



MBA Internship Report

By

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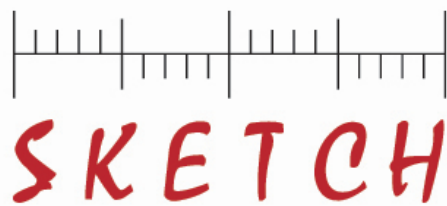
Semester: Fall 2018

**Submitted to –**

**Hasan Maksud Chowdhury**

Assistant Professor

BRAC University



Internship Report on –  
**‘Fill up the HR gaps to protect employee satisfaction in  
Sketch Engineers & Architects Limited.’**

# Letter of Transmittal

5 December 2018

To

**Hasan Maksud Chowdhury**

Assistant Professor

BRAC University

**Subject:** Internship report submission on ‘Fill up the HR gaps to protect employee satisfaction in Sketch Engineers & Architects Ltd.’

Dear Sir,

With extreme gratification and respect, I hereby presenting my report on ‘*Fill up the HR gaps to protect employee satisfaction in Sketch Engineers & Architects Ltd.*’ It has been a glorious journey to write the report on the company under your supervision. It helped me flourish my learned knowledge even more as it got real life exposure during the period of internship.

I put my level best to prepare this report based on the requirements given by BRAC University. I would be glad if I get your constructive criticism or appreciation on my report for my better understanding. I hope this report will give a clear idea about HR related gaps in local companies like Sketch Interior & Architect Pvt. Ltd. I hope you would consider my drawbacks in the report that may figure out despite my best effort.

Regards,

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Imrana Yasmin

ID: 10264042

BRAC Business School

MBA Program

## Letter by Supervisor

## Acknowledgement

I would like to show my heartfelt gratitude to BRAC University to let me complete my internship report successfully. I would also like to thank my company Sketch Engineers & Architects Ltd. for co-operating me to prepare the report smoothly. A special thanks to Hasan Maksud Chowdhury sir, Assistant Professor of BRAC University for supervising me in writing my report. I would like to show my gratefulness to my on-site supervisor Sayed Fahim Tawhid, CEO, Sketch Engineers & Architects Ltd. and the entire team of the company who helped me throughout my internship period with all their effort selflessly.

## **Executive Summerv**

I feel privileged to have a chance to create this report based on my obtained experience as Assistant HR Officer at Sketch Engineers & Architects Ltd., which is one of the reputed and sustainable Architectural firms, which has been serving people since 2000. Even after working for a good amount of time, I have noticed some HR related gaps are occurring and these gaps are hampering employee satisfaction level. The circumstances have encouraged me to find out the overall major problems to solve employee dissatisfaction.

During my academic years as an MBA student, I have learned many theories that can help HR Managers solve problems. But in real life, the scenario is different because organizations don't follow all these theories and bookish knowledge. They come up with their own HR methods, they take some of the bookish knowledge and drop some completely. In this report, I have figured out major HR problems by conducting extensive research and survey.

As Sketch Engineers & Architects Ltd. is a small company, it was manageable to conduct survey including almost all the employees. The report starts with organizational profile, that gives an overall insight about Sketch Engineers & Architects Ltd. at a glance including company's mission, vision, products, services and company organogram etc.

The next segment of the report is the project part that reveals research objectives, limitations and scopes. After that literature review is added to come up with the solution considering theoretical knowledge. I have included the methodologies, which have been followed in order to collect the information. Overall survey has been discussed on the later part that figures out the gaps, which are sabotaging employee job satisfaction. Besides, SWOT analysis has been done to highlight Human Resource related strengths, weaknesses, opportunities and threats followed by findings, recommendation and conclusion.

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## **1. Organizational Overview:**

Sketch Engineers & Architects Ltd. is one of the promising architectural firms focusing exclusively on interior designing for mostly commercial spaces nationwide. In 2000, the company was founded by Mr. Fahim Towhid. Though he studied in Management, his passion towards creativity led him learning colour painting and design. He started his career as *Head of Project* with a very reputed furniture manufacturing company in our country and continued working for a few years. Despite doing quite good at his work, he did not continue the job further because he faced some limitations as an employee in someone else's company. He left the job with a very little money in his pocket, which was apparently not enough for starting a new company by his own. Still he managed to go for the business start up from the scratch level investing with a few amounts of capital that he had. He had a good professional network from his prior company where he used to work with. Consequently, he got his clients at the very beginning of his journey as businessman and he started his business with the advanced payment by client and made a drawer unit to complete his first order. Thus, he started the company as a sole proprietorship company. After a while the owner sold a few company-shares to a few people and turned the company into a partnership business i.e. Sketch Engineers & Architects Ltd.

