



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.

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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 –

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

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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.





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# 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 (economicdiscussion.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 <a href="#">Click here</a> to see the questions.
Languages & Platform	1 language, online KF platform called <b>Confirmit</b>
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"> <li>Organisations that <b>directly work with grassroots communities or implement projects with communities.</b></li> <li>The category includes <b>NGOs and Social Enterprises</b> which typically operate independent of government or quasi government, to serve a defined set of social purpose through a variety of approaches.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>We define 'Funding organisations' as those that <b>fund the social sector.</b></li> <li>The category includes organisations that <b>fund SPOs through grants or through impact investment models.</b></li> <li>The category <b>does not include pure government bodies</b> like state departments of ministries that on-board NGOs and Social Enterprises for active support in fulfillment of their mandates.</li> <li>The category however shall <b>include quasi government funding organisations</b> which are managed professionally. For example - BRLE, CAPART, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ecosystem/ Support organisations include all <b>organisations that offer support services/ solutions that help NGOs, SEs and Funding organisations do better</b> in their respective dominant scope of work.</li> <li>These support solutions or services may include <b>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.</b></li> </ul>

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



# Key Terminologies

## Dimensions

Compensation	<b>Compensation</b> 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	<b>Sense of purpose</b> is the connection with the organisation's strategies to make difference in the society.
Association with the Organisation	<b>Association with the organisation</b> is a feeling of connect with the organisation, its vision & mission.
Performance Management, Relationship with manager/leader	<b>Performance Management, Relationship with manager/leader</b> 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	<b>Work, Structure &amp; Resources</b> 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	<b>Trust and Collaboration</b> 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	<b>Affiliation</b> is a state of feeling attached with the organisation.





# Key Terminologies

## Benefits

<b>Bereavement Leave</b>	Bereavement leave is time off when a close relative or family member passes away
<b>Car Allowance</b>	Car allowance is the amount paid as an allowance for car
<b>Child Day Care</b>	Day care option to given to personnel if are the guardian and sole providers to a child
<b>Education Assistance</b>	Sponsorships, reimbursement, short term courses, counselling assistance offered to personnel
<b>Emergency Leave</b>	Leaves taken in cases of a family or personal emergency
<b>Family Responsibility Leave</b>	When personnel have a family urgency, and he/she is the sole guardian or care provider in the family
<b>Financial Counselling</b>	Counselling assistance in matters of financial investments, savings etc.
<b>Flexible Work Timings</b>	When a personnel has the flexibility to choose the working hours or working days
<b>Hardship Allowance for working in remote locations</b>	An extra amount of money that someone is paid for working in difficult conditions and circumstances
<b>Hospitalisation Leave</b>	Leaves offered to personnel in case they need to be hospitalised for a short-term illness
<b>Insurance - Medical / Accidental &amp; Life</b>	Insurance policy cover provided to personnel for hospitalisation, medical assistance, accidents and even life cover
<b>Joining Bonus</b>	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><b>Paid Leave</b> - Any kind of time that is taken off from work without deduction in pay</p> <ul style="list-style-type: none"><li>• <b>Sick Leave</b> – When someone takes time off due to short term health issues</li><li>• <b>Earned Leave</b> – Leaves earned by employee for providing more than 240 days of service to the organisation in a given calendar year</li><li>• <b>Casual Leave</b> – Leaves that are taken by chance or without any plan</li></ul>
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	<b>Compensation increment</b> 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"><li>• <b>Provident Funds</b> 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.</li><li>• <b>Gratuity</b> is a lump sum amount that employers pay their personnel as a sign of gratitude for the services provided. As per <b>Payment of Gratuity Act, 1972</b>, it is a government mandate at 4.81% of basic salary.</li><li>• <b>Superannuation</b> 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.</li><li>• Medical, Accidental and life insurance are also a form of social security benefit.</li></ul>
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
<b>Compensation Increment -</b> 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:				
<b>Bonus (if applicable) -</b> 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



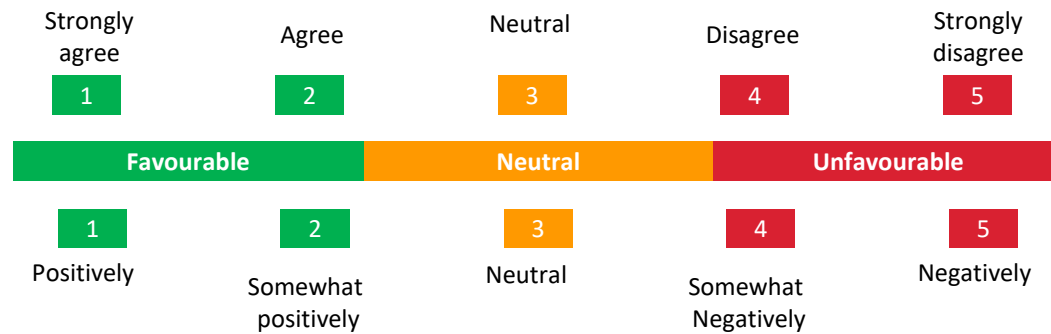


# How to Read Scores



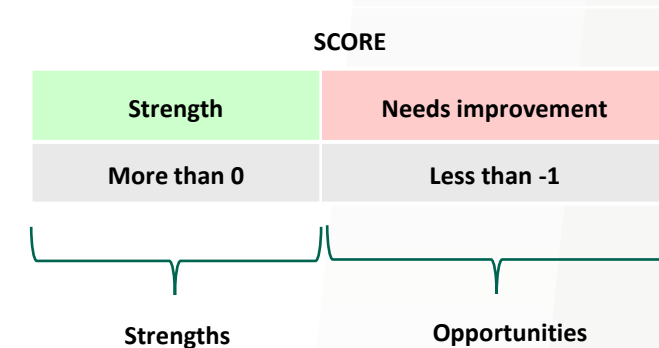
# How to read the scores

- 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 rectangle is overlaid on 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. The background of the laptop screen shows a mountain landscape.

