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Supporting human resources

HR Satisfaction Survey 2013

The HR Index

June 2013

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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

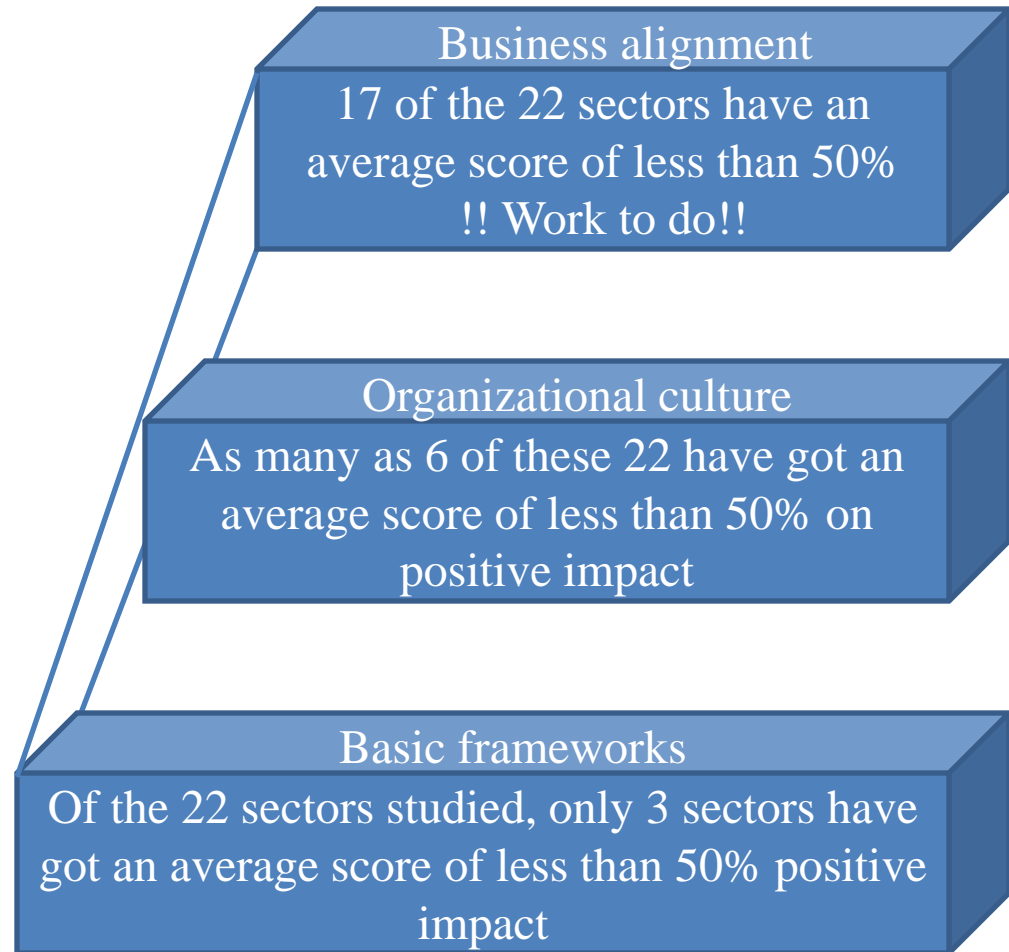
The study has been designed to capture and analyze the parameters under three main heads. These heads cover the purpose, processes and expectations of the people agenda in an organization in a professional step wise system. The main heads and the parameters they measure are as mentioned below

Basic Framework and Foundation	Parity on career advancements and rewards
	Acceptable work schedules
	Recognition of role and tasks performed
	Living the systems and processes in true spirit
Organizational Culture and Motivation	Enriched Job content
	Conducive organizational culture
	Positive working style of key stake holders
	Professional development and advancement
	Appropriate compensation
Alignment and Driving Business Objectives	Respect of job done from key stake holders
	Clearly understood and aligned business to HR objectives
	Appropriate evolution of the people agenda and understanding of its benefits by various stake holders

People agenda has come a long way in establishing itself in the corporate world. As the agenda shifts from managing hygiene issues to people matters to actually start contributing at strategic level, various aspects come out in the open as action items. On one side it is the basic frameworks which deal with building a foundation, where almost all industries have sort of done a decent job barring IT, education and real estate who are still stabilizing. On the other hand companies are setting up a favorable culture for people processes with Manufacturing, Education, IT, Transportation, Real Estate and E-Commerce still getting hold of culture advantageous processes. As we move higher up in the people value chain and try to get a feel of real advantage from people practices by way of alignment, it is only a handful of sectors, including Hospitality, Professional Services, Utilities, Automobile, Trg and Hiring Consultants who have been mainly successful in this.

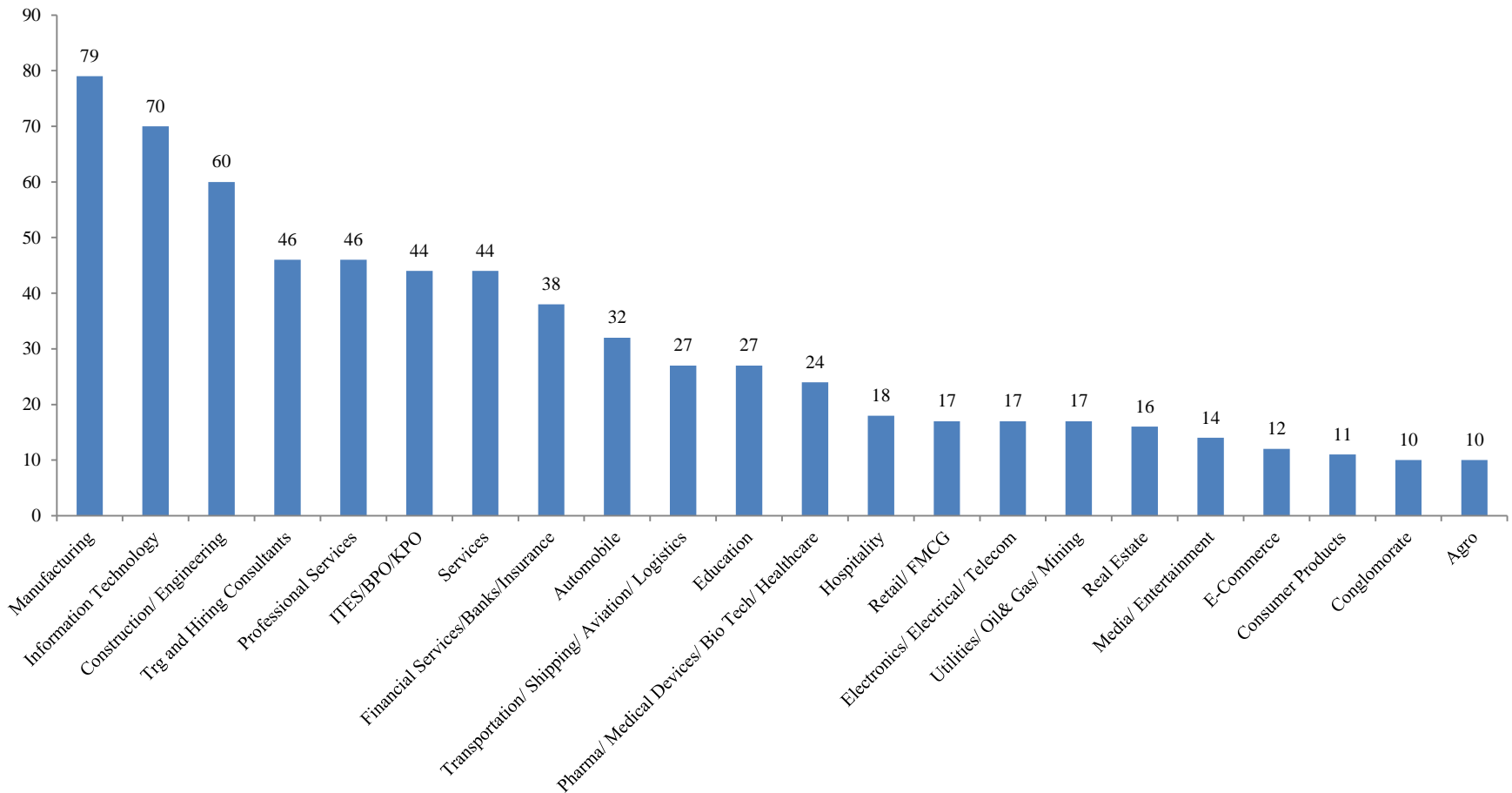
Rank of industries which have got people agenda right		
Utilities/ Oil& Gas/ Mining	1	Most fine tuned
Trg and Hiring Consultants	2	
Professional Services	3	
Hospitality	4	
Automobile	5	
Financial Services/Banks/Insurance	6	
Consumer Products	7	
ITES/BPO/KPO	8	
Pharma/ Medical Devices/ Bio Tech/ Healthcare	9	
Services	10	
Retail/ FMCG	11	Most ill tuned
Electronics/ Electrical/ Telecom	12	
Media/ Entertainment	13	
Conglomerate	14	
Agro	15	
Construction/ Engineering	16	
Manufacturing	17	
Transportation/ Shipping/ Aviation/ Logistics	18	
Information Technology	19	
Education	20	
E-Commerce	21	
Real Estate	22	

