A Study on Employee Engagement Survey Report on Avinash Group by ANM Strategic and Management Consultant

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ABSTRACT

This study presents a comprehensive analysis of employee engagement within the Avinash Group, conducted by ANM Strategic and Management Consultant. The primary objective of the survey was to assess the current level of employee engagement across various departments and hierarchical levels and to identify key drivers and barriers impacting motivation, performance, and organizational commitment.

Using a structured survey methodology combining quantitative metrics and qualitative insights, the study evaluated factors such as leadership effectiveness, communication transparency, work-life balance, career development opportunities, recognition, and workplace culture. The data was gathered from a diverse cross-section of employees to ensure a holistic view of organizational engagement.

Findings revealed both strengths and areas for improvement. While employees expressed a strong sense of purpose and pride in working with the Avinash Group, concerns were raised regarding limited upward mobility, inconsistent feedback mechanisms, and gaps in managerial support. The report recommends strategic interventions including leadership training, enhanced internal communication strategies, improved recognition programs, and initiatives for professional growth.

Overall, this employee engagement survey provides actionable insights that can serve as a foundation for building a more inclusive, motivated, and high-performing workforce at Avinash Group. The collaboration between the Avinash Group and ANM Strategic and Management Consultant marks a proactive step toward fostering a sustainable and engaging organizational environment.

INTRODUCTION

Avinash Group, a prominent construction company headquartered in Raipur, Chhattisgarh, is committed to fostering a dynamic and supportive work environment. Recognizing the pivotal role of employee satisfaction in organizational success, the company has initiated an Employee Engagement Survey aimed at gathering valuable insights into the experiences and perspectives of its workforce. With a workforce ranging from 101 to 250 employees, Avinash Group operates in a fully on-site work arrangement, emphasizing collaboration and teamwork. Employee reviews on platforms like AmbitionBox and Glassdoor indicate a generally positive work culture, with ratings of 3.8 and 4.0 out of 5, respectively. Employees have highlighted aspects such as work-life balance and career growth opportunities, while also pointing out areas for improvement, including job security and compensation. The Employee Engagement Survey is designed to delve deeper into these areas, focusing on key aspects such as communication, recognition, career development, and work-life balance. By collecting anonymous feedback through suggestion tracking systems, feedback forums, and accountability measures, Avinash Group aims to identify strengths and areas for enhancement. This initiative aligns with the company's commitment to continuous improvement and creating a workplace where employees feel valued, heard, and empowered. Through this survey, Avinash Group seeks to not only assess employee satisfaction but also to implement actionable strategies that promote a culture of trust, growth, and mutual respect. The insights gained will be instrumental in shaping policies and practices that contribute to the overall well-being and success of both the employees and the organization.

ANM STRATEGIC AND MANAGEMENT CONSULTANTS

We are professionally run organization focused on offering customized Management Solutions to the corporate to bring un-matched value for them. We extend highly specialized services in the field of Quality Management, Internal Audits, Feasibility Studies, Integrated Management Systems, Potential Mapping, Market Surveys, and Media Branding etc. Our inter-alia includes niche, complex and time-bound talent acquisition at all levels, technical, behavioral and cultural trainings, employee retention strategy, employee satisfaction surveys, HR policy drafting and documentation, compensation benchmarking, sharing industry-best practices etc. In talent acquisition, a fine blend of technology and professional human touch has given us an edge over others where talent and profile matching is left to technology. We have a team that not only brings years of professional and rich experience in varied industries, but are passionate to make hit-her-to impossible things possible for the client. However, words do not have enough strength to reflect our true potential, and though, to get a sneak peek. We are confident of our approach, methodology and professionalism along with commitment towards long-term sustainable relationship that will impress our venture to pave the way for mutually beneficial alliance with our clients. We always say:
"Experience anm services & feel the difference"

Who We Are?

We are trustworthy: - Our consulting firm can offer insight that is accurate, impartial, objective and consistent. We've been in the arena for over 25 years. ANM does not sell technology, nor do we implement technology; "Independence is the key to our objectivity". This means our analysts and consultants are unbiased, providing advice you can trust. Our processes allow us to see market as it pertains to the evolving business landscape. These research methodologies are based on our years of experience observing trends and scientifically mapping technology's progress against true delivery.

We are experts: - At ANM—interpreting information and delivering knowledge with precision. We have the experienced research analysts and consultants from the industry. It's a global think tank of information technology experts and business strategists who understand how market interacts with business—because they have succeeded before in a wide range of careers. Our analysts and consultants have an average of 40- and 1-years' experience, respectively, in the industry— empowering a foresight that has earned our reputation as your strategic partner.

We have a good experience in real estate/property/infrastructure.

The real estate sector in India has come a long way from being dominated by a handful of players in the 90s to an expanding base of developers, investors and global stakeholders buoyed by the growing construction industry in the country. The sector has been undergoing corporatization and professionalization and recognized as a key sector contributing to the economic development of the country.

Key opportunities in the real estate market: State governments and bodies like the Confederation of Real Estate Developers' Associations of India (CREDAI) are hoping to crack down on unlawful and potentially dangerous construction practices with new requirements and increased transparency. The interest shown in the country by IT and retail companies will help increase property values in city centers. Increased competition between these companies in India could also aid growth in demand for high quality property. For the most part supply is continuing to match demand, but not surpassing it, keeping rents at the optimum level.

Key Risks to the Real Estate Market: Fears remain over major Indian companies' debt levels and whether interest rates will increase while they try to reduce them over the next year or so. The unstable market in the US and euro zone could cause international investors to reduce their activities in order to save capital. However, it is also possible these fears may drive investors into the Indian market. Raw material costs are high and increasing, which could slow construction and cause developers to reduce the number of projects they wish to invest in until levels stabilize.

Let us take the example of Avinash group

avinash
a relation for life

Avinash group founded in 1996, Avinash Group has redefined the real estate landscape across residential, commercial, and retail sectors in Central India. With over 28 years of expertise, 59+ landmark projects, and more than 2 crore square feet of high-quality developments, we have created spaces that go beyond construction—we're not just building properties, we are fulfilling dreams for 15000 families. Our journey is built on a foundation of trust, transparency, quality, and timely delivery, guiding every project from concept to completion. These values have established Avinash Group as "The Most Trusted and Biggest Real Estate Brand in Central India." As we continue to set new benchmarks, we are excited to expand our footprint to new cities, sharing our vision of excellence and building enduring relationships with communities nationwide.

Our Vision:- To be the creator of the new benchmark in designing, building and marketing residential and commercial complexes, landmarks and edifices and be a supplier of choice by delighting our customers and be reckoned for highest standards of Ethics, Transparency, and Quality.

Our Mission:- To be a world-class construction house in Central India, setting a new paradigm of changing economy. To scale heights of excellence in all that we do & encourage innovativeness and creativity, upholding high respect for the law of the country, particularly environment & community.

EMPLOYEE ENGAGEMENT SURVEY REPORT ON AVINASH GROUP

SIGNIFICANCE

Employee Engagement Survey is significant as it measures employees' commitment, motivation, and satisfaction within an organization. It helps identify strengths and areas for improvement in workplace culture, communication, and leadership. The insights gained support strategies to boost morale, productivity, and retention.

1.   **Measures Employee Satisfaction:** It helps gauge how satisfied employees are with their roles, responsibilities, and the overall work environment.

2.   **Identifies Engagement Levels:** Reveals how emotionally and mentally invested employees are in their work and the organization's goals.

3.   **Highlights Strengths and Weaknesses:** Pinpoints what's working well and   wh

4. **Enhances Retention:** By addressing concerns and boosting engagement, organizations

can reduce turnover and retain top talent.

