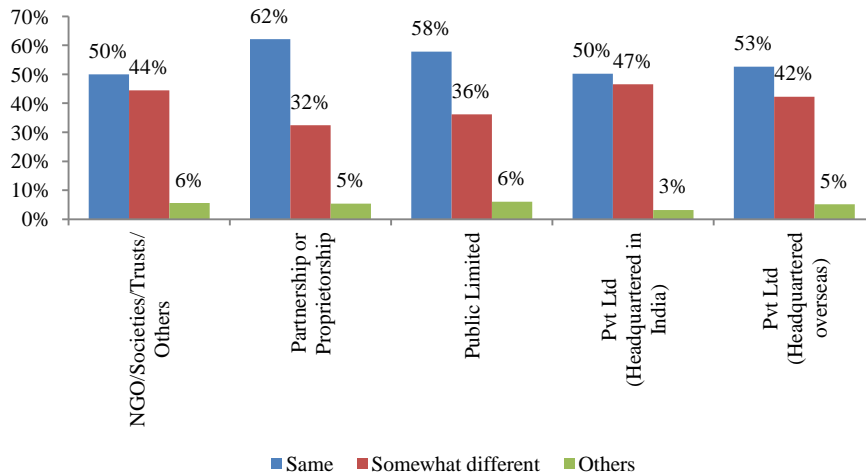
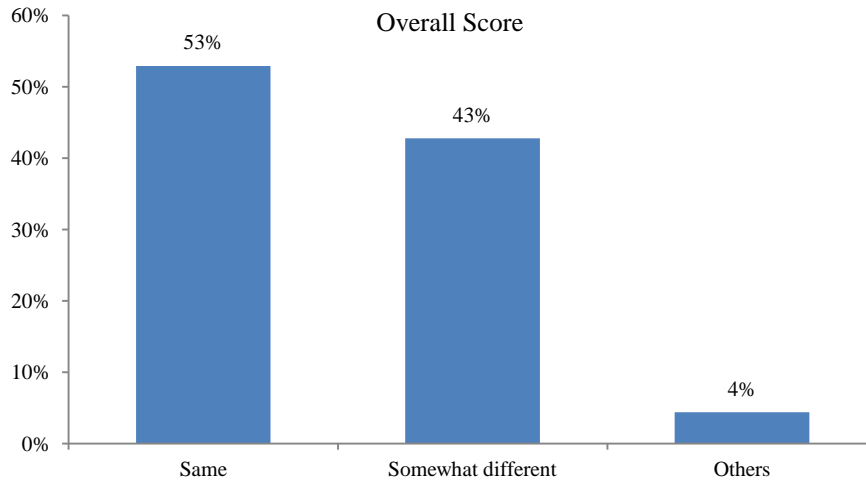
All other parameters are having an almost similar view on either side. It is those organizations which are on the positive side of these parameters which have evolved their HR functions, while others are still in transition or yet to start the journey

Main Parameter, Foundation Satisfaction Rank of industries	
HR Consultants	1
Retail (Wholesale & Distribution)	1
Utilities/ Oil& Gas/ Mining	3
Consumer Products	4
Professional Services	5
Services	6
Others	7
Pharmaceuticals/ Medical Devices	8
Construction/ Engineering	9
Electronics/ Electrical	9
ITES	11
Information Technology	11
Manufacturing	13
Hospitality	14
Automobile/ Vehicle Manufacturing	15
Financial Services	16
Transportation/ Shipping/ Logistics	16
Real Estate	18
Education	19

Most Satisfied



Least Satisfied



Statement: Processes and procedures for promoting HR and others in the company is similar?

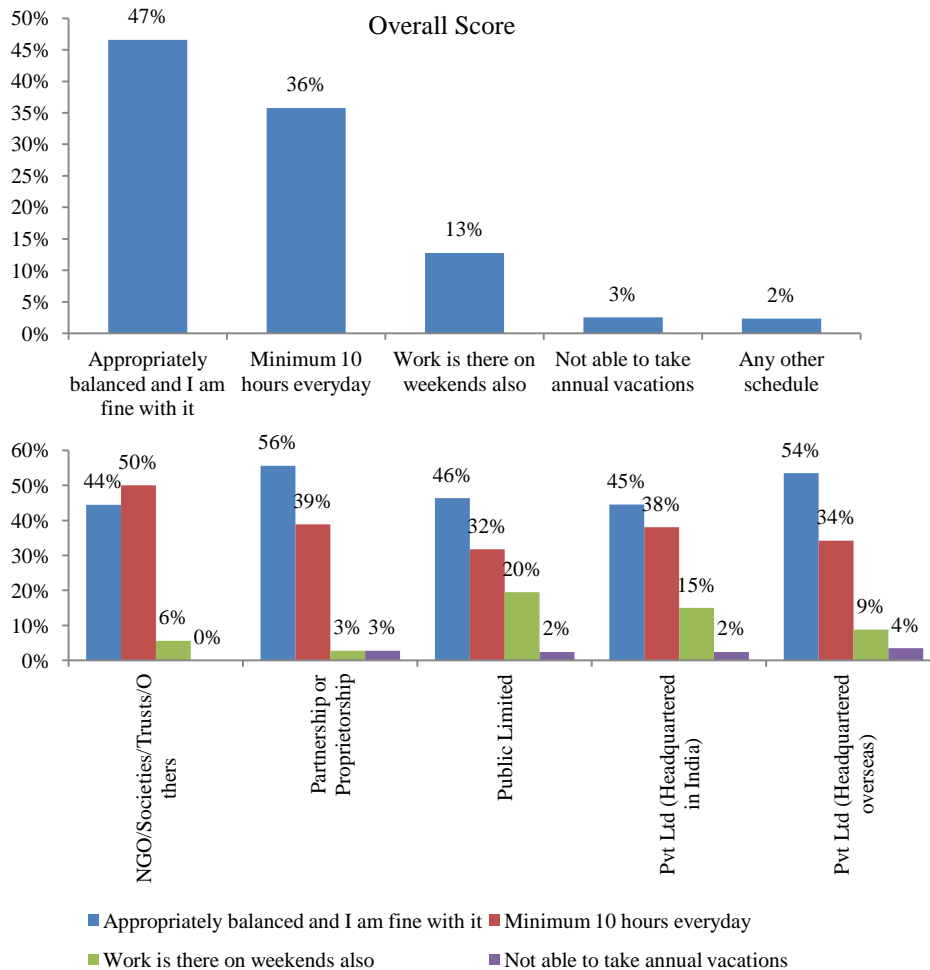
Process equality for career development is still stabilizing as almost an equal number of companies have a yes and a no response. Which in a way is relates to a later question mentioning that career development opportunities are a demotivator

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Consumer Products and Utilities have almost reached parity in career development, whereas Professional services lags behind in building parities for HR careers

Statement: How is your work schedule?

