



# Feedback tools to improve employee engagement – challenges & opportunities

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## Abstract:-

Now a day's organization will move forward with well more specific strategies to improve workforce engagement through the HR technology innovations. The emerging trends in 2021 will encourage use of employee engagement tools & survey platform to get to know employee opinion & feedback. This opinion and feedback helps the organization to to know employee achievements, track important employee goals, uncover employee experience & engagement opportunities, to know the superior who is become better leader, to improve organizations employee retention percentage.

Employee satisfaction survey help management to understand how to connect with employees and promote engagement .The feedback tools will help organization to know employees problems & take the action against and to retain the employee the best talent

**Keywords:** Feedback, Workforce, Engagement, Survey, Satisfaction, Retention

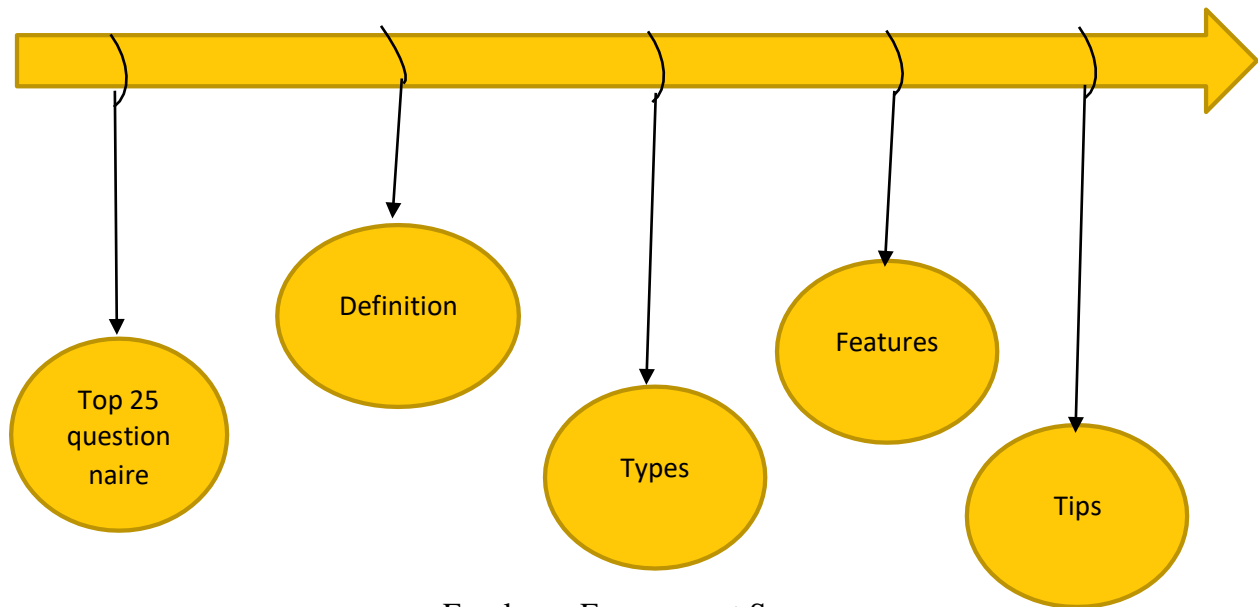
## Introduction:

As we are in 21<sup>st</sup> century the nation is going through the recession .We are moving towards in which barriers to retain employees to engage the employee. The employee feedback tool is the major weapon to HR engage the employee.

In employee engagement surveys question features more to understand to the HR In the following diagram employee survey judges the degree to which employees feel more important to your organizations. Following the employee engagement is important to find out wheather or not organizations employees are fortunate and how long they stay in organization.

Normally finest questionnaire for employee engagement survey turn around the following elements:

- 1) Employee inspiration levels
- 2) Employees underrate overall organization goals
- 3) Questionnaire helps organizations employee frame of mind & self esteem
- 4) Understanding to improve employees productiveness
- 5) Analyze on employees survey feedback for cross team gauge



In the above diagram top 25 questionnaire has different categories has made for to get essential Work civilizations, organization need to refine for employee engagement.

### **Manager/Supervisor Evaluation**

1. Do you receive constructive feedback from your manager?
2. Do you receive timely feedback from your peers?
3. Does your supervisor recognize your efforts when you perform well?
4. Do you feel the employee evaluation process is fair?

### **Teamwork**

5. Does your team participate and encourage you to complete your tasks?
6. Is there is a strong feeling of teamwork and participation in the organization?
7. Do your team members contribute to your success?
8. Are your team members receptive to your suggestions?