5.   **Improves Productivity:** Engaged employees tend to be more motivated and efficient, directly impacting business performance.

6. **EncouragesEmployee Voice:**Gives employees a platform to share honest feedback, making them feel heard and valued.

7.   **Supports Data-Driven Decisions:** Offers actionable insights that help leaders implement targeted improvements based on real data.

8.   **Boosts Organizational Culture:** Fosters a positive and inclusive workplace culture where employees feel connected and appreciated.

AIM & OBJECTIVE

1. **Assess Engagement Levels: -** To measure how emotionally committed employees are to the organization and their roles. This helps understand overall workplace morale and motivation.

2. **Identify Areas for Improvement: -**To uncover gaps in communication, leadership, or workplace policies. It enables targeted strategies for a better work environment.

3. **Enhance employee satisfaction: -**To understand what drives employee happiness and fulfillment. Improving satisfaction leads to higher productivity and loyalty.

4. **Support Talent Retention: -** To recognize factors contributing to employee turnover. The survey guides retention strategies by addressing key concerns.

5. **Encourage Employee Feedback: -** To provide a safe channel for employees to voice opinions and concerns. This fosters transparency and builds trust in the organization.
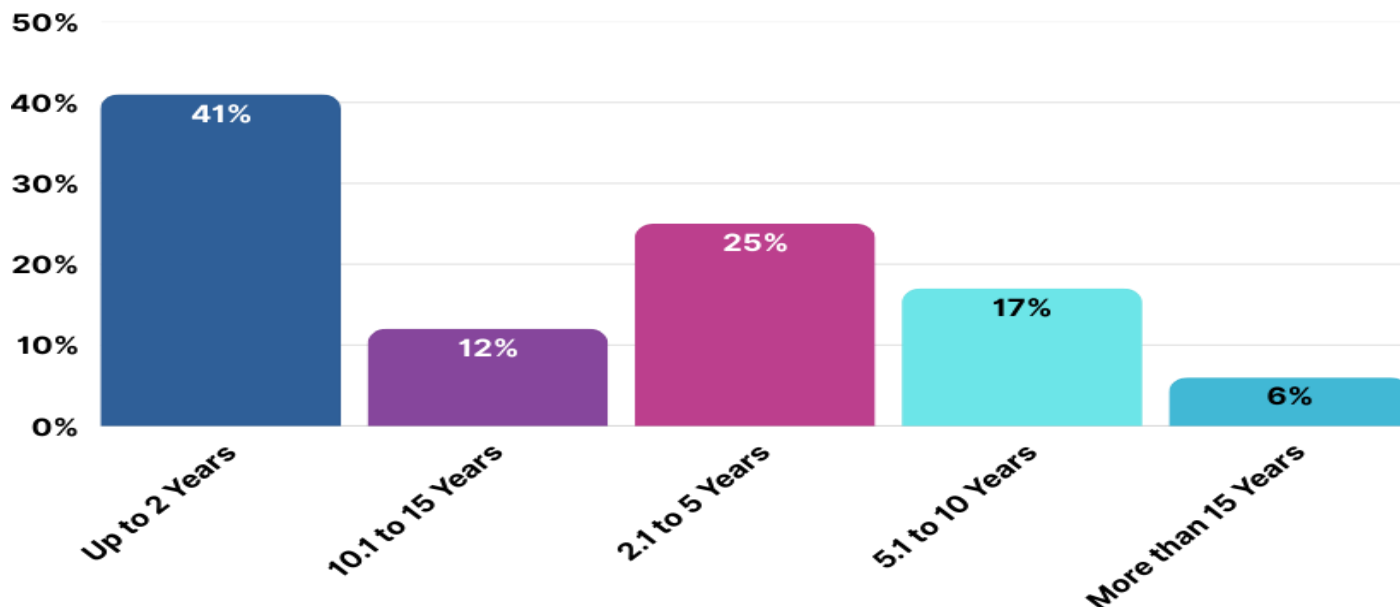
DEMOGRAPHICS

Gathering demographic details like age, length of service at the organization, and department affiliation enables the classification of respondents into distinct categories. This categorization facilitates a detailed examination of how various demographics view their roles and responsibilities.
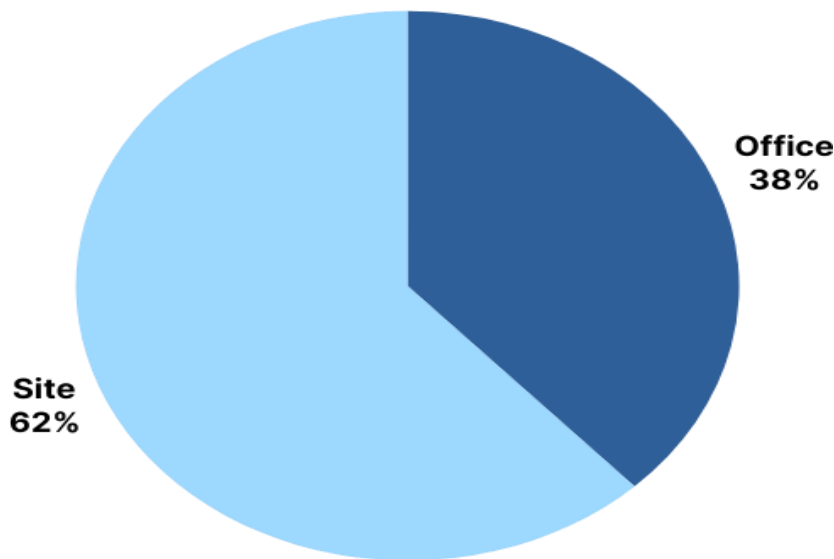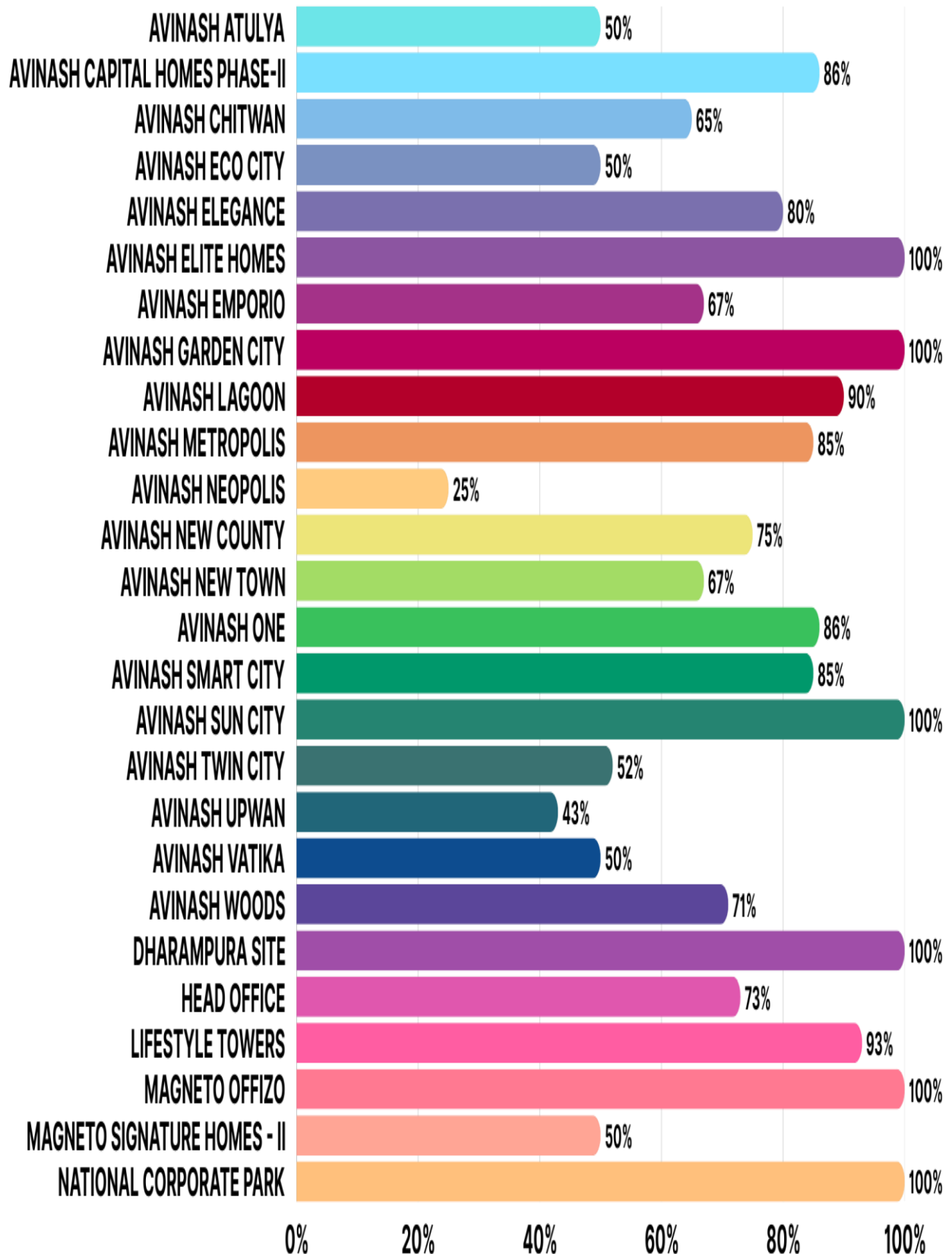
Working Experience

