



Centre for
Social Impact
and Philanthropy



KORN FERRY



Personnel Perception of Talent Management in the Indian Social Sector

September 2022

Funding Partners



Acknowledgement

Our deepest appreciation goes to all the participants for sparing time to participate in this research study.

We are grateful to A.T.E. Chandra Foundation, Bill & Melinda Gates Foundation (BMGF), CITI Bank, and Rohini Nilekani Philanthropies for funding this study.

The report is an outcome of the sincere efforts of our execution partner Korn Ferry who carried out data collection, analysis and report writing for this research on personnel perception of talent management practices in the Indian social sector. Special thanks to below members of Korn Ferry team for their varied contributions towards completion of this report –

- Amer Haleem, Partner, Korn Ferry
- Vasudha Handa, Principal, Korn Ferry
- Riya Jain, Associate Principal, Korn Ferry
- Vaishali Panchal, Associate Consultant, Korn Ferry
- Aastha Aggarwal, Associate Consultant, Korn Ferry

The constant guidance and support of Ingrid Srinath, Director, CSIP and Ravi Sreedharan, President, ISDM find special mention in our heartfelt acknowledgment. It was their firm belief in the need for this study that ensured timely availability of all kinds of resources towards completion of this project.

A special mention is reserved for the project team members from CSIP and ISDM for the project management and report reviews.

Project Management and Review of the report

- Dr. Swati Shresth, Research Director, CSIP
- Dr. Neha Nimble, Senior Manager- Research, CSIP
- Dr. Priti Dargad, Research Manager, ISDM

Review of the report

- Divya Chopra, Senior Manager-Research, CSIP
- Satender Rana, Senior Research Fellow, ISDM

This study would not have been possible without our outreach partner GuideStar India who helped us in onboarding the SPOs for participation in the study.





Content

1. Introduction
2. Participant Profile
3. Key Terminologies
4. Personnel Perception Questionnaire
5. How to Read Scores
6. 2022 Overall Findings
7. Key Highlights
 - Results by Region
 - Results by Location
 - Results by Tenure
 - Results by Age
 - Results by Gender



```
1<div class="container">
2  <div class="row">
3    <div class="col-md-12">
4      <div class="text">
5        <h1>Hello, World!</h1>
6      </div>
7    </div>
8  </div>
9  <div class="row">
10   <div class="col-md-12">
11     <div class="text">
12       <h2>Footer</h2>
13     </div>
14   </div>
15 </div>
16</div>
17</div>
18</div>
19</div>
20</div>
21</div>
22</div>
23</div>
24</div>
25</div>
26</div>
27</div>
28</div>
29</div>
30</div>
31</div>
32</div>
33</div>
34</div>
35</div>
36</div>
37</div>
38</div>
39</div>
40</div>
41</div>
42</div>
43</div>
44</div>
45</div>
46</div>
47</div>
48</div>
49</div>
50</div>
51</div>
52</div>
53</div>
54</div>
55</div>
56</div>
57</div>
58</div>
59</div>
60</div>
61</div>
62</div>
63</div>
64</div>
65</div>
66</div>
67</div>
68</div>
69</div>
70</div>
71</div>
72</div>
73</div>
74</div>
75</div>
76</div>
77</div>
78</div>
79</div>
80</div>
81</div>
82</div>
83</div>
84</div>
85</div>
86</div>
87</div>
88</div>
89</div>
90</div>
91</div>
92</div>
93</div>
94</div>
95</div>
96</div>
97</div>
98</div>
99</div>
100</div>
```

Introduction



Introduction

What is perception?

Stephen P. Robbins, defines perception as a process by which individuals organise and interpret their sensor impressions in order to give meaning to their environment.

Different individuals have different thinking styles, beliefs, feelings and objectives etc. and almost every individual behaves accordingly. Just because of these factors different people take different meaning for the same things.

Personnel Perception is a subjective impression one forms of their organisation, their mission and vision, compensation and benefits offered to them

Personnel Perception gives understanding of the personnel perception in the social sector and what personnel feel is working well for them in their organisation

Continuous listening allows organisations to identify, understand and close personnel experience gaps

Source: Organisational Behaviour Perception (economicsdiscussion.net)

What influences Perception?



Personnel Perception Study

Personnel Perception Study was aimed to understand the perception of employees about their sense of affiliation, compensation and benefits received and work structure in their organisations.

- **Mode of Data Collection** – Online Survey that was sent to personnel

| | |
|---|--|
| Questions asked | 37 Questions in an online questionnaire Click here to see the questions. |
| Languages & Platform | 1 language, online KF platform called Confirmit |
| Participating organisations and personnel | 92 personnel from 12 organisations |
| Confidentiality in reporting | Reporting has been done only for questions where a minimum of 4 responses have been received |

Key Points to note:

- The study reports personnel perception and not a commentary of actual prevalence of benefits/compensation
- The scores are reported in percentages
- Top factors in this report are determined using the top 3 ranks that personnel have given to different factors influencing annual compensation increments and bonus payments



Participant Profile



Participant Profile

| S.no. | organisation Name | Archetype | Category | Head Count Range | Funding size Range | Thematic Areas |
|-------|--|------------------------------------|---------------|------------------|-----------------------------|--|
| 1 | A.T.E. Chandra Foundation | Funding organisation | Funding Org | >=0 to <25 | >=1000 lakhs to <2000 lakhs | Rural planning and development |
| 2 | Child Rights and You (CRY) | Funding organisation | Funding Org | >=100 to <150 | >=3500 lakhs to <7500 lakhs | Child rights and welfare |
| 3 | Dream A Dream | NGO Complex Professionally Managed | NGOs and SEs | >=75 to <100 | >=1000 lakhs to <2000 lakhs | Education, Youth development |
| 4 | Good Business Lab | ESO Complex | Ecosystem org | >=25 to <50 | >=150 lakhs to <500 lakhs | Gender (Women, men, LGBTQI), Labour rights, Livelihood |
| 5 | Institute of Social Studies Trust (ISST) | ESO Simple | Ecosystem org | >=25 to <50 | >=20 lakhs to <75 lakhs | Gender (Women, men, LGBTQI), Livelihood |
| 6 | Oak Foundation | Funding organisation | Funding Org | >=0 to <25 | >=75 lakhs to <150 lakhs | Environment, Sustainability and Climate Change, Gender (Women, men, LGBTQI), Human rights and advocacy, Labour rights, Migration |
| 7 | Quality Education Support Trust (QUEST) | NGO Complex Adhoc | NGOs and SEs | >=50 to <75 | >=150 lakhs to <500 lakhs | Education |
| 8 | Swasti | NGO Complex Adhoc | NGOs and SEs | >=150 to <250 | >=2000 lakhs to <3500 lakhs | Healthcare or Public Health |
| 9 | Vrutti | NGO Complex Professionally Managed | NGOs and SEs | >=75 to <100 | >=1000 lakhs to <2000 lakhs | Financial Inclusion, Livelihood, Rural planning and development |
| 10 | National Centre for Promotion of Employment for Disabled People (NCPEDP) | NGO Simple Professionally Managed | NGOs and SEs | >=0 to <25 | >=150 lakhs to <500 lakhs | Education, Governance and Accountability, Welfare, rights, and empowerment of people with disabilities |
| 11 | Oorjaa Sustainable Solutions LLP | ESO Complex | Ecosystem org | >=0 to <25 | >=1 lakh to <20 lakhs | Livelihood, Nutrition, Quality of life for the homeless |
| 12 | Wildlife Conservation Society - India | NGO Complex Professionally Managed | NGOs and SEs | >=150 to <250 | >=1000 lakhs to <2000 lakhs | Animal Protection, Environment, Sustainability and Climate Change, Livelihood |



Response Rate

| Total Personnel Responded | 92 |
|---------------------------|----|
|---------------------------|----|

| Age | Responded |
|---|-----------|
| Less than 25 years | 4 |
| More than 25 but less than 35 years | 47 |
| More than 35 years but less than 45 years | 24 |
| More than 45 years but less than 55 years | 12 |
| More than 55 years | 5 |

| Tenure | Responded |
|--|-----------|
| Less than 1 year | 11 |
| More than 1 year but less than 2 years | 16 |
| More than 2 years but less than 5 years | 25 |
| More than 5 years but less than 10 years | 18 |
| More than 10 years | 19 |
| No Value | 3 |

| Type of Org | Responded |
|---------------------------------|-----------|
| Ecosystem support organisations | 35 |
| Funding Org | 15 |
| NGOs and SEs | 42 |

| Scope of Role | Responded |
|---------------|-----------|
| Rural | 24 |
| Urban | 68 |

| Gender | Responded |
|--------|-----------|
| Male | 48 |
| Female | 44 |

Note: The tenure ranges represent the tenure spent by personnel with their current organisation.



Response Rate

| Region | Responded |
|-------------|-----------|
| East India | 8 |
| North India | 26 |
| South India | 37 |
| West India | 21 |

| Location | Responded |
|-------------|-----------|
| Bengaluru | 27 |
| Delhi NCR | 22 |
| Kolkata | 4 |
| Maharashtra | 18 |
| Others* | 23 |

| Other Locations are as follows: |
|---------------------------------|
| Bhopal |
| Chandigarh |
| Hyderabad |
| Indore |
| Jharkhand |
| Kochi |
| Ranchi |
| Remote |
| Telangana |
| Uttarakhand |
| Kerela |

| Location Correlation | |
|----------------------|-------------|
| Region | Location |
| East | Ranchi |
| East | Jharkhand |
| North | Delhi NCR |
| North | Bhopal |
| North | Chandigarh |
| North | Indore |
| North | Uttarakhand |
| Region | Location |
| South | Bengaluru |
| South | Kolkata |
| South | Hyderabad |
| South | Kochi |
| South | Telangana |
| South | Kerela |
| West | Maharashtra |

Note: The locations here represent places where the personnel were based in during the survey.



```
1<div class="container">
2  <div class="row">
3    <div class="col-md-8">
4      <h1>Hello, World!</h1>
5      <h2>This is a test</h2>
6    </div>
7    <div class="col-md-4">
8      <div class="card">
9        <div class="card-body">
10          <p>This is a test</p>
11        </div>
12      </div>
13    </div>
14  </div>
15</div>
16<div class="footer">
17  <div class="row">
18    <div class="col-md-8">
19      <p>This is a test</p>
20    </div>
21    <div class="col-md-4">
22      <p>This is a test</p>
23    </div>
24  </div>
25</div>
```

Key Terminologies



Social Purpose Organisations and different types

All the organisations participating in this study are **Social Purpose Organisations (SPOs)**: Any organisation whose primary objective is to create social impact. This covers all forms of organisations irrespective of their legal status. The SPOs are categorised broadly into three groups viz., **Non-Governmental Organisations and Social Enterprises (NGOs/SEs)**, **Ecosystem Support Organisations (ESO)** and **Funding organisations (FOs)**.

| NGOs and SEs | Funding organisations | Ecosystem Support organisations |
|---|--|--|
| <ul style="list-style-type: none">Organisations that directly work with grassroots communities or implement projects with communities.The category includes NGOs and Social Enterprises which typically operate independent of government or quasi government, to serve a defined set of social purpose through a variety of approaches.These approaches could primarily range from acting as a service provider, capacity builder, incubator, institution builder, and / or that define the norms and standards of working with social issues in specific domains. | <ul style="list-style-type: none">We define 'Funding organisations' as those that fund the social sector.The category includes organisations that fund SPOs through grants or through impact investment models.The category does not include pure government bodies like state departments of ministries that on-board NGOs and Social Enterprises for active support in fulfillment of their mandates.The category however shall include quasi government funding organisations which are managed professionally. For example - BRLE, CAPART, etc. | <ul style="list-style-type: none">Ecosystem/ Support organisations include all organisations that offer support services/ solutions that help NGOs, SEs and Funding organisations do better in their respective dominant scope of work.These support solutions or services may include functional/ technical services, Legal, Advisory /incubation, org capacity enhancement, knowledge consulting, research and education, Policy engagement at ecosystem level, Accounting and Finance, Outreach and funding support. |

Source : The above definitions have been formulated by ISDM & CSIP



Key Terminologies

Dimensions

| | |
|---|---|
| Compensation | Compensation means the salary provided to personnel. It is a combination of basic salary, variable bonus, fixed allowances like housing allowance, transport allowance, etc. |
| Sense of Purpose | Sense of purpose is the connection with the organisation's strategies to make difference in the society. |
| Association with the Organisation | Association with the organisation is a feeling of connect with the organisation, its vision & mission. |
| Performance Management, Relationship with manager/leader | Performance Management, Relationship with manager/leader is having a mechanism in place that ensures personnel are recognised when they perform well, are treated well, with respect and care, the manager or leader provides regular and clear feedback to personnel to be efficient at their jobs. |
| Work, Structure & Resources | Work, Structure & Resources is defined as an organised workplace where work is divided equally, in a structure, fair and consistent manner, ensuring that personnel get the right resources to be better at their jobs. |
| Trust & Collaboration | Trust and Collaboration defines communication within departments, collaboration, sharing of new ideas/ better ways of doing things, trust on the organisation, manager, colleagues and a work environment that enables everyone to perform better. |
| Affiliation | Affiliation is a state of feeling attached with the organisation. |



Key Terminologies

Benefits

| | |
|---|---|
| Bereavement Leave | Bereavement leave is time off when a close relative or family member passes away |
| Car Allowance | Car allowance is the amount paid as an allowance for car |
| Child Day Care | Day care option to given to personnel if are the guardian and sole providers to a child |
| Education Assistance | Sponsorships, reimbursement, short term courses, counselling assistance offered to personnel |
| Emergency Leave | Leaves taken in cases of a family or personal emergency |
| Family Responsibility Leave | When personnel have a family urgency, and he/she is the sole guardian or care provider in the family |
| Financial Counselling | Counselling assistance in matters of financial investments, savings etc. |
| Flexible Work Timings | When a personnel has the flexibility to choose the working hours or working days |
| Hardship Allowance for working in remote locations | An extra amount of money that someone is paid for working in difficult conditions and circumstances |
| Hospitalisation Leave | Leaves offered to personnel in case they need to be hospitalised for a short-term illness |
| Insurance - Medical / Accidental & Life | Insurance policy cover provided to personnel for hospitalisation, medical assistance, accidents and even life cover |
| Joining Bonus | A fixed bonus amount provided to personnel on joining the organisation |



Key Terminologies

Benefits

| | |
|---|---|
| Late Retirement | When a personnel chooses to work for a longer period of time and chooses to retire later than the standard age of 60 years |
| Marriage Leave | When a personnel takes an off for their upcoming wedding |
| Meals at work | Meals (Foods, drinks etc.) offered to personnel in the office premises by the organisation |
| Organisation Conveyance in remote location for local travel | Transportation offered by organisation to commute to workplace located in remote areas |
| Organisation Transportation | Transportation offered by organisation to commute to the workplace |
| Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | <p>Paid Leave - Any kind of time that is taken off from work without deduction in pay</p> <ul style="list-style-type: none">• Sick Leave – When someone takes time off due to short term health issues• Earned Leave – Leaves earned by employee for providing more than 240 days of service to the organisation in a given calendar year• Casual Leave – Leaves that are taken by chance or without any plan |
| Paternity Leave | When a male personnel takes off to take care of his new-born child |
| Maternity Leave | When a female personnel takes off to deliver and take care of her new-born child |
| Sabbatical | When a personnel takes an off for further studies or travel |
| Training for Development | Courses, certifications, trainings offered to personnel for professional development |
| Wellness Benefits - such as sponsorship to Fitness Club, Yoga, Meditation, etc. | Benefits like providing workshops to display and teach techniques of yoga, medication, memberships to fitness clubs etc. |
| Work from Home Option | Giving the flexibility to the personnel to be present in office or work from home |



