

# Internship report

Employee Motivation and Retention in BRAC

BRAC University  
BRAC Business School  
BBA Program  
Internship (Course Code: BUS-400)

# Employee Motivation and Retention in BRAC

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Date of Submission: May 24, 2012

## **Letter of Transmittal:**

Date: May 24, 2012

Md. Tanvi Newaz  
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Subject: Submission of Internship Report

Dear Mr. Newaz:

With great gratification I am submitting my internship report on “Employee Motivation and Retention in BRAC” that you have assigned to me as an essential requirement of Internship (BUS-400) program.

I have found the study to be quite interesting, beneficial & insightful and tried my level best to prepare a n effective & creditable report.

I sinceirly hope that my analysis will provide a clear idea about the overall condition regarding the current “ Employee Motivation and Retention in BRAC.”

Yours Sincerely,

---

(Farhana Karim)

### **Acknowledement:**

I would like to provide my heartiest appreciation to BRAC University as well as my Academic supervisor Md. Tanvi Newaz, Lecturer, BRAC Business School, BRAC University for providing me the ground to earn good insights about ‘Employee Motivation and Retention in BRAC’. This is indeed a good way of learning and I really appreciate his efforts towards giving me a proper line of directions.

I am cordially thankful to my Organizational supervisor Muhammad Mehraj Hamid, Director HR, BRAC for helping me spontaneously regarding the project. Without his time and dedication, the depth of my knowledge about the subject matter could not be flourished within this short period of time.

Nevertheless, I am also extending my heartfelt thanks to Roxana Rabbani, AGM BRAC and Hrishikesh Baidya, DGM BRAC for their assistance and inspiration through the accomplishment of this job.

## **Executive Summary**

Since its inception in 1972 as a small relief and rehabilitation project in a remote corner of Bangladesh, BRAC have grown to become one of the largest and most successful development organizations in the world. Over the course of evolution it has established itself as a pioneer in recognizing and tracking the many different realities of poverty. Guided by its founder's vision, BRAC is defeating poverty by giving the poor a chance to bring changes in their own lives. With 125000 employees, it is now the world's largest nongovernmental organization, a catalyst for change touching the lives of 138 million people around the world. BRAC currently has 36 programmes. Through this report the way BRAC motivates and retains its employees and whether in reality the employers are actually motivated or not can be figured out. This report mainly wants to identify the age, tenure, experience, managerial position and how employees feel about their job, working environment, Performance Appraisal, compensation and other benefits, job satisfaction etc. 57 was the sample size. There are 12 units in BRAC's Human Resource Division, Head Office and they were the sample population. Primary data's from the respondents from BRAC will be collected then SPSS would be used to process, tabulate, analyze the collected data's in order to come up with a meaningful result. Convenient sampling is used and the sample size would be 57 because the access to Human Resource Division, Head Office of BRAC was only available. From the questionnaire it was found that in BRAC, the ratio of male and female employees are balanced; majority of the employees working at BRAC HRDHO are at their mid aged; majority of the employees fall in the entry level category; most of the employees of BRAC HRDHO have been working here for a long time and they have good working experience and majority of the employees of the HO are full time employees. According to the findings, most of the employees feel secured about their job; most of them were satisfied with their working environment; majority of them were happy with their Performance Appraisal; most of them were dissatisfied with their compensation package; most of them were happy with the other benefits provided to them; most of them wants to build long term career here; most of them find their job challenging; they have proper work life balance; they stated they were able to participate in decision making; however they stated they are not fully satisfied with their job. Few problems that exist in BRAC's Human Resource Division's Head Office were figured out such as; employees were not motivated by compensation; they were not fully satisfied with their job. In order to overcome the first problem which was about employees not being motivated by compensation, the proposed solutions were: Praise and recognition, Career Path, One-on-One Coaching, Additional Responsibility and Social Gatherings. Through these non-monetary benefits BRAC can lessen its employee's dissatisfaction regarding their pay package. If employees are happy with the intrinsic and other non-monetary benefits than they might be less bothered about pay package. The other problem that was figured out was that the employees were not fully satisfied with their job, the possible solutions that I suggested were: Job Rotation,

Job enrichment, Job enlargement, Flex hours and Build corporate culture. The above points might help BRAC to make their employees satisfied with their jobs.

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## List of Abbreviations

BEP	=	BRAC Education Programme
BHP	=	BRAC Health Programme
C&B	=	Compensation & Benefit
CDM	=	Centre for Development Management
CEP	=	Community Empowerment Programme
DECC	=	Disaster Environment & climate change
HRDFO	=	Human Resource Division Field Office
HRDHO	=	Human Resource Division Head Office
HRLS	=	Human Right & Legal Aid Services
IDP	=	Integrated Development programees
OLU	=	Organization Level Unit
OTEP	=	Oral Therapy Extension Programe
PCD	=	Policy and Capacity Development
PMS	=	Performance Management System
PSU	=	Partnership Strengthening Unit
RED	=	Research and Evaluation Division
TUP	=	Targeting the Ultra Poor
VO	=	Village Organizations

## Chapter-1: Organization Overview

### 1.1 Introduction

BRAC was founded in Bangladesh in 1972 and over the course of its evolution it has established itself as a pioneer in recognizing and tackling the many different realities of poverty. BRAC works to combat poverty in 70,000 villages and 2,000 slums, reaching three quarters of the entire population with an integrated package of services for rural and urban communities. It employs more than 100,000 people. BRAC (2012)

