

Report On
An Analysis on Employee Satisfaction level in Deligram
Technology Limited

By

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An Internship Report Submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing a degree at BRAC University.
2. The report does not contain any materials which were previously published or written by any third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain any materials which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all the main sources of help.

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Letter of Transmittal

Zaheed Husein Mohammad Al Din

Senior Lecturer,

BRAC Business School

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66, Mohakhali, Dhaka-1212

Subject: Submission of Internship report on “Employee Satisfaction Level in Deligram”

Dear Sir,

It is my pleasure to present my internship report. This is the result of my internship report which was done in Deligram Technologies Ltd.

However, I really enjoyed working in the Human Resource and Admin Department of Deligram. Moreover, I learned a lot more things and applied my knowledge and skill during my internship period. I tried my best to collect information for providing depth knowledge to this report throughout my internship period.

I hope that this report will satisfy requirements and provide an insight into the implication of Employee satisfaction level from an organizational perspective. Hopefully, you will find my hard work, an informative approach and well research through this report. Furthermore, I will be delighted to express my experience of working here if I find an opportunity.

Sincerely yours,

Momena Akter

14304054

BRAC Business School

BRAC University

Date: 12th September, 2019

Non-Disclosure Agreement

This agreement is made and entered into by and between Deligram Technology Limited and the undersigned student at BRAC University.

I understand that during my internship experience I may have access to and involve in the operation of the business, processing of verbal, computer accessed, written information related Organization. I certify that I acknowledge being informed of the confidentiality policy concerning confidentiality and do not disclose any confidential data or information regarding the company in my internship report which may affect the company.

Organization Supervisor's Full Name & Signature:

Kazi Tahmid Imam
Sr. Business Manager
Deligram Technology Limited

Acknowledgment

This report result is the accumulation of a different number of general beings. At first, I would express my gratefulness to Almighty Allah for bestowing His blessings upon me to write this report and finish it within the given deadline.

Secondly, I would like to express my gratitude to my supervisor Zaheed Husein Mohammad Al Din. Besides, I always admire him as my faculty and am very excited to work under him in the completion of this report.

I would also like to thank my supervisors in Deligram Mr. Kazi Tahmid Imam who always have faith in me and assign me with complicated challenges, believing that I could handle it.

Finally, I would like to thank my organization, BRAC University, and Office of career service for giving me the opportunity of gaining practical experience and give me the opportunity of gathering all academic knowledge with practical knowledge.

However, I apologize if any kind of error finds in this report due to my limited knowledge and aptitude of time constraint. In this regard, I seek your kind consideration since I am still in the learning process.

Executive Summary

Deligram Technology limited is an E-commerce company which is an affiliated company of Rahimafroz founded by Waiz Rahim. It basically aims to serve their product in the rural area and urban area of Bangladesh through online and offline services. At first, they started their pilot launching in 2017 at Comilla. Later, they expand it in Dhaka, Gazipur, Savar as well. It is now planning to make 1200 Hub point throughout the country.

At the first phase of this report, it is an introduction about E-commerce industries and how those industries were started in Bangladesh. The chapter included with an overview of the company, product and branches of Deligram.

Some of the literature is reviewed which is discussed at the second phase. In the third phase, my job responsibility throughout the internship period is discussed.

At the middle of the report, I discussed a summary of the report which is background, scope, objective, methodology, and limitation widely.

At the fourth phase, I analyzed the report which discussed based on the survey questionnaires. There is some important factor like fair performance evaluation, Employee benefit, decision making, employee engagement etc.

Last but not the list, I have found out the overall employee satisfaction and based on that I come up with some recommendation. Throughout my report, I was trying to find out employee satisfaction of Deligram Technology Limited

Keywords: Deligram; E-Commerce; Satisfaction;

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1. Chapter One: About the Organization

1.1 Introduction

In Bangladesh, a few years back, nobody had ever thought that E-commerce will be popular like it is right now. Each and every consumer in our country wants to have the feeling to see and touch the product by himself or herself before buying. Now E-commerce has taken over the old marketplace and it is becoming popular day by day. However, E-commerce has taken a kind of popularity and acceptance in the people's mind because of the improvement in the field of Technology in the last few years. Similarly, the people who are living in city or town are getting the benefit of E-commerce but people in the rural area are not getting enough chance to buy through websites because of poor internet connection but this problem is mostly solved because of 3G/4G network. However, E-Commerce Business is categorized into six Types:

- Business to Business (B2B)
- Business to Consumer (B2C)
- Consumer to Consumer (C2C)
- Consumer to Business (B2C)
- Business to Administration (B2A)
- Consumer to Administration (C2A)

Also, there are different types of E-commerce sectors. These are:

- Digital Wallet
- Instant Messaging
- Social Networking

- Electronic Tickets
- Shopping Cart Software
- Supply Chain and Logistics
- Payment Systems
- Automated Online Assistant
- Online Shopping
- Online Banking

In Bangladesh, E-commerce picked up its fame almost 2013 after it was presented a couple of years back. Previously, the greater part of the consumers in our nation is inexperienced with the E-Commerce Sector as they have consistently observed the conventional marketplace around them. However, to make this new segment well-known to the generation, all the E-commerce sites have taken a lot of initiatives in Bangladesh.

Back in 2013, bank approved to use the debit card and credit card for online payment. So, the payment system in E-Commerce is not only paid by debit or credit card but also cash on delivery service is available in our country. There are many popular E-commerce sites such as Daraz Bangladesh, Pickaboo, Bagdoom. Com, Ajker deal.com etc. are available in our country. These are now gaining popularity in the E-commerce industry. In recent days, people who are busy getting used by their necessary thing through the website. In spite of having an issue about reliability, product quality and service, still people are also getting used to buying through online.

1.2 Company Overview

Deligram is an Omni-channel E-Commerce platform which means Delivery to gram and that basically aims to serve brands & manufacturers by enabling them to sell through online platform & innovative offline agent-model that allows neighborhood retail stores to become affiliate sales agents of the products on our platform. Moreover, Deligram is investing in warehousing, logistics & intelligent inventory management to make it easier for brands & manufacturers to create an easy online & offline digital distribution network & brand presence. However, their model is designed to match the future trend of online retail while still overcoming the challenges of our local market through traditional channels. Furthermore, Deligram is a portfolio investment of Rahimafrooz Group, a renowned conglomerate with over 63 years of trust & service through its various companies across the Automotive, Energy & Retail Industries. Now, it allows Deligram to build on top of an existing nationwide distribution channel.