Key Terminologies

Others

| | |
|--------------------------|--|
| Compensation Increment | Compensation increment is the percentage increase on fixed salary that is provided to personnel every year depending on their performance. |
| Social Security Benefits | <ul style="list-style-type: none">• Provident Funds or PF are a retirement savings scheme introduced by the government which aims to provide financial security to the personnel for future after his retirement. As per act, PF is a government mandate at 12% of basic salary.• Gratuity is a lump sum amount that employers pay their personnel as a sign of gratitude for the services provided. As per Payment of Gratuity Act, 1972, it is a government mandate at 4.81% of basic salary.• Superannuation fund is a kind of retirement benefit that is offered to personnel by their employer. Your employer contributes every year on personnel's behalf towards the group superannuation policy held by the employer.• Medical, Accidental and life insurance are also a form of social security benefit. |
| Incentives | Incentives are short term incentives like commission, performance bonus etc. given to personnel as a reward of their short-term performance. |
| Organisation | Organisation is defined as a social sector institution operating to support and serve the society. These can typically be classified into NGOs and SEs, Funding organisations and ecosystem support organisations. |
| Bonus | Bonus payment is a form of short-term incentive that is given to personnel as a reward for their short-term performance (typically in a year or quarter). |



Personnel Perception Questionnaire



Questions Asked - Affiliation

Pulse Survey for Personnel

Scale

| Theme | Questions |
|-----------------------------------|--|
| Association with the Organisation | The organisation motivates me to contribute more than is required |
| | I feel motivated to go beyond my formal job responsibilities |
| | I feel proud to work for the organisation |
| | I believe in the Vision & Mission of the my organisation |
| | I have a good understanding of the organisation's strategy and goals |
| Trust & Collaboration | The organisation believes in me: I am encouraged to come up with new or better ways of doing things |
| | I have opportunities to have my ideas adopted and put into use |
| | There is good communication between departments in the organisation |
| | My immediate manager / leader encourages teamwork and collaboration |
| | Promotions and assignments are made fairly |
| | In my work environment - everyone is treated fairly regardless of personal background or characteristics |
| | The company applies policies and rules in a fair and consistent manner |
| | There is good cooperation and teamwork within my work group |
| | Cooperation and sharing of ideas and resources across the organisation is encouraged |

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------|----------|---------|-------|----------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |



Questions Asked - Affiliation

Pulse Survey for Personnel

Scale

| Theme | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|--|-------------------|----------|---------|-------|----------------|
| Sense of Purpose | I feel that everyone in the organisation is committed to our overall purpose of making difference to the society | | | | | |
| | I understand the relationship between my job and the organisation's strategy and goals | | | | | |
| Performance Management; Relationship with the manager / leader | I receive clear and regular feedback on how well I do my work | | | | | |
| | I understand the results expected from me in my job | | | | | |
| | I receive recognition when I do a good job | | | | | |
| | I am treated with respect as an individual | | | | | |
| | The organisation and management demonstrates care and concern for its personnel | | | | | |
| Work Structure & Resources | I have the resources I need to do my job effectively | | | | | |
| | There are enough people to provide guidance at work | | | | | |
| | The work is well organised and structured | | | | | |
| | The work is well distributed within the team | | | | | |



Questions Asked - Affiliation

| Pulse Survey for Personnel | | Scale | | | | |
|--|--|-------------------|----------------------|---------|----------------------|-------------------|
| Theme | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| Compensation | I believe I am paid fairly for the work I do | | | | | |
| | I believe my pay is fair considering the pay of people doing similar work in other organisations | | | | | |
| | The organisation provide me benefits that meet my needs | | | | | |
| | I have a good understanding of compensation policies and practices that affect me | | | | | |
| | I get incentive / bonus as per my performance | | | | | |
| | I am satisfied with the benefits being offered in my organisation | | | | | |
| | I am satisfied with my pay / total compensation | | | | | |
| | | Less than 1 year | Between 1 to 2 years | | Between 3 to 5 years | More than 5 years |
| Given your choice, how long would you plan to continue working for the organisation? | | | | | | |



Questions Asked - Perception about Compensation & Benefits

| Perception of Current Compensation Practices | | Rank from 1 to 5, 1 being the lowest | | | | |
|--|--|--------------------------------------|---|---|---|---|
| Theme | Question | 1 | 2 | 3 | 4 | 5 |
| Compensation Increment - Please rank the following list in terms of how you feel they have influenced the degree of your compensation increase | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | | | | | |
| | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | | | | | |
| | Your Team's Performance - Collective performance of you and your team / department | | | | | |
| | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | | | | | |
| | Your current compensation V/s. your peers within the organisation | | | | | |
| | Your current compensation V/s. your peers in other similar organisations | | | | | |
| | Others - What do you think influences your compensation increment? | Text Response: | | | | |
| Bonus (if applicable) - Please rank the following list in terms of how you feel they have influenced the amount of bonus you receive | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | | | | | |
| | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | | | | | |
| | Your Team's Performance - Collective performance of you and your team / department | | | | | |
| | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | | | | | |
| | Your current compensation V/s. your peers in other similar organisations | | | | | |
| | Others - What do you think influences your Performance Bonus? | Text Response: | | | | |



Questions Asked - Perception about Compensation & Benefits

Please divide the benefits below in 3 buckets -

1 - That you value the most ; 2 - That are good to have but not essential ; 3 - That you value the least

Applicable Priority

| Question Applicability | Benefit Type |
|---|---|
| Personnel Expectations on Benefits | Insurance - Medical / Accidental & Life |
| | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) |
| | Paternity Leave |
| | Marriage Leave |
| | Bereavement Leave |
| | Family Responsibility Leave |
| | Emergency Leave |
| | Hospitalisation Leave |
| | Sabbatical |
| | Flexible Work Timings |
| | Work from Home Option |
| | Hardship Allowance for working in remote locations |
| | Organisation Conveyance in remote location for local travel |
| | Child Day Care |
| | Joining Bonus |
| | Late Retirement |
| | Financial Counselling |
| | Education Assistance |
| | Training for Development |
| | Meals at work |
| | Car Allowance |
| | Organisation Transportation |
| | Wellness Benefits - such as sponsorship to Fitness Club, Yoga, Meditation, etc. |
| Any other benefit that you would highly value but is not in this list | |

[illegible]

Questions Asked - Perception about Compensation & Benefits

| Personnel Expectations from Compensation Package | | How will you view the actions | | | | | |
|--|--|-------------------------------|---------------------|---------|---------------------|------------|-----------------------------|
| Theme | Questions | Positively | Somewhat Positively | Neutral | Somewhat Negatively | Negatively | Don't Know / Not Applicable |
| Relative importance of elements of compensation | Higher Fixed compensation less benefits | | | | | | |
| | Balance in fixed compensation and benefits | | | | | | |
| | Average fixed compensation but high incentives | | | | | | |
| | Average fixed compensation but better work life balance | | | | | | |
| | Higher fixed compensation less social security benefits (Insurance - Medical, Accident & Life, Retirals) | | | | | | |

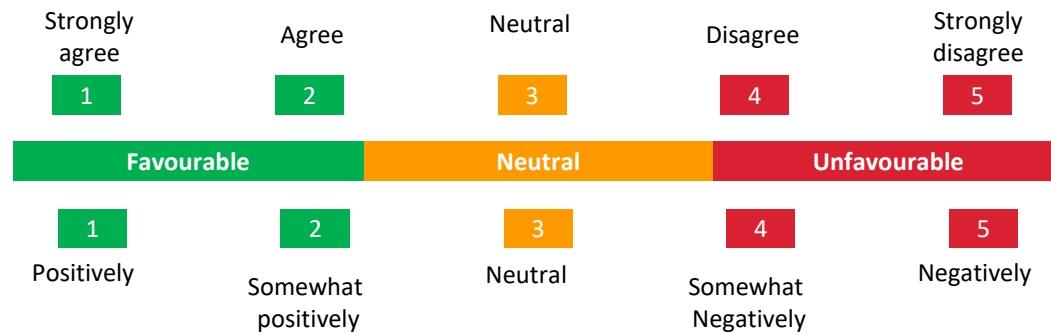
Highlighted in light green colour are mandatory questions/options

How to Read Scores



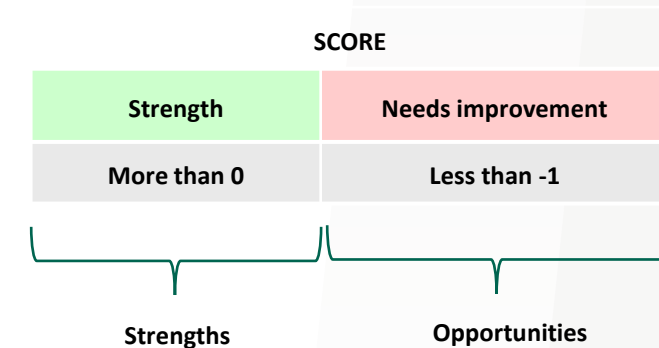
How to read the scores

- All scores are reported in percentages.
- Response Scale



- Where it is stated that there are “Not enough responses”, it means that no more than 4 people responded to the respective statement/question.

- For all relative scores (trends/differences), please follow the below scale.



- Intent to Stay Scale



2022 Overall Findings





A laptop sits on a white desk, displaying code on its screen. A large, semi-transparent green overlay covers the left side of the image. In the bottom right corner, a dark green box contains the word 'Affiliation' in white. The laptop screen shows two panels of code: HTML on the left and CSS on the right. The CSS code includes a 'body' rule with 'margin: 0; padding: 10px 0;', a 'header' rule with 'height: 100px; padding: 10px 0 0 0;', a 'main' rule with 'padding: 10px 0 0 0;', and a 'footer' rule with 'height: 100px; padding: 10px 0 0 0;'. The HTML code includes a 'body' tag with a 'header' and a 'main' section.

Affiliation

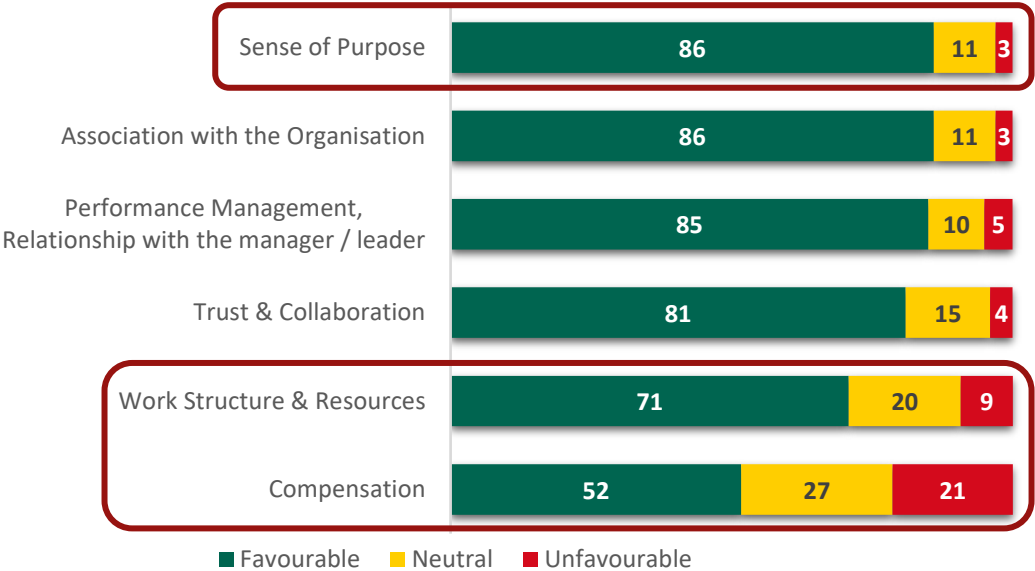


Affiliation Results

High scores for sense of purpose, association with the organisations and performance management in overall social purpose organisations. Compensation is a low scoring dimension in overall social purpose organisations. Personnel in Ecosystem support organisations perceived all dimensions differently when compared with NGOs & SEs and Funding organisations. Personnel in NGOs display high intent to stay and fair compensation unlike other types of organisations.

(% of personnel)

Overall Social Sector



| Favourable Responses | | |
|----------------------|-------------|---------------|
| NGOs & SEs | Funding Org | Ecosystem Org |
| N = 42 | N = 15 | N = 35 |
| 90 | 97 | 76 |
| 91 | 96 | 77 |
| 86 | 89 | 81 |
| 80 | 88 | 79 |
| 74 | 75 | 65 |
| 63 | 45 | 41 |

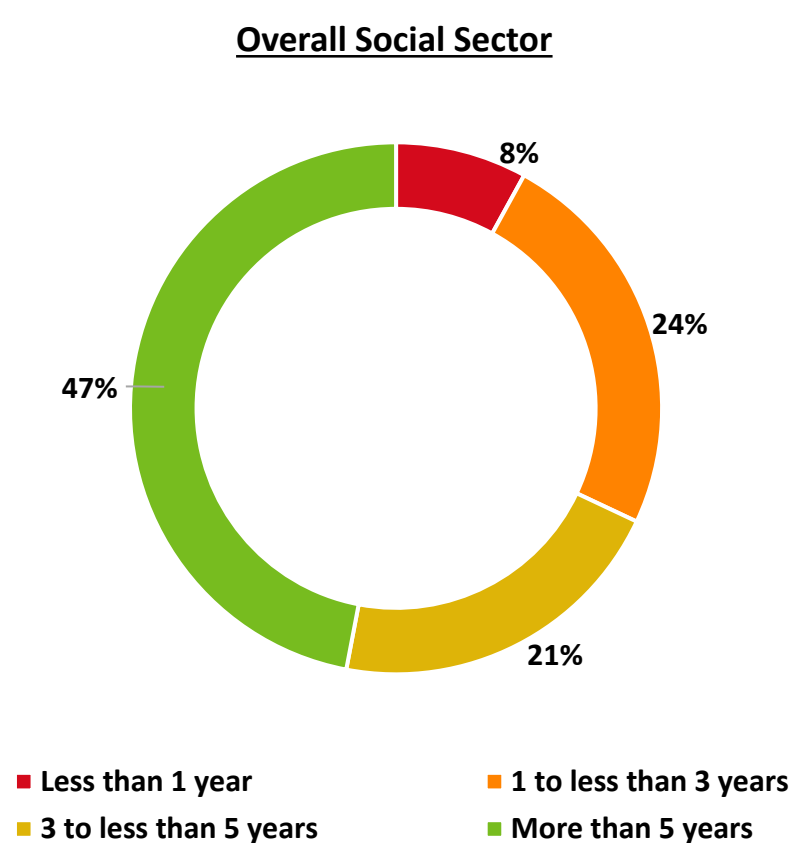


Intent to Stay

Q. Given your choice, how long would you plan to continue working for the organisation?

Funding and Ecosystem support organisations display low intent to stay when compared with overall social sector, while NGOs and SEs personnel display stronger intent to stay. It is also interesting to observe that no one in funding organisations and only 2% or personnel in NGOs and SEs would like to stay with their organisations for less than 1 year.

