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OPINION MINING FOR EMPLOYEE ENGAGEMENT: ARE SURVEYS EXTINCT?

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Abstract

This major research paper investigates the possibility of measuring employee engagement through online job-review sites such as *Glassdoor.com* (Glassdoor). Using prevalent themes from the Gallup Q^{12} (Q^{12}) engagement survey as independent variables, 106 Glassdoor reviews were deductively analyzed. Literature surrounding employee engagement theory, critical managerialism and the affordances of online review-forums has been reviewed and used in conjunction with thematic content analyses to guide and answer the following research questions:

1) *What are the prevalent themes addressed by the Gallup Q^{12}?*

2) *Are employees addressing the themes prevalent in the Gallup Q^{12} in their Glassdoor reviews?*

3) *Are there prevalent themes addressed in Glassdoor reviews other than those addressed by the Gallup Q^{12}?*

It was found that employee reviews left on Glassdoor do in fact address the themes in the Gallup Q^{12}. However, each individual review only addressed a fraction of the 12 prevalent themes at a time. These findings suggest that while online review sites may not replace employee engagement surveys such as the Gallup Q^{12}, they may provide useful insight into what factors should be addressed in employee engagement surveys.

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Introduction

For three decades employee engagement has garnered the attention of business managers, leaders, owners and researchers alike. There is a plethora of studies that demonstrate a link between employee engagement and organizational performance; by fostering employee engagement organizations see an increase in employee productivity, which in turn increases bottom-line profits. Although academic and practical interest is building, a unified definition of employee engagement is lacking. Employee engagement has been researched in a number of diverse academic fields resulting in numerous, varying definitions. This lack of definitive description of what employee engagement is in practice is both concerning and challenging for business managers, as measuring employee engagement has become a priority in many organizations. Without an accepted definition of employee engagement, it becomes almost impossible to measure. Managers must choose from an abundance of descriptions, definitions and components of employee engagement, making the measurement of employee engagement an inconsistent and sometimes inaccurate process.

Employee engagement is most often measured via surveys, which are either distributed by third-party consultancy firms or in-house human resource departments. When answered honestly, surveys can provide valuable insight into employees' perceptions of engagement. However, surveys have many challenges: data becomes quickly dated, respondents allude only to recent events and people may only answer with what they believe the organization wants to hear (Fuller, 2014). Although surveys appear to be a tool for democracy in that they allow

employees to contribute their opinions, they may not be due to managerialist ideologies. Managerialism is an ideology that asserts that the performance of all organizations can be optimized by the application of generic management skills and knowledge (Klikauer, 2013, p. 5). Under this ideology, business managers are primarily concerned with efficiency, and aim to establish order through the installation of norms, values and beliefs. These beliefs and definitions often act as a template for communication within the organization, guiding both the content employees communicate and the way in which they do so. Thus, employee engagement surveys may actually perpetuate managerialist ideologies, guide employee opinions and language and hinder the measurement of employee engagement. Engagement surveys are pre-defined with questions and answers; this systematically distorts communication and suppresses potential conflict (Griffin, 2003, p. 293). In other words, management only asks the questions they define as important, eliminating the chance for employees to truly voice their opinions. To overcome issues such as outdated information and to increase democracy, many researchers have suggested mining the opinions of online reviews instead of implementing surveys.

In Lovink's theory of Comment/Review culture, he refers to online reviews as 'electronic word of mouth' (eWOM) (2012). Online reviews allow online consumers to generate evaluations of products and/or services and post them on company or third-party websites. Review forums give access to rich and candid opinions about company products and services. Thus, by opinion mining / conducting a sentiment analysis of online opinions and reviews, researchers can

access candid, altruistic, real-time opinions with little-to-no cost. Online reviews may prove more useful than surveys as they are written by engaged, motivated users whom are able to share their opinions freely, and may do so shortly after the event or purchase they are referencing in their reviews. Furthermore, online review forums do not guide reviewers' communication: reviewers can communicate about whatever topics they believe to be of importance.

In order to explore further the implications of opinion mining for employee engagement, both deductive and inductive qualitative content analyses were conducted. Independent variables were derived using a well-known and widely used employee engagement survey, the Gallup Q^{12} (Q^{12}). The themes prevalent in the Q^{12} were used to administer a deductive content analysis on employee reviews on Glassdoor.com (Glassdoor). An inductive content analysis was also conducted on employee reviews, to explore the themes discussed by employees that are not present in the Q^{12}. During the deductive content analysis it was found that online reviews offer the same types of information acquired by the Q^{12}. However, the quantity of such information is lesser than what would be received via surveys. In other words, each individual online review offered only a fraction of the information supplied via survey answers. In reference to RQ3 and the inductive analysis, seven prevalent themes were noted which were not addressed by the Q^{12}. These findings suggest that online reviews cannot replace surveys, but may be used to aid in their creation as well as counteract managerialst ideologies and measure true employee engagement. This research

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suggests that managers should analyze online reviews and note any prevalent

themes before creating and implementing employee engagement surveys.

Literature Review

The following review addresses literature in the areas of employee engagement theory, critical managerialism, and the affordances of social media and online review forums.

Employee Engagement Theory

Employee engagement is of great concern to managers, leaders and Human Resource practitioners worldwide; each recognize it as a vital element for effectiveness, innovation and competitiveness within the business industry (Macey & Schneider, 2008, p.3; Welch, 2011, p. 328). Numerous studies have found that fostering employee engagement can facilitate an increase in bottom-line results, as engaged employees care about the future of the company and are willing to exceed job descriptions and duties to see the organization succeed (Crim, 2006; Macey & Shneider, 2008). Gruman and Saks (2011) agree that fostering employee engagement is one of the most effective ways to enhance performance management and say "engagement is a key driver of individual attitudes, behavior and performance as well as organizational performance, productivity, retention, financial performance and even shareholder return" (p. 125). Overall, employee engagement can be seen as part of an exchange relationship whereby motivated employees take care of the organization's operations and customers in return for the investments made to motivate the employee (Balain & Sparrow, 2009, p. 8).

While engaging employees can lead to increased motivation, performance and overall output, failing to engage employees can have serious, adverse effects such as increased turnover rates, lower efficiency and decreased stakeholder value (Lockwood, 2007). According to Balain and Sparrow (2009), there are three types of employees: engaged, not engaged and actively disengaged (p. 9). As previously mentioned, engaged employees drive innovation, work with passion and feel a strong connection to their organization. Unengaged employees can be said to have 'checked out' and essentially sleepwalk through their day, putting little energy or passion into their work. Actively disengaged employees are not only unhappy, but busy themselves by acting out on their unhappiness by undermining what their engaged co-workers accomplish (Balain & Sparrow, 2009; Crim, 2006; Lockwood, 2007). Unfortunately, 70 percent of workers fall into the categories 'not engaged' or 'actively disengaged'. They are emotionally disconnected from their workplace and cost companies approximately $450 billion to $550 billion each year due to loss in productivity (Gallup, 2013). In order to decrease the number of 'not engaged' and 'actively disengaged' employees in the work force, managers must increase their efforts of facilitation of engagement practices. While it is agreed that facilitating employee engagement leads to better organizational performance and competitive advantage, the facets of employee engagement and the ways in which it can be achieved is contested.

Defining Employee Engagement.

Employee engagement first entered the lexicon in the 1990's largely as a business and consultancy issue, but is now gaining momentum in academia and research (Gruman & Saks, 2011; Macey & Schneider, 2009; Welch, 2011). Employee engagement is attracting an increasing amount of attention from academics in business management, psychology, organizational behavior and communication disciplines (Welch, 2011, p. 329). The interest in employee engagement across various disciplines has caused myriad definitions of the concept, resulting in confusion in the literature, research and practice. As a result, research in this field has been criticized for having substantial overlaps and redundancies between employee engagement, satisfaction and organizational commitment, as well as for lacking an accepted, uniform definition (Gruman & Saks, 2011; Kahn, 1990; Macey & Schneider, 2009).

Kahn (1990) is the noted founder of the concept and theory of employee engagement, which was originally referred to as 'personal work engagement' (Anitha, 2013; Welch, 2011). Kahn defined personal work engagement as "the harnessing of organizational members' selves to their work roles" and says, "in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance" (1990, p. 694). Overall, Kahn believes that to be engaged means to be psychologically present when occupying and performing an organizational role (Saks, 2006, p. 601).

Kahn's theory is one of the most widely accepted in the field of employee engagement but is seen as incomplete and has been adapted and expanded upon

by many scholars. Rothbard (2001) agrees with Kahn's definition in that engagement can be defined as being psychologically present but adds two critical components: attention and absorption (p. 656; Saks, 2006, p. 601). Rothbard says that attention is the cognitive ability and amount of time an individual spends thinking about their role at work; absorption is the immersion of an individual in a role, or, the intensity of one's focus on a role (2001, p. 656, Saks, 2006, p. 601). Researchers in the field of 'burnout theory' – feelings of exhaustion, cynicism and inefficacy at work – define engagement as the opposite of this concept, which includes having increased levels of energy, involvement, vigor and dedication (Maslach et al., 2001). Although there is a wide array of definitions for employee engagement and employee engagement theory, many practitioners and academics agree that employee engagement has both psychological and behavioral facets and involves energy, enthusiasm and focused effort / vigor (Gruman & Saks, 2011; Macey & Shneider, 2008; Maslach et al., 2001; May et al., 2004; Welch, 2011).

Not unlike the definition of employee engagement, the different components that facilitate employee engagement are also contested. Due to overlaps in the literature on employee engagement, employee (job) satisfaction and organizational commitment, scholars and professionals alike have many differing theories and opinions in regard to which factors aid in engaging employees.

Antecedents of Employee Engagement.

There are many suggested antecedents of employee engagement, but there is currently no practical formula for engaging employees. The wide array of suggested facilitators of employee engagement forms challenges for practitioners aiming to increase engagement amongst their employees. While some theories and formulas are more widely accepted than others, it is possible that practitioners are wasting resources implementing practices that increase job / employee satisfaction rather than engagement.

Although a universally accepted theory / formula for engaging employees is lacking, Kahn's is often used as a foundation for theoretical expansion. Kahn's theory suggests that there are three main facilitators of employee engagement: meaningfulness, safety and availability (Anitha, 2013, p. 310; Kahn, 1990; Welch, 2011, p. 330). To elaborate, Kahn defines meaningfulness as an individual's perceived value of a work goal or purpose; lack of meaning in one's work can lead to alienation or disengagement (May et al., 2004, p. 13). Safety is defined as "feeling able to show and employ one's self without fear of negative consequences to self-image, status, or career" (Kahn, 1990, p. 708; May et al., 2004, p. 13). Individuals feel safe when they believe they will not suffer negative consequences for expressing themselves at work and feel unsafe when situations are ambiguous, unpredictable and threatening (May et al. 2004, p. 13). Lastly, Kahn defines availability as an individual's belief that he or she has the physical, emotional or cognitive resources necessary to engage the self at work (Kahn, 1990).

May et al. (2004) expand on Kahn's facilitators of engagement and extend the theory to incorporate job enrichment, work role fit and co-worker relations under 'meaningfulness'; supervisor relations and self-consciousness under 'safety'; and resources and work role security under 'availability' (p. 14-19). In other words, May et al. suggest that to be engaged employees must fit into the role of the job in question, have positive, rewarding and supportive relationships with co-workers and supervisors, feel confident sharing their opinions and have access to emotional and cognitive resources.

Welch (2012) suggests that in order to engage employees, managers must offer rewards and recognition such as 'employee of the month', job resources such as training and technology, clear and purposeful communication and shared organizational values and cultures (p. 337). Gruman and Saks (2011) focus on job resources as the main facilitator of engagement, while using the term to encompass all physical, psychological, social or organizational features of a job that help achieve work goals, reduce job demands and stimulate personal growth, learning and development (p. 126). According to the authors, factors such as pay, career opportunities, job security, supervisor and co-worker support, team climate, role clarity and agency and performance feedback can lead to greater levels of engagement (Gruman & Saks, 2011, p. 126). Balain and Sparrow (2009) agree with Gruman and Saks, but suggest that fairness and compassion within the organization's systems are equally important factors (p. 18).

It is apparent that there are numerous differing opinions as to what employee engagement theory encompasses and how it is practiced. Given the

many formulas for engaging employees, practitioners are left to decide which method(s) best suits the organization's needs and values. After practices have been implemented with the objective of increasing employee engagement, managers and leaders must administer surveys to gage and benchmark their efforts.

Measuring Employee Engagement.

Measuring employee engagement has become as important as measuring traditional business metrics (Wiedenkeller, 2009). Wiedenkeller (2009) suggests that while it is possible to manage a business without measuring employee engagement, eventually employees are going to experience fatigue and performance levels will decrease. One of the most popular means of measuring employee engagement is via survey. Surveys have many strengths and weaknesses; as a tool for measuring employee engagement, they may be outdated.

Surveys.

Employee engagement surveys can be either 'off-the-shelf' or company-specific (Stoneman, 2013). Off-the-shelf surveys are those prepared by a third-party consultancy firm, which allow employers to draw from a large database to compare and benchmark their results with those from similar organizations. Company-specific surveys allow employers to tailor questions in order to measure the elements of employee engagement perceived as most important but do not allow for a benchmarking system (Stoneman, 2013, p. 325). Overall, the goal of

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these surveys is to ask employees to identify their engagement through a variety of questions (Fuller, 2014). The results of the employee engagement survey are divulged to senior management of organizations, who decide strategically how to address any issues or concerns in regard to the survey feedback (Attridge, 2009; Williams, 2010). According to Fuller (2014) employee engagement surveys, when answered honestly, provide good input into employees' perceptions of engagement. However, he suggests that engagement surveys also provide some challenges: data becomes quickly dated, respondents allude only to recent events, and participants may answer only with what they believe the organization wants to hear (Fuller, 2014). Bersin (2014) agrees that there are many issues with employee engagement surveys and says they soon should and will be retired. He says that while surveys are a good tool for benchmarking the level of employee engagement in an organization, they lack detail and real-time information, and essentially, do not keep up with the ever-changing organization (2014).

Other characteristics impeding the success of surveys include their length, methods of implementation and questionable anonymity. These issues arise with all employee engagement surveys, but particularly when surveys fall into the 'company-specific' category, rather than 'off-the-shelf'. When surveys are company-specific they often ask too many questions, which can be counter-productive (Stoneman, 2013). If a survey is too long employees may tire and begin to provide dishonest, quick-and-easy answers. Company-specific surveys are also often paper-based, which is not conducive to high participation rates; instead, employees are much more likely to participate when surveys are

distributed online (Wiedenkeller, 2009). Questions of anonymity also arise when company-specific surveys are distributed. Due to the fear that their employer will know their identity, employees are often reluctant to voice honest concerns in fear of retribution (Wiedenkeller, 2009). To help overcome some of these issues, companies often hire third-party consultant firms such as Blessingwhite, Hewitt, Sirota, Gallup or other (Attridge, 2009).

One of the most influential approaches to measuring employee engagement comes from the Gallup Organization (Attridge, 2009; Bakker & Leiter, 2010). According to Attridge (2009):

> The Gallup Organization has provided perhaps the most convincing evidence of the link between engagement and company financial profits due to the sheer number of studies conducted, the large sample sizes used in the studies and the advanced methodologies that were employed. (p. 392)

The Gallup Organization has implemented hundreds of studies over 30 years to create and maintain their survey (Attridge, 2009; Bakker & Lieter, 2010; Gallup, 2013). The questions in the Q^{12} assess numerous engagement factors, such as job resources, expectations, relationships and opportunities for growth within the organization (Gallup, 2013). These factors are scored on a five-point rating where one is 'strongly disagree' and five is 'strongly agree' (Bakker & Lieter, 2010; Quinn, 2015). While the survey is one of the most utilized by employers, some academics feel it is not an accurate measure of engagement. Bakker and Lieter (2010) suggest that the Q^{12} measures perceived resources, an antecedent of

engagement, instead of the experience of engagement in terms of involvement, satisfaction and enthusiasm; they believe that the Q^{12} measures employee satisfaction instead of employee engagement (p. 15). People First International (PFI) (2008) also criticize the Q^{12}, saying that it targets only middle management, instead of top leaders and the organization's overall culture. According to PFI, one of the main problems with this focus is that middle managers have significantly different experiences from those of top leaders. Changing the actions of middle managers and not those of top leaders may not solve the overall problems or issues within the organization and result in distrust and dissatisfaction (People First International, 2008). Feelings of distrust and dissatisfaction may have a negative impact on middle managements' morale and engagement, which can then negatively impact employees and the overall performance of the organization.

