



***Recruitment process and Employee Satisfaction on  
Human Resource Management Policy of  
BRAC International***

# Internship Report

On

## *Recruitment process and Employee Satisfaction on Human Resource Management Policy of BRAC International*

**Prepared for**

Dr. Md. Fazley Elahi Chowdhury(Faisal)

Assistant Professor

BRAC University

**Prepared By**

Sharifun Nahar Tumpa

ID# 08304058

BRAC University

**Date of Submission:** 29<sup>th</sup> November 2013

2 | Page

29<sup>th</sup> November 2013

Dr. Md. Fazley Elahi Chowdhury

Assistant Professor

BRAC Business School

BRAC University

**Subject: Submission of the Internship Report**

Dear Sir,

It is a great pleasure for me to submit the internship report on *'Recruitment process and Employee Satisfaction on Human Resource Management Policy of BRAC International'*

It was a great opportunity for me to work as an intern in BRAC to implement the theoretical knowledge that I have learned in my academic career.

I tried my level best to make this paper to the required standard as this is one of the most important requirements for completing my B.B.A program hope that this paper has been to your expectation. I, therefore, hope that you would be kind enough to go through this paper for evaluation.

I am always available for any clarification of any part of this paper at your convenience.

Sincerely yours,

---

Sharifun Nahar Tumpa

ID- 08304058

BRAC Business School

## Student's Declaration

I declare that the report entitled Internship report on *“Recruitment process and Employee Satisfaction on Human Resource Management Policy of BRAC International”* submitted as a requirement for the completion of BBA program of BRAC University was prepared by me. I tried my best to collect necessary information for making this report original and specific.

Sharifun Nahar Tumpa

ID: 08304058

BRAC Business School

BRAC University

## ACKNOWLEDGEMENT

First of all I would like to express my gratefulness to the Almighty Allah for giving me the strength and knowledge to complete this report. I would like to thank my instructor Dr. Md. Fazley Elahi Chowdhury without whose help, suggestion and cooperation the total report will be insignificant.

My appreciation and thanks also go to the BRAC Business School for providing me an opportunity where I can implement my academic knowledge to the real world. In this regard I would like to convey my gratitude to Ms. Rima Karim Management Professional - HR BRAC International for giving me an opportunity to work on HR activity. My special thanks also go to all the employees of the organization. Their suggestion comments and co-operation has helped me greatly to complete my report.

Sharifun Nahar Tumpa

ID- 08304058

BRAC Business School

BRAC University

## Executive Summary

Internship is a way of introducing the students to the practical world. Before the complete of BBA writing an internship report is mandatory for the students. This report shows the application of the academic knowledge to the reality. It is based on the experience and information that I have gathered working in the organization. BRAC International is a part of BRAC; the largest non-governmental development organization in the world. BRAC's idea was simple yet radical, "Bring together the poorest people in the poorest countries and teach them to read, think for themselves, pool their resources, and start their own businesses". This is exactly what BRAC has done and is still doing in Bangladesh and ten other poverty-stricken countries around the world.

Human Resources Division of BRAC maintain an adaptive human resources management strategy and the division comprises of Recruitment, Compensation & Benefits, Learning and Development, Human Capital Department and HR Operations Departments with a team of dynamic HR Relationship Managers who bridge HR support. After analysis we can say that the employees are overall satisfied with the organization. The factors that they are dissatisfied with those are specified and country based it varies.

## Table of Content

Chapter Number	Topic	Page number
1.1	Introduction	10
1.2	Origin of the report	12
1.3	Objective of the report	12
1.4	Scope of the report	13
1.5	Methodology	13
1.6	Limitations	14
2.1	Overview of BRAC	16

3	Human Resource Management	17
3.1	Recruitment procedure of BRAC	18
	Recruitment Flowchart	20
3.2	Staff Recruitment Rules of BRAC	18
3.3	Regulations of Recruitment	21
3.4	Recruitment process	21
3.5	Appointment	22
3.6	Continuing Staff Appraisal and Contract renewal/Increment	22
3.7	Staff Separation	22

<b>Chapter Number</b>	<b>Topic</b>	<b>Page number</b>
4	Analysis and Findings	23
4.1	Statistics	24
4.2	Gender	25
4.3	Age	26
4.4	Employee Relationship	27
4.5	Working Environment	28
4.6	Performance Appraisal Policy	29
4.7	Performance Evaluation	30
4.8	Leave Policy	31
4.9	Salary and Benefits	32
4.10	Motivation	33
4.11	Job Characteristics	34
4.12	Discipline	35
4.13	Recruitment Process	36
4.14	Case Processing Summary	37
4.15	Gender * Employee Relationship	38
4.16	Gender * Working Environment	39
4.17	Gender* Performance Appraisal Policy	40
4.18	Gender * Performance Evaluation	41
4.19	Gender * Leave Policy	42
4.20	Gender* Salary and Benefits	43
4.21	Gender * Motivation	44
4.22	Age* Job Characteristics	45



<b>Chapter Number</b>	<b>Topic</b>	<b>Page number</b>
4.23	Age* Discipline	47
4.24	Age* Recruitment Process	49
5	Finding and Recommendation	51
6	Conclusion	54
	Internship Experience in BRAC International	57
	Appendix	58
	References	63

*Chapter: 1*  
*Introduction*

## 1.1 Introduction

In Bangladesh the term NGO is very well known and NGO activities are wide spread. Literally NGO is Non-Governmental aid providing organization. According to social science dictionary, “Non Government Organization is a non-profit agency that serves some public interest. Non Government Organization is established to fulfill some social purposes other than monetary rewards to financial backers. It is also creates job opportunities for many thousands of people. This sector contributes to the economy of the country.

In our country NGOs have appeared as the savior of countless number of people without food, cloth, education and basic health facilities. Bangladesh is one of the top thirteen underprivileged countries.

Non Governmental Organizations (NGOs) are launched with various purposes. Based on the region or local demand and problems, divergence in each NGO targets and objectives can be observed. But everywhere the main purpose of NGOs is the much-desired development of poverty stricken deprived people. The missions and goals with which the NGOs are established and conducting their operations in Bangladesh are: Assisting the poor and suffering people as well as exercising self-control through utilization of own resources. Identifying native assets, local leadership and ensuring effective utilization of these for welfare and development. Coordinating the poor and deprived ones through formation of co-operatives and thus facilitate the socio-economic progress. Health and Nutrition development. Acting as the associate of the government and not as competitor.

In the present scenario there are many NGOs in Bangladesh. All are trying to serve the poor as gently and keep their position high.

BRAC, currently in its 41st year of operation, was founded by Sir Fazle Hasan Abed during the aftermath of Bangladesh’s Liberation War. The organization is now the largest development organization in the world, operating in 11 countries across Asia, Africa and the Caribbean.

## 1.2 Origin of the report

Internship program of BRAC University is an important requirement for the graduation of BBA student. The main purpose of internship is to gate the student exposed to the job world and this study is a partial requirements of the internship program of BBA curriculum at the BRAC University. Being an intern the main challenge was to implement the theoretical concept into real life experience. As I have done a sampling survey on very few employees for the purpose of my internship so it might not be the actual scenario of BRAC.

## 1.3 Objective of the report

The objective of the report can be viewed in two forms:

- ✧ General objective
- ✧ Specific objective

### **General objective:**

This internship report is prepared primarily to complete the Bachelor of Business Administration (B.B.A) degree requirement under the BRAC Business School, BRAC University.

### **Specific objective**

More specifically, this study entails the following aspects:

- ✧ To give an overview of BRAC NGO
- ✧ To focus on the recruitment process of BRAC.
- ✧ And the survey is done only for educational purpose

## 1.4 Scope of the report




The main intention of the study is the standards and effects of employee satisfaction to find understand and document the process and activities carried by BRAC International. The reports covers details about what BRAC actually do, overview of the organization and also facilities provided by the organization to satisfy their employees. All the information is collected from all the levels of employees of BRAC International.

## 1.5 Methodology

While conducting the study various data were collected from various sources. The data collected are divided according to their difference nature and source. The study is done with the help of the following data:

### Primary data collection


Three techniques of primary resources for my research and they are as followed:

-  Personal observation.
-  Face to face interviews
-  Practical deskwork

### Secondary data collection

An intensive literature survey was required to acquire relevant knowledge. Relevant literature like published and unpublished thesis, books, reports, etc. have been reviewed with a view to increase the knowledge and regarding the issue. above all the storehouse of knowledge, “the internet” will also be a big part of the literature review.

This methodology also describes the manner in which data is collected, analyzed and interpreted. The integral part was to identify and collect data; they were classified, analyzed, interpreted and presented in a systematic manner to find the vital points.

-  **Research Design:** The research is exploratory in nature because the project paper attempt s to identify whether the employees of BRAC International is satisfied or not.

- ✧ **Population:** the population of the research paper is all the employees who are working in BRAC International.
- ✧ **Element:** The sampling element of the research paper is each who is working in the different levels of BRAC International
- ✧ **Sampling Unit:** there are many employees in different levels in management levels, each level of employees is the sampling unit.
- ✧ **Extent:** BRAC is the area of the research.

## 1.6 Limitations

- ✧ Time limitation is a major limitation for preparing report on such a broad topic.
- ✧ BRAC officials did not want to share most of the confidential information related to Human Resources.

# *Chapter: 2*

## *Organizational Overview*

## 2.1 Overview of BRAC

BRAC Bangladesh is a national non-Government organization which is one of the worlds' largest Non-Governmental Development Organizations, BRAC, was initiated in 1972 by Mr. Fazle Hasan Abed as a short-term relief and rehabilitation project following the liberation war. In the wake of pervasive poverty and lack of organized effort to battle the problems of war-ravaged economy, BRAC subsequently had to scale-up its pilot projects towards long-term issue of poverty alleviation and empowerment of the poor. Poor rural women and children are at the center of all BRAC's activities.

From its modest birth in 1972, it is now one of the world's largest national NGOs, diverse in its operations with over 28,000 regular staff and 34,000 part-time teachers, working in 61,924 villages in all 64 districts of Bangladesh. BRAC has progressed by learning from experience and through a responsive and inductive process. Adjusting its strategy to prevailing circumstances, it does not pursue any rigid development model. From the mid-70s to early 80s, our holistic and flexible approach to rural development became the internationally accepted standard. It has been called upon to assist countries in Africa, Asia, and most recently in war ravaged Afghanistan.