#### **BRAC's Strengths are:**

- Thinking local, acting global – BRAC lives and works within households and communities, but operates successful interventions at national levels to maximize their impact. They had developed a culture of knowledge-sharing, which have enabled them to extend proven techniques and best practices across geographical barriers. Currently they are working in 10 countries across Asia and Africa.
- Increasingly self-reliant - Self-reliance is a key theme at BRAC. From its inception nearly four decades ago as a fully donor-funded relief project, BRAC now have come to be over 70% self-financed, which is no small feat considering its annual budget of nearly USD 495 million. BRAC have achieved this level of self-reliance not only through built-in measures to ensure efficiency and cost-effectiveness across all its programmes, but also by innovating the concept of social enterprises. BRAC's social enterprises, ranging from agriculture to handicrafts, are strategically connected to the development programmes and form crucial chain linkages that increase the productivity of its members' assets and labor, and reduce the risks of their enterprises. The surpluses generated from these enterprises are fed back into its development programmes that help to make us increasingly self-reliant.
- Unprecedented Scale and Reach - "Small is beautiful, but big is necessary" –Sir Fazle Hasan Abed, BRAC Founder and Chairperson. According to him, working in countries where the poor number in the tens of millions, we cannot afford to be satisfied with small-scale projects. We are specialists in taking an idea, testing it, perfecting it and then expanding it rapidly to national scale cost-effectively and without compromising quality. Today, BRAC is the largest development organization in the world in terms of its reach its tuberculosis programme alone covers a population of over 80 million people in Bangladesh. We are also the largest in terms of staff size, employing more than 60,000 people, and organizing and training an additional 60,000 self-employed health volunteers, agriculture and livestock extension agents and part-time teachers. Across the world, our staff and our volunteers together reach an estimated 110 million people.

- Proven Track Record – BRAC is a major contributor to the development success story of Bangladesh - a country on track to meet the majority of the millennium development goals and join the ranks of middle income countries. In a short span of time, BRAC have also grown to become a leading development organization in all the other countries in which it's working. BRAC is the development partner of choice for most donor agencies and governments. BRAC (2012)

## **1.2 History**

Known formerly as the Bangladesh Rehabilitation Assistance Committee and then as the Bangladesh Rural Advancement Committee, BRAC was initiated in 1972 by Sir Fazle Hasan Abed at Sulla in the district of Sylhet as a small-scale relief and rehabilitation project to help returning war refugees after the Bangladesh Liberation War of 1971. In nine months, 14 thousand homes were rebuilt as part of the relief effort and several hundred boats were built for the fishermen. Medical centers were opened and other essential services were ensured. At the end of 1972, when the first phase of relief work was over, BRAC turned towards long-term development needs and re-organized itself to focus on the empowerment of the poor and landless, particularly women and children.

By 1974, BRAC had started providing microcredit and had started analyzing the usefulness of credit inputs in the lives of the poor. Until the mid-1970s, BRAC concentrated on community development through village development programmes that included agriculture, fisheries, cooperatives, rural crafts, adult literacy, health and family planning, vocational training for women and construction of community centers. A Research and Evaluation Division (RED) was set up by BRAC in 1975 to analyze and evaluate its activities and provide direction for the organization to evolve. In 1977, BRAC shifted from community development towards a more targeted approach by organizing village groups called Village Organizations (VO). This approach targeted the poorest of the poor – the landless, small farmers, artisans, and vulnerable women. Those who own less than half an acre of land and survive by selling manual labor were regarded as BRAC's target group. That same year BRAC set up a commercial printing press to help finance its activities. The handicraft retail chain called Aarong, was established the following year.

In 1979, BRAC entered the health field by establishing a nation-wide Oral Therapy Extension Programme (OTEP), a campaign to combat diarrhoea, the leading cause of the high child mortality rate in Bangladesh. Over a ten-year period 1,200 BRAC workers went door-to-door to teach 12 million mothers the preparation of home-made oral saline. Bangladesh today has one of the highest rates of usage of oral rehydration, and BRAC's campaign cut down child and infant mortality from 285 per thousand to 75 per thousand. This initial success in scaling up propelled

rapid expansion of other BRAC programmes such as Non Formal Primary Education which BRAC started in 1985 – a model that has been replicated in about a dozen countries.

In 1986 BRAC started its Rural Development Programme that incorporated four major activities – institution building including functional education and training, credit operation, income and employment generation and support service programmes. In 1991 the Women's Health Development programme commenced. The following year BRAC established a Centre for Development Management (CDM) in Rajendrapur. Its Social Development, Human Rights and Legal Services programme was launched in 1996 with the aim to empower women with legal rights and assist them in becoming involved with community and ward level organizations. In 1998, BRAC's Dairy and Food project was commissioned. BRAC launched an Information Technology Institute the following year. In 2001, BRAC established a university called BRAC University with the aim to create future leaders and the BRAC Bank was started to cater primarily to small and medium enterprises.

In 2002 BRAC launched a programme called Challenging the Frontiers of Poverty Reduction – Targeting the Ultra Poor (CFPR-TUP) designed specifically for those that BRAC defines as the ultra-poor, the extreme poor who cannot access conventional microfinance. The same year BRAC also went into Afghanistan with relief and rehabilitation programmes. It was the first organization in Bangladesh to establish, in 2004, the office of an Ombudsperson. BRAC (Jan 2011)

### **1.3 Service Offerings**

- BRAC's programmes in Bangladesh include:
- Agriculture & Food Security
- Microfinance
- Targeting Extreme Poverty
- Empowering Adolescents
- Education
- Health
- Legal Empowerment
- Environment
- Gender Justice & Diversity
- Social Communications & Advocacy
- Social Enterprises
- Socially Responsible Investment
- Technical Assistance