All other sectors are still having more than 50% respondents saying there is a lot more work to do. Clearly the ladder to move the people agenda from the front line to the board room is working and a lot more can be done by utilizing the HR teams in a organization. A clear message for the stake holders in people programme to look at the systems processes and the measurement tools set for the programme

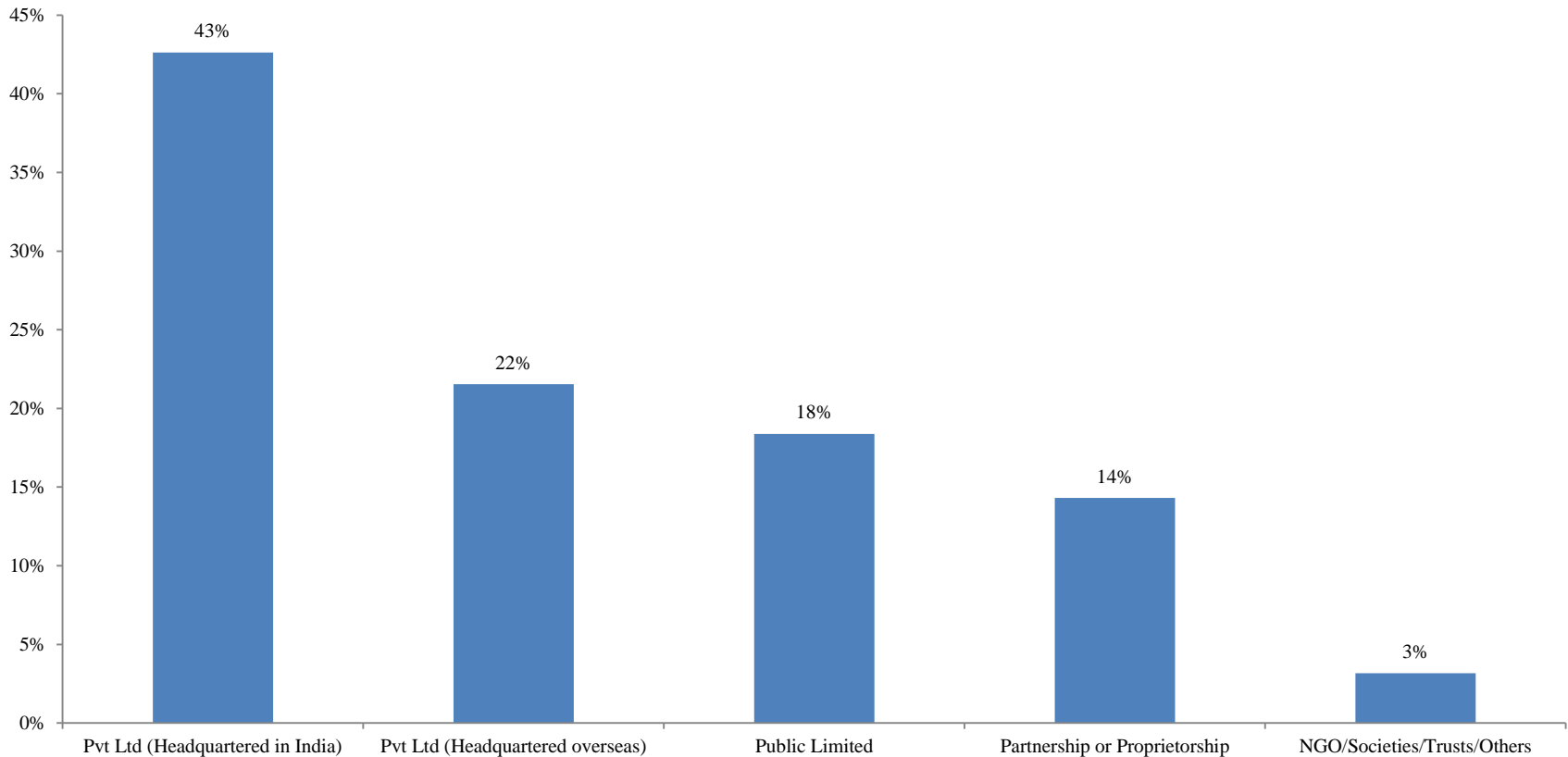


Respondents

- Data of more than 723 companies received in this study which ran from 15th February, 2013 to 31st March, 2013
- Basis accurate and complete information provided by participants, data of 679 companies qualified for being included in this report
- The study covered a total of 70 locations, additionally 10 international locations including MEA also participated. Majority of the participants, contributing to 80%, were from Delhi NCR, Mumbai, Bangalore, Hyderabad, Chennai, Pune and Ahmadabad
- 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 679 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



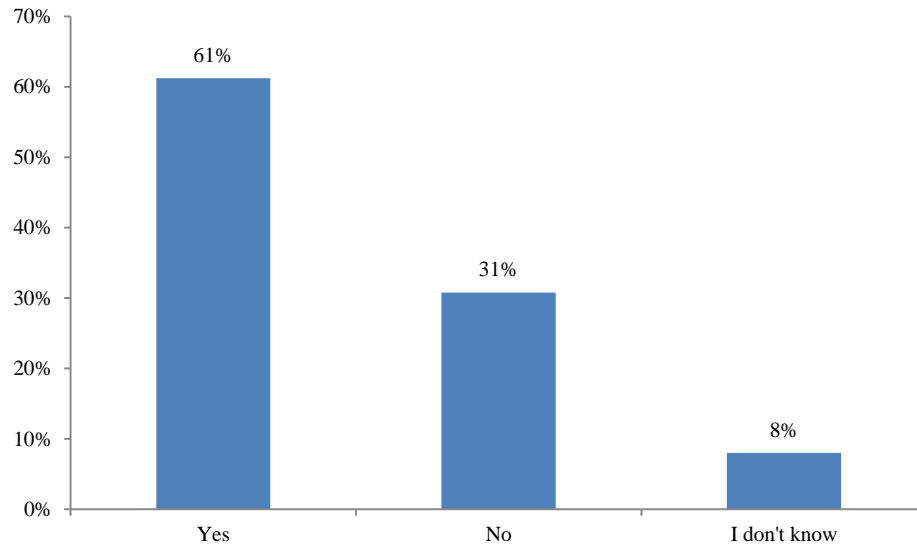
Though, like last year, maximum companies were of Indian origin, the size allowed to have benchmarks created for every group and have practices benchmarked across management styles

Basic Framework and Foundation

When parameters relating to getting the basic framework in place and building a strong logical foundation for the people function were concerned, it is the utilities which has gained and has it's act together. They have been able to set the right foundation for making the people business an useful investment. The real estate and education sector continue to be at the bottom end of the corporate world in building a strong people function with optimum processes and systems.