BRAC diagnoses poverty in human terms. Women with social, cultural, technological, and structural constraints have been able to transform themselves as contributors not only to their families' well-being, but also to national production and development by increasing their access to economic and social resources with BRAC's assistance. Currently, BRAC promotes income generation and social development for the poor, mostly landless rural people of Bangladesh through micro credit, health, education, and training programs



***Chapter: 3***  
***Human Resource Management***

### **3.1 Recruitment procedure of BRAC**

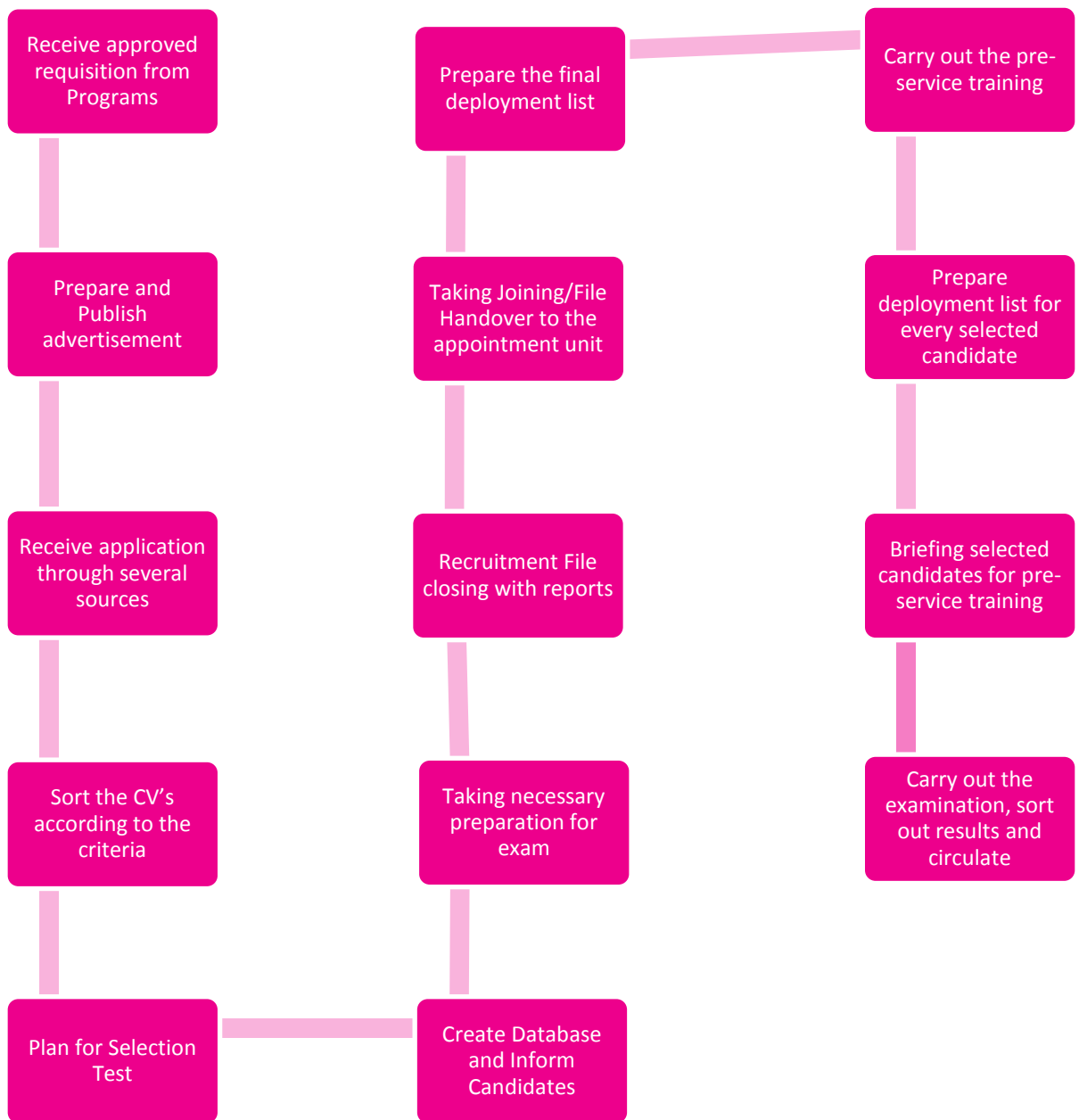
- ✧ Prepare and publish job advertisement to the local and international newspaper also to the websites.
- ✧ Receive application through several sources.
- ✧ Sort the CV's according to the criteria.
- ✧ Create Database and plan for Selection.
- ✧ Confirm the exam. Center on the basis of the number of candidates.
- ✧ Coordinate with staff from other Programs for invigilating; checking scripts and viva test.
- ✧ Prepare the Question Papers and Answer Scripts.
- ✧ Carry out the examination, sort out results.
- ✧ Prepare deployment list for every selected candidate.
- ✧ Provide staff task related orientation.

### **3.2 Staff Recruitment Rules of BRAC**

For recruitment of staff the following rules shall apply:

- ✧ Staff shall be recruited according to the Table of Authority.
- ✧ Staff can be recruited directly by the Executive Director/ Managing Director in case of an urgent need of Programme.
- ✧ At the beginning of the year each programme/ division head shall submit staff requisition for the year in prescribed form (Annexure 14/01) to Human Resource Division. Any change in requisition shall require consent of the approval authority.

- ✚ Staff requisition can be changed/ revised every three months. However, such change has to be communicated to HRD at least one month ahead of the initiation of the recruitment process.
- ✚ HRD shall prepare an annual recruitment plan based on the requisitions received.
- ✚ Recruitment shall be made through advertisement in newspaper and other media. For Walk-in-Interview an advertisement must be published in the newspaper or other media at least seven days ahead of the interview date.
- ✚ Applications containing the information specified in the advertisement shall be received.
- ✚ Interview cards shall be sent by post/ courier service minimum fifteen (15) days ahead of the interview date. Where applicable, candidates may be informed for the interview by phone, fax, email or SMS.
- ✚ Recruitment of regular staff up to level X shall be subject to passing of written, oral and pre-service orientation tests. For recruitment of staff at level XI and above the HRD shall fix the recruitment process.
- ✚ The final results of recruitment must be approved by the HRD.
- ✚ HRD shall prepare an additional panel of selected candidates after recruitment of staff as per requisition of programme/ department. Any additional requirements of staff shall be met out of this panel. Such list of additional candidates shall remain valid for six months. In special cases, validity of this panel may be extended up to one year with approval of the concerned department head.
- ✚ Highly specialized professionals may be recruited through head hunting. In such case all recruitment process shall be followed.
- ✚ After successful completion of pre-service orientation finally selected staff shall receive 'Deployment and joining' (Annexure- 14/02) from the BLC authority collected from HRD. If a selected candidate cannot be deployed from BLC, s/he shall be deployed later by the HRD.



**Figure 1: Recruitment Flowchart at BRAC**

### **3.3 Regulations of Recruitment :**

The following regulations shall apply for recruitment of staff:

- ✎ Minimum qualifications for joining shall be fixed according to the schedule of qualifications for different levels maintained by HRD
- ✎ The recruitment process must be gender sensitive.
- ✎ In general, the recruitment age at entry level should not be less than eighteen (18) and more than thirty five (35) years. However, the upper age limit is flexible for exceptionally qualified candidates.
- ✎ Terminated or dismissed staffs from BRAC are not entitled to apply for any position.
- ✎ A positive attitude should be maintained while recruiting women, aborigines and physically challenged.
- ✎ An applicant of fifty (50) years or more shall be considered for contractual appointment
- ✎ The highest level/ grade for drivers and office assistant shall be VII and IV respectively. For computer operators the highest level/ grade shall be X. The highest grade for security guard shall be IV.
- ✎ When spouse work for BRAC, efforts shall be made to deploy them in the same area or adjacent areas. However, a staff cannot be the supervisor of another staff having such relationship; mother, father, daughter, son, spouse and siblings.
- ✎ BRAC discourages recruitment/ employment of son, daughter, husband or wife of an existing staff. However, on being recruited through proper recruitment process, each such staff shall submit a declaration detailing information about all relatives working in BRAC.

### **3.4 Recruitment Process:**

- ✎ The shortlisted candidates are invited for an interview.
- ✎ Do the arranged exam, and oral interview.
- ✎ Successful candidates are therefore selected as per requirement.

### **3.5 Appointment:**

A formal employment contract letter as well appointment letter will be issued to the selected candidate with details of the position, duty station, salary, benefits, and tenure of service, reporting authority and Job description.

### **3.6 Continuing Staff Appraisal and Contract renewal/Increment**

The successful completion of contract period, Job contract may be renewal as per organization requirements for further six months or one year & it's a continuous process.

Annual increment is provided for all staff who complete one year of service & it's a continuous process

### **3.7 Staff Separation:**

 Resignation

 End of contract/Termination

***Chapter: 4***  
***Analysis and Interpretation***

## 4.1 Statistics

		Gen der	Age	Emple ye Relation ship	Working Environm ent	Perfor mance Apprais al Policy	Perfor mance Evaluat ion	Lea ve Pol icy	Salar y And Benef its	Moti vatio n	Job Characte ristics	Disci pline	Recruit ment Proces s
N	Va lid	20	20	20	20	20	20	20	20	20	20	20	20
	Mi ssi ng	0	0	0	0	0	0	0	0	0	0	0	0
Mean			2.55										
Median			3.00										
Mode			3										
Std. Deviati on			1.050										
Skewne ss			-.146										
Std. Error of Skewne ss			.512										
Minimu m			1										
Maxim um			4										

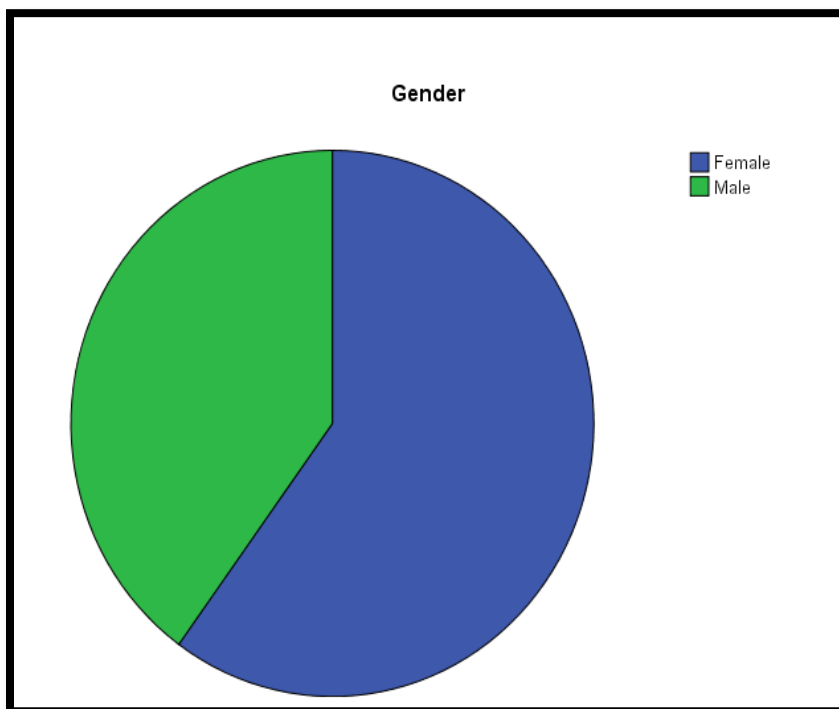
In this analysis there are Mean, Median and Mode of Age are shown in number form because participants mentioned their age in a age group format. Age group were like 21-30 (1), 31-40 (2), 41-50 (3), 51-60 (4). So the results came up as above. When Mean is 2.55 that means average age were in between 41-50.