Majority of the companies have an appropriately balanced work life. Though the social sector did see a minimum 10 hours work everyday and may require some reworking of schedules



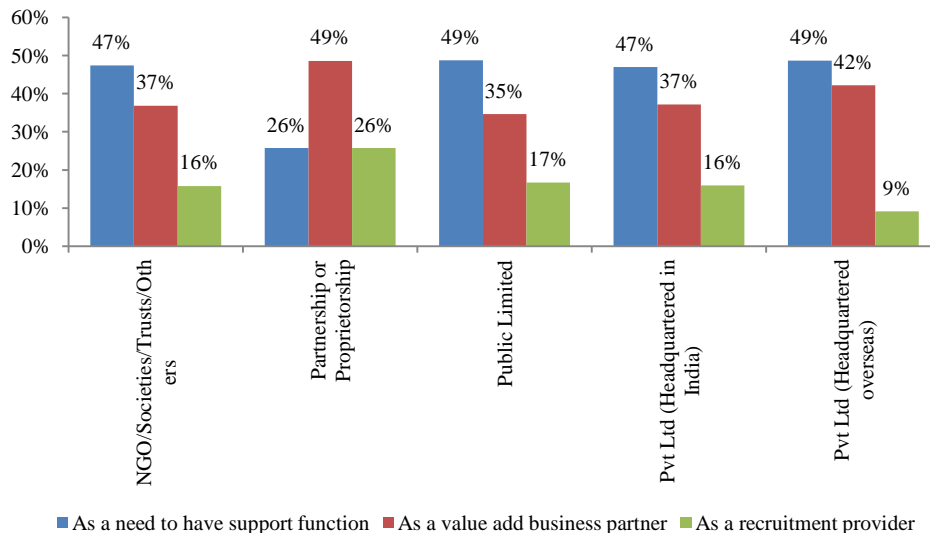
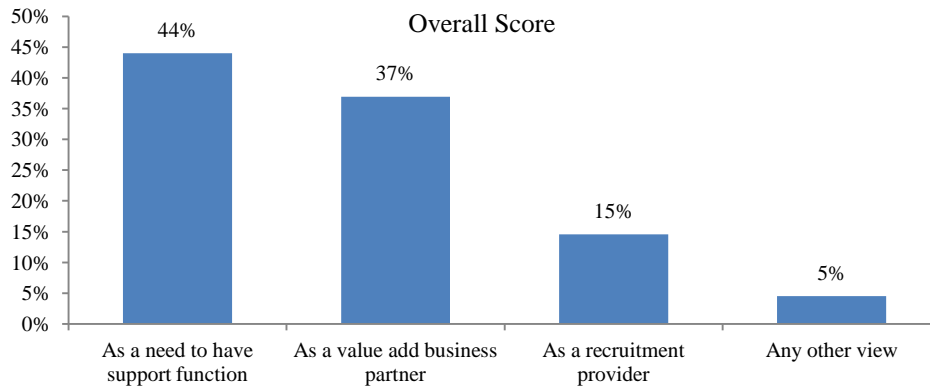


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While all industries demonstrate a similar trend in terms of work life, it is the Real Estate sector which has shown the highest for balanced work life. Real Estate has presented many de-motivators, but has been able to manage this parameter appropriately

Statement: How is HR function viewed in the company?

The main question about HRs use is still being debated in lot of companies, though not alarmingly high, a decent amount of them still have HR as a need to have function. The movement to get HR as a value add function has began and has considerably moved away from the historical positioning of HR as a recruitment function only. There is still a long way to go before the Question “Why do I have the HR function” is answered by the Managing Director to satisfaction

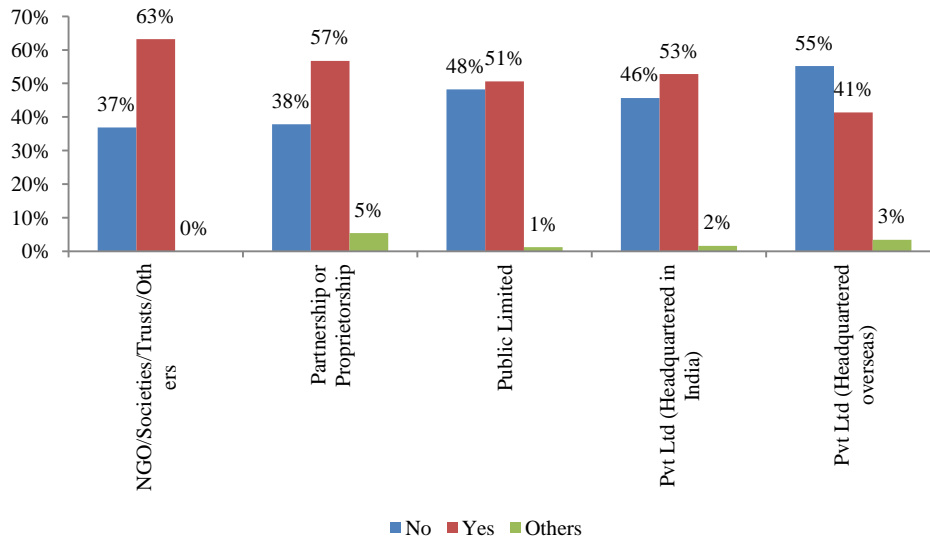
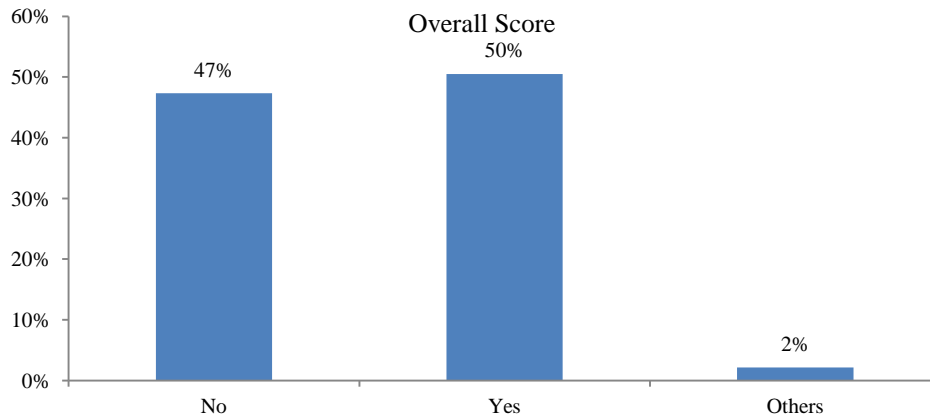


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It is the Electronics sector which seems to have a lot of work needed in this parameter

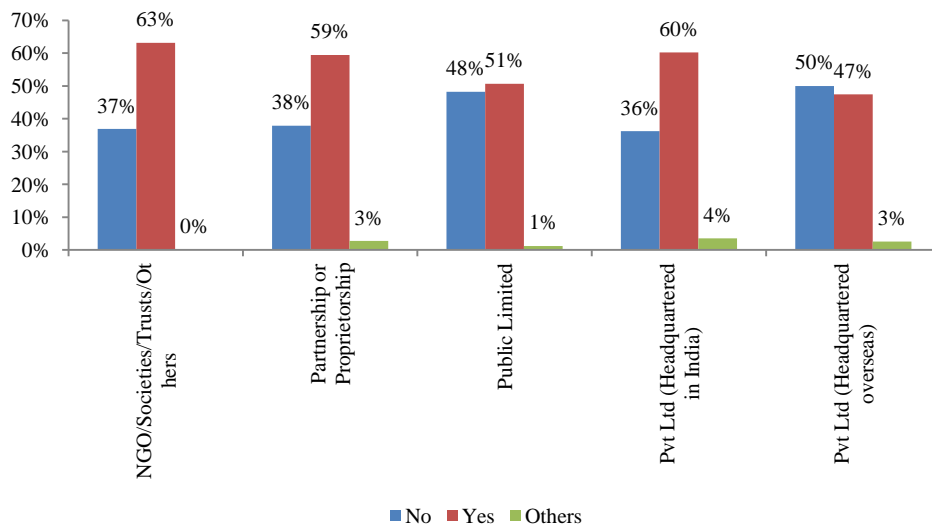
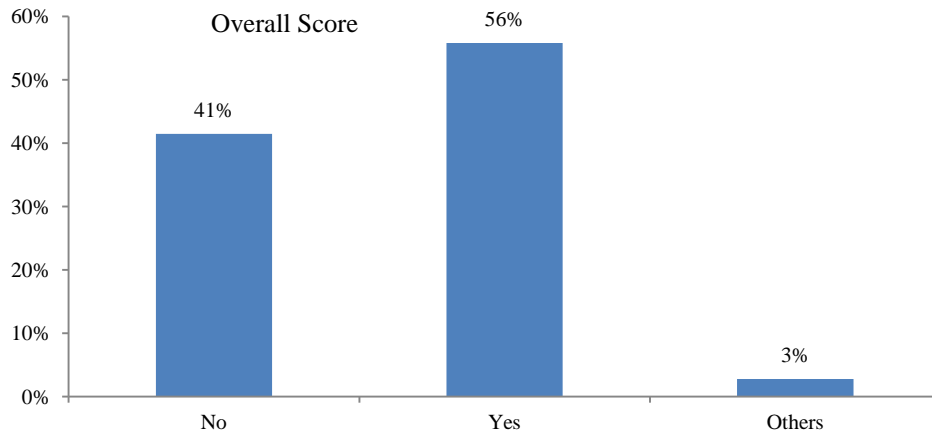
Statement: Are their similar rewards mechanisms for the HR team as for others, apart from compensation?