On another note, as many as 50% HR professionals still feel that their competencies are underutilized, but recognize that their work schedule is well managed and appropriate for their work style

Getting the framework and foundation right		
Utilities/ Oil& Gas/ Mining	1	Most appropriate framework
Trg and Hiring Consultants	2	
Professional Services	3	
ITES/BPO/KPO	4	
Automobile	5	
Hospitality	6	
Financial Services/Banks/Insurance	7	
Consumer Products	8	
Pharma/ Medical Devices/ Bio Tech/ Healthcare	9	
Transportation/ Shipping/ Aviation/ Logistics	10	
Agro	11	Least appropriate framework
Electronics/ Electrical/ Telecom	12	
E-Commerce	13	
Services	14	
Manufacturing	15	
Retail/ FMCG	16	
Conglomerate	17	
Construction/ Engineering	18	
Media/ Entertainment	19	
Information Technology	20	
Education	21	
Real Estate	22	

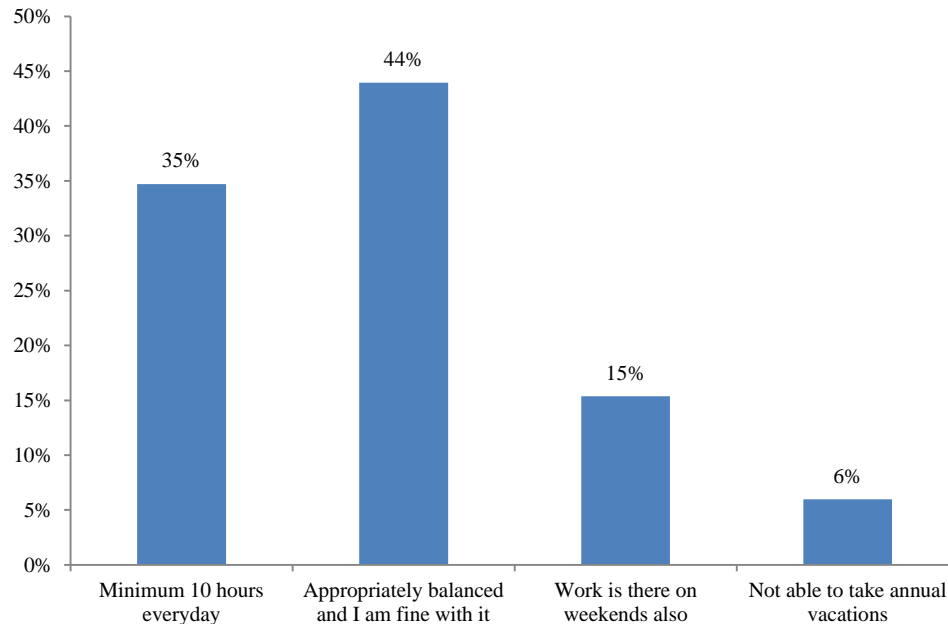


Statement: The process and procedures adopted by your company to evaluate and promote HR and other functions are same?

With the progress of time, this has seen an upward trend, with only 31% companies saying on the negative. This is an important parameter, as the people have to feel fairly treated to percolate this feeling across the organization. Even though the HR practitioners may not directly be building a culture, but they definitely act as a catalyst.

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It is the conglomerates, electronics, telecom, media entertainment and the agro sectors who really need to focus on their people elevation processes as they have a high negative score.

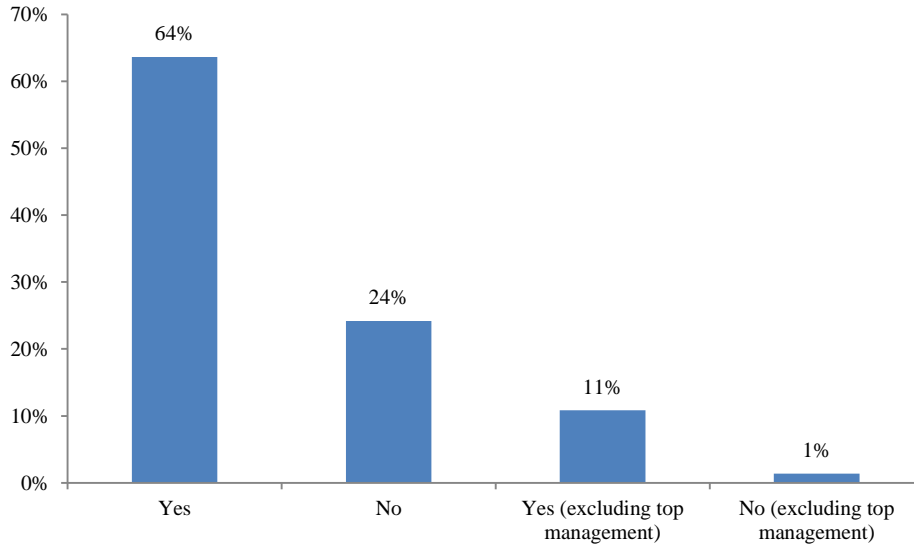


Statement: How is your work schedule?

Majority of the companies have an appropriately balanced work life. With some peaks of cutting into the weekends

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Media and retail have not been able to get this act together, either the hours are too long or practitioners aren't excited about the role they perform.

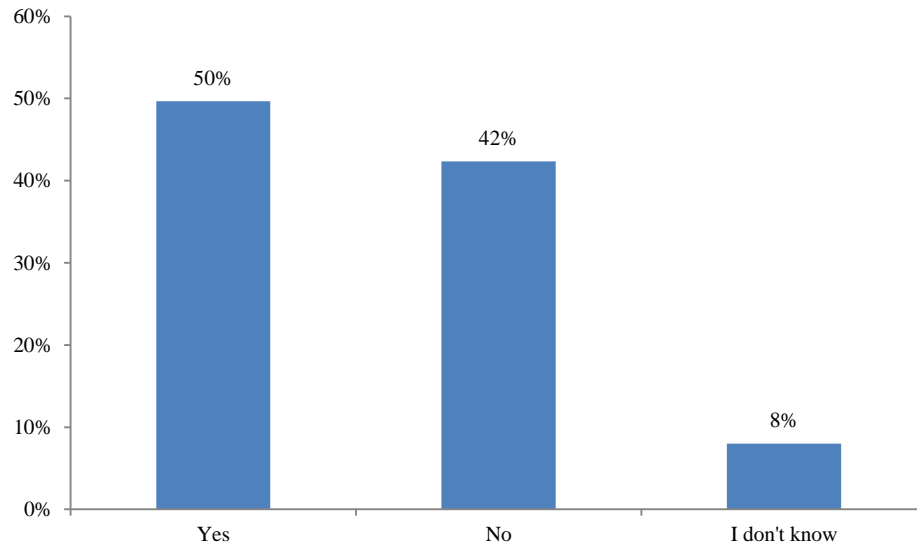


Statement: Processes, systems and policies set out for people agenda are enforced and followed with due diligence

The main point is, who is the owner of the people agenda, strangely in as high as 11% companies, the top management are the ones who don't follow the people agenda, hence making them not work or be impactful for a business benefit

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While compliance on people policies and people agenda is within acceptable limits, it is surprising to see the leadership in the e-commerce, media and the utilities sector being the biggest defaulters. The people agenda in an organization is reflection of the top managements philosophy, clearly an area of work for the mentioned sectors



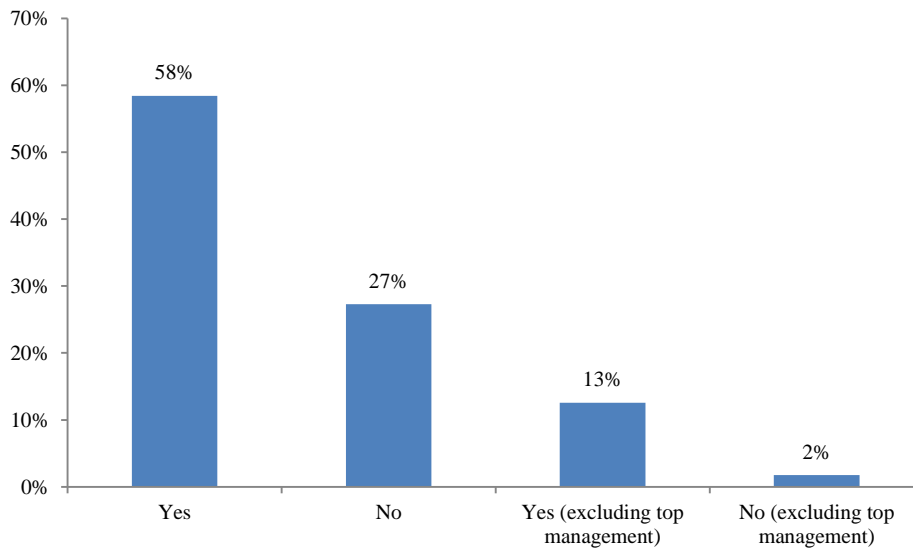
Statement: Are there similar reward mechanisms for the HR team as for others, apart from compensation?

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. This data has marginally changed from last year

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It is the information technology and the real estate sectors which have a lot of work to do.