## 4.2 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	12	60.0	60.0	60.0
	Male	8	40.0	40.0	100.0
	Total	20	100.0	100.0	

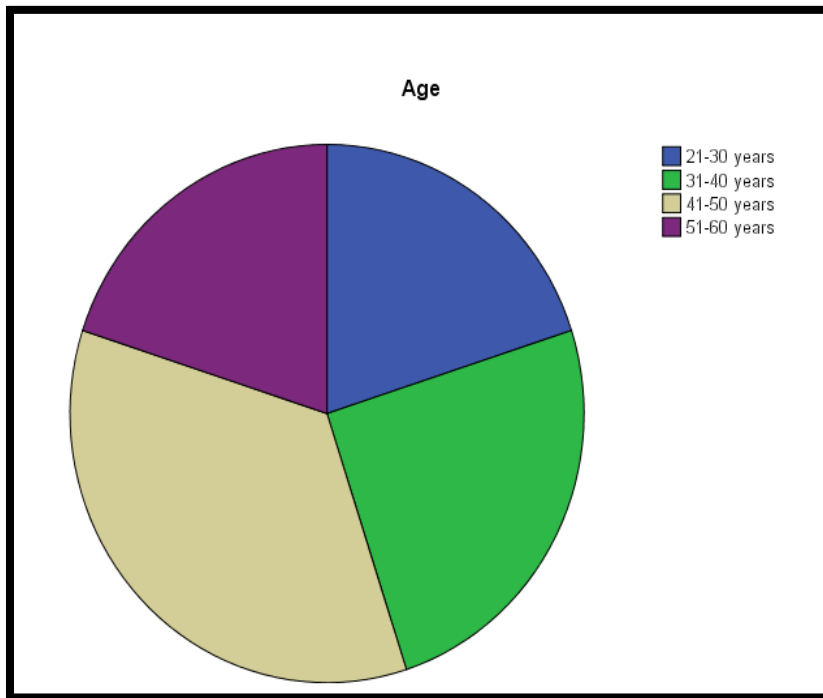
There are 12 female and 8 male employee of BRAC participated in this survey. That means 60% of them are female and 40% of them are male.



### 4.3 Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	4	20.0	20.0	20.0
	31-40 years	5	25.0	25.0	45.0
	41-50 years	7	35.0	35.0	80.0
	51-60 years	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

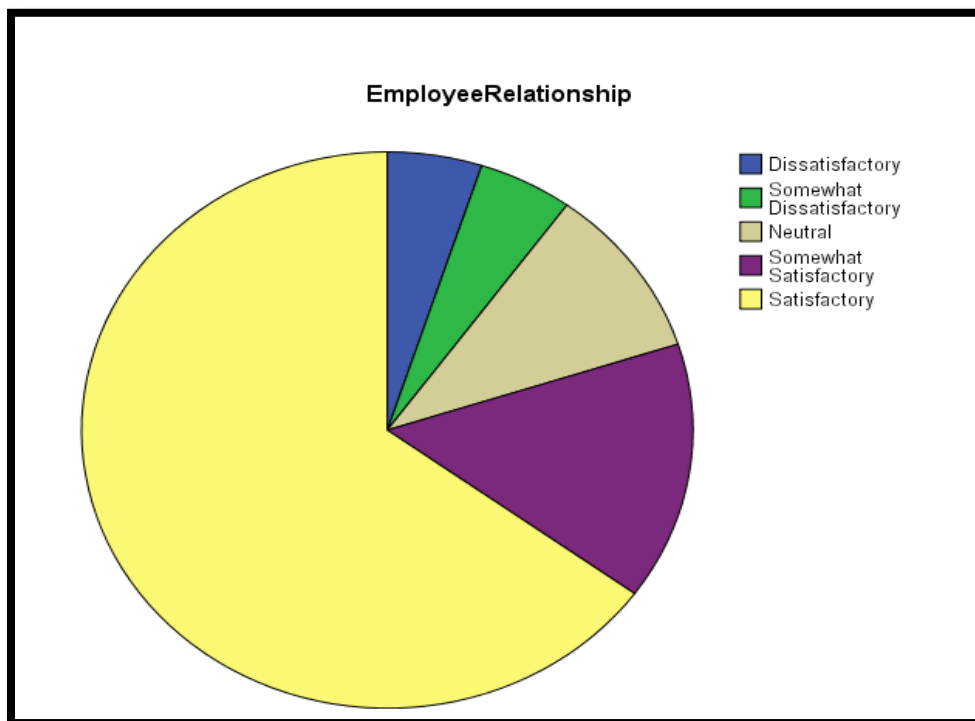
There are four age groups in this analysis. 20% of employees are between 21-30 years, 25% are between 31-40 years, 35% are 41-50 years and 20% of them are between 51-60 years.



#### 4.4 Employee Relationship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfactory	1	5.0	5.0	5.0
	Somewhat Dissatisfactory	1	5.0	5.0	10.0
	Neutral	2	10.0	10.0	20.0
	Somewhat Satisfactory	3	15.0	15.0	35.0
	Satisfactory	13	65.0	65.0	100.0
	Total	20	100.0	100.0	

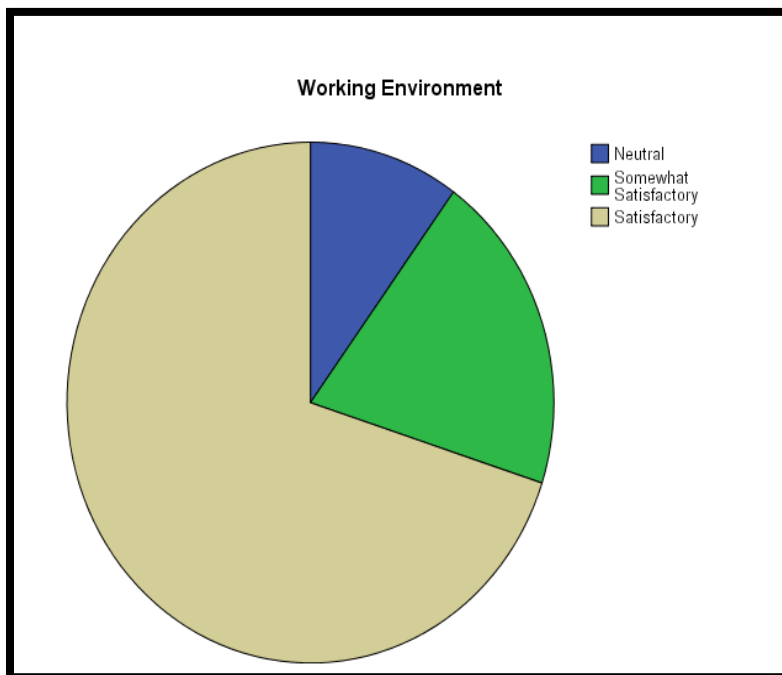
In terms of Employee Relationship, 65% employees are satisfied among the participants. 15% of them were chosen somewhat satisfactory. 10% are neutral, 5% are somewhat dissatisfactory and last 5% chosen dissatisfactory as their opinion.



## 4.5 Working Environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	10.0	10.0	10.0
	Somewhat Satisfactory	4	20.0	20.0	30.0
	Satisfactory	14	70.0	70.0	100.0
	Total	20	100.0	100.0	

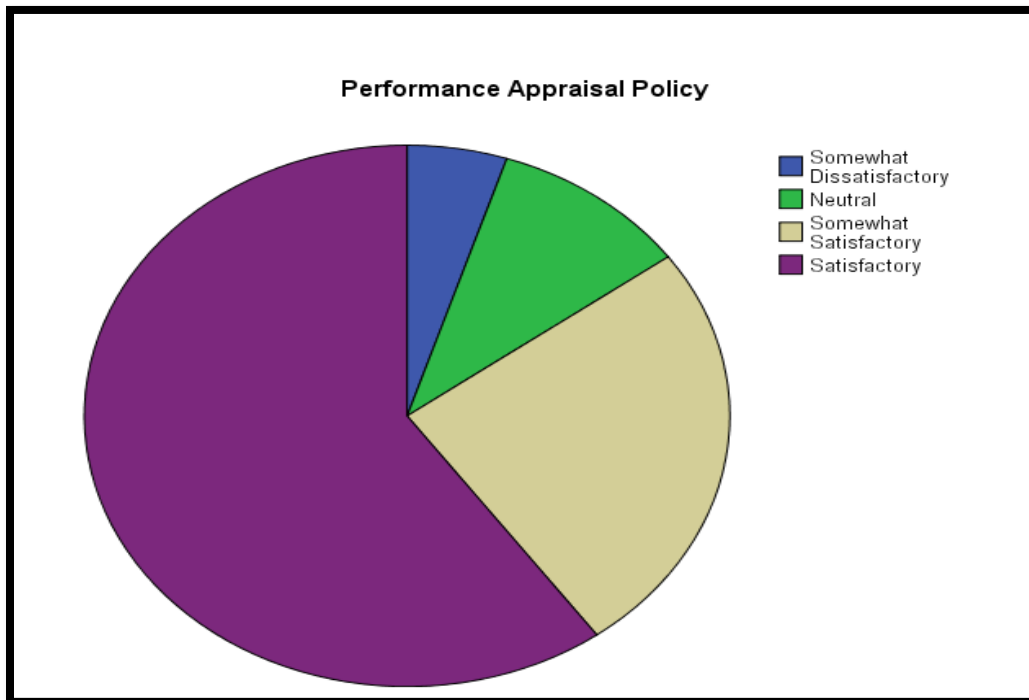
About working environment most of the participants said this is satisfactory 70% of them, 20% think it is somewhat satisfactory and 10% stayed as neutral. No one has chosen somewhat dissatisfactory and dissatisfactory.