Rewards for the HR team have been fairly increasing over a period of time, with close to 50% of the companies offering a reward mechanism for HR teams. Though still not covering the entire lot, it has covered a larger portion than those which are not covered.



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All industries represent a similar trend apart from real estate which has close to 70% saying a no

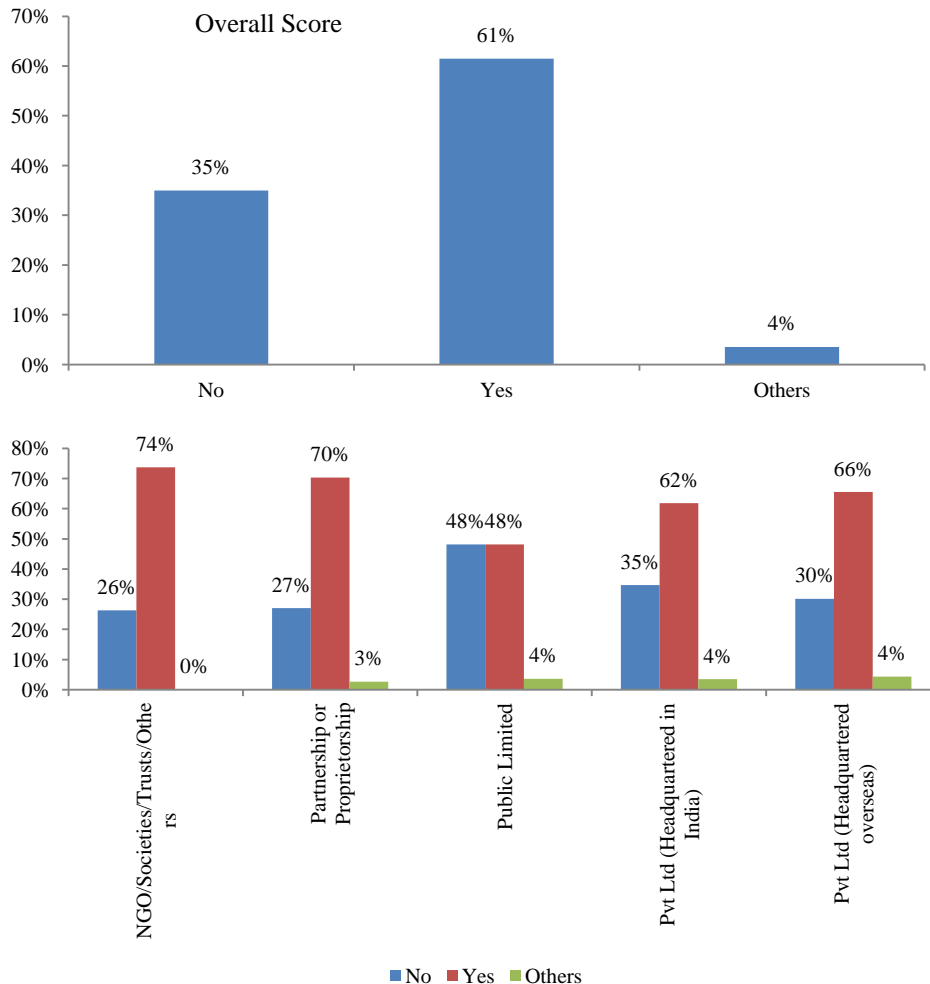


Statement: Is their appropriate applause and recognition from line for HR work?

Recognition is said to be the fuel of high performance. It is present in majority of the companies but with scope of improvement

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Utilities, retail, HR Consultants and professional services have a high degree of recognition from line whereas pharmaceutical and automobile sectors saw the least amount of recognition



Statement: Policies are enforced and HR is empowered to treat non-compliance

While people policies are set in many companies, it is few who are able to enforce them in true spirit. Interestingly about 61% are able to maintain that balance and provide the necessary empowerment to HR functions to deal with non-compliance



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Utilities has one of the highest compliance on this whereas real estate and education were the least

## Motivators & De-motivators

The shift of focus is now into what goes through the mind of an HR professional in terms of his motivation. There is a clear indication that the changing dynamics of the HR role has made the enriched job profile a strong motivator, combine to it the market situation which is forcing companies to experiment with leaner HR and new concepts of HR.

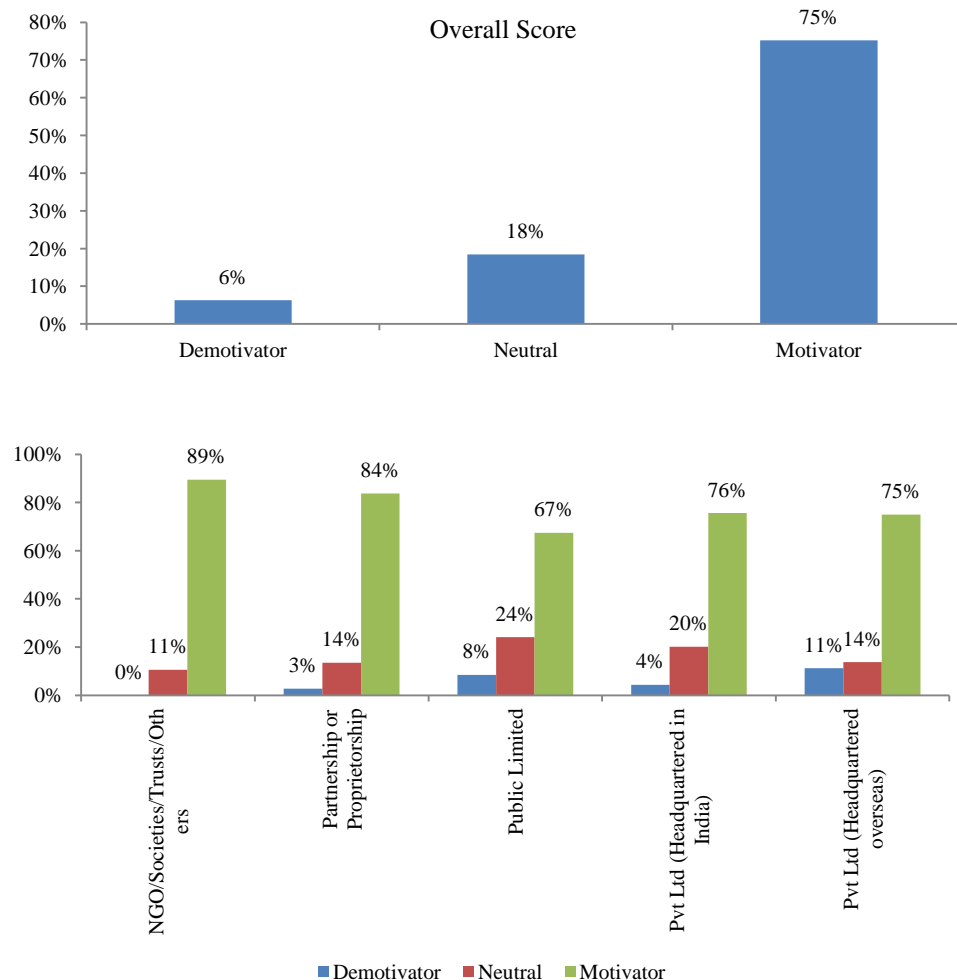
However, a common theme across industries comes up on neglect of various factors which contribute to the well being and focus of an individual HR professional. Whether it be compensation, the training plan or the career planning. All these parameters have seen that while there are organizational systems running for line employees, the focus on HR is still to be mandated

