We the team members of Tiger\_3 have joined hands to deliver on our goal of bringing out a solution for the case study on Agastya foundation. We **the postgraduate students of Business Analytics & Data science at SSN** have added value to our work by thinking from different dimensions. As graduates from different backgrounds we were able to include different flavours of ideas & solution to the problem statement. Our open discussions held in interactive mode helped us to analyze the situation better. Aggregation of the root cause analysis & deep drill down of individual contributing factors helped us to clearly articulate our thought process & findings in a precise way. Furthermore unified culmination of all our tenacious efforts have led to the completion of a beautiful rendering in the form of a presentation. Just like adding a pearl to the feather of the throne, we have unleashed the directional & operational strategy for the organization to serve millions better.

Introduction

Background: Two key challenges faced by agastiya in attracting and retaining talent are lower wages and varying quality of candidates. Like any other organization, cost and quality pose to be important drivers of growth and survival. Lower wages to an employee can be viewed in two perspectives. One approach is to look at lower wages as a true statement and the other viewpoint is to treat lower wages as a false hypothesis. When viewed as a serious true concern, the only solution is to increase the wages after bench marking with current industrial rates & considering the economic situation of the society. However high wages do not still guarantee the retention of employees in the organization. The real root cause of the problem still persists unaddressed. Lets have a look at some of the key aspects of viewing lower wages as a false assumption.

While we parse through why employees think they should be paid more or what makes them demand higher wages, it is very important to understand their thought process behind the claim. Lets put ourselves into their shoes to understand why employees quote lower wages or conclude themselves to be under paid. Every employee who step into the organization have certain aspirations & goals in life just like organizational vision & mission which drives the entire institution in a specific direction. Job roles & responsibilities are clearly communicated by the employer to the employee. This process is critical and if there is a gap between expectation of the employee & reality then it creates a halo effect to the employee. Therefore, real numbers in terms of monetary benefits ie wages should be well defined and shared at different levels in the organization during early stages of connect between employer and employee. Set the expectations right in the minds of the employee. This ensures that the employees don’t complain about their wages

HR Analytics research studies suggests that every 3 employee out of 10 who leave the company are those who had worked overtime. Over time is one key factor which decides work satisfaction. Employees believe that if they continue to work for long period after office hours, they deserve to get paid more. So they demand higher wages since they feel they are bombarded with work. **Extraction of work after office hours or work overload should be discouraged**. Teaching is one profession where there has been no concept of overtime. Furthermore, scheduled work with clear definitions of job summaries help employees to work effectively and efficiently to achieve their targets.

Mindset plays an important role in determining the involvement of employees in work. Money minded ideologies born out of needs of monetary requirements impact the employees thought process in demanding more wages. In NGO, it is essential to employ workforce who are not money minded in order to solve the mindset problem faced with regards to lower wages.

Fear of stagnation and questions about growth opportunities is yet another factor which makes employee feel insecure in their current role. In such cases, when future individual growth plans remain unclear, employees try to compensate that with money and demand monetary benefits instead of gaining right career growth insights.

Human psychology drives employees to compare themselves to people in similar fields or organization. They benchmark their salary with people who work in other NGOs. As an employer it is necessary to understand the current market salaries and perform a SWOT analysis among the other NGOs to position themselves in the correct place. This will enable an organization to distinguish themselves and help employees to track where their employer stands and hence be aware of merits and demerits of each comparison scenario and to defend them better.

High salary expectations that are far from reality, work overload, money mindset, fear of stagnant growth, poor benchmarking/Comparison are the key reasons why employees believe themselves to be under paid. Setting up right expectations in the minds of employee begins right from their first day in the organization. The work environment should be favorable to the employee and provide opportunities to grow. Individual growth plan should be in place to ward off any insecurity about future prospects in the organization.