#### 4.6 Performance Appraisal Policy

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat Dissatisfactory	1	5.0	5.0	5.0
Neutral	2	10.0	10.0	15.0
Somewhat Satisfactory	5	25.0	25.0	40.0
Satisfactory	12	60.0	60.0	100.0
Total	20	100.0	100.0	

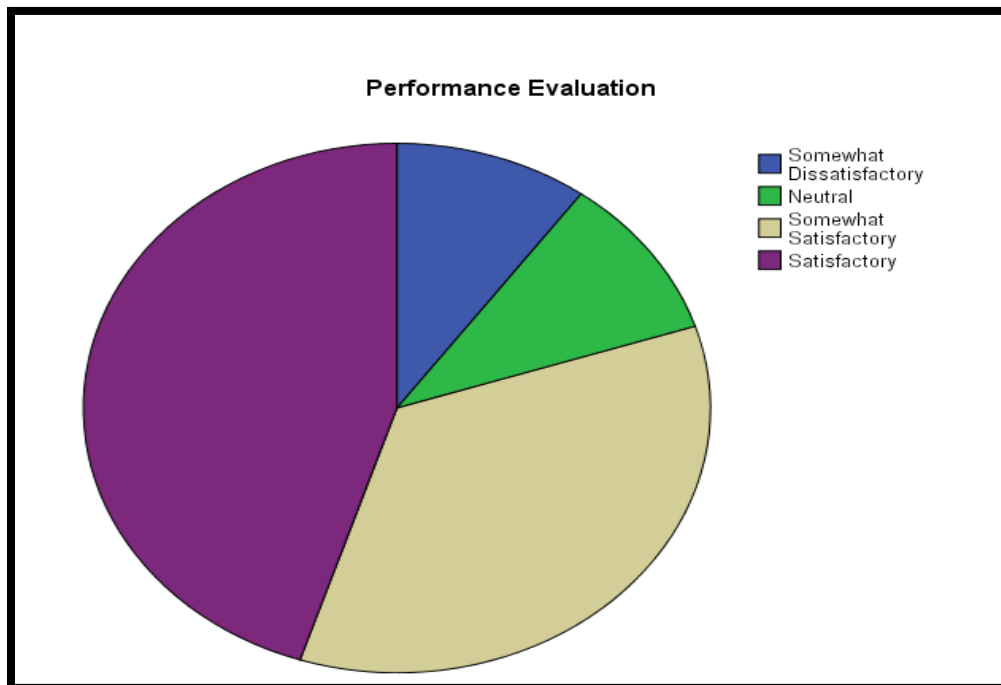
About performance appraisal policy, 60% participants said satisfactory. 25% said somewhat satisfactory. 10% were neutral and 5% said somewhat dissatisfied. No one has chosen dissatisfactory.



#### 4.7 Performance Evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat Dissatisfactory	2	10.0	10.0	10.0
Neutral	2	10.0	10.0	20.0
Somewhat Satisfactory	7	35.0	35.0	55.0
Satisfactory	9	45.0	45.0	100.0
Total	20	100.0	100.0	

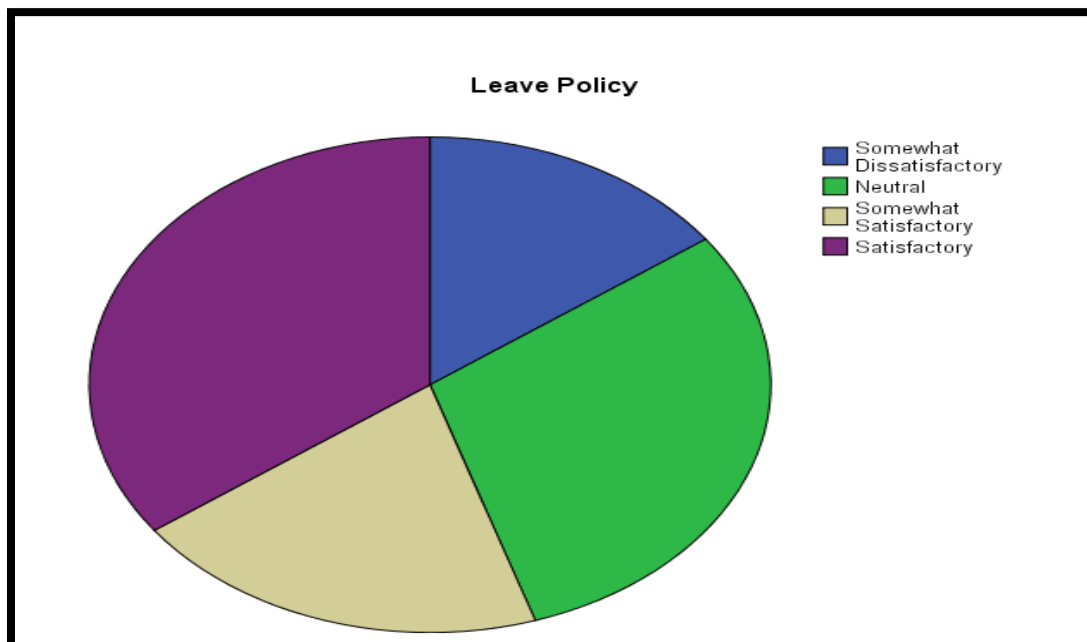
45% of participants said satisfactory about Performance Evaluation. 35% said somewhat satisfactory, 10% neutral and 10% somewhat dissatisfied but no one has chosen dissatisfactory.



## 4.8 Leave Policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat Dissatisfactory	3	15.0	15.0	15.0
	Neutral	6	30.0	30.0	45.0
	Somewhat Satisfactory	4	20.0	20.0	65.0
	Satisfactory	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

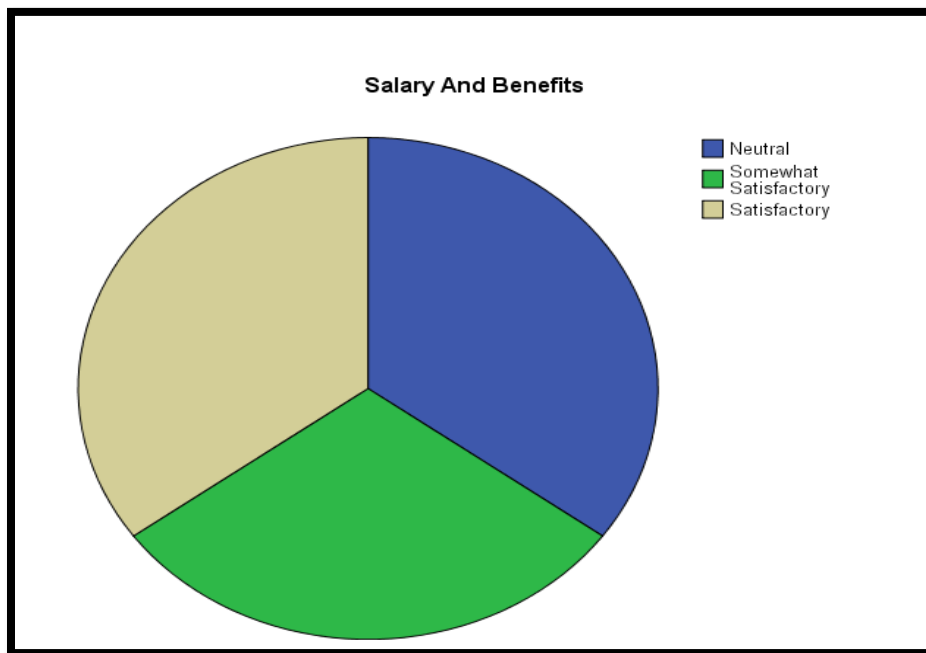
About the Leave Policy, 35% said they are satisfied. 20% are somewhat satisfied. On the other hand 30% said they are neutral and 15% are somewhat dissatisfied but no one has chosen dissatisfactory. Here, at this point participants are neutral and somewhat dissatisfied mostly.



#### 4.9 Salary and Benefits

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	7	35.0	35.0	35.0
Somewhat Satisfactory	6	30.0	30.0	65.0
Satisfactory	7	35.0	35.0	100.0
Total	20	100.0	100.0	

35% of participants chosen satisfactory, 30% are somewhat satisfactory and 35% neutral but no one has chosen somewhat dissatisfactory and dissatisfactory. That means employees are mostly satisfied.

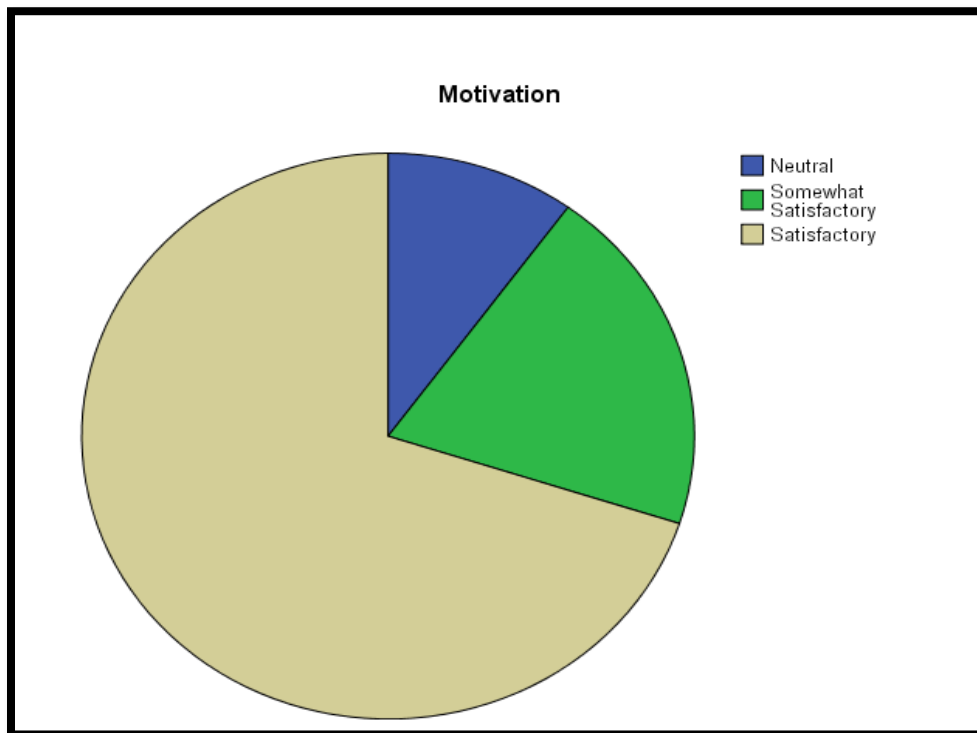




#### 4.10 Motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	2	10.0	10.0	10.0
Somewhat Satisfactory	4	20.0	20.0	30.0
Satisfactory	14	70.0	70.0	100.0
Total	20	100.0	100.0	

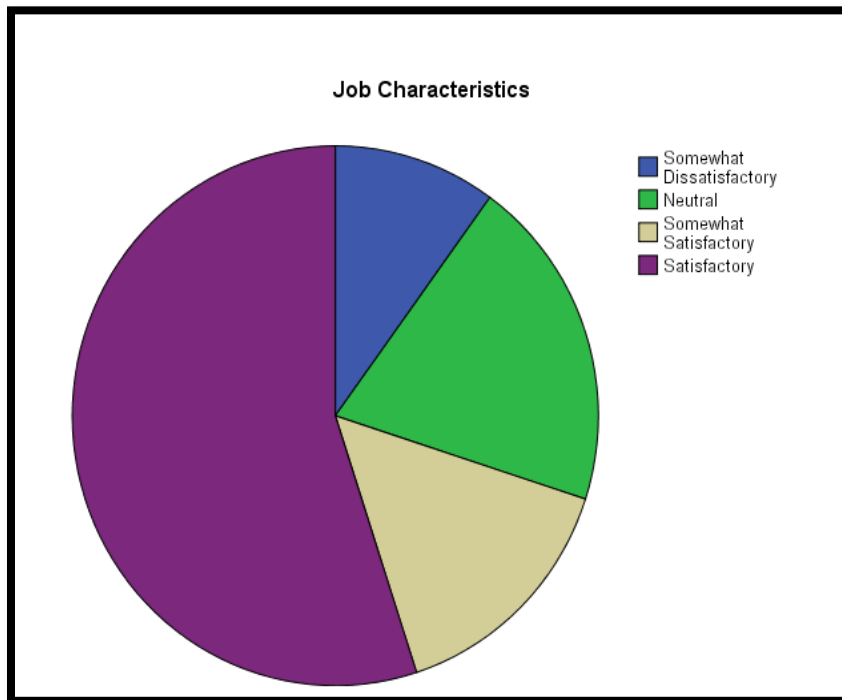
Employees are getting enough motivation from BRAC. This is what the analysis of this part showing. 70% of participants are satisfied, 20% are somewhat satisfactory. 10% of them are neutral. On the other hand no one has chosen somewhat dissatisfactory and dissatisfactory.



