

Internship Report
On
Recruitment & Selection Process of Market Access Providers Limited

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Inspiring Excellence

LETTER OF TRANSMITTAL

Date: 12 September, 2017

Subject: Submission of Internship Report

Dear Sir,

I am hereby submitting my Internship Report, which is a part of the MBA Program curriculum. It is a great honor to work under your active support and supervision. This report is based on, “Recruitment & Selection Process Of Market Access Providers Limited”. I have got the opportunity to work at Market Access Providers Limited in “Human Resource Department” under the supervision of Md. Nafizuzzaman. To prepare this report I have collected most relevant information to make this report more logical and reliable. My primary sources of information regarding this report are my superior’s and colleagues. I have tried my best to achieve the objectives of the report and hope that my effort will serve the purpose. I shall be grateful if you are kind enough to enlighten me by providing your valuable judgment regarding this report. It would be my huge pleasure if you find this report useful and informative to have an apparent perspective on the issue. Thank you for your concentration and patience.

Sincerely Yours

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ACKNOWLEDGEMENT

First of all, I wish to express my gratitude to the almighty Allah for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time. I am deeply indebted to my University Advisor Sumon Paul Chowdhury, Assistant Professor and Coordinator of BRAC Business School for his whole-hearted supervision during my organizational attachment period. I am also grateful to Md. Nafizuzzaman, as my organizational supervisor. It would have been very difficult to prepare this report up to this mark without their guidance. My gratitude goes to entire BRAC Business School for arranging Internship Program that facilitates integration of theoretical knowledge with real life situation. Last but not the least; I would like to convey my gratitude to Rahibul Islam & Ariful Haque for helping me in furnishing the report. Moreover, I would also like to express my gratitude to my Market Access Providers Limited fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things.

EXECUTIVE SUMMARY

This report is prepared on the basis of my three-month practical experience at Market Access Providers Limited. This internship program helped me to learn about the practical scenario of Market Access Providers Limited. Market Access Providers Limited is a dynamic and leading manufacturer and also producer of various products. This report has been presented based on my observation and experience gathered from the company. The organization has many divisions and departments, but the focus is given more on the HRD. I only got the opportunity to work in this division. The report is based on Recruitment & Selection process of Market Access Providers Limited. The purpose of this report is to understand how the recruitment & selection process are being determined. After knowing the scenario of Market Access Providers Limited in terms of their Recruitment & Selection Process a lot of recommendation came up. The report also consists recommendations and conclusion, according to my point of view, which I think would improve the environment of the organization if implemented.

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1.0 INTRODUCTION

This is an internship report on my practical experience of working with Human Resource team in a Marketing Agency. Master of Business Administration (MBA) Course requires a three months attachment with an organization followed by a report assigned by the supervisor in the organization and endorsed by the faculty advisor. I took the opportunity to do my internship in a national mobile phone business company what is one of the leading organization Market Access Providers Limited.

2.0 BACKGROUND OF THE STUDY

The main purpose of internship is to get exposed to the job world. Being an intern the main challenge was to translate the theoretical concepts into real life experience.

The internship program and the study have following purposes:

1. To get and organize detail knowledge on the job responsibility.
2. To experience the real business world.
3. To compare the real scenario with the lessons learned in the University.
4. To fulfill the requirement of MBA Program.

This report is the result of three months long internship program conducted in Market Access Providers Limited. I need to submit this report based on the “Human Resource Practice of Market Access Providers Limited”. This report also includes information on the products and services of Market Access Providers Limited, the overview of the organization and recruitment and selection process and also facilities what they offer to satisfy their employees

3.0 OBJECTIVE OF THE REPORT

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

1. General Objective
2. Specific Objective

3.1 General Objective:

This internship report is prepared primarily to fulfill the Master of Business Administration (M.B.A) degree requirement under Department of Management, BRAC University

3.2 Specific Objective:

More specifically, this study entails the following aspects:

- To give an overview of Market Access Providers Limited.

- To focus on the human resource practice of the Market Access Providers Limited.
- To discuss the standards of employee satisfaction and recommendation on the Human Resource Division of Market Access Providers Limited.

4.0 SCOPE OF THE REPORT

The main intention of the study is the standards and effects of human resource practice to find understand and document the processes and activities carried by Market Access Providers Limited and correlate them to get a clear picture of the level of the overall employee satisfaction. The report covers details about the product and services, overview and also facilities provided by the company to satisfy their employees. The main focus is on the analysis about how they attract, recruit, develop and retain their employees. However the study is only related to the Human Resource Division as I was provided an opportunity to only work in this division.

5.0 SOURCES OF DATA

5.1 Primary Sources:

Primary Data was derived from the practical deskwork. Moreover, the employees helped me to get information directly from the employees by informal discussion.

5.2 Secondary Sources:

- *Internal sources*- Different documents provided by concerned officers and different circulars, manuals and files of the organization.
- *External source*- Different websites related to the mobile phone business sector and online resources.

6.0 LIMITATIONS OF THE STUDY

Depending on the feedback from members of Human Resource Division, this report is prepared. Though the report would be helpful to the company, some people were reluctant to provide feedback. Some concerned might think that the information associated with them is confidential enough to disclose to the external world. I only worked at the HR division, and it was quite difficult to understand about the procedure and the extent to which employees were satisfied in the other division. Another problem was time constraint. The duration of my work was only three months. But this period of time is not enough for a complete and clear study. It is because of the limitation of information some assumptions were made. So there may be some

personal mistakes in the report. Although there were many limitations I tried to give my best effort to furnish the report

7.0 MARKET ACCESS PROVIDERS LIMITED OVERVIEW

We pursue relationships based on transparency, persistence, mutual trust, and integrity with our employees, customers and other business partners.