Main Parameter, Motivation Satisfaction Rank of various industries	
HR Consultants	1
Professional Services	2
Hospitality	3
Consumer Products	4
Utilities/ Oil& Gas/ Mining	5
Education	6
Automobile/ Vehicle Manufacturing	7
Retail (Wholesale & Distribution)	8
Others	9
Pharmaceuticals/ Medical Devices	10
Services	11
Construction/ Engineering	12
ITES	13
Information Technology	13
Manufacturing	15
Financial Services	16
Electronics/ Electrical	17
Real Estate	18
Transportation/ Shipping/ Logistics	19



Most Satisfied

Least Satisfied



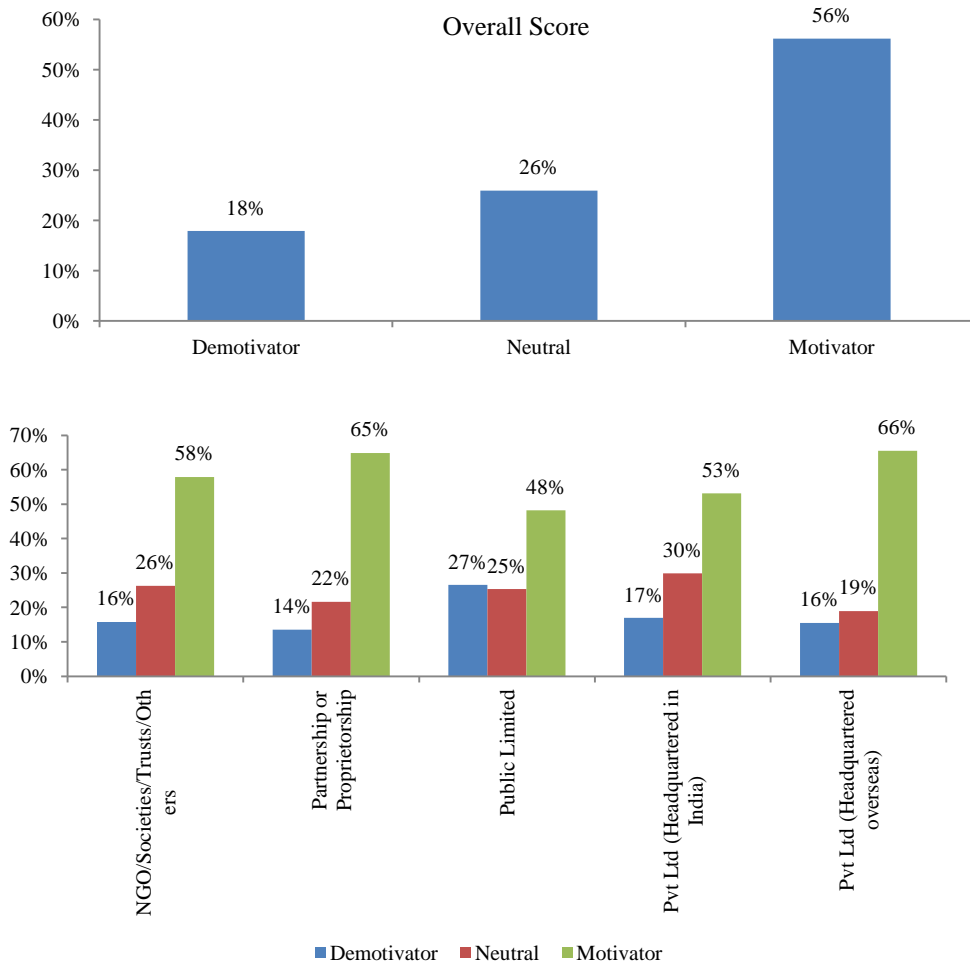
The content of work was looked as a strong motivator in the HR fraternity, with only 6% seeing that the work they do is not motivating enough.

It is only the multinationals, which had a higher degree of demotivation than the group average, probably an outcome of the global policies which are in tune with an ailing economy

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Transportation/ Shipping/ logistics and Hospitality showed signs of having a huge improvement area on this front

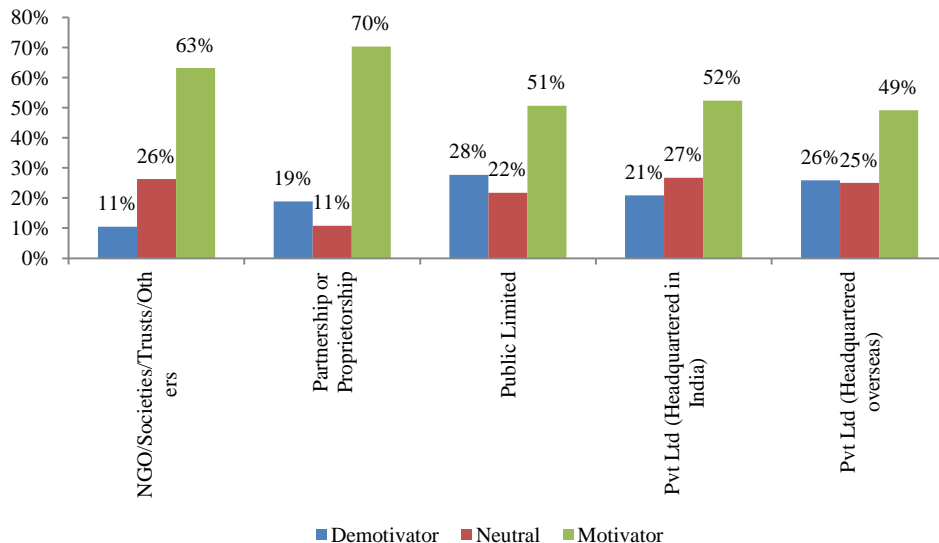
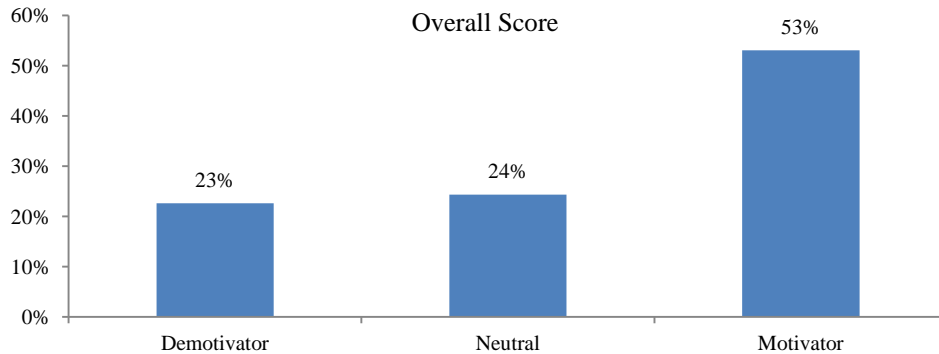
Organizational climate has long been associated as a key responsibility of the HR professional. Strangely there are a sizeable number of companies which make it a demotivator, with Public Limited companies having the most signs of improvement on this front



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Transportation/ Shipping/ logistics, Real Estate and Electrical industries showed that there is tremendous scope of improvement of their work culture. Specially as the motivation and demotivation scores are almost similar