Deligram is an online shopping destination where people can shop the widest selection of electronics, fashion, home appliances, kid's items and so on in Bangladesh and have them shipped directly to their home, office, agent point and DG hub at their convenience. Additionally, Deligram offers free returns and various payment options including cash on delivery. With affordable prices and great products, Deligram lets its customer enjoy amazing shopping experience with their order sent directly to their doorstep like in grocery shop. Correspondingly, they are constantly expanding their product range to include the latest gadgets, fashion styles, and new categories.



Deligram has launched in March 2018 and it's started turning into upcoming trusted online & offline shopping center for Bangladesh. In Bangladesh, people just knew about Amazon's business model where customers meet sellers and trade merchandise. But, Deligram presented a new era of a business model in Bangladesh called Omni-channel E-Commerce platform.

1.3 Omni-channel Platform

- Deligram started its journey which is called Omni-channel E-Commerce platform. So the term Omni-channel is defined as a multi-channel sales approach that provides the customer with integrated customer experience. To merge the benefits of online shopping with the convenience, trust & relationship of your neighborhood offline store and provide customers with an amazing retail experience.



Figure 1

- Customer can order their product through online by using mobile, desktop or laptop. They need to browse through www.deligram.com . After that, they need to select the product they want to order for. After successfully completing the ordering process, the customer will get a call from the customer care center for confirming the order. When the order is confirmed by the customer, the product will be delivered their agent point or the delivery point within 3 or 5 working day to the customer's address.

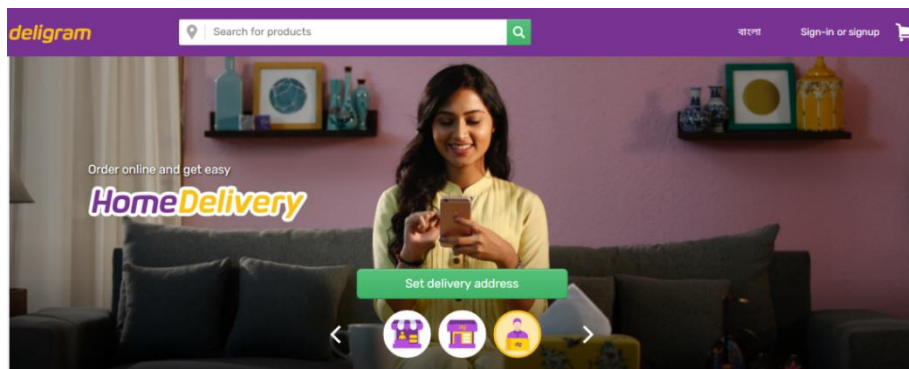


Figure 2

- Similarly, for ordering offline, customer can visit our Agent Store or DG Hub. For that, Customers don't need to have a smartphone or computer to order any product. The agent will assist the customer for ordering any product from Deligram POSM. After that, Agent will place the order on behalf of the customer. Then customer/agent will get a call from the customer care center of Deligram for confirming the order. So, when the order is confirmed, the product will be delivered under 3 or 5 working day to the customer's address.



Figure 3

1.4 Mission

Deligram's mission is to become the largest online & offline platform in Bangladesh. The company identifies and builds proven business models and transfers them to new, underserved or untapped markets where they seek to scale them into market-leading online companies.

1.5 Vision

- To merge the benefits of online shopping with the convenience, trust & relationship of customer's neighborhood offline store and provide customers with an amazing retail experience.
- To create a new scalable & efficient distribution channel for brands to reach a fast-growing consumer segment that is not yet online but will start transacting online or through our apps in the near future.
- To scale up Deligram's own logistics & delivery network across the nation to provide an unparalleled quality of delivery & service.

1.6 Objectives

- To capture the offline market, customers those who are not using e-commerce.
- To gain customers trusts through neighborhood offline store & dedicated customer care

for providing better service.

- Last-mile delivery all the way to villages.
- To satisfy customers, cash on delivery is available in every corner of Bangladesh.

1.7 Products of Deligram

Deligram Technology Ltd. is basically an online marketplace where different types of sellers sell their product. On the other hand, customers can buy their desired products from Deligram.

There are various categories like:

- Men's Fashion
- Women's Fashion
- Phones & Tablets
- Computers & Accessories
- Electronics & Home Appliances
- Home and Living
- Beauty, Health & Fitness
- Baby Care & Toys
- Books & Stationeries
- Automotive
- DG Flash Sale