### **Growth Opportunities**

9. Do you see positive career growth in this organization?
10. Are you provided with the right training when new systems/tools/software are introduced?
11. What is the nature of the feedback provided to you by your manager?
12. Do you feel your manager is interested in your progress?

### Work-Life Balance

13. Do you feel your organization is supportive of a healthy work-life balance?
14. Do you feel the amount of work allotted to you is reasonable?
15. Do you feel your work causes unwanted tensions in your personal life?
16. Are you able to give a fair amount of time to your family?

### Behavioral Fairness

17. Is your manager professional and cordial while communicating with you?
18. Are you satisfied with the organization's policies on rewards and recognition?
19. Do you feel favoritism isn't an issue in the organization?
20. Do you feel leadership in the organization treats all employees equally?

### Effective Communication

21. Do you feel employees receive effective communication about the changes in policies and procedures?
22. Do you feel that communication is a two-way process in this organization?
23. What is the system of communication followed within your team?
24. Do you think your manager/peers communicate information with clarity?
25. Do you think top level management delivers their message with utmost transparency?

These questionnaire has taken from question pro for reference <https://www.questionpro.com/blog/employee-engagement-survey-questions-2/>

### Employee engagement survey types

- 1) Hello XO : It helps to give you organization clarity
- 2) GoXo:It helps to collect responses for those who currently working in the organization.
- 3) BeXo:It helps to know employees are keep good work life balance.
- 4) Pulse XO: It helps to see employees self-confidence frame of mind
- 5) GrowXO:its helping to know organization levels of employee engagement
- 6) CiaoXO:Its helps for existing employees most liberal feedback

### Why to overseeing Employee Engagement Survey?

Now we are going to know why employee engagement survey is worth

- **Quantify the employee engagement**

Is to see correctly what it is about organization workplace driver's employee's .is the employee engaged or disengaged? It's important to organization to know what employees are feel about their workplace ,career, benefits ,salary ,perks work life balance etc.

- **Help your employees feel emotional**

It helps the organizations to heard employees voice through the employee opinion survey by asking open ended questionnaire. It helps ro build two way communications

- **Specification of result**

Taking employee engagement survey on regular basis will help the organization to compare on yearly basis to get to know the organization are they being improving or getting worst feedback

- **Meet organizational growth**

Employee engagement survey always talk on organizational growth .It helps the organization to access the area of growth .Survey result shows that in your organization which are the departments are always engaged while other departments not This will help them to improve employee engagement .

### **Tips to write employee engagement survey**

- 1) **Ask more** : Always ask more questions it helps to understanding the problems of employee (by asking close ended questions)
- 2) **Simple questionnaire**: keep questionnaire small it helps the data to get segregated do not ask too long questionnaire.
- 3) **Close ended –Open ended questionnaire**: while preparing the questionnaire keep balance between open and close ended questions
- 4) **Questionnaire should be rotate** : Make sure response option should be understandable to employees and colleagues

### **Literature review:**

This study of the attempts to access the feedback tools to improve the employee engagement .Over the years many researcher studied the employee engagement not only in India but in various organization 7 many other field internationally. Different findings from past researcher have been very useful to the researcher. Various factors and questionnaire has been prepared .This review will help the organization HR what are the opportunities and challenges faced to collect feedback for employee engagement.

- [1]  
In this paper author wants to suggest that organization should **self-determination theory** will help to to examine employee motivational factors by collecting the feedback through survey. Deci & Ryan has introduced in 1985 which has been used in professional and academic research that relate to employee engagement. Employee engagement and Human behavior has connect to the SDT and importance of work engagement .An employee engagement comes from his or her able to control own personal & behavior goals. Uncoupling and personal engagement related to the SDT in this employee behavioral is the key of motivation to display behavior at professional and personal levels. The employee engagement When employee start to withdraw their identities and ideas, feelings they become disengaged and defensive, result in adverse effect on employee engagement.
- [2]  
In this HR Metrics Book author wants to says that chapter 4 Latest Trends in HR Effectiveness pg. no 34, emerging tool and practice in HR Evaluation pg. no 38,he wants to state that high level of of strategic framework for HR measurement and evaluation which helps ensure that evaluation efforts are based on secure foundation –and avoids the problems of collecting metrics only to find out people saying ‘so what ‘It also makes sense of differing understanding and objective in evaluation ,he argues.