In an interview with Crush (2015), Hutton states that he doesn't believe employee engagement surveys, such as the Q^{12}, are "worth the paper they are printed on" (para 1). Due to the fact that no one has decided or agreed upon what engagement is or what it is comprised of, Hutton doesn't believe its measurement is plausible or achievable. Hutton also suggests that the Q^{12} is not indicative of employee engagement due to its Likert-scale questions (Crush, 2015). He says that agree/disagree questions are ambiguous and perhaps the weakest type of questions in terms of research. Furthermore, Hutton states the correlation between the Q^{12} and business performance is extremely small, ranging from 0.057 to 0.191.

As a result of the recently found correlation between employee engagement and organizational performance, researchers and practitioners have been working to define and streamline the concept and its measurement. However, as indicated in the literature, such a definition has not been found. One of the most plausible reasons that employee engagement has yet to be defined is due to the uniqueness of each organization. Each organization has broad contextual factors that impact engagement (Delbridge & Keenoy, 2010; Jenkins & Delbridge, 2013). Factors such as the economy, industry sector, ownership and governance arrangements and organizational size majorly impact management's ability to deliver engagement (Jenkins & Delbridge, 2013, p. 2697). By assuming every organization can measure and employ engagement in the same manner, managers and academics are impeding the evolution of employee engagement research and practice. One of the main ideologies accounting for this unified notion of engagement is 'Managerlialism'.

Critical Managerial Theory (Managerialism)

Managerialism combines management and ideology to justify the application of managerial techniques to all areas of society and organizations on the grounds of leaders having superior training and the possession of knowledge necessary to efficiently run corporations and societies (Klikauer, 2013, p. 2). Managerialists believe that the performance of all organizations can be optimized by the application of generic management skills and knowledge (Klikauer, 2013, p. 5). The main objective of managerialism is efficiency in both growth and profit

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(Pelsmaekers, 2014). Managerialist researchers and practitioners dedicate their time to study and implement 'best practice' policies, procedures and processes in order to gain maximum efficiency (Delbridge & Keenoy, 2010). Thus, under managerialist regimes employees are often seen as material inventory framed as human resources, human capital and human material, and are assumed to be a homogenous group (Delbridge & Keenoy, 2010; Klikauer, 2013, p. p. 8). Although managerialists believe in the correlation between employee engagement and organizational performance, the way in which they promote engagement is ineffective: strategies are introduced into organizations with the explicit objective of gaining competitive advantage. The focus on specific antecedents of engagement and productivity obscures the degree to which managers are able to deliver engagement (Jenkins & Delbridge, 2013). Instead, managers need to forge a work environment that is positive and unique to the organization in question and focuses on the 'human' instead of the product or result (Jenkins & Delbridge, 2013). Jenkins and Delbridge (2013) refer to managerialism as a unitarist approach to managing, and state: "Management practices are not simple, uniform, easily codified or readily adopted; the idea of universal best practices is fundamentally flawed" (p. 2697). In other words, due to the heterogeneity of organizations and their wider contexts, there is no set of 'best practices' to employ for all organizations. In fact, managerialists' quest for perpetual, streamlined productivity is counterproductive as it often results in mass unemployment, poverty, misery at work and an overall decrease in the human quality of life (Griffin, 2003; Klikauer, 2013).

In order for leaders and management to foster an employee-engagement initiative that is unique and helpful to their organization, employee participation and collaboration in strategies and decisions need to be encouraged (Jenkins & Delbridge, 2013). True employee engagement involves an understanding of the problematic nature of the employee-employer relationship and an emphasis on the articulation of worker voice (Arrowsmith & Parker, 2013). Under managerialism, democracy is not sought as it is seen as a hindrance to efficiency and competitive advantage (Klikauer, 2013). However, by involving employees in discussions of company policy and procedures, employees have a chance to air grievances, state their desires, recommend alternative and possibly improved ways of working and essentially, counteract the effects of managerialism (Gibbs, 2001; Griffin, 2003, p. 292). According to Boxall (2013), listening to employees is critical to conceiving, growing and renewing organizations (p. 4). He also suggests that human capabilities are unique sources of value; because of their heterogeneity, human resources are idiosyncratic and each individual reserves cognitive knowledge and abilities that cannot be replicated (Boxall, 2013, p. 5). When organizations act democratically instead of bureaucratically, a mutual relationship is developed between employees and employers, where stronger alignments with talented individuals are fostered, and in turn competitive advantage is increased (Boxall, 2013, p. 13). While surveys appear to be a tool used to 'listen' to employee voices and opinions, critical management and organizational studies suggest that the managerial creation and implementation of such surveys may hinder free speech and expression of ideas (Griffin, 2003, p. 292).

One of the criticisms of managerialism is its obstruction of democratic stakeholder participation through systematically distorted communication (Deetz cited in Griffin, 2003). Critics of managerialism suggest that the ideology has colonized everyday language in order to execute it as an instrument of control (Klikauer, 2013). It is suggested that managerialist language controls by "reducing linguistic forms and symbols of reflection, abstraction, development, critique, and contradiction" (Klikauer, 2013, p. 137). The type of language used under this ideology of management and control does not allow for the search for real truth, but establishes and imposes its own version. Managerialist language attempts to produce and reproduce an organizational culture that is sympathetic to managerial interests (Griffin, 2003; Klikauer, 2013). Delbridge and Keenoy agree that managerialist language is deconstructive toward employee relations, and suggest:

> … the unreflective adoption of managerial language and managerial definitions of reality in mainstream research has led to the promotion and development of a one-sided if not singularly misleading view of how organizations function and how they are governed. (2010, p. 802)

Deetz (2003) agrees with Delbridge and Keenoy and says that managerialism restricts what can openly be expressed or thought of by instilling norms and expectations within a group (cited in Griffin). He suggests that workers are deceiving themselves with the belief that they are acting and communicating freely while often managements' language, values and forms offer a template for communicating. Essentially, managerialists create what Kenneth Burke refers to

as a terministic screen. Burke suggests that language and vocabulary direct our attention to some aspects during interpretation, while ignoring others (Crusius, 1999, p. 16). This type of communication discloses the world, or in this case the organization, selectively and partially, with an intense spotlight on authorities' insights and opinions (Crusius, 1999, p.17). For example, employee engagement surveys often leave employees feeling empowered, having the agency to express themselves. However, managers and leaders structure such surveys with an agenda in mind. Questions and answers are readily available to employees to choose from, systematically distorting communication and suppressing potential conflict (Griffin, 2003, p. 293). In other words, managers only ask questions they deem important. Although employee engagement surveys appear to consider employee opinions and well-being, it can be argued they are a managerial construct created and implemented to maintain a managerialist culture.

Due to the bureaucratic nature of managerialism and criticisms of surveys under managerialist distribution, many practitioners and scholars suggest that employee engagement surveys should be replaced with a more holistic, integrated, real-time approach (2014). One method of data collection that has recently come into fruition is the mining of opinions via social media such as online review forums (Liu, 2012).

Theory of Comment/Review Culture

The World Wide Web originated in 1991, offering one-way communication formats such as weblogs, list servers and emails (van Dijk, 2013, p. 3). Around the year 2000, Web 2.0 was implemented and online services shifted from channels of networked communication to becoming interactive, two-way forms of communication (Chen et al., 2011; van Dijck, 2013, p. 3). Technological companies began offering platforms that allowed users to interact with one another and these public spaces for communication promised an increase in democracy. However, around 2006 a shift occurred in Web 2.0 where the interface changed from being an infrastructure for networked communication to offering a plethora of niche sociality, particular through the use of user-generated content services (Chen et al., 201; Nagendra, 2014; van Dijck, 2013). This shift is referred to as the "Dot.com crash" by Lovink (2012), who suggests that during this time businesses started to focus on profiting from free user-generated content. One of the major concerns of this era, as noted by van Dijck, is the ability to document utterances that would once be expressed offhandedly (2013, p. 3). She says that these 'utterances' are now released into public domain where they have far-reaching and long-lasting effects, which unquestionably alter the nature of private and public communication (2013, p. 3). Through the capitalization of user-generated content, a new culture has emerged: one that Lovink (2012) calls 'comment culture.'

Lovink says that participation in, and contribution to, an online forum has become entirely normal, expected, and encouraged by commercial platforms

(2013, p. 51). In other words, social networking sites and platforms encourage users to comment their own thoughts, opinions and experiences on a wide array of subject matter; these comments are usually available to the public and create a string of discourse. An adaptation of comment culture is 'review culture', where users post reviews of products and / or services (Lovink, 2012). Online review forums have created immense opportunities for business leaders as they offer an abundance of rich information in a free, public space.

Online Review Forums.

Online review forums are considered electronic word-of-mouth (eWOM) platforms, which allow online consumers to generate evaluations of products and/or services and post them on company or third-party websites (Purnawirawan et al., 2012, p. 244; Yin et al., 2014, p. 540). In 2007 it was estimated that 70 million consumers had contributed content to online review forums, and that this number will continue to rise exponentially (Yoo & Gretzel, 2008). Reviews were originally written for and utilized by consumers researching products and services before making a purchase. However, review forums are now affecting organizations and businesses at large: businesses now have access to rich and candid opinions about their products and services. Analysis of this information can be used to improve business products and practices (Asur & Huberman, 2010; Liu 2012). It is suggested that online review forums may provide such invaluable information for business leaders and researchers that they may eliminate the need for surveys, opinion polls and focus groups (Asur & Huberman, 2010; Liu 2012).

Liu (2012) suggests that by opinion mining, or conducting a sentiment analysis on online opinions and reviews, researchers can capture candid, altruistic, real-time opinions with little-to-no cost. Online reviews may prove more useful than surveys as they are written by engaged, motivated users who are able to share their opinions freely, and may do so shortly after the event or purchase which they are referencing in their reviews (Liu, 2012; Bersin, 2014). However, review forums may also be used as an outlet to rant subjectively in an act of vengeance (Purnawirawan et al., 2012).

One of the criticisms of online review forums is that anonymity allows for fraudulent reviews. According to Kugler (2014), 16 percent of reviews online are fraudulent, and include negative reviews from competing businesses and positive reviews by business owners. In order to refrain from accounting for fraudulent reviews in academic and practical research, business leaders and academics must learn to recognize such fraudulence. There are several steps business leaders can take to monitor suspected fraudulent reviews: check to see if the contributor has reviewed anything else; use computer algorithms to look for Internet protocol addresses, similarity of content and word-choice; and check the time-frame in which reviews are posted (Kugler, 2014, p. 3).

Current research being conducted in the field of online review forums pertains only to products, services and tangible items belonging to an organization. With online job review websites such as Glassdoor, Indeed and Vault, employer reviews are becoming more common, and users are actively engaging in the search for such information. Research needs to be conducted in

regards to employer reviews, as such reviews address aspects of a business that are much less tangible than the material objects considered in products reviews, and offer invaluable insights into business processes and conducts.

Research Questions

Although the anonymity offered via social media provides challenges for business managers, it is also one of the major affordances of online review forums. Anonymity often leads to more open and honest feedback, as users generating such content are unafraid of repercussions. Due to the anonymity and lack of structure of online review sites / forums, it is likely that opinion mining users' reviews can help overcome managerialist constructs, increase democracy and lead to deeper insight into employee engagement theory and practice.

To coincide with the literature review, this project uses thematic content analyses to determine whether or not employee surveys can be replaced or supplemented by the analysis of online job-review forums. In order to address this area of research, three research questions (RQs) have been considered:

1) *What are the prevalent themes addressed by the Gallup Q^{12}?*

2) *Are employees addressing the themes prevalent in the Gallup Q^{12} in their Glassdoor reviews?*

3) *Are there prevalent themes addressed in Glassdoor reviews other than those addressed by the Gallup Q^{12}?*

Methodology

Data Collection

In order to answer RQ1, a thematic content analysis was conducted using the Q^{12}. The Q^{12} was one of the first employee engagement surveys to be administered and, since its first distribution, has been answered by more than 25 million employees (Gallup, 2013, p. 4). Gallup's Q^{12} claims to collect specific, relevant and actionable data that is proven to affect key performance metrics (Gallup, 2013, p. 11). The survey aims to measure employees' emotional engagement, which Gallup claims is a direct tie to their level of discretionary effort, or, their willingness to 'go the extra mile' for their company (Gallup, 2013, p. 11). Many researchers including Anitha (2013), Balain and Sparrow (2009), Luthans and Peterson (2002) and Welch (2011) refer to the Q^{12} in their work. In fact, Buckingham and Coffin (1999) define employee engagement as "An employee who could answer yes to all 12 questions on Gallup's questionnaire" (p. 56). The survey's wide acceptance and popularity allow for the assumption that the themes prevalent in the Gallup Q^{12} are accepted as facilitators of employee engagement. The thematic content analysis was conducted manually, using the literature review to define further the themes inducted from the study.

In order to address RQ2 and RQ3, a second thematic content analysis was conducted, using employee reviews on Glassdoor. Glassdoor was chosen as a platform of analysis due to its recent and rapid growth in popularity, having approximately 22.4 million unique visitors each month (quantcast.com). It is

plausible to assume that employee engagement surveys can be compared to Glassdoor reviews as Glassdoor contends that it allows managers to measure both organizational reputation and employee engagement (Glassdoor, 2015).

To collect data from Glassdoor, the top five most popular pages based on location were reviewed. Toronto, Ontario was chosen as the geographic location of companies being reviewed as it is Canada's largest municipality and is considered a microcosm of the Nation (Marsh, 2006). The top five most popular Glassdoor pages in Toronto, Ontario are Blackberry, Roger's Communication, IBM, CIBC and Scotia Bank, respectively. Data was collected using stratified random sampling, forming strata based on the employer being reviewed. Reviews were filtered to eliminate those conducted by reviewers identifying as former employees. This decision has been made to reduce negative bias due to the possible termination of said former employees. Furthermore, former employees are not part of the intended audience for employee engagement surveys; only current employees are issued these surveys. All reviews falling into the aforementioned criteria were considered for analysis, regardless of their date. This decision has been made due to the objective of this study to find prevalent themes in the content generated on Glassdoor. Thus, time is not a factor in this research but should be considered by practitioners if this method of measuring engagement is pursued. Ten percent of each stratum was collected for analysis by using a random-number generator (random.org), which chooses true random numbers. The total number of reviews analyzed is 106.

Method of Analysis

In order to address my research questions, inductive and deductive qualitative analyses were conducted. The thematic content analysis of the Q^{12} included a manual inductive analysis, which allowed for the collection of data that became the independent variable in my overall research. The themes collected from the content analysis of the Q^{12} then acted as a coding scheme with which to analyze the Glassdoor reviews and answer RQ2. The definitions of themes / codes were supplemented by the literature review, and were defined in the most broad sense. This was in consideration of the ways in which each individual employee might conceptualize the meaning of said themes / codes.

The thematic content analysis of Glassdoor reviews included both deductive and inductive analyses. A manual deductive analysis was conducted using the coding scheme created in the first stage of my research, and addressed RQ2. A manual inductive content analysis was conducted to address RQ3.

Findings & Analysis

The following section outlines the findings of my research. The data will be separated and presented in terms of the research question being addressed.

RQ1

Using a manual inductive thematic content analysis, 12 prevalent themes were found within the Q^{12}. Table 1 outlines the questions addressed in the Q^{12} as well as the themes inducted from each question. The themes have been defined according to the literature reviewed during this project, and act as the codebook with which RQ 2 and 3 were analyzed.

Table 1.