Our team of specialists consistently delivers outstanding results combining creative ideas with our vast experience. We can help you build a sustainable, meaningful relationship with your clients by engaging them with your brand using social media.

We work in areas as diverse as search engine optimization, social media marketing, email marketing and digital marketing.

8.0 GENERAL OFFICE RULES

8.1 Dress Code:

The company wants that their employees will create a professional image for the customers, potential employees and visitors. The company expects employees should wear business casual dress and work comfortably. There is a specific dress code and all the employees are obliged to maintain it. All men employees should wear formal shirt tucked in trouser and shoes. Female employees can wear decent salwar kamiz and/ or saree. Front desk / customer care executive/ showroom executive should wear company defined dress at working hours. The employees are obliged to follow the dress code very strictly.

8.2 Working Hours/Attendance:

The standard daily working hour for Market Access Providers Limited is 9 hours. The company follows flextime working schedule. The employees can go for a working schedule of 9 am to 6 pm or 10 am to 7 pm. The standard official working hour of Market Access Providers Limited is notified and communicated by HR upon approval of Executive Management of the company. Official working hour may be changed subject to approval of Executive Management and the changed working hour will be communicated to all employees by HR Department. Entrance after above standard office time will be considered as late attendance and will be considered as violation of company rules. In case of early leave from office due to any business or personal reason, the employee must inform the supervisor or department head as per company rules.

8.3 Lunch and Prayer Break:

There is a one hour break for lunch and prayer every day. The prayer hour during Ramadan will be 30 minutes. The employees can choose 1 PM to 2 PM or 2 PM to 3 PM for their lunch and prayer break according to their choice.

9.0 HUMAN RESOURCE DIVISION

As I have got the opportunity to work in this division I can provide a slight view of the operation of this division. The HR division is mainly concerned with recruitment, selection, development and retention of human resources. The HR Division is dedicated to a better understanding of how work organizations can perform more effectively by better management of their human resources. That is, they are interested in understanding, identifying, and improving the effectiveness of HR practices in the various functions and activities carried out as part of HR and determining the optimal fit between these practices and organizational strategies, cultures, and performance. Major topics include acquisition, allocation, development, utilization, maintenance, and evaluation of humans as resources in work organizations. The emphasis is on the study of the employment relationship at the individual, group, organizational, societal, and cross-cultural levels of analysis, and the impact of this relationship on the organization and its applicants, both present and past employees and their representatives.

10.0 INTERNSHIP ACTIVITIES

I have worked as an Intern at Market Access Providers Limited in Corporate Office, from 2nd May 2017 to 31st July. The internship program has provided me tremendous opportunities and scopes to learn and get the insights of practical human resource practice which will help me in developing my future career. Through the internship program, I have learnt regular work as well as corporate work experience that I never could have learnt in the classroom. Moreover, besides the regular office work I have learned to deal with the challenges of the recruitment & selection related works of private sector, got the opportunity to apply knowledge gained from the academic experience, explored many scopes to observe various roles and jobs in the private sector and all the learning's helped me to gain "real world" experience in private sector. Since my first day, I had the chance to handle a multitude of tasks and responsibilities. I worked in evaluation, operation and recruitment & selection related works throughout my internship program.

11.1 Job Description & Responsibilities at Market Access Providers Limited

- Receiving performance evaluation forms and filing these
- Preparing performance evaluation checklist
- Updating different policies like leave status update policy, medical allowance policy etc.
- Preparing other operation related checklist like PF checklist, motor cycle scheme list etc.
- Calling the potential candidate for initial interview
- Arranging the initial interview procedurals
- Arranging & conducting the written exam for initially selected candidates
- Arranging and coordinating the final interview
- Informing the selected candidate for the joining procedure
- Conducting the joining process
- Sorting of CVs of potential candidates
- Other jobs assigned by management

12.0 RECRUITMENT & SELECTION PROCESS

Market Access Providers Limited generally follows 2 types of source for recruitment:

- Internal Recruitment
- External Recruitment

Also, recruitment is done for 2 types of position:

- New post
- Replacement of existing post

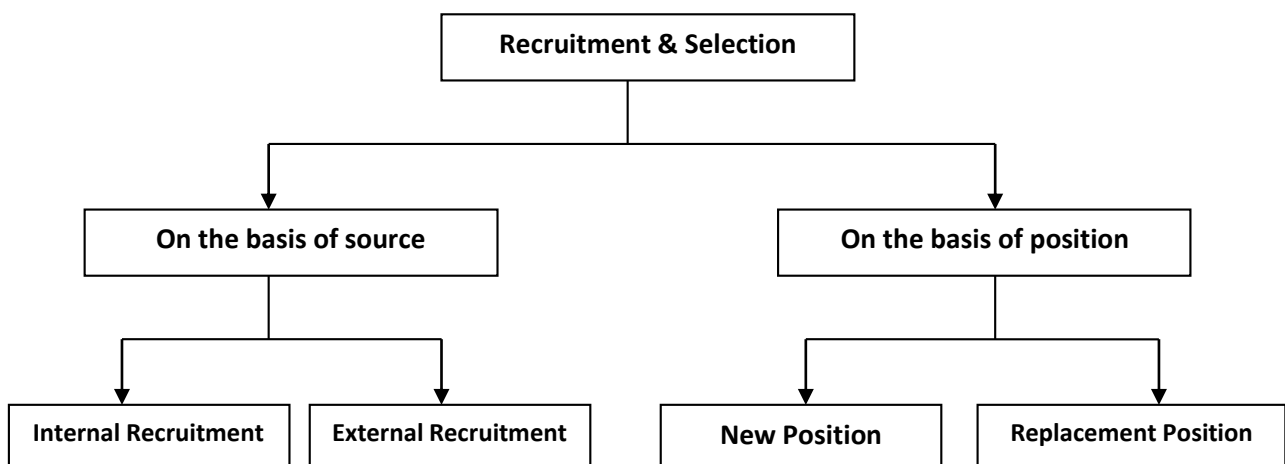


Chart 4: Sources & positions for Recruitment of Market Access Providers Limited

The company recruits employees for any required position from internal source if the qualifications of the internal candidates match with the requirements. In other cases, they go for external recruitment. Recruitment, in case of external sources the company asks for CVs from candidates by bdjobs.com or other sources, takes necessary tests & interviews and recruits the appropriate one for any new post or replacement of any existing post.

12.1 Procedure of Recruitment

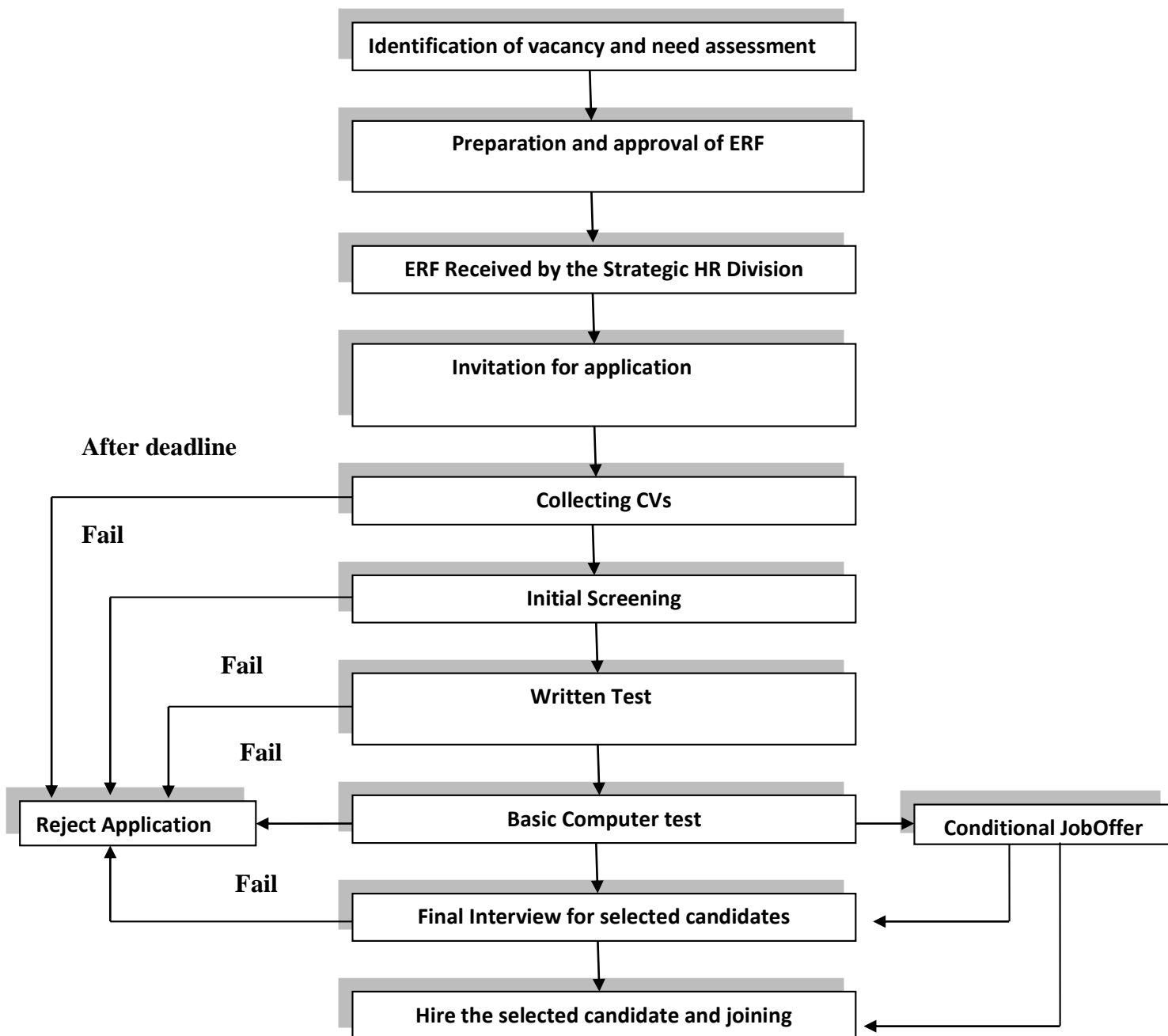


Chart 5: The overall process flow of recruitment

12.1.1 Identification of Vacancy and Need Assessment

At first, concern department identifies the position that is needed to be filled up considering the job description and asses the requirements needed from the candidates to carry out that job.

12.1.2 Newly Created Position

When it is identified that a new position is needed, it is important to:

- Understand and take into consideration the strategic goals for the relevant departments of Market Access Providers Limited. Are there any upcoming changes that may impact this role?
- Conduct a quick analysis of Market Access Providers Limited's core Competencies. If there found any gaps then determine what core skills are missing from the department. Then evaluate the core skills required now and those which may be needed in the long run.