# Affiliation

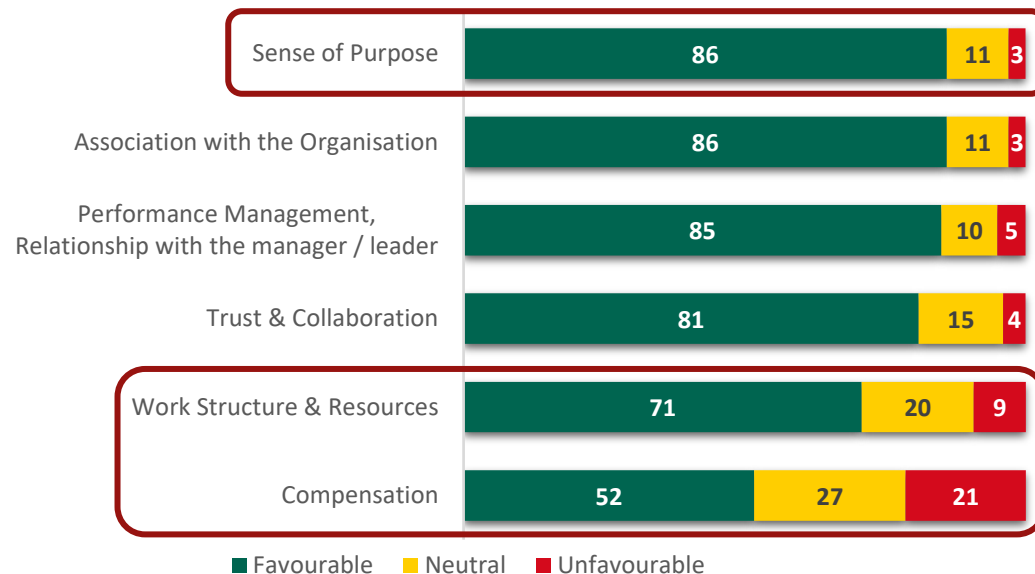


## Affiliation Results

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

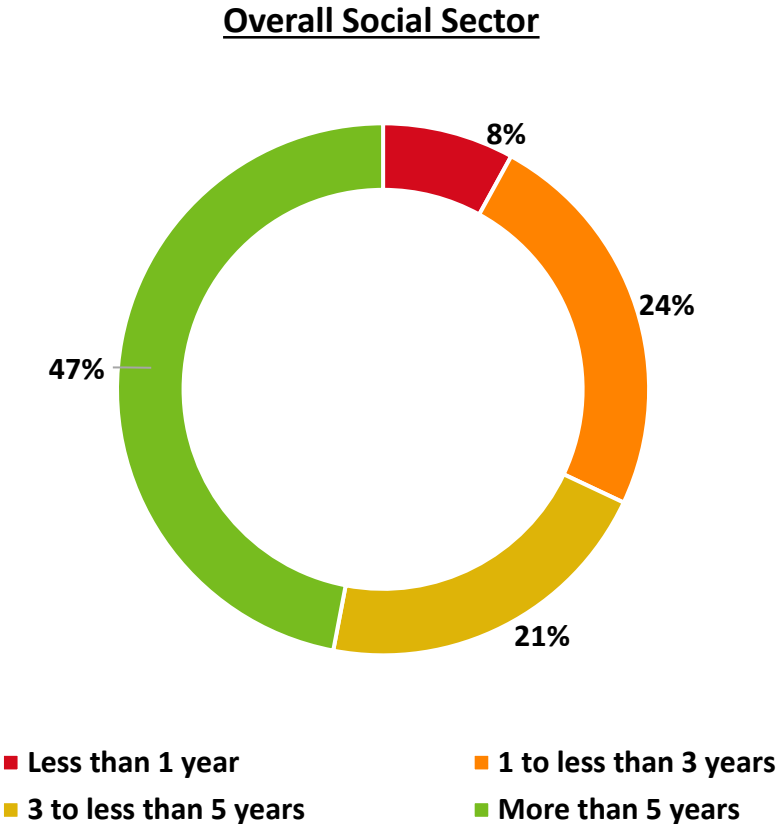


## Intent to Stay

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)

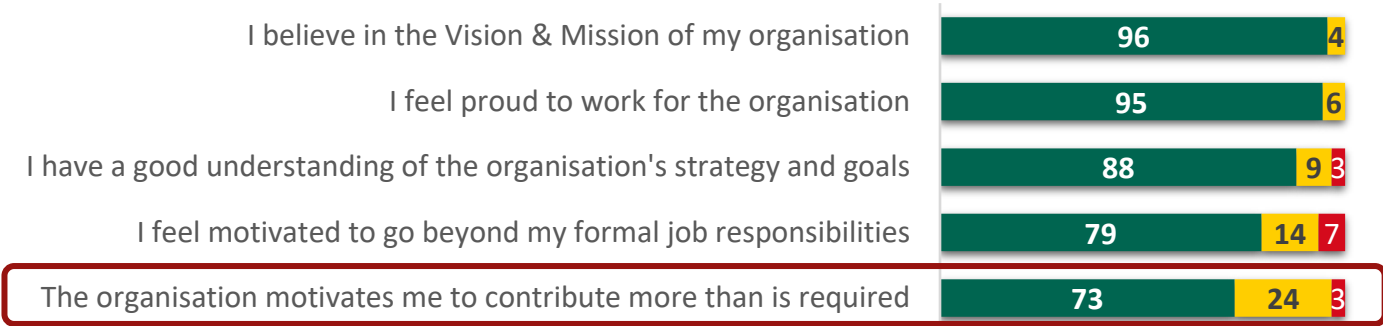


Intent to Stay (For)/ Types of Organisations	NGOs & SEs	Funding Org	Ecosystem Org
	N = 42	N = 15	N = 35
Less than 1 year	2	0	17
1 to less than 3 years	10	46	34
3 to less than 5 years	17	15	29
More than 5 years	71	39	20



# 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

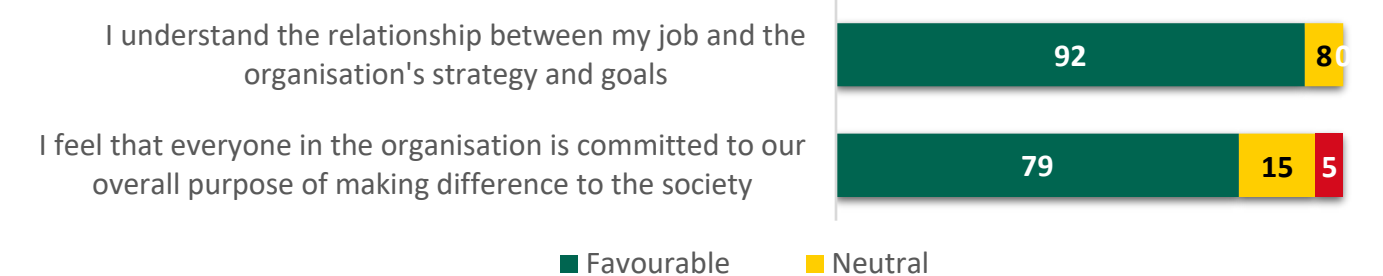


(% of personnel)