- Community Empowerment & Strengthening Local Institutions

#### **1.4 Core Programmes of BRAC**

- 1) AFS (Agriculture Food Security Programme)
- 2) BEP (BRAC Education Programme)
- 3) BHP (BRAC Health Programme)
- 4) CEP (Community Empowerment Programme)
- 5) DECC (Disaster Environment & climate change)
- 6) Gender Justice and Diversity (SHRC & Advocacy for Social change)
- 7) HRLS (Human Right & Legal Aid Services)
- 8) IDP (Integrated Development programmees)
- 9) Legal and Compliance
- 10) Microfinance
- 11) PSU (Partnership Strengthening Unit)
- 12) Tea Garden
- 13) TUP (Targeting the Ultra Poor)
- 14) WASH

#### **1.5 Support Programmes of BRAC**

- 1) Administration
- 2) BRAC Learning Division
- 3) BRACs Communications Department
- 4) Central Store
- 5) Construction
- 6) Estate
- 7) Finance & Accounts
- 8) HRD
- 9) ICT Department
- 10) Internal Audit
- 11) Logistics Services
- 12) Maintenance
- 13) Monitoring
- 14) Procurement
- 15) RED
- 16) Road Safety (Special Project)

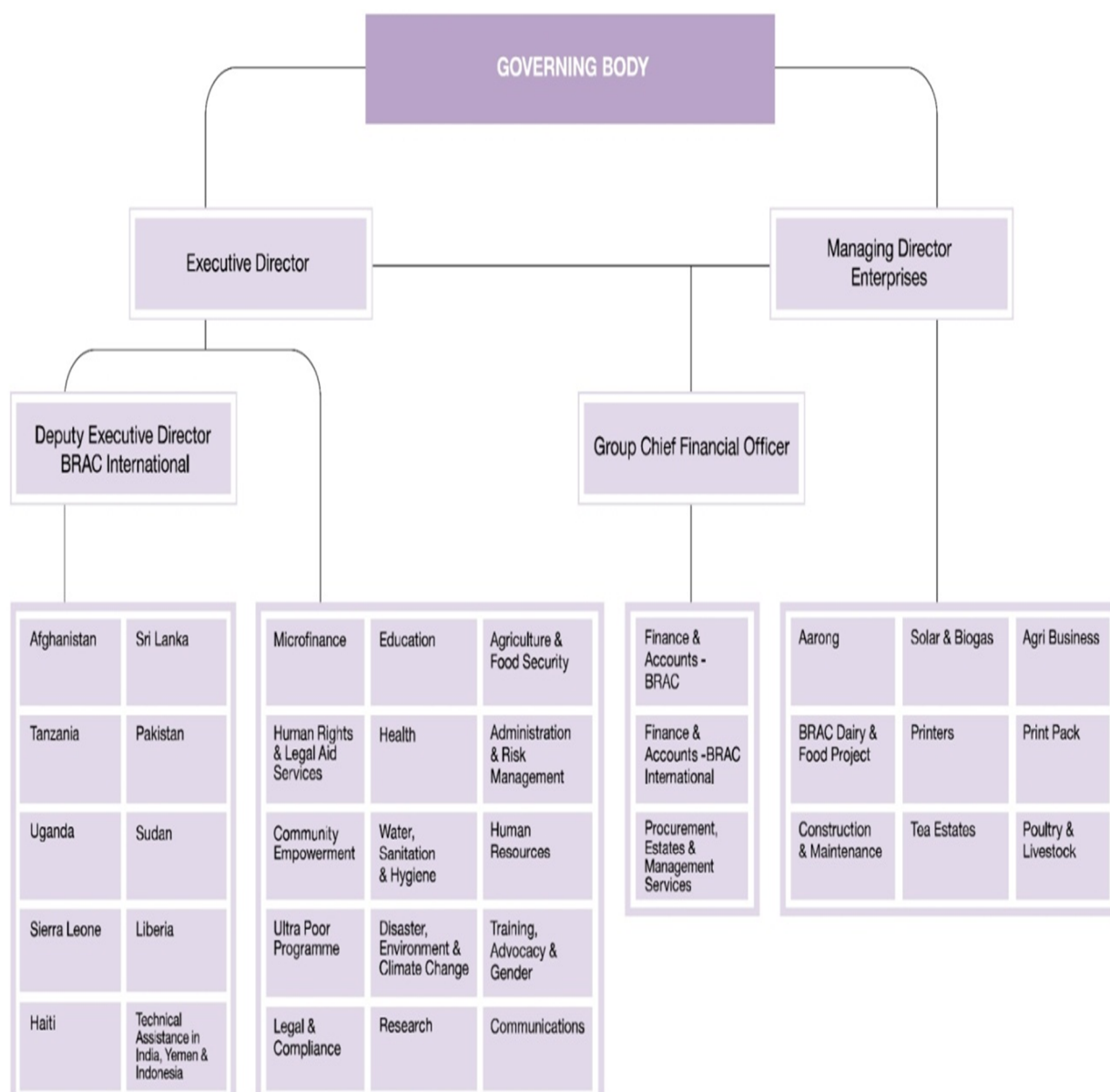
- 17) Security Services
- 18) Telephone
- 19) Transport & Workshop
- 20) BRAC Enterprises
- 21) BRAC International
- 22) IED-BRAC University

### **1.6 Awards that BRAC Received:**

- 2010 : Social Performance Reporting Award, Silver Category
- 2009 : Conrad Hilton Foundation Humanitarian Award
- 2008: Bangladesh Swadhinata Puroshkar (Independence Award)
- 2008: Stop TB Partnership Kochon Prize
- 2006 & 2005: CGAP ( Consultative Group to Assist the Poor) Financial Transparency Award
- 2005: SAFA ( South Asian Federation of Accountants) Best Presented Account Award

## 1.7 Organogram

### BRAC Organogram



BRAC Annual Report (2010)

### **1.8 BRAC's Vision**

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential.