12.1.3 Replacement

In case of recruitment of replacement of existing post, following consideration is important:

- Reviewing the role and decide if any changes required as certain tasks and responsibilities performed by the previous person may not or should not be performed by the new person.

HR of Market Access Providers Limited carefully evaluates any changes needed for the following:

- Job description of the job
- Key performance indicator (KPI) for the job
- Tasks to be removed or added if any
- Supervisory or lead responsibility
- Budget limitation (if any)
- Working location

12.1.4 Preparation of ERF by the correspondent department

When the correspondent department seems that they need more employee than they currently have, they issue an ERF (Employee Requisition Form) for the approval of the Chairman and Managing Director of the company. After getting approval from both the Chairman and MD, it is received by the Human Resource division for further procession. Generally in the ERF, the correspondent department mentions that what kind of employee they need. Concerned

department specifies the qualifications they expect from the potential employees. Based on these information HR department determines the job specification for the required position. In addition, in the ERF relevant department also determines approximate budget available for the required position.

12.1.5 Invitation for application

Market Access Providers Limited posts the job advertisement in different sources as mentioned below:

- **Online Advertisement:** HR department can post advertisement on bdjobs.com. HR Manager or his assigned person posts the advertisement on bdjobs portal.
- **Notice Board Circular:** A copy of the advertisement is placed on all the company notice boards for any recruitment so that the employees are informed about the recruitment process and can recommend suitable candidates, if any. It is needless to state that employee recommendation is a way to search good candidates but by no means will carry any significance in the selection process.
- **Interns:** The Department Head can recommend an intern or a pre-selected person for employment. The intern must be interviewed and evaluated extensively. The pre-selected person has to be screened in accordance to the established selection procedure.
- **CV Bank of HR:** The Human Resource Department maintains a CV bank with the CVs forwarded to them time to time from different sources. Whenever any vacancy arises for a single or few positions, HR considers these CVs for interview.
- **Using Own Field Force:** Sometimes it is found beneficial to engage field force to collect CVs from field, especially during a tight recruitment situation. The concerned Department Head can engage the field force in such activities in consultation with Department.
- **Job Rotation or Transfer:** In case of surplus employees prevailing within any department the concerned Department Head can recommend any of them for recruitment against any suitable position provided that the employee possesses the competency level for that position. The concerned Department Head then forward the CV of the surplus employee along with proven competency documents to the HR Department and then HR arranges interview of the person with the department head where the vacancy arises and if the person is found suitable, HR forward relevant documents to the Managing Director for approval.

13.0 SELECTION PROCESS:

After collecting CVs, the next step of selection starts. Among a huge number of candidates they make the short-lists of the best ones. Typically, Market Access Providers Limited follows following steps for selecting suitable candidates:

- Initial Screening
- Written test
- Basic computer test
- Comprehensive Interview
- Final Employment Decision

At first Market Access Providers Limited collects applications from candidates those have been dropped by them either unsolicited or solicited in the response of advertisement that are published in advertisement media. HR manager calls for the best candidates to give tests on the specific date. Among them who passed the written examination successfully are invited to attend an oral test or viva, which is called the Managerial Viva. Here potential candidates are interviewed by the HR manager and function head of the concern department. Candidates who scored best in the interview are selected primarily and then asked for a final interview with a view to negotiate salary and others. After salary negotiation, appropriate candidate are selected finally for the specific job under specific function or department.

13.1 Selection parameters:

Following parameters are considered with highest importance while selecting a candidate:

- Educational and academic background
- Relevant experience and knowledge
- Professional certification
- Relevant training
- Communication skills
- Planning & decision making ability
- Positive attitude
- Learning thrust
- Stress tolerance
- Drive
- Result orientation
- Appearance

The interviewers use a rating form to evaluate the important selection criteria to select the best employee. After conducting the final interview, the board members fill a form for the selected candidate based on the parameters named Selected Applicant Form (SAF). Later the SAF is signed by the Chairman (CEO) and the Managing Director (CFO) of Market Access Providers Limited.

When the selection process is over the selected candidates are informed about the date of joining and the documents needed to bring on the date of joining over phone or SMS.

13.2 Joining Process

The joining process starts through signing the appointment letter of the company. The selected employees also need to sign the form of code of conduct and the reference form. Before going through the joining process, assigned HR executive goes through the background check of various educational certificates and other related documents to verify the authenticity. In the joining session the employee was informed about his/her JD and KPI thoroughly by the management.

13.3 Job Confirmation Process

In Market Access Providers Limited there are four types of employees are appointed:

- Probationary full time employee
- Contractual employee
- Trainee
- Intern

Probationary period for a new joiner is generally 3 to 6 months, but it can also be extended under different conditions. After completing 6 months of probationary period, the supervisor of the employee evaluates the performance of the employee during the probation period. The evaluation carries much significance in the sense that the supervisor takes decision about job confirmation on the basis of probationary period's performance. The decision can be of three types:

- Extension
- Discontinuation
- Confirmation

In case if the supervisor thinks the probation period should be extended, the time duration of probation period may be extended for 1 or several months. But generally, the probation time does not extend more than six months.

When the supervisor finds the employee is default of any work that is against the policy and regulation of the company or if the employee is found guilty of any unethical means or crime the term of employment can be discontinued.

In case where the supervisor finds that the employee has performed his/her work perfectly and the supervisor is satisfied that the employee is eligible to work in Market Access Providers Limited, the job confirmation is made and the employee is confirmed as a permanent employee of Market Access Providers Limited.