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

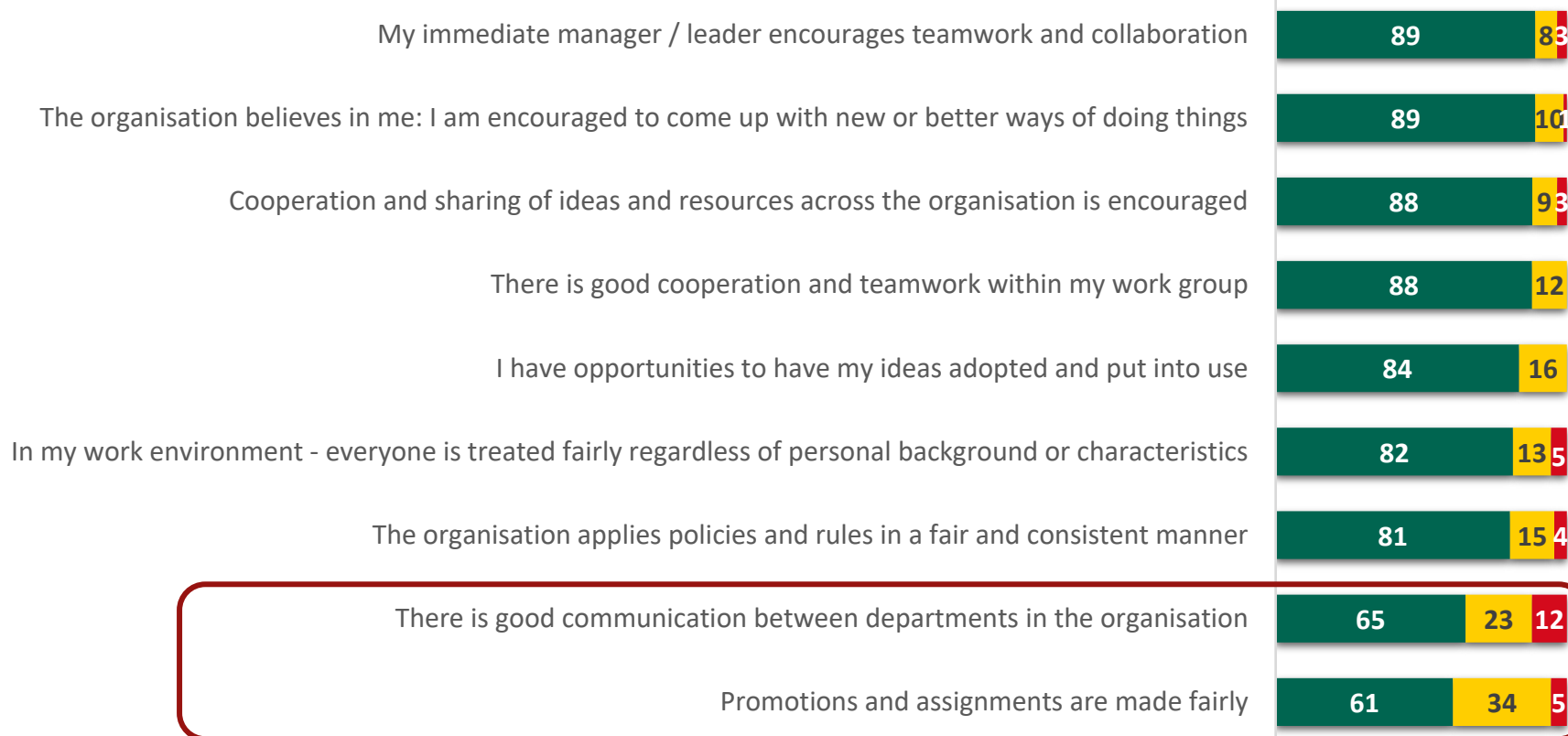
■ Favourable ■ Neutral



# 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.



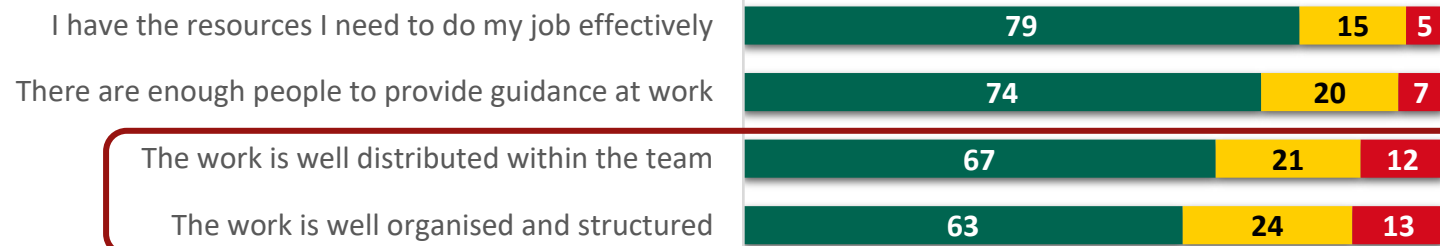
Response s	NGOs & SEs	Funding Org	Ecosystem Org
-	N = 42	N = 15	N = 35
92	86	93	91
92	90	100	83
92	83	87	94
92	86	100	86
92	83	87	82
92	79	93	80
92	86	87	71
91	60	80	66
92	64	67	54

■ Favourable ■ Neutral ■ Unfavourable



## Work Structure & Resources

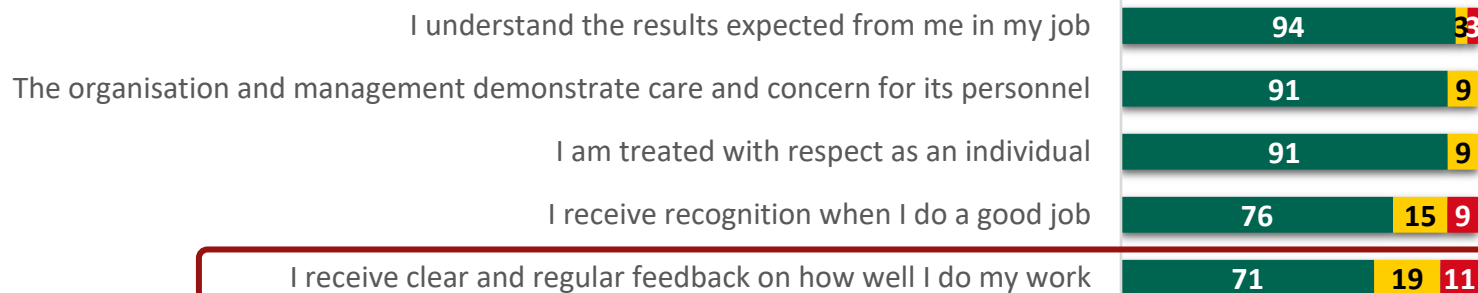
Ecosystem Org personnel scored low on fair distribution of work and work structure; NGO personnel display relatively stronger workplace support, organised and structured work. (% of personnel)