### **1.1. Product and services:**

Sketch mainly works for designing commercial spaces including banks, national and multinational companies, restaurants and residential spaces (on request) etc. In the beginning, corporate offices not used to invest in interior designing like today. The owner of Sketch managed to serve his clients at the best price by lowering the production and overhead cost in the company. Currently, sketch is working with 20 enlisted banks across the nation and some more commercial places as well. Sketch offers various products and services to its clients including Interior Architecture and Design, Manufacturing Customized Furniture and Lighting Fixtures, Renovation, Construction and Design Consultation etc. In a nut shell, the company provides a complete interior design solution to its clients including marble/granite works, painting, plumbing, electric wiring, IT installation, furniture, all types of fixtures and fittings etc.

### **1.2. Company Mission:**

Our mission is to create spaces that can be related with the purpose, based on the use and clients' requirements. The company provides such designs to the clients that enhance functional and aesthetic aspects of the projects at the best price in the market.

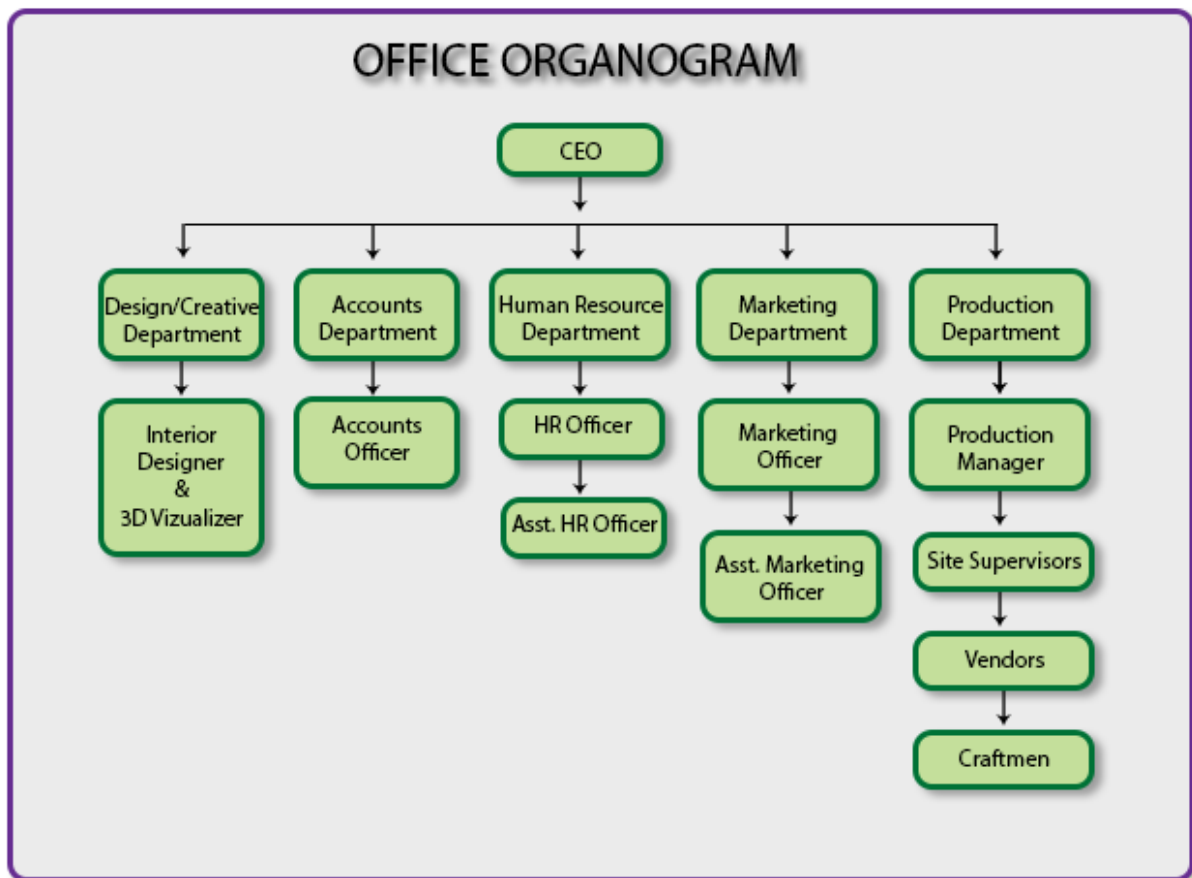
### **1.3. Company Vision:**

Our vision is to become the most valued interior design firm in our country and highly capable of delighting its clients by ensuring quality and quantity in time.