- [3]  
In this book author has stated that chapter no 15 Key trends for HR pg no 165 various key trend has been discussed eg. Teams: leadership will shift to team leadership. In the recovering economy of recent years employee engagement has plays vital role teams with in – depths knowledge of the business are needed to create and effective team climate for innovation and this will only happened through the employee opinion survey by collecting the feedback
- [4]  
In this research paper author has stated that the feedback enquiry can short circuit the building to negative feedback because the first process of taking feedback integration will always happened through the supervisors and they are most potentially powerful of organization tree When a performance problem arises, the eventual resolution of this tension will depend in part on the problem's perceived severity. In the absence of any specific request for it, negative feedback usually will be withheld until the prob- lem in question exceeds some threshold of se- verity, at which time role demands requiring the delivery of feedback will become so salient that they cannot be ignored. The length of time the problem has been in existence is likely to affect its perceived severity. Initially, many performance problems are sufficiently mild that they do not immediately elicit feedback; they are perceived to be more of an annoyance than any- thing else, and it is hoped that they are only momentary aberrations that will go away by themselves. As a problem persists, however, its perceived severity is likely to increase. At some point, the perceived severity of the problem will become so great that it crosses the severity threshold, at which time negative feedback is freely given.
- [5]  
In this resech paper author has well explained about the employee feedback how it will giver diverse effect to their performance appraisal and discussed about the determinants of employee engagement work environment, leadership, team and co-worker training and career development, compensation, organization vision mission goals, workplace wellbeing
- [6]  
In this research paper author has used the **Dubbin's Method** to show the antecedents of theoretical model and its outcomes of employee engagement Workplace environment Consisting of colleagues and supervisors, organizational policies and procedures, physical resources, and other intangible elements such as supportive work climate and perceived levels of safety, the workplace environment is integral to having engaged employees (Shuck et al., 2010). Employees need to be provided with adequate physical, psychological, social, and organizational resources that enable them to reduce their job demands, to function effectively in their work role, and to stimulate their own personal development
- [7]  
In this research paper author state that what are the factors that are affected to the employee engagement empowerment: Employees feel that they should be able to express their views for decisions that might affect their functions. he leadership of highly engaged workplaces makes a challenging and trusting environment, wherein employees are urged to disagree with prevailing orthodox practices, to innovate and help the organization grow. His ability of employees to give their views to the senior management also impacts engagement. It was also found that control along with rewards and recognition and value it predicts employee engagement. It was also found that higher commitment to supervisor enhances an employees' engagement levels which leads to higher learning and initially ally to innovation at the workplace14

- [8] In this web page blogger has discussed the various feedback tools to know the the employee engagement HR Cloud, SoGo EX, 15 five, Tiny pulse, kazoo, Energage, 7 Geese, Motivocity, Culture Amp, these are the various tools for employee feedback she has discussed with pros and cons, these new feedback tools and very handy to utilize to know your employee more in inner side. It helps the organization to know the organization to take corrective action on the employee feedback