#	Gallup Q^{12} Question	Theme / Code	Definition	Example
Q01.	I know what is expected of me at work	Expectations	Proper training and clear communication about job roles, goals and accountability.	"The training for my role was non-existent"
Q02.	I have the materials and equipment I need to do my work right.	Resources	Up-to-date technology and equipment, agency in decision-making, access to information, and a suitable amount of time to get the job done.	"People seem to always be overworked. Projects are rushed"
Q03.	At work, I have the opportunity to do what I do best every day.	Stimulation	Fun, exciting, challenging, enriching and meaningful work.	"I like my job!" "The hours go by very slowly"

Q04.	In the last seven days, I have received recognition or praise for doing good work.	Recognition	Reward for dedication to and quality of work, either tangible or intangible.	"Corporate policies are in place to reward exceptional employees"
Q05.	My supervisor, or someone at work, seems to care about me as a person.	Compassion	Positive, open atmosphere with a sense of humanity; employees feel valued and safe.	"it's hard to build a close relationship with your manager(s), especially when many of them work remotely"
Q06.	There is someone at work who encourages my development.	Encouragement	Support and encouragement to find roles that fit individuals' strengths.	"great supportive co-worker system in place"
Q07.	At work, my opinions seem to count.	Employee Opinions	Access to many channels of communication throughout the organization; Employees feel heard and their opinions are valued.	"Be more transparent to the people below, keep them in the loop as much as possible"
Q08.	The mission or purpose of my company makes me feel my job is important.	Mission / Purpose	Company values and philosophies are shared by employees; employees feel as though they are part of something meaningful.	"Opportunities to make a difference" "Very good culture"
Q09.	My associates or fellow employees are committed to doing quality work.	Co-worker Commitment / Skill Level	Perceived level of competence of co-workers and management.	"Plenty of senior people with deep domain and technology expertise"
Q10.	I have a best friend at work.	Friendship	Camaraderie, trust and feelings of happiness due to fellow co-	"Great co-workers. A lot of fun managers"

				workers.
Q11.	In the last six months, someone at work has talked to me about my progress.	Feedback	Feedback processes for individuals and work-groups.	"…team based performance system combined with a 360 performance feedback for individuals leading to a blended performance result"
Q12.	This last year, I have had opportunities at work to learn and grow.	Opportunities for Growth	Educational opportunities, promotions and increased responsibilities.	"Excellent Skills building and development"

RQ2

After conducting a manual deductive content analysis on 106 Glassdoor

reviews, it was found that reviewers addressed all of the themes prevalent in the

Gallup Q^{12}. It was also found, however, that individual reviews tended to address

only a fraction of the themes. Furthermore, singular themes were often addressed

more than once in an individual review. Overall, it was found that *Q02, Q08* and

Q12 were addressed most frequently in employees' reviews, while *Q11* was

addressed the least. Figure 1 shows the number of times each theme was

addressed in employee reviews on Glassdoor.

Figure 1.
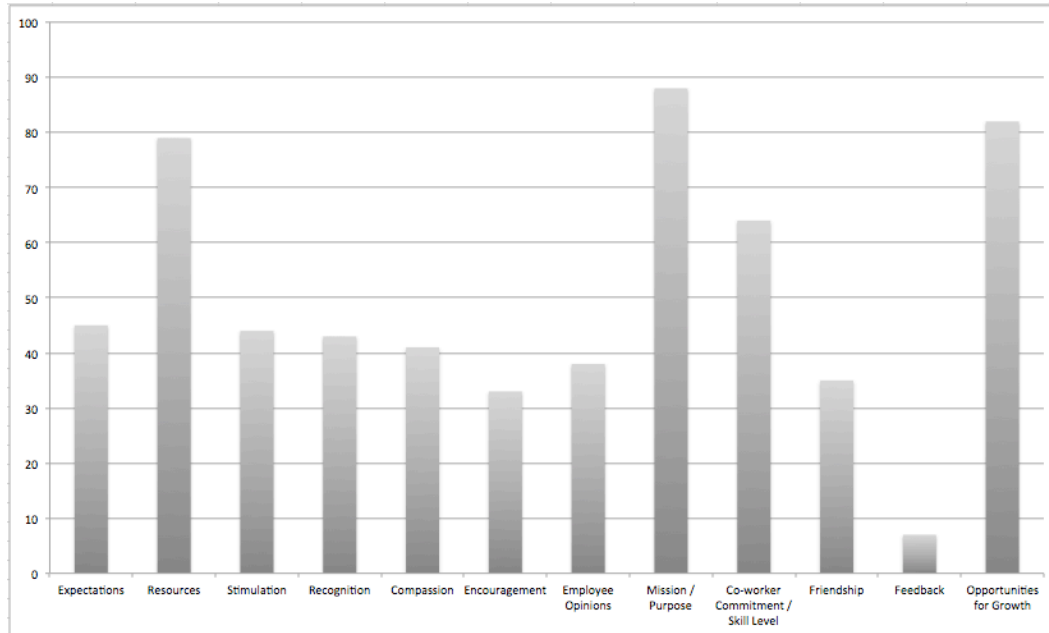
Figure 1 represents the total mentions of themes in the overall research. However, it is important to note that there are some variances between each individual organization that was analyzed. The IBM and CIBC strata replicated the overall research findings in terms of which themes were the most prevalent in reviews. However, the BlackBerry, Scotia Bank and Rogers Communication strata showed differences in terms of theme popularity. In the BlackBerry stratum, *Q08, Q02* and *Q09* were the most frequently mentioned themes. The reviews analyzed from the Scotia Bank stratum mentioned *Q04, Q02* and *Q09* most frequently, while those from Rogers Communication mentioned *Q12, Q08* and *Q09* most frequently. A full representation of each individual stratum can be found in Appendix A.

RQ3

Supplemented by the literature review, an inductive analysis was conducted on the 106 Glassdoor reviews. It was found that seven prevalent themes were mentioned by employees, but not addressed by the Q^{12}. Table 2 outlines the inductive codebook created from this analysis.

Table 2.

h	Theme / Code	Definition	Example
A	Pay	Rate of pay, wage or overall salary for working the allotted amount of hours.	"Underpaid...so underpaid" "Need better compensation"
B	Benefits & Perks	Various types of medical insurance, vacation packages, onsite facilities and / or employee discounts.	"Excellent benefits and perks (free parking, free coffee, subsidized snacks, gym subsidies, RRSP matching, etc)."
C	Fairness	Policies and process within the organization are fair and just. Lack of nepotism.	"Nepotism at the branches in hiring and promotions is evident"
D	Work/Life Balance	Employees are able to balance their work with other life activities due to the amount of work and flexibility of work schedule.	"Long hours and overtime required during peak periods may make maintaining a work-life balance challenging"
E	Reputation	The size, presence and overall reputation of the organization.	"Customer focused bank with a global presence"
F	Location	Ease of access to the physical organization(s).	"Good location" "Location: mins to Yonge/Bloor"
G	Job Security	The feeling of safety and stability in one's current position.	"Secure job" "Sales staff is pushed

	too much, they know they're easy to replace…"

After applying the inductive codebook to the Glassdoor reviews, it was found that *B, A* and *D* were the most prevalent themes addressed, while *F* was addressed the least. Figure 2 outlines the inductive themes and their popularity in regards to the number of times mentioned in employee reviews.
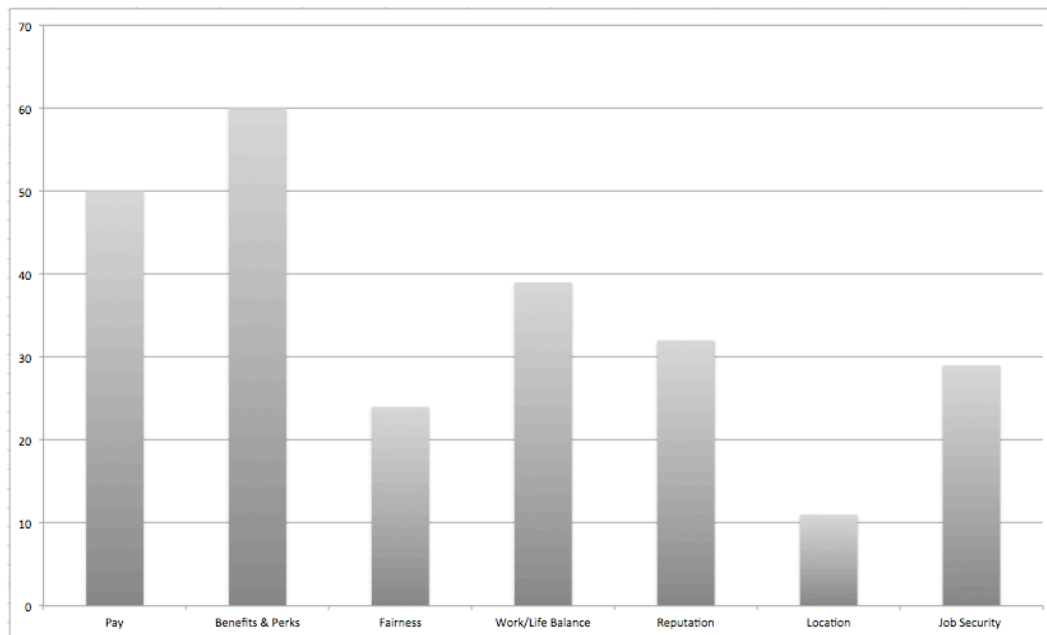
Figure 2.

Figure 2 represents the overall findings in this research. However, as with the deductive analysis, it is important to note that each individual strata showed variances in terms of the popularity of themes. Although the most prevalent themes addressed by the CIBC stratum include those most prevalent in the overall research, *A* was most prevalent, followed by *B* and *D*. The BlackBerry stratum

most frequently addressed *B, E* and *A* respectively, while the IBM stratum

addressed *D, E* and A, respectively. Scotia Bank employees most frequently

mentioned *A, D* and *G,* and the Rogers Communication stratum showed great

popularity amongst *B,* followed by *C* and *A*.

Discussion

The analyses of 106 Glassdoor reviews have provided answers to the three research questions considered in this project, as well as lead to many unforeseen observations. This discussion of findings is organized in terms of each research question, concluding with overall observations.

RQ1

After conducting the inductive thematic content analysis of the Q^{12}, I noted twelve prevalent themes. The themes addressed by the Q^{12} are *resources, expectations, stimulation, recognition, compassion, encouragement, employee opinions, mission / purpose, co-worker skill level / commitment, friendship, feedback* and *opportunities for growth.* These themes encompass physical, cognitive and emotional facets of employee engagement, as suggested and defined by Kahn's theory (1990). The survey also addresses questions regarding rewards and recognition, job resources such as training and technology, clear and purposeful communication, and shared organizational values and cultures (Welch, 2012, p. 337). However, the Q^{12} does not address themes such as pay, job security and fairness, which Gruman and Saks (2011) and Balain and Sparrow (2009) theorize are important factors of employee engagement. Therefore, the Q^{12} may be seen as incomplete as it does not address all facets of employee engagement.

Secondly, the questions / themes addressed by the Q^{12} were found to be quite broad in nature. For example, *Q02* says, "I have the materials and equipment I need to do my work right." According to Gruman and Saks (2011), May et al.

(2014) and Welch (2012), job resources encompass all physical, psychological, social or organizational features of a job that help achieve work goals, reduce job demands and stimulate personal growth, learning and development. These resources may include training, technology, clear communication, a support system and etcetera. The broad nature of this question could lead to misinterpretation by employees, and thus an inaccurate collection of data for management. Furthermore, because the statements and questions in the Q^{12} lack specificity management may not get enough details to act upon productively.

RQ2

After conducting a deductive thematic content analysis on 106 Glassdoor reviews it was found that the information addressed by the Q^{12} are also addressed by employee reviews online. However, this information is not addressed simultaneously. Instead, individual reviews address only a fraction of themes addressed by the Q^{12}. This suggests that it may not be plausible to replace engagement surveys with content from online review forums. As mentioned above, however, the information addressed in online reviews may be richer, more democratic and timely than that in surveys (Liu, 2012; van Dijk, 2013).

Secondly, it was noted that the popularity of themes addressed by online reviews varied considerably. Opportunities for growth, mission / purpose and resources were discussed most often in employees' reviews, while feedback was discussed the least. It is plausible to assume, due to these findings, that opportunities for growth, mission / purpose and resources are the most important

aspects of employee engagement from the employee's perspective, and feedback

is the least. Thus, it is apparent that the facets of employee engagement are not of

equal merit, and should not be dealt with as such. According to these findings,

managers should focus on building opportunities for growth, clearly

communicating the organization's mission and purpose, and providing vast job

resources.

RQ3

During the inductive thematic content analysis on Glassdoor reviews,

seven themes prevailed that were not addressed by the Gallup Q^{12}. The seven

themes noted are *pay, benefits & perks, fairness, work / life balance, reputation,*

location and *job security.* All of these themes have been noted in employee

engagement literature as facets of engagement, aside from reputation and location.

However, these themes prevailed as important to employees and thus are

considered for this study.

Of the seven inductive themes, the most often addressed in online reviews

are benefits and perks which were mentioned 60 times, followed by pay,

mentioned 50 times. The other themes noted were mentioned a similar number of

times, all falling between 24 and 39. However, this does not include location,

which was mentioned the least. Location was referred to 11 times within

employees' reviews. These findings suggest that pay, benefits and perks are

important to employees, while the location of the organization is of lesser

importance. Given these findings, it is plausible to assume that managers should

focus on providing quality pay, benefits and perks to employees in order to increase engagement.

General Observations

Overall, it was found that although online reviews address the same information as the Gallup Q^{12}, the quantity and consistency of information is diminished in online reviews. Thus, it is not likely that surveys could be replaced by analyzing the content of online review forums. However, the reviews analyzed provided insight into employees' perspectives of engagement. It was found that not all facets of employee engagement are given equal merit by employees, and that opportunities for growth, resources and an organization's mission / purpose are valued by employees. Without the managerialist structure of a survey, employees were also able to discuss information that is not addressed by the Q^{12}. During the inductive analysis it was found that facets such as pay, benefits and perks are important factors in employee engagement.

Lastly, it is important to note that each stratum of data produced varying results. In other words, the themes discussed the most and least differ from stratum to stratum. This reiterates Jenkin and Delbridge's statement that due to the heterogeneity of organizations and their wider contexts, there is no set of 'best practices' to employ for all organizations (2013). These findings may also account for the variety of definitions of employee engagement. Due to the varied information discussed in employee reviews, it is plausible to say that employee engagement is not static, nor is it the same across all organizations. Thus, the

managerialist approach of surveying for employee engagement is flawed. Online review forums allow for the analysis of employee engagement concepts that are unique to individual organizations. Although they may not supplement surveys, it is suggested they be consulted before designing and formatting survey questions. With the themes derived from employee reviews, managers can design employee-centric surveys, increasing democracy, noting and addressing prominent issues that otherwise may not be, and thus increasing employee engagement and organizational performance.

Limitations & Future Research

While product reviews have been studied in depth, my research provides initial insight into opinion-mining job reviews for employee engagement; currently, there is no research in this area. Given that my research is the first of its kind, duplication of the study is required. Furthermore, the theory derived from this study must be put into practice and empirically tested. It is suggested that a case study be conducted, where employees' reviews online are analyzed in order to dictate the template of an employee engagement survey. The survey would then need to be distributed throughout the organization. The results would need to be analyzed and compared with the overall performance of the organization. The implications of this research are vast, and could lead to greater employee engagement and satisfaction, organizational performance and a deeper understanding of employee engagement theory and practice.

Conclusion

Academics and professionals alike have been attempting to define and measure employee engagement since it was first proven to have a strong correlation to organizational performance. Management aims to define, measure and streamline employee engagement initiatives and practices in order to increase efficiency within the organization. One of the ways in which employee engagement is often measured is via surveys, such as the Q^{12}. This research suggests, however, that there are severe limitations when measuring employee engagement through the use of surveys.