### **1.9 BRAC's Mission**

Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realize their potential.

### **1.10 BRAC's Values are:**

- Innovation
- Integrity
- Inclusiveness
- Effectiveness

### **1.11 HR Units of BRAC are as follows:**

- Recruitment
- Appointment
- Confirmation
- Grievance Management
- PCD (Policy and Capacity Development)
- International
- PMS (Performance Management System)
- Enterprise
- Separation
- HRDFO (Human Resource Department Field Office)
- C&B (Compensation & Benefit)
- OLU ( Organization Level Unit)



## **Chapter-2: Job**

### **2.1 Nature of the job**

Working as a HR Officer at BRAC. There are 11 units at BRAC and I am an active member of the OLU (Organization Level Unit) and partial member of Recruitment and Enterprise Unit.

### **2.2 Specific Job Responsibilities**

1. Assist Head of HR with his HR Strategic Planning. Coming up with execution plan of different projects, monitoring the progress of the projects, arranging seminars etc.
2. An active member of OLU (Organization Level Unit).  
My Job responsibility in OLU is to come up with a plan of action on implementing Performance Appraisal System in BRAC and also to monitor the Balance Score Card. I also had to also conduct workshops in Chittagong, Barishal, Rajendripur and Dinajpur for the smooth implementation of the new Performance Appraisal System.
3. Generate different types of integrated HR reports from all the units present in the HR for further reporting to top team by Head of HR, so that the performance of each unit can be judged from different angles.
4. Monitor the proper execution of HR Dashboard, in line with Program Objectives & regularly update Head of HR about the progress Program Objectives.
5. To provide support to different units of HR when required.
6. A partial member of Recruitment Unit to initiative Employer Branding.  
Here the main responsibility of mine is to come up with workshop, Norm Group Test, participate in Career Fairs, and conduct seminars in different public and private Universities in order to conduct Employer Branding.
7. A partial member of Enterprise Unit.  
Here my Job Responsibility is to conduct a workshop consisting majority of the employees working in the Enterprises and then make the Role Profile and Organogram of all the SBU's that BRAC has and also prepare the Succession Plan of the Head Office, field offices and enterprise.

### **2.3 Different aspects of job performance**

Different aspects of the job performance include making different types of reports, making execution and implementation plan of different project and monitoring the implementation of the projects, arranging workshops and conducting them as well.

## **2.4 Why I have chosen this topic**

As I am working in the OLU (Organization Level Unit), where I deal with Performance Appraisal System in BRAC, monitor the Balance Score Card and as I am also an active member of Recruitment Unit. Working in these units made me curious to know what are the ways by which BRAC retentions and motivations its employees, so I have chosen this topic. Moreover this topic is also relevant with the units I work for. However the turnover rate of employees for 2011 was 12%.

## Chapter-3: Project

### **3.1. Summary**

The purpose of this research was to find out how BRAC Motivation and Retention its employees. BRAC Motivation and Retention its employees by providing scholarships, training, day care center, study leave, loan facilities, international secondment, extraordinary leave and transport facility. Through this report the age, tenure, managerial position and how employees feel about their job, working environment, Performance Appraisal, compensation and other benefits, job satisfaction etc. can be found out. This research would be mainly exploratory in nature. The objective of exploratory research would be to explore or search through a situation to provide insights and understanding. This research would be exploratory because also the topic is not exceptional but this sort of research was not conducted much on development organizations. The research would be quantitative in nature. Primary data's from the respondents from BRAC would be collected then SPSS would be used to process, tabulate, analyze the collected data's in order to come up with a meaningful result. Convenient sampling is used and the sample size would be 57 because the access to Human Resource Division, Head Office of BRAC was only available. From the questionnaire it was found that in BRAC, the ratio of male and female employees are balanced; majority of the employees working at BRAC HRDHO are at their mid aged; majority of the employees fall in the entry level category; most of the employees of BRAC HRDHO have been working here for a long time and they have good working experience and majority of the employees of the HO are full time employees. According to the findings, most of the employees feel secured about their job; most of them were satisfied with their working environment; majority of them were happy with their Performance Appraisal; most of them were dissatisfied with their compensation package; most of them were happy with the other benefits provided to them; most of them wants to build long term career here; most of them find their job challenging; they have proper work life balance; they stated they were able to participate in decision making; however they stated they are not fully satisfied with their job. Two problem areas that could be identified were that the employees of BRAC's HRD Head Officer were not motivated by compensation and they were not fully satisfied with job. The solutions of the problems can be better pay structure and they can conduct feedback secession in order to identify what are the causes of the employee's dissatisfaction and then they can improve on the grey areas.

### **3.2 Target Population**

Sampling design begins by specifying the target population. The target population is the collection of elements or objects that possess the information sought by the researcher.

As the target population depends on objective of the report so the employees of BRAC's HRD would be the targeted population in this research.

### **3.3 Origin of this Report:**

This report was assigned as part of the Internship program of BRAC Business School upon completion of four years Bachelor of Business Administration (BBA) program. In accordance with the specifications of this program, the researcher has completed 12-week period of the internship at BRAC (NGO). The assigned project titled "Employee Motivation and Retention in BRAC" has been completed and report has been prepared under excellent supervision of my Academic Supervisor Md. TanviNewaz, Lecturer, BRAC Business School, BRAC University and Organizational Supervisor Muhammad Mehraj Hamid, Associate Director, BRAC.

#### **3.4.1 General Objectives:**

The general objective of this report has an overall idea regarding the way BRAC motivates and retains its employees and whether in reality the employers are actually motivated or not.