Realizing that tools of rewarding all functions in an organization on a similar platform are essential for success of any business. It is an important factor companies must adhere to and practice



Statement: HR is empowered to deal with non-compliances on values, policies or people issues, even if they involve top management

While people policies are set in many companies, it is few who are able to enforce them in true spirit. Close to 58% are able to maintain that balance and provide the necessary empowerment to HR functions to deal with non-compliance. Though, it is not essential to have HR be the enforcer, but unless there is some sort of enforcement mechanism, whether built into the culture or into the performance management, it won't be useful to have policies that can give a positive impact to the business

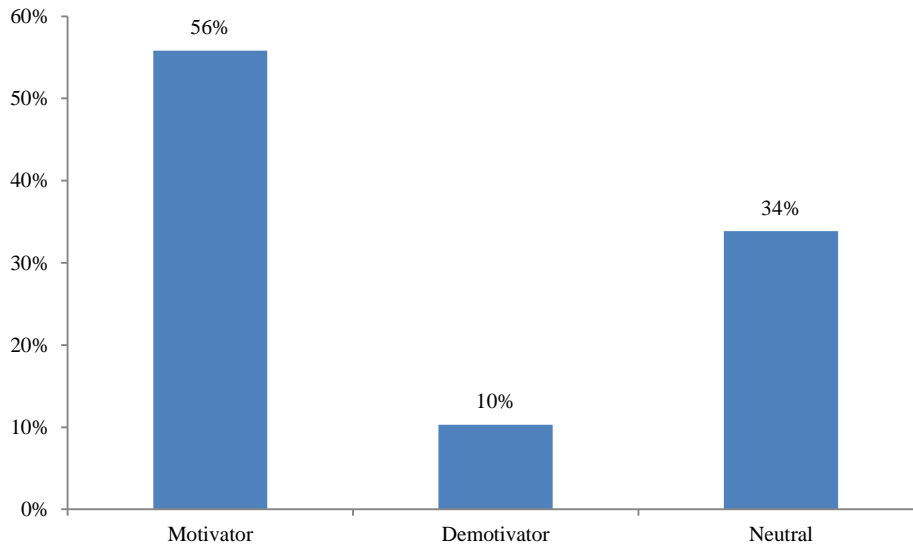
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Unless the e-commerce and media entertainment sectors have some other mechanisms of people policy enforcement and management, they are definitely not making an positive impact on their business as a result of these policies

Organizational Culture and Motivation

When it comes to establishing a culture and providing motivation to people managers, it is the transportation and e-commerce which give surprising results. While they are doing appropriately well in the foundation building phase, they have not been able to make use of those systems and processes to effectively impact the organizational culture and use these as a motivation tool. It is areas that help the HR team and employees at large feel that the environment they operate in is beneficial for achieving their results

Successful culture by way of people agenda		
Utilities/ Oil& Gas/ Mining	1	Effective impact on culture
Trg and Hiring Consultants	2	
Professional Services	3	
Consumer Products	4	
Hospitality	5	
Financial Services/Banks/Insurance	6	
Media/ Entertainment	7	
Automobile	8	
Electronics/ Electrical/ Telecom	9	
Services	10	
Pharma/ Medical Devices/ Bio Tech/ Healthcare	11	Ineffective impact on culture
Agro	12	
Construction/ Engineering	13	
Conglomerate	14	
Retail/ FMCG	15	
ITES/BPO/KPO	16	
Manufacturing	17	
Education	18	
Information Technology	19	
Transportation/ Shipping/ Aviation/ Logistics	20	
Real Estate	21	
E-Commerce	22	

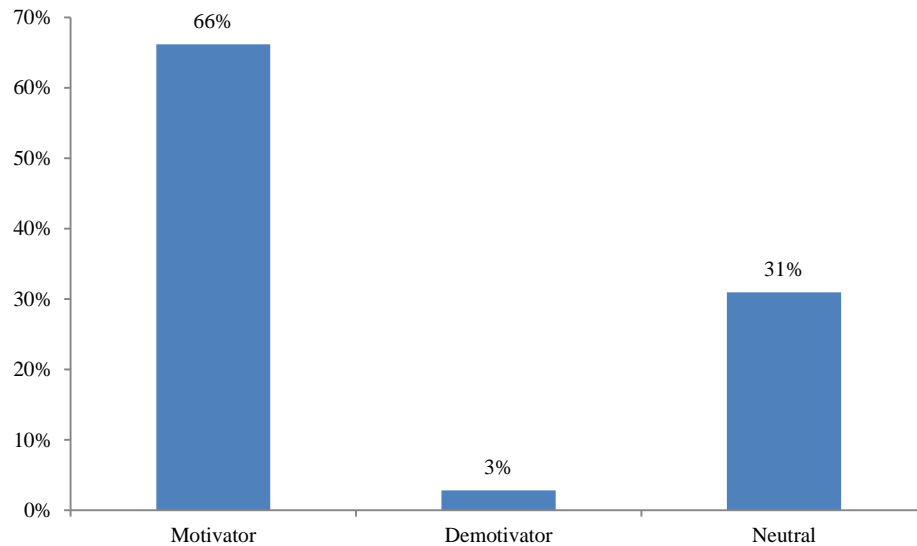


Statement: Attitude of Top management is a

How the leadership works and behaves is an important factor that goes into building an organizational culture, for the saying goes, you work for a manager and not for the company. On the whole, this parameter is somewhat under acceptable limits and is not immensely doing a positive or negative impact

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While trg and recruitment consultants along with electronics have been able to establish the leaderships attitude as a positive impact for their teams, it is the real estate sector which is contributing significantly to making the leaderships teams attitude as a negative impact on the team. A simple change, that can add wonders is needed here in real estate



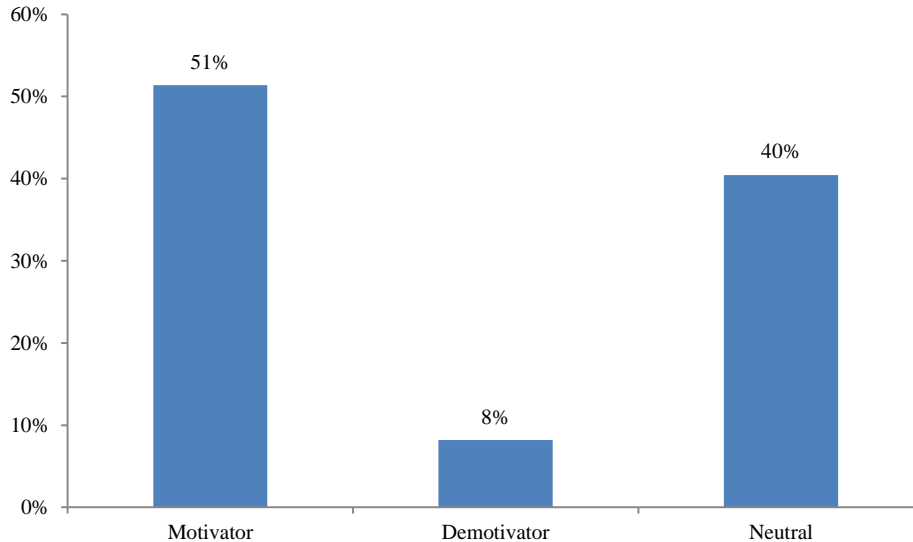
Statement: The kind of work you do is a

The work someone does, gives them the professional satisfaction and hence makes it interesting to add value to the company.

Fortunately, the work being done by HR professionals is making them motivated to be present in the environment and hence keep adding positive value. This may be attributed to the evolution that the entire HR space is going through and hence the demand on the professional for stretching their limits

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Almost 100% respondents agreeing on positive impact is seen in Hospitality and e-commerce, where they are really finding the work being done as a motivator. Except real estate, which is now following a trend. Almost no one finds this as a demotivation tool.

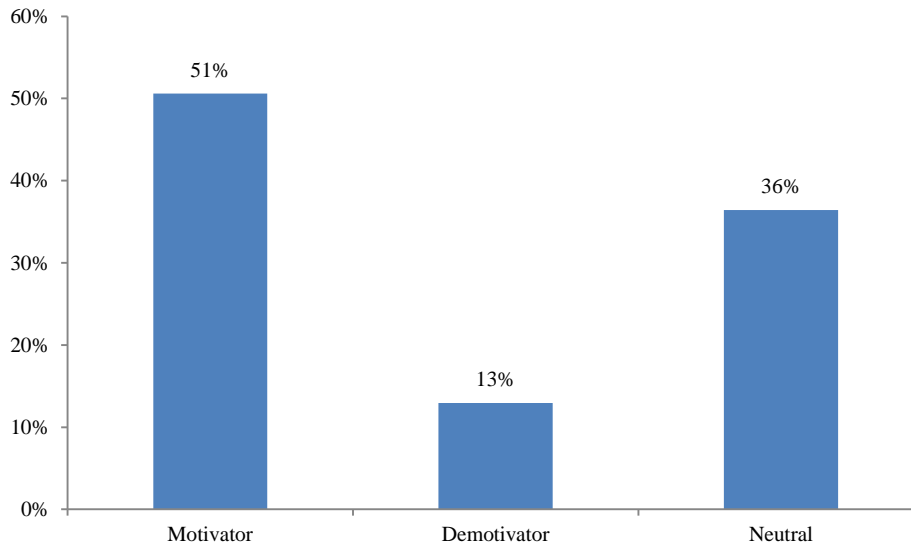


Statement: The culture of your company is a

While culture is a very big aspect covering many smaller aspects, this question predominately seeks information about the environment which is perceived everyday by employees. It is within acceptable limits, with few choosing to say that it is negatively impacting. However, it is the culture which brings in the feeling of belongingness and subsequently the benefits associated with this feeling into the company, so a concentrated effort should be made to shift people from neutral to motivator as a result of culture

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Surprise here is the Agro sector which has shown a negative impact on its functioning as a result of the culture. Real estate continues to score low on this parameter also. Professional services see this as adding maximum amount of positive energy into the organization.