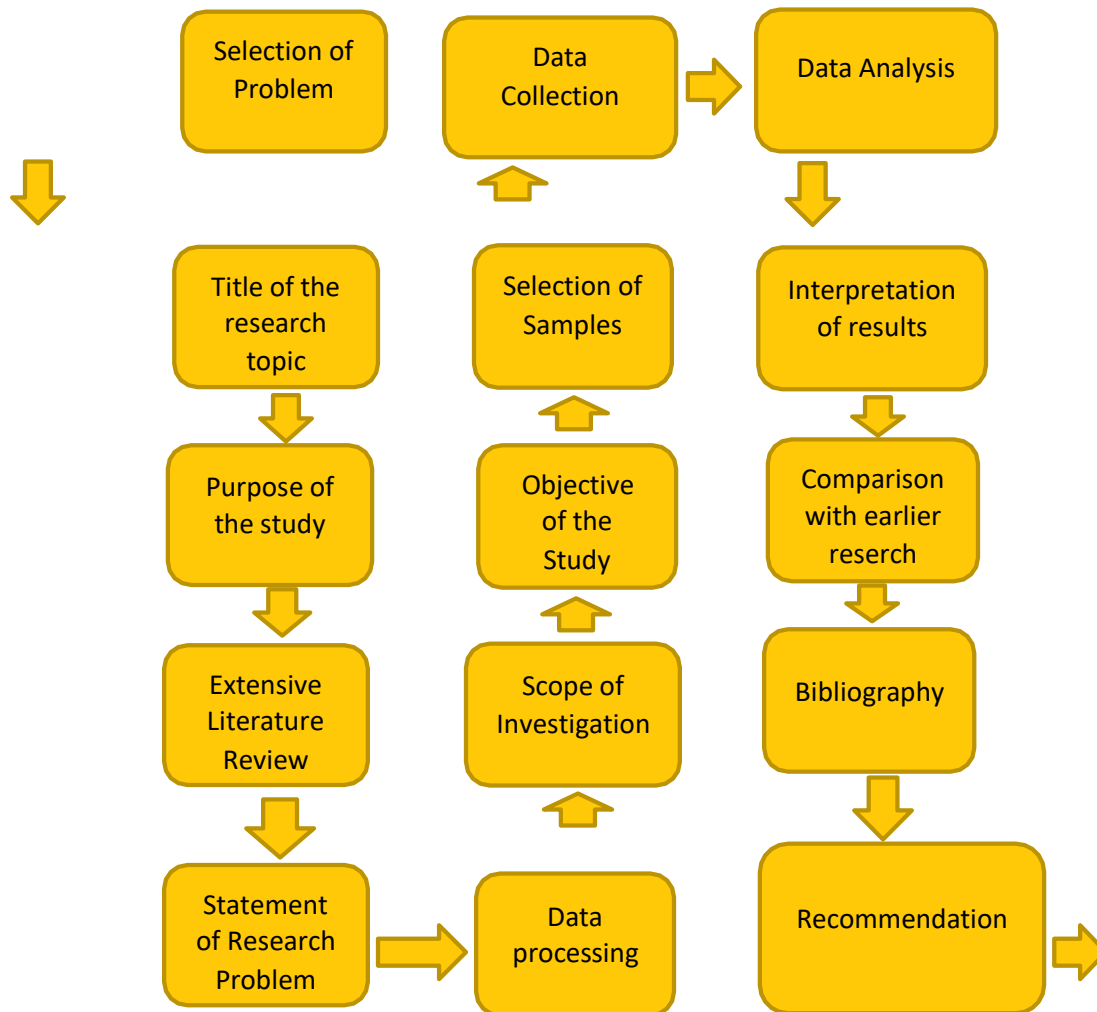
**Research Methodology:**

As a method of determining the most relevant and valid answers to focus on the questions in this paper, a detailed evaluation of current research and field studies was conducted.

The research idea in to research concept and involved extensive literature review of published research paper and blogs, books, this finally translated in to testable proposition and development of conceptual framework suggestions.

Based on the objective study and the research gaps this study ‘**Feedback tools to improve employee engagement –challenges & opportunities**’

**Research Plan:**



## Objective of study

- 1) To study the various feedback tools available to employee engagement.
- 2) To study various challenges associated with the feedback tools
- 3) To understand various benefits associated with feedback tools.
- 4) To study harmonizing outcomes from survey with employee engagement
- 5) To incorporate precedent connected with employee engagement.

## Scope of the study

- 1) The scope of the study includes the teaching education industry employees. The teaching education employee were less, as the other industry IT sector Hotel Industry Sector outsourced or the other staff was on contract
- 2) The time frame for study is from 7<sup>th</sup> June 2021 to 24<sup>th</sup> June 2021
- 3) The study is not limited for specific sectors employee

## Research Design

An exploratory and descriptive research design has been used in this study to achieve the research objective. As name implies **Feedback tools to improve employee engagement –challenges & opportunities**

## Sampling Technique

In order to collect primary data, on probability Quota sampling technique was used to select sample.

**Table: Organization Personnel who were contacted**

Organization	Respondents	Respondents Employee
Dr D.Y.Patil Institute of Hotel Management & Catering technology Pune	All Teaching Faculty & Non-Teaching	Faculties, Admin
Tilak Maharashtra Vidyapeeth Institute of Hotel management & Catering Technology,Pune	All Teaching Faculty & Non-Teaching	Faculties, Admin
DLF Quadrant Hinjewadi Pune	All Corporates Employees	Supervisors, Entry level staff

## Population Size

	Corporates	Teaching & Admin Staff
Dr D.Y.Patil Institute of Hotel Management & Catering technology Pune	Nil	26
Tilak Maharashtra Vidyapeeth Institute of Hotel management & Catering Technology,Pune	Nil	14
DLF Quadrant Hinjewadi Pune	98	Nil

## Research Instrument

A structured questionnaire was used to collect the primary data

## Layout of Questionnaire

- 1) A questionnaire opinion to assess the opinion employee of teaching faculty and non- teaching
- 2) A questionnaire for supervisors and corporate employees regarding their perception of the HRM practice to corporates employee

Sources of Data

### Primary data

The study was conducted in the distinct phase using the following sources of the data

- 1) **Unstructured Interviews:** A qualitative methodology was used to explore management aspect of faculty and corporates employee
- 2) **Questionnaire:** A sample questionnaire survey of 1455 corporate employee and teaching & non-teaching faculty 40 total 240 at various levels in their department, who were randomly selected on the basis of Non probability Random Queta sampling and 3 HR managers from these industries.