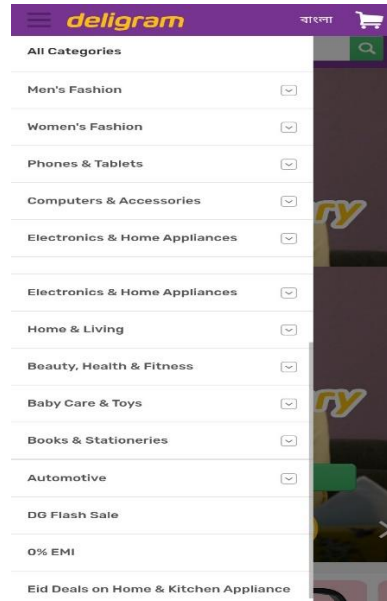


Figure 4

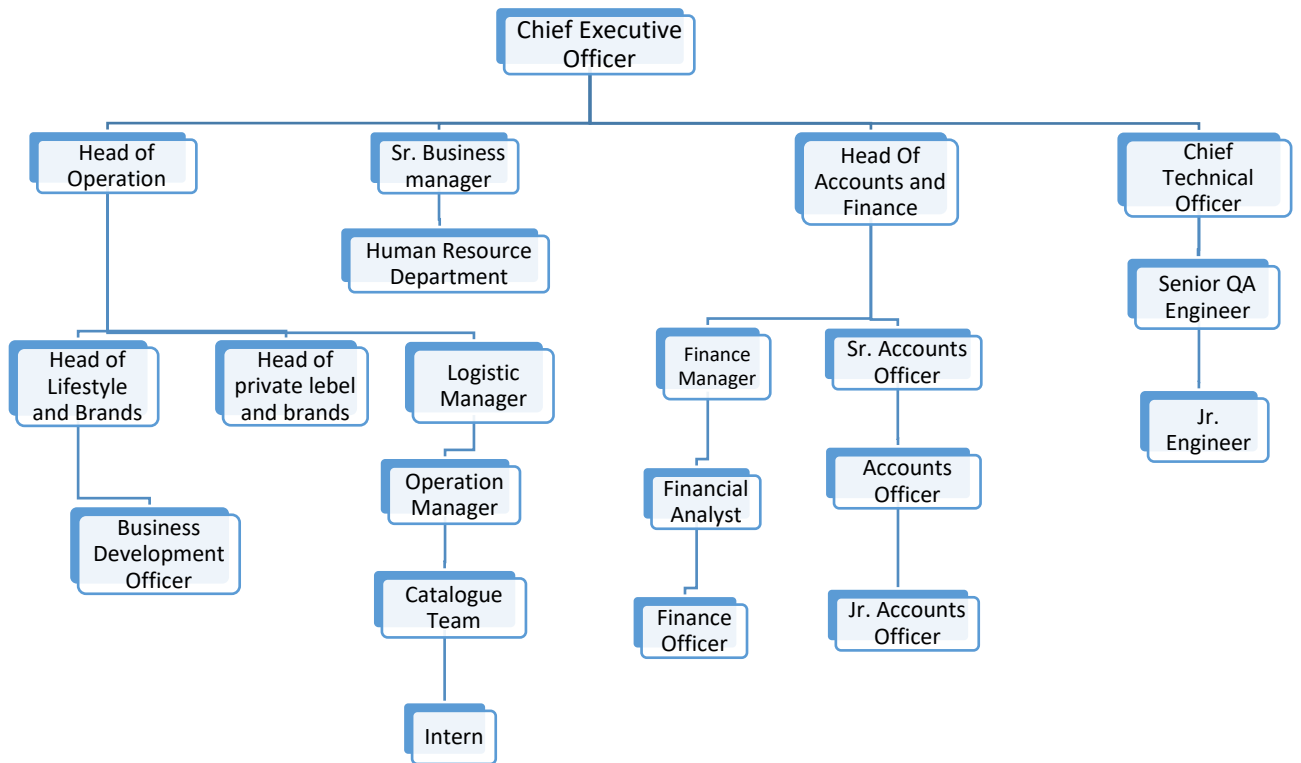
In Deligram, Customers will find all these categories which they can find on the website. However, they can search their desired products over the search box on the website. Deligram Technology Ltd. sells all these kind of products of different sellers by charging different commission rate to the sellers. All the categories are getting modified continuously because of growing customer demands. Deligram Technology Ltd also the cash on delivery system. On the other hand, the customers can also pay the money by cards. The delivery man carries a card swiping machine with them at the time of the product delivery.

1.8 Branches of Deligram

Although their main target is operating all over the country. Currently, Deligram is operating its operation in Dhaka, Comilla, Gazipur, Narayanganj, Sylhet. In Dhaka, they are covering Mohammadpur, Mirpur, Wari, Badda, Jatrabari. Very soon, they will start to operate in other areas as well. The address of the current Hub address is

- Headquarters at 705 Nakhalpara, Dhaka 1215.
- Comilla Hub, Kandirpar City Market, Comilla.
- Gazipur Hub, Nur Villa, House No: 17/1, Block: B, Dighirchala, Gazipur.
- Bhuiyor, Narayanganj Sadar, Narayanganj
- 68, Mousumi Residential Area(Mira Bazar), Agpara, Sylhet

1.9 Organizational Hierarchy



2. Chapter Two: Literature Review

For every organization, employee satisfaction is a very important issue. It is one of the functions of the HR department that brings job satisfaction as a whole. Employees are more loyal and productive when they are satisfied (Hunter & Tietjen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999). Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). So, it is important for an organization to give employees proper facilities, employee engagement as well as involvement which meets employee expectations to have a better outcome. Although employee satisfaction varies from one employee to another and there is no limitation which can meet the employee satisfaction. Sometimes, they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006). Therefore, it is important to keep good relations with the employee, a good working environment, a good salary system, training, and development opportunities, education and career development and other related benefits which can help to increase the employee satisfaction.

3. Chapter Three: Job Responsibility

In Deligram, I was appointed as “Administration & HR” intern for three months and I am lucky that I have learned lot more things within this short period of time. But, I did lot more diversifying works along with the assigned task.

3.1 Job Description

- **Prepare HR Policy**

It is basically a rule, guideline, and approaches which are adopted by the organization in managing the people. As Deligram is a Start-Up E-Commerce business, every time they are recruiting employee to achieve the goal. So, they need to have HR Policy to maintain the employees. So, I prepare HR Policy the help of my supervisor who is Sr. Business of Deligram Technology Limited.

- **Prepare Procurement Policy**

It is a guideline of buying goods and service at a most favorable price. So, I prepare Procurement policy which is assigned by my supervisor.

- **Employee Assets Tracking**

In-office, every employee was assigned some types of assets like laptop, Monitor, Hard Drive and so on. So, I track every employee assets which is assigned by doing their daily task.

- **Prepare MOU**

MOU is a Memorandum of Understanding. MOU is basically an agreement between two or more parties to establish an official partnership. In my internship period, I made MOU between Deligram and a women’s Beauty salon. For which, women who are working in Deligram as an employee will get a certain amount of advantage.

- **CV Shortlisting**

As Deligram is a start-Up E-commerce company, every time they need intern as well as employee to run up their business. So, it was one of the responsibility checking all the CV for the catalog team, Customer care Team, Market Operation Team and so on. Firstly, I shortlisted CV required to a certain position. After that call them for the interview. Lastly, the higher authority decides whom to recruit.

- **Stock Update**

In Deligram, they have a huge amount of demand for products directly through. In my job responsibility, I sometimes update the stock of the products in the require field.

- **Update HR File**

As before mentioned above, Deligram recruits employee to maintain their daily operation. So, as I was recruited as a HR intern, it was my responsibility to update HR file with CV, National ID card, Educational Certificate, NID Photocopy, NOC of previous working place.

- **Prepare JD of Hub Manager and Warehouse Employee**

Deligram is targeting to operate all over the country. In recent days, they opened 3 new Hub point. So, they recruit Hub manager for those Hub points to operate agent point. It was my task to prepare Job Description for the Hub manager and make it clear to the Hub manager and send the send hard copy of JD with the appointment letter.

In Deligram, in the warehouse, there have almost 15-20 warehouse crews who operate the day to day operation. Sometimes, there was a conflict between the warehouse crew. So, I was assigned to prepare a job description for the warehouse crew and make them clear.

- **Proof-Reading of the content**

It was one my responsibility to proof-read of the content like flyer, tabulate, leaflet, banner whether every content of those things is correct for the printing it or not. After that, send it to the vendor for the final printing.

- **Vendor payment listing and cross-check**

Deligram has almost 250 vendors for operating their business. So, I listed up all the vendor payment and update it to the software which is called Quickbook and cross-check it to the main hard Copy.

- **Employee Business Card and ID card requisition**

Deligram has almost 80 employees in the headquarter office with the warehouse employee. For that, I collect all the employee information and give requisition for their ID card and business and issue it to the employee.

- **Customer order confirm**

During the Eid season, there is huge pressure in the response of call every day. To reduce the pressure, I do call the customer to ensure the product they want to confirm, resolve customer queries and refund product queries.