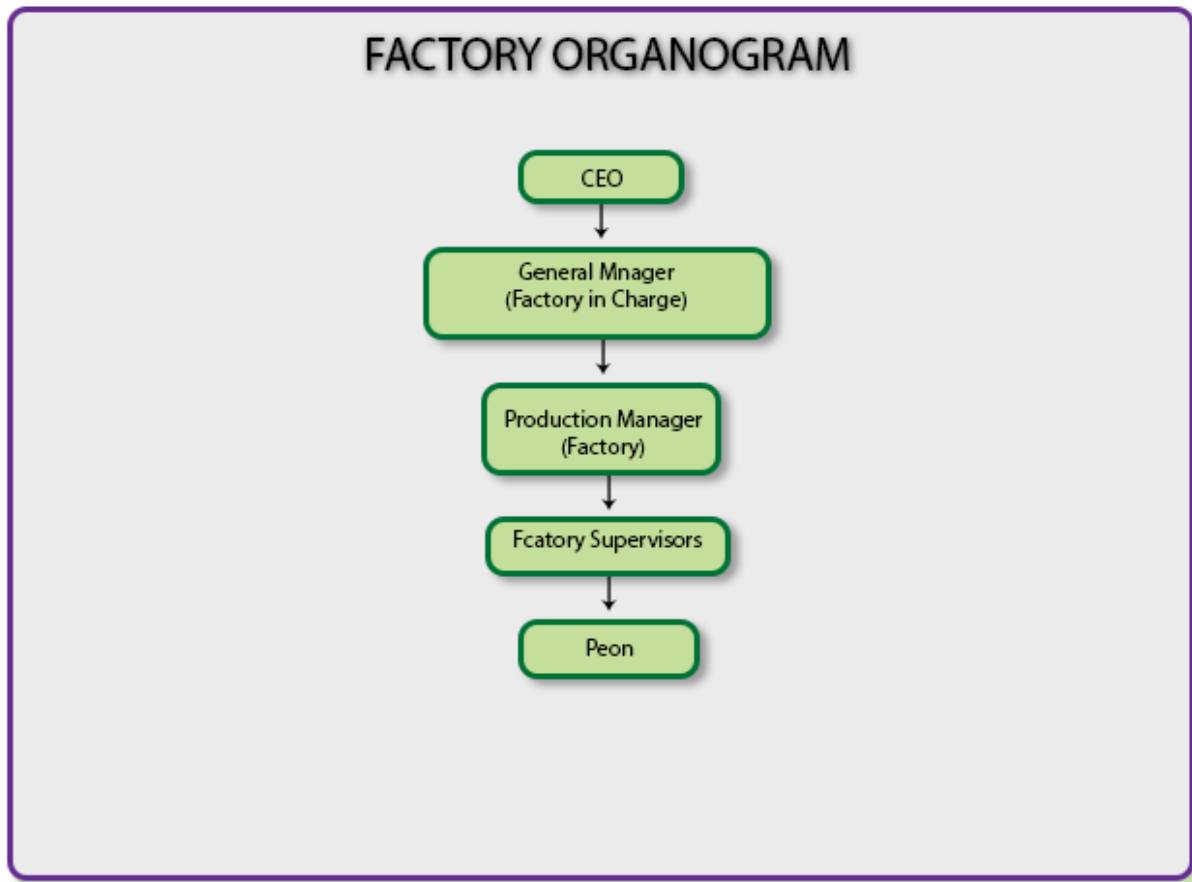


#### 1.4. Company Organograms:

As I already mentioned, there are both office and factory that run the organization's work flow competently. Here, you have a look over both the organograms of the company.



In the above office organogram, it is clearly showing that Sketch Engineers & Architects Ltd. has flat structured organogram. It is a small organization, where all the departments are closely monitored by the CEO, the owner of the company. There are maximum two personnel in each department and only Production Department has multiple and enough man power to run the production smoothly.



Here in the factory, in the given flow chart, the General Manager is accountable to report directly to the CEO for factory issues. GM also supervises the Production Manager. There are several factory supervisors and they report to the Production Manager. There some Peons, who reports to factory supervisor.

## **2. Introduction to Report study:**

I have been working as an Assistant to the HR officer at Sketch Engineers & Architects Ltd. for a few years. So, it was my privilege to observe closely and gather information that I needed. I have noticed that despite having all the resources in the company, there are certain problems that is hampering employee satisfaction and eventually productivity. In this report, I have highlighted Human Resource policy and practice related existing problems, which would come in the light through extensive survey and research followed by effective solutions and recommendations.