### Secondary Data

Secondary data was collected through extensive review of literature on the topic. Research papers from reputed journals. Blogs and website pertaining to the HR sectors books and library resources were referred

### Online database

- 1) Academic OneFile (gale Cengage) - The British library
- 2) Google scholar
- 3) ProQuest

### Medium of Data Collection

- 1) Primary data was collected through E mail, Telephone, via survey and Personal interview
- 2) Secondary data was collected through Internet

### Data Analysis

Data Analysis started with inspecting, cleaning, transforming and modeling the data collected with an intention of meeting research objective. The raw data was obtained and further converted into useful information



**Table 1. How do you feel about work today?**

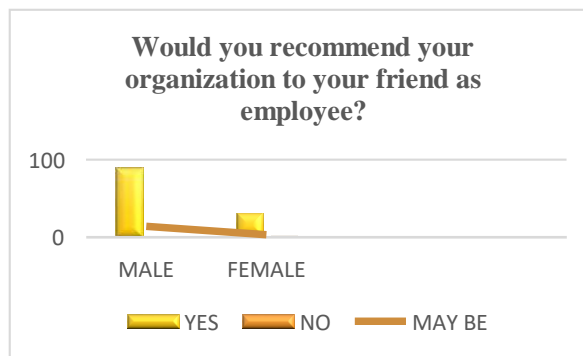
Gender	Frequency	Percentage
Male Better: 20 Good:81 Worst:02	103	75%
Female Better:06 Good:29 Worst:Nil	35	25%
Total	138	100%



**Interpretation:** This question gets to the heart of the employee by enquiring each employees attitude, with focus on current moment .it reminds the employee that organization cares for them. It was observed in feedback of Employee Engagement that male gender is having 75% happy with organization vis versa female employees 25% feeling good and better because if we see the female has strengthen to their working capacity comparing with the men.

**Table 2. Would you recommend your organization to your friend as employee?**

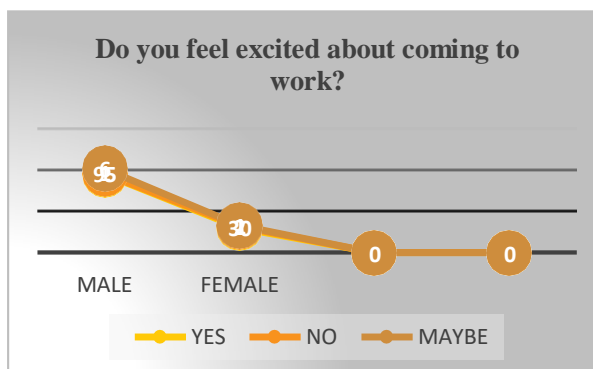
Gender	Frequency	Percentage
Male Yes:90 No:00 Maybe:14	104	75%
Female Yes:30 No:01 Maybe:03	34	25%
Total	138	100%



**Interpretation:** This feedback question reveals weather current employee would refer their friends or warn them to do not come to this organization this reveals the how organization is doing. It’s observed that organization is taking care in terms of salary and creating more employee engagement with female and male employees

**Table 3. Do you feel excited about coming to work?**

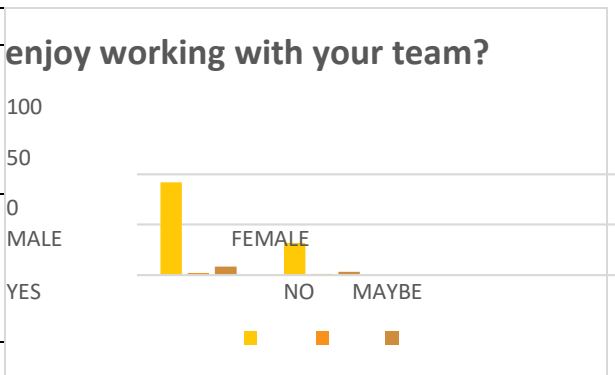
Gender	Frequency	Percentage
Male Yes:95 No:1 Maybe:6	102	74%
Female Yes:33 No:02 Maybe:01	36	26%
Total	138	100%



**Interpretation:** This feedback question reveals for employees who are less engaged, a neutral answer provides the challenges to go deeper and ask what make them excited about coming to work. It’s observed that most of the employees are feel excited about the work on 0.02% employees are not feel excited about the work.