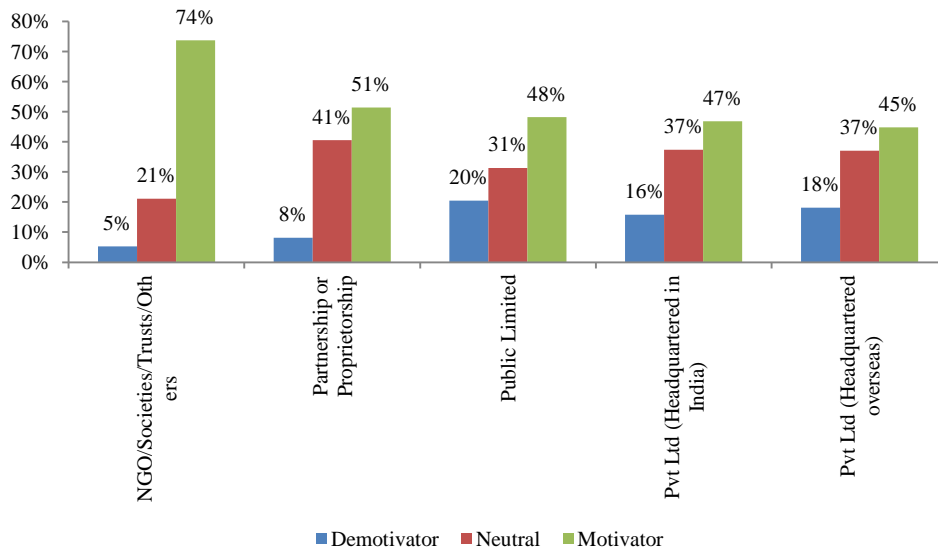
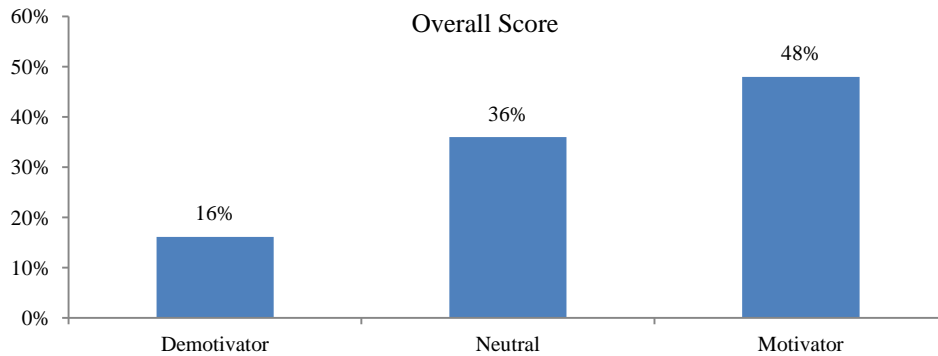
It has long been said that people leave managers and not companies, how HR professionals contribute to their teams or are impacted by their supervisors, who may or may not be HR professionals is an interesting point. The data presents that there is sizeable opportunity available here for improvement. Specially in Multinational and Public Limited companies.





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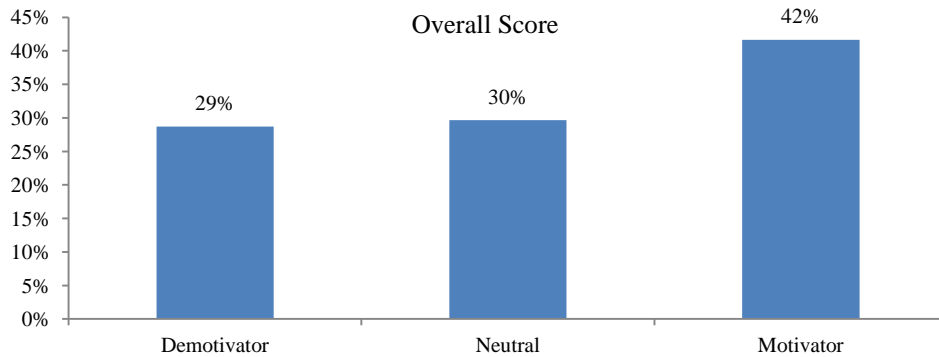
Transportation/ Shipping/ logistics and Financial services demonstrate an improvement requirement, while  
Hospitality and professional services have managed this well



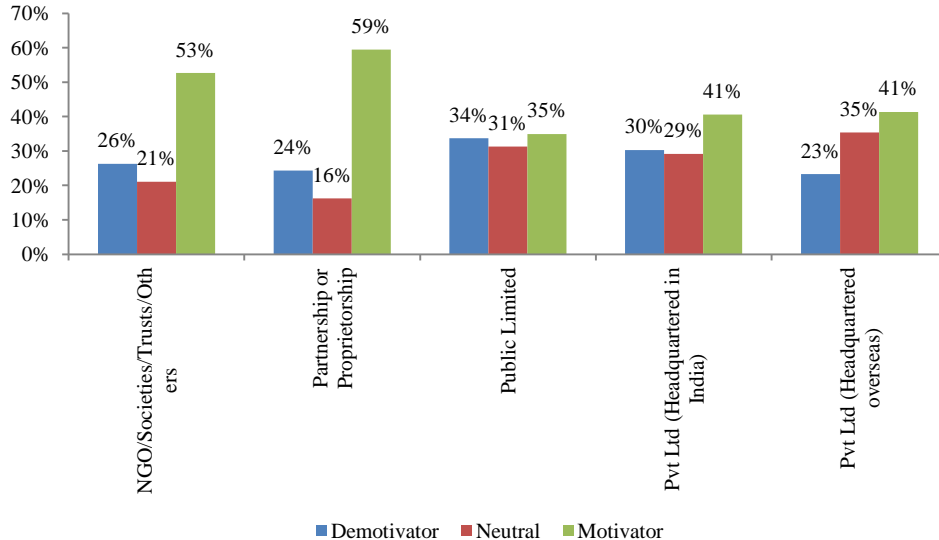
Being a function, which is largely dependent on internal relationships and requires a large degree of daily interaction with line managers, it is doing its bit. Though not as highly impacted as by HRs own supervisors, there is a sizeable amount of companies where this acts as a motivator. Thus working relationships matter. It is only public limited companies which seemed to have a greater issue at hand to resolve on this front

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While none of the industries had a very strong motivation, Transportation/ Shipping/ logistics, professional services and Electrical had strong demotivators



A fair degree of companies are focusing on training and it is acting as a motivator to about half the HR functions. This however, clearly stands out as one of the areas which needs improvement

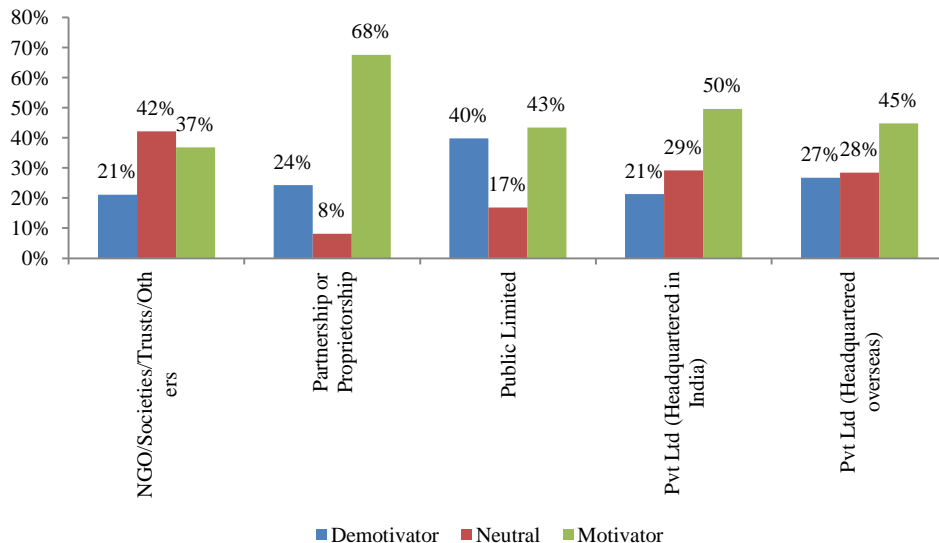
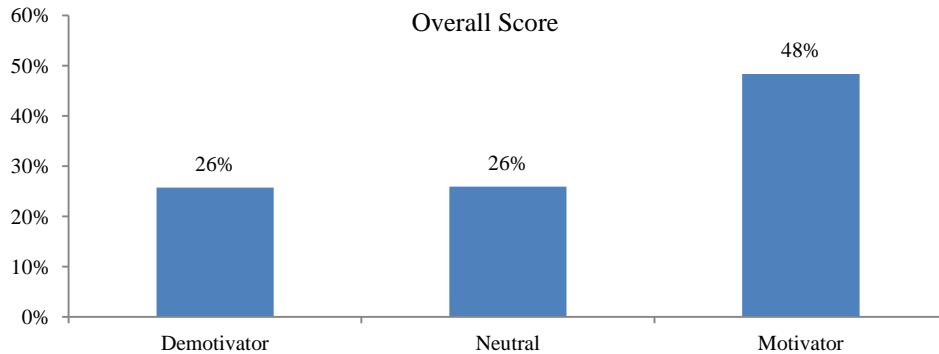