When an employee is confirmed as a full time employee after successfully completing the probation period, the supervisor will inform the Admin, IT and Human Resource of the company. The supervisor then must update the confirmation in People Management System (PMS) of the company. The supervisor also carries the power to take any other relevant decisions like grade change, position change etc. In case of contractual employee, after completion of contract period the supervisor can extend the contract period with renewal for several specific months or can confirm him as a permanent employee of the company after evaluating his performance during contract period.

14.0 PERFORMANCE EVALUATION

Generally, January to December is the performance evaluation tenure that will be considered for yearly evaluation. Employees are given individual target at the beginning of the calendar year. The department heads set the targets considering the yearly organizational target and departmental responsibility. Evaluation calendar is what will be done throughout the evaluation period. It takes almost 03 months to collect, compile, check, finalize and circulate the evaluation of all the employees. Generally Yearly evaluation starts from January each year.

14.1 Process of Evaluation

Sit with the Employee: At first, the supervisors sit with individual team members to start the evaluation. The supervisor will share and review the performance of the employee and also share the feedback or observation during evaluation tenure.

Check the relevant papers/ reports, results and signature: Division/ Department head and/ or supervisor are requested to check all the supporting documents related to KPI result. Reports are needed to be summarized in such a way so that results can be identified easily.

All the evaluation form must be signed by the respective employee, supervisor, department and division head and forward to HR for necessary documentation. A checklist is must to be done to make sure which documents are submitted and which are not.

Development Action Plan: Then the supervisor will discuss with employee to set actions for their development. Supervisor will also mention the priority of the development action and who & how will be implemented. The development action of the employee should be communicated with employee during the evaluation session between the employee and the supervisor. Training need assessment is done after setting development action plan to decide what type of training and development plan is needed by the specific employee.

14.2 Guidance for performance evaluation:

1. Yearly evaluation will be conducted according to the evaluation calendar and HR will circular the same before starting the process.
2. HR may take several sessions among different levels and/ supervisors. Supervisor will be requested to submit the KPI & qualitative marks with the necessary supporting documents in a defined template.
3. The performance would be categorized considering the achievement in the KPI and qualitative parameters.

Promotion Requirement:

- Concern Department/ Division Head and/or supervisor will recommend the promotion considering the KPI achievement and qualitative aspects of evaluation systems.
- Supervisors are requested to consider company policy related issues during promotion recommendation

15.0 HR BENEFITS

1. Salary
2. Leave Fare Assistance (LFA)
3. Holiday Allowance
4. Company bonus
5. Performance bonus
6. Employee Phone
7. Long Service Award
8. Contributory Provident Fund (CPF)
9. Gratuity
10. Life Insurance
14. Overtime allowance
15. Medical allowance
16. Car allowance

17. Maternity benefits

15.1 Salary

Compensation is what an employee receives in exchange for his/her physical and intellectual works, and contribution to the Company. Compensation does not represent only salary but a wide range of benefits and services are part of the total compensation package. Market Access Providers Limited wishes to pay competitive salaries to attract, retain and motivate competent and skilled employees at all levels of the Company. The employees receive their salaries according to company grade mentioned below:

Company Grade:

Grade	Designation
D1	Senior Director
D2	Director
D3	Deputy Director
D4	Assistant Director
G	Senior General Manager
G1	General Manager
G2	Additional General Manager
G3	Deputy General manager
G4	Assistant General Manager
M1	Senior Manager
M2	Manager
M3	Deputy manager
M4	Assistant Manager
E1	Senior Executive
E2	Executive
E3	Junior Executive
E4	Officer

15.2 Leave Fare Assistance (LFA)

Market Access Providers Limited encourages employees to develop leave plan and enjoy leave from their annual entitlement, as enjoying leave is an effective way of recreation and avoiding fatigue & boredom. Keeping this purpose in mind, the company offers an attractive financial benefit named as Leave Fare Assistance for the employees (KOM and above) so that they may enjoy their leaves in a better way. Band wise LFA is given below:

Job Title	Amount
CXOs	XX
Directors	XX
Division Heads	XX
Key Operation Manager (Plus)	XX
Key Operation Manager	XX

15.3 Holiday Work Allowance

Employees of all grades are entitled for Holiday Allowance if they work minimum 3 hours in any holiday. If the employees work less than 1 hour in a holiday they are not entitled for any payment.

15.4 Festival Bonus

Employees are entitled for receiving two festival bonuses for each year. One bonus is equivalent to one month's basic salary. Employees who are Muslims get two Bonuses before Eidul Fitar & Eidul Azha. Employees who are Hindus receive their two bonuses before Durga Puja & Saraswati Puja. Bonuses are arranged for the Christian employees before Easter Sunday & Christmas and Buddhist employees receive their bonuses before Buddho Purnima & Ashwini Purnima. Eligibility will be as below:

- All Permanent employees.
- Employees on probation will be entitled for festival bonus on a pro-rata basis from the date of their joining up to end of the year.
- Employees joining or leaving the Company, festival bonus will be paid or deducted on a pro-rata basis.

15.5 Employee Mobile Phone

Eligibility and Entitlement

All permanent employees will be entitled and provided with handset facilities (i.e. mobile phone and SIM card), upon joining EDISOON Group. According to the policy Grade wise

employees get Ceiling for total bill per month (Taka) and Price limit of handset (Taka).The amount is fixed by the policy. Band wise amount varies. The way they provide this facility:

Job Level	Grade	Ceiling for bill	Ceiling for handset
CXOs	X	XX	XX
Directors	D	XX	XX
General Managers	G	XX	XX
Managers	M	XX	XX
Executives	E	XX	XX

Employees are eligible for one handset claim for a period of 2 years. The Company will not accept claim for new handset/accessories in case of lost, technical default or other reasons within the two years.If monthly bill amount exceeds ceiling, employee has to bear the additional amount with VAT/surcharges.Special Approval for Handset & SIM cards will be accorded by the line supervisors/Managers for contractual employees. Line supervisor/Manager will be responsible for custody and monitoring of such sets and SIM cards.