One of the main limitations of survey research that measures employee engagement is democracy, or lack thereof. Although surveys appear to be a democratic tool with which employee opinions are collected and heard, critical managerialist studies suggest otherwise. Due to managerialism and its ideological nature, employee engagement surveys are comprised of questions derived from management studies of 'best practices'. Managers implementing employee engagement surveys are often too focused on efficiency, and not focused enough on employees and their well-being / engagement. In other words, surveys ask questions about generic facets of employee engagement, instead of listening to employee needs that are specific to the organization. Dominant managerialist ideology can distort employee engagement surveys to the point that they actually hinder the development of employee engagement and waste managers' time and resources. Instead, this research explored the possibility of measuring employee engagement via online review forums such as Glassdoor.

Online review forums, or electronic word-of-mouth (eWOM), provide candid, altruistic, real-time opinions that are publicly available, free of cost. For these reasons, researchers like Asur, Huberman (2010) and Liu (2012) suggest that they may eliminate the need for surveys, opinion polls and focus groups. Online reviews may prove more useful than surveys as they are written by engaged, motivated users whom are able to share their opinions freely, and may do so shortly after the event they are referencing in their reviews. Lastly, online reviews prove more democratic than surveys as there is no managerialist structure or language guiding the communication of opinions, issues or conflicts.

In order to explore the possibility of online review forums replacing and eliminating the need for surveys, comparative content analyses were conducted using the Q^{12} and Glassdoor reviews. After conducting the analyses it was found that online reviews offer the same types of information as the Q^{12}, but in lesser quantities. Each individual employee review addressed at least one theme found in the Q^{12}, but none were found to have addressed all 12 simultaneously. Thus, it is concluded that online review forums cannot replace or eliminate surveys. However, the quality of information addressed in employees' reviews may be higher than that addressed by surveys. It was found that the online reviews allowed employees to communicate about components of employee engagement that are more specific in nature and in terms of the organization in question. This specificity could allow for management to act efficiently and accordingly when implementing changes in engagement programs. On account of these findings it is suggested that managers analyze reviews such as those on Glassdoor before

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compiling employee engagement surveys. It is hypothesized that surveys compiled with the themes addressed by employee reviews will lead to a deeper understanding of employee engagement with regards to individual organizations, and thus an increase in productivity and bottom-line results.

This project has many opportunities for further research. Firstly, a duplicate study is necessary to confirm the results of this analysis, since it is the first of its kind. Secondly, a case study should be conducted whereby an employee engagement survey is developed after analyzing and compiling the themes addressed in employee reviews online. The effectiveness of the survey should be analyzed and compared to original engagement surveys. This employee-centric model of engagement has the opportunity to re- or further-define employee engagement, increase employee satisfaction and well-being, and inadvertently, increase organizational performance.

Appendix A

The following figures show the number of times each theme inducted from the

Gallup Q^{12} was addressed in the individual strata.
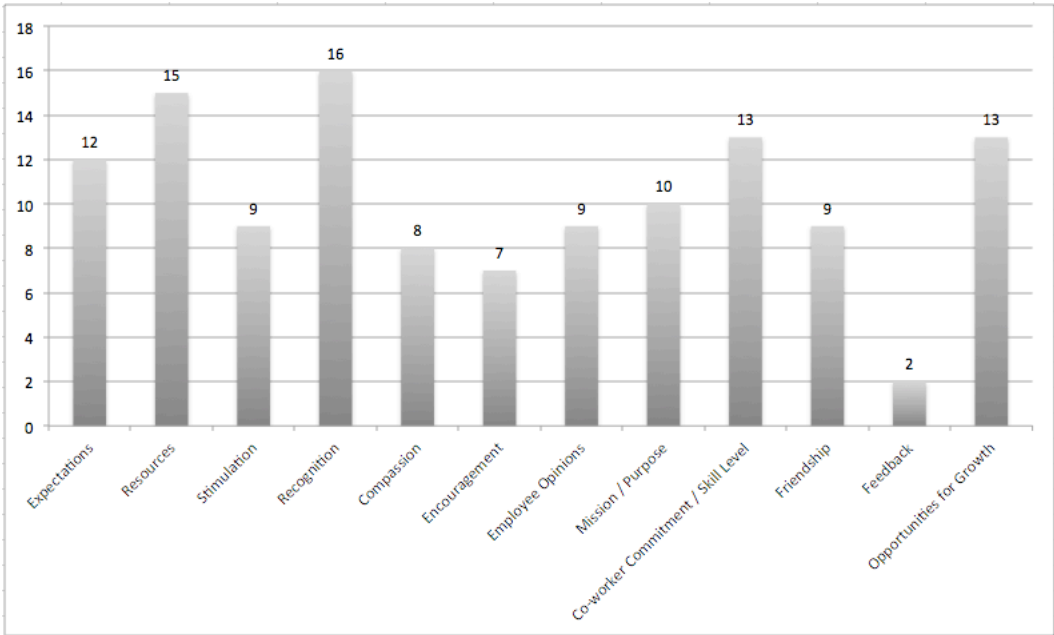
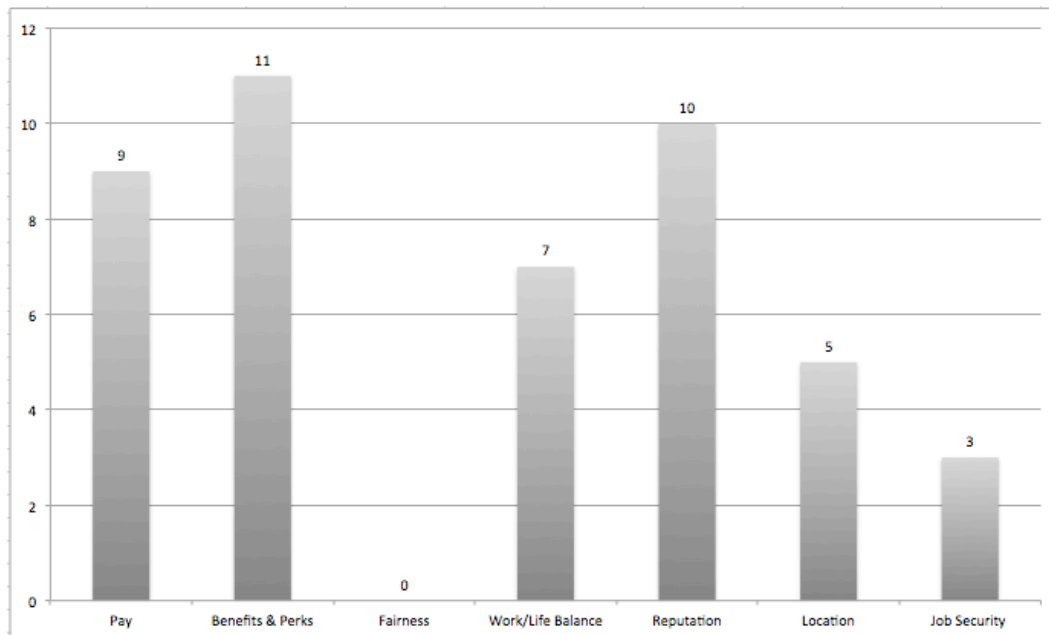### BlackBerry

CIBC
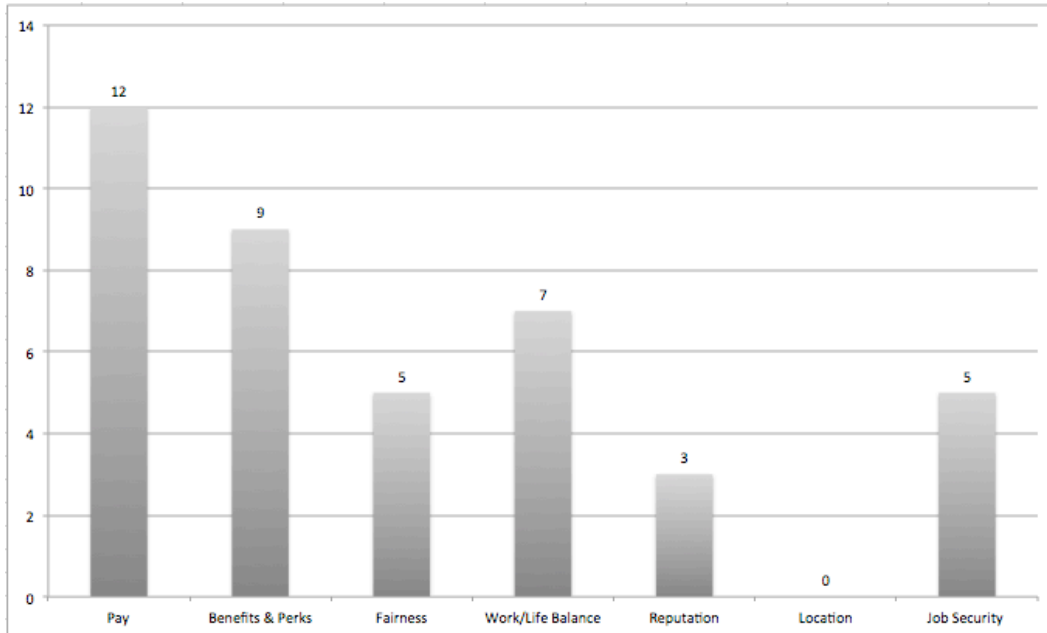

IBM
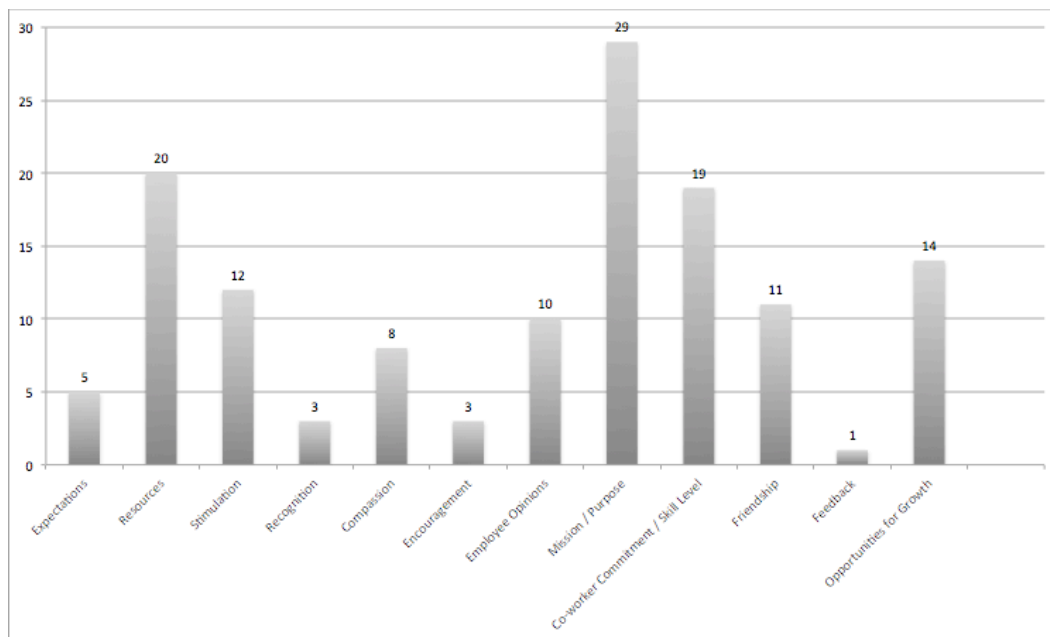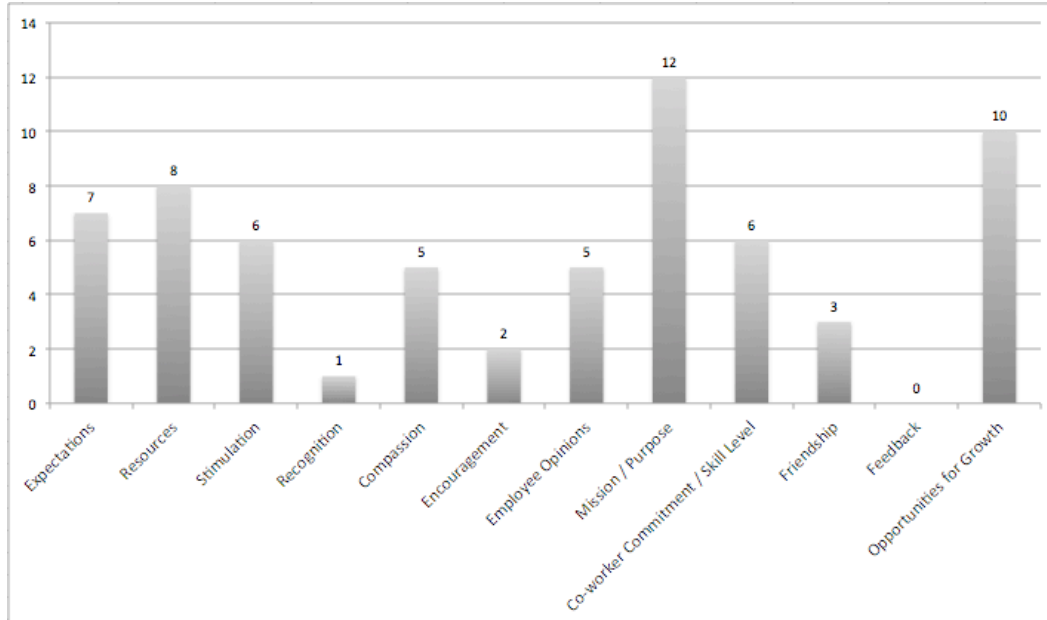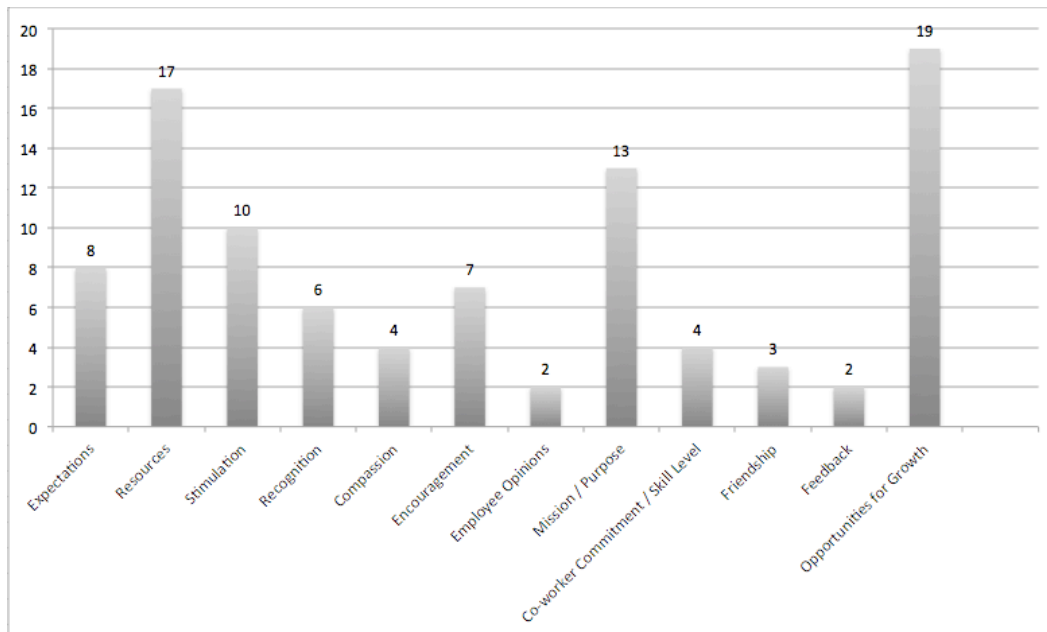
Rogers Communication
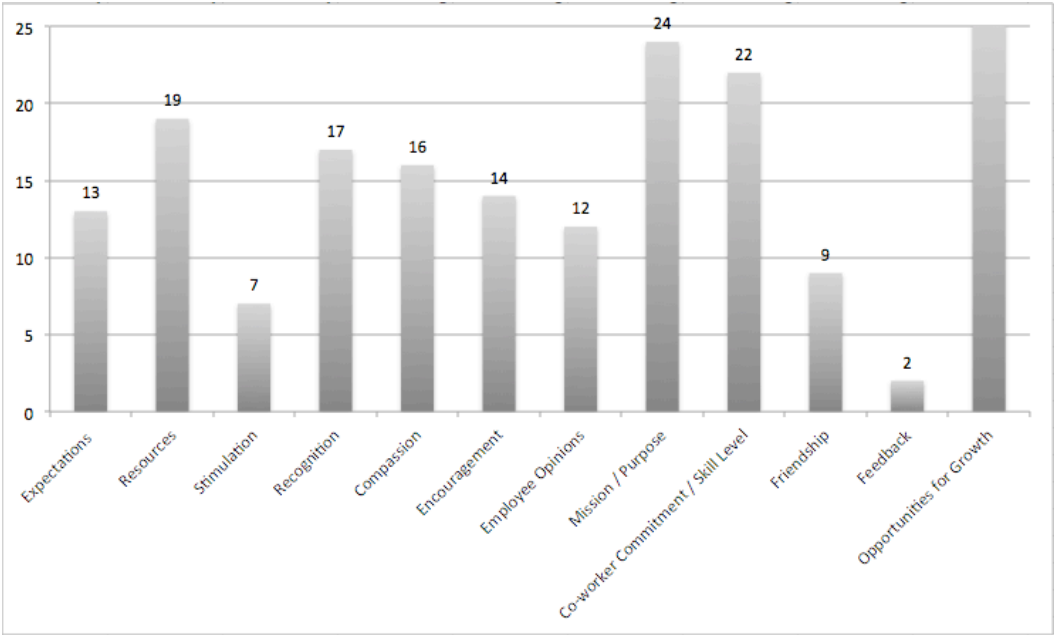
Scotia Bank