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

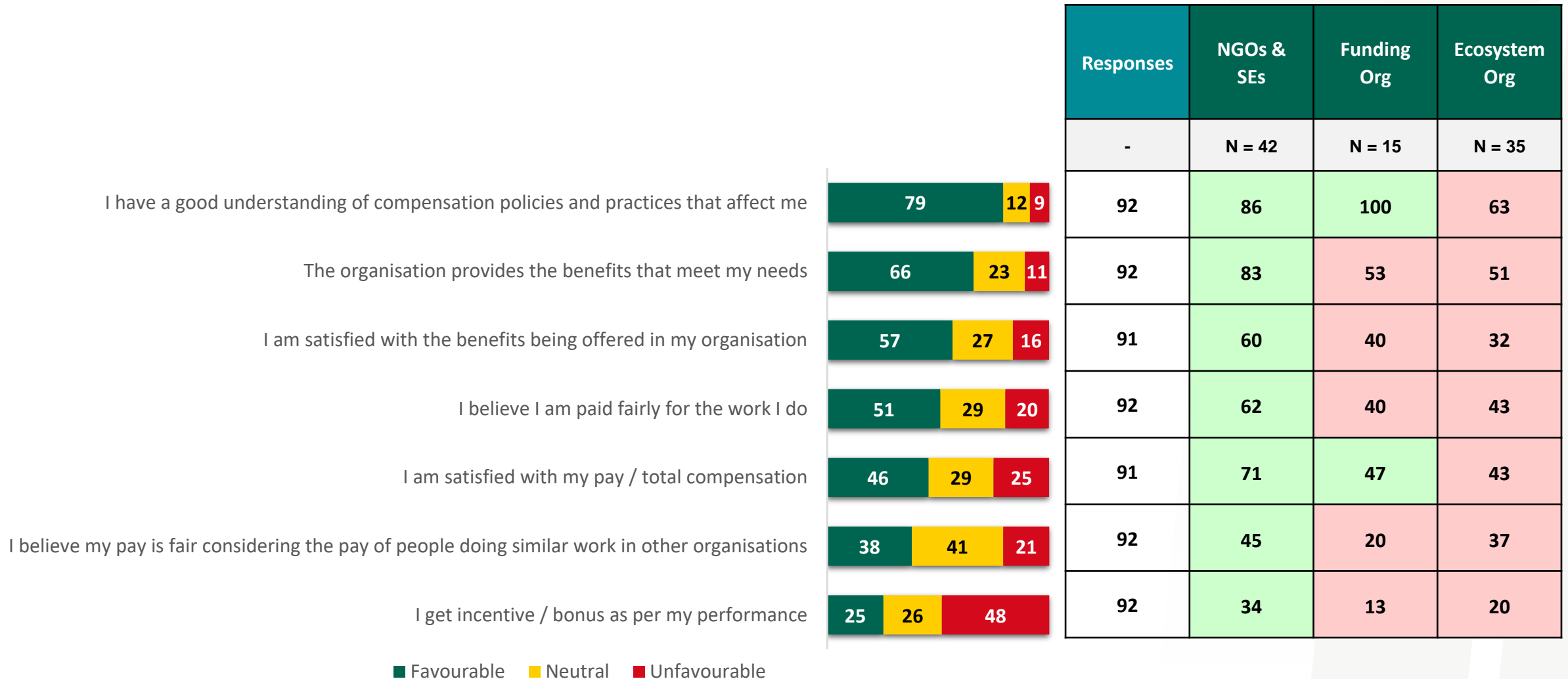
■ Favourable ■ Neutral ■ Unfavourable



# Compensation

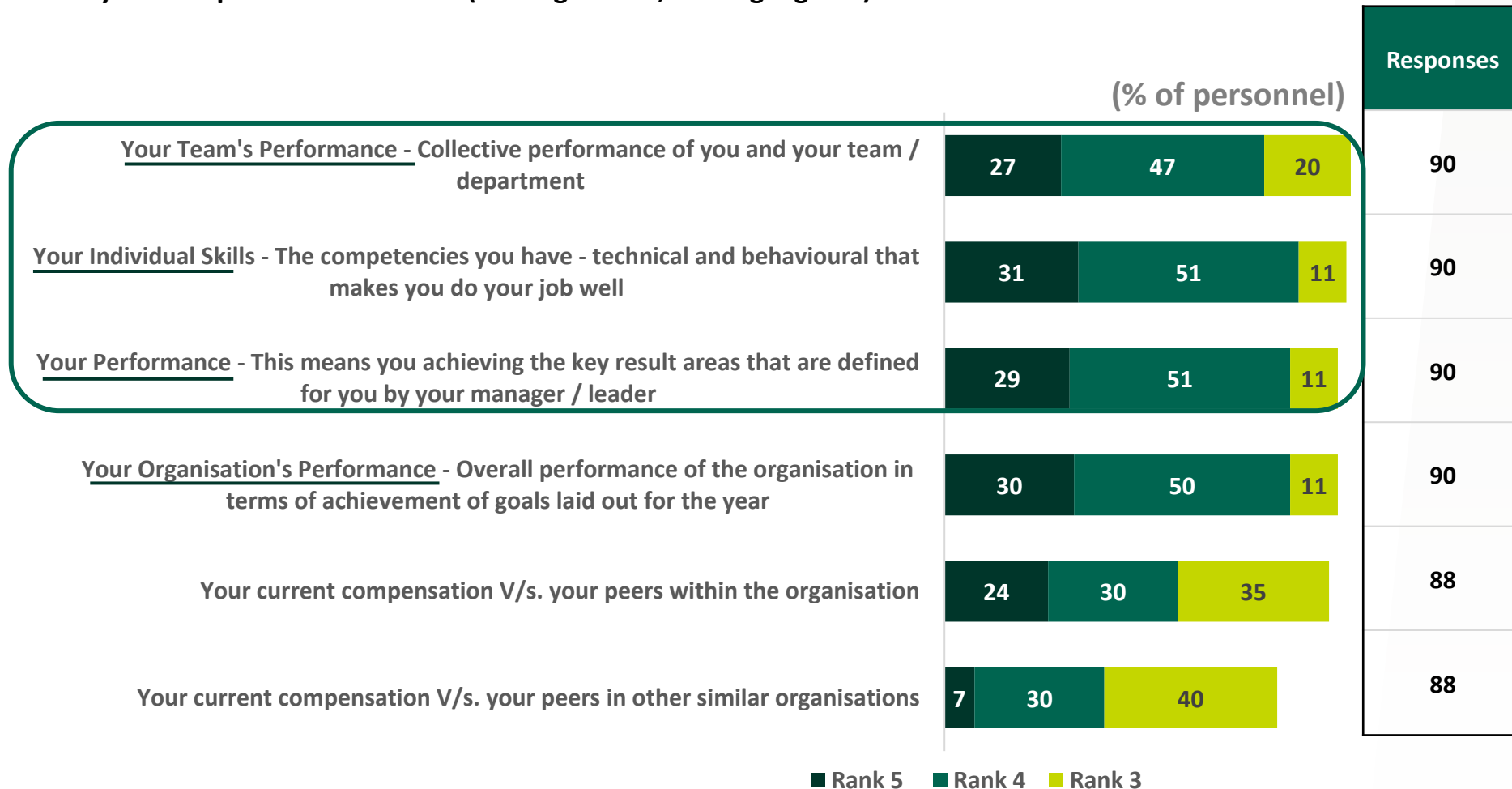
Compensation in overall social sector needs improvement. Funding and ecosystem support organisations display discontent in this aspect. NGOs & SEs perceive their compensation to be fair as compared with overall social sector