#### **3.4.2 Specific Objectives:**

- 1) To find what the employees feel about their job ( job security)
- 2) To find what the employees think about their working environment
- 3) To find whether the employees are happy with their Performance Appraisal
- 4) To find whether the employees are motivated by their pay package
- 5) To find whether the employees are motivated by the other benefits provided to them
- 6) To find whether the employees wants a long term career in this organization
- 7) To find whether the employees find their job challenging
- 8) To find whether they are satisfied with their job
- 9) To find whether they have work life balance
- 10) To find whether the employees are able to participate in decision making
- 11) To find whether they are satisfied with their job

### **3.5 Scope of the Report:**

Scope of this research is confined within the Human Resource Division, Head office of BRAC only.

### **3.6 Methodology:**

The methodology would include the methods, procedures, and techniques used to collect and analyze information. This research is quantitative in nature because ratios of different issues related to the research topic would be found out.

Data collection would be done through questionnaire. The questionnaire would be given to the respondents. They would fill it up and after that the answers would be compiled. Primary data would be also collected from Annual Reports, books and websites.

Data representation would be conducted using SPSS 17 software, after that Cross Tabulation would be done using the data's generated from SPSS and after that MS Excel would be used to find out the ratios.

#### **3.6.1 Research design/ type**

This research would be mainly exploratory in nature. The objective of exploratory research would be to explore or search through a situation to provide insights and understanding. This research is stated as exploratory because also the topic is not exceptional but this sort of research was not conducted much on development organizations.

As the design of the research would basically be based on exploratory research; Primary data's from the respondents from BRAC will be collected, processed, tabulated for the purpose of the study. After processing the data, few statistical tools will be used in order to come up with a meaningful result.

The research would be quantitative in nature.

#### **3.6.2 Target Population**

Sampling design begins by specifying the target population. The target population is the collection of elements or objects that possess the information sought by the researcher.

As the target population depends on objective of the report so the employees of BRAC's Human

Resource Division will be the targeted population in this research.

### **3.6.3 Sampling Frame**

A frame is representation of the elements of the target population. It consists of a list or set of directions for underlying the target population. The sample frame for the research will consist of all employees of BRAC's HRD.

### **3.6.4 Sampling Technique**

In case of this research, non-probability sampling technique would be used. Non probability sampling consists of 4 more sub points: convenience sampling, judgmental sampling, quota sampling and snowball sampling. Among these four non probability sampling, convenience sampling would be used in this research, because the respondents would be chosen according to convenience.

### **3.6.5 Sample Size**

Sample size refers to the number of elements to be included in the study. Important qualitative factors need to be considered in determining the sample size such as: the importance of the decision, the nature of the research, the nature of variables, the nature of analysis, resource constraints and so on.

The sample size that I have considered is 57. I have conducted convenient sampling. The floor that I work in only have 57 employees working there and as I don't have the access to go to other programmes and conduct the survey, therefore the sample size that I have considered is 57.

### **3.6.6 Sources of Information:**

Primary data sources:

- The raw data will be gathered from own observation.
- Analyzing information from questionnaire etc.

Secondary data sources:

- Text book
- Journals
- Internet sources etc.

### **3.7 Limitations**

- Target population is limited- Target population was confined within the HRD of BRAC, as permission to collect information from other programmes or department could not be availed. This acted as a drawback.
- In case of qualitative research, when the researcher deals with sophisticated issues like employees' motivation and retention, there is a chance of fewer co-operations to reveal true information from the respondents.

### **3.8 Facilities provided by BRAC**

BRAC provides the following facilities to its employees to motivate and retain them:

- AUSAID Scholarship
- Training & Higher Studies
- Day Care Centre
- Study Leave
- Loan Facilities
- International secondment
- Extraordinary Leave
- Transport Facility

### **3.9 HR Summits**

In order to develop the workforce, to enhance their competencies, BRAC participates in different HR Summits, so that the employees have a chance to grow, learn and develop themselves. The following are the list of summits that BRAC have participated:

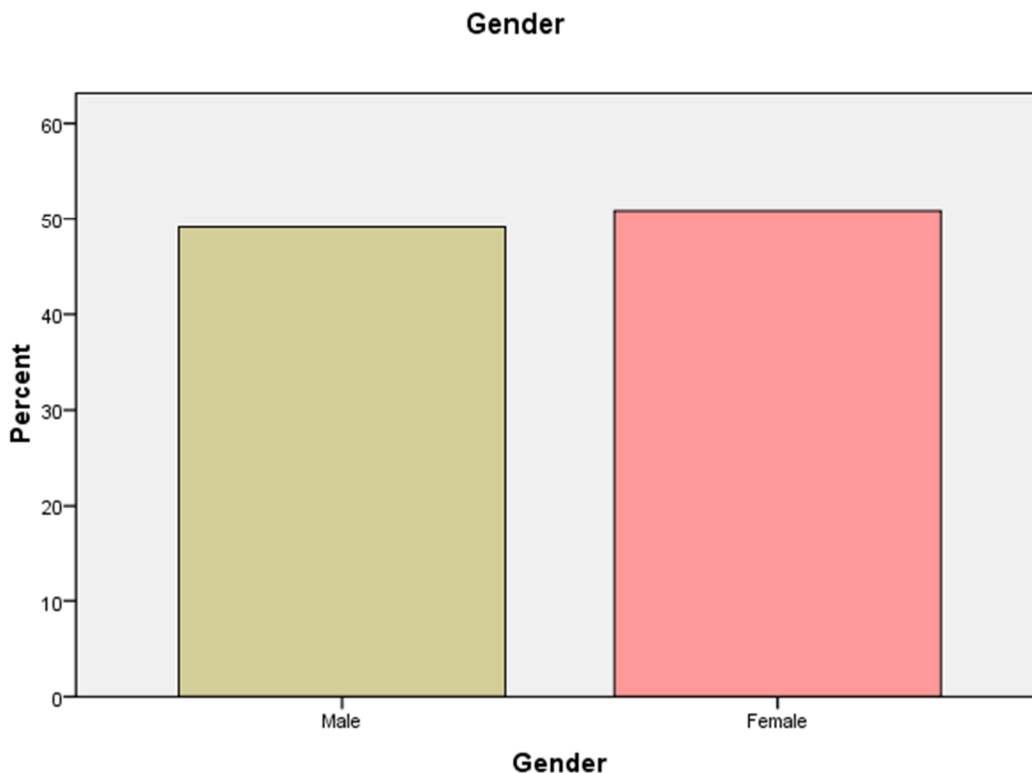
- BRAC has participated in Association for Human Resource Management in International Organization Annual conference 2011.
- BRAC have also participated in Singapore HR Summits 2011.