3.2 Recommendation

During my three month internship period, I have some observation in the working and activity process of Deligram. In my point of view, there are few boundaries in its working process. So, my recommendations are as follow:

- ❖ In Deligram, there is no proper HR department to operate the business. As a result, there is a lack of motivation, rewards, Compensation and so on. So, my recommendation is to have a proper HR department where they can look

forward to having a proper employee satisfaction as well as employee management.

- ❖ Deligram is expanding day by day in Bangladesh, so there need to have a number of human resources to meet the demand of their customers.
- ❖ As Deligram is the fastest growing E-Commerce Company, there may have certain types of issue to resolve, so it is needed to have issue resolving team for the customer care, marketing team etc.
- ❖ Proper training programs are needed for the employees so that they can capable of providing the finest output.

4. Chapter Four: Summary of the Report

4.1 Background of the Study

As a requirement for completing the Bachelor of Business Administration (BBA) degree from BRAC University, it is required to complete an internship from a reputed business organization & prepare a report. As a student of BBA, I have completed three (3) months internship from Deligram Technology Ltd. (A Rahimafrooz affiliated company) and also prepared internship report named “Employee Satisfaction Level in Deligram Technology” by doing survey and made my report of Deligram Technology Ltd.

4.2 Scope of the Study

The purpose of this report is to have an overall employee satisfaction level. Moreover, the objective was to gain practical knowledge from this internship program at Deligram Technology Ltd. and understand the working environment of the Human Resource and Admin Department. In this report, I have tried to come up with a result of the employee satisfaction level of Deligram Technology Ltd. Also tried to find out some solutions in this aspect.

4.3 Objective of the Study

- To find out the relationship between the Supervisor and the Subordinate
- To find out the Factor that satisfies and influences the employee to stay with Deligram Technology Limited.
- To find out the attitude and Behavior of employee toward the Facility of Deligram Technology Limited.
- To find out the factors that motivate the employee to perform better
- Find out the attitude to retain the existing employees to build a long-lasting relationship.

4.4 Methodology

This research project is mostly followed by Qualitative Research. All the data collected during my internship period. Sources of Data were collected through two segments.

Population

The population for the survey is all about the target and accessible population. For preparing my report I considered Deligram Technology limited as the targeted population who are basically my colleagues, supervisor, operations, logistics team as well as whom I could access.

Sample Size

For the sample size, I choose it on a random basis. Depending on that, I choose 40 Deligram employees for conducting the survey according to my convenient time.

Types of Sampling

For my survey, I select probability sampling because it's a high chance every respondent will help to conduct the survey. Moreover, it will be both less time consuming and less costly.

Survey Method

I basically used both the primary and secondary sources for collecting the data from every respondent.

Primary Sources

At first, I made some questionnaire and do a survey among Deligram Employees like market operation team, Business Development Team, Catalogue Team, Customer Delight Officers, Graphics Designers Officers, Finances and Account Officers, Logistics Officers and so one.

Secondary Sources

For the secondary source, I have read other Deligram internship reports, Articles about Deligram, an Office journal which help me to drag all other necessary information. However, I also discuss other employees to do research.

Data Accumulation Process

For collecting the data, I set up some number of questionnaire. After that, I place it to the Google survey form and collect them through it. Then I put all the necessary info in the SPSS software for having the better and accurate results where I get the relationship of the variables. On the other hand, Most of the questions were close-ended question structured questionnaires.

4.5 Limitations of the Study

Throughout the report, I face some challenges and those are;

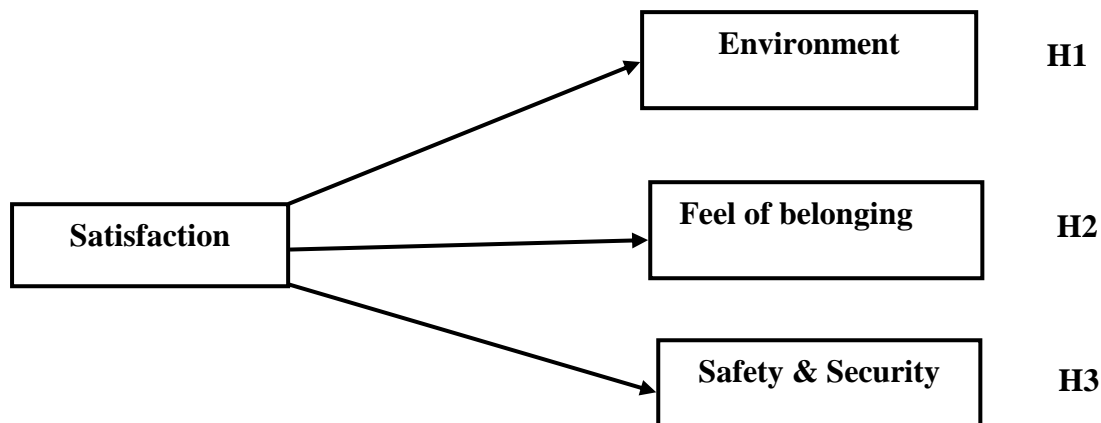
- Limitations of the short period of internship time. Since three months is not much enough to know the whole thing in a nutshell.
- I had a heavy workload which is one of the major challenges. For that particular reason, I could not get enough time to concentrate on my given report.
- As most of my colleagues and supervisors remain very busy with their working

schedules I had to struggle to collect data.

- Lack of confidential data, because they have privacy to disclose data.

Though having access in their operation and system software but it is restricted to disclose internal information on the report.

5. Chapter Five: Model and Hypothesis



Working Condition

A friendly working environment is very important to work for the employee. When a candidate is looking for a job, they more or less prefer better working environment rather monetary benefit. If a company assures adequate working environment for every employee, there will no dissatisfaction or complain from an employee.

H1: The better working Condition, the more will lead to employee satisfaction.

Feel of belonging

A company needs to believe an employee that he plays a vital role in the team. Moreover, communicating with an employee, keeping them involved in decision making, fair performance evaluation, a proper employee benefit will make feel an employee that he plays an important role for the organization.

H2: Feel of belonging brings employee loyalty and employee job satisfaction.

Safety and Security

A company needs to assure proper safety as well as security to the employee which also helps to accelerate company goal and objectives. Things like gender discrimination, flexibility in family issue one of the most important things to have job satisfaction

H3: Proper safety and security will help to have proper employee satisfaction

Research Question

What are the things that derive the employee satisfaction level in Deligram Technology Limited?

6. Chapter Six: Analysis of the Report

For the survey, I could manage only 40 people to get done the survey because everyone is so busy with their works. So, there were 60% Male and 40% female.