It is the public limited and the Indian companies which need to work harder on this than multinationals, who seem to have a better ratio than others

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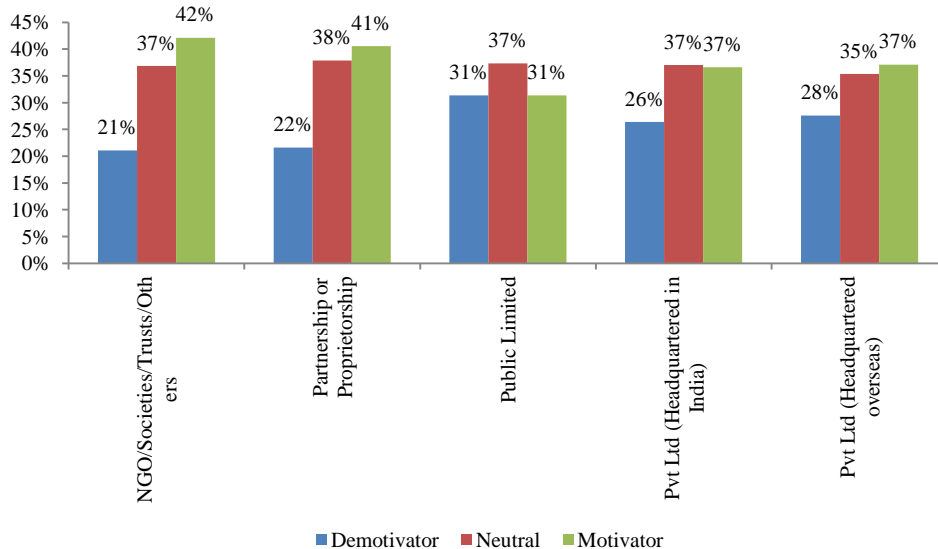
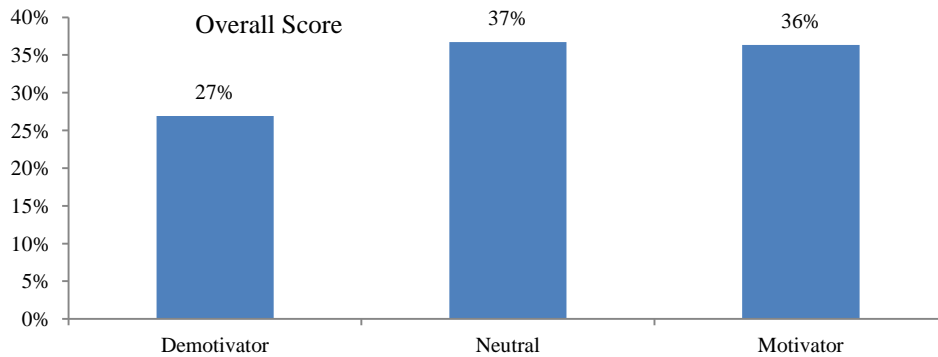
Hospitality and retail have a fairly positive inclination on this whereas real estate has a strong negative inclination on this aspect

The future HR professionals see for themselves is fairly divided. While about half feel that it is a motivator, an astounding 26% feel it is a demotivator. Public Limited companies having one of the least promising career life cycles. Interestingly partnerships have been able to manage this expectation fairly better compared to others



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Financial services and real estate have a lot of work to do on this aspect whereas HR consultants and professional services have got a higher degree of stability on this



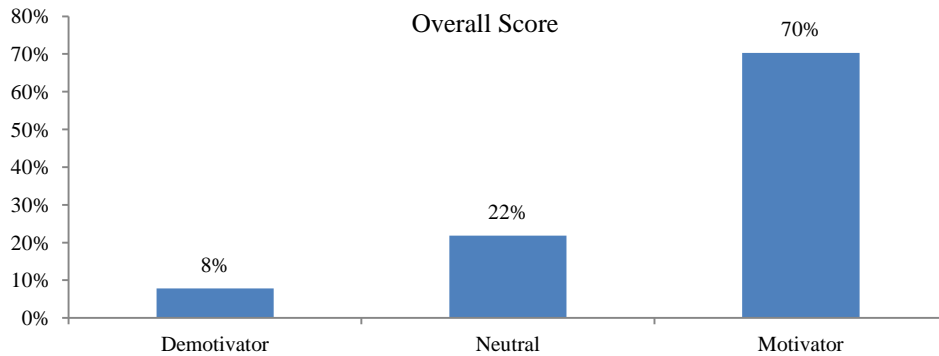
Compensation has been one of the main factors across competencies in controlling satisfaction, and irrespective of various other frameworks, compensation takes a key role in deciding satisfaction. Unlike other parameters this is the parameter which has a lot of people on the neutral side, probably an outcome of the economical uncertainty. However, it still presents a high degree of demotivators

Some work needs to be done in the Public Limited companies, as they present the maximum number of people demotivated due to compensation

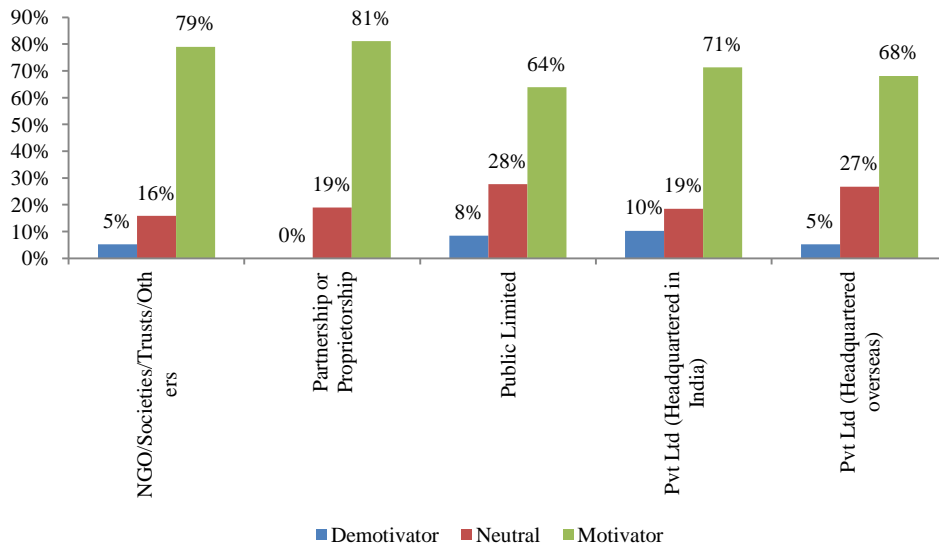


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Information Technology has been impacted by compensation of economic environment and it seems to be playing a role here



Almost all companies have been able to manage the respect angle. Working with colleagues and specially with those who impact the daily routine working outputs. With a almost majority on this ratio, only few industries show demotivation on this aspect.