Application Procedure

- For new employee, handset claim will be disbursed to employee salary account upon submission of claim through system with necessary documents.
- For existing employees, he/she is eligible to claim handset allowance two years from date of joining irrespective of time of previous claim.
- The payment record will be maintained in People management System.

Employee mobile Phone:

Ceiling for using mobile phone is prefixed in accordance with grade of employment.

Technology Division will generate detail bill for ceiling exceeded employees and pass on to Pay roll for necessary deduction.If any employee exceeds his/her limit for any purpose (official / assignment / personal / any other reason), the excess amount over entitlement will be automatically deducted from his/her salary. Such deduction will be clearly stated in his/her pay slip.Employees are not allowed to seek any special approval for ceiling exceeded bills.

15.6 Long Service Award

As a part of Market Access Providers Limited comprehensive benefit package, it offers long service award to encourage the employees to continue their service with the Company for long to contribute more with their experience to achieve company goal.

Under this policy employee who completes service of 5 and 10 years with Market Access Providers Limited, are entitled to be awarded with monetary benefits as follows:

- After completion of 1st 5 years employees get this allowance.
- Amount of allowance will be increased after completion of 1st 10 years.

15.7 Contributory Provident Fund (CPF)

The permanent employees of the company are eligible to become members of the Provident Fund. Employee contributes 10% of their basic to the provident fund and the Company makes equal contribution to the fund.

From the date of confirmation, employees will be automatically member of the fund and an auto deduction will be made from the employees' salary. A Provident Fund Trustee, with separate rules, is formed for managing the provident fund.

15.8 Gratuity

Gratuity is considered as long-term financial benefit for employee payable at the time of leaving the company upon completion of at least 2 years of service. Market Access Providers Limited's gratuity fund will be maintained through a registered account. The provisioned amount will be updated in every December based on new entitlement and changes of basic salaries.

15.9 Life Insurance

Company provides coverage of Life Insurance under Group Life Insurance. The amount will be as per the rule of the Insurance Company. For accidental death, sum insured will be double the normal amount. Permanent Partial Disability (PPD) and Permanent Total Disability (PTD) will also be covered under this policy.

15.10 Medical Allowance

1. Medical Allowance will only be applicable to all permanent and/or confirmed employees of Market Access Providers Limited excluding interns, contractual employees, part-time employees and other exceptions.
2. All eligible employees will get medical claim for his/her spouse, own children (under 18 years age) and parents. These expenses and/or benefit may be in the shape of under following conditions except any kind of cosmetic surgery and/or beautification treatment.
 - Fees for doctor's consultancy.
 - Bills of medicine.
 - Payment fees of pathological/diagnosis test.
 - Dental treatment.
 - Power glass for eye as per advice of the Doctor.

- Hospital bills.
3. All Permanent Employees will get the medical allowance which is equivalent to only one gross salary with allowances of current month in each calendar year.
 4. The medical policy will not be carry forwarded to the next year.
 5. In case of any change in current month gross salary at any point of time of the year, the medical allowance will be given proportionately by measuring value between two (2) gross. Furthermore, if an employee consumes excess amount from previous gross, the excess amount will be adjusted when calculating the medical allowance of new gross for that year.
 6. For newly joined employees, allowances will be given after confirmation of the service and then will be adjusted proportionately for that particular year where calculation date will be taken as confirmation date.
 7. The submission of added bills in PMS must be within two (2) months/sixty (60) days from the date of producing the bills or prescriptions (bill date). In case of Maternity benefit, female employees can claim within five (5) months period.
 8. No photocopy bill is allowed except consultation/prescriptions. The concerned employees must have to submit all the claimed original bills like original copy of medicine bill, original test bill, original hospitalized bill etc. No medicine bill will be allowed without photocopy of the prescription if the medicine bill exceeds BDT 2,000. In case of regular medicine bill, a photocopy of the prescription also has to be submitted along with the bill; HR department will not preserve any prescription.
 9. All the medical claims will be checked and verified by the HR before submitting to the Accounts Department. In any emergency/special case, employee may claim/submit white paper voucher/invoice that has to be recommended or justified by Department/Division Head and HR Head. If the claim has been found false then it will fall under strictly disciplinary action.
 10. HR division/Management has the authority to cancel medical allowances at any time with proper and adequate reasons.

Process of Claiming Medical Allowance:

1. Concerned employee will have to submit “Medical Claim” form through online HR Software system.
2. Concerned employee will have to print the cover page and send the application with all the supporting details.
3. After getting claim papers and relevant supporting documents, HR will check and verify the authenticity of the claims.
4. HR can approve, partially approve or cancel the claims according to company policies.
5. HR will take approval from EM and deliver the approval report to Accounts department along with hand copy bills.
6. Finally, Accounts department will pay the approved money and inform HR for reference.

15.11 Overtime Allowance

Company provides overtime allowance for work performed beyond the normal working hours. However, in times of need employees shall perform overtime with the prior consent of supervisor. An employee is eligible to claim OT once he/she is permanent. Any employee under any training program or on probation (permanent employee not yet confirmed officially) will not be eligible for OT.