Here is the analysis part,

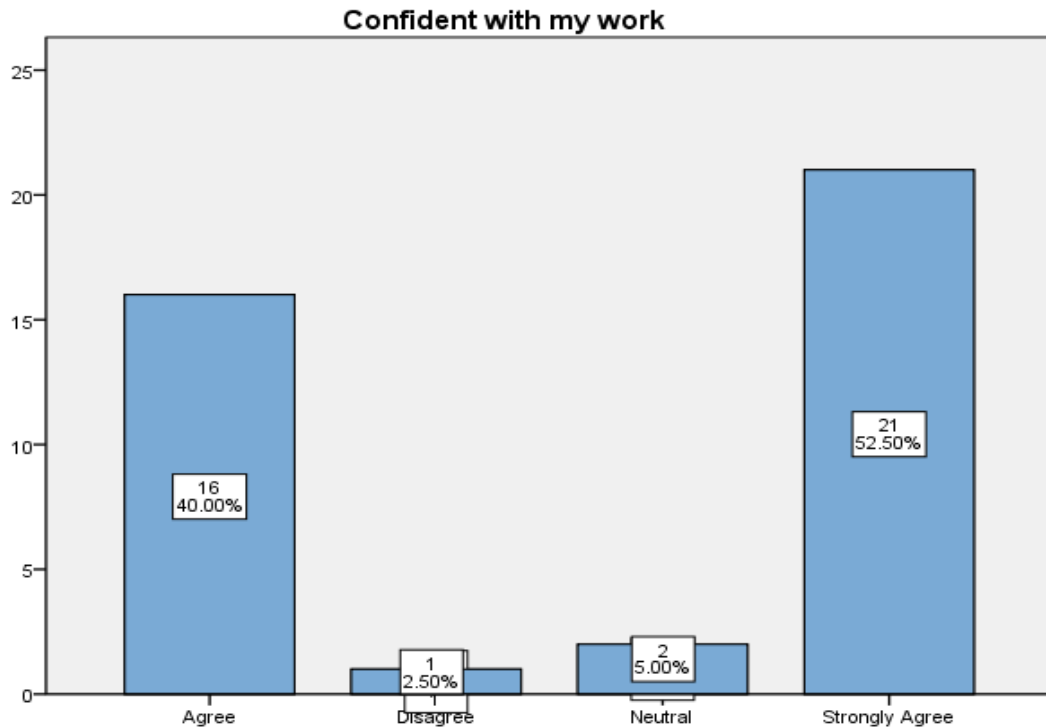


Figure 5

It is important for an employee to be confident for achieving the objectives and goal given by the supervisor and a wonderful outcome cannot be possible if the employee is not confident towards his/her assigned task. In the case of Deligram Technology limited, every employee works under a team. Each team has a supervisor so that they can have proper instruction to get the work in a proficient way. In Deligram, almost 50% employee is strongly agreed and with this statement and 40% employee agrees with this statement.

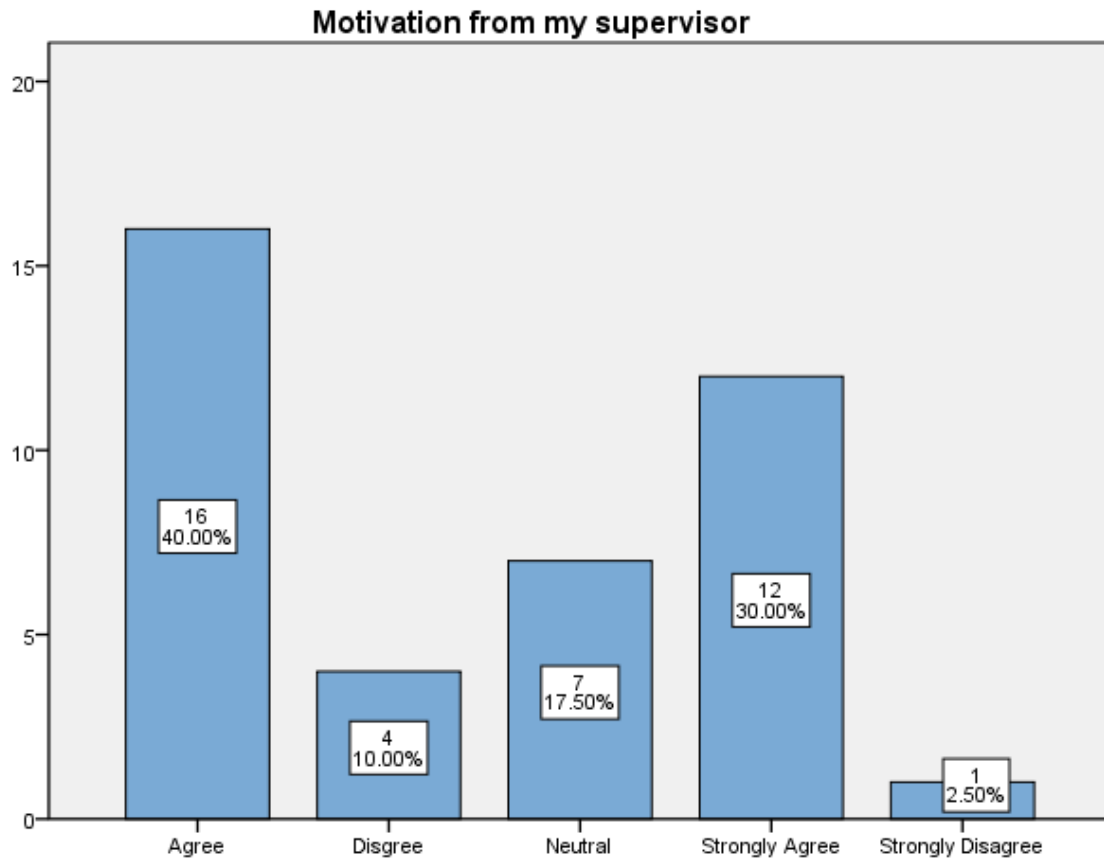


Figure 6

In Deligram, supervisor assigns and trains their employee in a way so that they can perform their task accurately. As Deligram is Start-up Company, Every employee needs to be motivated on a daily basis. After completing their assign task, employees re given necessary feedback and also they are provided fruitful suggestion in case of any mistake to have a better outcome. So, the percent of motivation level is satisfactory in the Deligram because 40% employee agree and 30% strongly agrees with the statement. Though 10% disagrees with this statement.