#### 4.11 Job Characteristics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat Dissatisfactory	2	10.0	10.0	10.0
	Neutral	4	20.0	20.0	30.0
	Somewhat Satisfactory	3	15.0	15.0	45.0
	Satisfactory	11	55.0	55.0	100.0
	Total	20	100.0	100.0	

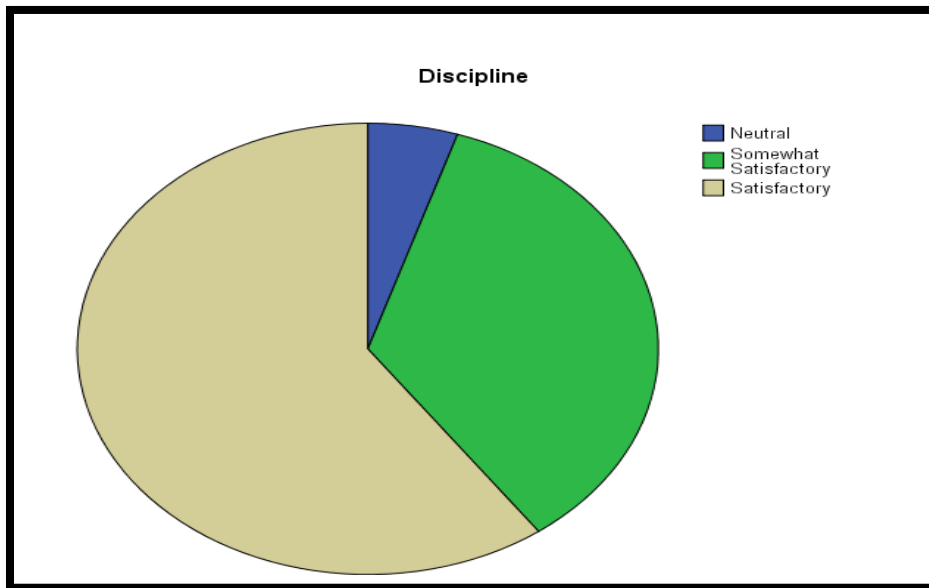
55% of the participants are satisfied with the job characteristics. 15% are somewhat satisfactory, 20% of them are neutral and 10% participants are somewhat dissatisfied. No participant is dissatisfied.



#### 4.12 Discipline

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	1	5.0	5.0	5.0
Somewhat Satisfactory	7	35.0	35.0	40.0
Satisfactory	12	60.0	60.0	100.0
Total	20	100.0	100.0	

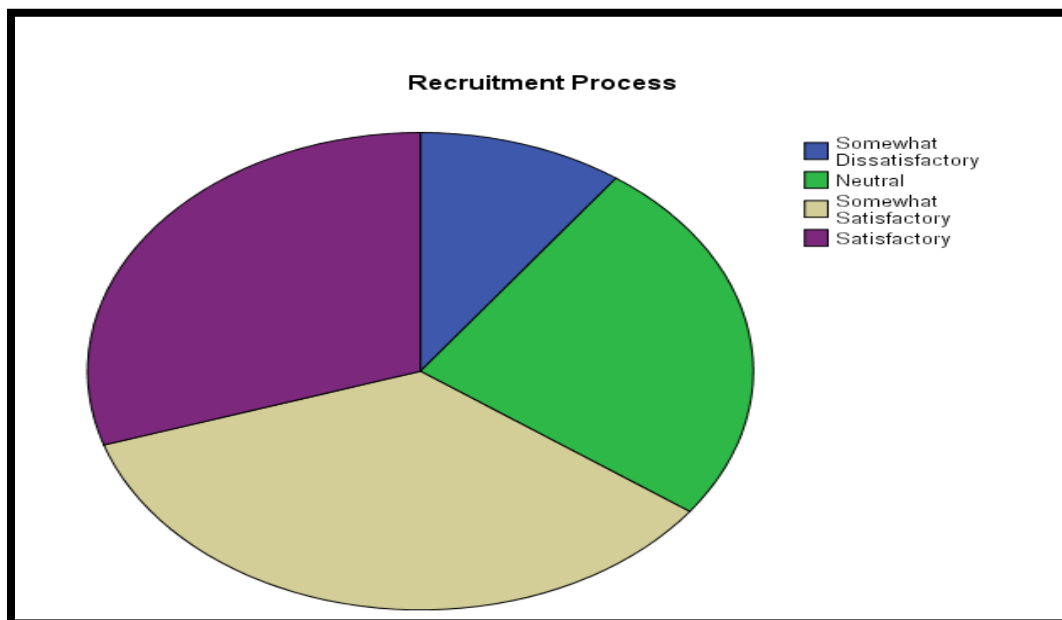
60% employees are satisfied about the discipline of BRAC. 35% of them are somewhat satisfied. Only 5% are neutral. About discipline no one among the participants are dissatisfied and somewhat dissatisfied.



### 4.13 Recruitment Process

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat Dissatisfactory	2	10.0	10.0	10.0
Neutral	5	25.0	25.0	35.0
Somewhat Satisfactory	7	35.0	35.0	70.0
Satisfactory	6	30.0	30.0	100.0
Total	20	100.0	100.0	

About recruitment process different people think differently. 30% of participants satisfied, 35% somewhat satisfied, 25% of them are neutral. Only 10% are somewhat dissatisfied. No one is dissatisfied. So< most of the people are satisfied.



#### 4.14 Case Processing Summary

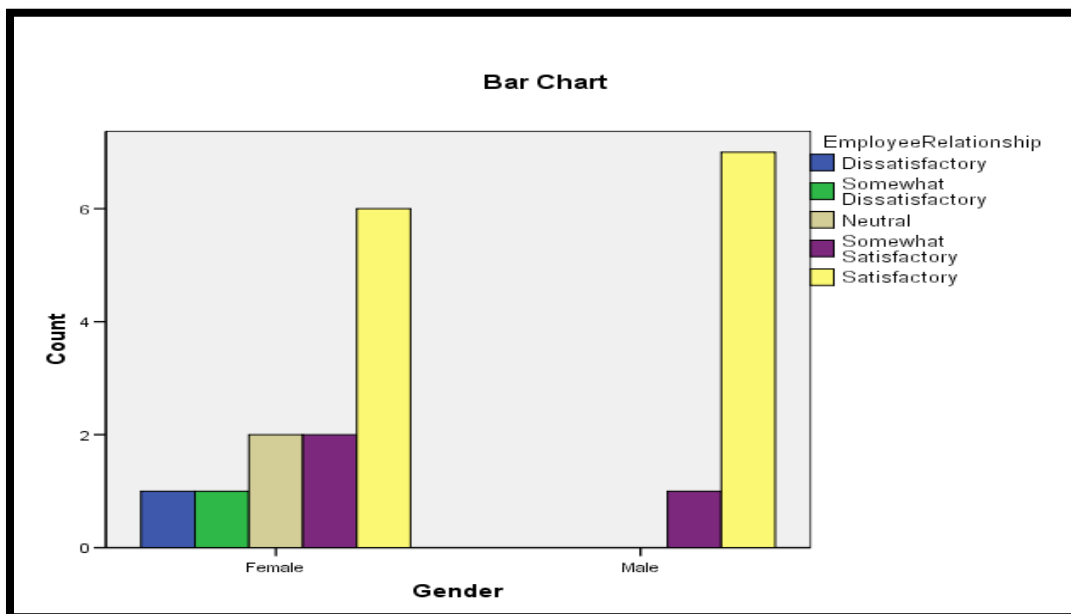
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Employee Relationship	20	100.0%	0	.0%	20	100.0%
Gender * Working Environment	20	100.0%	0	.0%	20	100.0%
Gender * Performance Appraisal Policy	20	100.0%	0	.0%	20	100.0%
Gender * Performance Evaluation	20	100.0%	0	.0%	20	100.0%
Gender * Leave Policy	20	100.0%	0	.0%	20	100.0%
Gender * Salary And Benefits	20	100.0%	0	.0%	20	100.0%
Gender * Motivation	20	100.0%	0	.0%	20	100.0%
Gender * Job Characteristics	20	100.0%	0	.0%	20	100.0%
Gender * Discipline	20	100.0%	0	.0%	20	100.0%
Gender * Recruitment Process	20	100.0%	0	.0%	20	100.0%
Age * Employee Relationship	20	100.0%	0	.0%	20	100.0%
Age * Working Environment	20	100.0%	0	.0%	20	100.0%
Age * Performance Appraisal Policy	20	100.0%	0	.0%	20	100.0%
Age * Performance Evaluation	20	100.0%	0	.0%	20	100.0%
Age * Leave Policy	20	100.0%	0	.0%	20	100.0%
Age * Salary And Benefits	20	100.0%	0	.0%	20	100.0%
Age * Motivation	20	100.0%	0	.0%	20	100.0%
Age * Job Characteristics	20	100.0%	0	.0%	20	100.0%
Age * Discipline	20	100.0%	0	.0%	20	100.0%
Age * Recruitment Process	20	100.0%	0	0%	20	100.0%

All the values are present and I will discuss about the important correlations and crosstab which is given below. If I discuss about all the results it will gather a lot of discussions and all of those may not be important. Important data are highlighted below for easy understanding.

#### 4.15 Gender \* Employee Relationship Crosstab

			Employee Relationship					Total
			Dissatisfac tory	Somewhat Dissatisfact ory	Neutral	Somewhat Satisfactory	Satisfactory	
Gender	Female	Count	1	1	2	2	6	12
		% within Gender	8.3%	8.3%	16.7%	16.7%	50.0%	100.0%
		% within Employee Relationship	100.0%	100.0%	100.0%	66.7%	46.2%	60.0%
		% of Total	5.0%	5.0%	10.0%	10.0%	30.0%	60.0%
	Male	Count	0	0	0	1	7	8
		% within Gender	.0%	.0%	.0%	12.5%	87.5%	100.0%
		% within Employee Relationship	.0%	.0%	.0%	33.3%	53.8%	40.0%
		% of Total	.0%	.0%	.0%	5.0%	35.0%	40.0%
Total	Count	1	1	2	3	13	20	
	% within Gender	5.0%	5.0%	10.0%	15.0%	65.0%	100.0%	
	% within Employee Relationship	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.0%	5.0%	10.0%	15.0%	65.0%	100.0%	

When it comes with gender and employee relationship 87.5% male employee are satisfied where as 50% of female employee are satisfied. 8.3% of female employee is dissatisfied too. These are the main findings from here.