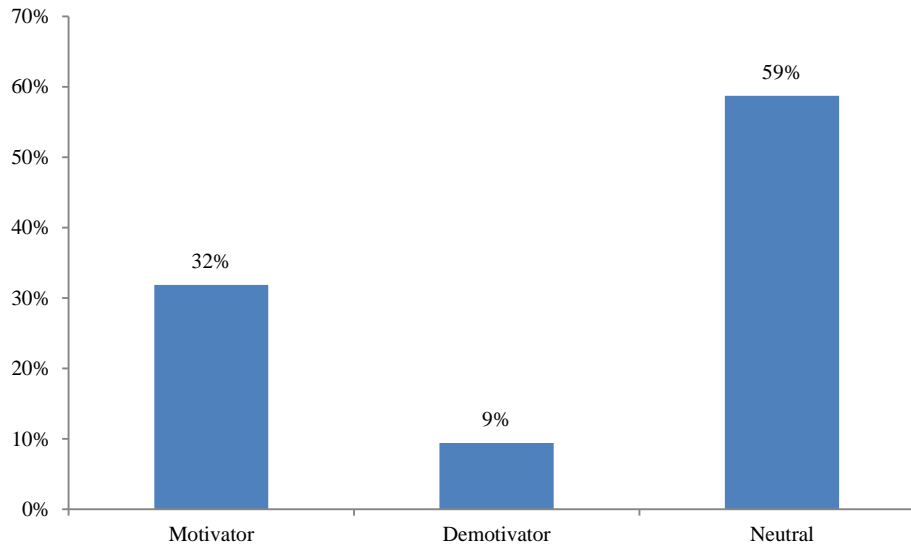


Statement: The supervisors working style is a

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 the HR professionals, as high as 13%, themselves have not been able to make an strong impact on motivating their own teams as a result of their work style. Surely an important area of work

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While consumer products show that this is a high positive impact item, it is the e-commerce sector which makes the supervisors work style actually being a negative impact item. This is a small issue which can be modified for enhancing effectiveness of the organizations culture and should be focused at on priority

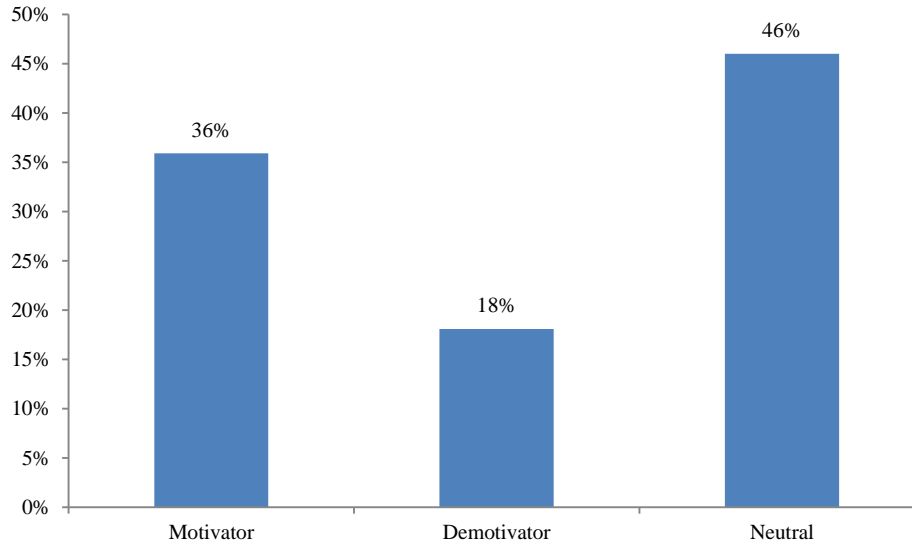


Statement: Line managers working style is a

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

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While none of the industries had a very strong motivation, The e-commerce sector could see some areas of improvement in the way they are building cross team relationships.

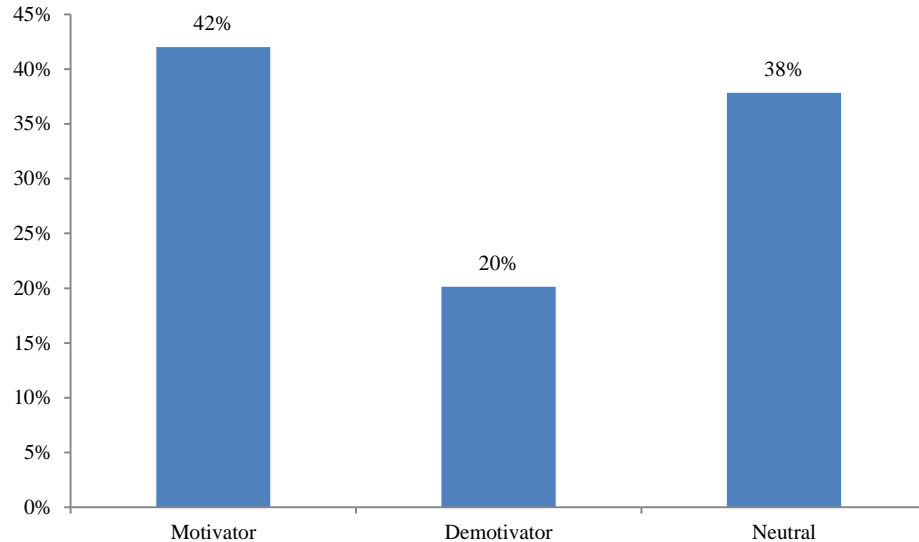


Statement: Training environment for you is a

A fair degree of companies are focusing on training and it is acting as a motivator to some organizations. This however, clearly stands out as one of the areas which needs improvement, because, as many as 18% companies feel that this is a demotivator and is impacting the environment negatively

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Given real estate where it is, it is the electronics, Agro and the e-commerce sectors which need to look at this parameter closely and see how the negative impact can be controlled. Sectors such as consumer products are seeing this parameter as a definite motivator, which not only is the highest but is almost way ahead of the nearest sector

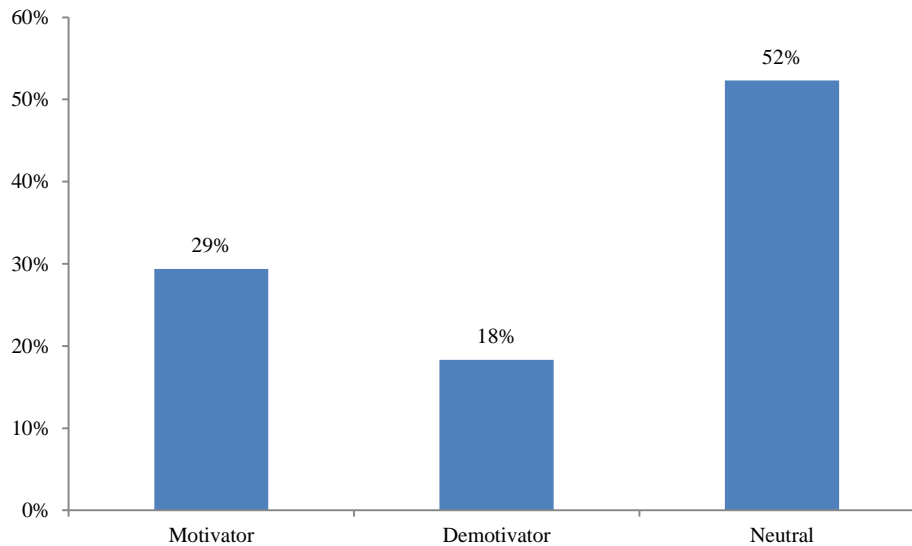


Statement: Opportunities provided to you for career advancement are a

The future HR professionals see for themselves is fairly divided. While about half feel that it is a motivator, an astounding 20% feel it is a demotivator. Though this has significantly come down from last year, it still continues to be one of the most important areas to be focused on from a negative impact item standpoint