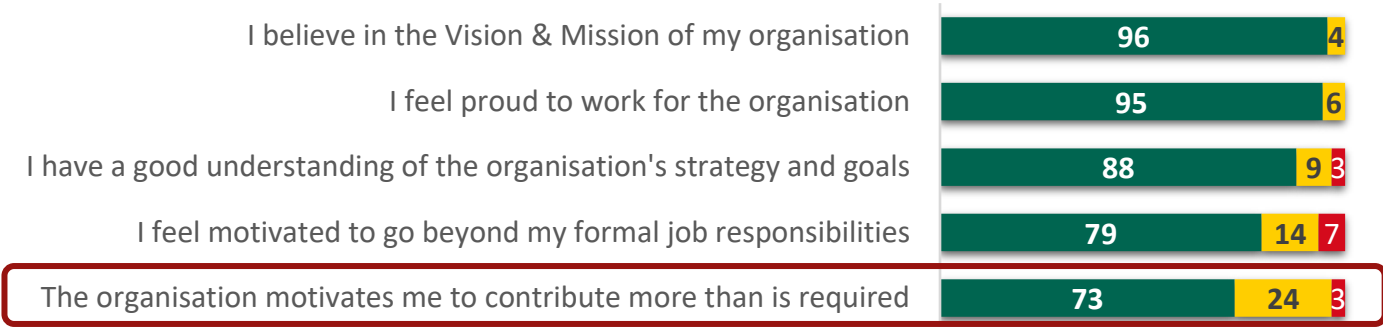
(% of personnel)



| Intent to Stay (For)/ Types of Organisations | NGOs & SEs | Funding Org | Ecosystem Org |
|--|------------|-------------|---------------|
| | N = 42 | N = 15 | N = 35 |
| Less than 1 year | 2 | 0 | 17 |
| 1 to less than 3 years | 10 | 46 | 34 |
| 3 to less than 5 years | 17 | 15 | 29 |
| More than 5 years | 71 | 39 | 20 |

Association with the organisation

Personnel in overall social sector scored low on motivation. Ecosystem support organisations personnel display lowest association with the organisations they work with

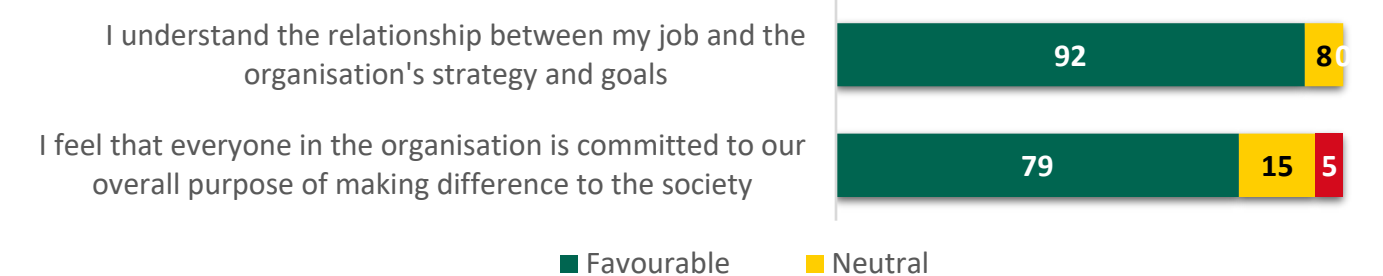


(% of personnel)

| Responses | NGOs & SEs | Funding Org | Ecosystem Org |
|-----------|------------|-------------|---------------|
| - | N = 42 | N = 15 | N = 35 |
| 92 | 100 | 100 | 89 |
| 92 | 95 | 100 | 91 |
| 92 | 93 | 93 | 80 |
| 92 | 86 | 93 | 65 |
| 92 | 79 | 93 | 57 |

Sense of Purpose

Ecosystem support organisations personnel feel that all personnel feel relatively less connected to the purpose of making a difference to the society; NGOs, SEs, and Funding organisations have even higher sense of purpose when compared with overall social sector



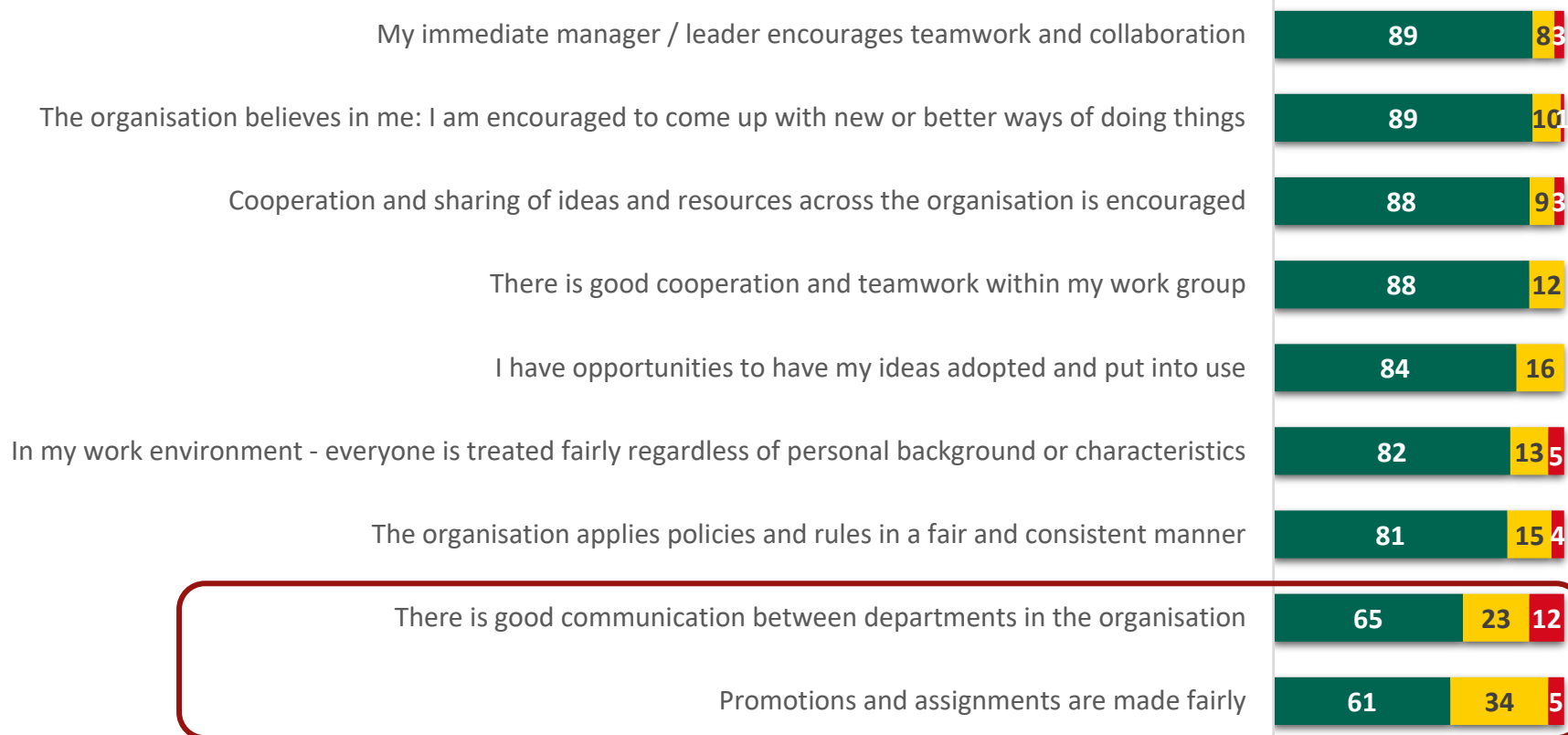
| Responses | NGOs & SEs | Funding Org | Ecosystem Org |
|-----------|------------|-------------|---------------|
| - | N = 42 | N = 15 | N = 35 |
| 92 | 95 | 100 | 86 |
| 92 | 86 | 93 | 66 |



Trust and Collaboration

(% of personnel)

Funding organisation personnel are perceived to have strong trust and collaboration in their organisations. Mixed feeling of trust and collaboration among personnel at NGOs and Ecosystem Orgs. Communication between departments within the orgs can be strengthened and promotions and task assignments can be made fairer.



| Response s | NGOs & SEs | Funding Org | Ecosystem Org |
|------------|------------|-------------|---------------|
| - | N = 42 | N = 15 | N = 35 |
| 92 | 86 | 93 | 91 |
| 92 | 90 | 100 | 83 |
| 92 | 83 | 87 | 94 |
| 92 | 86 | 100 | 86 |
| 92 | 83 | 87 | 82 |
| 92 | 79 | 93 | 80 |
| 92 | 86 | 87 | 71 |
| 91 | 60 | 80 | 66 |
| 92 | 64 | 67 | 54 |

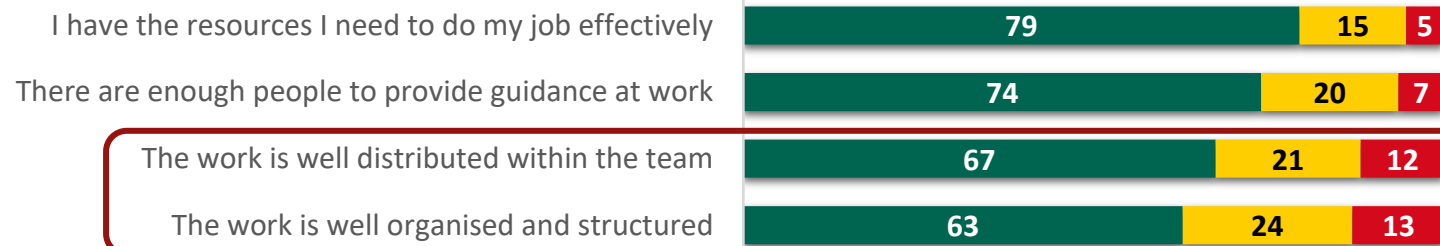
■ Favourable ■ Neutral ■ Unfavourable



Work Structure & Resources

Ecosystem Org personnel scored low on fair distribution of work and work structure; NGO personnel display relatively stronger workplace support, organised and structured work.

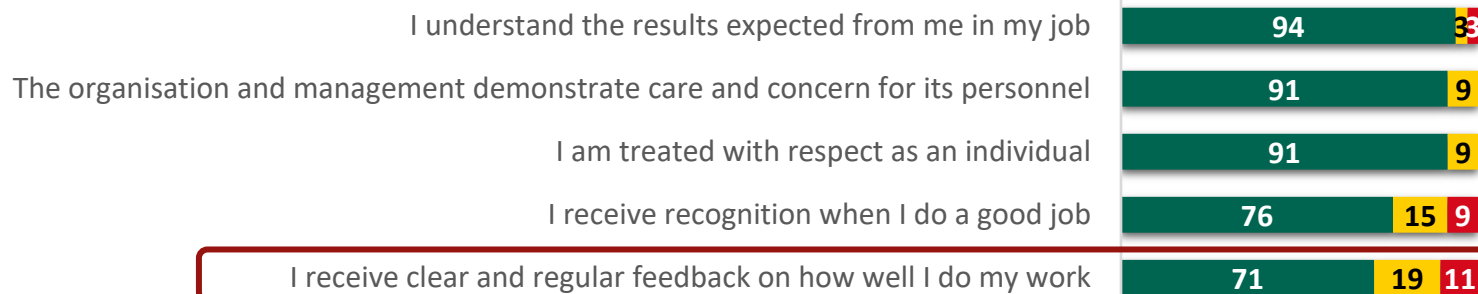
(% of personnel)



| Responses | NGOs & SEs | Funding Org | Ecosystem Org |
|-----------|------------|-------------|---------------|
| - | N = 42 | N = 15 | N = 35 |
| 92 | 83 | 73 | 77 |
| 92 | 79 | 87 | 63 |
| 91 | 69 | 67 | 66 |
| 92 | 67 | 73 | 53 |

Performance Management, Relationship with the manager/ leader

Ecosystem Org Personnel experience workplace differently when compared with overall social sector. Clarity on how to provide feedback can be strengthened.



| Responses | NGOs & SEs | Funding Org | Ecosystem Org |
|-----------|------------|-------------|---------------|
| - | N = 42 | N = 15 | N = 35 |
| 91 | 93 | 100 | 91 |
| 92 | 90 | 93 | 91 |
| 92 | 95 | 93 | 86 |
| 92 | 79 | 73 | 74 |
| 92 | 72 | 87 | 63 |

