Employee Perception Survey- A Effective tool for an Entrepreneur in a current scenario

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Abstract- *Entrepreneur need to work hard in present challenging facets to be a successful entrepreneur, which requires understanding of how employees pursue about their employer, therefore Employee Perception Survey (EPS) is an employee attitude survey that provides an important view of organization through the attitudes of organization's employees. This survey allows employees to give honest, confidential input about their job and their organization. This discreet feedback acts as a powerful tool for understanding and meeting employee needs. Employees that are satisfied and motivated perform better, promoting customer loyalty and there by leading for betterment of the entrepreneur. The EPS defines for management, in detail, employee needs and concerns. The EPS gives employees the opportunity to evaluate the organization for which they work through numerical ratings, as well as open-ended free-response questions.*

Keywords- Employee Perception Survey (EPS), hypothesis test, interpretation.

I. INTRODUCTION

Entrepreneurship is the act of being an entrepreneur, which can be defined as "one who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods". This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. The most obvious form of entrepreneurship is that of starting new businesses (referred as Startup Company); however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. When entrepreneurship is describing activities within a firm or large organization it is referred to as intrapremiership and may include corporate venturing, when large entities spin-off organizations.

Employee surveys are an important and popular tool that organizations use to solicit employee feedback. Employee attitude survey and graphical interpretation of the survey provides a way to improve levels of productivity and commitment by identifying the root causes of workplace attitudes. And further providing the information about the extent to which employees are passionate about their work, and commitment of the employees towards their organization personally. Listening to employees' insight and suggestions for improvement provides the entrepreneur with valuable information that can be acted upon to increase employees' satisfaction in the workplace. Further by conducting hypothesis test- the results will allow the entrepreneurs in scrutinizing and further boosting their organizational productivity and motivating the employees of various cadres in his/her organization. There by providing effective tool for measuring and enhancing relationship of employee and employer in the organization.

Perception is defined as the process by which people organize and interpret their sensory impressions in order to give meaning to the world around them [1]. Perception is basically how each individual views the world around them. What one perceives can be very different from actually reality [1]. The perception of one person will vary greatly from that of another person. Perception can have a huge impact on an organization's behavior in whole.

Employee perception surveys can boost the morale of the employees of those who may not have many other opportunities to confidentially express their views. Employee attitude surveys provide a way to improve levels of productivity and commitment by identifying the root causes of workplace attitudes. Employee satisfaction surveys allow for increased productivity, job satisfaction, and loyalty by identifying the root causes of employee satisfaction and targeting these areas. Employee perception surveys measure the extent to which employees are passionate about their work and emotionally committed to their company and to their coworkers. Organizations may also benefit by conducting a more comprehensive organizational assessment survey. Listening to employees' insights and suggestions for improvement provides the organization with valuable information that can be acted upon to increase satisfaction in the workplace.

The information from these surveys will allow you to boost organizational productivity and positively affect your organization's top and bottom lines. This is very effective tool

for measuring and ultimately improving various relationships within organizations.

An employee perception survey reveals the entrepreneur about their various facets of employees' attitude towards the organization. Perception is reality, because employees at every organization act on the basis of their perceptions, management must be keenly aware of employees' views. Carrying out an employee perception survey delivers a successful means of measuring and acting upon employees' current beliefs on many job-related subjects. Understanding and working with employees will show improvements in motivation and retention across the organization. Surveys can be carried out online or as paper based documents and tailored to the needs of the organization. Employees that are satisfied and motivated perform better, leading to improved company loyalty. The EPS defines for management, in detail, employee needs and concerns. Employee satisfaction is improved when needs are met and concerns are shared openly. The EPS gives employees the opportunity to evaluate the organization for which they work through numerical ratings, as well as open-ended free-response questions. Costs are dependent on size of organization and extent of survey.

Employee perception surveys are widely used for gathering and assimilating HR-related data in companies and agencies of all sizes across the world [2]. They have the potential to improve dramatically workplace environments and can be used to identify emerging hotspots and mitigate the downside of organizational change initiatives. They can also alleviate absenteeism and stress, address issues of bullying and harassment and accurately identify workplace psychosocial risk factors [3][4]. EPS have been in existence since the early 1900s [5]. Developed initially by industrial psychologists, EPS was traditionally underpinned by extensive statistical analyses. This enabled organizations to be confident that the instruments they were using were accurate and assessed stable employee opinions and perceptions, rather than transient feelings and thoughts[4]. In other words, the results are the same irrespective of what time period employees are surveyed and are not distorted by any external factors.

Though many researchers have proposed many tools for employee perception measures they could not address all the aspects of employee perception. In this context the proposed method assumes special significance.

II.BENEFITS OF EPS TO THE ENTERPRENEUR IN THE CURRENT SCENARIO

The following are the some of the benefits of EPS:
- Identifying cost-saving opportunities.