**Table 4. Do you enjoy working with your team?**

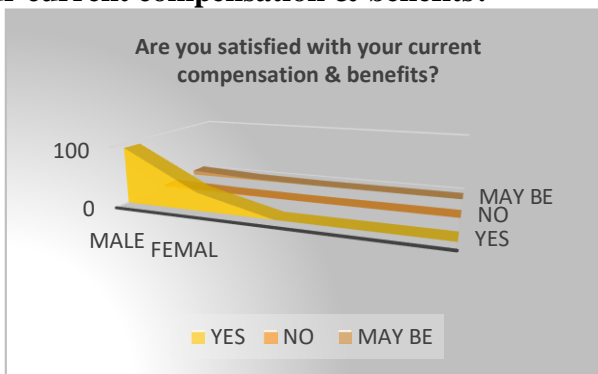
Gender	Frequency	Percentage
Male	102	74%
Yes:92		
No:02		
Maybe:08		
Female	36	26%
Yes:32		
No:01		
Maybe:03		
Total	138	100%



**Interpretation:** This feedback question reveals team engagement is contagious happy team members feel valued and communicated that deep satisfaction to employee. It’s observed that most of the employees are happy with their colleagues. Only 0.01& employees are not happy with their colleagues to work with them.

**Table no 5. Are you satisfied with your current compensation & benefits?**

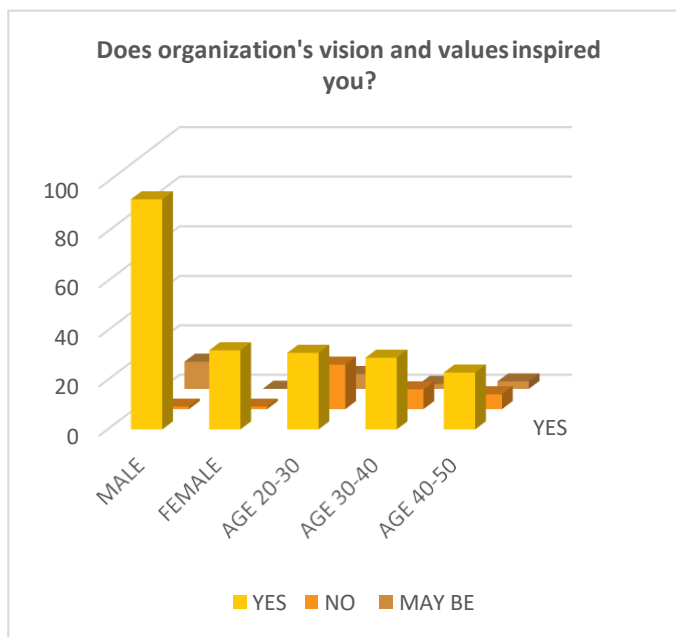
Gender	Frequency	Percentage
Male	105	76%
Yes:93		
No:04		
Maybe:08		
Female	33	24%
Yes:30		
No:01		
Maybe:02		
Total	138	100%



**Interpretation:** This feedback question reveals compensation is only one measures of employee satisfaction. If employee think that they get overpaid or underpaid are more likely to express dissatisfaction. Asking about the benefits will help organization learn which benefits are meaningful to the employees and which benefits they would consider valuable. In this questionnaire employees are happy with the compensation what they are getting

**Table no 6 Does organization's vision and values inspired you?**

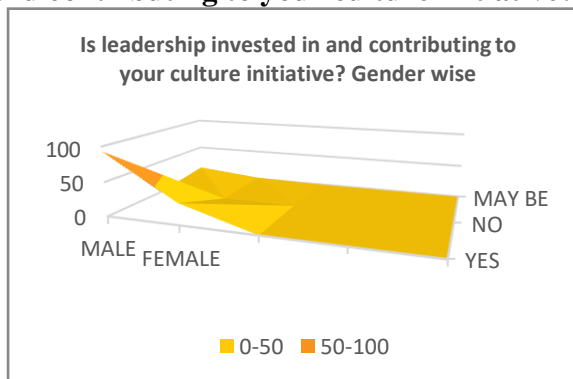
Gender	Frequency	Percentage
Male Yes:93 No:01 Maybe:11 <b>Age Group.</b> 20-30:4 31-40:3 41-50:98	105	76%
Female Yes:32 No:01 Maybe:00 <b>Age Group.</b> 20-30:1 31-40:4 41-50:28	33	24%
<b>Total</b>	<b>138</b>	<b>100%</b>



**Interpretation:** This feedback question reveals how employees relate to organization mission and goals. Do they seem active participation and standard bearers, embodying organizational values to customer and other employees? And also if we see the age group wise categorization age between 40-50 are more committed to organization than the youngest age 20-30.