(% 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

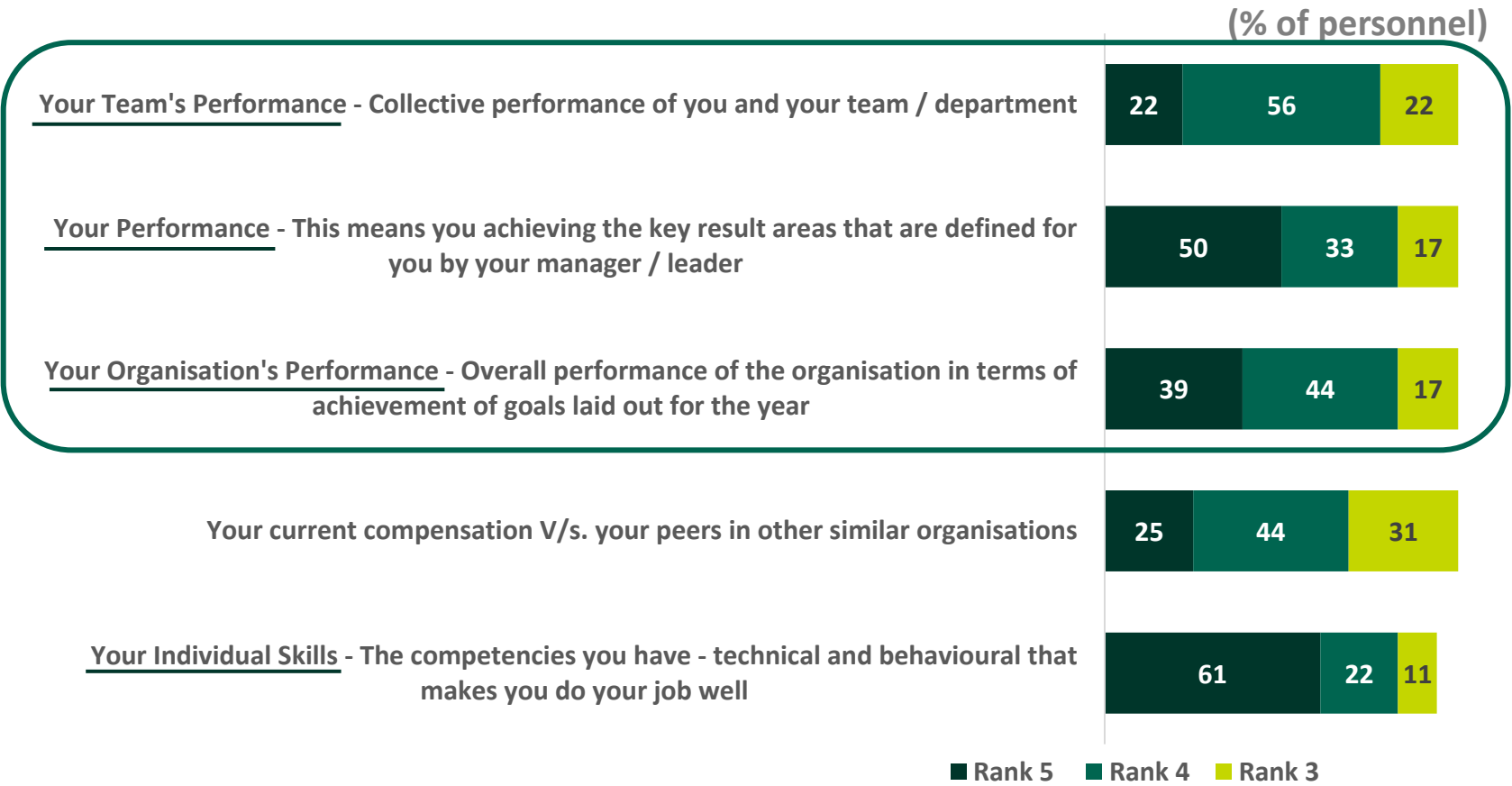
- Negotiation skills, team working, achieving goals beyond KRA's
- Personal competencies and skills, achieving the stated targets and performing beyond expectations
- Funds received in the Financial Year
- Performance of the organisation