- Have also participated in Bangalore HR Summit 2010 and the theme of the summit was 'Learning & Development: Strategies for HR Effectiveness.'
- BRAC has also participated in Bangalore HR Summit 2008.

Thus by providing international training, international secondment and other above mentioned facilities BRAC retains and motivates its employees.

### **3.10 Analysis of the Questionnaire**

#### **1. Gender**

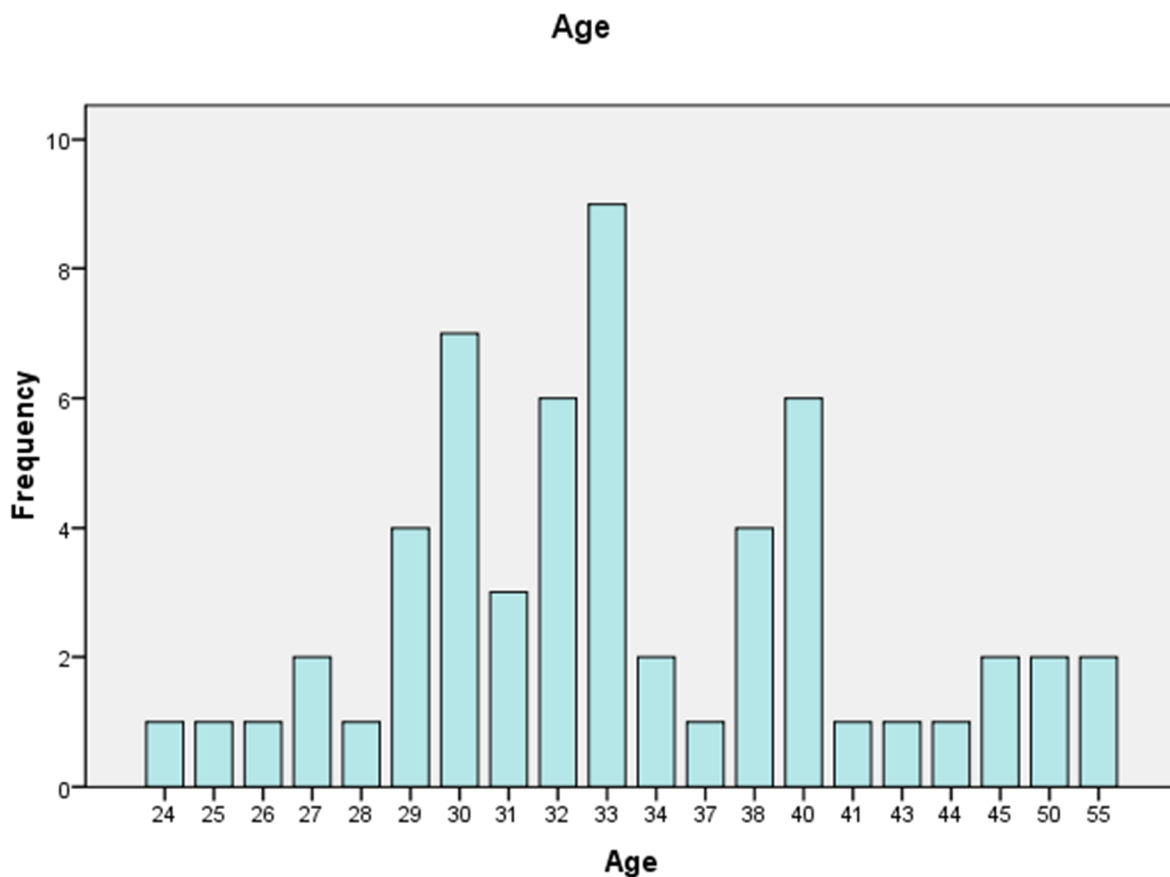


The above chart illustrates the gender diversity of BRAC'S HRDHO (Human Resource Department Head Office). The total numbers of respondents were 57, out of which 28 were male