#### 4.16 Gender \* Working Environment

##### Crosstab

			Working Environment			Total
			Neutral	Somewhat Satisfactory	Satisfactory	
Gender	Female	Count	2	3	7	12
		% within Gender	16.7%	25.0%	58.3%	100.0%
		% within Working Environment	100.0%	75.0%	50.0%	60.0%
		% of Total	10.0%	15.0%	35.0%	60.0%
	Male	Count	0	1	7	8
		% within Gender	.0%	12.5%	87.5%	100.0%
		% within Working Environment	.0%	25.0%	50.0%	40.0%
		% of Total	.0%	5.0%	35.0%	40.0%
Total	Count	2	4	14	20	
	% within Gender	10.0%	20.0%	70.0%	100.0%	
	% within Working Environment	100.0%	100.0%	100.0%	100.0%	
	% of Total	10.0%	20.0%	70.0%	100.0%	

70% of total employees are satisfied of working environment. 58.3% of female and 87.5% of male are satisfied. 16.7% female employees are neutral here. As there are no one dissatisfied here it seems working environment is good here.

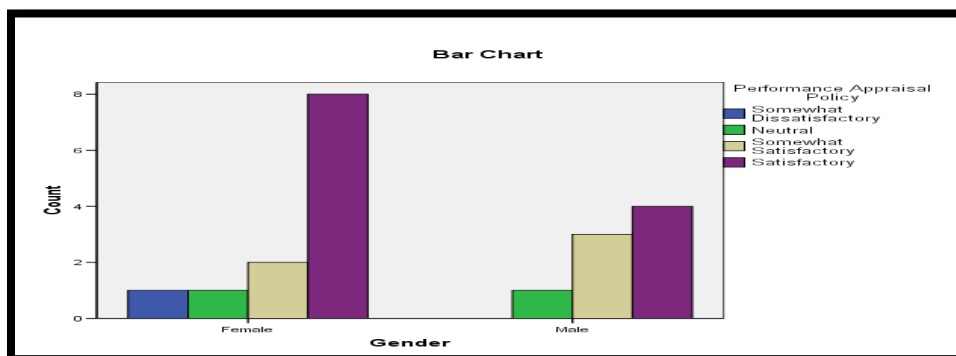


### 4.17 Gender\* Performance Appraisal Policy

#### Crosstab

			Performance Appraisal Policy				Total
			Somewhat Dissatisfactory	Neutral	Somewhat Satisfactory	Satisfactory	
Gender	Female	Count	1	1	2	8	12
		% within Gender	8.3%	8.3%	16.7%	66.7%	100.0%
		% within Performance Appraisal Policy	100.0%	50.0%	40.0%	66.7%	60.0%
		% of Total	5.0%	5.0%	10.0%	40.0%	60.0%
	Male	Count	0	1	3	4	8
		% within Gender	.0%	12.5%	37.5%	50.0%	100.0%
		% within Performance Appraisal Policy	.0%	50.0%	60.0%	33.3%	40.0%
		% of Total	.0%	5.0%	15.0%	20.0%	40.0%
Total		Count	1	2	5	12	20
		% within Gender	5.0%	10.0%	25.0%	60.0%	100.0%
		% within Performance Appraisal Policy	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	5.0%	10.0%	25.0%	60.0%	100.0%

66.7% female employees who participated are satisfied where 50% of male employees are satisfied about performance appraisal policy. Total 60% of employees are satisfied here. Another 25% are somewhat satisfied. So, it seems good too.



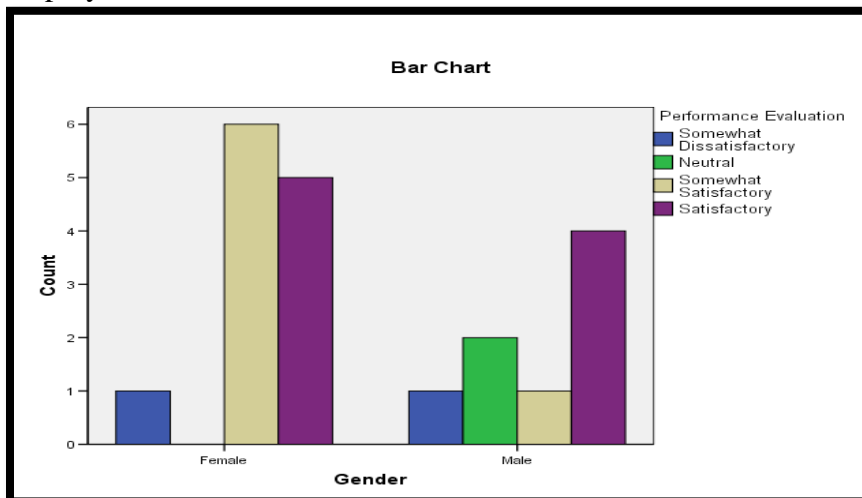


#### 4.18 Gender \* Performance Evaluation

Crosstab

			Performance Evaluation				Total
			Somewhat Dissatisfactory	Neutral	Somewhat Satisfactory	Satisfactory	
Gender	Female	Count	1	0	6	5	12
		% within Gender	8.3%	.0%	50.0%	41.7%	100.0%
		% within Performance Evaluation	50.0%	.0%	85.7%	55.6%	60.0%
		% of Total	5.0%	.0%	30.0%	25.0%	60.0%
	Male	Count	1	2	1	4	8
		% within Gender	12.5%	25.0%	12.5%	50.0%	100.0%
		% within Performance Evaluation	50.0%	100.0%	14.3%	44.4%	40.0%
		% of Total	5.0%	10.0%	5.0%	20.0%	40.0%
Total		Count	2	2	7	9	20
		% within Gender	10.0%	10.0%	35.0%	45.0%	100.0%
		% within Performance Evaluation	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	10.0%	10.0%	35.0%	45.0%	100.0%

About performance evaluation 41.7% female employees are satisfied and 50% of male employees are satisfied. Total 45% are satisfied but 35% are somewhat satisfied.

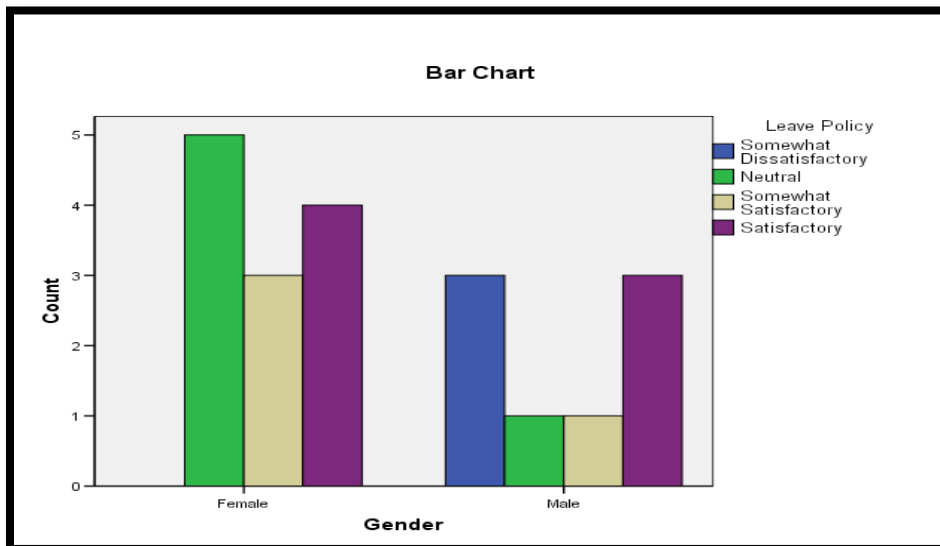


#### 4.19 Gender \* Leave Policy

##### Crosstab

			Leave Policy				Total
			Somewhat Dissatisfactory	Neutral	Somewhat Satisfactory	Satisfactory	
Gender	Female	Count	0	5	3	4	12
		% within Gender	.0%	41.7%	25.0%	33.3%	100.0%
		% within Leave Policy	.0%	83.3%	75.0%	57.1%	60.0%
		% of Total	.0%	25.0%	15.0%	20.0%	60.0%
	Male	Count	3	1	1	3	8
		% within Gender	37.5%	12.5%	12.5%	37.5%	100.0%
		% within Leave Policy	100.0%	16.7%	25.0%	42.9%	40.0%
		% of Total	15.0%	5.0%	5.0%	15.0%	40.0%
Total		Count	3	6	4	7	20
		% within Gender	15.0%	30.0%	20.0%	35.0%	100.0%
		% within Leave Policy	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	15.0%	30.0%	20.0%	35.0%	100.0%

This is interesting here. Only 33.3% female and 37.5% male are satisfied about leave policy. Total 35% employees are satisfied. 30% total employees are neutral and 15% of them are somewhat dissatisfied. But there is no one who is dissatisfied.

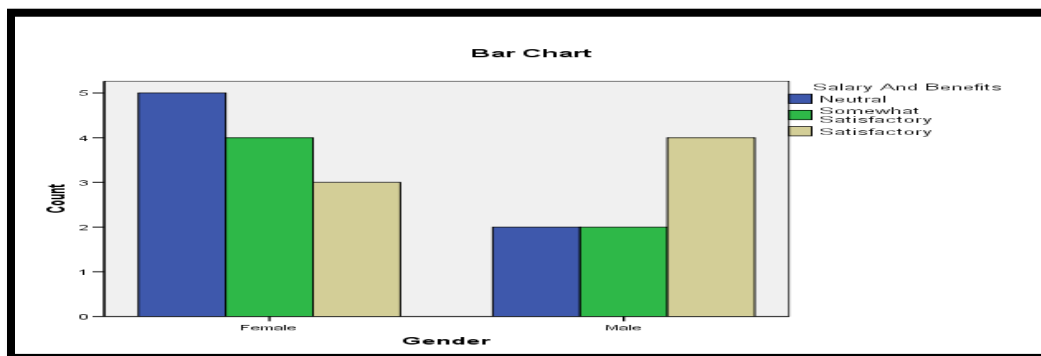


## 4.20 Gender\* Salary and Benefits

### Crosstab

			Salary And Benefits			Total
			Neutral	Somewhat Satisfactory	Satisfactory	
Gender	Female	Count	5	4	3	12
		% within Gender	41.7%	33.3%	25.0%	100.0%
		% within Salary And Benefits	71.4%	66.7%	42.9%	60.0%
		% of Total	25.0%	20.0%	15.0%	60.0%
	Male	Count	2	2	4	8
		% within Gender	25.0%	25.0%	50.0%	100.0%
		% within Salary And Benefits	28.6%	33.3%	57.1%	40.0%
		% of Total	10.0%	10.0%	20.0%	40.0%
Total		Count	7	6	7	20
		% within Gender	35.0%	30.0%	35.0%	100.0%
		% within Salary And Benefits	100.0%	100.0%	100.0%	100.0%
		% of Total	35.0%	30.0%	35.0%	100.0%

People always want more maybe that is why this analysis is showing these types of results. Anyway, 25% of female are satisfied where as 50% of male are satisfied. Total 35% are satisfied on the other hand 35% participants are neutral. Important thing is there in no one who is dissatisfied or somewhat dissatisfied. So, it seems ok here.