### 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)

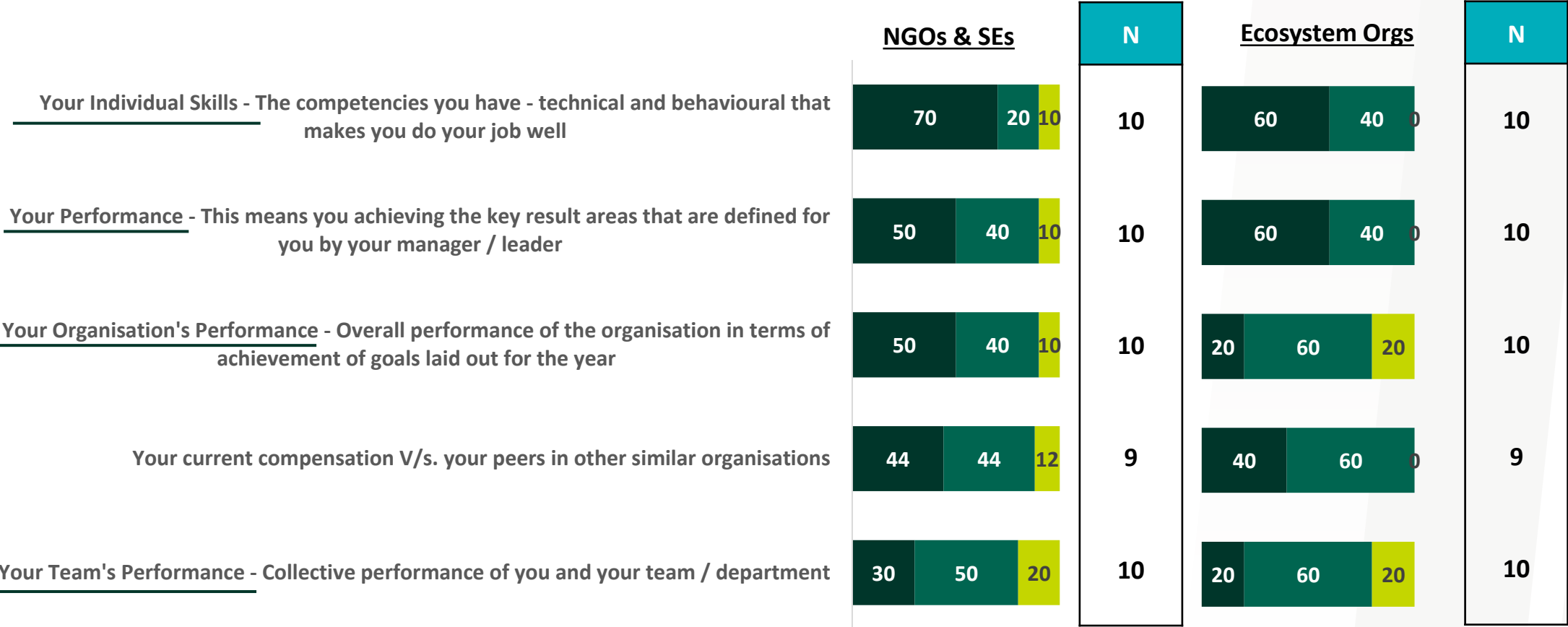


Responses	Team, individual and organisation performances are perceived to be the top 3 factors influencing bonus payment in social sector. Bonus is a component of compensation which does not have high prevalence in social sector.
18	
18	
18	
16	
18	



# 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 and center portions of the image. On the right side, there is a dark green rectangular box containing white text. In the background, a desk lamp with multiple circular lights is visible on the right, and a pair of glasses and a pen are on the desk to the left of the laptop.

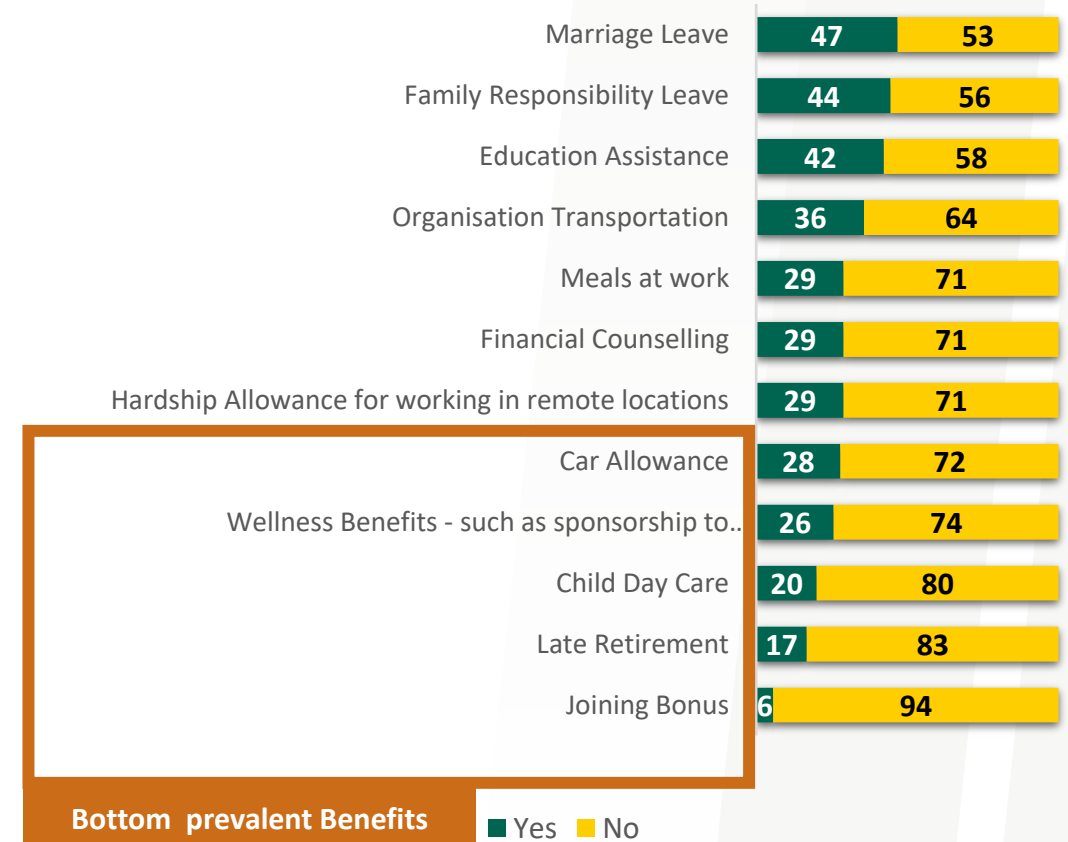
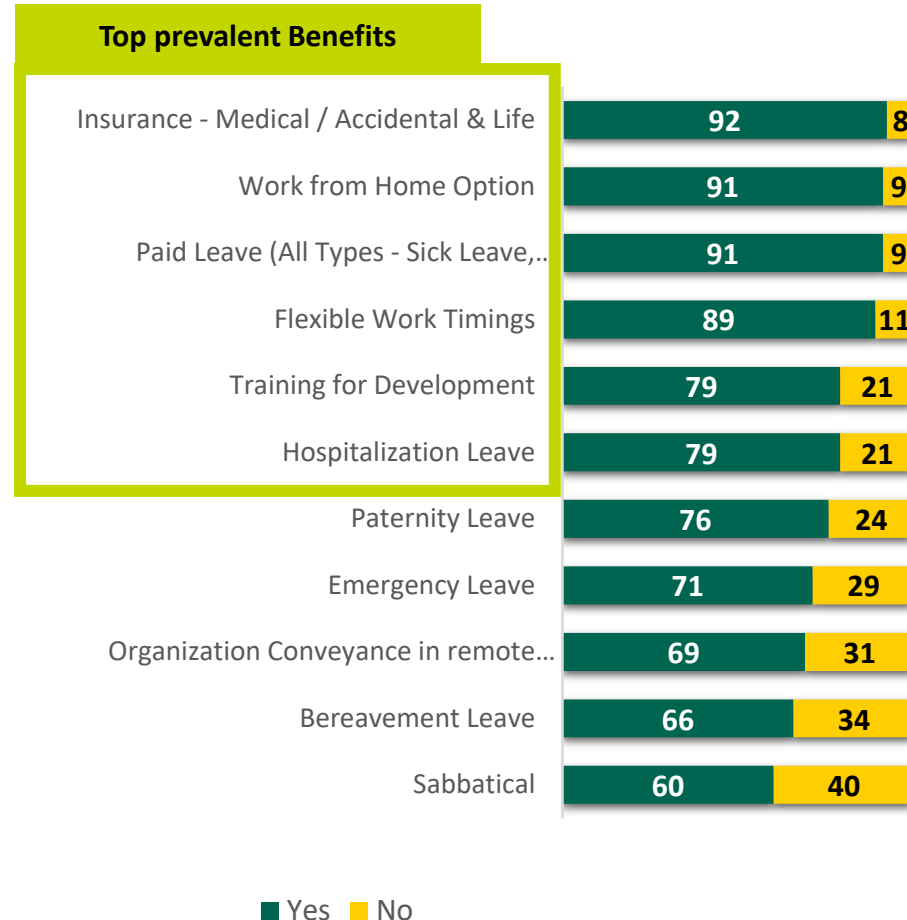
## Perception of Compensation & Benefits