DEMOGRAPHICAL ANALYSIS

1.   **Location: -** Data indicates that 38% of employees work in the office, while a majority, 62%, work on-site. This suggests that the workforce is predominantly engaged in field or operational roles rather than office-based tasks, which could influence organizational needs, communication strategies, and resource allocation.

2.   **Diversity inclusion**: - The data shows a significant gender imbalance, with 84% of the workforce being male and only 16% female. This suggests a male-dominated work environment, which may highlight the need for gender diversity initiatives and inclusive hiring practices.

3.   **Experience: -** The data shows that 41% of employees have tenure of up to 2 years, indicating a largely new workforce. Only 6% have been with the organization for more than 15 years, suggesting low long-term retention. Most employees fall within the 2.1 to 10 years range, highlighting moderate experience levels overall.

4. **Age group: -** The majority of employees (42%) are aged 31.1 to 40 years, followed by 26% in the 25.1 to 30 years range. This indicates a predominantly young to mid-career workforce. Only 4% are above 50 years, suggesting limited senior workforce presence.
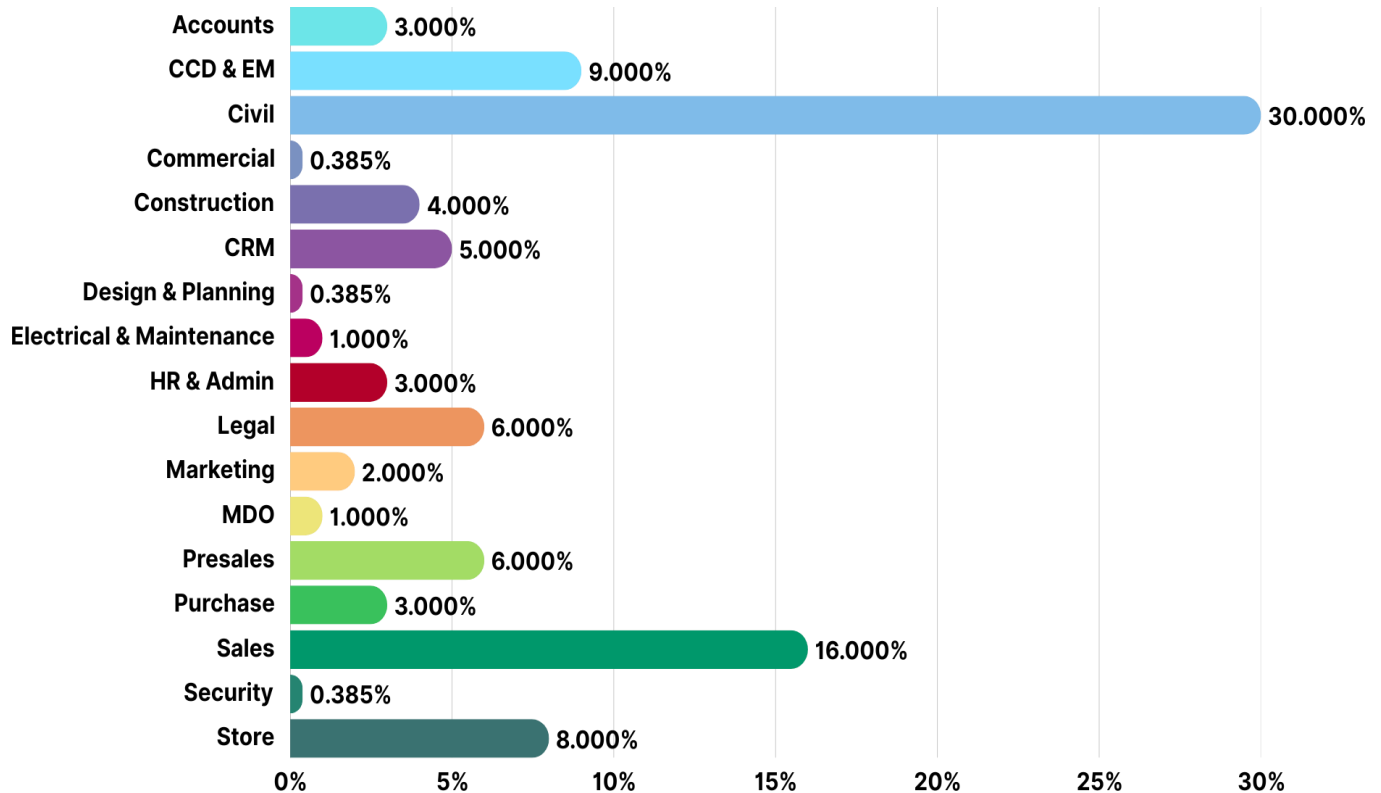
Department	% Responses Receieved	Responses Received	Total Employees
Accounts	50%	9	18
CCD & EM	62%	24	39
Civil	82%	80	97
Commercial	50%	1	2
Construction	79%	11	14
CRM	80%	12	15
Design & Planning	25%	1	4
Electrical & Mainten:	27%	3	11
HR & Admin	64%	9	14
IT	0%	0	1
Legal & Liaison	100%	15	15
Liasoning	0%	0	11
Marketing	86%	6	7
MDO	38%	3	8
Operations	0%	0	1
Plant & Machinery	0%	0	4
Presales	94%	16	17
Purchase	100%	8	8
Sales	72%	41	57
Security	100%	1	1
Store	83%	20	24
Grand Total		260	358
	72.63%		