#### 4.21 Gender \* Motivation

**Crosstab**

			Motivation			Total
			Neutral	Somewhat Satisfactory	Satisfactory	
Gender	Female	Count	0	4	8	12
		% within Gender	.0%	33.3%	66.7%	100.0%
		% within Motivation	.0%	100.0%	57.1%	60.0%
		% of Total	.0%	20.0%	40.0%	60.0%
	Male	Count	2	0	6	8
		% within Gender	25.0%	.0%	75.0%	100.0%
		% within Motivation	100.0%	.0%	42.9%	40.0%
		% of Total	10.0%	.0%	30.0%	40.0%
Total		Count	2	4	14	20
		% within Gender	10.0%	20.0%	70.0%	100.0%
		% within Motivation	100.0%	100.0%	100.0%	100.0%
		% of Total	10.0%	20.0%	70.0%	100.0%

66.7% female employees are satisfied about Motivation in the organization. 75% male employees are satisfied but 25% male are neutral also. Total 70% employees think motivation process is satisfactory. It is showing that they have a good motivating environment in BRAC.

Below, I am applying same method to correlate the age and other field of the survey. Important data is highlighted for easy understanding. Age factor is very important because in different age level employees may behave and respond differently.

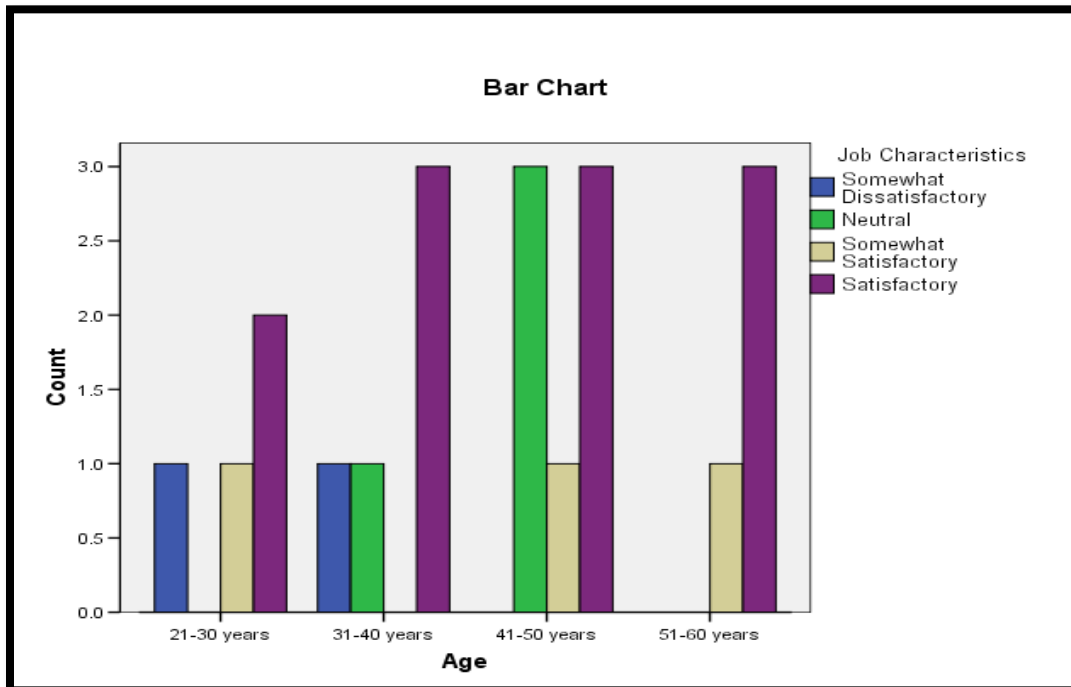
#### 4.22 Age\* Job Characteristics

**Crosstab**

			Job Characteristics				Total
			Somewhat Dissatisfactory	Neutral	Somewhat Satisfactory	Satisfactory	
Age	21-30 years	Count	1	0	1	2	4
		% within Age	25.0%	.0%	25.0%	50.0%	100.0%
		% within Job Characteristics	50.0%	.0%	33.3%	18.2%	20.0%
		% of Total	5.0%	.0%	5.0%	10.0%	20.0%
	31-40 years	Count	1	1	0	3	5
		% within Age	20.0%	20.0%	.0%	60.0%	100.0%
		% within Job Characteristics	50.0%	25.0%	.0%	27.3%	25.0%
		% of Total	5.0%	5.0%	.0%	15.0%	25.0%
	41-50 years	Count	0	3	1	3	7
		% within Age	.0%	42.9%	14.3%	42.9%	100.0%
		% within Job Characteristics	.0%	75.0%	33.3%	27.3%	35.0%
		% of Total	.0%	15.0%	5.0%	15.0%	35.0%
	51-60 years	Count	0	0	1	3	4
		% within Age	.0%	.0%	25.0%	75.0%	100.0%
		% within Job Characteristics	.0%	.0%	33.3%	27.3%	20.0%
		% of Total	.0%	.0%	5.0%	15.0%	20.0%
Total		Count	2	4	3	11	20
		% within Age	10.0%	20.0%	15.0%	55.0%	100.0%
		% within Job Characteristics	100.0%	100.0%	100.0%	100.0%	100.0%

	Characteristics					
	% of Total	10.0%	20.0%	15.0%	55.0%	100.0%

41-50 years, this age group holds maximum employees (7 persons). Their satisfaction and neutral percentage is same 42.9%. 51-60 years group is highly satisfied with job characteristics 75%. 31-40 years group have 60% satisfaction and 21-30 years group has 50% satisfaction level about job characteristics. Total satisfaction percentage is 55% and somewhat satisfaction is 15%. So, mostly satisfied.

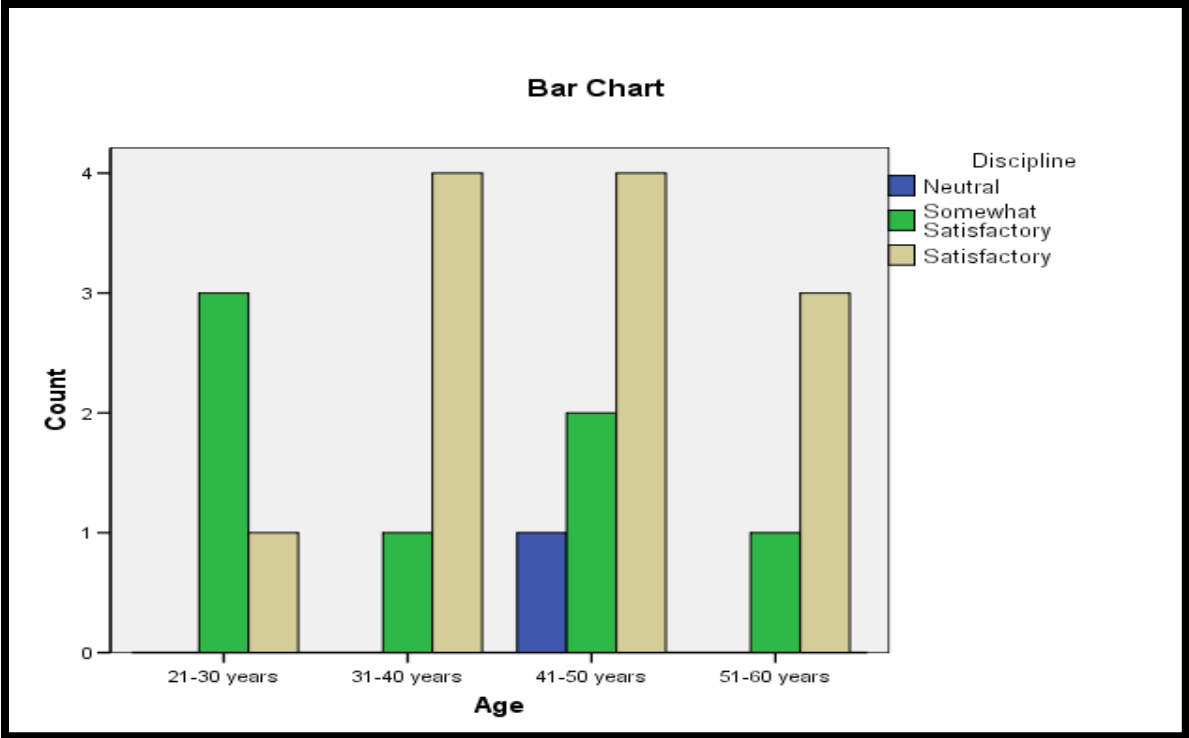


#### 4.23 Age\* Discipline

Crosstab

			Discipline			Total
			Neutral	Somewhat Satisfactory	Satisfactory	
Age	21-30 years	Count	0	3	1	4
		% within Age	.0%	75.0%	25.0%	100.0%
		% within Discipline	.0%	42.9%	8.3%	20.0%
		% of Total	.0%	15.0%	5.0%	20.0%
	31-40 years	Count	0	1	4	5
		% within Age	.0%	20.0%	80.0%	100.0%
		% within Discipline	.0%	14.3%	33.3%	25.0%
		% of Total	.0%	5.0%	20.0%	25.0%
	41-50 years	Count	1	2	4	7
		% within Age	14.3%	28.6%	57.1%	100.0%
		% within Discipline	100.0%	28.6%	33.3%	35.0%
		% of Total	5.0%	10.0%	20.0%	35.0%
	51-60 years	Count	0	1	3	4
		% within Age	.0%	25.0%	75.0%	100.0%
		% within Discipline	.0%	14.3%	25.0%	20.0%
		% of Total	.0%	5.0%	15.0%	20.0%
Total	Count	1	7	12	20	
	% within Age	5.0%	35.0%	60.0%	100.0%	
	% within Discipline	100.0%	100.0%	100.0%	100.0%	
	% of Total	5.0%	35.0%	60.0%	100.0%	

80% of 31-40 year group employees are satisfied about discipline. 75% 51-60 year group employees are satisfied too. 75% somewhat satisfied employees are from 21-30 year group employees. 41-50 years group people are 57.1% satisfied about discipline. Total 60% employees are from all age groups are satisfied here.