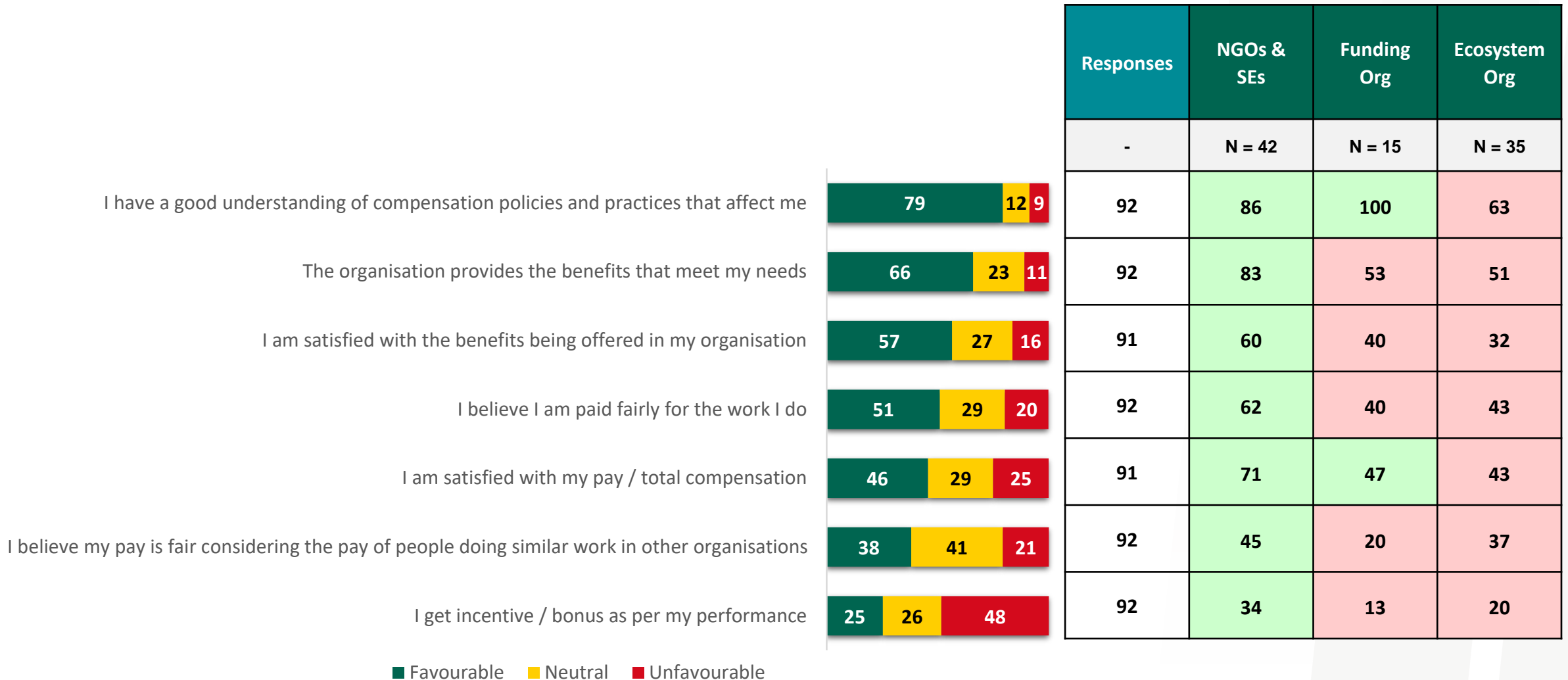
■ Favourable ■ Neutral ■ Unfavourable



Compensation

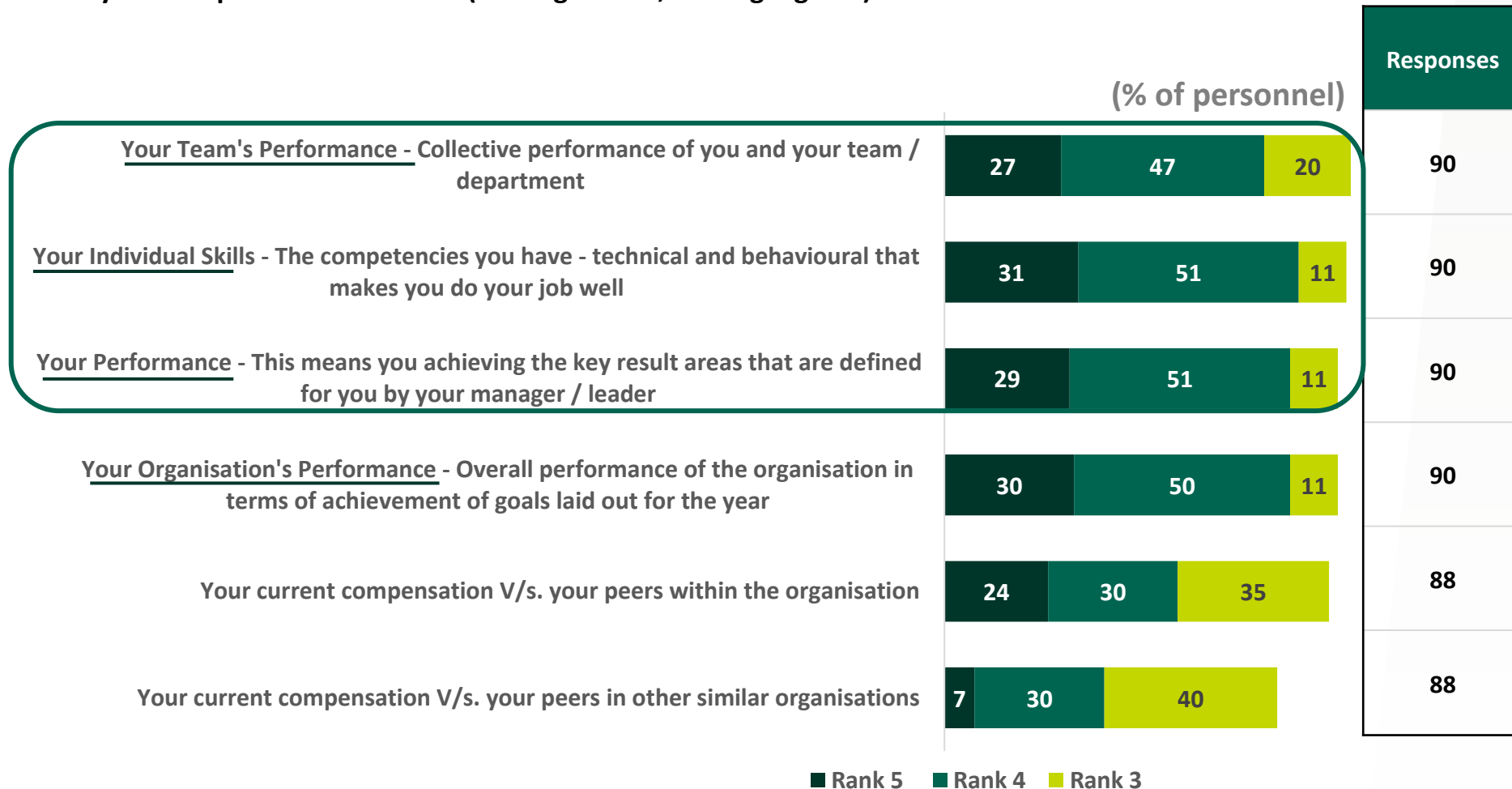
Compensation in overall social sector needs improvement. Funding and ecosystem support organisations display discontent in this aspect. NGOs & SEs perceive their compensation to be fair as compared with overall social sector

(% of personnel)



Factors influencing Compensation Increment

Q. Please rank the following list in terms of how you feel they have influenced the degree of your compensation increase. (1 being lowest, 5 being highest)



Team's performance, individual skills and performance are perceived to be the top 3 factors influencing compensation increment in overall social sector

Factors influencing Compensation Increment

Team's performance is perceived to be one of the top factors influencing compensation increment across type of orgs. Competition with peers is emerging as one of the top factors only in Funding Orgs.

Ranked 3, 4 and 5

| NGOs & SEs | | | Funding Orgs | | | Ecosystem Orgs | | |
|--|----|-----|--|----|-----|--|----|-----|
| Top factors | N | % P | Top factors | N | % P | Top factors | N | % P |
| Your Team's Performance - Collective performance of you and your team / department | 41 | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 15 | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 34 | 85 |
| Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 41 | 98 | Your Team's Performance - Collective performance of you and your team / department | 15 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 34 | 91 |
| Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 41 | 98 | Your current compensation V/s. your peers within the organisation | 15 | 93 | Your Team's Performance - Collective performance of you and your team / department | 34 | 82 |
| | | | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 15 | 93 | | | |

Drivers of Personnel Compensation Increment

In my team's case the increment that I got was basically for the effort I put in and not for achieving any of our funding targets; they have unfortunately been quite elusive to us!

Performance and contribution to the organisation is the main component or element. The unsaid factors could be the energy/vibe you bring to the table and your compatibility or ability to get along with everyone in the organisations also has a role to play.

Its all about the work that we do to help young people overcome systemic barrier and development life skills needed to make a healthy life choices.

We have a performance assessment system that assesses you on goals vs. actuals, teamwork, and manager and peer feedback.

Personal competencies and skills, achieving the stated targets and performing beyond expectations.

My Commitment and enthusiasm to do my work and aligning with the organisation goals along with my KPI and KRAs

I appreciate the organisation for giving me both financial and non-financial support. My performance and peer review play significant role. The role of line manager is quite influential.

1. Achievement of targets among all regions
2. Behaviour
3. Understanding of organisation foals and objective sand nature of work
4. Team unity

Drivers of Personnel Compensation Increment

- Its all about the work that we do to help young people overcome systemic barrier and development life skills needed to make a healthy life choices
- We have a performance assessment system that assesses you on goals vs. actuals, teamwork, and manager and peer feedback
- Equal opportunity and in Equity lens also

- Achieving set results, contribution organisation development in addition to the key role
- Achievement of targets among all regions
- Behaviour
- Understanding of organisations goals, objectives and nature of work
- Team Unity



Drivers of Personnel Compensation Increment

Funding Organisations

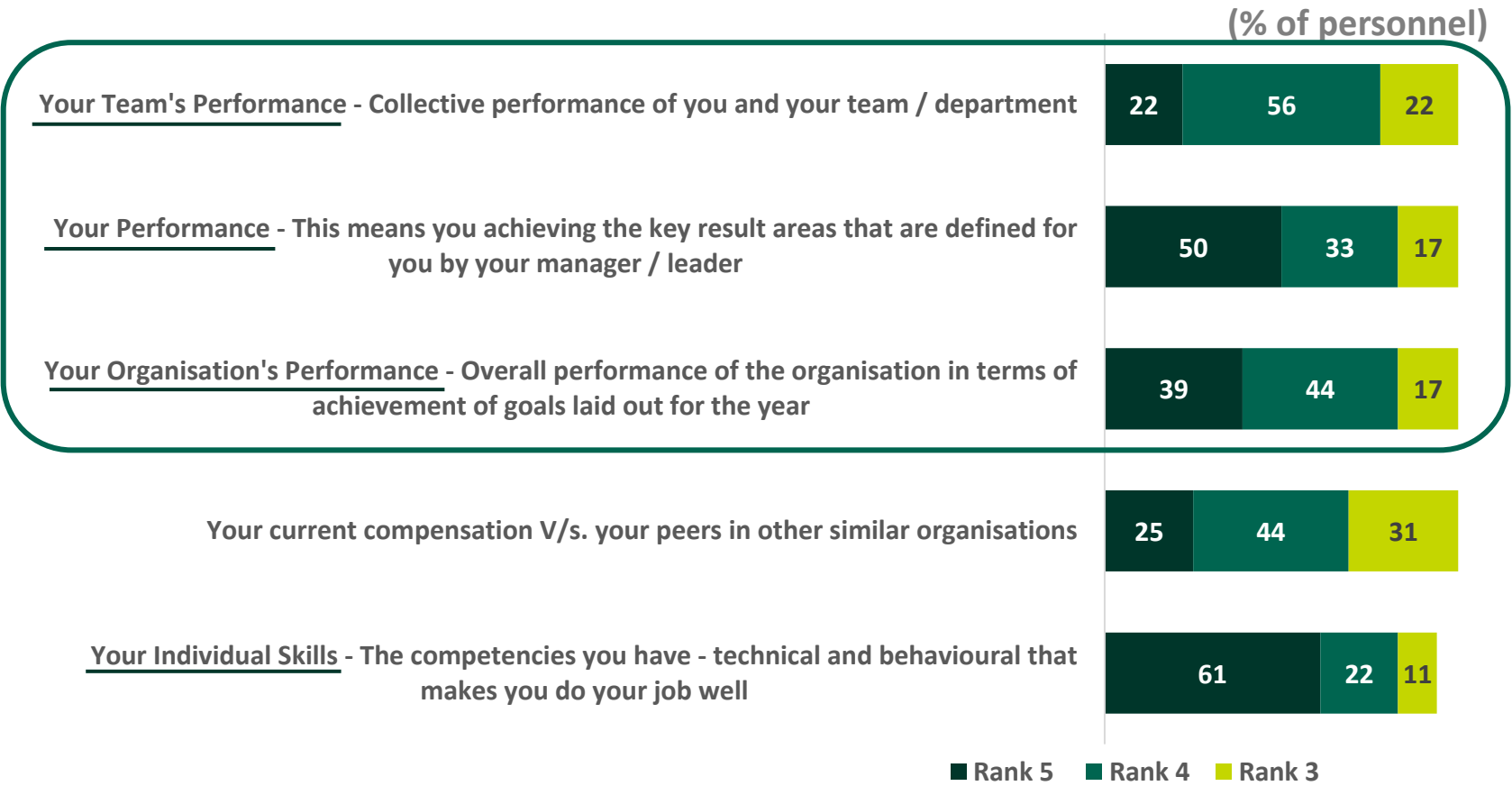
- Negotiation skills, team working, achieving goals beyond KRA's
- Personal competencies and skills, achieving the stated targets and performing beyond expectations
- Funds received in the Financial Year
- Performance of the organisation

Ecosystem Support Organisations

- The quality of work done, and the amount of time have spent in an organisation
- The unsaid factors could be the energy/vibe you bring to the table and your compatibility or ability to get along with everyone in the organisation also has a role to play
- Intention and will of the institution to retain quality employees and support them
- Absence of Employee norm and lack of planning vs performance indicator
- Donor fund availability

Factors influencing Bonus

Q. Please rank the following list in terms of how you feel they have influenced the degree of your bonus. (1 being lowest, 5 being highest)

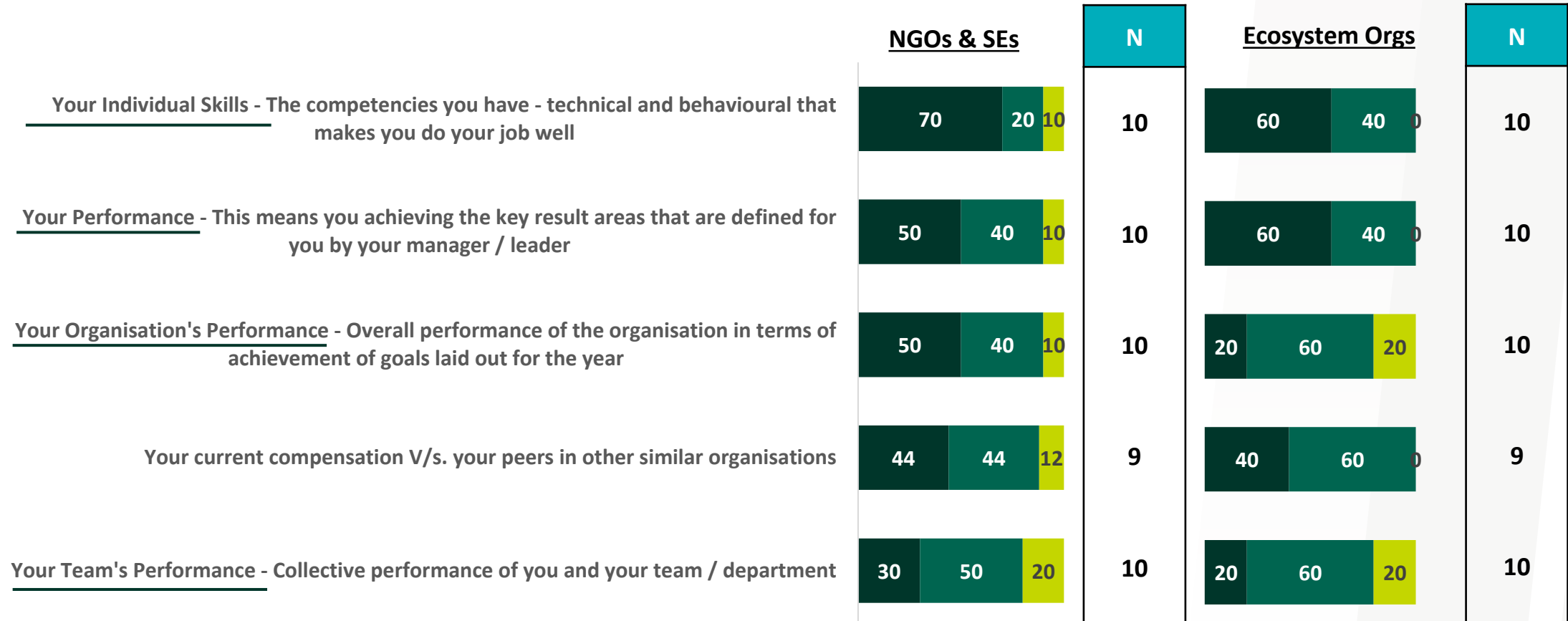


| Responses | Team, individual and organisation performances are perceived to be the top 3 factors influencing bonus payment in social sector. Bonus is a component of compensation which does not have high prevalence in social sector. |
|-----------|---|
| 18 | |
| 18 | |
| 18 | |
| 16 | |
| 18 | |



Factors influencing Bonus

Of all the below factors, 70% NGOs and SEs gave top rank (Rank 5) to individual skills, while 50% ranked individual and organisation performance as top factors. 60% Ecosystem Organisations gave top rank (Rank 5) to your performance and your individual skills.



Not enough responses to display results for Funding Orgs

Rank 5 Rank 4 Rank 3



A photograph of a laptop on a desk, viewed from a slightly elevated angle. The laptop screen displays a code editor with CSS and HTML code. A large, semi-transparent green overlay covers the left side of the image. In the bottom right corner, there is a dark green rectangular box containing white text. To the right of the laptop, a vertical tower of five small, round, silver-colored speakers is visible. The background is a plain, light-colored wall.