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Agro, Utilities, information technology, education and the real estate sector need to definitely work on this parameter. They are not able to present a valuable guidance to the HR practitioner, hence, the commitment and their impact on their organizational culture and climate is negative. It is the services and conglomerates which are able to show a positive impact on the culture as a result of providing opportunities and future growth options

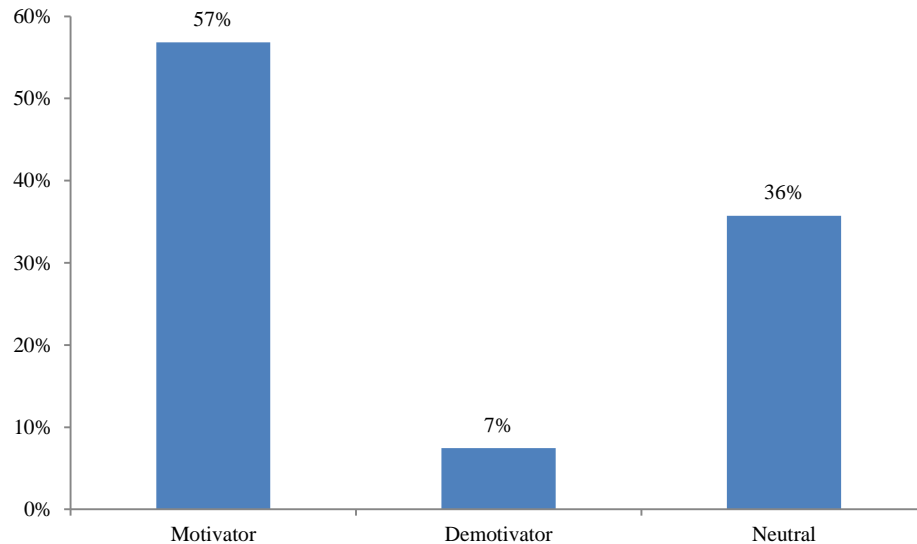


Statement: The compensation given to you is
a

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, which is almost similar to the last years trend

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It is the e-commerce sector which is worst off on this parameter by acting as one of the maximum negative impact items. While it is the utilities sector which has been able to use the compensation platform as a motivation tool for tis employees

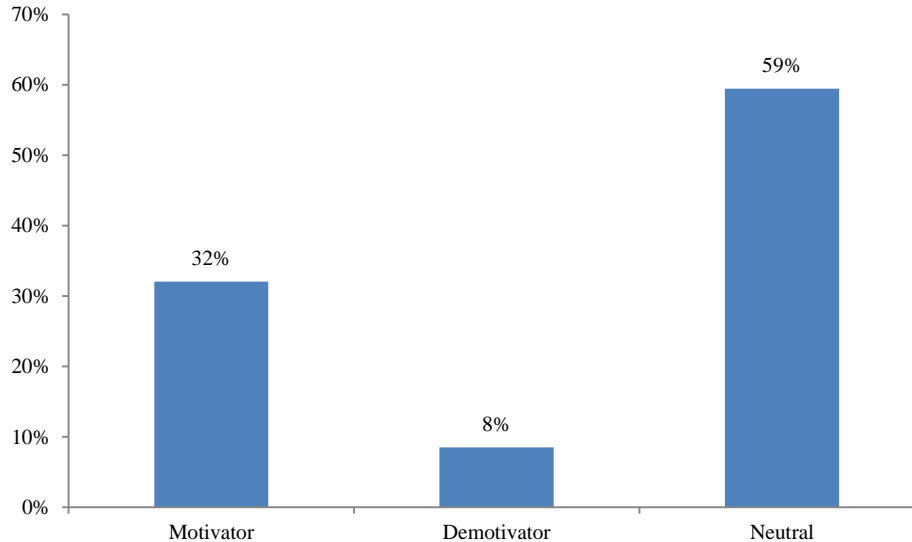


Statement: The respect you get form line is a

Almost majority of the companies have been able to manage the respect angle. Working with colleagues and specially with those who impact the daily routine outputs. With a almost majority on this ratio, only few industries show demotivation on this aspect. This parameter underlines the basic philosophy of respect for job done

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It is only the real estate sector which shows this as a negative impact parameter. Consumer products and Agro have been able to ensure that this parameter makes it a 100% positive impact item

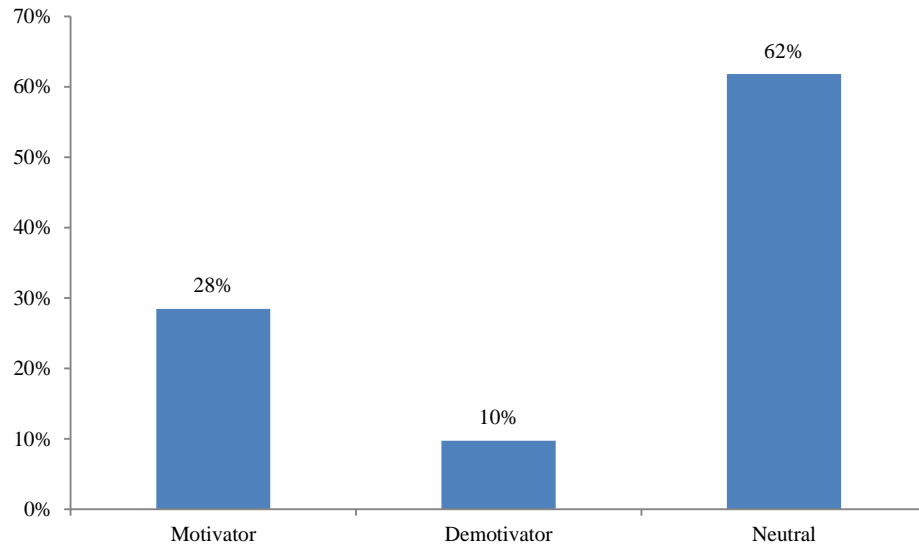


Statement: Skill level of other HR colleagues in the team is a

The team one works with makes the environment that much more friendly and exciting as it can be non- exciting. The team members one works with, has not been a major issue on either the positive or negative impact side, perhaps, this is something which all HR units have either got right or is a norm that is taken for granted

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It is the e-commerce, retail and utilities which feel that the team that they work with is a negative impact on their motivation, either on account of the skills or the benefits they get. Definitely an area which should be looked at. Professional services seem to have got this right and have the maximum amount of positive motivation coming to the organization as a result of the team that people work with

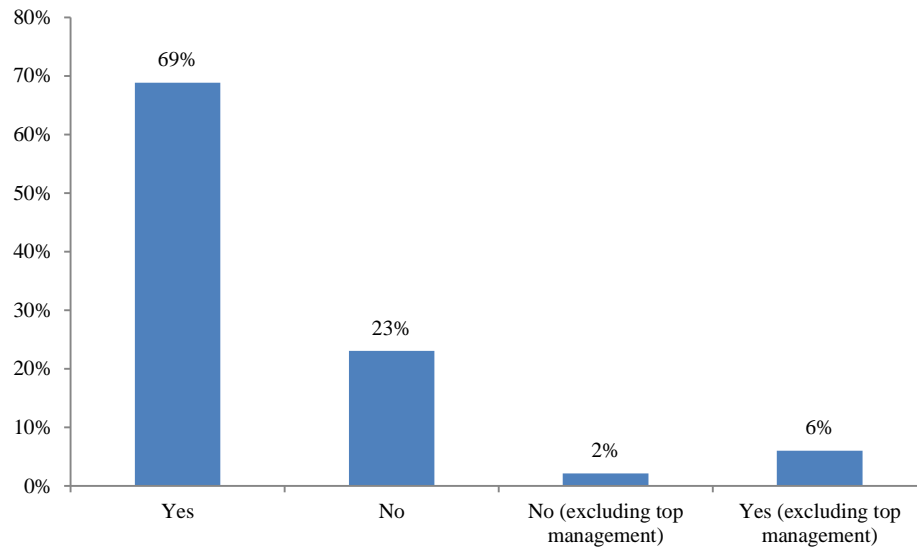


Statement: People skills of line managers are

The people agenda is in reality the agenda of Line managers, HRs role is to ensure that line lives and practices their core role for success, that is people management. Almost all companies feel that the line managers that they interact with neither have people skills which make their working a highly enriching experience nor are they such that it makes it a highly demotivating experience