### 2.1. Scope and Limitation of the Report:

This report has been made based on gathered information obtained through observation, interviews and systematic survey. I had a great opportunity to get a chance to interview senior personnel of the company and many others. All of them have been very helpful and cooperative while working with them during my internship. I have got knowledge in depth about HR practice of Sketch Engineers & Architects Ltd. However, there were certain limitations while conducting survey and interview for writing this report. It was quite tough to get the CEO for interview since usually he is the busiest person in the company. Moreover, there were some secret information that cannot be disclosed to a junior employee like me.

### 2.2. Objectives of the Report:

The main objective is to study the HR practice of Sketch Engineers & Architects Ltd. in depth to figure out the existing gaps or problem related to Human Resource Management. This report is about to point out the problems related man power management and solutions to the problem to fill up the gap for a smooth profitability and success.

#### Specific objectives –

- ✓ To have an in-depth idea about the HR related problem existing in the company.
- ✓ To know the reason behind flaws regarding manpower.
- ✓ To recommend essential steps to overcoming the problems.
- ✓ To enhance my acquired knowledge and skill through practice in real work place.

## **3. Review of Related Literature: (Employee Training)**

There are many sorts of training to develop different sets of skills, knowledge and abilities. So, training programs must be designed in such a way that can truly develop required skills for the job. To design appropriate training program, it is essential to analyze the job and need to design the training accordingly for boosting expected skills among the employees.

### Types of Training:

As there are several types of trainings, it is fruitful even more when training programs are designed incorporating different types of trainings. The types of training can be followings –

#### 1. On-the-job Training:

It is learning the job by doing the job in the real work life context. Every employee learns their job from real job experience, which facilitates learning in depth. There are different types of on-the-job training and the most familiar one is *coaching* or *understudy method*. It involves simply

acquiring skills by observing more experienced employees doing the job. It also can be done by a supervisor who shows the step by step process to the less experienced employees. *Job Rotation* is another widely practices on-the-job training. In this process, an employee moves from one job to another at some planned intervals. Besides, *Special Assignments* similarly give new employees firsthand experience in working on real problems at work.

## 2. Apprenticeship Training:

Through apprenticeship training employers get skilled workers as it is a combination of both formal learning and long-term on-the-job training. Traditionally, it involves employees to study about the task while doing it practically in the real work environment. It enhances better understanding about how to do the job since it gets theoretical knowledge as well.

## 3. Informal Learning:

Informal learning takes place when employees learn on-the-job with their colleagues daily without any formal training. Managers or supervisors don't monitor these types of learning process. Mostly, employees learn simple tasks through this process, where close supervision is not needed at all.

## 4. Lectures:

Typically, lectures are assumed to be boring, but studies showed that they can be much effective depending on the circumstances and job needs.

## 5. Audiovisual Training:

Audiovisual Training is more interesting to trainees than that of lectures, but this is an expensive way of training. DVDs, films, PowerPoints and audio tapes are usually used in this technique. But sometimes audiovisual training is very effective depending on the situation and training needs.

## 6. Computer-based Training:

In Computer-based Training, trainers use interactive computer-based or DVD system to enhance knowledge and skills. The sessions become highly interactive as it creates complex learning environment by using text, audios, graphics, photos, animations and sounds etc. that facilitate trainees' interactive behavior and allow them to achieve better knowledge about the job.

#### 7. The Internet-based Training:

The Internet-based Training is also known as Web-based Training, rapidly replacing other types of learning these days. There are many online courses in the internet, some are paid courses, and some are for free. These online courses provide effective materials to their students. There are several video tutorials of almost everything on some sites like [www.youtube.com](http://www.youtube.com), where anyone can learn almost anything on his/her own according to their job requirements.

Since training and development are concerned problem in Sketch Interior & Architect Pvt. Ltd., I would like to recommend solution considering above literature review.

#### 4. Methodology:

There are several ways of collecting information. Some are very costly, time consuming, good for a large company and some are cost effective, less time consuming and good for small organization. To prepare my report, I have employed following combination of methods that have been fruitful to my purpose.

##### 4.1. Questionnaire:

It is a quick and efficient way to gather information even from a large group of people and it also very effective for a small number of people as well. There are two types of questionnaires. One is *closed-ended* questionnaire, which comes with all the possible responses and multiple choices. Another one is *open-ended* questionnaire, where it is asked to answer the question in descriptive manner and no options are given to tick. For my research report, I have incorporated both the types of questions for best possible result.