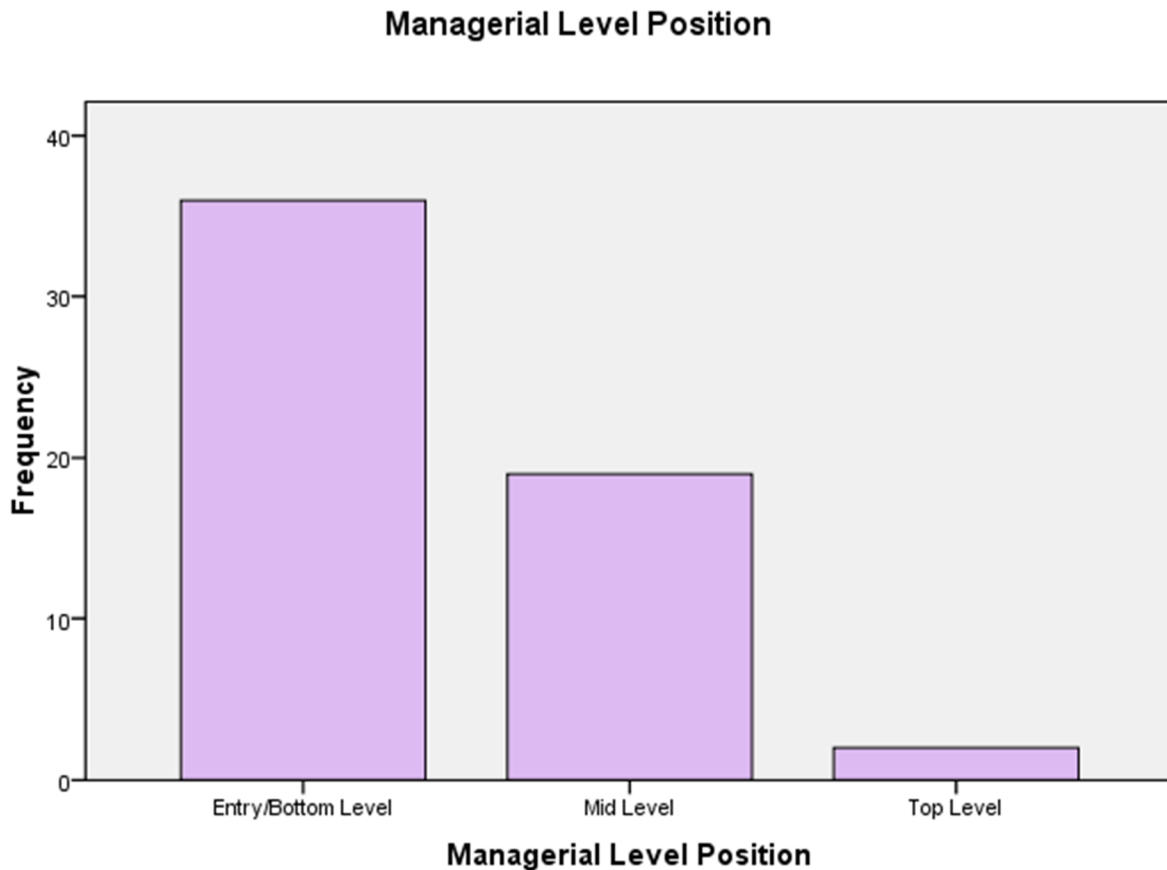
and 29 were female. The percentage of male employees of BRAC HRDHO is around 49% and 51% female employees exists there. From this it can be concluded that in the HRDHO (Human Resource Department Head Office) of BRAC, the ratio of male and female employees are balanced.

## 2. Age



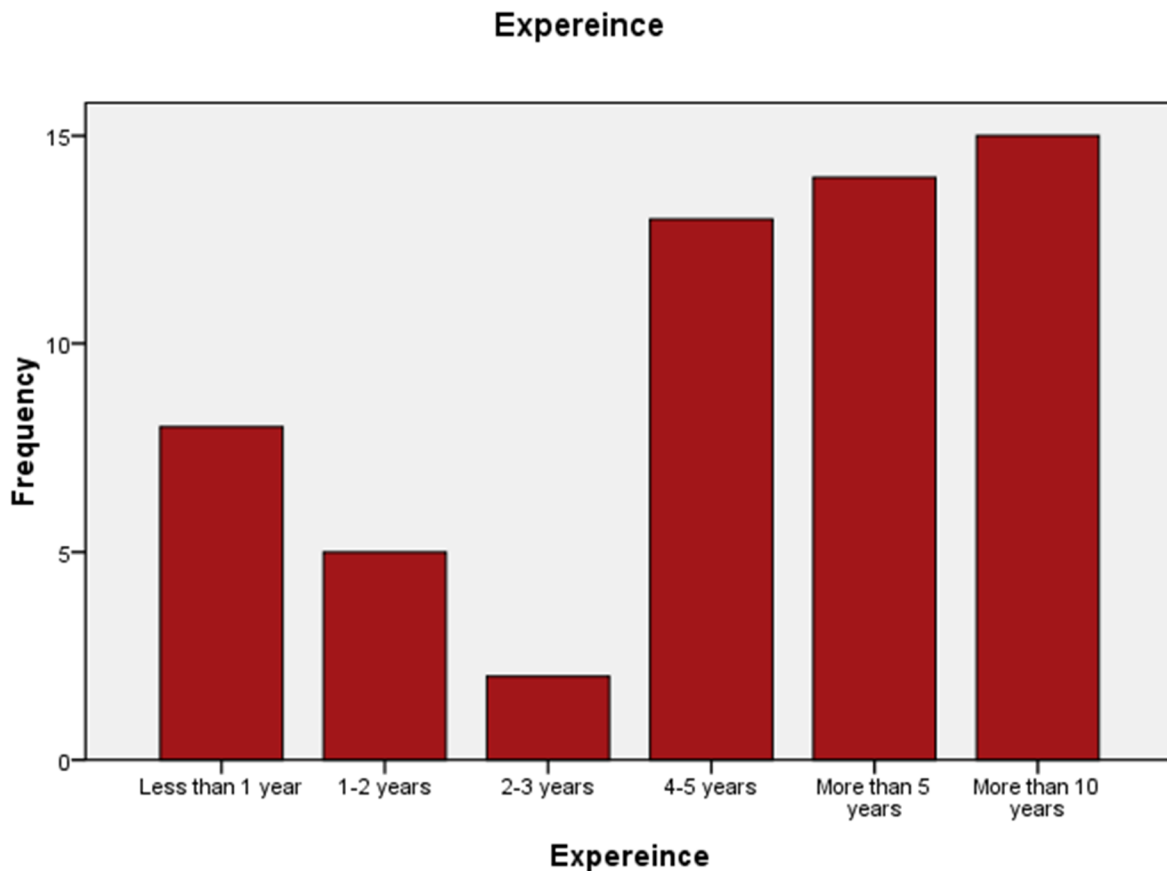
From the above Bar chart it is visible the age of the employees of BRAC HRDHO is quite versatile, it ranges from the age 24 till 55. employees having age from 24-28 and 41-44 are less in number. However the majority of the employees fall within the age of 33 after that the age 30 is visible and then comes the age 40. From this it can be concluded that majority of the employees working at BRAC HRDHO are at their mid age