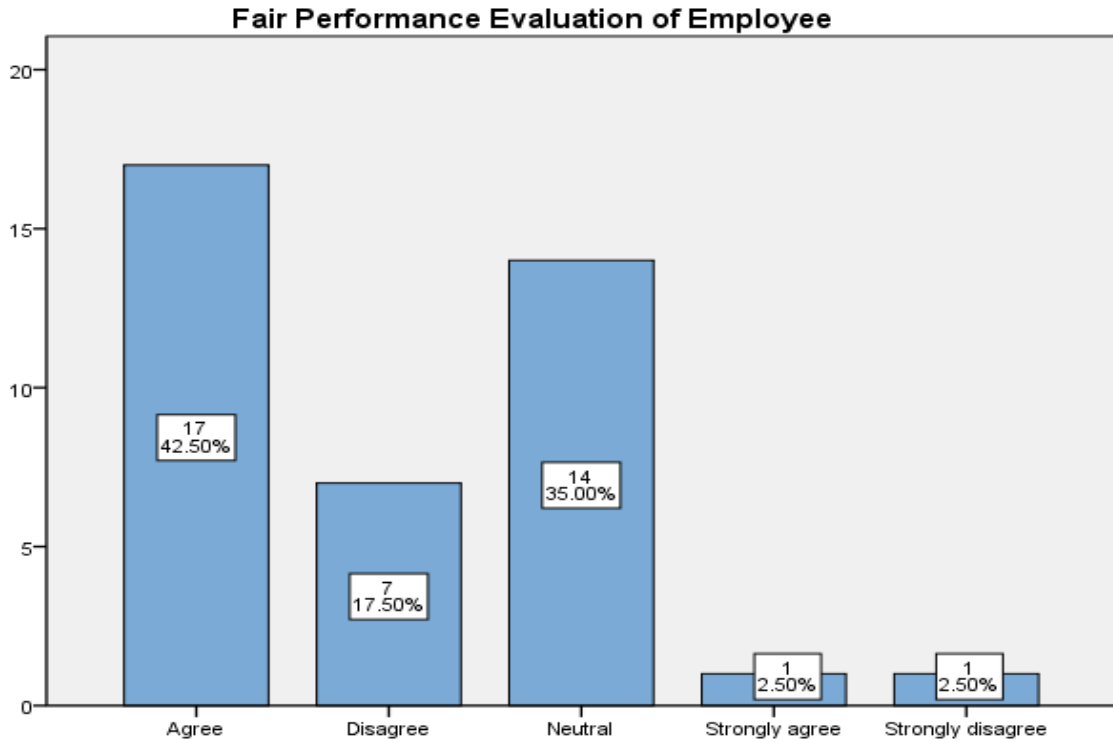


Figure 7

Deligram is a company where every employee treats equally. A fair performance of an employee evaluation identifies the achieving goal of industrious employee and also to know the potential employee. In Deligram, there is nothing like fair performance evaluation but they do evaluate employee by the outcome of the assign tasks. As a result, Survey results Shows 17% of employees disagree with this statement and 42% of the employee agrees with this statement.

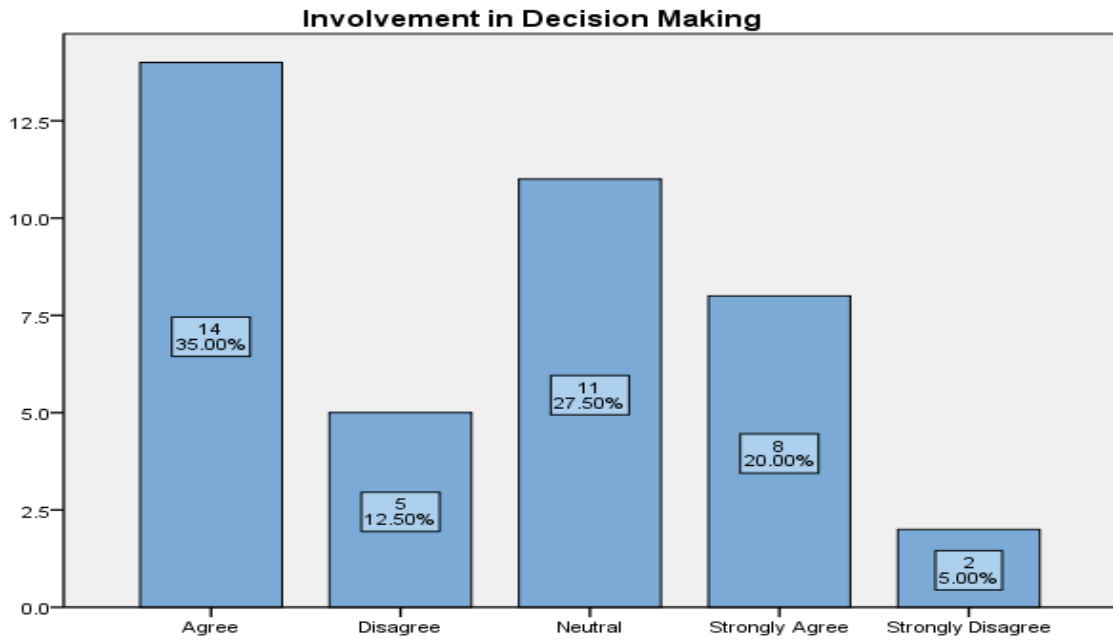


Figure 8

Deligram has its privacy like other company. As they start their business in a few years back, in most of the cases, they involve the employee in decision making. Also, they consider employee suggestion in most of the cases. Although, most of the important decisions are taken from the mid-level and top-level employee. When an emergency situation comes, employee reports their decision to the supervisor. So, the graph shows 35% respondent are agreed and 20% strongly agrees with this statement.