##### 4.2. Observation:

Observation is very fruitful when it is combined with a questionnaire. As have been working in the organization for a long time, I was my privilege to have a profound observation and got a decent insight.

##### 4.3. Interviews:

Interview is most widely used technique since it is less costly, less time consuming and comparatively easy to conduct on a small and medium number of employees. Interviews can be completely unstructured and highly structured containing many aspects of a company. In structured interview, there is a checklist format guide that help conduct interviews more

systematically unlike the unstructured one. In the case of this report, I have conducted several structured and unstructured interviews among a group of employees and individual too.

## **5. Analysis and Interpretation:**

Human Resource Department is consisting only one person, who deals with all kinds of HR related issues such as manpower planning, recruiting, selecting, training and performance reviews etc. HR officer single handedly manages all requirements of his post. Since the organization is small and has flat structure consisting a few manageable employees, it becomes possible for HR office to get the job done by his own. It was a privilege for me to assist HR officer during my internship period.

### **5.1. My Observation:**

It's not possible to know about a company from the distance. But it was my honor to observe the company being an Assistant to the HR officer. During my internship I got a chance to critically observe the HR policies and practices in the company. According to my observation, I noticed that there are some problems in company administrative documents. The official language of documentation is English. Unfortunately, there are many grammatical mistakes in the documents. Apart from that there are some people those who are extremely busy that even hampers their family or personal life. For instance, the CEO and the Accounts Officer. There is nobody in the post of receptionist. The visitors face problems when they come to office for the first time or later. Besides, there is a smaller number of recreational programs are holding by company for boosting employee motivation. There is also absence of employee career succession planning. However, there are some good sides in the organization culture. The employee relationship is remarkably good in the company. Almost all of them are much co-operative to each other. Authority and employees behave well with each other. Authority is flexible about the employees' personal problems. They help employees maintain a balance between professional and personal life.