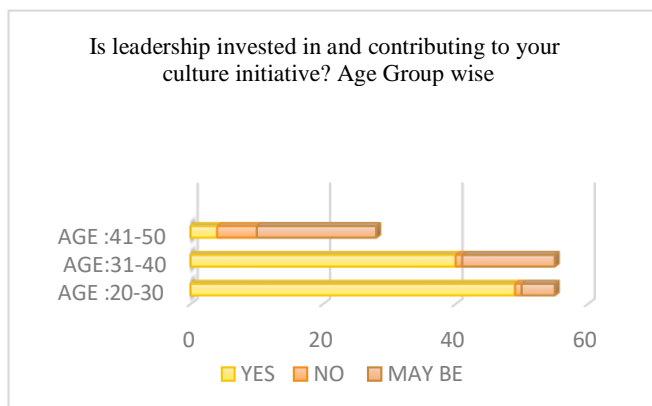
**Table no 7. Is leadership invested in and contributing to your culture initiative?**

Gender	Frequency	Percentage
Male Yes:93 No:00 Maybe:12	105	76%
Female Yes:31 No:00 Maybe:02	33	24%
<b>Total</b>	<b>138</b>	<b>100%</b>



Further classification age wise

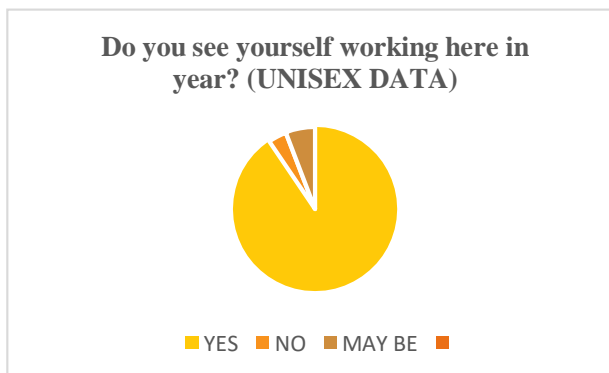
Age wise	YES	NO	MAY BE
AGE :20-30	49	1	5
AGE:31-40	40	1	14
AGE :41-50	4	6	18
<b>Total</b>	<b>93</b>	<b>08</b>	<b>37</b>



**Interpretation:** This feedback question reveals organization culture with mission how the leaders are communicate sense of purpose to employees and customers greatly half 45%employees says leadership is maximum and by seeing age group classification age between 20-30 ears has more leadership skills in the organization.

**Table no 8. Do you see yourself working here in year?**

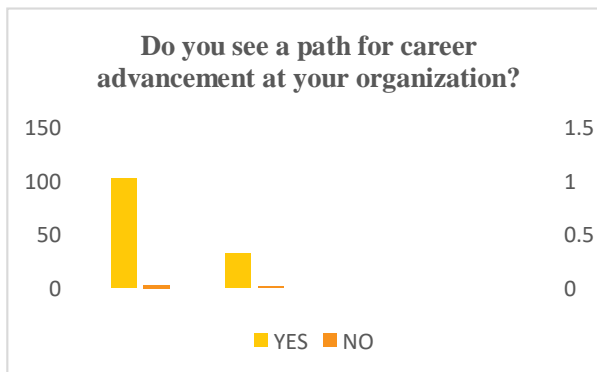
Gender	Frequency	Percentage
Male Yes:92 No:06 Maybe:7	105	76%
Female Yes:32 No:00 Maybe:01	33	24%
Total	138	100%



**Interpretation:** This feedback question reveals 3.5 million Indians quit their job every month, and full one third Indian workers considered leaving their jobs in the past 3 month. Considering a text field with this questionnaire so the employees who feel comfortable sharing why they are considering leaving job can do so. But as per the data it shows that employees don't want to leave their jobs.

**Table no 9. Do you see a path for career advancement at your organization?**

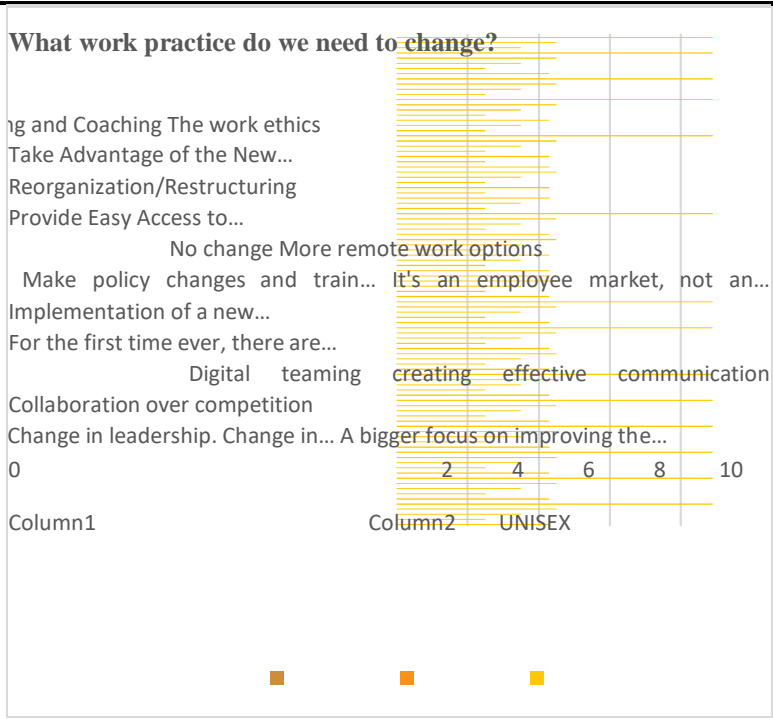
Gender	Frequency	Percentage
Male Yes:102 No:03	105	76%
Female Yes:32 No:01	33	24%
Total	138	100%