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It is the Agro and manufacturing sectors which really need to focus on their line managers people skills, these are not only impacting the immediate teams they lead, but are also negatively impacting others around them. It is professional services which seem to have seen the highest positive impact on this, mainly so, as, results of improper people management are visible almost instantly in this sector



Statement: The values that company stands for are really exhibited by the top management

A key area for building the organization is the guiding principles, a set of beliefs and certain rules which make the organization look like one and bind it together. Various methods are followed to enforce values, however, it is important that they not only be lived by everyone, but also implemented in true spirit. Strangely, as high as 23% companies feel that their top management are the biggest culprits and don't live the values the company actually stands for. Definitely an alarming piece of information

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It is the real estate, e-commerce and the education sectors which lead the pack by having their top management as the biggest defaulters. What is important to note, none of the sectors has got a 100% “Yes” on this important issue on compliance and living the values, despite so much talk about being ethically and socially right organizations

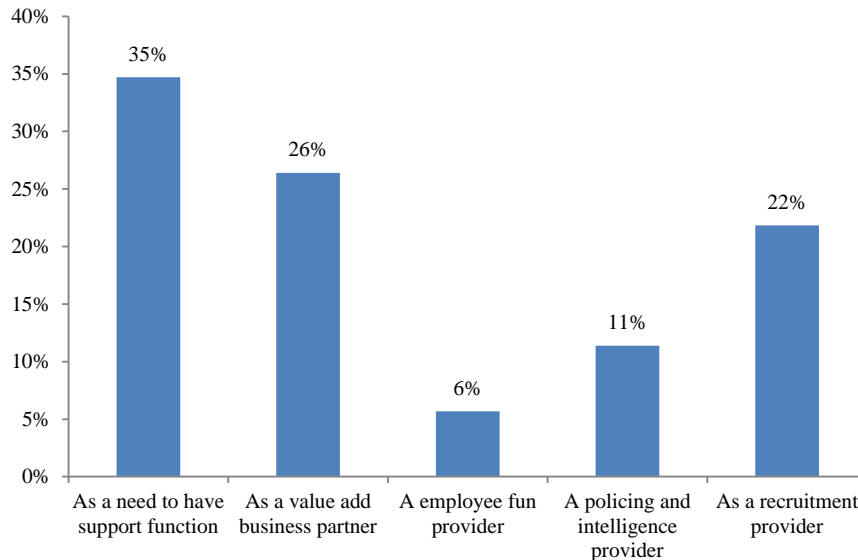
Alignment and Driving Business Objectives



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. With only 5 industries getting a score of more than 50% positive impacts, this is surely a huge area of work. 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 Goal and then align it to the business objective

Alignment Rank of various industries		
Hospitality	1	Most aligned
Professional Services	2	
Utilities/ Oil& Gas/ Mining	3	
Automobile	4	
Trg and Hiring Consultants	5	
Retail/ FMCG	6	
Financial Services/Banks/Insurance	7	
ITES/BPO/KPO	8	
Pharma/ Medical Devices/ Bio Tech/ Healthcare Services	9	
Conglomerate	11	
Consumer Products	12	
Media/ Entertainment	13	
Information Technology	14	
Electronics/ Electrical/ Telecom	15	
Manufacturing	16	
Transportation/ Shipping/ Aviation/ Logistics	17	
Construction/ Engineering	18	
Agro	19	Least aligned
Education	20	
Real Estate	21	
E-Commerce	22	

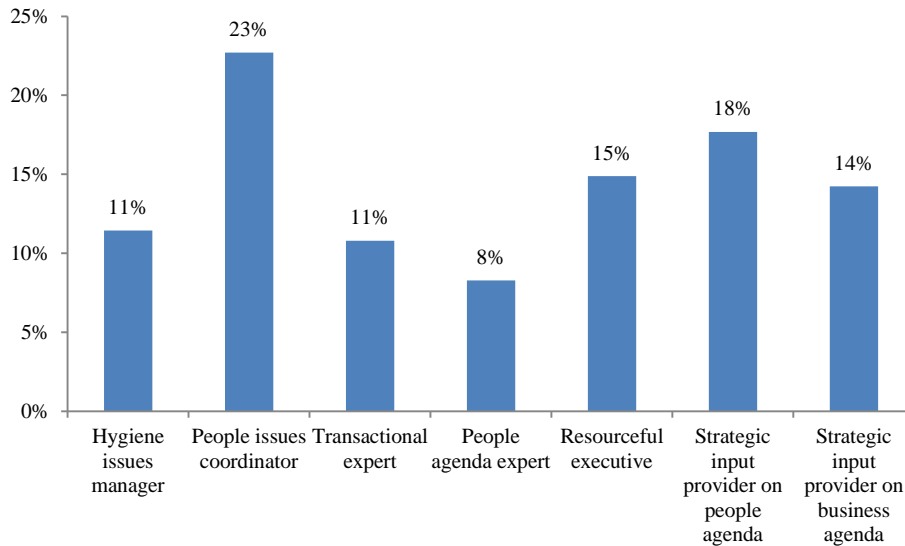


Statement: How is HR function viewed in the company?

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 business partner” 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 it is clearly understood by everyone on what is a business partners role. Only 26% feel HR is a value add business partner

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It is the consumer products and agro sectors who have been able to move their HR function up the value chain and expect them to perform as a Business Partner

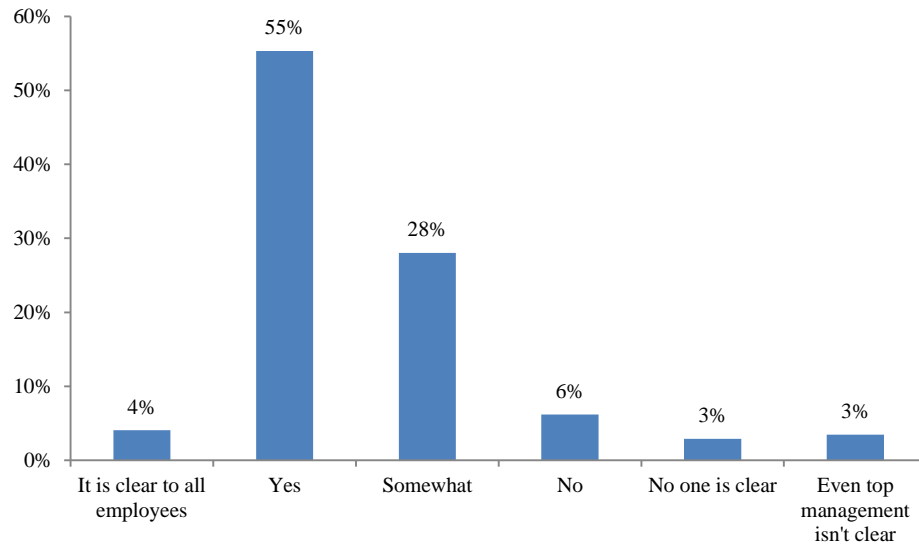


Statement: HR Evolution

This parameter has more to do on the vision the organization has about the people agenda. While majorly of the companies still have the focus on people issues coordinator, which ideally should be managed by the line managers and not HR. The focus is shifting on the strategic input provider. It is this phase which the people agenda needs to focus on by way of an HR team, about 32% respondents have started seeing the strategic value of HR in business

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It is the conglomerates, utilities, media and the professional services which have been able to focus their HR teams to start contributing more on the strategic side of people agenda

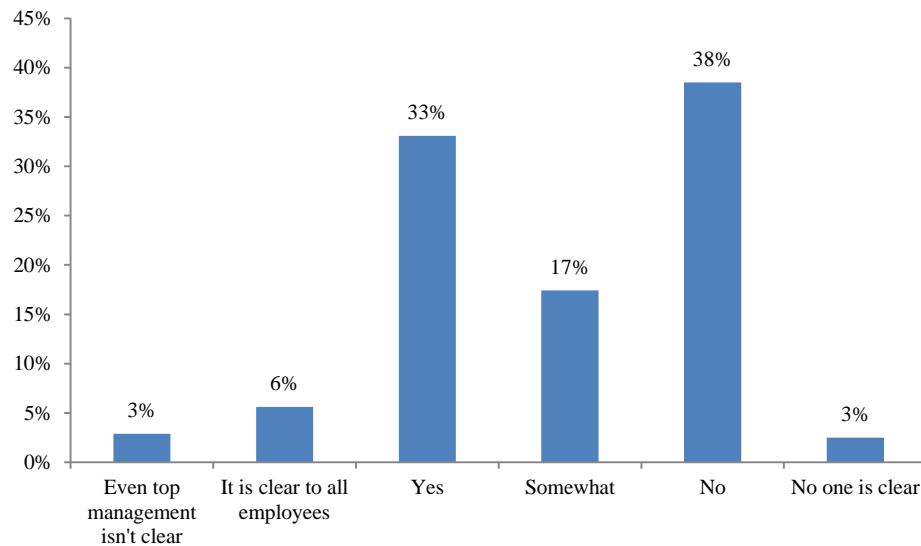


Statement: Are you clear about the objectives that business is trying to achieve this year

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 delivery. Irrespective of what stage the company is in, this should be a focus area. Close to half of the companies did not say “Yes”!!