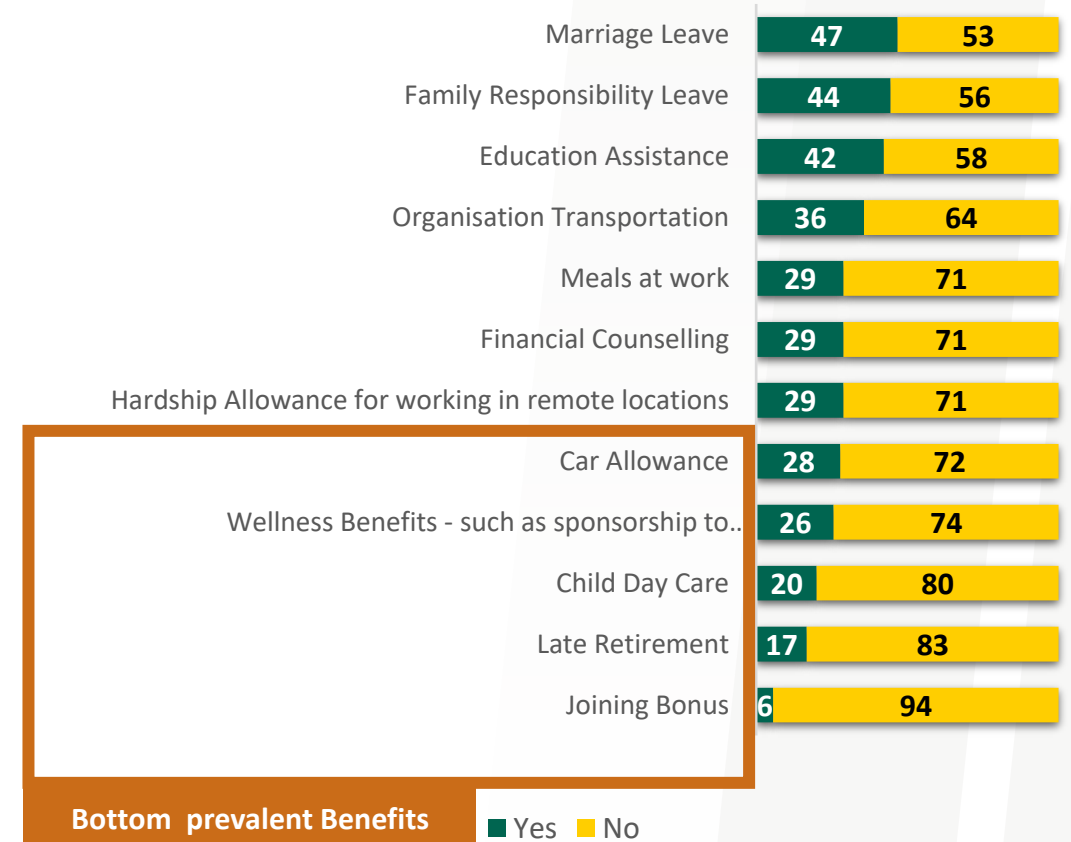
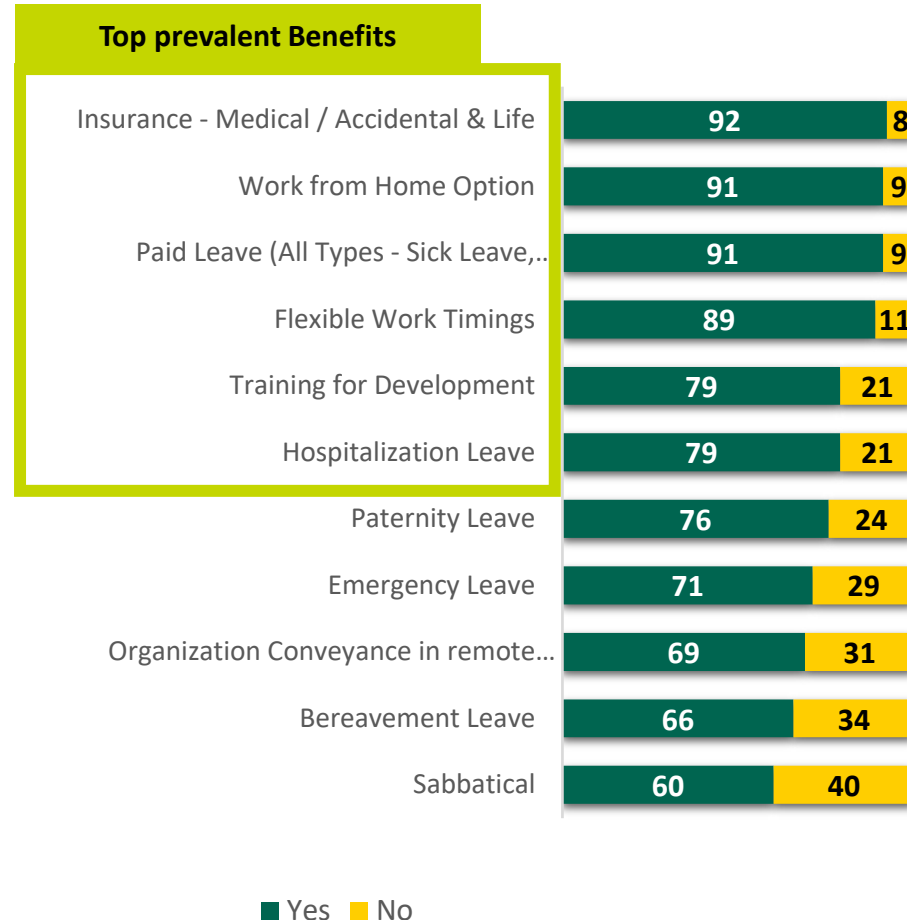
Perception of Compensation & Benefits



(% of personnel)

Prevalence of Benefits in Indian Social Sector

Most prevalent benefits in social sector are insurances, flexibility in working arrangements, leaves and training for development



Prevalence of Benefits in Indian Social Sector

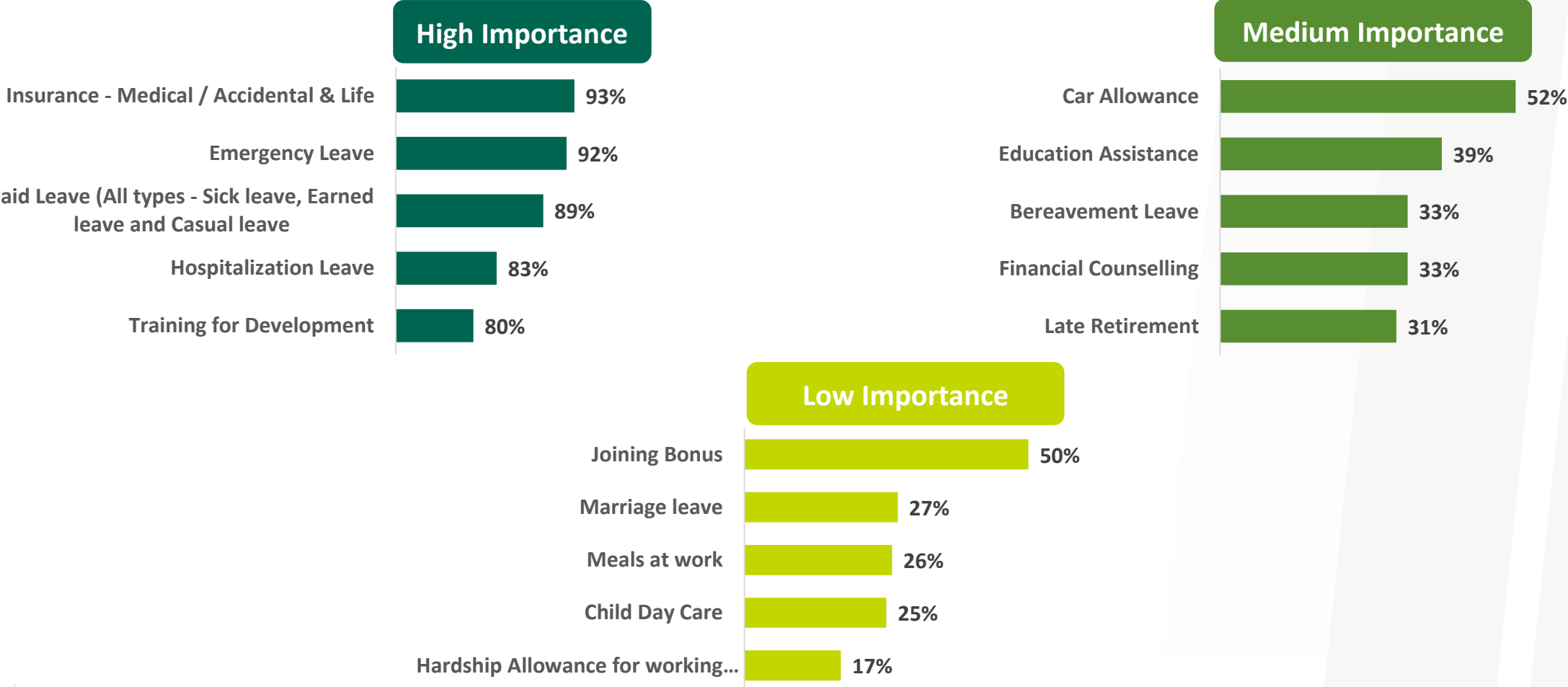
(% of personnel)

Insurance, paid leaves, flexible work timings and work from home option is prevalent across different types of orgs; training for development is one of the most prevalent benefit everywhere except ecosystem support organisations; hospitalisation leave is one of the most prevalent benefit in ecosystem support organisations only.

| NGOs & SEs (N = 41) | | Funding Orgs (N = 15) | | Ecosystem Orgs (N = 34) | |
|--|------|--|-----|--|-----|
| Top prevalent Benefits | % P | Top prevalent Benefits | % P | Top prevalent Benefits | % P |
| Insurance - Medical / Accidental & Life | 100% | Work from Home Option | 93% | Work from Home Option | 91% |
| Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | 100% | Insurance - Medical / Accidental & Life | 93% | Flexible Work Timings | 91% |
| Work from Home Option | 90% | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | 93% | Hospitalisation Leave | 85% |
| Training for Development | 90% | Flexible Work Timings | 87% | Insurance - Medical / Accidental & Life | 82% |
| Flexible Work Timings | 88% | Training for Development | 80% | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | 79% |

Importance of Benefits in Indian Social Sector

Social sector personnel give high importance to insurance, leaves and training for development which are also the most prevalent benefits in social sector while benefits like joining bonus, marriage leave, meals, child day care and hardship allowance which are not very prevalent in social sector are perceived as low importance by personnel

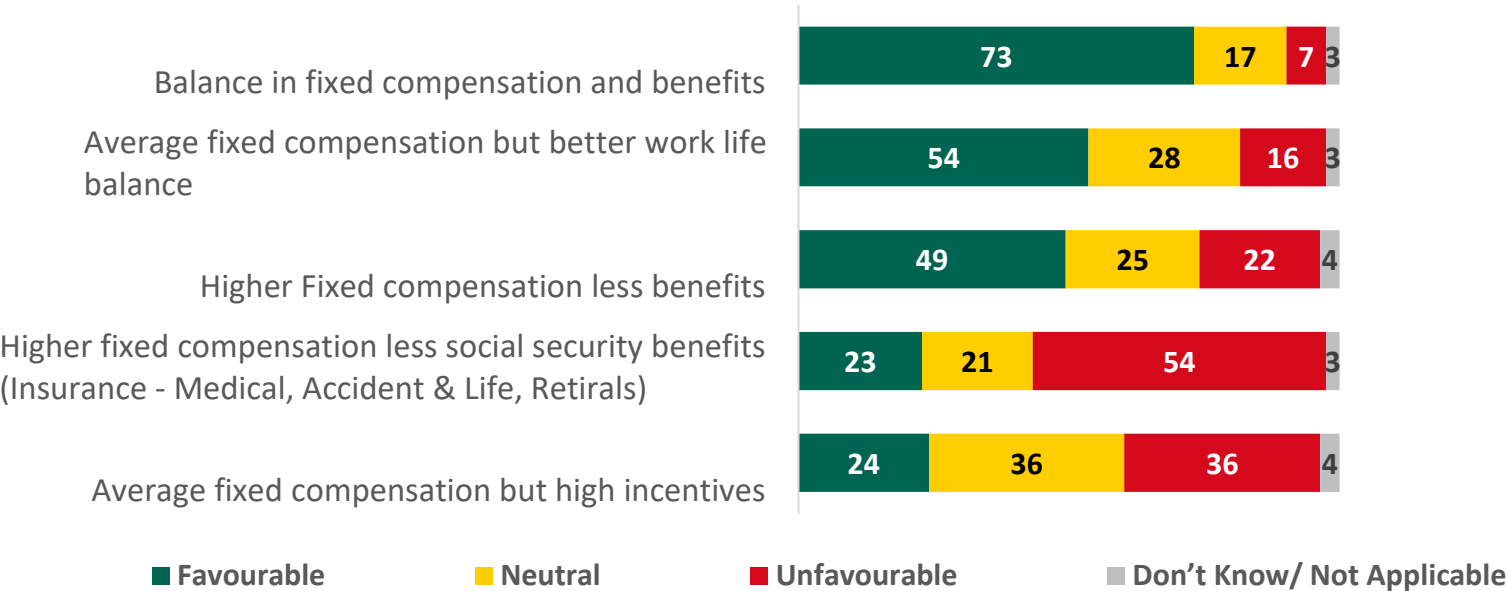


Personnel expectation from Compensation Package

73% social sector personnel prefer a fine balance between compensation and benefits offered to them while 54% expect average fixed compensation but a better work life balance; Higher proportion of incentives is not preferred by personnel across different types of organisations.

(% of personnel)

Q. How do you view the below expectations/importance of elements of compensation?



| | Favourable Responses (Positively + Somewhat positively) | | |
|-----------|--|-------------|---------------|
| Responses | NGOs & SEs | Funding Org | Ecosystem Org |
| - | N = 42 | N = 15 | N = 35 |
| 82 | 78 | 92 | 61 |
| 82 | 62 | 67 | 39 |
| 85 | 37 | 72 | 55 |
| 83 | 30 | 15 | 18 |
| 83 | 35 | 23 | 12 |

[Click here](#) for definitions of benefits.



Key Takeaways

| NGOs and SEs | |
|---|--|
| Highlights | Key Focus Areas |
| <ul style="list-style-type: none">• NGOs and SEs personnel display strong affiliation with the organisations• Performance management & relationship with manager / leader, association with the organisation and sense of purpose emerge as strength areas of personnel in NGOs and SEs• Individual skills, team and organisation performance are perceived to influence compensation increment and bonus payments in NGOs and SEs• Personnel in NGOs give high preference to hospitalisation leave, insurance, emergency and paid leaves and prefer a fine balance between compensation and benefits and high incentives over fixed compensation. | <ul style="list-style-type: none">• Communication within departments and sharing of new ideas are some key focus areas in aspect of trust and collaboration among personnel• Providing clear expectations and showing care and concern can improve the relationship with the managers/ leaders• Personnel in these organisations display strong intent to stay as a result of strong association with the organisation, feeling of care, respect and motivation within their teams |



Key Takeaways

| Funding Organisations | |
|---|---|
| Highlights | Key Focus Areas |
| <ul style="list-style-type: none">• Funding organisations personnel display a strong affiliation in aspects of sense of purpose, association with the organisation, performance management, work structure & resources and trust and collaboration• Unlike other categories, funding organisation personnel express that peers' compensation and individual performance are key factors impacting compensation increment• Personnel in these organisations give preference to high social security benefits like insurance, retirals, etc. they also prefer high fixed compensation and lesser benefits | <ul style="list-style-type: none">• Personnel in these organisation display strong discontent on compensation• Personnel feel that the compensation provided to them is not fair and benefits offered to them do not meet their expectations. They also feel their bonus/incentives are not in aligned with the efforts they put in their work• Personnel in these organisations display low intent to stay as they feel disconnected and demotivated in the organisation |



Key Takeaways

| Support Ecosystem Organisations | |
|--|---|
| Highlights | Key Focus Areas |
| <ul style="list-style-type: none">• Personnel feel encouraged and motivated by the manager to collaborate with team members and other departments. They also feel there is good communication within their teams• Individual skills and performance coupled with team’s performance are perceived as major factors for compensation increment and bonus payments• Personnel in these organisations also prefer hospitalisation leave as a benefit which is not that prevalent in other types of organisations• Personnel give high preference to high fixed compensation and do not give much preference to social security benefits, high incentives or better work life balance | <ul style="list-style-type: none">• Overall scores are below the overall social sector on affiliation• Ecosystem support organisations personnel display strong discontent on aspects of compensation, sense of purpose and association with the organisation• Personnel display discontentment on fair compensation and benefits; they also feel there is poor implementation of organisations policies and practices• Personnel in these organisations display weakest intent to stay and are more likely to change the organisation |



Key Highlights



Key Highlights

North India and East India score low on support across dimensions; South and East India have many similarities in terms of benefits being offered to personnel

Kolkata and Delhi/NCR display discontent on most aspects

Less than 1 year and 2 to 5 years tenured personnel require greater handholding on sense of purpose to work in social purpose organisations

Inconsistent experience among personnel of different age groups; New generation experience workplace differently and have high expectations

Improving female experience emerges as a key focus area in certain aspects

Results by Region



Affiliation Results

Personnel feel a strong sense of purpose, experience good work, structure & resources across most regions barring North India. Personnel in East India experience affiliation differently across areas of compensation, performance management and trust & collaboration as compared to other regions .