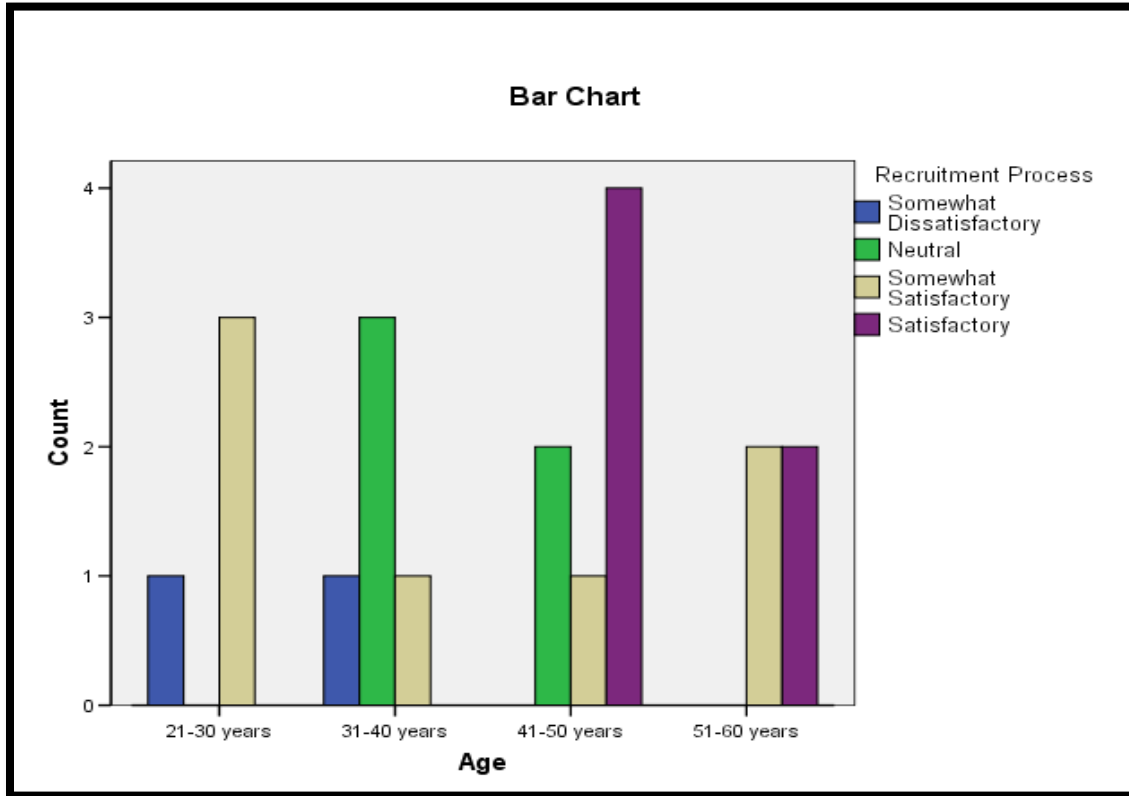


#### 4.24 Age\* Recruitment Process

**Crosstab**

			Recruitment Process				Total
			Somewhat Dissatisfactory	Neutral	Somewhat Satisfactory	Satisfactory	
Age	21-30 years	Count	1	0	3	0	4
		% within Age	25.0%	.0%	75.0%	.0%	100.0%
		% within Recruitment Process	50.0%	.0%	42.9%	.0%	20.0%
		% of Total	5.0%	.0%	15.0%	.0%	20.0%
	31-40 years	Count	1	3	1	0	5
		% within Age	20.0%	60.0%	20.0%	.0%	100.0%
		% within Recruitment Process	50.0%	60.0%	14.3%	.0%	25.0%
		% of Total	5.0%	15.0%	5.0%	.0%	25.0%
	41-50 years	Count	0	2	1	4	7
		% within Age	.0%	28.6%	14.3%	57.1%	100.0%
		% within Recruitment Process	.0%	40.0%	14.3%	66.7%	35.0%
		% of Total	.0%	10.0%	5.0%	20.0%	35.0%
	51-60 years	Count	0	0	2	2	4
		% within Age	.0%	.0%	50.0%	50.0%	100.0%
		% within Recruitment Process	.0%	.0%	28.6%	33.3%	20.0%
		% of Total	.0%	.0%	10.0%	10.0%	20.0%
Total	Count	2	5	7	6	20	
	% within Age	10.0%	25.0%	35.0%	30.0%	100.0%	
	% within Recruitment Process	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	10.0%	25.0%	35.0%	30.0%	100.0%	

75% employees of 21-30 age group are somewhat satisfied with the recruitment process, 25% of them are somewhat dissatisfied. 60% employees of 31-40 years age group people are neutral. 51-60 years age group has 50% satisfied and other 50% somewhat satisfied. 41-50 years age group has 57.1% satisfied and 28.6% neutral about the recruitment process. Total 30% of employees are satisfied and so on.



# *Chapter: 5*

## *Findings and Recommendation*

### **5. Findings**

After the statistical analysis and worked on the recruitment process I have got some findings those are:-

- ✎ Most of the employee of BRAC is very much satisfied with the work environment. They feel safe to work here. Majority agrees that they are satisfied with their environment.
- ✎ Total 30% of employees are satisfied with the recruitment process and so on. Here ages varies with the approval rank.
- ✎ Employee relationship 87.5% male employee are satisfied where as 50% of female employee are satisfied. So most of them are satisfied with the employee relationship.
- ✎ 75% somewhat satisfied employees are from 21-30 year group employees. 41-50 years group people are 57.1% satisfied about discipline. Total 60% employees are from all age groups are about discipline satisfied here.
- ✎ Recruiting “Skilled Staff “is an issue for the other country such as Uganda, South Sudan & Sierra Leone
- ✎ In the YP Program age limit has given in add but in some country it’s a big issue to find any candidates who go with the criteria. Sometimes it exceeds the requirements

but other qualification match to the particular criteria. And it creates dilemma for the recruiter that either going to consider their age in contrast to other qualities.

- ✎ They make format for getting background information of the candidates which is not suitable. For International, in some places there is no more than contact number and PO Box number where addresses are not given. In this case get in touch with the particular person turn into a huge problem for organization. In emergency situation or either they do any unlawful incident it's very tough to get them.

## **Recommendation**

The following recommendations for BRAC International:

- ✎ As all employees are somewhat satisfied with transparency of performance appraisals but some were neutral and some were somewhat dissatisfied so BRAC International should revised the performance appraisal process so that they are fully satisfied and each employee should feel that they are evaluated equally and fairly.
- ✎ For staff development more training need to be introduced by management. Training & educational activities may continue to reduce the pressure on employees regarding their skill & other necessary conditions for performing their assigned job. So that it's also helps to understand the characteristics of job. As 10% of employee are somewhat dissatisfied with their job characteristics.
- ✎ Recruitment process of BRAC International should be more organized. As most of the employees are satisfied with the process but due to the less number of employees work in the section of BRAC International so mismanagement happens sometime.
- ✎ BRAC International should revise their salary and benefit policies. Some of the employees are chosen neutral with the salary and benefits. As cost of living is getting higher so the salary and benefit policy should revised by authority.

✎ “Legal Challenges” is another issue for employee faces internationally. Labor law of Bangladesh does not match with the other countries labor law. So BRAC International should change some law in their HRPP.

✎ Creating Databases for other country office of BRAC.

# *Chapter: 6*

## *Conclusion*

### **Conclusion**

Selection of deserving and competent staff is always a crucial job for an organization. It has to consider the required level of skills/technical abilities, competencies and flexibilities of an employee. BRAC is an organization where different types of development interventions are carried out. That is why the process of selection is vast and more complicated. Every year a massive number of employees are recruited by Recruitment, Selection & Placement Section of HRD for fulfilling the growing number of staff demand from different programs and projects. Through successful recruitment, effective, value driven and competent staff can be hired, who will perform to their best abilities. They can work towards the success and sustainability of the organization by means of adherence and dedication to achieve the goals and objectives. BRAC believes in Equal Employment Opportunity in any recruitment & always gives preference to the underprivileged group of people in the society.

# *Internship Experience*

## **Internship Experience In BRAC International**

I have experienced a lot of contain in BRAC International. Many tasks I have completed over my internship period. Recruitment of YP Candidates was major responsibility of mine. Young Professionals program have already started in Bangladesh since 2008. This year 2013 YP program has started internationally. Six countries are already enrolled in this YP program. Uganda, Tanzania, Liberia, Pakistan, South Sudan, Sierra Leone are the country. I have created the competency excel sheet for each country to evaluate the candidates during the interviews. Have Contacted candidates for online interview As well as for general interview. Organize the necessary stuffs for interview when and how the process will happen was also a duty of mine. Data management was a big responsibility. I have worked on the International Resume Bank. <http://birb.brac.net/>. This is the site what I have given to organize its design and uploading the necessary data in it. I went to exposure visit and from there I have came to know what actually BRAC's activity in Bangladesh.

# *Appendix*

## ➤ **Questionnaire**

Dear Respondent,

I, Sharifun Nahar Tumpa, student of BRAC University (BBA Department) is conducting a survey to measure the level of employee satisfaction in the BRAC International. This survey is done to derive information that would help me to furnish my internship report. It would be very kind of you if you accurately respond to the questionnaire. I assure you that information is going to be used for academic purpose only.

### ***Part-A***

#### **Personal Information:**

##### **Gender:**

- Male
- Female

##### **Age:**

- 21-30
- 31-40
- 41-50
- 51-60

##### **Experience:**

- 1-10
- 10-15
- 15-30
- above 40



***Part-B***

**Satisfactory factors**

Please rank the level of satisfaction regarding the duration and rules and regulation of the following:

The measurement is done on a nominal scale of five points, where,

5=Satisfactory

4= somewhat satisfactory

3= neutral

2= somewhat dissatisfactory

1= dissatisfactory

**Employment Relationships**

To what extent are you satisfied with the interpersonal relationship with the all employees of the organization?

- 1
- 2
- 3
- 4
- 5

**Working environment**

To what extent are you satisfied with the working environment of BRAC?

- 1
- 2
- 3
- 4
- 5

### **Performance appraisal policy**

To what extent are you satisfied with the performance appraisal policy of BRAC?

- 1
- 2
- 3
- 4
- 5

### **Performance evaluation**

To what extent are you satisfied with the level of the performance evaluation?

- 1
- 2
- 3
- 4
- 5

### **Leave**

To what extent are you satisfied with the leave policy of BRAC?

- 1
- 2
- 3
- 4
- 5

### **Salary and benefits**

To what extent are you satisfied with the salary and benefits are good based on your duties and responsibilities?

- 1
- 2
- 3

- 4
- 5

### **Motivation**

To what extent are you motivated to work for your Organization?

- 1
- 2
- 3
- 4
- 5

### **Job Characteristics**

To what extent are you satisfied with the variety of tasks offered in your job?

- 1
- 2
- 3
- 4
- 5

### **Discipline**

To what extent are you satisfied with the discipline of BRAC?

- 1
- 2
- 3
- 4
- 5

### **Recruitment process**

To what extent are you satisfied with the overall recruitment process?

- 1
- 2
- 3
- 4
- 5

## *Reference*

- [http://en.wikipedia.org/wiki/BRAC\\_%28NGO%29](http://en.wikipedia.org/wiki/BRAC_%28NGO%29)
- <http://www.brac.net.bd/>
- <http://www.brachrd.org/>
- <http://www.brac.net/content/brac-bangladesh>
- Human Resource Management Book 11<sup>th</sup> Edition by Gray Dessler