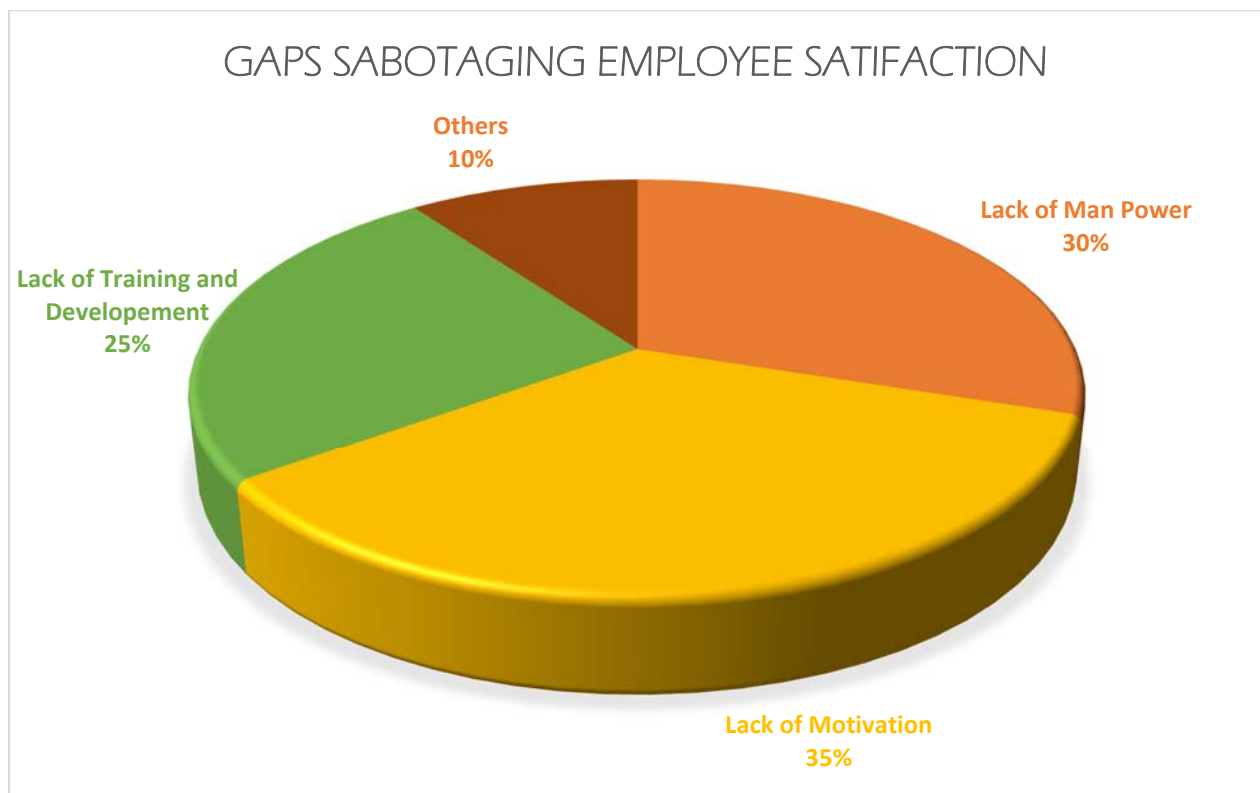
### **5.2. Employee Interviews:**

I was honored to get chance to take interviews of several employees even they had busy schedule and hectic days at work. Out of the interviews I managed to bring about some useful information for more accuracy of the report. The CEO said that it is difficult to find skilled employees. Most of the skilled employees leave the company when they get a better opportunity even if they learn many things while working in my company. Some employees said that they get paid leave if they need for leave. But then again, they need to complete the work that remains pending during their

leave when they join work when the leave is over. That means there is no one to do the job on behalf of them when they are on leave.

### 5.3. Employee Survey Report:

Sketch Engineers & Architects Ltd. is a small company. As a result, it was quite manageable to conduct survey including almost all the employees those who work at the office. The survey was successful as well because I managed to reach almost everyone in it. The survey reveals all the gaps that are existing in the organization. The result of the survey has been shown through the following pie diagram –



The pie chart is showing that there are 3 major problems and percentage of the problems are pretty much similar. The biggest problem in the organization is Lack of motivation, which is 35%. Besides, other two big problems are lack of man power (30%) and lack of training and development (25%). There are 10% of the other problems are existing.

## **6. Findings of the Study:**

After going through critical observation based on my academic knowledge, several one to one and group interviews and questionnaire survey, I have come across a great insight about the company and gaps regarding Human Resources policies and practice in the organization. Based on the gathered information, the findings are elaborated bellow –

### **6.1. Lack of Motivation:**

According to the questionnaire survey, it has clearly seen that employees are not that motivated to their work as this is the major problem in the organization. The reasons behind demotivation is lack of performance bonus, too much workload, lack of proper appreciation and lack of administrative support by the company. There is also lack of professional social events like informal dinner or lunch. These factors are hampering employee motivation and productivity as well. There is no performance bonus. As a result, employees are getting same salary regardless of their quality of performance. It causes low productivity among the employees. One of the employees said that no matter how much hard work he does, the payment is always the same. So, it's better to work moderately. If this scenario of the company remains the same, productivity would hardly increase in near future.

### **6.2. Lack of Man Power Planning:**

The second major problem of the organization is lack of skilled and sustainable man power. The workload of some employees from some departments are too high to deal with. Firstly, the accounts officer deals with lots of work that he can't even take half a day off for emergency. He is the one who completes all the works related to accounts. Some time he also does some administrative works like preparing official documents and certificates etc. As the company is expanding and making profits well, this is the high time to grow further and increase some employees to deal with the added jobs. Thus, the company lacks manpower in the accounts department. Secondly, as the firm growing further, it needs more than one technical personnel to meet clients' demand. It is observed that there is only one Interior Designer & 3D Visualizer. She does all the designs needed for the clients. If she takes a vacation, the works during her vacation turns into her pending works. Hence, she needs to complete all the piled up works right after returning from vacation. Nobody is there to share her works in need. Thirdly, during the internship, it was noticed that there is a lack of receptionist in the company, the guests and



clients are not received properly when they visit suddenly. Fourthly, there is no employee who looks after administrative jobs. There are many mistakes in documentation and certificates of the company. The certificates are being prepared by accounts offices mostly, who is not enough to deal with business communication methodologies. Last but not the least, based on my observation, I found that the CEO, the owner of the company is the busiest person ever. He is works so hard that hardly have family time for his own. He also works on the weekends and finishes his work at the late night daily. It happens like that because he doesn't have any personal assistant to minimize his workload. This how excessive workload caused by lack of enough manpower is making employees demotivated by and by.

### 6.3. Lack of Training and Development:

A major part of productivity depends upon proper training and development regularly as new technologies are increasing and old ones are being obsoleted. If a company wants to grow, it needs to be updated. Only proper training at right time can bring about development in the company. In the case of Sketch Engineers & Architects Ltd., the scenario is not that up to the mark. Most of the employees are not that much pleased with their progress due to lack of training. Employees mostly upgrade themselves through the experience they get by themselves while working for the company. There are quite a few employees who has got training when it was needed. Besides, some employees expressed that lack of training sometimes hampers their potential productivity and the level of motivation. Because they feel themselves less skilled due to enough technical knowledge and there is a big change to be a failure in certain tasks. This decreases motivation level because according to human behavior nobody wants to face failure in their life.