(% 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)

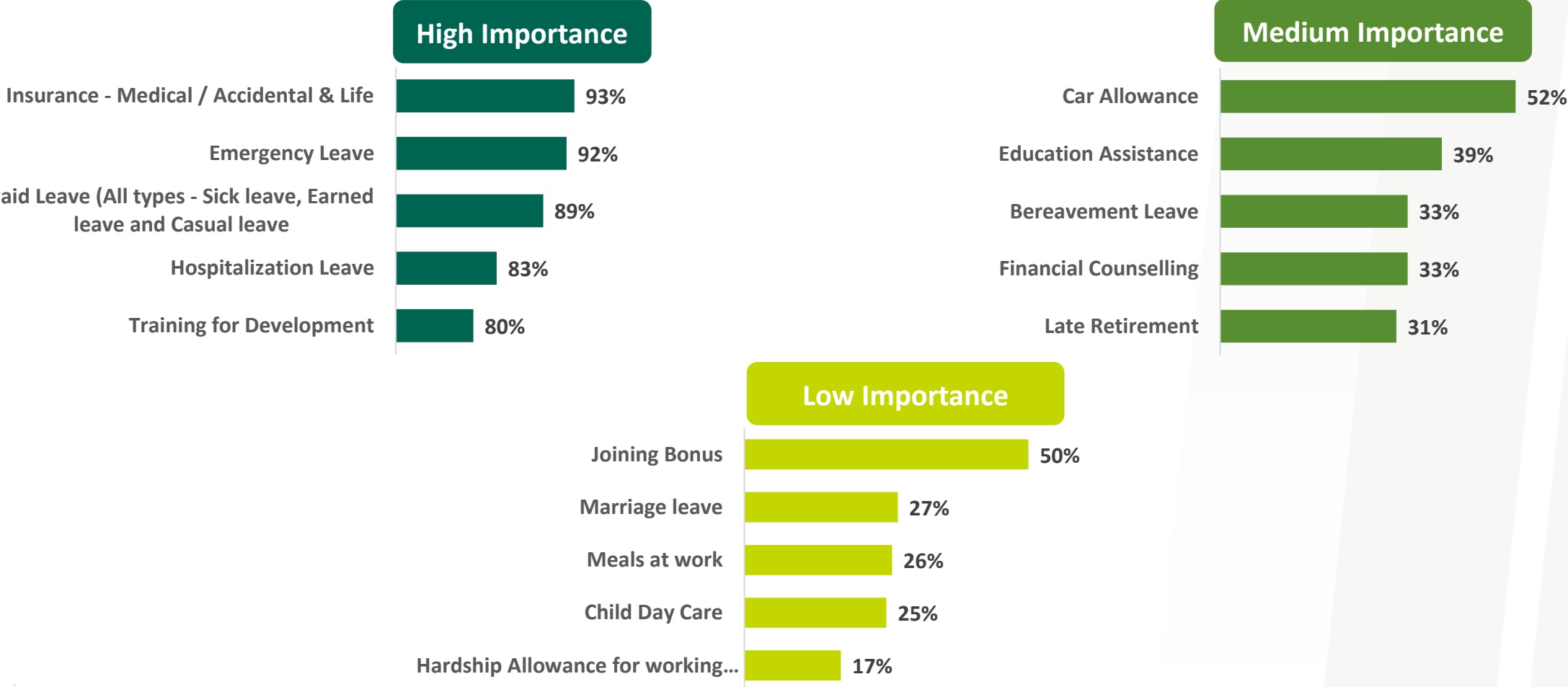
Insurance, paid leaves, flexible work timings and work from home option is prevalent across different types of orgs; training for development is one of the most prevalent benefit everywhere except ecosystem support organisations; hospitalisation leave is one of the most prevalent benefit in ecosystem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

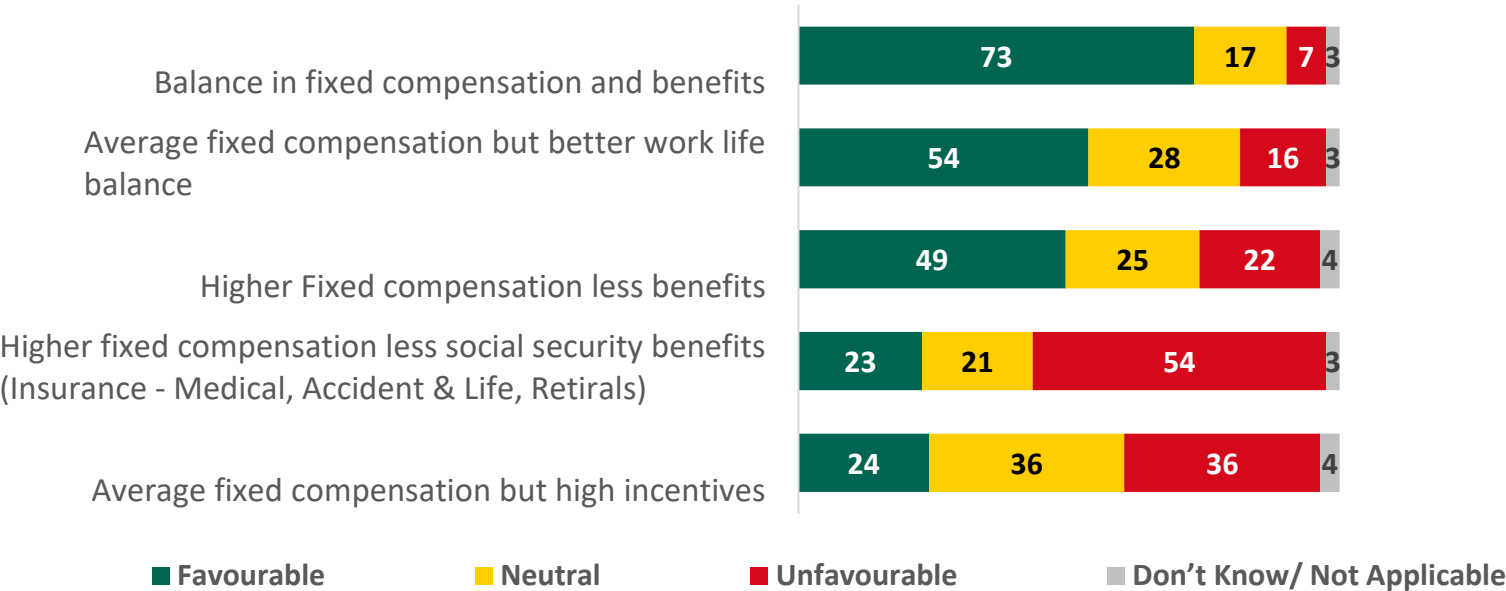


# Personnel expectation from Compensation Package

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"> <li>• NGOs and SEs personnel display strong affiliation with the organisations</li> <li>• Performance management &amp; relationship with manager / leader, association with the organisation and sense of purpose emerge as strength areas of personnel in NGOs and SEs</li> <li>• Individual skills, team and organisation performance are perceived to influence compensation increment and bonus payments in NGOs and SEs</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication within departments and sharing of new ideas are some key focus areas in aspect of trust and collaboration among personnel</li> <li>• Providing clear expectations and showing care and concern can improve the relationship with the managers/ leaders</li> <li>• 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</li> </ul>