Site Wise coverage

Site	Coverage
AVINASH ATULYA	50%
AVINASH CAPITAL HOMES PHASE-II	86%
AVINASH CHITWAN	65%
AVINASH ECO CITY	50%
AVINASH ELEGANCE	80%
AVINASH ELITE HOMES	100%
AVINASH EMPORIO	67%
AVINASH GARDEN CITY	100%
AVINASH LAGOON	90%
AVINASH METROPOLIS	85%
AVINASH NEOPOLIS	25%
AVINASH NEW COUNTY	75%
AVINASH NEW TOWN	67%
AVINASH ONE	86%
AVINASH SMART CITY	85%
AVINASH SUN CITY	100%
AVINASH TWIN CITY	52%
AVINASH UPWAN	43%
AVINASH VATIKA	50%
AVINASH WOODS	71%
DHARAMPURA SITE	100%
HEAD OFFICE	73%
LIFESTYLE TOWERS	93%
MAGNETO OFFIZO	100%
MAGNETO SIGNATURE HOMES - II	50%
NATIONAL CORPORATE PARK	100%

Departments coverage	% Responses Received	Responses Received	Total employees
AVINASH ATULYA	50%	1	2
AVINASH CAPITAL HOMES PHASE-II	86%	6	7
AVINASH CHITWAN	65%	20	31
AVINASH ECO CITY	50%	2	4
AVINASH ELEGANCE	80%	8	10
AVINASH ELITE HOMES	100%	1	1
AVINASH EMPORIO	67%	2	3
AVINASH GARDEN CITY	100%	9	9
AVINASH LAGOON	90%	9	10
AVINASH METROPOLIS	85%	17	20
AVINASH NEOPOLIS	25%	1	4
AVINASH NEW COUNTY	75%	6	8
AVINASH NEW TOWN	67%	2	3
AVINASH ONE	86%	18	21
AVINASH SMART CITY	85%	11	13
AVINASH SUN CITY	100%	3	3
AVINASH TWIN CITY	52%	14	27
AVINASH UPWAN	43%	3	7
AVINASH VATIKA	50%	2	4
AVINASH WOODS	71%	5	7
DHARAMPURA SITE	100%	1	1
HEAD OFFICE	73%	98	134
LIFESTYLE TOWERS	93%	14	15
MAGNETO OFFIZO	100%	1	1
MAGNETO SIGNATURE HOMES – II	50%	3	6
NATIONAL CORPORATE PARK	100%	3	3
		260	358
	72.63%		

ANALYSIS AND FINDINGS OF THE STUDY

The findings from the ESS survey provide valuable insights into workforce demographics, engagements levels, and organizational trends. They highlight areas such as gender imbalance, low long-term retention, and a predominantly mid-career workforce. This analysis supports informed decision-making to improve employee experience, diversity, and retention strategies.

Q1. HOW DO I FEEL AS AN EMPLOYEE OF "AVINASH DEVELOPERS"?
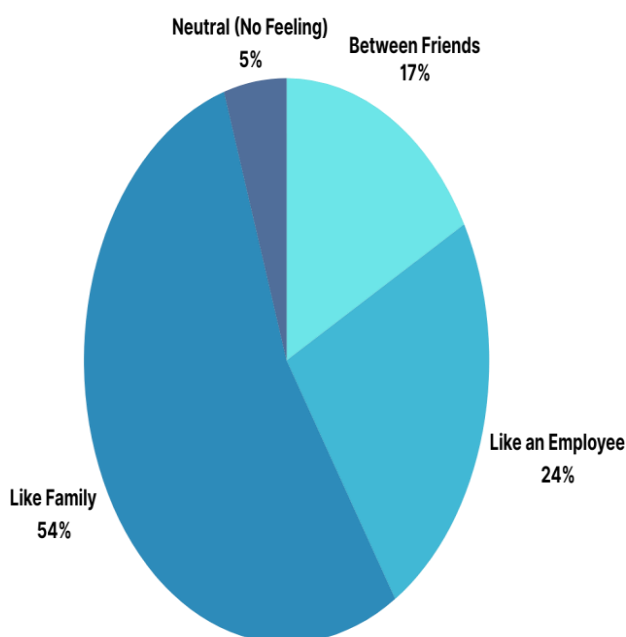
- The data indicates that a majority of employees (54%) feel like family within the organization, suggesting a strong sense of belonging and positive workplace culture. Additionally, 17% feel like they are among friends, further emphasizing a collaborative and friendly environment.
- However, 24% feel like just an employee, indicating that nearly a quarter of the workforce may feel disconnected or less emotionally engaged.
- The 5% who reported no feeling reflect a neutral or indifferent attitude toward the organization.
- These insights suggest that while the overall culture is supportive, there is room to enhance inclusion and connection for a portion of employees who may feel undervalued or detached.

Q2. ARE THERE ANY ENABLES OR BARRIERS?
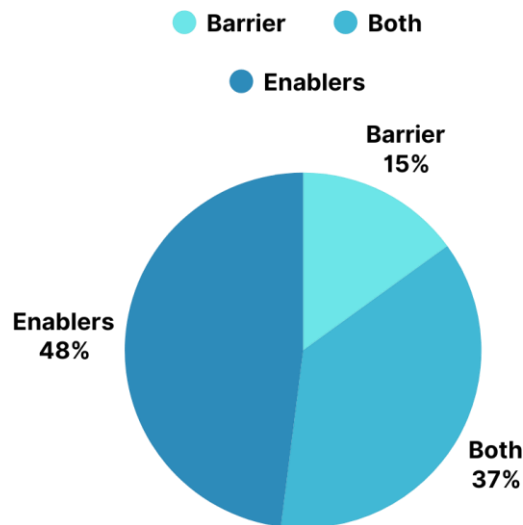
- The data suggests that nearly half (48%) of respondents view their work environment as having enablers that support their engagement and emotional connection to ADPL.

- However, with 37% identifying both enablers and barriers,

- 15% seeing only barriers, there's a clear indication that while many feel supported, a significant portion still experiences challenges. This mixed perception points to the need for targeted interventions to minimize barriers and strengthen the enablers already in place.

ENABLES	BARRIERS
Supportive leadership from managers and HODs.	Poor coordination between departments (e.g., CRM, Civil, Store).
Positive and friendly work culture.	Delayed material supply affecting project timelines.
Effective communication and openness with seniors.	Lengthy and bureaucratic decision-making processes.
Strong interdepartmental coordination.	Manpower shortages, especially at sites.
Freedom and empowerment to take initiative.	Unrealistic targets and backlog pressure.
Learning and development opportunities within teams.	Vendor and contractor payment delays or poor selection.
Reliable HR and admin support during emergencies.	Resistance to change, outdated practices, and hierarchical obstacles.

## Q3. ORGANIZATION SET CLEAR GOALS AND ARE THESE GOALS REALISTIC?
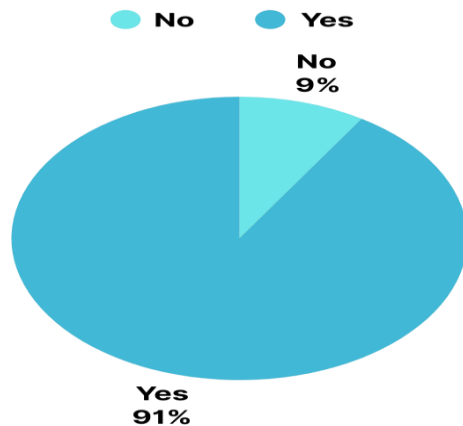
- A significant majority (91%) of employees believe that the goals set for them are realistic, indicating effective goal-setting practices within the organization.

- Only 9% feel the goals are not realistic, suggesting a small area for improvement in aligning expectations with resources and capabilities.