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The services and financial services sectors can see a bit improvement on this aspect

## Deliverables



A structured HR system would ensure that policies, procedures and systems are designed in a manner to help channelize Business Resources in achieving Business Objectives. Not by HR professionals themselves, but by aligning each line manager to this outcome. Therefore, the HR Goal is set, which is an observable, measurable end result having one or more objectives to be achieved within a fixed timeframe

It is an important feature to understand what is one supposed to be doing and in what context. Called by different names such as business strategy, the larger picture or business outcome. Strangely, a large portion of the companies haven't invested time in streamlining this aspect.

The HR function and professionals are disadvantaged from the perspective of not having the larger picture and how their goal is aligned to the objective of the businesses they are servicing

Whether it be a goal setting exercise, a balanced scorecard or any other alignment tool, time and effort should be put by the organization and the leader to first set a clearly defined HR Goal and then align it to the business objective

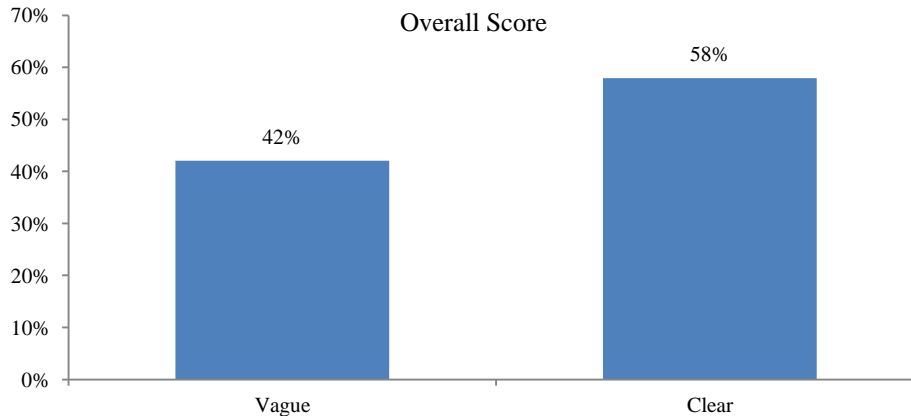
Main Parameter, Deliverables Satisfaction Rank of various industries		
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Services	3	
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Pharmaceuticals/ Medical Devices	10	
Professional Services	11	
Others	11	
Consumer Products	13	
Transportation/ Shipping/ Logistics	14	
ITES	15	
Hospitality	16	Least Satisfied
Utilities/ Oil& Gas/ Mining	17	
Financial Services	18	
Real Estate	19	

One of the key tasks is to have an HR Goal and the second part is to have a clearly defined Goal.

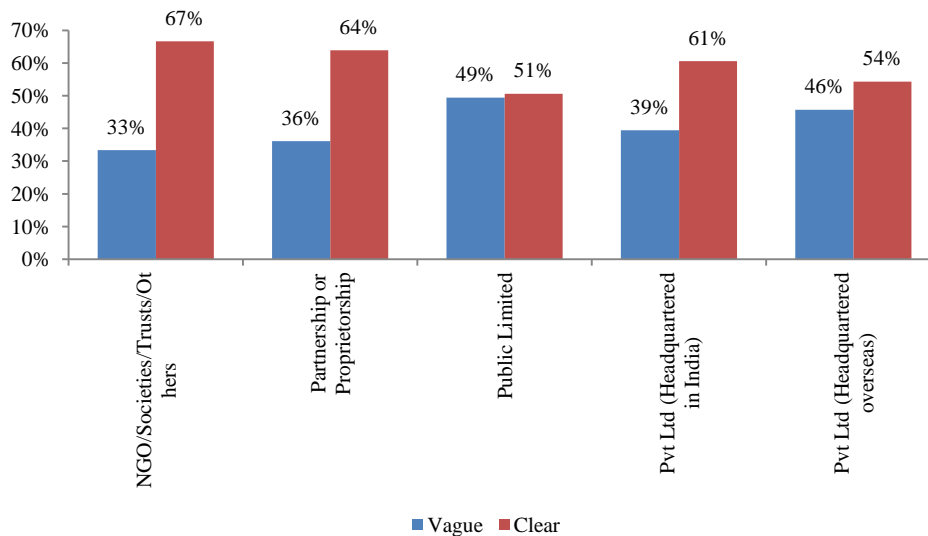
By analysis the short description of written down HR Goals of various companies, it depicts that there are another few companies who may have said they know the HR Goal, but it is not clearly defined and measurable. That too, which is aligned to the overall Business Objective. While there are some companies which have clearly defined Goals and that is being represented in their comments, a large portion of the companies still need to focus on this aspect or atleast need to focus on the aspect of percolating it down to the last person in HR.

It is essential to have a Goal in order to achieve it. The clearer and measurable the goal, higher the chances of it getting achieved and the value felt by the team and its stakeholders.

On the other hand, there needs to be some strong education or awareness session with the line to make them understand the benefits they can derive from HR. As of now, majority of line managers feel that HR is primarily a recruitment and salary management function. With few sprinklings of Business Partner, Strategic provider and employee support tool. Definitely an area of education and work



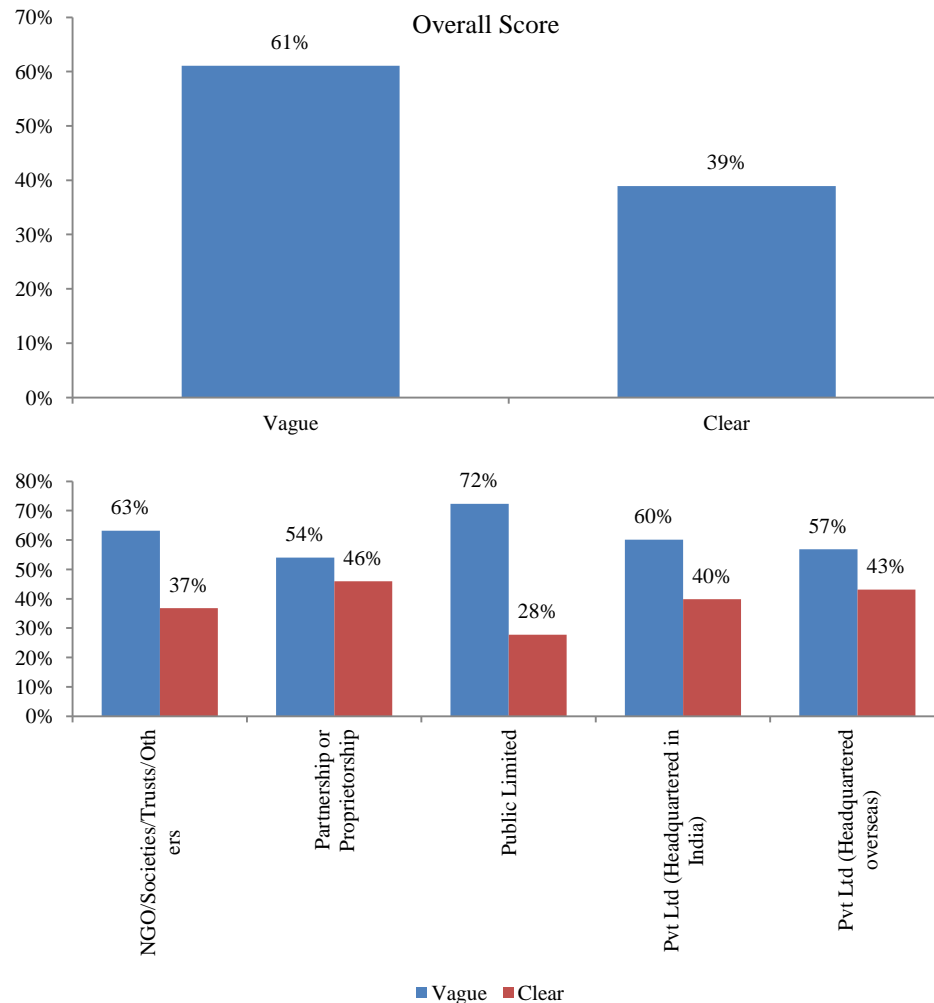
Clarity of objectives that business is trying to achieve is still gaining ground. The knowledge of what the business is trying to achieve is a basic foundation stone required to ensure efficient HR delivery. Irrespective of what stage the company is in, this should be a focus area.