(% of personnel)

| Dimensions | Favourable Responses | | | | |
|---|-----------------------|-------------|-------------|------------|------------|
| | Overall Social Sector | North India | South India | East India | West India |
| | N = 92 | N = 26 | N = 37 | N = 8 | N = 21 |
| Sense of Purpose | 86 | 77 | 89 | 88 | 90 |
| Association with the Organisation | 86 | 79 | 86 | 90 | 92 |
| Performance Management, Relationship with manager/leader | 85 | 83 | 89 | 80 | 81 |
| Trust & Collaboration | 81 | 77 | 82 | 78 | 84 |
| Work, Structure & Resources | 71 | 56 | 80 | 72 | 73 |
| Compensation | 52 | 43 | 57 | 45 | 55 |

Affiliation Results

Closer look required on encouragement, sharing of ideas in East India and communication, cooperation, motivation, promotions, commitment to making difference in the society among personnel in North India

| Category | Dimensions | Favourable Responses | | | | |
|-----------------------------------|--|-----------------------|-------------|-------------|------------|------------|
| | | Overall Social Sector | North India | South India | East India | West India |
| | | N = 92 | N = 26 | N = 37 | N = 8 | N = 21 |
| Trust and Collaboration | My immediate manager / leader encourages teamwork and collaboration | 89 | 92 | 89 | 75 | 91 |
| | The organisation believes in me: I am encouraged to come up with new or better ways of doing things | 89 | 89 | 89 | 88 | 91 |
| | Cooperation and sharing of ideas and resources across the organisation is encouraged | 88 | 89 | 92 | 63 | 90 |
| | There is good cooperation and teamwork within my work group | 88 | 77 | 92 | 88 | 95 |
| | I have opportunities to have my ideas adopted and put into use | 84 | 88 | 81 | 75 | 86 |
| | In my work environment - everyone is treated fairly regardless of personal background or characteristics | 82 | 85 | 70 | 88 | 95 |
| | The organisation applies policies and rules in a fair and consistent manner | 81 | 77 | 78 | 88 | 86 |
| | There is good communication between departments in the organisation | 65 | 50 | 76 | 75 | 62 |
| | Promotions and assignments are made fairly | 61 | 46 | 73 | 63 | 57 |
| Sense of Purpose | I understand the relationship between my job and the organisation's strategy and goals | 92 | 85 | 95 | 100 | 95 |
| | I feel that everyone in the organisation is committed to our overall purpose of making difference to the society | 79 | 69 | 84 | 75 | 86 |
| Association with the Organisation | I believe in the Vision & Mission of my organisation | 96 | 89 | 97 | 100 | 100 |
| | I feel proud to work for the organisation | 95 | 92 | 95 | 100 | 95 |
| | I have a good understanding of the organisation's strategy and goals | 88 | 81 | 95 | 88 | 86 |
| | I feel motivated to go beyond my formal job responsibilities | 79 | 73 | 73 | 88 | 95 |
| | The organisation motivates me to contribute more than is required | 73 | 62 | 73 | 75 | 86 |



Affiliation Results

Social sector personnel scored low on fair compensation, benefits, recognition when going beyond the regular job, receiving proper feedback from managers and scope of improvement for work, structure & resources in all organisations except South India

(% of personnel)

| Category | Dimension | | | | | |
|--|--|-----------------------|-------------|-------------|------------|------------|
| | | Overall Social Sector | North India | South India | East India | West India |
| | | N = 92 | N = 26 | N = 37 | N = 8 | N = 21 |
| Compensation | I believe my pay is fair considering the pay of people doing similar work in other organisations | 38 | 42 | 43 | 25 | 29 |
| | I am satisfied with my pay / total compensation | 46 | 31 | 57 | 38 | 48 |
| | I am satisfied with the benefits being offered in my organisation | 57 | 42 | 65 | 25 | 71 |
| | I get incentive / bonus as per my performance | 25 | 23 | 31 | 25 | 19 |
| | I have a good understanding of compensation policies and practices that affect me | 79 | 73 | 76 | 100 | 86 |
| | The organisation provides the benefits that meet my needs | 66 | 50 | 70 | 63 | 80 |
| | I believe I am paid fairly for the work I do | 51 | 42 | 59 | 38 | 52 |
| Performance management, relationship with manager/leader | I understand the results expected from me in my job | 94 | 96 | 92 | 100 | 90 |
| | The organisation and management demonstrate care and concern for its personnel | 91 | 85 | 97 | 75 | 95 |
| | I am treated with respect as an individual | 91 | 89 | 92 | 88 | 95 |
| | I receive recognition when I do a good job | 76 | 73 | 81 | 63 | 76 |
| | I receive clear and regular feedback on how well I do my work | 71 | 73 | 81 | 75 | 48 |
| Work, Structure & Resources | There are enough people to provide guidance at work | 74 | 54 | 78 | 75 | 91 |
| | The work is well distributed within the team | 67 | 50 | 81 | 50 | 72 |
| | The work is well organised and structured | 63 | 44 | 78 | 63 | 57 |
| | I have the resources I need to do my job effectively | 79 | 77 | 81 | 100 | 71 |



Factors influencing Compensation Increment

Individual Skills is perceived to be one of the top factors influencing compensation increment in all regions except East India and Team's performance is perceived to be one of the top factors in all except South India; Personnel in North India ranks competition with peers also as one of the top factors influencing increment.

Q. Please rank the following list in terms of how you feel they have influenced the degree of your compensation increase. (1 being lowest, 5 being highest)

| North India | | | South India | | | East India | | | West India | | |
|--|----|-----|---|----|-----|---|----|-----|---|----|-----|
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 24 | 84 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 37 | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 8 | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 21 | 100 |
| Your Team's Performance - Collective performance of you and your team / department | 24 | 84 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 37 | 100 | Your Team's Performance - Collective performance of you and your team / department | 21 | 100 | Your Team's Performance - Collective performance of you and your team / department | 21 | 100 |
| Your current compensation V/s. your peers within the organisation | 23 | 82 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 37 | 95 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 21 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 21 | 95 |

Factors influencing Bonus

South India and East India personnel have common top factors influencing bonus in social purpose organisations. Personnel getting bonus* is lower in social purpose organisations.

Q. Please rank the following list in terms of how you feel they have influenced the degree of your bonus payment. (1 being lowest, 5 being highest)

| North India | | | South India | | | East India | | | West India | | |
|----------------------|---|-----|---|---|-----|---|---|-----|----------------------|---|-----|
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Not enough responses | | | Your Performance - This means you achieving the key result areas that are defined for you by your manager/ leader | 8 | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 4 | 100 | Not enough responses | | |
| | | | Your Team's Performance - Collective performance of you and your team / department | 8 | 100 | Your Team's Performance - Collective performance of you and your team / department | 4 | 100 | | | |
| | | | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 8 | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 4 | 100 | | | |

This observation comes as a result of responses given by personnel in personnel perception study and even compensation benchmarking study where eligibility for most personnel was marked as "No".



Importance of Benefits in social sector

Personnel across different regions prefer different benefits. Insurance is one of the top benefits which is preferred in all regions, except for West India which categorises transportation also as one of the top benefits unlike other regions. South and East India prefer similar list of benefits.

| Top 5 Benefits categorised as Highly Important | | | |
|--|--|--|---|
| North India | South India | East India | West India |
| N = 8 | N = 26 | N = 37 | N = 21 |
| Insurance - Medical / Accidental & Life | Insurance - Medical / Accidental & Life | Insurance - Medical / Accidental & Life | Hospitalisation Leave |
| Training for Development | Emergency Leave | Emergency Leave | Training for Development |
| Work from Home Option | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | Paternity Leave |
| Family Responsibility Leave | Flexible Work Timings | Flexible Work Timings | Organisation Conveyance in remote location for local travel |
| Sabbatical | Hospitalisation Leave | Paternity Leave | Organisation Transportation |

Personnel expectation from Compensation Package

Majority of personnel across regions prefer a fine balance between fixed compensation and benefits. High incentives are not preferred by any region, but it is slightly higher for West India when compared with different regions and overall social sector

(% of personnel)

| Expectation Category | Favourable Responses (Positively + Somewhat positively) | | | | |
|--|--|-------------|-------------|------------|------------|
| | Overall Social Sector | North India | South India | East India | West India |
| | N = 92 | N = 8 | N = 26 | N = 37 | N = 21 |
| Balance in fixed compensation and benefits | 73 | 65 | 74 | 83 | 79 |
| Average fixed compensation but better work life balance | 54 | 44 | 47 | 67 | 74 |
| Higher Fixed compensation less benefits | 49 | 58 | 47 | 43 | 45 |
| Higher fixed compensation less social security benefits (Insurance - Medical, Accident & Life, Retirals) | 23 | 22 | 21 | - | 35 |
| Average fixed compensation but high incentives | 24 | 22 | 21 | 17 | 35 |

Results by Location



Affiliation Results

Delhi NCR personnel display highest discontent among social purpose organisations followed by ones in Kolkata. Bengaluru and Other locations along with Maharashtra display strong affiliation on aspects of work, structure & resources, performance management, compensation, etc.

(% of personnel)

| Dimensions | Favourable Responses | | | | | |
|---|-----------------------|-----------|-------------|---------|-----------|--------|
| | Overall Social Sector | Delhi NCR | Maharashtra | Kolkata | Bengaluru | Others |
| | N = 92 | N = 22 | N = 19 | N = 4 | N = 29 | N = 18 |
| Sense of Purpose | 86 | 77 | 91 | 88 | 87 | 90 |
| Association with the Organisation | 86 | 81 | 93 | 85 | 87 | 81 |
| Performance Management, Relationship with the Manager/ leader | 85 | 82 | 82 | 80 | 87 | 88 |
| Trust and Collaboration | 81 | 75 | 84 | 75 | 82 | 84 |
| Work, Structure & Resources | 71 | 56 | 74 | 75 | 80 | 69 |
| Compensation | 52 | 39 | 55 | 44 | 59 | 59 |

Affiliation Results

Kolkata and Delhi NCR scored low on trust, sharing of ideas, organisation policies, communication and motivation. Personnel in Maharashtra display high scores for trust & collaboration, sense of purpose and association with the organisation, even above the overall social sector. (% of personnel)

| Dimensions | Questions | Favourable Responses | | | | | |
|-----------------------------------|---|-----------------------|-----------|-------------|---------|-----------|--------|
| | | Overall Social Sector | Delhi NCR | Maharashtra | Kolkata | Bengaluru | Others |
| | | N = 92 | N = 22 | N = 19 | N = 4 | N = 29 | N = 18 |
| Trust and Collaboration | My immediate manager / leader encourages teamwork and collaboration | 89 | 91 | 91 | 75 | 90 | 87 |
| | The organisation believes in me: I am encouraged to come up with new or better ways of doing things | 89 | 86 | 91 | 100 | 90 | 87 |
| | Cooperation and sharing of ideas and resources across the organisation is encouraged | 88 | 86 | 90 | 50 | 93 | 87 |
| | There is good cooperation and teamwork within my work group | 88 | 77 | 95 | 100 | 93 | 80 |
| | I have opportunities to have my ideas adopted and put into use | 84 | 86 | 86 | 75 | 80 | 86 |
| | In my work environment - everyone is treated fairly regardless of personal background or characteristics | 82 | 77 | 95 | 75 | 70 | 93 |
| | The organisation applies policies and rules in a fair and consistent manner | 81 | 68 | 86 | 75 | 77 | 100 |
| | There is good communication between departments in the organisation | 65 | 55 | 62 | 75 | 77 | 60 |
| | Promotions and assignments are made fairly | 61 | 45 | 57 | 50 | 70 | 73 |
| Sense of Purpose | I understand the relationship between my job and the organisation's strategy and goals | 92 | 82 | 95 | 100 | 93 | 100 |
| | I feel that everyone in the organisation is committed to our overall purpose of marking difference to the society | 79 | 73 | 86 | 75 | 80 | 80 |
| Association with the Organisation | I believe in the Vision & Mission of my organisation | 96 | 86 | 100 | 100 | 97 | 100 |
| | I feel proud to work for the organisation | 95 | 95 | 95 | 100 | 97 | 87 |
| | I have a good understanding of the organisation's strategy and goals | 88 | 86 | 91 | 75 | 93 | 80 |
| | I feel motivated to go beyond my formal job responsibilities | 79 | 73 | 95 | 75 | 77 | 73 |
| | The organisation motivates me to contribute more than is required | 73 | 64 | 86 | 75 | 73 | 67 |

Affiliation Results

Kolkata, Maharashtra and Delhi NCR scored low on support on some aspects of compensation, performance management, work, structure and resources. Social sector personnel overall display unfair compensation and less organised workplace and support.

(% of personnel)

| Dimensions | Questions | Favourable Responses | | | | | |
|--|--|-----------------------|-----------|-------------|---------|-----------|--------|
| | | Overall Social Sector | Delhi NCR | Maharashtra | Kolkata | Bengaluru | Others |
| | | N = 92 | N = 22 | N = 19 | N = 4 | N = 29 | N = 18 |
| Compensation | I believe my pay is fair considering the pay of people doing similar work in other organisations | 38 | 32 | 33 | 0 | 47 | 47 |
| | I am satisfied with my pay / total compensation | 46 | 27 | 48 | 0 | 60 | 53 |
| | I am satisfied with the benefits being offered in my organisation | 57 | 41 | 67 | 0 | 67 | 60 |
| | I get incentive / bonus as per my performance | 25 | 18 | 19 | 25 | 28 | 40 |
| | I have a good understanding of compensation policies and practices that affect me | 79 | 64 | 91 | 100 | 77 | 87 |
| | The organisation provides the benefits that meet my needs | 66 | 50 | 80 | 25 | 73 | 67 |
| | I believe I am paid fairly for the work I do | 51 | 41 | 48 | 25 | 60 | 60 |
| Performance management, relationship with manager/leader | I understand the results expected from me in my job | 94 | 91 | 90 | 100 | 93 | 100 |
| | The organisation and management demonstrate care and concern for its personnel | 91 | 91 | 95 | 75 | 97 | 80 |
| | I am treated with respect as an individual | 91 | 86 | 95 | 100 | 90 | 93 |
| | I receive recognition when I do a good job | 76 | 77 | 76 | 50 | 77 | 80 |
| | I receive clear and regular feedback on how well I do my work | 71 | 64 | 52 | 75 | 80 | 87 |
| Work, Structure & Resources | There are enough people to provide guidance at work | 74 | 50 | 91 | 100 | 77 | 73 |
| | The work is well distributed within the team | 67 | 50 | 72 | 25 | 83 | 67 |
| | The work is well organised and structured | 63 | 46 | 62 | 75 | 77 | 57 |
| | I have the resources I need to do my job effectively | 79 | 77 | 71 | 100 | 83 | 80 |

Factors influencing Compensation Increment

Individual skills is perceived to be one of the top factors in all locations except Kolkata and team's performance is perceived to be one of the top factors for all locations except others. Competition with peers is considered as one of the top factors in North India region (Delhi/NCR location).