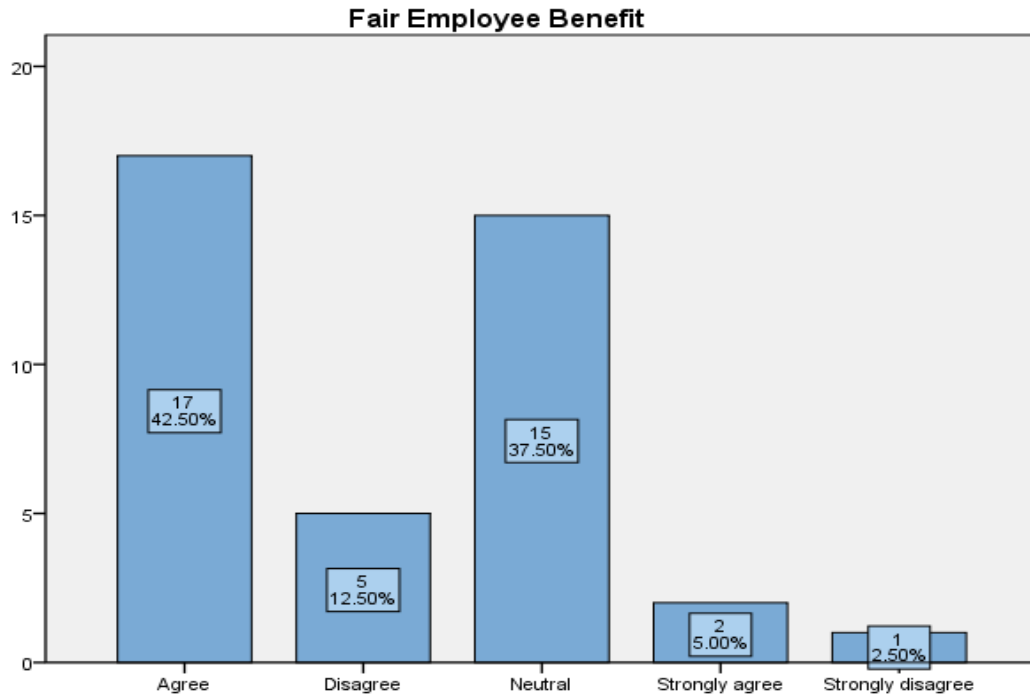


Figure 9

The chart shows that almost 42% employee agrees and 37% are being neutral this statement. Also, almost 12% found are disagree with this statement. Deligram is working in certain things like a reward system, discount cards, a suitable working environment, and reimbursements which will satisfy the employee.

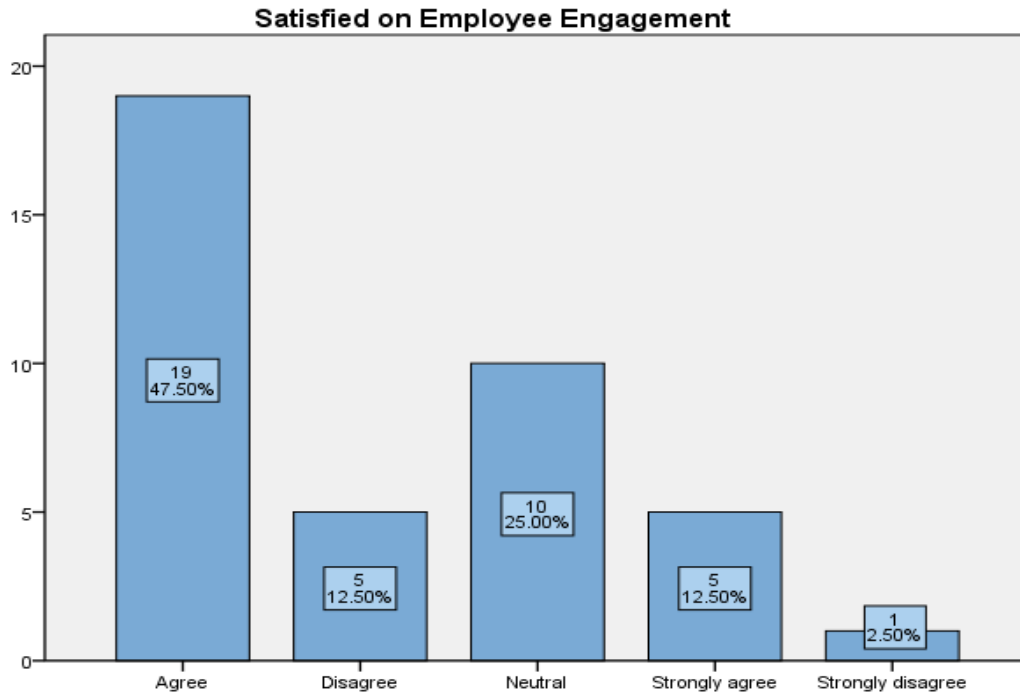


Figure 10

Employee engagement process should be approached in a way which results in organizational success and employee are more committed to organization values, objective and goal. In the case of employee engagement, Deligram tries to engage the employee to achieve the target goal so that there will have the best outcome of the operation. As the graph shows, 47% employee agrees 25% are neutral with this statement claim. Besides, 5% disagree that they are being engaged in employee engagement.

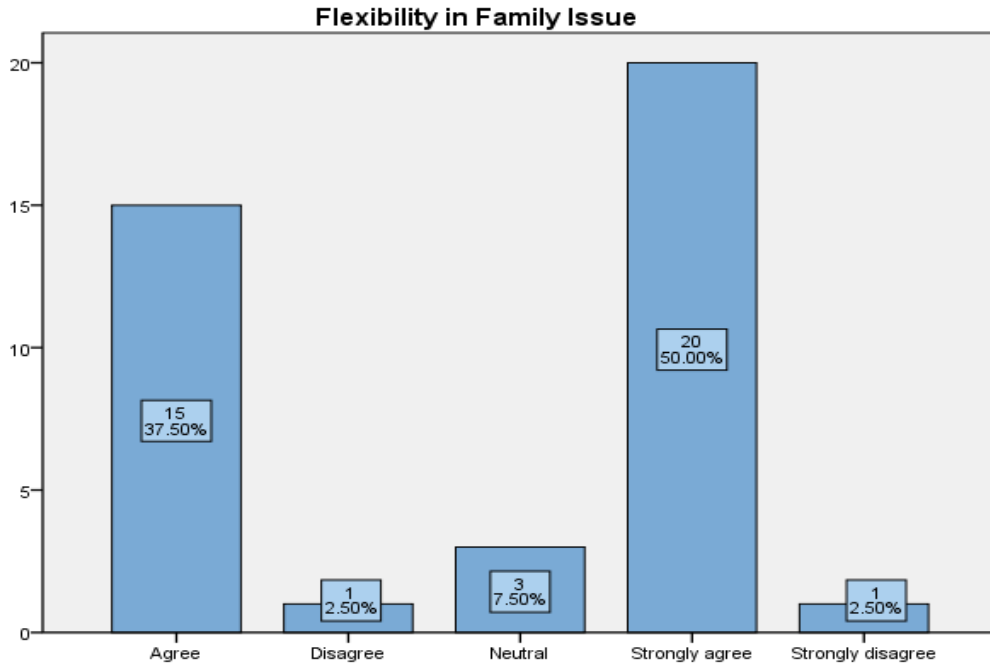


Figure 11

Deligram is strongly concern about employee family issue like emergency leave, maternal leave and so on. As a result, the graph shows, 50% of the respondent are strongly agreed and 37% employee agree that Deligram gives flexibility in a family issue.