Appendix B

The following figures show the number of times each theme inducted from Glassdoor reviews was addressed in the individual strata.
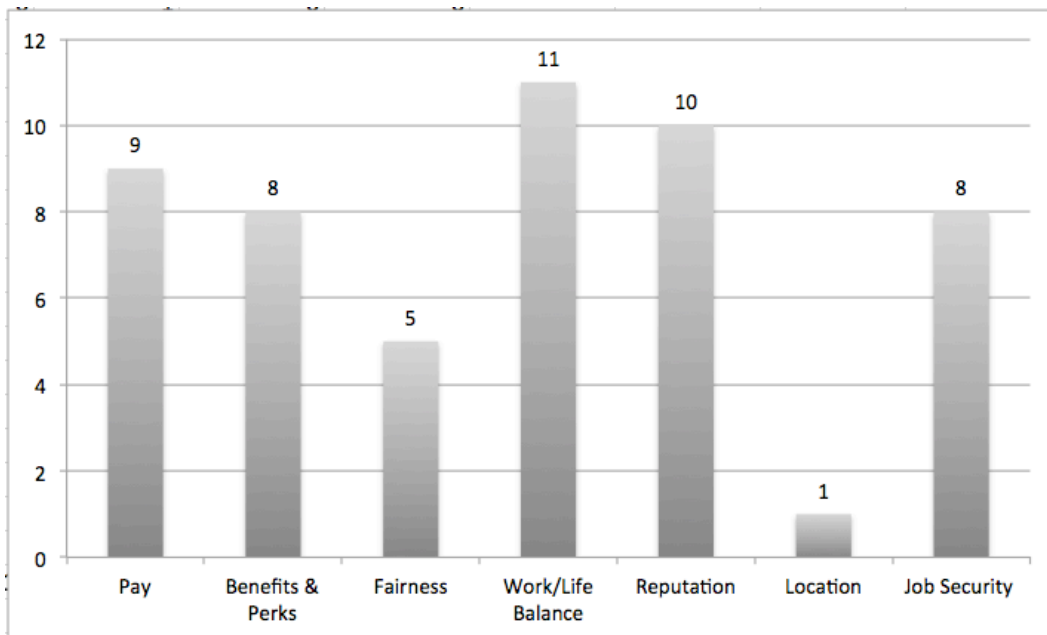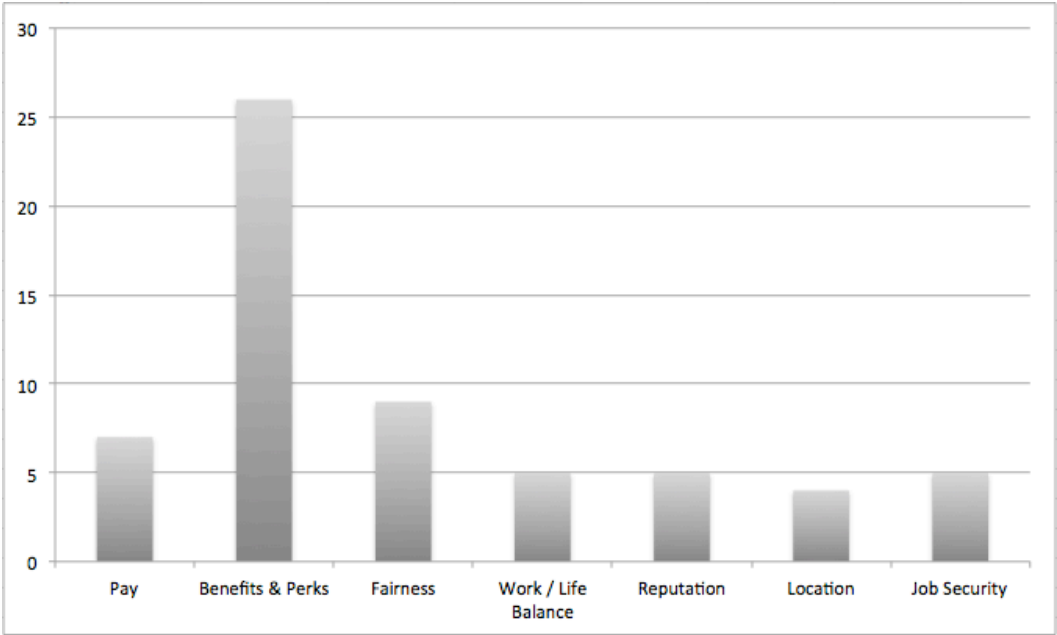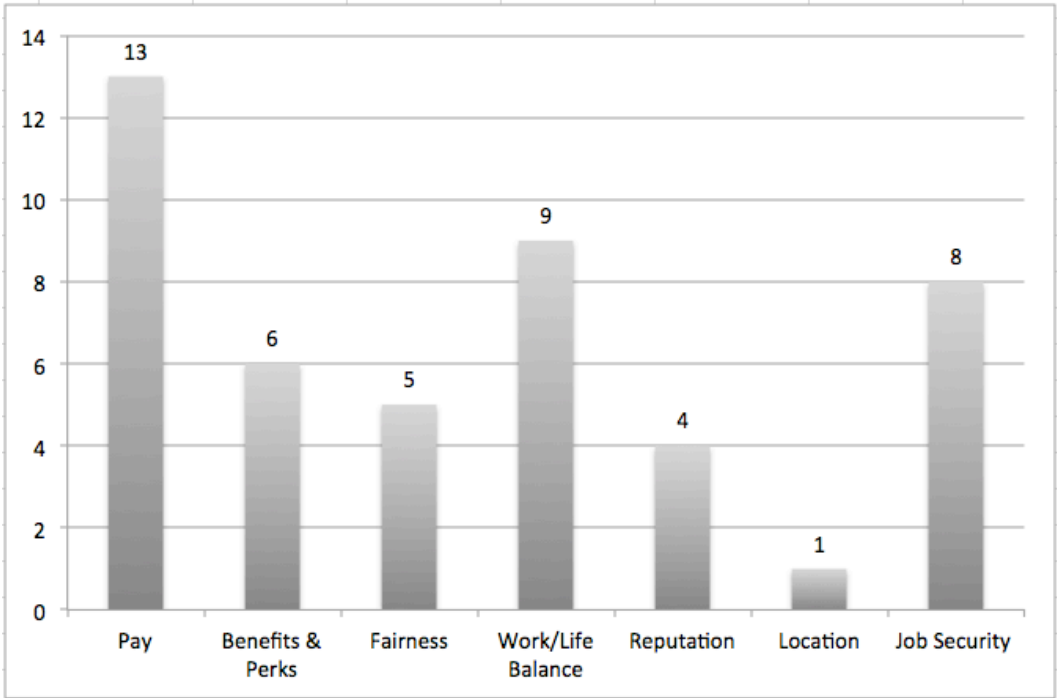
BlackBerry

CIBC

IBM

Rogers Communication

Scotia Bank

Appendix C

The following is the compilation of reviews from BlackBerry employees on Glassdoor.com, with coding.

	Company Name	Review #	Date of Review	Review
1.	BlackBerry	137	Jul 25 2012	**Pros:** Reasonable pay[A] Some benefits are good[B]
				Cons: - Heavy process[Q02] - Org sucks: when encountered a problem, the first thing to consider is to create a process.[Q02]
				Advice to Management: N/A
2.	BlackBerry	131	Sep 4 2012	**Pros:** Working for a large global company had its benefits... maybe not so much now[E].
				Cons: Quite possibly the worst management team ever assembled[Q09].
				Advice to Management: Fire yourselves... no really, its the only way the company has a chance[Q09].
3.	BlackBerry	187	Nov 30 2008	**Pros:** RIM is a growing company[E]. if you have a few years of experience under your belt and you want to move up[Q12] - this is the right time and the right place. Traditionaly rim was flat but now its growing and there are more management and leadership positions available[Q12]. Also there is HUGE HUGE variety of work available both on the r&d side and on the business side[Q03]. In general the salaries[A] are in line with the competition and the industry. the location[F] is on the quite side so if you like small towns then you will love rim. also they are also expanding to the us[Q12, F]
				Cons: since the company has just started to grow [E] - some traditional corporate processes need to be put in place[Q02]. there are no leadership trainig courses [Q12] only a few have been introduced recently . more work needs to be put in to develop a comprehensive training program for both soft skills and technical skills [Q01].
				Advice to Management: keep the momentum going and go into the consumer field faster[Q08]

4.	BlackBerry	173	Nov 19 2009	**Pros:** What a great, dynamic organization[Q08]. There's always something going on[Q03]. Opportunity for many types of lateral and upward moves because of the growth rate of the company [Q12]. Excellent benefits and perks [B] (free parking, free coffee, subsidized snacks, gym subsidies, RRSP matching, etc).
				Cons: It is a big organization[E], so the bureaucracy is present. Many forms, many processes[Q02]. OD (that's HR) can be a bit surly to deal with[Q10], but I assume it's because they have too few people dealing with too many employees[Q02]!
				Advice to Management: Keep in touch with your employees[Q05]. So many managers are teleworking or offsite for travel, I wonder if they see what their employees are (or aren't) up to[Q09]?
5.	BlackBerry	186	Dec 24 2008	**Pros:** A lot of opportunity[Q12] and cool products[Q08]. Appreciation of hard work[Q04] and a shared company pride for Blackberry devices[Q08].
				Cons: Scaling up is proving to be more difficult that anticipated[Q12]. Bureaucracy layer emerging[Q02].
				Advice to Management: Scale up but keep the start up mentality[Q08].
6.	BlackBerry	61	Nov 7 2013	**Pros:** * great balance of processes & freedom[Q02] * good pay[A] relative to others in the area * people[Q10] / culture is great[Q08]
				Cons: * span of control was too high... too many managers[Q02, Q09] * no career growth for most[Q12]...
				Advice to Management: given the current situation the company is in... my advice is to listen to the people from the bottom up[Q07]... look at what has happened when blind direction from the top is the strategy[Q09].
7.	BlackBerry	25	Jun 4 2014	**Pros:** Flexibility is embedded into the culture[D, Q08] Despite the company having grown so much, that part of the culture still remains But this depends on the job function too[Q01].
				Cons: Market conditions, bad media and layoffs do affect morale[G]
				Advice to Management: I think there

				has been a lot less politics this year and much clearer focus towards the future[Q08].
8.	BlackBerry	24	Jun 20 2014	**Pros:** The company provides comfortable working environment[Q08]. It still has some great people left[Q10]. Global company with many locations and "good" reputation[E, F].
				Cons: Career killer[Q12]. My carrier and professional networking slowed to a crawl. There is no hi-tech culture/ feeling in the company[Q02, Q08]. The management did not have a good handle on what is going on in the company[Q09]. Maybe it will change now.
				Advice to Management: Value your employees[Q05]. Develop them and keep them challenged[Q06, Q03]. Improve your perks[B]. Create a hi-tech culture[Q02, Q08].
9.	BlackBerry	146	Nov 20 2011	**Pros:** Interesting work, sometimes on the cutting edge[Q03]. Working hours are flexible and micromanagement is not prevalent[Q02, D]. There are not many non-technical managers[Q09].
				Cons: Poor management[Q09], particularly communication from upper management[Q07]. The vision of the company, if any, is not shared with the employees[Q08].
				Advice to Management: Be more open with employees[Q07]. Less "secret" projects. Share vision with employees, be open to creative suggestions from employees regarding future technologies[Q08, Q07, Q02]. Be more creative and independent; stop chasing competitors and copying what they have done[Q08].
10.	BlackBerry	53	Dec 6 2013	**Pros:** People are great and management is awesome[Q10, Q09]. A really nice atmosphere to be in [Q08].
				Cons: The only thing I could say that is bad is that job security is iffy[G].
				Advice to Management: keep up the good work
11.	BlackBerry	5	Mar 7 2015	**Pros:** Well educated workforce[Q09], interesting and challenging work[Q03]
				Cons: Leadership is completely absent[Q09, Q01], executive floor has moved to California[F]. New execs are brought in but leadership and communication is still close to zero [Q07, Q09]. Quarterly townhalls with top exec are routinely finished early despite

				many questions unanswered. ..leaving employees feeling like there is no one on the bridge [Q05, Q07]. Quite discouraging. Competition is still considered the best way to manage performance, not coaching nor collaboration[Q06]. The prevailing management style is antiquated and autocratic at best[Q09].
				Advice to Management: Communicate. Really, just send an email or two per month[Q07]. Don't worry about getting sued or appearing to be short on ideas. Just pretend that you care and send a note or two to the footsoldiers in Canada and you will be rewarded[Q05].
12.	BlackBerry	118	Oct 31 2012	**Pros:** Good people, great times[Q10].Good good
				Cons: Salary[A] people not very good! good good
				Advice to Management: Please take care of your people and they will take care of the work[Q05]!
13.	BlackBerry	94	Apr 21 2013	**Pros:** mobile is a happening industry [Q03] global brand recognition [E] new executive team is really going for it[Q09] friendly work environment[Q10] seems like pay is competitive[A] seems like company is trying to attract and retain the best talent[Q09] BlackBerry's story matters and will be discussed and studied, whether we succeed or fail...[Q08]
				Cons: very few of the perks[B] you get at the top tech employers if the turnaround falls flat... Canadian offices are mostly not inspiring (but that is supposed to change)[Q03]
				Advice to Management: I'm rooting for you
14.	BlackBerry	165	Nov 26 2010	**Pros:** Relaxing work culture[Q08] Flexible time[D] Developer teams are free to use latest and greatest technologies when applicable [Q02] Good benefits[B] A Blackberry for each employee[B]