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It is only the e-commerce sector which has seen a really strong “No” in terms of clarity of business objective, with automobile sector having the highest confirmation of understanding the objective

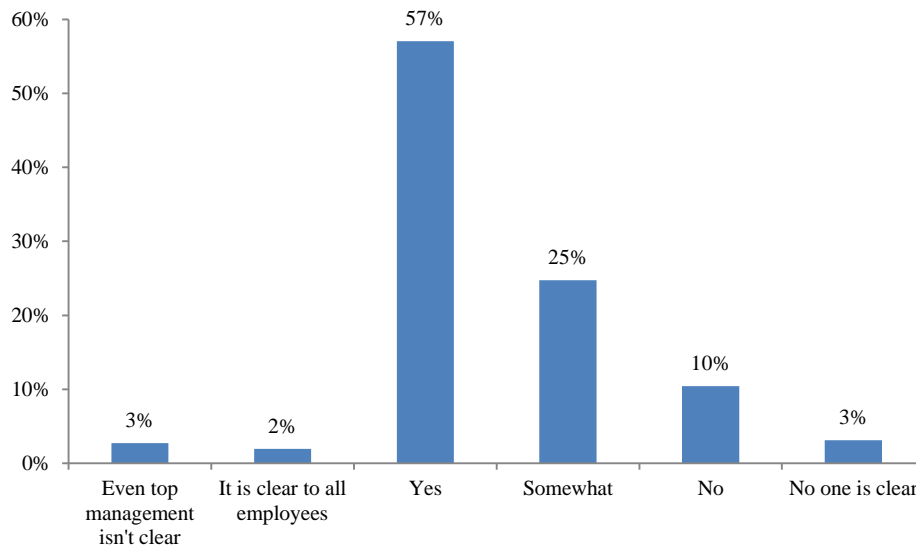


Statement: Are you aware of the business objectives in a written format handed over to you personally

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, its percolation to either Goal sheets or strategy sheets seems to be missing. A staggering 61% respondents 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, real
estate and e-
commerce are the
sectors which have
seen the least clarity

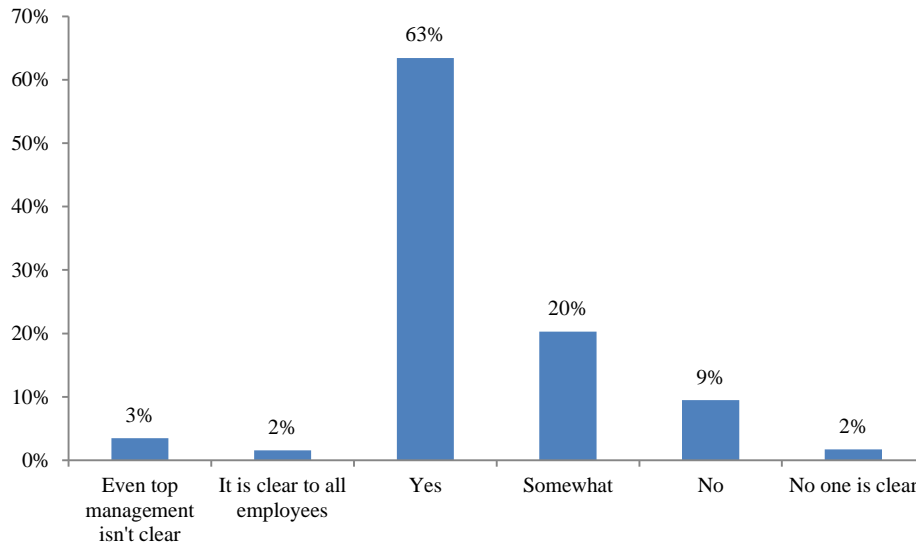


Statement: Are you clear about the role HR is playing in achieving the business objective

The alignment of what HR is supposed to do in order to assist business achieve its objectives is also gaining ground. Though close to 41% 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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It is the e-commerce sector which is still trying to get it ground on feet and establish processes to really make use of the people systems and processes



Statement: Are you aware of the HR goal and vision

Clearly communicated people vision and plan will ensure that its implementation is flawless and is impactful. About 65% of respondents feel that this is clearly understood and implementable, whereas for others still work needs to be done

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Hospitality is using this tool to their maximum advantage whereas the real estate and electronics sectors are least taking any advantage of this

Information

Merged Industry	Raw Industry
Agro	Agriculture Input
	Agricultural Research and seeds development and Marketing
	Agro chemicals
	Agro based
	Fertilisers
Automobile	Poultry
	Assembling Auto Components (Seating System + Wheels Assembly)
	Automobile , services, engineering, manufacturing, professional services
	Automobile/ Vehicle Manufacturing
Conglomerate	Bicycle and Auto tyres tubes
	Conglomerate
	Consolidated group
	Food Industry as well as Oil Palm Plantation
	Variable Data Printing Industry
Construction/ Engineering	Multiple Product
	Cement Grinding Unit
	Construction/ Engineering
	Engineering/Heavy Machinery
	Explosive
	Gas exploration
	Hi-tech Engineering
	HVAC
	HVAC&R
Manufacturing - Heavy Engineering	
Consumer Products	Consumer Products
E-Commerce	E-Commerce
	Integrated Electronic Retail (Web, TV) of Fashion Accessories
Education	Education

Merged Industry	Raw Industry
Electronics/ Electrical/ Telecom	Electronics/ Electrical
	Professional And Defence Electronics
	Robotics
	Satellite Communication
	Telecom
	Telecommunications
Financial Services/Banks/Insurance	BANKING
	Financial Services/Banks/Insurance
Hospitality	Hospitality
Information Technology	Information Technology
	Software Product Development
	Telecom software
ITES/BPO/KPO	ITES/BPO/KPO
Manufacturing	Bathroom solutions
	Fashion
	Garment (Manufacturing, Fabrication etc)
	Manufacturing
	Petro Coke Manufacturing
	Small/Med/Large Diesel Engine
	Steel forging
	Textile
	Ready Made Garments
	Textile Manufacturing
Media/ Entertainment	Media/ Entertainment
	Printing Press
	Biotech
Pharma/ Medical Devices/ Bio Tech/ Healthcare	Biotechnology
	Healthcare
	Mental Health
	Pharmaceuticals/ Medical Devices
	Vaccine Research

Merged Industry	Raw Industry
Professional Services	Buying Office
	Chartered Accountant
	Chemical Trading
	Consulting and Research
	Corporate Interior Turnkey Projects
	Environment Consultancy
	HR Consultants (Management)
	HR Consultants Servicing
	Legal Consulting
	Management and IT Consulting
	Management Consulting
	Professional Services
	Public relations
Real Estate	Real Estate
Retail/ FMCG	FMCG
	Gem & Jewellery
	Retail (Wholesale & Distribution)
	Retail industry - Laundry retail stores
Services	Chamber
	Facility Management
	Automobile Dealer - Service Station
	Government shared services
	Information Providers in Plastic Industry
	Infrastructure Advisory
	International Development
	NGO
	NGO (Consultancy)
	Office Automation, IT Services and Solution providers
	Security
	Services
Sports & Events Management	
Youth Development	

Merged Industry	Raw Industry
Transportation/ Shipping/ Aviation/ Logistics	Aviation MRO
	Courier and Cargo Industry
	Transportation/ Shipping/ Logistics
Trg and Hiring Consultants	HR Consultants (Recruitment)
	HR Consultants (Training)
	Training
Utilities/ Oil& Gas/ Mining	Mining
	Power
	Utilities/ Oil& Gas/ Mining

- 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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