**Interpretation:** This feedback question reveals employee who see their current position as dead end are unlikely to remain wait. This questionnaire also reveals weather employees perceive organization as rewarding skilled workers with promotions and new opportunities.

**Table no 10. What work practice do we need to change?**

Gender	Frequency	Percentage
Male	105	76%
Female	33	24%
Total	138	100%



**Interpretation:** This feedback question reveals employees to look outward and share their recommendations. Employee engagement increase significantly when employees see the active participation in responsive organization and also various suggestions is being given as this is open minded questions this the opportunity for the organization to improvising the employee engagement. And take as opportunity to how to get more effectively employee engagement in organization.

**Challenges faced to collect the employee engagement feedback**

Shortage of manpower, low levels of education, lack of communication ability in English. The employees were motivated were common challenges faced by organaization.other challenges were stated as follows:

- Odd shifting timings and long working hours
- Unskilled, illiterate labor.
- Ignorance and moderate levels of education
- Lack of computer literacy
- Low salary levels
- Dependence on trainee
- Lack of professionalism
- No local staff available
- Third party interference
- Social background and locality from where they come from its challenge
- Handling age wise senior employees
- Health issue
- Lack of Motivation
- Retention, Stability and job loyalty is an issue

**Table of Chi squire value**

Variable tested: Assessment of Human resource manager for feedback and development practice for employee engagement

Name of variable	Chi squire value	P value
Employee training needs	0.94	0.62
Opportunities to improve skills	4.68	0.09
Provision for different feedback tools	2.32	0.31
Measurement of returns on investment in employee engagement	2.6	0.86

**Interpretation:** As per Chi-square values for this variable strong associated between variable of assessment of Human resource manager for feedback and development practice for employee engagement. Segment of organization not seen Hence, Null hypothesis is not supported. so the study fails to accept the Null Hypothesis

## Findings

### Demographic Profile of employees:

- It was observed that a majority of the organization employees are male rather than females. Which is contrary to the perception that organization is traditionally a male domain
- It was observed that most of the organization employees are from younger age group 20- 30 years

### Communication and Involvement:

- It was observed that 52% of the overall sample employee were satisfied with the communication and involvement practices

### Information about what is going on in the organization:

- 17% employees from teaching education while 83% employees were from corporates

### Reason for working in the organization:

- A majority of corporate employees across segment of corporate cited salary, work atmosphere, opportunity for growth training and development opportunities, recognition for good job done as reason for working in the organization

### Data obtained from personal Interviews and discussion with supervisors:

Qualitative interviews with teaching HOD faculty and corporate supervisors revealed the following observation:

- Employee engagement should be happened one on one by counselling.
- For employee engagement small events are to be keep by organization.
- There should be a complaint box or rather improvement scope to organization has to kept in cafeteria
- Small innovations of employees ideas to be implemented in the work and rewarded by the recognition and awards

### Recommendations:

Following recommendations are suggested to be adopted for **Feedback tools to improve employee engagement –challenges & opportunities** in all employments

- Provide comprehensive training program.
- Train and educate the employees and get familiar with e portal feedback survey.
- Multi skilling job rotation
- Offer education programs
- Improve safety and productivity of employees

### Research Limitations:

- Respondents were hesitant to disclose information due to the HR policy not disclosing
- Literacy level of some employees was a constraint

### Scope of future research:

- The extensive study has brought out very interesting outcomes and also identified some of opportunities that emerge to be taken up for further research in this area

## Conclusion:

This study of Human Resource Management practices for **Feedback tools to improve employee engagement –challenges & opportunities** identified and assess the various practice of HRM critical for employee engagement for employees in order to improve their productivity to meet the crucial objective of this research

This study of the research paper shows that the questionnaire framing is very important for the feedback survey to know employee engagement with the organizations

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