				Cons: Management lacks of direction/determination[Q09]
				Reasonable but not competitive pay[A]
				No fun work environment (quite boring)[Q03]
				Lack of recognition on good work[Q04]
				High turnover rate [G]
				Advice to Management: encourage, recognize and compensate for good work instead of playing the everyone-is-equal game [Q04, Q06].
				stock option or some sort to make employee feel like being a real part of the company[Q08].
15.	BlackBerry	115	Dec 5 2012	**Pros:** Fantastic Company[Q08], great campus, great people[Q10], and good oportunity[Q03]
				Cons: Have become technologically stagnant, and need to start innovating more[Q02, Q08]
				Advice to Management: allow employees to test other technologies rather than frown on them for using something other than a BB[Q02, Q07]
16.	BlackBerry	138	Jun 14 2012	**Pros:** Good opportunities to learn a lot[Q12]. can set process [Q02]. define strategy [Q08]. fexible working hrs[D]. good compensation and benefits[A, B].
				Cons: no direction from top[Q09, Q01]. deay in implementation [Q02]. ever changing priorities [Q01]. zero transparency[Q07].
				Advice to Management: Change strategy [Q08]
17.	BlackBerry	208	Aug 12 2008	**Pros:** Great benefits[B], great schedule[D], easy and pleasant work.Exciting cutting-edge work: Our innovations in technology, and engineering will benefit future generations[Q03, Q08]. We design great handheld devices and software which are preferred by customers who look for a brand name [E].Life is beautiful. Being a part of something that matters and working on products in which you can believe is remarkably fulfilling[Q08].We love our employees, and we want them to know it[Q05]. RIM offers a variety of benefits, including a choice of medical programs, company-matched

				retirement savings, stock options, maternity and paternity leave, and much more[B].Uniting the world, one user at a time. People in every country and every language use our products [E]. As such we think, act, and work globally - just our little contribution to making the world a better place[Q08].
				Cons: Long hours, have to work nights and weekends[E].
				Advice to Management: Have more faith in employees and show them some respect[Q02, Q05].
18.	BlackBerry	72	Oct 6 2013	**Pros:** Technology[Q02] great people[Q10] good pay[A] excellent benefits[B]
				Cons: Their position in the market place [E] very tough selling environment
				Advice to Management: stop operating in silos and listen to other groups and other employees[Q07]
19.	BlackBerry	70	Oct 24 2013	**Pros:** Nice coworkers. Nice coworkers. Nice coworkers[Q10].
				Cons: Bad management. Bad OD team. Bad management. Bad OD team[Q09]. OD, HR and management is kind of enemy of common employees at BlackBerry[Q05]. Isn't this interesting? Career opportunity[Q12]? You can make a guess.... Compensation is just OK[A]. Cheap resources in KW area[Q02]. Culture and value[Q08]? I am been in this company for 8 years and I still do not know what is BB's culture and value... maybe these are all my own fault.
				Advice to Management: Advice to management? Please take less golden parachute and resign ASAP. Period.
20.	BlackBerry	174	Oct 20 2009	**Pros:** Great culture[Q08] where a new grad can easily build his/her portfolio[Q12]. A very young and eager crowd[Q09]. Seniors are very helpful and friendly[Q06, Q10].
				Cons: If you're unlucky enough to get stuck on a really boring, uninteresting project, there's not much you can do[Q03]. Like any software company, it's about the project and the people so it's hit or miss.
				Advice to Management: Not much to complain about the seniors. They are quite friendly[Q10]. Maybe even too

				friendly as constructive criticism is very healthy in a professional environment[Q11, Q09].
21.	BlackBerry	161	Feb 28 2011	**Pros:** free blackberry[B], high-end innovation[Q08], flexible work hours[D], balance between personal and career lives, gaining lots of experience since it is still a growing company [D, Q12]
				Cons: commute to Waterloo[F], engineering evironment, slow salary increases and promotions[A, Q12], dull buildings with no windows, too dynamic changes in org structure [Q08]
				Advice to Management: N/A

Appendix D

The following is the compilation of reviews from CIBC employees on Glassdoor.com, with coding.

	Company Name	Review #	Date of Review	Review
1.	CIBC	41	Jul 14 2014	**Pros:** Dynamic environment wit ample opportunity to utilize skills [Q03]
				Cons: Still some elements of the old school
				Advice to Management: Communication, communication, communication[Q07]
2.	CIBC	1	May 21 2015	**Pros:** Friendly working place[Q10]. One of Canada's top hundred employers[E]. Relaxed working atmosphere[Q08] and great perks[B].
				Cons: May have to work long hours[D]. The salary may not be as good as what other banks offer[A].
				Advice to Management: Reduce the layers of management[Q02]. It is a great working atmosphere with a room for improvement[Q08]
3.	CIBC	111	Dec 8 2012	**Pros:** It is lead position but it is still qualify overtime[D]
				Cons: Sometime this job didn't has similar role like management level with less pay[A, Q01, C]
				Advice to Management: N/A
4.	CIBC	135	Dec 22 2011	**Pros:** It fosters professional development however they are very strict with punctuality[Q12]. Moreover, great opportunities for work life balances[D] with several programs such as fitness on site, charity events, diversity events and fundraising[B].
				Cons: Very strict attendance. High targets are also employed. Also, the parking is an issue here[B]. There is no parking available at all. It is also the lowest paying bank[A]
				Advice to Management: Make it more of a family environment[D]. Allow for more career development and input on to processes[Q12, Q07]. Also increase wages to motivate employees[A].
5.	CIBC	45	Jul 2 2014	**Pros:** You do learn alot, depending on the department the training is amazing or non existent, Large

				company alot of different departments to move too[Q01, Q12].
				Cons: Low pay compared to the other big 5 banks of course politics depending on which department your in [A, Q08].
				Advice to Management: Hire people for merit not cause you like them or your related to them in some way [C].
6.	CIBC	70	Oct 20 2013	**Pros:** They paid for education as long as it applied to my job[Q12, A].
				Cons: I found that working in a large company there wasn't a lot of personal accountability[Q01]. People either took too many coffee breaks if they were management or were tied to their desks if they were call centre or the like[Q09].
				Advice to Management: N/A
7.	CIBC	154	Jun 18 2010	**Pros:** Alternate work arrangements [D], colleagues (while they last) [G], occasional opportunity to do interesting work aligned with corporate mandates[Q03, Q08].
				Cons: Senior Team are risk adverse[Q09]. This boat is going to sink. Move them on...
				Advice to Management: find another boat to turn around -- and learn when to hand it over to the right people to get it to the destination.
8.	CIBC	37	Sep 6 2014	**Pros:** if you have seniority you are king
				Cons: Senior management cares about their bonus and their bonus only[Q05]. An ex-team member of mine really wanted me on his team when he got promoted but our ex-director who became his director wanted to keep me on contract to save money because it was near year end and they needed to meet budget for their bonuses. Even though he gave me a job offer she rescinded it for her selfish purposes [C]. They extended my 3 month contract 4 times instead of offering me a full time position "due to budget issues"[G]
				Advice to Management: learn to care[Q05].
9.	CIBC	73	Oct 27 2013	**Pros:** Ability to move up quickly[Q12].

				Cons: Systems are out of date[Q02], not put in best positions to succeed [Q06], almost always under staffed [Q02]
				Advice to Management: Show more appreciation to employees [Q05]
10.	CIBC	152	Aug 23 2010	**Pros:** The place is a chaos [Q08] which on the bright side allows you to learn a lot on the job regarding both risk management and navigating a huge bureaucracy [Q12].
				Cons: As soon as someone leaves the job they're replacement is hired at a higher job level. External hires are given higher job levels and current employees are kept in the dark regarding opportunities and management decisions [C, Q07]
				Advice to Management: consult your front line employees before making decisions [Q07]. These are the people who understand issues that are facing the business. Stop treating your employees as expendable assets, especially in knowledge intensive areas [Q05]. AND stop giving excuses why you can't promote people then turn around and hire at a higher job level as soon as they leave [C, Q12]. Be honest with your employees [Q05].
11.	CIBC	9	Feb 26 2015	**Pros:** Room to grow within the company [Q12]
				Cons: May get repetitive over time [Q03].
				Advice to Management: No advice to management at this time
12.	CIBC	117	Oct 17 2012	**Pros:** espp benefits [B] Competitive pay [A] friendly peers [Q10] team effort culture [Q08] diversity stability [G]
				Cons: corporate ladder tough to climb [Q12], many jobs are "spoken for" create contact within different areas to help climb the ladder
				Advice to Management: N/A
13.	CIBC	60	Mar 15 2014	**Pros:** Desprate for employees Trying to improve image [E] Renovation of Branches Marketing Material is updated regularly Culture is different from other banks [Q08]

				Cons: Their homework is not good [D]
				Apply tricks of the trade Very Bad training [Q01]
				Advice to Management: Listen to employees [Q07]. Not impose. Look at market conditions
14.	CIBC	140	Jul 6 2011	**Pros:** good imperial service offer to clients [Q08]
				Cons: too muc exoected from employees- jack of all trades rather than specializing in one area [Q01, Q02, Q03] .
				Advice to Management: really need to spend money to upgrade systems and heavy learning curve for some employees [Q02, Q01]
15.	CIBC	168	Jan 17 2009	**Pros:** Reasonably interesting work [Q03] and interaction with people from many departments [Q10]
				Cons: Decisions require too many meetings, people and time to be spent making the process very inefficient and not entrepreneurial [Q02]
				Advice to Management: Cut out the unnecessary meetings
16.	CIBC	88	May 9 2013	**Pros:** big on building team spirit and helping out the community [Q08]
				Cons: Lower salary compare to other 4 big banks [A]
				Advice to Management: N/A
17.	CIBC	76	Sep 26 2013	**Pros:** - Job Stability [G]- as long as you achieve the basic activities your job is secure -Good pay and benefits compared to alot of other employers [A,B] -Vacation time in your first year [B] -I am fortunate to have a very good manager [Q09] -Achievers recognition program - although very hard to earn [Q04] -Very competitive products and services [Q08] -Can be proud to sell investments and mortgages as we offer best on the street [Q08]
				Cons: Focus is on sales - sometimes client experience comes second [Q08] -Of couse would like to make more money and earn more vacation,.... [A, B] -Some managers are not good - unwilling to stand up to middle and

				upper manager on targets or goals that are un-attainable [Q01, Q09] -Bonuses could be bigger / and given quarterly [B] -Removal of support roles in branch - more work being added onto staff that remain [Q02, Q06] -Outbound calls are a focus -- which I understand - but often calling the same clients over and over --- gets frustrating [Q03] -Company often looks outside own talent pool to higher outside the bank when they have qualified candidates [C, Q09]
				Advice to Management: Switch to quarterly bonus structure [B] -- would keep employees fresh and motivated Increase base salaries [A] Targets are not always attainable [Q02] Most of top performign employees in my role are not hitting all targets .... something is wrong [Q09] -Adverstising is getting better -- but need to keep pushign this area
18.	CIBC	80	Aug 21 2013	**Pros:** -job stability [G] -decent hours(get sunday off) [D] -working for big 5 bank [E]
				Cons: -depending on branch, moving can be difficult [Q12] -salaried for sales role. no room for making extra money [A]
				Advice to Management: N/A

Appendix E

The following is the compilation of reviews from IBM employees on Glassdoor.com, with coding.

	Company Name	Review #	Date of Review	Review
1.	IBM	12	Nov 22 2014	**Pros:** Lab facilities, flexible working hours [Q02, D]
				Cons: N/A, every thing is great so far.
				Advice to Management: Benefits and compensation [A, B]
2.	IBM	53	Jan 16 2013	**Pros:** There are many good opportunities to learn and obtain experience. [Q12]
				Cons: Busy life and high workload [Q02, D]
				Advice to Management: Service quality is equally important as new signings [Q08].
3.	IBM	131	Apr 28 2010	**Pros:** Very good culture [Q08] Good products and approach to R&D [Q08] Truly values employees and customers [Q05]
				Cons: Large and complicated [E, Q01] Sometines difficult to get everyone on the same page [Q01, Q08]
				Advice to Management: Continue to manage by core values [Q08] Focus on analytic applications is very compelling
4.	IBM	112	May 18 2011	**Pros:** IBM is great in terms of encouraging employee with continue education [Q06, Q12]
				Cons: office politics [Q08], people get lazy doing the same job without desire to advance or make change in career [Q03, Q09]
				Advice to Management: N/A
5.	IBM	152	Aug 12 2009	**Pros:** There are none. Honestly. Might look

				good on resume I suppose [E].
				Cons: Below market salaries [A], no paid o.t, [Q04] crap pager pay, every little benefit [B] is being taken away whilst we watch executives getting richer whilst our teams get smaller [C, Q02].
				Advice to Management: You will rot in hell for what you are doing - absolutely raping IBM for every penny for yourselves. Dan Fortin - just a puppet for Sam.
6.	IBM	104	Nov 10 2011	**Pros:** A diverse set of roles are available for those looking to move within the company [Q03, Q12]. Significant opportunity to work with other Fortune 500 companies and clients [Q12].
				Cons: The relative ranking system is now causing solid workers to be flagged as poor performers; someone has to do the grunt work [Q01, C]. Extremely difficult to move between software group brands or to different divisions [Q12].
				Advice to Management: Scrap the current individual relative ranking system for now in favor of a team based performance system combined with a 360 performance feedback for individuals leading to a blended performance result [Q11]. Significantly change the performance metric system every 5 years.
7.	IBM	41	Apr 12 2013	**Pros:** Many opportunities to learn, grow, great support for

				moms, lots of different avenues [Q12, Q06]
				Cons: salary [A], employee reward and recognition lacking [Q04]
				Advice to Management: more investment and recognition to employees [Q06, Q04]
8.	IBM	156	Apr 6 2009	**Pros:** IBM looks very good on the resume [E]. Additionally, IBM has a lot of opportunity for training, especially for IBM products [Q12]. They also offer a nice tuition re-reimbursement for part time studies [B]. On paper IBM has some very nice work/life balance programs, however depending on where you land in the organization and who your manager is, your mileage may vary on taking advantage of the programs [D]. Like any corporation the roles at IBM are narrowly focused [Q01]. You are expected to be very good at one or two specific things [Q03]. That said, they do allow, and encourage movement with the company, so building a broad skill-set is possible [Q06, Q12]. IBM Canada has a strong sales / marketing / operations presence [E]. Serious technical work is typically done in IBM US or other countries. So bear that in mind if you're a techy looking for a challenge - you probably won't find it at IBM Canada [Q03, F].
				Cons: IBM Canada is a company in decline. Originally IBM Canada was looked to by IBM

				US as an internal 'outsourcing partner' (1960 to around 2000) [E]. A large majority of the work at IBM Canada is in fact working with IBM US business direction and funding (Toronto Lab Missions, Helpdesks, Inside Sales, etc). IBM US is now looking to BRIC countries for the work that IBM Canada performed. The pure Canadian market is small, and IBM Canada would be 1/3rd of the size it is today if it only dealt with Canadian business. As IBM US looks for other outsourcing partners in the world, expect IBM Canada to massively contract [Q08]. Technical work is declining, or leaving IBM Canada [G]. The large bulk that remains is sales, and operational type work. If you are looking for that type of work, IBM Canada may be a good match [Q01].
				Advice to Management: Focus on growing share in the Canadian markets so you can give a soft landing to the people who are losing their jobs to BRIC outsourcing through IBM US decisions [G]. Soften ties with IBM US, and work toward self sustainability for IBM Canada as an entity without IBM US dollars [Q08].
9.	IBM	32	Nov 7 2013	**Pros:** great supportive co-worker system in place [Q06]
				Cons: sometime too much paperwork and

				process [Q02].
				Advice to Management: N/A
10.	IBM	123	Aug 25 2010	**Pros:** This is a great company to launch your career as you get to work on some large commercial projects for big customers and can learn about the corporate culture and how to navigate it [Q03, Q08, Q12]. The schedule is flexible with the ability to work from anywhere with a phone and Internet connection [D].
				Cons: It takes long to get promoted unless you are a key player on a key project [Q12]. Compensation is good for starting but annual increases are abysmal of late and awards are non-existent [A, Q04].
				Advice to Management: Great place to start your career and learn how to work in a large multinational corporation bugger than done countries [Q12]. The key is to find a growing area of business if you want to advance your career. Sales and consulting are where the magic happens.
11.	IBM	28	Dec 18 2013	**Pros:** Great people [Q10], strong process, in many ways a truly SMART workplace [Q08]
				Cons: A generally recognized challenge with promoting people internally, resulting in many leaving the firm to return later at a higher band [Q12, G]. Not an entirely healthy situation.
				Advice to Management: Keep "going organic" in internal growth [Q12], lest people leave and not

				actually come back.
12.	IBM	6	Mar 1 2015	**Pros:** The people are excellent [Q10], work from home is a nice thing to have [D], and access to best practices is nice too [Q02].
				Cons: There have been so many cuts over the years: cuts to salaries [A] (some even docked 10% for not "keeping their skills up to date" even though IBM has cut the training budget drastically years ago [Q12]), cuts to simple things like the Thank You Award [Q04] you could give a peer to buy $25 in IBM logo wear - now gone, cuts to bonuses [Q04] (most don't get one), little if any raises [Q12], cuts to travel even if necessary for your work, massive layoffs [G] (or worse: trying to manage people out without severance through poor ratings and performance improvement programs [Q11]). Most targeted for layoffs are the highly skilled and experienced workers in their 40's and 50's meanwhile the company hires new grads or offshore personnel to replace them [C]. It is surprising that this company gets away with these shady practices but it does [Q08]. Oh and there are so few remaining that it is getting more and more difficult to deliver [Q02]. And recently in Canada, benefits were cut (no more paramedical) while prices went up over $100 per month [B]. So if you are a new grad and you want a year or two of experience, then great. But if you are in your