The second important problem faced by the organization is varying quality of candidates. The quality of a product is determined by the raw material in the first stage and the way it is treated in subsequent stages. Similarly, to understand the quality of a candidate, it is essential to start analyzing from the first stage of entry which is recruitment process and then proceed to quality at intermittent stage which is on job activities post joining the teams. Varying quality of candidate is a cause of concern because balancing an unequal workforce is difficult since it involves cost in training them and still the problem persists. The performance of the overall group and hence the organizational efficiency is pulled down due to few inefficient work force who lack skill. Hiring and training are the two stream of thoughts to tackle the problem of varying quality.

Acquiring the right talent is the most crucial attribute that contributes to growth. Hiring the right candidate for work with predefined stringent requisites and qualities can solve the problem to some extent. Initial recruitment should consider skills which focusses on grasping power, adaptability, presence of mind in application of concepts, willingness to learn. The intermediate levels should test the candidate’s takeaway from life to understand their purpose of journey. This can help to diagnose money mindset, service mindset, time pass mindset since people with requirements of monetary or materialistic benefits do not last long in the organization. Reaching out to fresh college pass outs who are voluntarists in service organizations, housewives willing to learn and achieve in nearby areas, midcareer dropouts who are purpose driven should be considered for recruitment.

Training sessions organized for the instructors should not be a one-way communication show. It should be as interactive as possible and there should be an evaluation method which could translate as training score should be established. This score at each of each quarter should be reviewed. Demonstration techniques and explaining subject as stories should be taught to instructors. Skill gap analysis should be performed initially to understand where the instructor lacks and post that training sessions relevant to that particular skill should be imparted to the employee. No of trainings attended and cumulative score obtained should be considered by end of the year as target. There should be steering committee monitoring the skill gap, training and performance of the employee and check consistency with time.

To eliminate these problems in an organization, it is important to put in right strategies in place to handle the situation better and ensure the improvement is continual and guaranteed. An operational strategy to chart down new initiative in the new direction by identifying feasible solutions. A Competitive strategy to win employees trust by caring & nurturing them needs to in place. A functional strategy to seamlessly carry out all the possible and feasible solutions and convert them into active implementations

STRATEGY FOR AGASTYA

1. In alignment with the organization’s mission & vision statement, the 5 Critical shifts for employees needs to be strengthened. “Job to Passion”, “Burden to Ease”, “Knowledge to Skill”, “Monotonous life to purpose driven life”, “money mindset to service mindset”.
2. Gauge motivation to teach, identify their purpose, understand the level of satisfaction in work.
3. Translate organizational motives by caring for employees in operational track, building confidence in instructors by training them, nurturing employees towards growth & progress, inculcating tenacious mindset & triggering creativity in workplace to perform better, appreciate, motivate & maintain a curious workforce willing to achieve purpose driven goals.
4. Train the trainer workshop, Certified training courses for instructors to update them with new skills/Technologies. Ensure to build a purpose driven impactful trainer community.
5. Let the voice be heard & valued. Stories of experienced instructors explaining challenges faced. Differential trainers to share tips and tricks to become best teachers. Best practices introduced by instructors along with Replication methods of key practices across branches.
6. Reward & recognize employees at the right time. Introducing Star performers, role model of the batch, super trainer could keep the workforce motivated.
7. Leveraging digital technology to lessen instructor’s work in scheduling, training plan generation, record maintenance. Digital access to study material/teaching aids/digital library
8. Expand engagement activities with employees through motivational lectures, mind body balance techniques, purpose workshop, workplace management etc.
9. Recruit relevant workforce by redefining recruitment process. Mentor/buddy program for instructors during initial training days.
10. Introducing new employee schemes like ….Sridhar to fill

**RETENTION STRATEGY**

Stock [options](https://smartasset.com/investing/what-are-options) could be offered as perks to the employees. Companies can grant stock options through a contract that offers the right to buy. The contract will specify the**grant date**, which is the day your options begin to **vest**. The time period between grant date & vesting period of maturation helps in elongation of the employment period. In other words, stocks drive the retention time of the employees looking for additional benefits/pay offs