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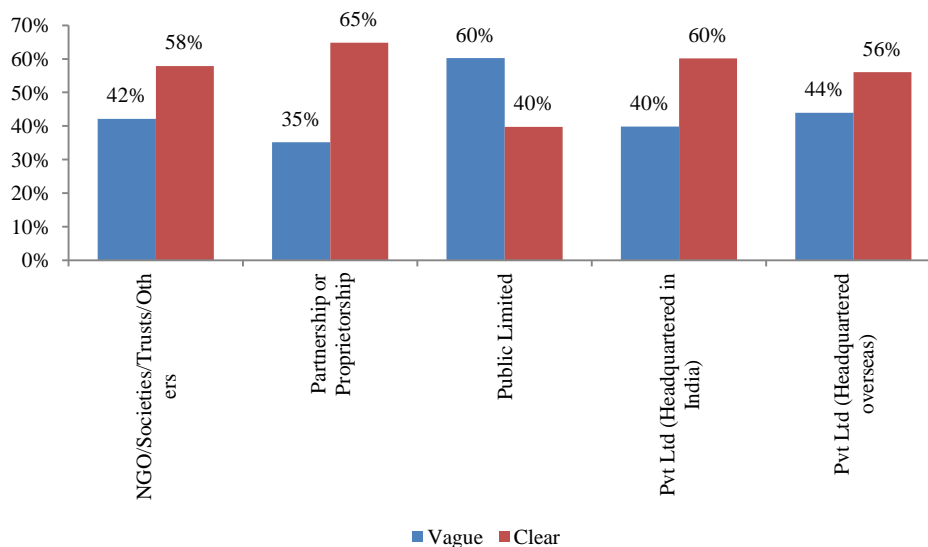
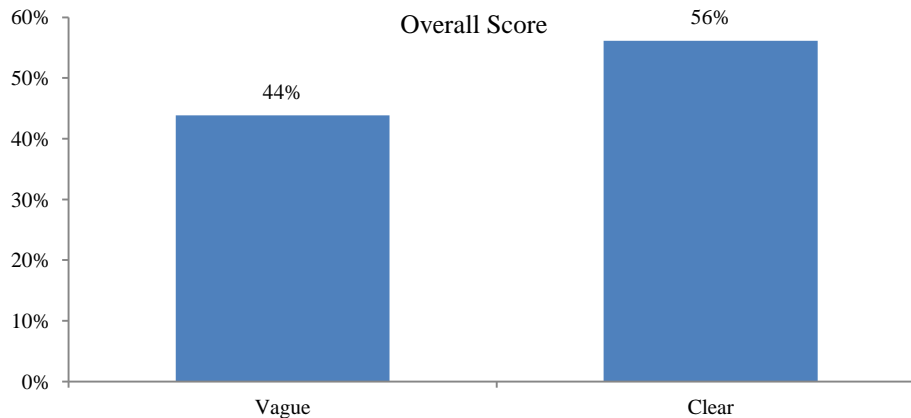
Real estate seemed to be right at the bottom with relatively no clarity of business objectives to HR and retail being on the other end with a high degree of clarity.



A written word is far clearer than a 1000 words spoken, a saying which actually fits here appropriately. While the process of communicating business objectives is being followed in some way, it's percolation to either Goal sheets or strategy sheets seems to be missing. A staggering 61% HR functions don't have clarity of the business objective in clear, written format. Expectations differ and times change, therefore it is imperative that this be followed.

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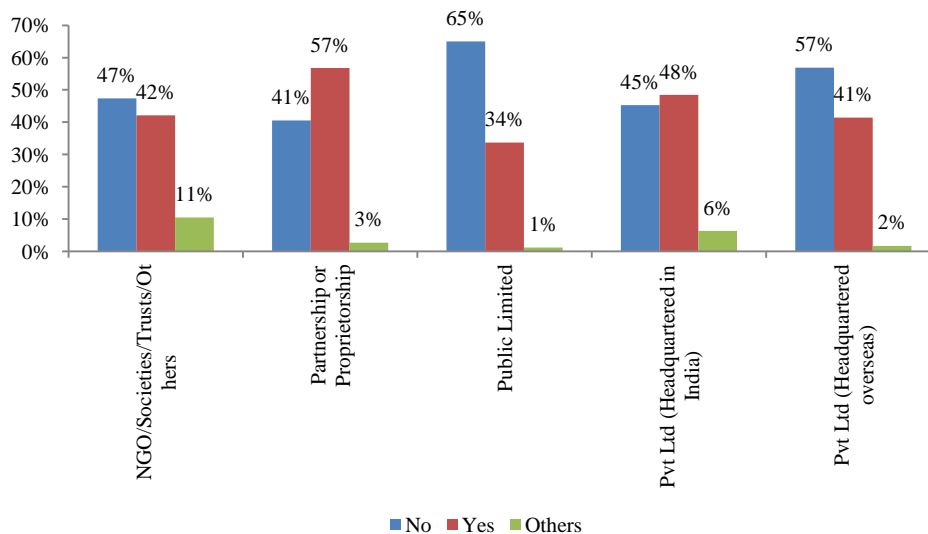
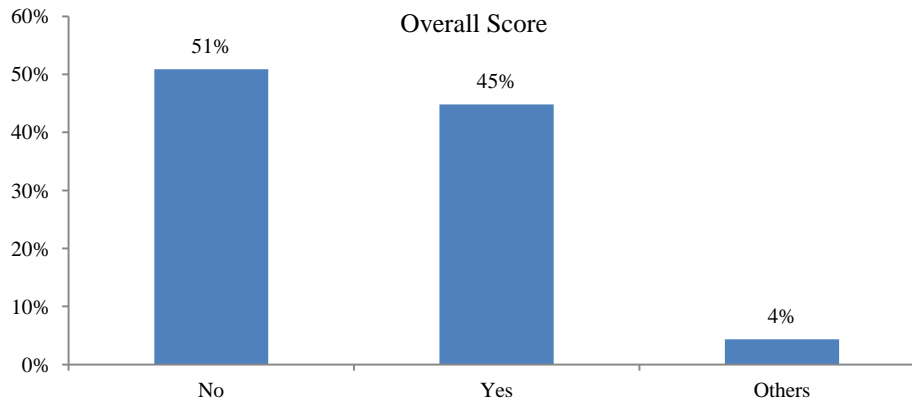
Information Technology though has about 50% clarity becoming the highest, ironically the Real estate sector has a 0%



The alignment of what HR is supposed to do in order to assist business achieve its objectives is also gaining ground. Though close to 45% companies still don't have the clarity. Moving with the times need to ensure that the alignment process is not only documented, but is made an essential part of the goal setting exercise

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Automobile sector has got the highest balance in this with consumer products being right at the bottom of this



There are various programmes that are run by HR to figure our competencies and potential of employees. It seems that this exercise also needs to be done for the people in HR function.

There is a huge scope of potential appraisal and subsequent job enrichment exercise to be done here. It will not only make retention of HR professionals an easier task, it would also add to motivation and higher productivity.

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Professional services are using this tool to their maximum advantage whereas the utilities sector has least used this

## Information



- Names of participating organization are not revealed in this report
- In the event of purchasing an Industry report, only where more than 10 companies have participated a report is generated and the entire list is added to the report
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