				40's, just be aware that you may be targeted for dismissal not too many years from now [G].
				Advice to Management: Stop the continual layoffs of critical people [G, Q09]. Those of us left are finding it impossible to make deliverables and as a result we are losing customers [Q02]. It's fine to build up the CAMSS (Cloud, Analytics, Mobile, Social, Security) side of the business but not at the expense of the traditional side of the house [Q08]. The traditional side is what is paying the bills currently, plus if you destroy customer relationships on that side, you'll never sell the CAMSS side to them.
13.	IBM	31	Oct 27 2013	**Pros:** Solid company [G], strong vision, good solutions [Q08]
				Cons: Very large company, so easy "to get lost" [E, Q01]
				Advice to Management: N/A
14.	IBM	117	Dec 5 2010	**Pros:** - Great to have on your resume [E] - Work from home option [D] - Treated as an adult (without managers looking over your shoulder) [Q02, Q05] - Benefits are above average [B]
				Cons: - Jobs are outsourced, and outsourced employees are not held accountable [Q01] - Too much red tape which does not allow for any innovation [Q02, Q03] - Putting in extra hours is expected of each employee as departments are always understaffed and employees are

				expected to pick up the work load [Q02, D] - Almost impossible to get things done as everyone hides behind policies [Q02]! - Perks [B] do not really exists unless your in sales, promises of salary [A] alignments to market value etc never usual show up . - Work life balance, that term doesn't exist [D]
				Advice to Management: When I joined IBM I was all excited to be part of the team. However, my felling after the years of employment is that management feels that employees are cheap labour to be found anywhere [Q05]. Also make sure employees feel like they have a future with the company [G]. It seems my next job role will be which ever department needs help with because my "Band" is not good enough for positions in IBM [Q03]! (Ironically I've been interviewing externally for similar or the same positions with success).
15.	IBM	95	Sep 5 2011	**Pros:** I like the job [Q03] I have a good salery [A] and i can abalance it with my home life and my kids are with me [D]
				Cons: sometime there is too much work [Q02] and I am stresset but usually it's OK. The hours go by very slowly [Q03]
				Advice to Management: N/A
16.	IBM	160	Feb 26 2009	**Pros:** There are lots of opportunities to do interesting projects as long as you get to know the right people [Q03, C]. The home work situation is very flexible [D]. As

				long as you get your work done, you can set your own timetable [D, Q02].
				Cons: Too big [E]! Sometimes the amount of administration overwhelms the delivery people on a project [Q01, Q02]. For every one person providing a solution with technical skills, there is a lawyer, an accountant, and some assistant burdening the project with overhead. It's unbelievable how IBM still manages to make money.
				Advice to Management: Share some more of the wealth. While executives take home millions - little of it in actual salary, the bonuses for the rank and file are so little it's pathetic [A, C].
17.	IBM	52	Jan 14 2013	**Pros:** benefit is good and stable [B]
				Cons: has macro manager, damage the team [Q09]
				Advice to Management: spend time to find out who can work who can just speak [Q09].
18.	IBM	23	Mar 12 2014	**Pros:** Plenty of senior people with deep domain and technology expertise [Q09] Large organization providing plenty of opportunities to learn and grow [Q12] Industry leading solutions and mostly the first company to innovate [E] Great respect for individual [Q05]
				Cons: Old and senior folks holding the power mostly [Q02] Lack of broader skills in consultants (very deep skilled though) [Q09]

				Advice to Management: N/A
19.	IBM	176	Sep 3 2008	**Pros:** - IBM allows flexible working hours [D] which is far more interesting compared to a steady 9 to 5 working schedule [Q03]. - It is a global company which means opportunities can present itself anywhere in the world [E, Q12]. - People in IBM, management or non-management are generally laid-back and helpful [Q10, Q06]. - The pay and benefits in IBM are quite competitive [A, B]. - The wide range of business units means you have the opportunities to explore different jobfields and industries [Q12].
				Cons: - Large companies means slower and sometimes lack of communication [Q02, Q07]. - Due to the matrix structure, an employee may have several managers to report to, which means it's hard to build a close relationship with your manager(s), especially when many of them work remotely [Q02, Q05]. - Although there are many opportunities, it may take you a long time to get to the position you want due to standards and structures that must be followed in order to get promoted [Q02, Q12].
				Advice to Management: - Be more transparent to the people below, keep them in the loop as much as possible [Q07]. Many times it is better to let people know the truth

				than to surprise them with unpleasant news.

Appendix F

The following is the compilation of reviews from Rogers Communication employees on Glassdoor.com, with coding.

	Company Name	Review #	Date of Review	Review
1.	Rogers Communication	204	Jun 3 2012	**Pros:** -Employee discount on wireless and cable products [B] - Very affordable Rogers gym membership with access to fitness classes, including yoga and many more [B] - Tim Hortons located at the OMP campus [B] - Location: mins to Yonge/Bloor [F] - Reasonable parking can be found at nearby condos/apartments [B]
				Cons: - Senior Leadership Team (don't think I need to expand on this point) [Q09] - Company is too reactive in everything they do... from marketing campaigns to how they treat they employees... as a result, they lose loyal customers and tenured employees [Q08] - Tenured employees are paid ~30% less than their peers who do not have industry experience [A, C] - The only time you "may" get a raise is when you either get another offer or you threaten to leave [Q04] - Annual merit increases do not align with inflation [Q04] - You don't get feedback [Q11] when they reject you for a new position; hiring process can take over 5 months before you get a declined email from HR [Q02]! - There are some cases wherein Mgers are reporting to their peer! Same level of mgt. Not really sure how this creates a "mentor relationship [Q06]"? - Bad people Mgers due to lack of training/coaching/mentorship [Q06, Q09, Q12]
				Advice to Management: - Reward your loyal customers - Recognize your tenured employees by compensating them fairly [Q04]... what's fair is fair and fair market value is what is fair and appreciated [C] - Take a good look at how your

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				Directors are treating their middle mgt[Q05] - Your org is too vertical and too horizontal[Q12] - Some teams have multiple people working on the same projects/processes, stepping all over each other[Q01] - You need to have better mgt training for all levels of mgt[Q12, Q09]
2.	Rogers Communication	184	Sep 16 2012	**Pros:** Recognizes merit[Q04]. Little to no discrimination within head office [Q05]. Opportunity for everyone to succeed[Q12, Q03].
				Cons: People seem to always be overworked. Projects are rushed[Q02]. Not a lot of accountability[Q01].
				Advice to Management: Install a sense of accountability[Q01]. Learn from failures.
3.	Rogers Communication	200	Jun 29 2012	**Pros:** Great benefits , 50% discount on all services [B], room for growth[Q12], a comapny that leads with product innovation [Q08], u are most of the time rewarded for ur hardwork[Q04]. The company is headed in the right direction, they have a very clear cut 5 yr business plan, they know where they want to be n know how to there too[Q08].
				Cons: Some policies need to be straightened out [Q02]
				Advice to Management: N/A
4.	Rogers Communication	1	May 13 2015	**Pros:** The company is the most Innovative in Canada [E]
				Cons: The Large family oriented company makes it hard to be agile [Q08]
				Advice to Management: Keep it going
5.	Rogers Communication	52	Sep 6 2014	**Pros:** Corporate networking is available [Q12] lots of products and services to sell and promote [Q03].
				Cons: A lot to learn over the year[Q12].
				Advice to Management: Give your reps more support and better rogers systems needed to be functional [Q02, Q06]. Quicker retail communication. More competitiveness [Q08].
6.	Rogers Communication	47	Oct 1 2014	**Pros:** - Employee perks (phone/cable discounts, 50% off baseball tickets, etc.) [B] - There's a Starbucks on site [B]
				Cons: - Negative office environment riddled with school-yard politics at the

				management level[Q08] - Lack of direction, continuous flip-flopping on strategic initiatives[Q01, Q08] - Most customers truly hate the company, so there's that [E] - Misuse of talent and resources across the board[Q03] - Heavy reliance on third-party products and services, in spite of enormous capital funding to create their own [Q08] - Low compensation, low bonus pay-out, low merit increases are the norm [A, Q04] - Borderline ridiculous work-load with unfeasible expectations from upper management[Q02, Q01] - Smoke screen corporate culture[Q08], heavy on the buzzwords, light on the results - Limited opportunity for growth[Q12]
				Advice to Management: I worked for Rogers for 2 years during a time of transition under new leadership, and was happy to find new employment on my own accord. I did have some good experiences in my time there, but these were few and far in between. Hopefully Guy Laurence can turn it around, as there are some great, long standing people working for Rogers that deserve better [Q09, Q10].
7.	Rogers Communication	203	May 25 2012	**Pros:** The people !!! They are amazing and truly care about their jobs and fellow employees[Q10, Q05, Q09].
				Cons: Corporate atmosphere [Q08]!!! Senior management only cares about profit, not employees[Q05], not ensuring employees have the proper tools to do their jobs [Q02].
				Advice to Management: Your biggest asset is your employees. Invest in them and the company will prosper [Q06]. Neglect them and you're the company will suffer. [Q05]
8.	Rogers Communication	105	Mar 5 2014	**Pros:** Excellent Skills building and development[Q12]. Good structure, hard work is well rewarded[Q04]. Management tries their best to be available at all times and take personal efforts to try and connect with you whenever they get the chance[Q05, Q06]. The pay is reasonably good compared to other companies out there [A]
				Cons: Inter-department collaboration isn't really structured properly [Q07].

				Advice to Management: Customers! Customers! Customers! and then the Employees! Focus on them, they are the driving force, very very passionate about what they do and this company [Q09]!
9.	Rogers Communication	112	Mar 17 2014	**Pros:** Good location [F] and subsidized gym and cafeteria [B]
				Cons: The red tape is ridiculous. Getting anything accomplished is next to impossible[Q02]. They also are about 15 years behind in technology [Q02]. It's ridiculous that the sales staff isn't using CRM in this day and age. You have to actually call a human being in order to get information on a client. If that one human being that has that information is on vacation... well guess where that leaves you?! Imagine if that person up and quit one day? It's just absolutely absurd that anything runs this way. The training for my role was non-existant[Q01]. The day I started I was left in the lobby for close to an hour because no one made any arrangements to come get me (and I had security call several people) [Q05]. I didn't have a functioning email address for two weeks [Q02].
				Advice to Management: Get with the times!
10.	Rogers Communication	27	Jan 7 2015	**Pros:** - lots of open positions to move into[Q12] - great atmosphere [Q08] - good benefits/perks [B]
				Cons: - salary is not at market level [A] - frequent layoffs [G] - frequent management changes [Q09]
				Advice to Management: N/A
11.	Rogers Communication	26	Mar 21 2015	**Pros:** Benefits, employee discounts [B] and working for an innovative company [Q08]. I've been @ Rogers over 15 years and my wife also works there for longer than myself. Many friends (from school) also work there for a long time[Q10, Q09]. There are loyal Rogers employees who still serve the customer, the company's vision and Ted Roger's vision[Q08, Q09].
				Cons: Rampant cronyism [C]. If you love challenging 'status quo' thinking, look elsewhere[Q03]. Corporation has been built on 'yes men' and those 'yes

				men' (and women) are now in positions of authority and do not like their branches to be shaken [Q07]. Complete lack of management training. Not a meritocracy at all[Q09, Q01]. Loyalty & tenure get you nothing[Q04]. Especially at the expense of personal development[Q12] to help the company get through tough times.
				Advice to Management: This is for Guy, you're on the right track but your directives are being misinterpreted by middle management types [Q09]. Set up a hotline for employees to escalate these examples of misconduct[Q07]. And that process shouldn't go through Human Resources, who is horribly bureaucratic and far too close to business units to be objective & impartial [Q02, Q07]. Invest in your current employees, train them, nurture them[Q05, Q12]. Stop the constant hiring of 'mercenaries' who come & go within 2 years time[Q09]. They collect their 'unearned' MANAGER title and leave the company for greener pastures now that they can say, "Hey look! I'm a manager, than means I'm good, right?"
12.	Rogers Communication	260	Apr 24 2009	**Pros:** excellent pay [A] and employee benefits [B] (50% off products). training was easiest part, you just sit in class for 4 weeks and do some simple tests at end of week[Q01]. then you go onto the floor and have 2 team managers to give you support and answer your questions[Q06] great opportunity to get salary increase, and bonus [Q04]. and overtime always available [Q12].
				Cons: stressful place to work [Q08]. some team managers are very unreasonable, and treat employees with very little respect [Q06, Q05]. heavily driven on stats and very liitle recognition for meeting those stats[Q04]. can get screw over on shifts as it depends on your seniority [C, G].
				Advice to Management: threat employees with respect[Q05]
13.	Rogers Communication	190	Aug 22 2012	**Pros:** The biggest Telecom company in Canada, different products within the area [E]

				Cons: No innovation, no mood rising environment [Q08], so stingy since late 2011, no motivational and team plans[Q01, Q03,]
				Advice to Management: Value the work force [Q05] and try to raise the productivity mood by taking the right actions.
14.	Rogers Communication	146	Jun 19 2013	**Pros:** aggresive approach[Q08], always on toes, new technology[Q02]
				Cons: too many management layers [Q02], less value for education, and more value for inside company experience [C].
				Advice to Management: N/A
15.	Rogers Communication	80	May 18 2014	**Pros:** Great opportunities to move within[Q12]
				Cons: IT does not have good leadership[Q09]
				Advice to Management: N/A
16.	Rogers Communication	174	Dec 13 2012	**Pros:** Pay [A] & benefits [B] Discounts on company owned products & services i.e. cable, internet, wireless, The Blue Jays, The Shopping Channel, etc. [B]
				Cons: Very political [Q08] Not empowered to make decision[Q02] The culture is not great and you're not valued as an employee[Q08, Q05]
				Advice to Management: Empower and recognize your employees on an ongoing basis even with a "Thank You" or small gift card[Q04, Q06]. If you make people feel like they have control in the tasks, they will believe in the company and work harder and smarter [Q02]. Have open communications with your employees especially during tough times [Q07].
17.	Rogers Communication	5	May 1 2015	**Pros:** Great working environment and staff[Q10]
				Cons: management team should support employees to advance within the company[Q04, Q12]
				Advice to Management: Monitor upper management [Q09]
18.	Rogers Communication	28	Jan 20 2015	**Pros:** Benefits [B] and working environment [Q08]. Lack of micro-management [Q02]
				Cons: minimal opportunity for advancement[Q12], different arms of the company is a bit clique-y [Q10]
				Advice to Management: Strongly consider candidates for jobs outside your immediate area/branch [Q09]
19.	Rogers	96	Apr 28 2014	**Pros:** Rogers Communications strives