Q. Please rank the following list in terms of how you feel they have influenced the degree of your compensation increase. (1 being lowest, 5 being highest)

| Delhi/NCR | | | Maharashtra | | | Kolkata | | | Bengaluru | | | Others | | |
|--|----|-----|---|----|-----|---|---|-----|--|----|-----|--|----|-----|
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Your Team's Performance - Collective performance of you and your team / department | 21 | 91 | Your Team's Performance - Collective performance of you and your team / department | 21 | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 4 | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 30 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 14 | 93 |
| Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 21 | 87 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 21 | 100 | Your Team's Performance - Collective performance of you and your team / department | 4 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 30 | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 14 | 93 |
| Your current compensation V/s. your peers within the organisation | 20 | 87 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 21 | 95 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 4 | 100 | Your Team's Performance - Collective performance of you and your team / department | 30 | 97 | Your Team's Performance - Collective performance of you and your team / department | 14 | 79 |

Importance of Benefits in social sector

Personnel across different locations have difference in preferences of benefits offered to them. Kolkata personnel prefer car allowance and wellness benefits. Paternity leaves are preferred by all locations except for Others. Sabbatical is only given high importance by Other locations. Bereavement leave, late retirement, education assistance and meals at work are given preference by Delhi NCR personnel.

| Top 5 Benefits categorised as Highly Important | | | | |
|--|--|-------------------|--|--|
| Delhi NCR | Maharashtra | Kolkata | Bengaluru | Others |
| N = 22 | N = 19 | N = 4 | N = 29 | N = 18 |
| Bereavement Leave | Hospitalisation Leave | Wellness Benefits | Emergency Leave | Insurance - Medical / Accidental & Life |
| Paternity Leave | Insurance - Medical / Accidental & Life | Paternity leave | Insurance - Medical / Accidental & Life | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) |
| Late Retirement | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | Car Allowance | Paid Leave (All Types - Sick Leave, Earned Leave and Casual Leave) | Emergency Leave |
| Education Assistance | Emergency Leave | - | Paternity Leave | Sabbatical |
| Meals at work | Paternity Leave | - | Flexible Work Timings | Hospitalisation Leave |

Personnel expectation from Compensation Package

Delhi NCR personnel do not give much preference to work life balance, they instead prefer higher fixed compensation. Personnel in Maharashtra prefer work life balance, balance between fixed compensation and benefits and can let go of some benefits. Bengaluru and other location personnel prefer better social security benefits, high incentives, benefits.

(% of personnel)

| Dimensions | Favourable Responses (Positively + Somewhat positively) | | | | | |
|--|--|-----------|-------------|----------------------|-----------|--------|
| | Overall Social Sector | Delhi NCR | Maharashtra | Kolkata | Bengaluru | Others |
| | N = 92 | N = 22 | N = 19 | N = 4 | N = 29 | N = 18 |
| Balance in fixed compensation and benefits | 73 | 70 | 79 | Not enough responses | 72 | 67 |
| Average fixed compensation but better work life balance | 54 | 40 | 79 | | 52 | 42 |
| Higher Fixed compensation less benefits | 49 | 62 | 45 | | 48 | 33 |
| Higher fixed compensation less social security benefits (Insurance - Medical, Accident & Life, Retirals) | 23 | 10 | 35 | | 24 | 25 |
| Average fixed compensation but high incentives | 24 | 25 | 35 | | 21 | 8 |

Results by Tenure



Affiliation Results

Personnel with tenure between 2 to 5 years scored low on affiliation as compared to personnel in other tenures. New entrants scored low on compensation, sense of purpose, association with the organisation and performance management. Personnel with more than five years of experience report higher sense of purpose and association with the organisation.

(% of personnel)

| Dimensions | Favourable Responses | | | | | |
|--|-----------------------|------------------|--|---|--|--------------------|
| | Overall Social Sector | Less than 1 year | More than 1 year but less than 2 years | More than 2 years but less than 5 years | More than 5 years but less than 10 years | More than 10 years |
| | N = 92 | N = 11 | N = 16 | N = 25 | N = 18 | N = 19 |
| Sense of Purpose | 86 | 77 | 88 | 78 | 94 | 95 |
| Association with the Organisation | 86 | 76 | 86 | 81 | 93 | 94 |
| Performance Management, Relationship with manager/leader | 85 | 83 | 86 | 81 | 84 | 92 |
| Trust & Collaboration | 81 | 82 | 82 | 79 | 83 | 82 |
| Work, Structure & Resources | 71 | 95 | 64 | 48 | 79 | 84 |
| Compensation | 52 | 48 | 60 | 47 | 51 | 51 |

*N does not equal 92 because 3 personnel did not share the tenure



Affiliation Results

New entrants (with less than 1 year tenure) and Mid tenured personnel (2 to 5 years) scored low on motivation, connection with organisations in making a difference, diversity, sharing and implementing ideas from personnel.

| Dimensions | Questions | Favourable Responses | | | | | |
|-----------------------------------|--|-----------------------|------------------|--|---|--|--------------------|
| | | Overall Social Sector | Less than 1 year | More than 1 year but less than 2 years | More than 2 years but less than 5 years | More than 5 years but less than 10 years | More than 10 years |
| | | N = 92 | N = 11 | N = 16 | N = 25 | N = 18 | N = 19 |
| Trust and Collaboration | My immediate manager / leader encourages teamwork and collaboration | 89 | 100 | 94 | 88 | 83 | 84 |
| | The organisation believes in me: I am encouraged to come up with new or better ways of doing things | 89 | 64 | 94 | 96 | 100 | 84 |
| | Cooperation and sharing of ideas and resources across the organisation is encouraged | 88 | 91 | 100 | 88 | 83 | 90 |
| | There is good cooperation and teamwork within my work group | 88 | 91 | 88 | 76 | 94 | 100 |
| | I have opportunities to have my ideas adopted and put into use | 84 | 73 | 93 | 84 | 83 | 84 |
| | In my work environment - everyone is treated fairly regardless of personal background or characteristics | 82 | 82 | 94 | 80 | 72 | 84 |
| | The organisation applies policies and rules in a fair and consistent manner | 81 | 82 | 75 | 80 | 89 | 79 |
| | There is good communication between departments in the organisation | 65 | 73 | 56 | 56 | 78 | 68 |
| | Promotions and assignments are made fairly | 61 | 82 | 44 | 60 | 67 | 63 |
| Sense of Purpose | I understand the relationship between my job and the organisation's strategy and goals | 92 | 82 | 100 | 88 | 100 | 95 |
| | I feel that everyone in the organisation is committed to our overall purpose of making difference to the society | 79 | 73 | 75 | 68 | 89 | 95 |
| Association with the Organisation | I believe in the Vision & Mission of my organisation | 96 | 91 | 100 | 92 | 100 | 95 |
| | I feel proud to work for the organisation | 95 | 91 | 88 | 92 | 100 | 100 |
| | I have a good understanding of the organisation's strategy and goals | 88 | 82 | 94 | 76 | 94 | 95 |
| | I feel motivated to go beyond my formal job responsibilities | 79 | 73 | 75 | 84 | 78 | 90 |
| | The organisation motivates me to contribute more than is required | 73 | 46 | 75 | 60 | 95 | 89 |

Affiliation Results

Compensation is emerging as a problem area for all most groups. New entrants and mid-tenured personnel display low scores in aspects of compensation, its policies and practices, work, structure and resources. Personnel that have settled in the organisation experience workplace differently

| Dimensions | Questions | | Favourable Responses | | | | |
|--|--|-----------------------|----------------------|--|---|--|--------------------|
| | | Overall Social Sector | Less than 1 year | More than 1 year but less than 2 years | More than 2 years but less than 5 years | More than 5 years but less than 10 years | More than 10 years |
| | | N = 92 | N = 11 | N = 16 | N = 25 | N = 18 | N = 19 |
| Compensation | I believe my pay is fair considering the pay of people doing similar work in other organisations | 38 | 36 | 50 | 36 | 44 | 26 |
| | I am satisfied with my pay / total compensation | 46 | 46 | 50 | 36 | 44 | 53 |
| | I am satisfied with the benefits being offered in my organisation | 57 | 55 | 63 | 52 | 56 | 58 |
| | I get incentive / bonus as per my performance | 25 | 18 | 38 | 20 | 28 | 17 |
| | I have a good understanding of compensation policies and practices that affect me | 79 | 64 | 81 | 80 | 78 | 84 |
| | The organisation provides the benefits that meet my needs | 66 | 55 | 81 | 68 | 59 | 63 |
| | I believe I am paid fairly for the work I do | 51 | 64 | 56 | 40 | 50 | 53 |
| Performance management, relationship with manager/leader | I understand the results expected from me in my job | 94 | 100 | 94 | 92 | 94 | 95 |
| | The organisation and management demonstrate care and concern for its personnel | 91 | 90 | 81 | 92 | 95 | 100 |
| | I am treated with respect as an individual | 91 | 82 | 88 | 92 | 100 | 95 |
| | I receive recognition when I do a good job | 76 | 82 | 81 | 72 | 61 | 90 |
| | I receive clear and regular feedback on how well I do my work | 71 | 64 | 88 | 56 | 72 | 79 |
| Work, Structure & Resources | There are enough people to provide guidance at work | 74 | 100 | 81 | 52 | 72 | 84 |
| | The work is well distributed within the team | 67 | 100 | 56 | 48 | 67 | 84 |
| | The work is well organised and structured | 63 | 91 | 50 | 29 | 78 | 84 |
| | I have the resources I need to do my job effectively | 79 | 91 | 69 | 64 | 100 | 84 |

Factors influencing Compensation Increment

Individual skills is perceived to influence compensation increment highly for all tenure groups except for 5 to 10 years. New entrants also consider peer compensation as one of the top factors. The seasoned personnel (with tenure of more than 5 years) perceive their team's performance as the topmost factor influencing compensation increment.

Q. Please rank the following list in terms of how you feel they have influenced the degree of your compensation increase. (1 being lowest, 5 being highest)

| Less than 1 year | | | More than 1 year but less than 2 years | | | More than 2 years but less than 5 years | | | More than 5 years but less than 10 years | | | More than 10 years | | |
|--|----|-----|--|----|-----|--|----|-----|---|----|-----|---|----|-----|
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 10 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 15 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 25 | 88 | Your Team's Performance - Collective performance of you and your team / department | 18 | 100 | Your Team's Performance - Collective performance of you and your team / department | 19 | 100 |
| Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 10 | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 15 | 93 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 25 | 88 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 18 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 19 | 100 |
| Your current compensation V/s. your peers within the organisation | 10 | 100 | Your Team's Performance - Collective performance of you and your team / department | 15 | 93 | Your Team's Performance - Collective performance of you and your team / department | 25 | 84 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 18 | 94 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 19 | 95 |

Factors influencing Bonus

2 to 10 years tenured personnel rank individual, team and organisation performance as top factors influencing Bonus payments

Q. Please rank the following list in terms of how you feel they have influenced the degree of your Bonus payment. (1 being lowest, 5 being highest)

| Less than 1 year | | | More than 1 year but less than 2 years | | | More than 2 years but less than 5 years | | | More than 5 years but less than 10 years | | | More than 10 years | | |
|----------------------|---|-----|--|---|-----|--|---|-----|--|---|-----|----------------------|---|-----|
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Not enough responses | | | Not enough responses | | | Your Team's Performance - Collective performance of you and your team / department | 7 | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 6 | 100 | Not enough responses | | |
| | | | | | | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 7 | 100 | Your current compensation V/s. your peers in other similar organisations | 5 | 100 | | | |
| | | | | | | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 7 | 100 | Your Team's Performance - Collective performance of you and your team / department | 6 | 99 | | | |
| | | | | | | | | | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 6 | 99 | | | |



Importance of Benefits in social sector

Overall, personnel across tenure groups have a strong preference for Insurance benefits, except for the group with tenure 5-10 years. The personnel with more than 5 years of experience voice the need for training for development.

| Top 5 Benefits categorised as Highly Important | | | | |
|---|---|---|---|---|
| Less than 1 year | More than 1 year but less than 2 years | More than 2 years but less than 5 years | More than 5 years but less than 10 years | More than 10 years |
| N = 11 | N = 16 | N = 25 | N = 18 | N = 19 |
| Insurance – Medical/ Accidental & Life | Insurance – Medical/ Accidental & Life | Insurance – Medical/ Accidental & Life | Child Day Care | Emergency Leave |
| Emergency Leave | Emergency Leave | Paternity Leave | Paid leave (All Types – Sick, Earned and Casual) | Insurance – Medical/ Accidental & Life |
| Hospitalisation Leave | Hospitalisation Leave | Emergency Leave | Flexible Work Timings | Training for Development |
| Bereavement Leave | Work From Home Option | Paid leave (All Types – Sick, Earned and Casual) | Training for Development | Paid leave (All Types – Sick, Earned and Casual) |
| Paid leave (All Types – Sick, Earned and Casual) | Flexible Work Timings | Hospitalisation Leave | Emergency and Hospitalisation Leave | Paternity Leave |

Personnel expectation from Compensation Package

Personnel with different tenures have different preferences in terms of compensation. Personnel with 2 to 5 years tenure prefer high social security benefits over higher fixed compensation. More than 10 years tenured personnel prefer fine balance of compensation and benefits.

(% of personnel)

| Dimensions | Favourable Responses (Positively + Somewhat positively) | | | | | |
|---|--|------------------|--|---|--|--------------------|
| | Overall Social Sector | Less than 1 year | More than 1 year but less than 2 years | More than 2 years but less than 5 years | More than 5 years but less than 10 years | More than 10 years |
| | N = 92 | N = 11 | N = 16 | N = 25 | N = 18 | N = 19 |
| Balance in fixed compensation and benefits | 73 | 60 | 73 | 78 | 71 | 87 |
| Average fixed compensation but better work life balance | 54 | 60 | 47 | 52 | 59 | 53 |
| Higher Fixed compensation less benefits | 49 | 60 | 53 | 50 | 53 | 35 |
| Higher fixed compensation less social security benefits (Insurance - Medical, Accident & Life, Retirals) | 23 | 20 | 27 | 9 | 41 | 19 |
| Average fixed compensation but high incentives | 24 | 30 | 27 | 17 | 18 | 38 |

A photograph of a laptop on a desk, viewed from a slightly elevated angle. The laptop screen displays a code editor with CSS code. A large, semi-transparent green overlay covers the left side of the image. In the bottom right corner, there is a dark green rectangular box containing the text 'Results by Age'.

Results by Age



Affiliation Results

New generation and middle-aged population scored low on aspects like compensation, sense of purpose and work structure and resources. Middle aged population displays the highest discontent which improves as personnel grows.