# Key Takeaways

Funding Organisations	
Highlights	Key Focus Areas
<ul style="list-style-type: none"><li>• Funding organisations personnel display a strong affiliation in aspects of sense of purpose, association with the organisation, performance management, work structure &amp; resources and trust and collaboration</li><li>• Unlike other categories, funding organisation personnel express that peers' compensation and individual performance are key factors impacting compensation increment</li><li>• Personnel in these organisations give preference to high social security benefits like insurance, retirals, etc. they also prefer high fixed compensation and lesser benefits</li></ul>	<ul style="list-style-type: none"><li>• Personnel in these organisation display strong discontent on compensation</li><li>• 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</li><li>• Personnel in these organisations display low intent to stay as they feel disconnected and demotivated in the organisation</li></ul>



# Key Takeaways

Support Ecosystem Organisations	
Highlights	Key Focus Areas
<ul style="list-style-type: none"><li>• 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</li><li>• Individual skills and performance coupled with team’s performance are perceived as major factors for compensation increment and bonus payments</li><li>• Personnel in these organisations also prefer hospitalisation leave as a benefit which is not that prevalent in other types of organisations</li><li>• 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</li></ul>	<ul style="list-style-type: none"><li>• Overall scores are below the overall social sector on affiliation</li><li>• Ecosystem support organisations personnel display strong discontent on aspects of compensation, sense of purpose and association with the organisation</li><li>• Personnel display discontentment on fair compensation and benefits; they also feel there is poor implementation of organisations policies and practices</li><li>• Personnel in these organisations display weakest intent to stay and are more likely to change the organisation</li></ul>



## 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
<b>Your Individual Skills</b> - The competencies you have - technical and behavioural that makes you do your job well	24	84	<b>Your Performance</b> - This means you achieving the key result areas that are defined for you by your manager / leader	37	100	<b>Your Organisation's Performance</b> - Overall performance of the organisation in terms of achievement of goals laid out for the year	8	100	<b>Your Organisation's Performance</b> - Overall performance of the organisation in terms of achievement of goals laid out for the year	21	100
<b>Your Team's Performance</b> - Collective performance of you and your team / department	24	84	<b>Your Individual Skills</b> - The competencies you have - technical and behavioural that makes you do your job well	37	100	<b>Your Team's Performance</b> - Collective performance of you and your team / department	21	100	<b>Your Team's Performance</b> - Collective performance of you and your team / department	21	100
Your current compensation V/s. your peers within the organisation	23	82	<b>Your Organisation's Performance</b> - Overall performance of the organisation in terms of achievement of goals laid out for the year	37	95	<b>Your Performance</b> - This means you achieving the key result areas that are defined for you by your manager / leader	21	100	<b>Your Individual Skills</b> - 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			<b>Your Performance</b> - This means you achieving the key result areas that are defined for you by your manager/ leader	8	100	<b>Your Performance</b> - This means you achieving the key result areas that are defined for you by your manager / leader	4	100	Not enough responses		
			<b>Your Team's Performance</b> - Collective performance of you and your team / department	8	100	<b>Your Team's Performance</b> - Collective performance of you and your team / department	4	100			
			<b>Your Organisation's Performance</b> - Overall performance of the organisation in terms of achievement of goals laid out for the year	8	100	<b>Your Organisation's Performance</b> - 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
<b>Your Team's Performance -</b> Collective performance of you and your team / department	21	91	<b>Your Team's Performance -</b> Collective performance of you and your team / department	21	100	<b>Your Performance -</b> This means you achieving the key result areas that are defined for you by your manager / leader	4	100	<b>Your Performance -</b> This means you achieving the key result areas that are defined for you by your manager / leader	30	100	<b>Your Individual Skills</b> - The competencies you have - technical and behavioural that makes you do your job well	14	93
<b>Your Individual Skills</b> - The competencies you have - technical and behavioural that makes you do your job well	21	87	<b>Your Organisation's Performance -</b> Overall performance of the organisation in terms of achievement of goals laid out for the year	21	100	<b>Your Team's Performance -</b> Collective performance of you and your team / department	4	100	<b>Your Individual Skills</b> - The competencies you have - technical and behavioural that makes you do your job well	30	100	<b>Your Performance -</b> 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	<b>Your Individual Skills</b> - The competencies you have - technical and behavioural that makes you do your job well	21	95	<b>Your Organisation's Performance -</b> Overall performance of the organisation in terms of achievement of goals laid out for the year	4	100	<b>Your Team's Performance -</b> Collective performance of you and your team / department	30	97	<b>Your Team's Performance -</b> 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	Overall Social Sector N = 92	Favourable Responses				
			Less than 1 year N = 11	More than 1 year but less than 2 years N = 16	More than 2 years but less than 5 years N = 25	More than 5 years but less than 10 years N = 18	More than 10 years 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
<b>Your Performance -</b> This means you achieving the key result areas that are defined for you by your manager / leader	10	100	<b>Your Individual Skills -</b> The competencies you have - technical and behavioural that makes you do your job well	15	100	<b>Your Individual Skills -</b> The competencies you have - technical and behavioural that makes you do your job well	25	88	<b>Your Team's Performance -</b> Collective performance of you and your team / department	18	100	<b>Your Team's Performance -</b> Collective performance of you and your team / department	19	100
<b>Your Individual Skills -</b> The competencies you have - technical and behavioural that makes you do your job well	10	100	<b>Your Performance -</b> This means you achieving the key result areas that are defined for you by your manager / leader	15	93	<b>Your Performance -</b> This means you achieving the key result areas that are defined for you by your manager / leader	25	88	<b>Your Organisation's Performance -</b> Overall performance of the organisation in terms of achievement of goals laid out for the year	18	100	<b>Your Individual Skills -</b> 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	<b>Your Team's Performance -</b> Collective performance of you and your team / department	15	93	<b>Your Team's Performance -</b> Collective performance of you and your team / department	25	84	<b>Your Performance -</b> This means you achieving the key result areas that are defined for you by your manager / leader	18	94	<b>Your Organisation's Performance -</b> 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 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 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!



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