- Departmental analysis will provide real analysis

Q4. HOW IS YOUR MANAGER'S OR SUPERVISOR'S LEADERSHIP?
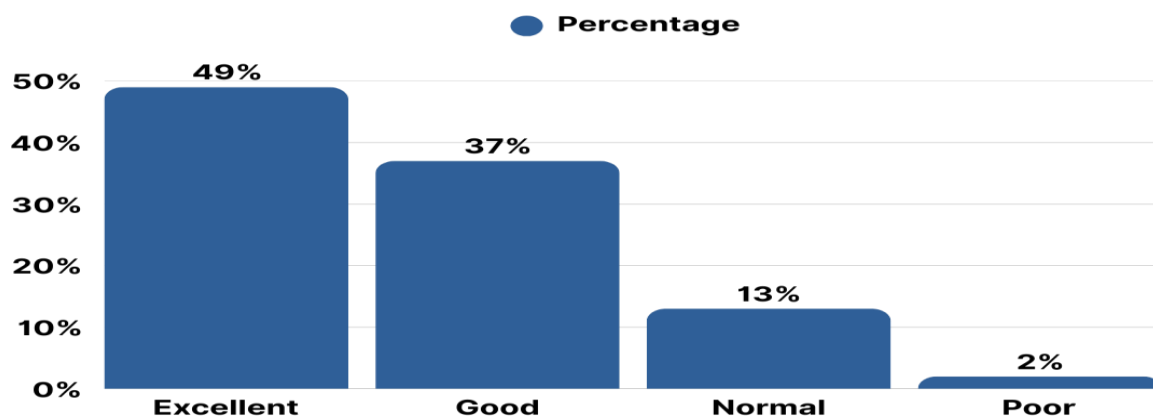
- The leadership style is viewed positively by most employees, with 86% rating it as either Excellent (49%) or Good (37%).

- Only a small fraction rate it as Normal (13%) or Poor (2%), indicating overall confidence in the organization's leadership approach with minimal concerns.

Q5. LEVEL OF COLLABORATION IN YOUR TEAM?
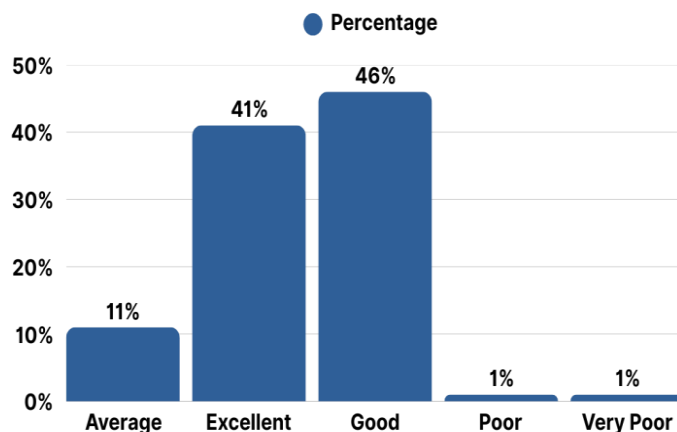
- Team collaboration is perceived positively by the majority, with 87% of employees rating it as Excellent (41%) or Good (46%).

- Only 2% rate it as Poor or Very Poor, indicating strong teamwork across the organization with minimal issues in collaboration.

Q6. MANAGER'S FEEDBACK FOR PERFORMANCE IMPROVEMENT?
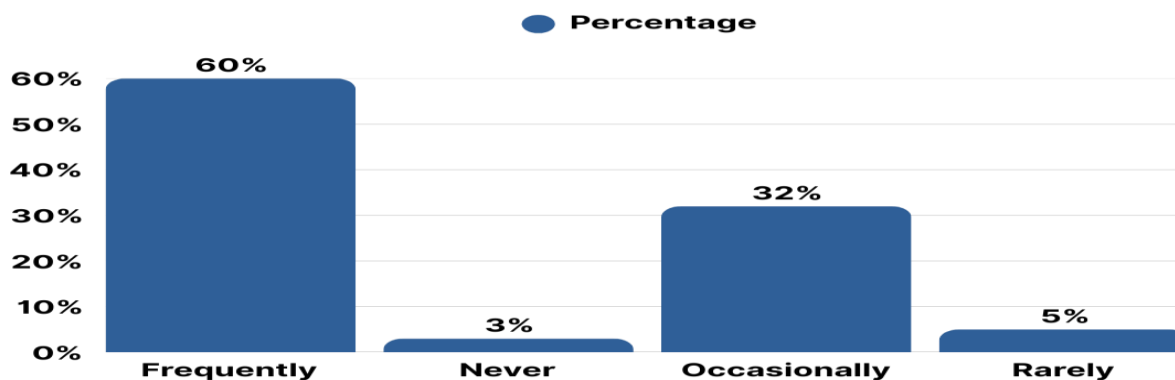
- A majority of employees (60%) receive frequent constructive feedback from their managers, which supports continuous performance improvement.

- However, 37% receive feedback only occasionally or rarely, and 3% never receive it—highlighting an opportunity to make feedback more consistent across all teams.

## Q7. DOES THE WORKPLACE ENVIRONMENT (PHYSICAL OR VIRTUAL) HELPS YOU PERFORM AT YOUR BEST?
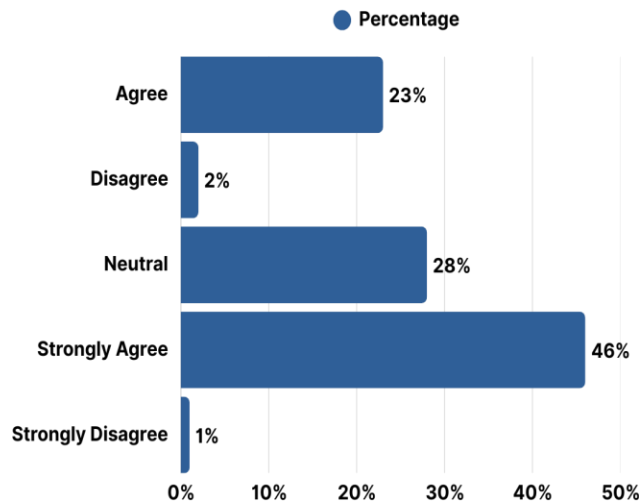
- A majority of employees (69%) either agree or strongly agree that the workplace environment supports their best performance, indicating a generally positive perception.

- Only a small percentage (3%) express dissatisfaction.

- However, with 28% remaining neutral, there is room to explore improvements that could enhance engagement and productivity further.

## Q8. COMMUNICATION BETWEEN YOU AND YOUR IMMEDIATE SUPERVISOR?
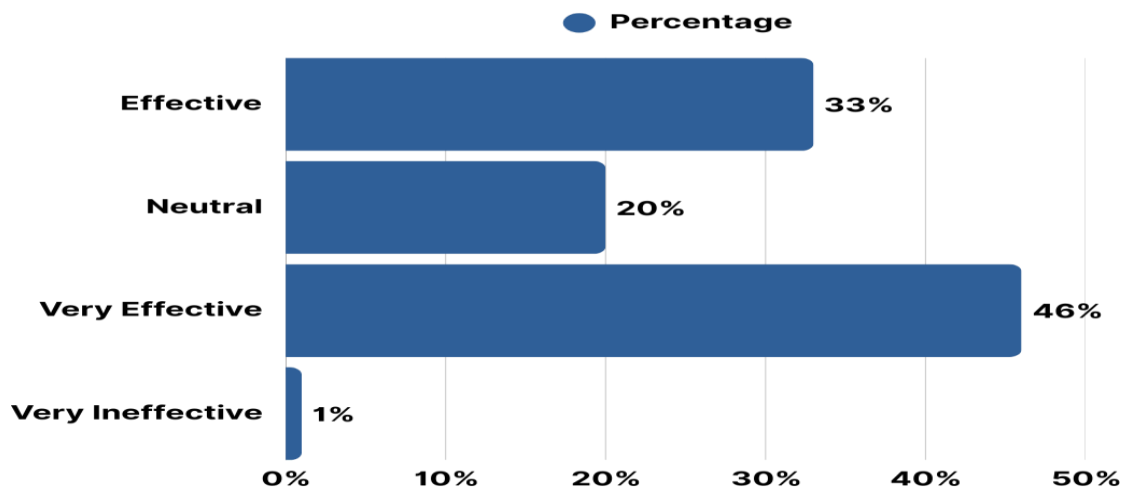
- The data suggests that communication between employees and their immediate supervisors is generally strong, with 79% rating it as either "Effective" (33%) or "Very Effective" (46%).