MODE OF BENEFITS

- Those who will work more than the normal working hours in a working day shall be entitled for overtime allowance for excess hours of work. Overtime will only applicable for official work if it exceed minimum 1 hour in a day, any overstay for personal affairs will not be counted as overtime.
- Those who will have to work on festival holiday and weekly holiday shall be entitled for overtime allowance as per company law.
- Prior permission of supervisor is required for overtime in any given day. All Department/Unit leads will be required to submit OT Pre Approval to HR Division.
- HR division will calculate and disburse the payment to respective accounts on monthly basis.

15.12 Maternity Benefits

Maternity benefits are applicable for female employees of the company. The Maternity/Obstetrical Benefit is applicable to expenses incurred for room, board and general nursing care, special hospital services and ordinary nursing care of the baby/babies while the

mother is confined to the hospital, and for charges made by the physician, or registered midwife. This benefit is payable once for any one pregnancy during a year. Pregnancy shall include childbirth, miscarriage, or legal abortion, including any and all complications arising there from in connection with any one pregnancy.

Classification	Benefit (Maximum per pregnancy)
Normal Delivery	Tk. XX
Caesarean/Ectopic/Extra-uterine Pregnancy	Tk. XX

Maternity benefits includes Hospitalization expenses relating to pregnancy complications & delivery including Room & Board charges for expecting mother, Actual Delivery expenses-including cost of Surgery (if any).

16.0 LEAVE MANAGEMENT

The following rules and regulations have been fixed in respect of leave for all the employees of Market Access Providers Limited. All employee of Market Access Providers Limited will be entitled for following leave:

Earned Leave	20 Days
Sick/Medical Leave	14 Days
Casual Leave	10 Days
Maternity Leave	120 days
Paternity Leave	3 days

Concern employees have to apply for leave through PMS and supervisors will approve/disapprove the application through the same system.

An employee needs to submit the leave application within 4 (four) working days of the leave to be availed or resume the office after availing leave. If no such application is submitted upfront for earned leave and any leave enjoyed without approval or concern of the supervisor, such leave will be considered as unauthorized leave and will be adjusted. Only Permanent employee will be eligible for Leave Encashment Facility of Market Access Providers Limited. An employee who is to be released on acceptance of his/her resignation shall be allowed encashment of Earned Leave available to his/her credit as on the last working date, after

adjusting the notice period not served, if any. Leave encashment under this policy will be applicable only in case of Earned Leave. Any other kind of leave such as Casual Leave / Sick Leave will not be considered in any way.

Calculation and Payment of Leave Encashment Facility

- The leave encashment facility will be calculated year to year basis i.e. at the end of every year, the unutilized portion of EL will be considered for calculation of Leave Encashment Facility. Year wise calculation will be done as follows:
- Last drawn basic salary of the relevant year ÷ 30 days ^ No of days for which encashment is allowed
- The amount of leave encashment facility for all eligible employees will be calculated at year end based on Last Drawn Basic Salary for the relevant year of leave and provision for this amount has to be kept in that year.
- Payment of Leave encashment will be made by HR after accumulating 50 (fifty) days or for less than 50 (fifty) days in case of separation due to resignation, retirement, termination, discharge or any other reason.
- In case of death of any employee payment of leave encashment shall be paid to the nominee(s) declared for receiving the Provident Fund and Gratuity Fund.
- Earned leave of utmost **10 (ten) days** can be considered for the calculation of Leave Encashment amount for any particular year i.e. maximum 10 days will be carried forward for the purpose of ascertaining maximum accumulated days of 50 (fifty).
- Any accumulation beyond this will automatically be forfeited without any legal right to claim compensation on the following 1st of January each year.
- If the employee still continues to work with Market Access Providers Limited, his/her accumulation of EL will be refreshed and will be calculated as per specific clause.
- If the separation occurred due to Violation of the Business Conduct Guideline of Market Access Providers Limited or as a disciplinary action due to compliance issue the employee may not be given the opportunity to avail benefit of above Leave Encashment Facility of respective year subject to Management discretion.
- In case of final settlement for employees, leave encashment amount can be adjusted (if needed) from employees part.

16.1 Sick Leave (SL):

- An employee shall be entitled for Sick Leave with full pay and other admissible benefits (if any). Sick Leave cannot be carried forward. For the first year of permanent-ship the sick leave calculation will be prorated considering the date of permanent-ship.
- Supervisor/Department/Division head is to be informed about absence due to illness on the same day.
- Sick Leave over and above the entitled days will be adjusted from the EL first considering the availability. If Earned Leave is not available it would be adjusted from Casual Leave. If needed, then rest will be treated as leave without pay based on management's discretion.

16.2 Casual Leave (CL):

- Casual leave is granted for absence from duty due to emergency causes with full pay. Casual leave cannot be taken for more than 3 consecutive days. Casual leave more than 3 consecutive days will be considered as Earned Leave.
- Casual Leave cannot be accumulated or carried forward to the next year.
- For the first year of permanent-ship the casual leave calculation will be prorated considering the date of permanent-ship.
- Casual leave more than 10 days may be adjusted from Earn Leave considering the availability.

16.3 Festival / Government Holidays:

The company maintains the government declared holidays. HR notifies the government holidays from time to time well before the date of government holiday.

16.4 Compensatory Leave:

- Any employee deprived of any Government holidays due to unavoidable circumstance, nature of business, company work may be allowed compensatory Holidays with approval of Divisional / Departmental Head.
- A notification mail must be forwarded to HR keeping copy to Head of responsible Department/ Division.

16.5 Maternity Leave:

- A female employee will be granted Maternity Leave (ML) with full pay for a period of 120 days (including holidays) subject to the condition that the female employee has

been in service of the Company for at least (01) one year preceding the date of commencement of such leave.