(% of personnel)

| Dimensions | Favourable Responses | | | | | |
|--|-----------------------|--------------------|-------------------------------------|---|---|--------------------|
| | Overall Social Sector | Less than 25 years | More than 25 but less than 35 years | More than 35 years but less than 45 years | More than 45 years but less than 55 years | More than 55 years |
| | N = 92 | N = 4 | N = 47 | N = 24 | N = 12 | N = 5 |
| Sense of Purpose | 86 | 50 | 80 | 96 | 96 | 100 |
| Association with the Organisation | 86 | 80 | 80 | 91 | 97 | 100 |
| Performance Management, Relationship with manager/leader | 85 | 95 | 81 | 86 | 90 | 92 |
| Trust & Collaboration | 81 | 88 | 78 | 81 | 88 | 84 |
| Work, Structure & Resources | 71 | 100 | 60 | 80 | 79 | 85 |
| Compensation | 52 | 39 | 53 | 54 | 42 | 63 |

Affiliation Results

Personnel of more than 35 years age experience workplace differently. New generation displays discontent on aspects like sense of purpose and connect with the organisation.

| Dimensions | Questions | Favourable Responses | | | | | |
|-----------------------------------|--|-----------------------|--------------------|-------------------------------------|---|---|--------------------|
| | | Overall Social Sector | Less than 25 years | More than 25 but less than 35 years | More than 35 years but less than 45 years | More than 45 years but less than 55 years | More than 55 years |
| | | N = 92 | N = 4 | N = 47 | N = 24 | N = 12 | N = 5 |
| Trust and Collaboration | My immediate manager / leader encourages teamwork and collaboration | 89 | 100 | 92 | 83 | 92 | 80 |
| | The organisation believes in me: I am encouraged to come up with new or better ways of doing things | 89 | 75 | 87 | 88 | 100 | 100 |
| | Cooperation and sharing of ideas and resources across the organisation is encouraged | 88 | 100 | 89 | 79 | 100 | 80 |
| | There is good cooperation and teamwork within my work group | 88 | 100 | 79 | 96 | 100 | 100 |
| | I have opportunities to have my ideas adopted and put into use | 84 | 0 | 85 | 79 | 83 | 100 |
| | In my work environment - everyone is treated fairly regardless of personal background or characteristics | 82 | 75 | 81 | 83 | 83 | 80 |
| | The organisation applies policies and rules in a fair and consistent manner | 81 | 100 | 75 | 92 | 75 | 80 |
| | There is good communication between departments in the organisation | 65 | 75 | 55 | 71 | 92 | 60 |
| | Promotions and assignments are made fairly | 61 | 75 | 55 | 63 | 67 | 80 |
| Sense of Purpose | I understand the relationship between my job and the organisation's strategy and goals | 92 | 75 | 87 | 100 | 100 | 100 |
| | I feel that everyone in the organisation is committed to our overall purpose of making difference to the society | 79 | 25 | 72 | 92 | 92 | 100 |
| Association with the Organisation | I believe in the Vision & Mission of my organisation | 96 | 100 | 91 | 100 | 100 | 100 |
| | I feel proud to work for the organisation | 95 | 100 | 89 | 100 | 100 | 100 |
| | I have a good understanding of the organisation's strategy and goals | 88 | 75 | 83 | 92 | 100 | 100 |
| | I feel motivated to go beyond my formal job responsibilities | 79 | 75 | 77 | 75 | 92 | 100 |
| | The organisation motivates me to contribute more than is required | 73 | 50 | 60 | 88 | 92 | 100 |

Affiliation Results

New aged personnel and personnel more than 45 years have low scores around fair compensation; 25 to 35 years of age display discontent in areas of performance management and work, structure & resource in their organisations.

| Dimensions | Questions | Favourable Responses | | | | | |
|--|--|-----------------------|--------------------|-------------------------------------|---|---|--------------------|
| | | Overall Social Sector | Less than 25 years | More than 25 but less than 35 years | More than 35 years but less than 45 years | More than 45 years but less than 55 years | More than 55 years |
| | | N = 92 | N = 4 | N = 47 | N = 24 | N = 12 | N = 5 |
| Compensation | I believe my pay is fair considering the pay of people doing similar work in other organisations | 38 | 50 | 41 | 38 | 25 | 40 |
| | I am satisfied with my pay / total compensation | 46 | 25 | 45 | 50 | 42 | 60 |
| | I am satisfied with the benefits being offered in my organisation | 57 | 25 | 58 | 58 | 50 | 80 |
| | I get incentive / bonus as per my performance | 25 | 0 | 28 | 33 | 8 | 20 |
| | I have a good understanding of compensation policies and practices that affect me | 79 | 75 | 77 | 92 | 67 | 80 |
| | The organisation provides the benefits that meet my needs | 66 | 50 | 70 | 58 | 64 | 80 |
| | I believe I am paid fairly for the work I do | 51 | 50 | 51 | 50 | 42 | 80 |
| Performance management, relationship with manager/leader | I understand the results expected from me in my job | 94 | 100 | 92 | 96 | 92 | 100 |
| | The organisation and management demonstrate care and concern for its personnel | 91 | 100 | 85 | 96 | 100 | 100 |
| | I am treated with respect as an individual | 91 | 100 | 87 | 96 | 92 | 100 |
| | I receive recognition when I do a good job | 76 | 100 | 72 | 71 | 83 | 100 |
| | I receive clear and regular feedback on how well I do my work | 71 | 75 | 68 | 71 | 83 | 60 |
| Work, Structure & Resources | There are enough people to provide guidance at work | 74 | 100 | 62 | 92 | 75 | 80 |
| | The work is well distributed within the team | 67 | 100 | 60 | 63 | 83 | 100 |
| | The work is well organised and structured | 63 | 100 | 49 | 70 | 83 | 80 |
| | I have the resources I need to do my job effectively | 79 | 100 | 70 | 96 | 75 | 80 |

Factors influencing Compensation Increment

Individual skills are perceived to be the most important factor influencing compensation increment across age groups. Individual performance, however, is a factor for all age groups except for 25 to 35 years.

Q. Please rank the following list in terms of how you feel they have influenced the degree of your compensation increase. (1 being lowest, 5 being highest)

| Less than 25 years | | | More than 25 but less than 35 years | | | More than 35 years but less than 45 years | | | More than 45 years but less than 55 years | | | More than 55 years | | |
|--|---|-----|--|----|-----|--|----|-----|--|----|-----|--|---|-----|
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 4 | 100 | Your Team's Performance - Collective performance of you and your team / department | 45 | 91 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 24 | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 12 | 100 | Your current compensation V/s. your peers in other similar organisations | 5 | 100 |
| Your current compensation V/s. your peers within the organisation | 4 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 45 | 89 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 24 | 96 | Your Team's Performance - Collective performance of you and your team / department | 12 | 100 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 5 | 100 |
| Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 4 | 75 | Your current compensation V/s. your peers within the organisation | 44 | 87 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 24 | 96 | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 12 | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 5 | 100 |
| | | | | | | | | | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 12 | 100 | | | |



Factors influencing Bonus

Individual and team performance emerge as top common factors influencing bonus among personnel aged between 25 to 45 years of age.

Q. Please rank the following list in terms of how you feel they have influenced the degree of your Bonus payment. (1 being lowest, 5 being highest)

| Less than 25 years | | | More than 25 but less than 35 years | | | More than 35 years but less than 45 years | | | More than 45 but less than 55 years | | | More than 55 years | | |
|----------------------|---|-----|--|---|-----|--|---|-----|-------------------------------------|---|-----|----------------------|---|-----|
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Not enough responses | | | Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | 9 | 100 | Your Team's Performance - Collective performance of you and your team / department | 7 | 100 | Not enough responses | | | Not enough responses | | |
| | | | Your Team's Performance - Collective performance of you and your team / department | 9 | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | 7 | 100 | | | | | | |
| | | | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 9 | 99 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | 7 | 100 | | | | | | |
| | | | | | | Your current compensation V/s. your peers in other similar organisations | 6 | 100 | | | | | | |

Importance of Benefits in social sector

Training for development, Emergency leave as the most common and preferred benefits when looked via the lens of age groups. Insurance is an important benefit in all age groups except for less than 25 years age group. They instead give more importance to flexible work timing, commuting support, etc.

| Top 5 Benefits categorised as Highly Important | | | | |
|--|--|--|--|---|
| Less than 25 years | More than 25 but less than 35 years | More than 35 years but less than 45 years | More than 45 years but less than 55 years | More than 55 years |
| N = 4 | N = 47 | N = 24 | N = 12 | N = 5 |
| Emergency Leave | Insurance – Medical/ Accidental & Life | Emergency Leave | Emergency Leave | Emergency Leave |
| Training for Development | Paid Leave (All Types – Sick, Earned, Casual) | Insurance – Medical/ Accidental & Life | Flexible Work timings | Insurance – Medical/ Accidental & Life |
| Organisation Conveyance in remote location for local travel | Emergency Leave | Training for Development | Insurance – Medical/ Accidental & Life | Flexible Work timings |
| Hospitalisation Leave | Hospitalisation Leave | Paternity Leave | Paid Leave (All Types – Sick, Earned, Casual) | Paid Leave (All Types – Sick, Earned, Casual) |
| Flexible Work timings | Training for Development | Paid Leave (All Types – Sick, Earned, Casual) | Hospitalisation Leave | Training for Development & Work from home option |

Personnel expectation from Compensation Package

Consistent preference across age groups in terms of compensation expectations. personnel more than 55 years of age give more preference to high benefits while new generation prefers higher fixed compensation.

(% of personnel)

| Dimensions | Favourable Responses (Positively + Somewhat positively) | | | | | |
|---|--|--------------------|-------------------------------------|---|---|--------------------|
| | Overall Social Sector | Less than 25 years | More than 25 but less than 35 years | More than 35 years but less than 45 years | More than 45 years but less than 55 years | More than 55 years |
| | N = 92 | N = 4 | N = 47 | N = 24 | N = 12 | N = 5 |
| Balance in fixed compensation and benefits | 73 | 50 | 73 | 75 | 78 | 80 |
| Average fixed compensation but better work life balance | 54 | 75 | 52 | 50 | 56 | 60 |
| Higher Fixed compensation less benefits | 49 | 75 | 47 | 50 | 55 | 40 |
| Higher fixed compensation less social security benefits (Insurance - Medical, Accident & Life, Retirals) | 23 | 25 | 20 | 30 | 30 | - |
| Average fixed compensation but high incentives | 24 | - | 21 | 30 | 20 | 60 |

Results by Gender



Affiliation Results

Females express relatively higher level of discontent over work structure & resources. Both genders feel associated to the organisations they work with.

(% of personnel)

| Dimensions | Favourable Responses | | |
|---|-----------------------|--------|--------|
| | Overall Social Sector | Male | Female |
| | N = 92 | N = 48 | N = 44 |
| Sense of Purpose | 86 | 89 | 83 |
| Association with the Organisation | 86 | 86 | 86 |
| Performance Management, Relationship with manager/leader | 85 | 88 | 81 |
| Trust & Collaboration | 81 | 83 | 78 |
| Work, Structure & Resources | 71 | 82 | 59 |
| Compensation | 52 | 56 | 48 |

Affiliation Results

The lowest scoring questions for females are communication between departments and unfair promotions and assignments but despite their discontent they display higher pride as compared to males.

(% of personnel)

| Dimensions | Questions | Favourable Responses | | |
|-----------------------------------|--|-----------------------|--------|--------|
| | | Overall Social Sector | Male | Female |
| | | N = 92 | N = 48 | N = 44 |
| Trust and Collaboration | My immediate manager / leader encourages teamwork and collaboration | 89 | 90 | 89 |
| | The organisation believes in me: I am encouraged to come up with new or better ways of doing things | 89 | 88 | 91 |
| | Cooperation and sharing of ideas and resources across the organisation is encouraged | 88 | 88 | 89 |
| | There is good cooperation and teamwork within my work group | 88 | 92 | 84 |
| | I have opportunities to have my ideas adopted and put into use | 84 | 83 | 84 |
| | In my work environment - everyone is treated fairly regardless of personal background or characteristics | 82 | 88 | 75 |
| | The organisation applies policies and rules in a fair and consistent manner | 81 | 81 | 80 |
| | There is good communication between departments in the organisation | 65 | 73 | 57 |
| | Promotions and assignments are made fairly | 61 | 65 | 57 |
| Sense of Purpose | I understand the relationship between my job and the organisation's strategy and goals | 92 | 94 | 91 |
| | I feel that everyone in the organisation is committed to our overall purpose of making difference to the society | 79 | 83 | 75 |
| Association with the Organisation | I believe in the Vision & Mission of my organisation | 96 | 96 | 96 |
| | I feel proud to work for the organisation | 95 | 92 | 98 |
| | I have a good understanding of the organisation's strategy and goals | 88 | 90 | 86 |
| | I feel motivated to go beyond my formal job responsibilities | 79 | 83 | 75 |
| | The organisation motivates me to contribute more than is required | 73 | 71 | 75 |



Affiliation Results

Female personnel display discontent on aspects of compensation and organisation and distribution of work within teams.

(% of personnel)

| Dimensions | Questions | Favourable Responses | | |
|--|--|-----------------------|--------|--------|
| | | Overall Social Sector | Male | Female |
| | | N = 92 | N = 48 | N = 44 |
| Compensation | I believe my pay is fair considering the pay of people doing similar work in other organisations | 38 | 46 | 30 |
| | I am satisfied with my pay / total compensation | 46 | 54 | 36 |
| | I am satisfied with the benefits being offered in my organisation | 57 | 58 | 55 |
| | I get incentive / bonus as per my performance | 25 | 23 | 28 |
| | I have a good understanding of compensation policies and practices that affect me | 79 | 83 | 75 |
| | The organisation provides the benefits that meet my needs | 66 | 64 | 68 |
| | I believe I am paid fairly for the work I do | 51 | 60 | 41 |
| Performance management, relationship with manager/leader | I understand the results expected from me in my job | 94 | 96 | 91 |
| | The organisation and management demonstrate care and concern for its personnel | 91 | 89 | 93 |
| | I am treated with respect as an individual | 91 | 94 | 89 |
| | I receive recognition when I do a good job | 76 | 81 | 71 |
| | I receive clear and regular feedback on how well I do my work | 71 | 77 | 64 |
| Work, Structure & Resources | There are enough people to provide guidance at work | 74 | 79 | 68 |
| | The work is well distributed within the team | 67 | 81 | 52 |
| | The work is well organised and structured | 63 | 81 | 43 |
| | I have the resources I need to do my job effectively | 79 | 85 | 73 |

Factors influencing Compensation Increment and Bonus

For males, individual skills and for female, organisation's performance emerge as important factors influencing compensation increment apart from self and team performance. However, organisation's performance is one of the top factors across genders that influences bonus payments.

Q. Please rank the following list in terms of how you feel they have influenced the degree of your compensation increase and bonus. (1 being lowest, 5 being highest)

| Factors influencing Compensation Increment | | | | | |
|--|---|-----|--|---|-----|
| Male | | | Female | | |
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | | 98 | Your Team's Performance - Collective performance of you and your team / department | | 93 |
| Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | | 94 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | | 89 |
| Your Team's Performance - Collective performance of you and your team / department | | 94 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | | 89 |

| Factors influencing Bonus | | | | | |
|--|---|-----|--|---|-----|
| Male | | | Female | | |
| Top 3 Ranked Factors | N | % P | Top 3 Ranked Factors | N | % P |
| Your Individual Skills - The competencies you have - technical and behavioural that makes you do your job well | | 100 | Your Performance - This means you achieving the key result areas that are defined for you by your manager / leader | | 100 |
| Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | | 100 | Your Organisation's Performance - Overall performance of the organisation in terms of achievement of goals laid out for the year | | 100 |
| Your current compensation V/s. your peers in other similar organisations | | 100 | Your Team's Performance - Collective performance of you and your team / department | | 100 |



Importance of Benefits in social sector

Emergency leaves, insurance and paid leaves of all types are important benefits for both the gender groups. Female do give importance to training for development and hospitalisation leave, while male personnel gives importance to hardship allowance and flexible work timings. General assumption is that female personnel prefer/need flexible working hours, but it is not in their top 5 benefits list, rather its the men who value it more as per the findings of this study.

| Top 5 Benefits categorised as Highly Important | |
|--|---|
| Male | Female |
| N = 48 | N = 44 |
| Insurance – Medical/ Accidental & Life | Training for Development |
| Emergency Leave | Emergency Leave |
| Hardship Allowance for wokring in remote locations | Paid Leave (All types – Sick, earned, casual) |
| Paid Leave (All types – Sick, earned, casual) | Insurance – Medical/ Accidental & Life |
| Flexible Work Timings | Hospitalisation Leave |

Personnel expectation from Compensation Package

Male personnel prefer/expect higher social security benefits and better work life balance, while female personnel prefer higher proportion of fixed compensation

(% of personnel)

| Dimensions | Favourable Responses (Positively + Somewhat positively) | | |
|--|--|--------|--------|
| | Overall Social Sector | Male | Female |
| | N = 92 | N = 48 | N = 44 |
| Balance in fixed compensation and benefits | 73 | 73 | 74 |
| Average fixed compensation but better work life balance | 54 | 59 | 47 |
| Higher Fixed compensation less benefits | 49 | 56 | 43 |
| Higher fixed compensation less social security benefits (Insurance - Medical, Accident & Life, Retirals) | 23 | 18 | 28 |
| Average fixed compensation but high incentives | 24 | 23 | 26 |

Thank you!



© 2022 Korn Ferry

ALL RIGHTS RESERVED. Do not modify or create derivative works from contents. Statement of Confidentiality: This proposal and supporting materials contain trade secrets and proprietary business information of Korn Ferry. This information may be photocopied by COMPANY for use in evaluating the project, but is not to be shared with other organisations, consultants or vendors without the express written permission of Korn Ferry.