- Only a small fraction (1%) finds it "Very Ineffective," indicating minimal communication issues.

- However, the 20% neutral responses suggest there is still room to enhance clarity or consistency in communication.

Q9. DO YOU FEEL APPRECIATED AND RECOGNIZED FOR YOUR CONTRIBUTIONS AND HARD WORK?
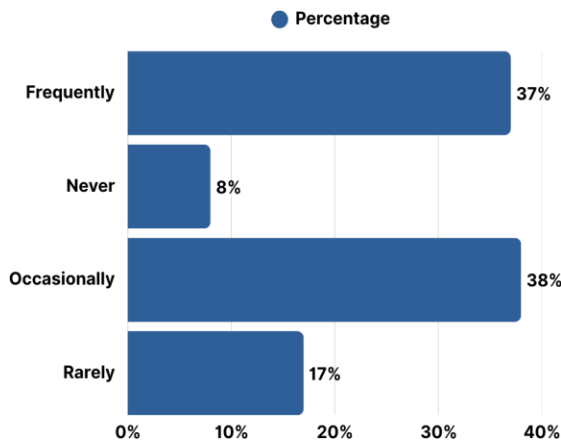

- The data reveals that while 37% of employees frequently feel recognized for their hard work, a larger portion—55%—only feel appreciated occasionally or rarely.

- Additionally, 8% never feel recognized. This suggests that while some recognition exists.

- There is a clear need to improve consistency and frequency of employee appreciation across the organization.
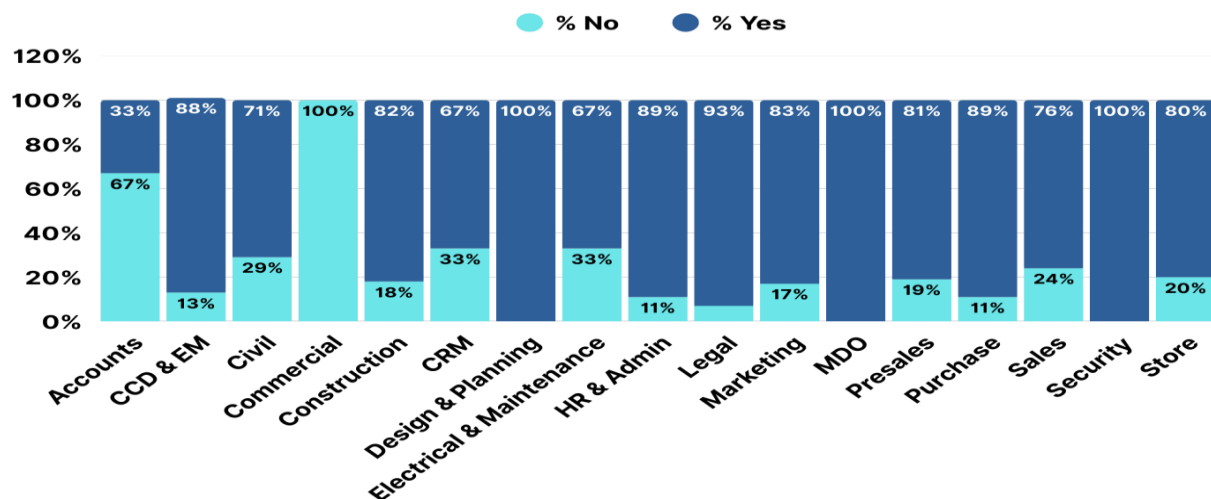
DEPARTMENTAL ANALYSIS
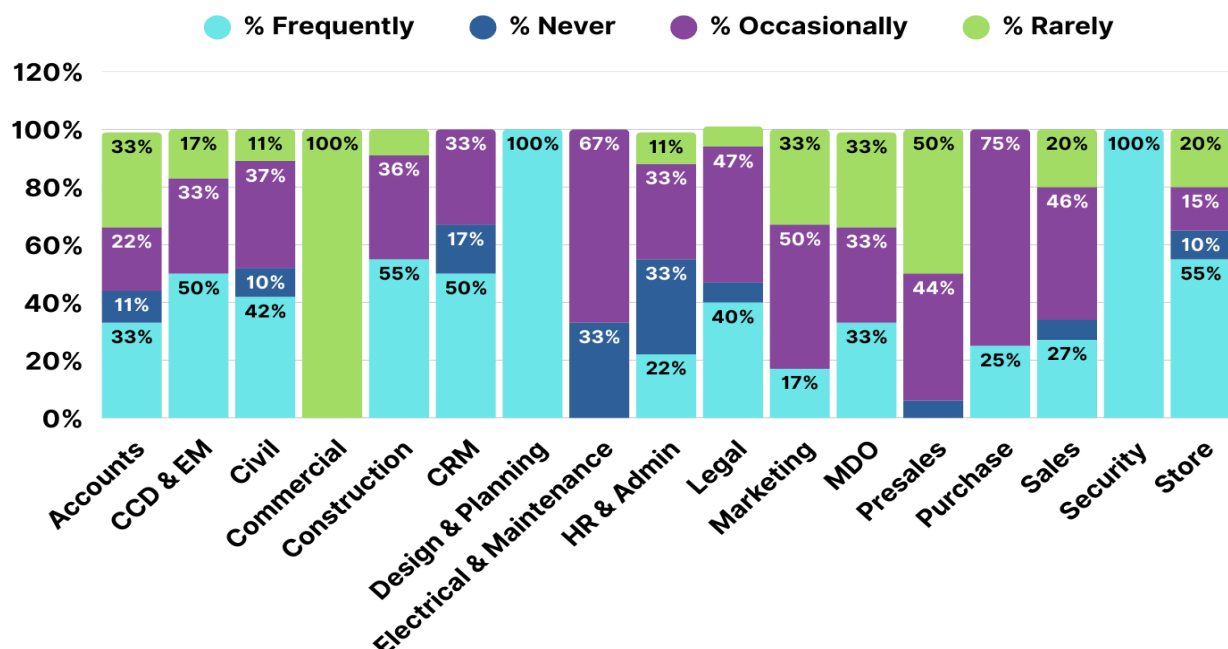
The data shows that recognition for hard work varies significantly across departments. Departments like Design & Planning and Security report 100% frequent recognition, indicating strong appreciation cultures. In contrast, departments such as Commercial and Presales show low frequent recognition (0%) and high "Rarely" responses (100% and 50% respectively), suggesting a need for improvement. Overall, while some teams feel valued, others require focused efforts to boost employee recognition and morale.