### 6.4. Other Findings:

There are some others lacking in the company, but they are not that significant. For example, there are quite a few employees who cannot maintain good relationship with other employees. As they are making a significant effort to the profitability, they are not being warned to behave right with other employees. Apparently, other employees accepted the fact but still it bothers them much. Apart from that, employees expect more facilities and benefits from the company in return to their effort.

## **7. SWOT Analysis:**

SWOT analysis stands for Strengths, Weaknesses, Opportunities and Threats. This is a structured and strong technique to identify company's weakness and strengths to prevent upcoming threats and grab opportunities respectively. It gives a clear idea about the company to anyone at glance.

In this method, Strengths and Weaknesses are considered as organizations' internal factor. By contrast, Threat and Opportunities are considered as external factors. In the light of SWOT Analysis, Sketch Engineers & Architects Ltd. turns up like following in the HR related issues –

Strengths:

- Employees are happy and satisfied with good behavior of the authority.
- Good relationship among the employees because they are co-operative to each other.
- Company shows empathy towards employees during their bad phases of life.
- The working environment is satisfying to the employees.
- The job location is convenient to most of the employees.
- Employees are satisfied with the conveyance bill provided by the company.

Weaknesses:

- Employees are demotivated due to lack of motivational stimuli.
- There is extensive workload due to lack of adequate man power.
- Quality of the employee performance is getting hampered due to insufficient training.
- There are problems with documentations and administrative works.
- No scope of performance bonus, which is most demotivation to employees.

Opportunities:

- There are a good number of training institutes and methods available that would help increase skills.
- Some motivational steps can be taken to motivate employees.
- There is a good number of candidates are available in the job market for hiring proper personnel.

Threats:

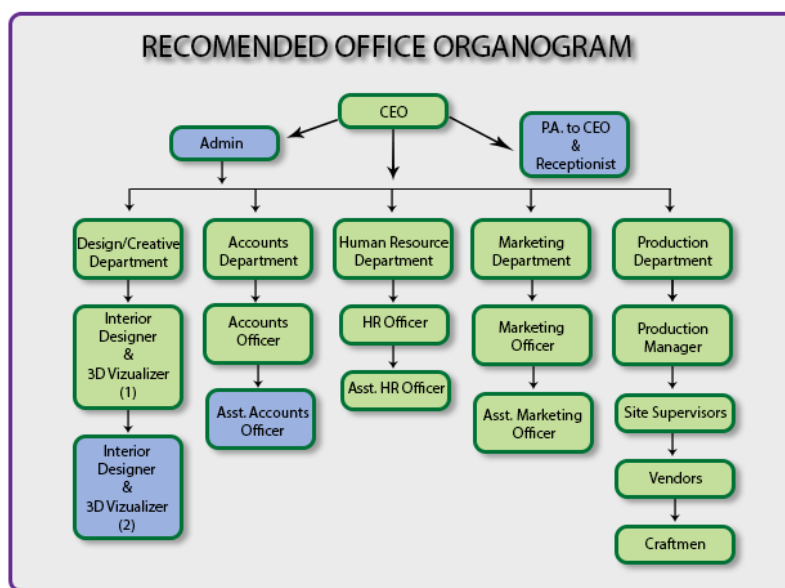
- Productivity may slow down due to lack of training or due to upgradation of technologies.
- Several employees may leave the job suddenly due to lack of motivation and workload.

## 8. Recommendation

As Sketch Engineers & Architects Ltd. is a small sole proprietor company, the recommendations should be cost effective and efficient so that it keeps the profit not to be hampered that much. Keeping it in mind, I have come across some recommendations that should be effective much.

Firstly, the organization must take adequate steps to make employees more motivated. The steps may include performance bonus, yearly award program ceremony followed by lunch or dinner, paid time off and flexibility etc. Even some small steps like informal appreciation or constructive feedback, small gifts or celebrating achievements etc. should be good enough for motivating employees initially.