- An application for ML may be presented 14 (Fourteen) days before leave is due to begin.
- Maternity Leave will only be granted maximum twice to an eligible employee who currently does not have any living children and once to an employee who has one child.
- An employee who currently has two or more children will not be entitled for ML.

16.5 Paternity Leave:

- Every permanent male employee shall be entitled to have (03) three days paternity leave for up to two children. To avail such leave concern employee will have to submit necessary supporting documents.
- An employee who currently have two or more children will not be entitled for PL

17.0 ANALYSIS

I have collected data related to HR practice and employee satisfaction about this practice by informal discussion with the employees from time to time. There an analysis is made on the basis of this discussion that shows the employee satisfaction level and improvement area of their practice.

17.1 Leaves

It is seen that a good amount of employees are somewhat satisfied with the leave. In case of Annual leave the maximum employees are happy with the rules and durations. Most employees seem to be perfectly satisfied with Medical leave. In case of leave without pay most of the employees are neutral. The reason behind this is that some of them did not experience these leaves and some of them did not know that the company is offering these leaves. In case of Maternity leave most female employees are somewhat satisfied, but a very few think that the organization has not yet implemented the maternity leave of 6 months as declared by the Government.

17.2 SALARY AND BENEFITS

It can be seen that maximum employees are somewhat satisfied with the rules and regulations of their salary and benefits. Again in case of Festival bonus the result is similar to the result of allowances and benefits. Most employees are somewhat satisfied, as they get the amount equal to their basic salary during Eid. In case of holiday allowance most of the employees think that the company provides satisfactory level of allowance.

17.3 Motivation

It is seen that most of the employees are somewhat satisfied with the bonus and reward and recognition provided by the company. The employees feel that the company provides bonus based on both individual and group performance. Moreover, they are happy with the rewards and recognition provided by the company. However individual performance bonus should be given to all to increase their motivation to work. Moreover, the employees think ID card, Business cards and mobile phone play a vital role in employee satisfaction and motivational factor, as it gives recognition and mobile phone work as a motivation for employees.

17.4 Safety and Security

Most of the employees are satisfied with the facilities provided for the safety and security in the organization. But it seems restrictions to outsiders and the fire exit should be improved.

17.5 Recruitment & Selection

It seems that the rating form they use for evaluating their potential candidate is irrelevant with some of positions. For example they use the same ratings forms for an entry level position to top management level position. I also personally think the rating parameters should be very much relevant and different along with the positions. However, almost all employees are somewhat satisfied with the recruitment process of the company.

18.0 RECOMMENDATIONS

Market Access Providers Limited is a well-established company. Therefore, it is very tough to recommend on any aspect of the company. However, as it is the requirement of the report so I have come up with few recommendations. They are as follows:

Market Access Providers Limited can provide training on the facilities they provide, such as benefits, allowances etc. so that employees have more idea on utilizing the facilities they are receiving in a proper manner. The employees should be provided with more training on safety and security. Therefore Market Access Providers Limited could organize training on safety and security for the welfare and safe guard of Employees. The Company could promote their disciplinary acts and rules of punishment more to their employees so that they have complete idea about the effects of these measures. Market Access Providers Limited could work more on their premises to protect against natural calamities, so that employees feel safe as it is a very essential in employee satisfaction. Market Access Providers Limited could introduce more Casual leave as many employees referred to do so. They could increase paternity leave. The company could conduct salary review more often so that the satisfaction of all employees

regarding salary can be conducted. Other than providing benefits and facilities more often, that rise the cost of the company, Market Access Providers Limited could work more on conducting some Employee Involvement Programs to sustain their employees. Getting employees ideas and getting their involvement is critical in rapidly changing world. If the company is going to be competitive, it's mandatory to involve not just hands, but the ideas from everyone in the organization. The company can also provide recognition to their employees through a lot of activities at minimum cost. A recognition program does not have to be expensive. An effective program has the following components:

- Fairness
- High visibility and consistency.

To be fair, a program must not favor one employee over another, merely because of his or her position within the organization, or his relationship with his supervisor. There must be an effective means of identifying employees who should be recognized. In many programs, there is an easy means by which employees can nominate others for recognition. As a supplement to a nomination program, supervisors can keep lists of notable employee achievements. Market Access Providers Limited is a great place to work in which I can say from my personal experience of 3 months period internship. However, to sustain their existing good performers Market Access Providers Limited could implement a bit more facilities. As a result it will also bring the level of employee satisfaction in an impressive level.

19.0 CONCLUSION

HR of Market Access Providers Limited is working all the time to sustain and satisfy its employees and improve their HR practices. According to my own experience the working environment of the organization is very inspiring. However, the organization needs to work a lot to satisfy its experienced and old employees. The organization is always keen to implement new rules and actions for improvement. For starters, a process of Employee Involvement Programs needs to be introduced to improve individual motivation and morale. Involvement programs help capture the creativity, energy, and ideas many people have. It will also allow departments and individuals to work cross-functionally, and create an environment of learning and constant renewal. This may improve work methods and processes continually, reduce the costs of doing business, improve safety, and reduce accidents. Exchanging ideas always improves communication and the knowledge that top management is open and willing to act on the ideas improves trust. Recognition can be achieved by employees having the reward

given at a gathering of employees, and by recognizing the award in corporate communications, such as the corporate newsletter or Intranet site. According to the result of the report and my practical observation the employees seem quite satisfied and fulfilled working in the organization. Still it is not worth less to work towards perfection. Therefore the organization is all the time moving towards making the work environment the 'employee choice.' The result of the report can be coinciding with the practical situation of the organization. Hopefully the human resource practices and employee satisfaction will be even better in the near future.

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