Q10. ARE YOU PROVIDED WITH SUFFICIENT RESOURCES TO ACCOMPLISH YOUR RESPONSIBILITIES?
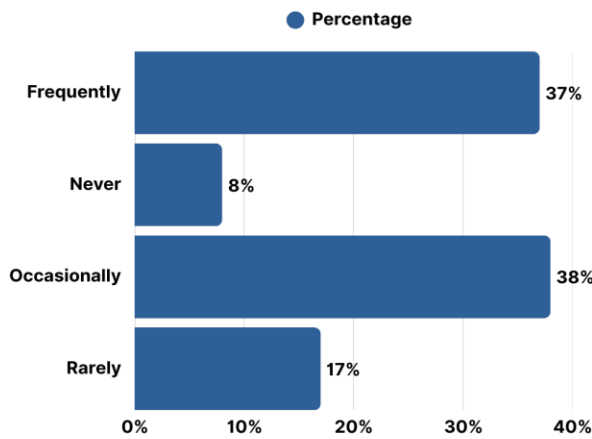
- The data indicates that 77% of employees feel they have sufficient resources—such as time, tools, and manpower—to fulfill their responsibilities.

- However, nearly one in four (23%) believe they lack adequate support. This gap suggests the need for a closer review of resource distribution to ensure all teams are equally equipped to perform effectively.

DEPARTMENTAL ANALYSIS

The departmental analysis shows that most departments feel adequately resourced, with high satisfaction in areas like Design & Planning, MDO, and Security (100% "Yes").
However, concerns are evident in departments like Commercial, CRM, Civil, E&M, Sales and Accounts, indicating significant gaps.

These findings suggest a need for targeted improvements in resource allocation in specific teams to ensure balanced operational support across the organization.

Q11. HOW DO YOU CONTRIBUTE TO THE ORGANIZATION'S OVERALL MISSION AND OBJECTIVES?
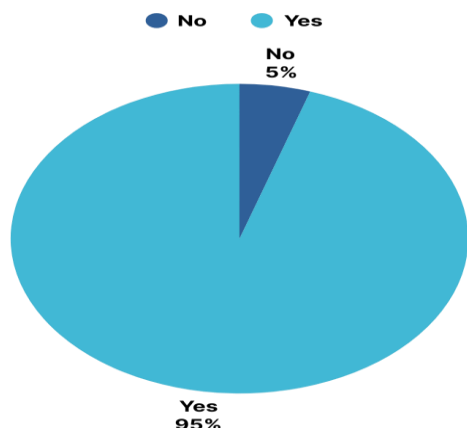

- The majority of employees, 95%, understand how their work contributes to the organization's overall mission and objectives, indicating strong alignment and clarity.

- However, 5% of employees feel disconnected or unclear about their role in contributing to the organization's goals, suggesting a potential area for improvement in communication or role clarification.

Q12. SUPPORT YOU ARE LOOKING FROM YOUR HOD/MANAGER?

| DEPARTMENT	SUPPORT REQUIRED FROM HOD/MANAGER
Accounts	By giving us effective training about the new software and help for the solution for the related subjects. Time to time refreshment & entertainment at quarterly, Half yearly & Annual. Transparency in work, support all staff old and new true a fair.
CCD & EM	To listen my issues / hurdles and support for inter departmental conflicts. Should provide honest feedback and add value to my skills. "I would like my HOD to acknowledge and appreciate the hard work and dedication I put into my responsibilities." MAN POWER AND NECESSARY EQUIPMENT
Civil	Payment supports, Critical decision, Clear Communication, Guidance & Mentorship, Support for Maintaining a healthy work life environment. Give me time to understand the process of working, execution methods at site, and understand the overall thing as working methods are totally different from earlier how i have worked. Please, I request to please timely provide machinery, Manpower, and a Supervisor in a timely manner. At time i am work at 4 month ago but still management not provide my. Supervisor and Manpower and machinery kindly help me. Result oriented for construction like fulfillment of contractor, payment, and pending issues clearances.
Construction	Listen my thoughts and understand our thinking Positive attitude to boost up the productivity of the team. Guiding me to work more efficiently and increase my work skill by sharing his knowledge.

CRM	Feedbacks to improve system for smooth working. Give Free Hand in my Work, Support My Decision. Stand with us and support us in every way regarding our work and our problems.
HR & ADMIN	Understanding my working condition and hurdles for any work accomplishments. Appreciate my work and motivate me.
LEGAL	Suggestion for good feedback, mentorship, and traning.
MARKETING	Better Communication and Quick approvals and redressal. Appreciation & Recognition for My work. Regular coaching, mentorship, and career development guidance.
MDO	As being problem solver and understanding.
DEPARTMENT	Support Required from HOD/ Manager
PRE-SALES	Leads support, help to achieve target, realistic target. Our target should be low and the previous targets which are added every month should be worked upon to get good leads and quality leads. Don't partial when your team members work properly you can appreciate Per month on time provide Rock star for motivation.
PURCHASE	Provide feedback, mentorship and training & Support positively.
SALES	Communication clearly and transparency. To pass our major concern to the management & make them understand where we are stuck & finding difficulties. Providing quality feedback and making good discission towards our growth and also Good Increment and appraisal. I just need a system from the organization for my work for making Excel sheet or doing calls on sales force or maintaining excel sheet which is not possible just using by phone. Always time helping person ho. Ownership provide krta ho. Working me, freedom ho. Required quality leads..so that number of walk-ins increased n also conversation ratio .
STORE	The main support I look for from my HOD or Manager is clear communication, timely decision-making, and trust in my responsibilities. Each expectation and decision of management share to us to better performance.

Q13. ARE YOU ABLE TO MANAGE PERSONAL & PROFESSIONAL STUFF ALONG WORK-LIFE BALANCE?
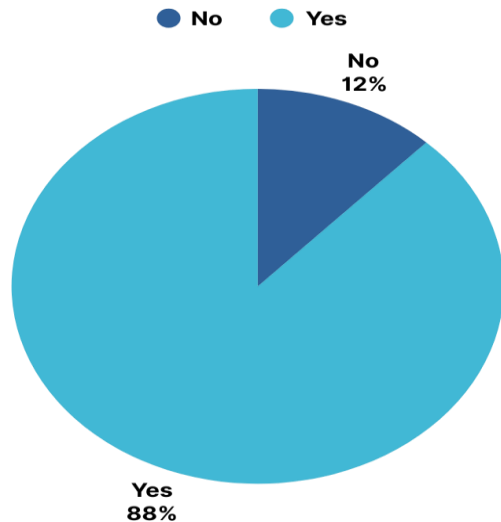

- Based on the data provided, 88% of respondents indicated that the organization does provide flexibility to manage both personal and professional responsibilities, while only 12% responded negatively.

- This suggests that the organization is largely successful in supporting a healthy work-life balance for its employees.

Q14. HOW DO YOU CONTRIBUTE TO THE ORGANIZATION'S OVERALL MISSION AND OBJECTIVES?
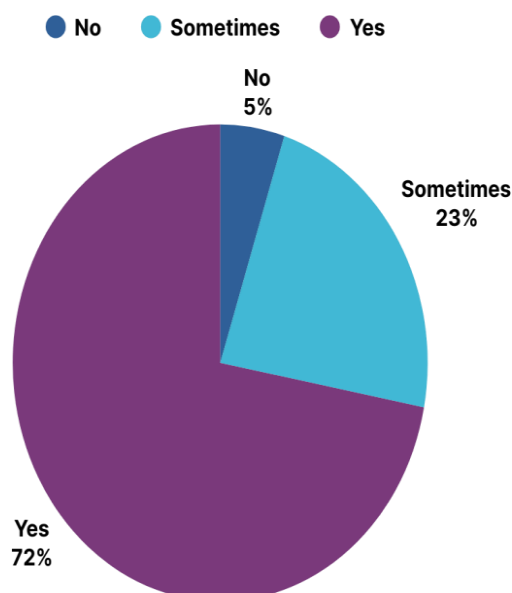
- Based on the data, 72% of respondents believe that deadlines are reasonable and support a healthy work-life balance, while 23% feel this is only sometimes the case, and 5% do not find the deadlines reasonable.