Secondly, the pan power should be increased in order to get the job done with smooth flow. However, it is also to be considered that increasing manpower would increase production overhead cost. Keeping the fact in mind, the Receptionist may work as CEO's Personal Assistant as well. It would prevent the company form future cost cutting hassle. Apart from that, an Administrative Officer is a must for the company to avoid errors in administrative documents and relevant problems as well. Moreover, the company may hire another Architect or Interior Designer for the Creative Department as the business is growing big gradually. There is also need of an Assistant to the Accounts Officers to reduce his workload to a reasonable extend. According to my recommendations, the organogram of Sketch Engineers & Architects Ltd. should look like the following –



In the above flow chart, required employees has been projected, where existing employees are in green and recommended employees needed in blue color. The arrow shows the hierarchy based on power distribution among the employees. If the man power planning can be done such a way, problem of lack of man power and extreme workload would be reduced.

Last but not the least, the company should incorporate training program at least twice a year and when it is needed. Apart from informal training, some other types of training should be provided like computer-based training, internet-based training, classroom training, audiovisual training and more apprenticeship training often. It would enable employees to be up-to-date with the new skills and techniques.

## **9. Conclusion:**

In conclusion I would like to say that while conducting the research for the report I have observed that Human Resource Sectors are not that structured in local small organizations unlike multinationals. If the profitability becomes some what acceptable to the authority, employee satisfaction factors are mostly neglected. But if employee satisfaction can be increased, the producibility would achieve a whole new level an any organization.

## 10. Reference

- Dessler, Gary (15<sup>th</sup> Edition). *Human Resource Management*. Boston. Pearson, cop. 2017.
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# Appendix

## **EMPLOYEE SURVEY QUESTIONNAIRE**

### **Sketch Engineers & Architects Ltd.**

- 1. In which department are you working?**
  - a. Design & Creative Section
  - b. Accounts
  - c. Human Resource Management
  - d. Marketing
  - e. Production
  
- 2. How long have you been working at Sketch Interior & Architect Pvt. Ltd.?**
  - a. Less than 1 year
  - b. 1 – 3 years
  - c. 4 – 6 years
  - d. More than 6 years
  
- 3. How happy are you at your work?**
  - a. Moderately
  - b. Strongly
  - c. Neutral
  - d. Not much
  - e. Not at all
  
- 4. Which of the following will encourage you to work more? (Choose maximum 4)**
  - a. Bonus System
  - b. Proper Training
  - c. Extra Time Off
  - d. Less Workload
  - e. More responsibilities delegated to you
  - f. Get involved in decision making process
  - g. Performance review, appreciation and recognition
  - h. Have scopes for extra income beside basic salary depending on performance
  
- 5. Is your productivity bothered by the following?**
  - a. Too much workload

- b. Bothering colleague
- c. Lack of proper training
- d. Poor resources available (like outdated infrastructure)
- e. Office environment
- f. Frequent meeting, calls & emails
- g. Others: \_\_\_\_\_ (Please specify)

**6. What demotivates you at your work?**

- a. Poor salary
- b. Less benefits and facilities
- c. Workload
- d. Administrative disorganization
- e. Relationship with colleagues and management
- f. Others: \_\_\_\_\_ (Please specify)

**7. Do you think poor salary is the only reason of demotivation at your work place?**

- a. Yes
- b. No

**8. What can be done to increase employee motivation level at your company? (Choose maximum 4)**

- a. Formal recognition
- b. Award program
- c. Informal small gifts
- d. Paid time off and flexibility
- e. Retirement plan and pension
- f. Performance bonuses
- g. Training
- h. Less workload

**9. What do you like about your company that motivates you to be in your company?**

- a. Working environment
- b. Good behavior from the authority
- c. Job Location
- d. Conveyance facilities
- e. Others: \_\_\_\_\_ (Please specify)

**10. Does the organization consider training is a part of organizational strategy?**

- a. Yes
- b. Definitely
- c. Neutral
- d. No
- e. Not at all

**11. What kind of training will help you accomplish your goals?**

- a. On the job training method
- b. Off the job training method
- c. Classroom training
- d. Audiovisual training
- e. All the above

**12. How often do you need training for your better performance?**

- a. Monthly
- b. Quarterly
- c. Half yearly
- d. Once in a year

**13. How often does your organization offer training?**

- a. Regularly
- b. Occasionally
- c. When it's needed
- d. Rarely
- e. Never

**14. What will be the reason if you leave the company hypothetically?**

- a. Inadequate Salary
- b. Benefits and facilities
- c. Recognition and appreciation
- d. Lack of motivation and interest
- e. Work Environment
- f. Relationship with the colleague
- g. Administration
- h. Job Location
- i. Workload
- j. Working hours
- k. Others: \_\_\_\_\_ (Please specify)

**15. Please give comment on what you like and dislike about your job:**

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– Thank you –