- Improving productivity.
- Reducing turnover.
- Curbing absenteeism.
- Strengthening supervision.
- Evaluating customer-service issues.
- Assessing training needs.
- Streamlining communication.
- Benchmarking the organization's progress in relation to the industry.
- Gauging employees' understanding of, and agreement with, the company mission.
- Assisting to understand your position with Investors in People reaccreditation

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III.FACTORS LEADING TO EMPLOYEE PERCEPTION

These are some critical factors which lead to Employee Perception. Some of them identified are:
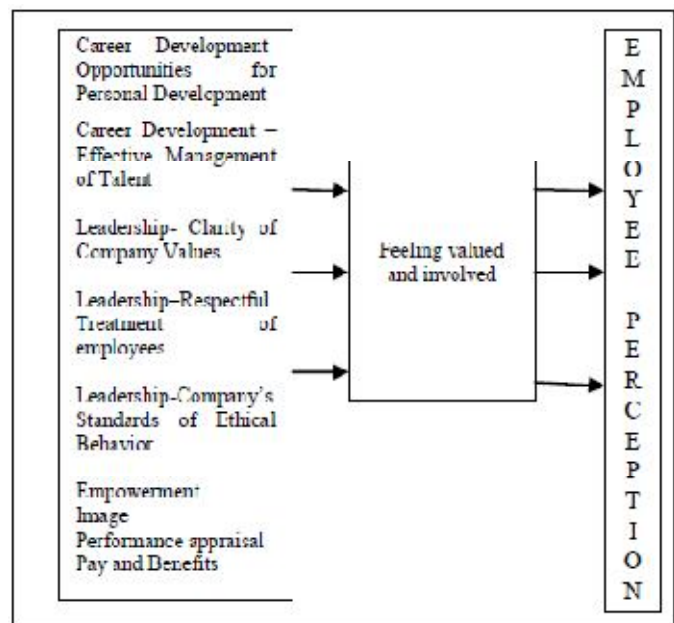

Figure 1: Factors Leading To Employee Perception [6].

Career Development- Opportunities for Personal Development Organizations with high level of commitment provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential.

Leadership- Clarity of Company Values

Employees need to feel that the core values for which their companies stand are unambiguous and clear.

Leadership – Respectful Treatment of Employees

Successful organizations show respect for each employee's qualities and contribution regardless of their job level.

Leadership – Company's Standards of Ethical Behavior

A company's ethical standards also lead to engagement of an individual.

Empowerment

Employees want to be involved in decisions that affect their work. The leaders of high workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

Image

How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked.

Other factors

Equal Opportunities and Fair Treatment

The employee perception levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement to all the employees.

Performance appraisal

Fair evaluation of an employee's performance is an important criterion for determining the level of employee perception. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee perception.

Pay and Benefits

The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.

Health and Safety

Research indicates that the perception levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction

Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication

The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss than the perception levels are likely to be high.

Family Friendliness

A person's family life influences his wok life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to perception.

Co-operation

If the entire organization works together by helping each other i.e. all the employees as well as the supervisors co-ordinate well than the employees will be highly perceived with his job.

IV. HOW TO MEASURE EMPLOYEE PERCEPTION?

Step I: Listen

The employer must listen to his employees and remember that this is a continuous process. The information employee's supply will provide direction. This is the only way to identify their specific concerns. When leaders listen, employees respond by becoming more perceived. This results in increased productivity and employee retention. Perceived employees are much more likely to be satisfied in their positions, remain with the company, be promoted, and strive for higher levels of performance.

Step II: Measure current level of employee perception.

Employee perception needs to be measured at regular intervals in order to track its contribution to the success of the organization. But measuring the perception (feedback through surveys) without planning how to handle the result can lead employees to disengage. It is therefore not enough to feel the pulse—the action plan is just as essential.

Step II: - Identify the problematic areas.

Identify the problem areas to see which are the exact areas, which lead to turn over of employees.

Step IV: Take action to improve employee perception by acting upon the problematic areas.

Nothing is more discouraging to employees than to be asked for their feedback and see no movement toward resolution of their issues. Even the smallest actions taken to address concerns will let the staff know how their input is valued. Feeling valued will boost morale, motivate and encourage future input. Taking action starts with listening to employee feedback and a definitive action plan will need to be put in place finally.

V. ANALYSIS AND RESULT

The questionnaires which are designed in EPS are divided into 3 categories. i.e.

1. Perception of the employee before joining.
2. Perception in the current working situation.
3. Perception of the expectation from the organization.

Reliability test carried on EPS Questionnaires.

1. Construct level reliability measures.
2. Correlation of the latent variables.
3. Reliability measures for whole instrument.

After getting the feedbacks on EPS questionnaires from 25 employees of a concern,   the reliability measures of the data are as following:

Table No 1. Construct level reliability measures

Construct	Composite Reliability	AVE	Cronbach Alpha
Before	0.94227	0.529685	0.928998
Current	0.901247	0.28163	0.863066
Future	0.936817	0.551676	0.923944

Table No 2. Correlation of the latent variables

Correlations	Before	Current
Before		
Current	0.599	0.284
Future	0.528	

Table No 3. Correlation of the latent variables Reliability measures for whole instrument

Construct	Composite Reliability	AVE	Cronbach Alpha
Perception	0.954775	0.312036	0.949381

Note: AVE – Average variance Extracted.

The reliability a measure was carried by the software called "visualPLS". Table I shows the construct level reliability measures for three different constructs. Table II shows the correlation of the latent variables. i.e. for current and before correlation is 0.599 and for future and before is 0.528. Table III shows the reliability measure for whole instrument.

According to the reliability measures,

➢ Composite reliability for the different level of the perception of the employee is as given in the Table I, is high in all levels.

➢ Average Variance Extracted (AVE) is high compared to the current situation and alpha is also high in all 3 levels.

➢ Reliability measure for the whole instrument is also high and hence the reliability of the perception measurement tool is high.

VII. CONCLUSION

Using EPS Tool consistently helps the entrepreneur to determine employee's attitude towards their organization which in turn helps in detecting the factors effecting productivity, employee- motivation, turnover rate, work satisfaction etc.

Employee Perception lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

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