- This indicates that, overall, the organization sets realistic deadlines that generally promote a healthy work-life balance, although there is still room for improvement to address the concerns of the remaining 28% of employees.

Q15. ARE CLEAR OPPORTUNITIES FOR CAREER ADVANCEMENT WITHIN THE COMPANY?
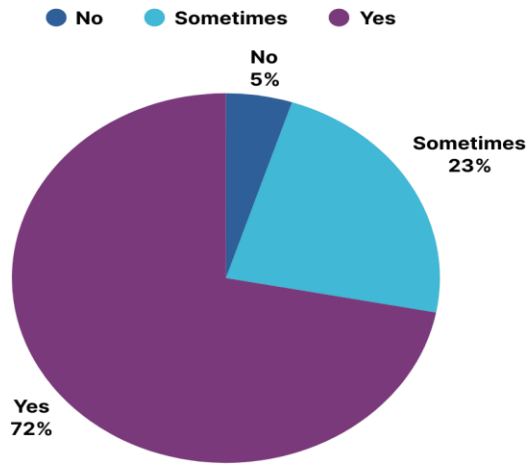
Based on the data, 73% of respondents feel that there are clear opportunities for career advancement within the company, while 20% are unsure and 7% do not see clear opportunities.

This suggests that the majority of employees perceive the company's career progression pathways as well-defined, though a notable portion may benefit from improved communication or visibility regarding advancement opportunities.

Q16. SATISFACTION WITH TRAINING AND DEVELOPMENT OPPORTUNITIES?
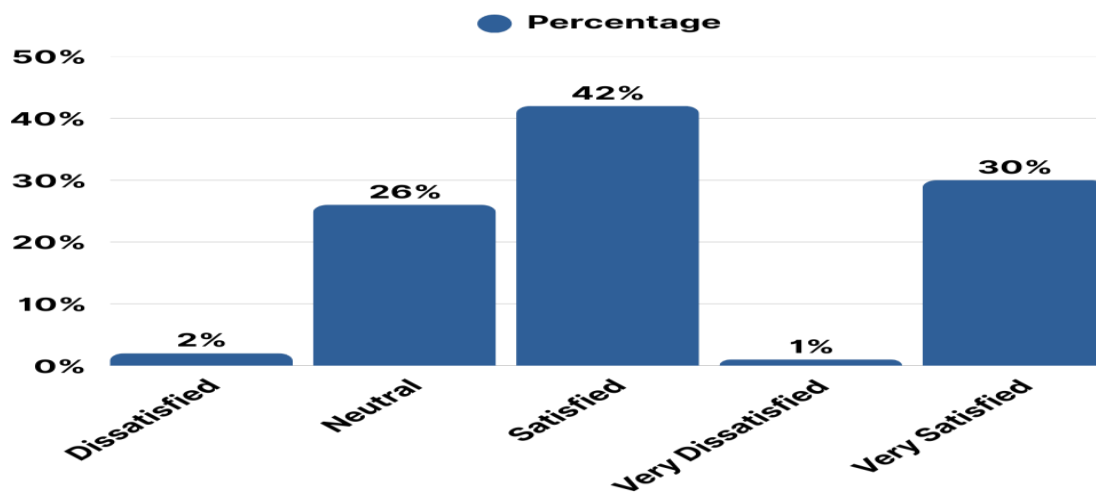
- Based on the data, a significant majority (72%) of employees are satisfied or very satisfied with the training and development opportunities provided by the company.

- Only a small fraction (3%) are dissatisfied or very dissatisfied, while 26% remain neutral.

- This indicates a generally positive perception, though there is room to further engage the neutral group and enhance overall satisfaction.

CONCLUSION

The data reveals significant opportunities to enhance employee engagement, performance, and overall workplace experience. With 29% of employees lacking emotional connection and 31% feeling unsupported, there's a clear need to strengthen cultural bonds and improve the work environment. The high percentage 52% facing barriers highlights systemic issues in alignment and work processes that hinder productivity. Infrequent feedback 40% and perceived leadership gaps 15% further underscore the importance of improving communication and managerial effectiveness. While only a small percentage report poor collaboration 2% or unrealistic goals 9%, these areas still warrant attention to ensure consistency across teams. By implementing targeted initiatives such as "Voice of Employee" sessions, barrier-busting programs, feedback standardization, and leadership development, the organization can build a more inclusive, aligned, and empowered workforce. These actions, collectively, aim to foster a high-performing culture grounded in trust, support, and shared purpose. The most pressing concern is the feeling of under-recognition, with 63% of employees expressing dissatisfaction—indicating a critical need for formal recognition systems and stronger manager involvement. Additionally, challenges around workload (28% finding deadlines unreasonable) and resourcing (23% feeling under-resourced) suggest operational inefficiencies that may be affecting morale and productivity. Uncertainty in communication (21%), growth visibility (27%), and role clarity (5%) further point to gaps in strategic alignment and leadership effectiveness. Meanwhile, 12% of employees report feeling unsupported in their work-life balance, showing a growing need for flexibility and wellness initiatives. Addressing these issues with targeted actions— like improved communication training, formalized recognition programs, better resource allocation, and enhanced career development efforts—will help build a more engaged, capable, and motivated workforce. A holistic focus on recognition, clarity, and support is essential for fostering a culture where employees feel valued, equipped, and inspired to contribute to organizational success. Most notably around compensation, career development, recognition, and work-life balance. With 23% dissatisfied with pay, 30% unclear on growth paths, and 29% not fully satisfied with training, it's evident that employees are seeking more clarity, fairness, and support in their professional journey. The fact that 33% feel misaligned with goals and 30% don't feel heard suggests that strategic alignment and leadership responsiveness need immediate attention. Additionally, overall job satisfaction remains an area for improvement, with 23% not fully content—pointing to broader issues in how roles and development are managed. To drive sustainable engagement and performance, the organization must take a holistic approach: invest in personalized development, ensure transparent and fair compensation practices, strengthen leadership listening mechanisms, and build clear, accessible career paths. By addressing these interconnected areas with intention and consistency, the company can foster a culture of trust, growth, and long-term commitment.

RECOMMENDATIONS

Based on the comprehensive employee feedback data, a multifaceted strategy is recommended to enhance engagement, strengthen culture, and optimize performance across the organization. A key priority should be improving emotional engagement, as 29% of employees report low connection or a sense of being "just an employee." This can be addressed by launching "Voice of Employee" sessions to gather insights, enhancing onboarding with cultural immersion, and implementing mentorship programs to foster deeper integration. Recognition also emerges as a critical area, with 63% feeling under-recognized. To address this, formal recognition systems such as peer-nominated awards and regular acknowledgment in meetings should be introduced, alongside manager training on providing meaningful and tailored recognition.

Leadership is a strong point, with 86% rating it positively, but development for the 15% who rated it "normal" or "poor" is essential. Personalized coaching and leadership soft skills training will help standardize excellence. Likewise, while collaboration scores are high (87% positive), isolated poor experiences should be resolved through targeted team-building and communication training. Feedback mechanisms should be formalized through structured check-ins, while feedback delivery training for managers will ensure that the 40% who rarely or never receive feedback are brought into regular feedback loops. Addressing mixed perceptions of the work environment (52% see barriers) is essential. A "Barrier Buster" initiative and departmental enabler-barrier analysis will help identify and resolve pain points while scaling enablers like supportive leadership. Similarly, for the 23% feeling under-resourced, conducting resource audits, resolving workload imbalances, and upgrading tools in lagging teams will help ensure equitable support.

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