	Communication			hard to be a world class company and has world class products [E]. Rogers has terrific corporate facilities including a cafeteria and gym [B]. Rogers has fair compensation [A], time-off policies and benefits [B]. Corporate policies are in place to reward exceptional employees [Q04] however, they do not translate into a successful program. The recognition programs are based on external community contributions and aren't relevant across the company [Q04].
				Cons: Unfortunately Rogers Media has embraced the 'kiss-up and slap-down' kind of manager [Q09]. It isn't unusual to witness a person of authority insult, steal credit, threaten [Q05](as in 'everyone is replaceable' or 'we will smoke out the terrorists' when discussing change management) and/or withhold crucial information [Q07]. As a result, the majority of employees spend more energy protecting themselves than helping the company [G, Q09]. There is an abundance of tearing others down to steal credit, passive aggressive leadership, destructive gossip, conniving politics, and abundant negativity [Q06, Q10]. And there is a level of mid-management whose sole responsibility is to justify their position by creating unnecessary work via reporting, creating road-blocks and micro managing [Q02, Q06, Q09]. But they know how to make their boss look good which adds to the inequity in promotions and acknowledgements [Q04, C]. Worst of all, the stellar employees and managers who rise above the dysfunctions and perform aren't acknowledged corporately [Q04,Q09] (even when the marketplace, industry and colleagues do) and they eventually quit or are even let go [G].
				Advice to Management: Shared authority and group decision making does not work [Q02]. Collaboration is key but there also needs to be accountability and responsibility in every role [Q01]. If someone has the power to make a decision which will affect costs but has no accountability to the PNL, that is an obvious issue. If someone has the power to override another's decision but the outcome will not affect them because they have no actual

				responsibility for that decision that is an obvious issue. Rogers should be one company – Media should not be an isolated island.
20.	Rogers Communication	246	Aug 16 2010	**Pros**: -Great benefits (Vision, Dental and Medical - Travel insurance is also included in the benefits) [B] -Depending on the location, there is an on site gym which only charges $5.00 per pay cheque. [F, B] -At head office there is a Tim Horton's and dry cleaner on site. [B]
				Cons: -Unqualified people get promoted for all the wrong reasons (they might be friends of the managers, which results in more qualified subordinates having to train their new supervisor)[C,Q09] -There's a lot of "buck passing" [Q01] -Not enough communication [Q07]
				Advice to Management: Managers need to make the effort to retain the good employees, overworking and not acknowledging employees and thier efforts result in negitive feelings towards the organization[Q04, Q06]
21.	Rogers Communication	60	Aug 30 2014	**Pros:** The benefits are great [B]. Nice subsidized cafe at bloor location. Couch area at Brampton. Discounts on Rogers bill.
				Cons: - The people at bloor location [F] (mobile campaigns division) were very clicky, not sharing knowledge[Q06, Q10, Q12]. In Brampton people keep to themselves. Not open to ideas[Q07].
				Advice to Management: Brampton: bring your staff together more, not work in silos [Q07]. Bloor: document, or help people learn[Q06, Q12]
22.	Rogers Communication	268	Nov 22 2008	**Pros:** Great chances for advancement and room to expand your skills and freedom to choose your path[Q12, Q03]. Excellent benefits [B]packages and opportunities for social events and networking. Overall a very good place to work and start your career, I've been very very happy iwth my progress at rogers since I started there, and would recommend it as a place for my friends to seek work.
				Cons: Always changing, if you're not

				accustomed to change, be prepared for your job description to change every year or so [Q01]. Other than that, I have no complaints with working at Rogers or the enviroment I work in [Q08].
				Advice to Management: Keep up the good work.
23.	Rogers Communication	178	Nov 2 2012	**Pros:** Great Co-workers Alot of fun managers [Q10] great discounts on rogers products, really good benefits [B]
				Cons: hard to move up in the company [Q12], get pigeon'd holed and stuck. alot of people fighting over the same posisitions [Q10]. Hard to get a good shift even after 3.5 years not getting a very good shift, good if your single its hard if you have a family to balance both [C, D]
				Advice to Management: Need to give everyone a chance, even high performing agents dont get many oppertunities [C, Q12]
24.	Rogers Communication	177	Nov 19 2012	**Pros:** fairly stable company and they promote growth opportunity [G, Q12].Lot of thing you learn about this company and it can be used in your professional life [Q12].
				Cons: Very hard to get in and you do have to know your stuff and specially the selling and technological stuff [Q09]
				Advice to Management: N/A
25.	Rogers Communication	248	Jul 8 2010	**Pros:** Good career development [Q12] Great Benefits and Employee stock option plan [B] Opportunities to make a difference [Q03, Q08] Experienced Senior Managers to lead the organization [Q09]
				Cons: Not many downsides at Rogers Wireless Not many opportunities to travel Can't work from home [D] Long hours often including weekends [D]
				Advice to Management: Look for opportunities outside of Canada Outsource call center jobs to reduce costs [Q08] Improve IT process [Q02] to reduce costs and improve delivery
26.	Rogers Communication	217	Nov 22 2011	**Pros:** Lots of young people and good energy [Q10] Leading company in its industry [E] Nice perks like employee discounts [B]
				Cons: A bit bureaucratic [Q02] In the wrong team, your prospects for

				advancement can be limited[Q12, Q09]
				Advice to Management: Watch for blockers among managers [Q06]
27.	Rogers Communication	9	Apr 17 2015	**Pros:** benefits are pretty good - medical, vision, dental. pension is good.[B] stock and rrsp options. most managers let you telework[D]. there is an annual review and you can get a bonus[Q04, Q11].
				Cons: internal employees not valued[Q05]. we don't even get considered for open positions[C, Q12]. no room for advancement unless you work in Toronto[Q12]. senior leadership does not care about transparency or the impact reorgs have on employees[Q05, Q07]. constant reorgs every 2-3 years
				Advice to Management: be transparent, have empathy for what employees are going through, value internal employees[Q05, Q07]
28.	Rogers Communication	32	Dec 8 2014	**Pros:** -access to training[Q01] -diverse work portfolio[Q03] -many internal opportunities[Q12] -excellent benefits package and good comp[B] -great work/life balance[D]
				Cons: -communication between groups is not free flowing[Q07]
				Advice to Management: N/A

Appendix G

The following is the compilation of reviews from Scotia Bank employees on Glassdoor.com, with coding.

	Company Name	Review #	Date of Review	Review
1.	Scotia Bank	82	Nov 23 2013	**Pros:** You would never get fired [G]
				Cons: -Favoritism [C] -Hard to move up [Q12] -They want you to give everything and expect nothing [Q01, Q04]
				Advice to Management: N/A
2.	Scotia Bank	93	Jul 2 2013	**Pros:** Great management support[Q06] and training program[Q01]
				Cons: Paperwork heavy and long working hours[Q02, D]
				Advice to Management: N/A
3.	Scotia Bank	76	Nov 28 2013	**Pros:** open, equity, and diverse and positive people [Q05, Q10]
				Cons: low pay [A], pricing not very flexible
				Advice to Management: more listening[Q07], better system [Q08]
4.	Scotia Bank	128	Sep 23 2012	**Pros:** The company philosophy is great[Q08].
				Cons: Lack of support for new employees working in the Scotiabank branches[Q06, Q01]. Most of new staff in the comercial area get lost and some just gave up of the job[Q01, Q09].
				Advice to Management: Develop a better support for new employees[Q01]. Salary is not competitive [A].
5.	Scotia Bank	25	Nov 9 2014	**Pros:** Employees are all really nice, I love working with the staff[Q10,], the customers are 99 percent friendly and love talking. Training is easy[Q01], you just have to get used to everything, policies and company values[Q08] are great, it's a good mix

				between being professional and friendly[Q10].
				Cons: No Cons to name, I really like working for this bank.
				Advice to Management: Maybe do some more simulations for weird things you don't usually get with customers[Q12].
6.	Scotia Bank	87	Sep 4 2013	**Pros:** Friendly[Q10] colleagues that are very helpful[Q06]. Being a part of large exciting development projects [Q03], working in large teams.
				Cons: Management is okay [Q09] but a lot of the projects are disorganized, with adhoc methods used more often than not[Q01].
				Advice to Management: N/A
7.	Scotia Bank	131	Aug 4 2012	**Pros:** Banking is fun[Q03], meeting clients face to face.
				Cons: Lot of paper work even in he age of technology[Q02].
				Advice to Management: N/A
8.	Scotia Bank	28	Nov 4 2014	**Pros:** Good training[Q01], the people are great[Q10] and helpful[Q06], flexible hours if you ask [D]. A lot of different projects happening so you get a good feel for the different work flows in the bank [Q01, Q03].
				Cons: Organizing between various departments can be a challenge especially if they are working on different things [Q07]. I was tasked with a few different projects and the time allocation[Q02] was a challenge I had to face.
				Advice to Management: N/A
9.	Scotia Bank	134	Aug 30 2012	**Pros:** Nothing positive about Scotia Capital!
				Cons: Where to start?!

				Low pay [A] and the place is run by a bunch of ass-kisser [Q09]!
				Advice to Management: Y
10.	Scotia Bank	195	Jun 12 2008	**Pros:** Honestly at this point length of service and proximimity to retirement date. In the past it was a great place. Because of the size and multiple locations it does offer diversity in job options [Q12, E., F].
				Cons: In the past the Bank had employees now they have resources [Q05]. Overtime is a big issue, for the job level I now occupy some overtime is expected [Q02, D]. The problem is due to the nature of the job you can hit stretches where you need to put in an additional 20 hours for many weeks in a row. No compensation is offered [Q04, A] and it has been made very clear, that you had better not even ask [Q07]. In other departments at the same level excessive overtime is compensated with time off or pay [A, Q04]. I have families and a personal lifes and when I am at work I am not the only wo is deprived [D].
				Advice to Management: Keep staff informed of coming changes [Q07]. We are not naive, and know when re-structures or terminations are coming [G]. It is not fair to keep us around to protect the customers and shareholders and then when you have your plan you cut us loose. We also are customers and we have families and responsibilities [D]. If I am going to be displaced at a future date, give me the choice of staying or

				leaving[G]. The current process does not respect or honour the individual[Q05]
11.	Scotia Bank	130	Aug 24 2012	**Pros:** Favorable opportunities for career development[Q12]. Global reach [E]. Fast paced and Challenging[Q03]. You can feel you are part of something impactful and important in the lives of so many people[Q08].
				Cons: Have to know where you want to go within the organization otherwise you will be stuck ib the same position forever[Q12].
				Advice to Management: Notice employees going above and beyond and commend and compensate accordingly[Q04, Q09].
12.	Scotia Bank	61	Apr 17 2014	**Pros:** Good work life balance [D]. Environment is subjective but I'm on a good team[Q09].
				Cons: Not challenging[Q03]. Brain turns to mush
				Advice to Management: N/A
13.	Scotia Bank	160	Jun 14 2011	**Pros:** - Flexible working hours[D] (especially within my dept) - People are mostly friendly[Q10] - Bank fees are waived for employees (but you have to open an account) [B] - Secure job [G]
				Cons: - Outdated IT environment[Q02] - No opportunities to grow[Q12] - Favouritism for promotion [C] - Won't be fired even if the performance is poor [G]
				Advice to Management: To acknowledge when we have problems (please do not ignore) [Q07].
14.	Scotia Bank	180	Mar 14 2010	**Pros:** -Work-life balance [D] -Job stability [G]

				-Good training ground[Q01] -Good place to come if you are in middle of your career [Q12] -Good place if you land in a looking forward dept. or one with resources [Q02] (i.e. Scotia Capital, Corporate Offices) -Great place if you are a new Canadian (mainly if you come from Spanish speaking countries)
				Cons: -Bureaucracy [Q02] -Technology is under par[Q02] - cost control culture [Q08] -Siloed thinking [Q07] -Not a great place if you are recently out of school or have fast track expectations[Q12] -Career development is pretty much up to you [Q12] (network, network, network...)
				Advice to Management: Come downstairs. The world is changing at surprising speed and it seems you guys are lagging behind[Q09]. Invest in your people[Q04, Q06]; upgrade your technology[Q02]. Maintain the work culture[Q08]; fire bully managers[Q05].
15.	Scotia Bank	88	Aug 11 2013	**Pros:** I love the work I do[Q03], I love the people I work with[Q10] and their committment to their work is outstanding [Q09]
				Cons: At the moment, i have nothing negative to share
				Advice to Management: we should do more to attract more retail clients and do better at marketing [Q08]
16.	Scotia Bank	167	Apr 6 2011	**Pros:** It is a great bank, lots of knowledge, opportunities to study internal courses[Q12], good place to start a career, has decent HR policies as per

				Canadian standards, overall proud to tell anyone I work here [Q08].
				Cons: Management at the branch level is not highly educated[Q09], most have long tenures in Scotiabank, internal hires, so have old-fashioned management techniques, poor on IT skills. Sales staff is pushed too much, they know that easy to replace,so they do not respect sales staff as they should[Q05, Q02, G]. More focus on numbers and results than efforts [Q04]. Neopitism at the branches in hiring and promotions is evident [C]. Very little recognition for achievements[Q04]. If you excel at 18/20 criteria, they will keep bugging you for the 2 not met, and never mention the 18 you reached[Q11]. No union, so employees are taken advantage of[Q05].
				Advice to Management: Get some modern, young managers with higher education and up to date skills to manage[Q09]. Enhance the salaries [A] and rewards for sales staff[Q04]. The sales staff is the driving force for the company, but are paid the least [A]. The Applause points are too de-motivating [Q04, Q06]. 200 points equals $10, and sometimes 25 points or 50 points are given for great acheivements[Q04].
17.	Scotia Bank	73	Dec 9 2013	**Pros:** Customer focused bank with a global presence [E], & highly qualified, diverse, knowledgeable and professional staff[Q09]. Many opportunities to work abroad, advance education[Q12]. Strong corporate culture and

				values[Q08].
				Cons: Long hours and overtime required during peak periods may make maintaining a work-life balance challenging [D]. Compensation [A] and benefits [B] are competitive but not outstanding.
				Advice to Management: Continue to elicit feedback from staff regarding compensation [A] and benefits [B, Q07]. Corporate strategy needs to be more widely discussed and disseminated [Q07, Q08].
18.	Scotia Bank	30	Oct 29 2014	**Pros:** Steady Jobs in general [G]; Reward Royalty Working pace tends to be slow, for good or bad[Q04] People are very friendly[Q10], typical Canadian work place
				Cons: Strong ranking culture[Q08] even in front office trading department, so doesn't matter how well you work but how many years you served [Q03, C] Internal politics is really something that is bothering [Q02] Technology lagging competitors[Q02] compensation relatively low compared with peers [A]
				Advice to Management: People is what distinguishes business. Like Goldman Saches, they succeed not because their names but they consistently get best stuffs on their bench. If talent is not awarded for their performance[Q04],they will leave and only people who doesn't want to improve or who can't improve will stay[Q09].
19.	Scotia Bank	162	Jun 1 2011	**Pros:** - Resume, resume, resume [E] - Corporate discounts [B] - Friendly approachable

				colleagues/management[Q10, Q06]
				- Possible to move about within the company (exceptions apply-see below)[Q12]

				Cons: - Underpaid...so underpaid [A]. Colleagues with same experience get 15% more [C]
				        - CSC qualified - 1 year experience
				- No compensation for good work throughout the year...gotta wait till year end[Q04]
				        - If your numbers aren't that high, it can be the difference of $2000 bonus or $4000 [Q04]
				        - No benefit of receiving Scotia Applauses, can only brag to your colleagues[Q04]
				- REVIEW YOUR CONTRACT. Need manager approval before changing jobs [Q12]. 12 or 18 months.
				- Same old work[Q03]. Same problems as a year ago. Nothing seems to get much better
				        - No one in Operations dept answers the phone. Gotta send emails, never receive response [Q07]
				        - Transfers take anywhere from 1 week to 4 months....No one knows...BUT HOW DO YOU TELL THE CLIENT!!!!! [Q02]
				        - Integration of iTRADE/SMDI is a nightmare.
				- Different reps give different advice, clients constantly complain [Q01]
				        - I received a 6 week training program. New reps receive 2 weeks (understaffed)[Q01, C]
				- Vacation and sick days are terrible [B]

				- 2 weeks paid vacation. 5 sick days that DONT carry over. 3 Personal days that DONT carry over [B]. - Employee Share Ownership start only 1 year after full time, I want to own a part of my company
				Advice to Management: Too many to list. Just shut down all discount brokerage for 3 months and get everything back in order. Need better compensation [A] year through. Stop being so stingy with salary [A], If im doing a good job, SHOW ME THE MONEY [Q04].
20.	Scotia Bank	68	Jan 16 2014	**Pros:** Low stress, nine to five, compensation is better than in most places [A], get to work on whatever technology we want [Q03].
				Cons: Skillset not transferable to other jobs [Q12]: one gets too tied up in the infrastructure, takes too long to setup any software tools, etc. [Q02]
				Advice to Management: N/A

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