

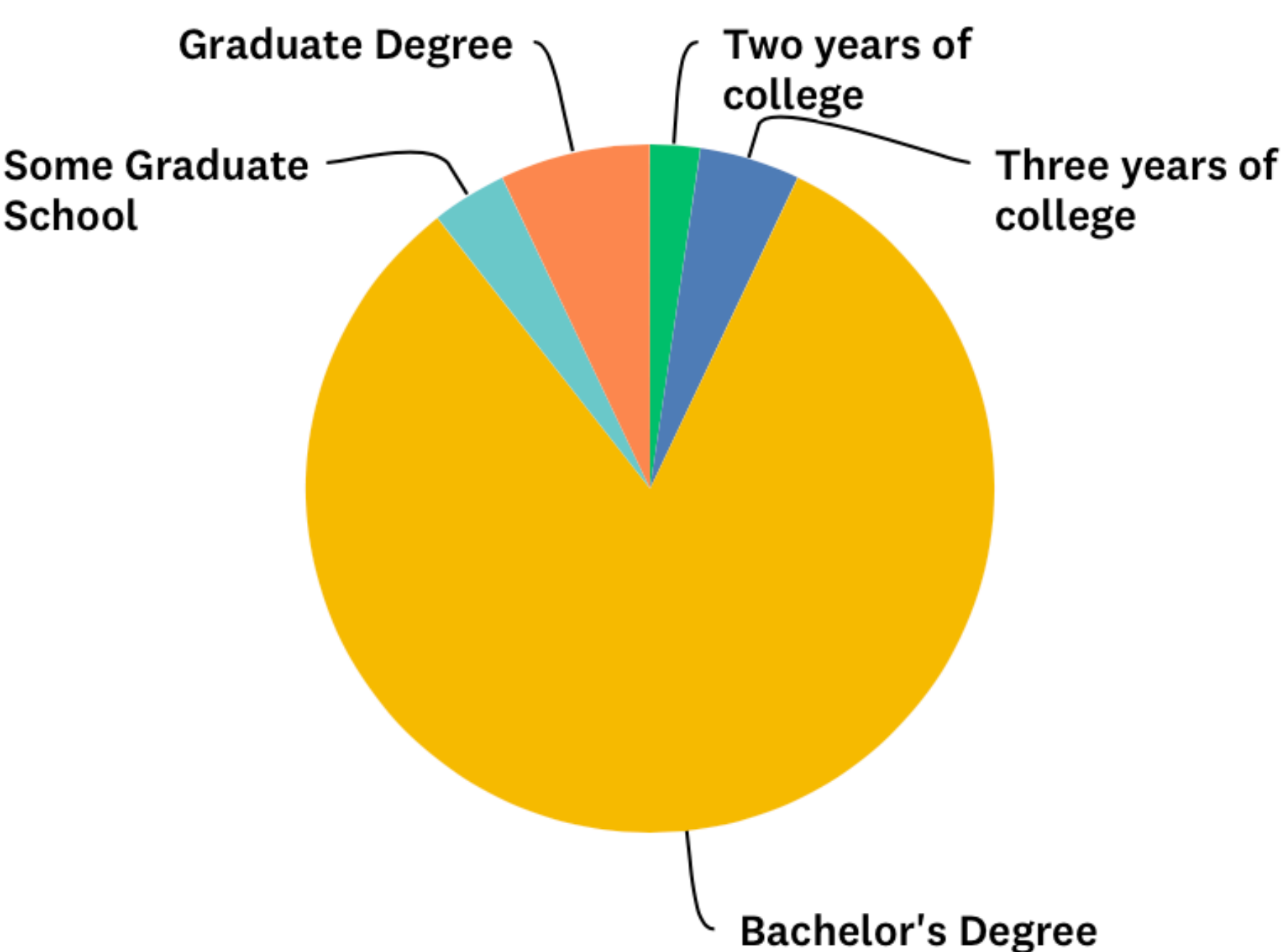
The Holder Way

The Influence of Company Culture on Employee Satisfaction at Holder Construction: A Case Study

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Since being founded in 1960, Holder Construction has grown to do work all across The United States and internationally as well. Today, repeat clients are what drive Holder's core markets and provide eighty five percent of the work that Holder performs. The associates at Holder Construction believe their success stems from the company's culture. The "Holder Way" is a slogan that encompasses all cultural attributes that Holder Construction expects their associates to embody. This case study evaluates Holder Construction's effectiveness of their company's cultural training in regards to employee satisfaction and fulfillment. Are these employees truly living out what is expected in the "Holder Way"? An anonymous survey was distributed to Holder associates to determine whether or not they found value in Holder's heavy emphasis on company culture. The respondents included associates of all ages, positions and educational backgrounds. All respondents unanimously agreed that Holder's heavy emphasis on company culture is beneficial. Company culture was the leading reason for employee satisfaction and fulfillment. A good company culture was more sought after than money, location, project types and benefits. Holder Construction places a vast emphasis on company culture, and thus far it has proven to be beneficial.

Key Words: Company Culture, Employee Fulfillment, Employee Retention, Cultural Emphasis, The Holder Way





**IMPROVE
RELENTLESSLY**
Challenge Everything
Good Enough, Never Is
"Humbition"
Be The Fuel
Encourage Others



**LEAD WITH
INTEGRITY**
Do The Right Thing
Hold High Ethical Standards
Earn Trust
Be Honest
Be Respectful



**PERFORM
TOGETHER**
We Are ONE COMPANY
Excellence in Everything we Do
Be Professional
Commit Selflessly
Communicate and Collaborate



**CARE AND
CONNECT**
Be Inclusive
Family
Wellness And Safety
Do Whatever It Takes
Take Ownership



**DEVELOP
EACH OTHER**
Be Candid and Considerate
Lead By Example
Empower Others
Be Self Aware
Vulnerability is Strength



HOLDER

people lot caring one big family
family oriented oriented teaching open
everyone Holder team job family
best biggest culture learn work culture Holder
company Holder Construction friendly project team
supportive

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