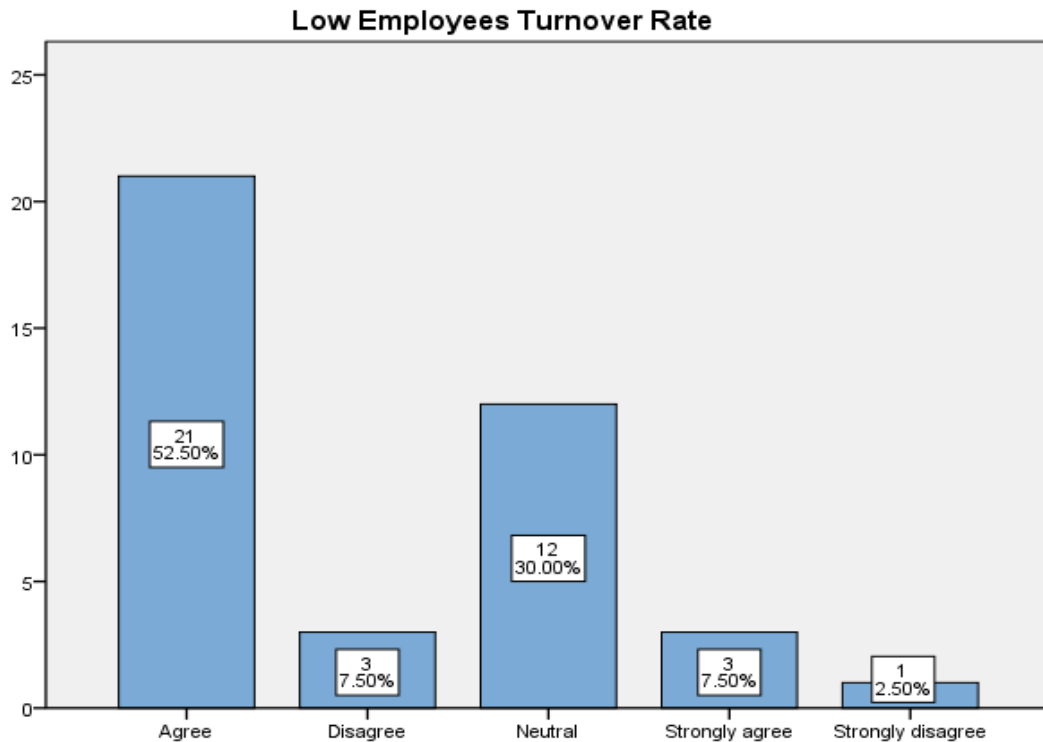


Figure 12

The relation between the Deligram and the employee is at a satisfactory level considering all other factors. There, the graph shows that almost 52% of employees agree and 30% are neutral. In this statement shows that Deligram has a low turnover rate. Although 7 respondent disagrees because as it is a Start-up Company in most of the cases few are looking for a better opportunity.

Frequency Table

		Statistics										
		I feel comfortable while working in office	I am happy with the office facility	I am Confident with my work	I am happy with my involvement in decision making	My office does fair performance evaluation of Employee	I am satisfied on Employee Engagement	My office has fair Employeeben efit	I get motivation from my supervisor	I am Satisfied with salary payment system of Deligram	I sometimes feel Gender Discrimination in office	
N	Valid	40	40	40	40	40	40	40	40	40	40	
	Missing	0	0	0	0	0	0	0	0	0	0	
	Mean	3.98	3.60	4.43	3.53	3.25	3.55	3.35	3.85	3.85	2.05	
	Std. Error of Mean	.141	.151	.113	.175	.138	.152	.137	.166	.184	.168	
	Median	4.00	4.00	5.00	4.00	3.00	4.00	3.00	4.00	4.00	2.00	
	Std. Deviation	.891	.955	.712	1.109	.870	.959	.864	1.051	1.167	1.061	
	Variance	.794	.913	.507	1.230	.756	.921	.746	1.105	1.362	1.126	

Figure 13

Recommendation

- **Team Involvement**

In Deligram, there needs more Team involvement in decision making. Every employee works to achieve a certain target, goal and the growth of the business. Their decisions are more important for them to go ahead and run the operation successfully.

- **Proper HR Department**

There must have proper HR & Admin department that can works for employee satisfaction, rewards and compensation, benefits and resolving employee matter and conflicts in a proper way.

- **Reduce Communication Gap**

As Deligram is operating their business as a team basis and there needs support from one department to another which can reduce the gap between supervisors and the employee also the manager. So, they need to have a reliable and smooth communication which can set up to help and accomplish the business goal. Sometimes there is a lack of communication. So, each and every information and instruction need to deliver clearly from the supervisors to get done the works successfully. As a recommendation, there should be more inquiry about employee's activities by line manager which is important for attention to their works.

- **Better Website Design & Development**

As Deligram is an E-commerce based business their website and internet service need to improve as soon as possible which results in more productivity and affects to run the daily operation.

- **In house Recreation**

It is important that Deligram does not offer restroom, prayer room, and laboratory facilities. The top-level manager should be concerned about this issue.

- **Performance Appraisal**

On the most important thing is Deligram needs performance Appraisal for the employee's betterment. So in the future, employee will be more motivated to their works. Besides, they need to reduce the probation period and provide permanent employment as per experience and performance evaluation.

Conclusion

Deligram is now one of the most popular and renowned start-up company in the E-commerce industry of Bangladesh. So, it is their main responsibility for the HR & Admin department to recruit skilled employee in the right place as they can achieve more loyal customer and their will more possible of profit generated by having the dedicated employee. Moreover, they need to focus more on their goal, target as well as manpower, website development, recruitment system, training the employee. However, they need to recruit more responsible and organized employee with more knowledge, skill, and ability who can help to run business faster. Besides, they need to ensure more employee benefit, engagement, and commitment and rise up the employee satisfaction level so that they may have the development in the e-Commerce industry. Also, both the employee and supervisor relation should be in a way which can bring employee motivation. In conclusion, the contribution of the employee of Deligram in a way which outcome is at a satisfactory level.

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Appendix A.

1. Your Gender

- a. Male
- b. Female

2. Your age?

- a. 20 up to 25
- b. 25 up to 30
- c. 30 up to 35
- d. 35 up to 40
- e. 40 Above

3. I feel comfortable while working in the office

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

4. I am confident at my work

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

5. I am happy with the office facility

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

6. I get motivation from my supervisor

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

7. I am happy with my involvement in decision making

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

8. I am satisfied with the salary payment system of Deligram

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

9. My office does a fair performance on the evaluation of employee

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

10. My office has fair employee benefit

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

11. Sometimes I feel Gender Discrimination in office

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

12. I am satisfied with working with my colleagues

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree

e. Strongly Agree

13. I am satisfied with employee engagement

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

14. My office provides flexibility for family issue

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

15. Deligram has low employees turnover rate.

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

16. I will recommend others for applying Deligram Technology Limited.

a. Strongly Disagree

b. Disagree

c. Neutral

d. Agree

e. Strongly Agree

17. In your perspective what are things Deligram need to Change.