### 3. Managerial Level Position



From the above graph it can be seen that around 63% of the employees working for BRACHRDHO are at Entry level; around 33.3% are at Mid-Level and approximately 4% are in Top Level. According to the respondents, majority of the employees fall in the entry level category. Another scenario is visible from the above graph, the number of employees at the top level is very few so we can assume that, it is hard to reach the top level at BRAC HRDHO.

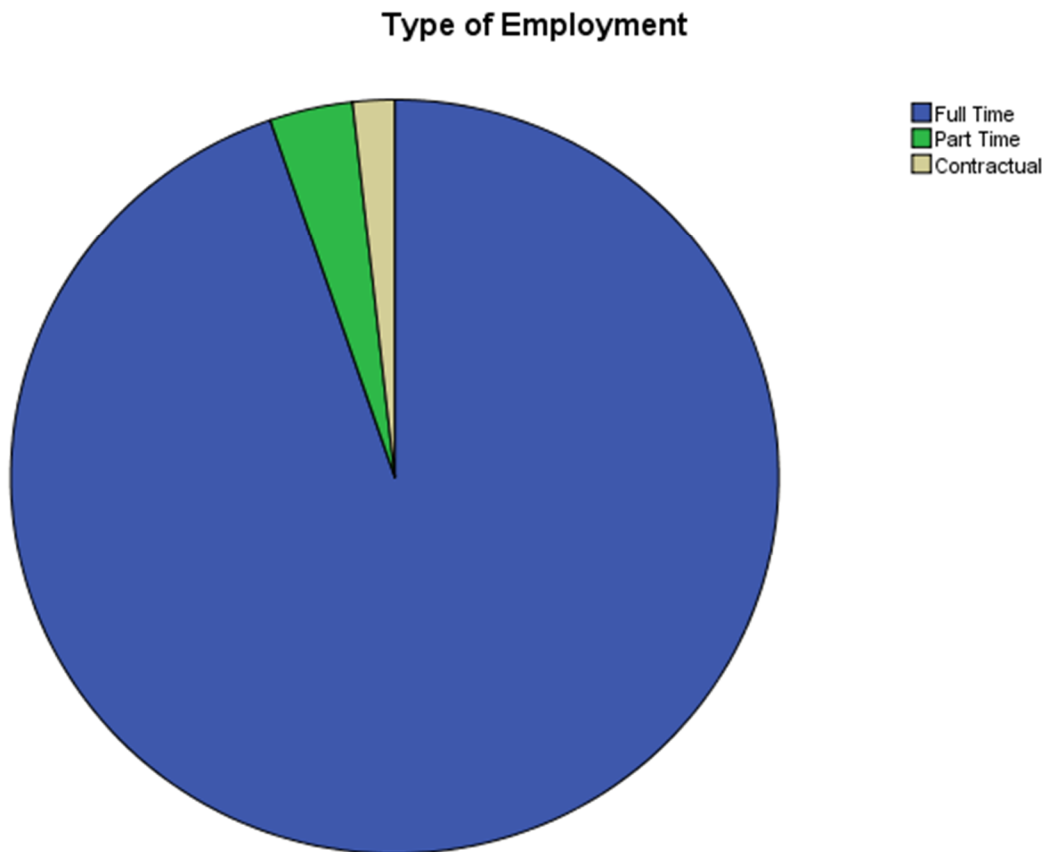
#### 4. Work Experience



The above graph depicts that majority of the employees have working experience for more than 10 years. At the second place comes more than 5 years, and then comes 4-5 years and then less than one year. An interesting fact that came from this study is that, there are very few employees working within 1 to 4 year.

Lastly this can be concluded that most of the employees of BRAC HRDHO have been working here for a long time and they have good working experience.

## 5. Full Time employees



From the above pie chart it can be seen that almost 95% of employees working in BRAC's Head Office are full time employees. There are 4% part timers and 2% contractual employees. So it can be concluded that the majority of the employees of the HO are full time employees.

## Satisfied with Working Environment

### Gender \* Satisfied with Working Environment

**Crosstab**

Count

		Satisfied with Working Environment				Total
		Strongly Agree	Agree	Neutral	Disagree	
Gender	Male	9	18	0	1	28
	Female	12	11	5	1	29
Total		21	29	5	2	57

### Managerial Level Position \* Satisfied with Working Environment

**Crosstab**

Count

		Satisfied with Working Environment				Total
		Strongly Agree	Agree	Neutral	Disagree	
Managerial Level Position	Entry/Bottom Level	12	19	4	1	36
	Mid-Level	7	10	1	1	19
	Top Level	2	0	0	0	2
Total		21	29	5	2	57

## Experience \* Satisfied with Working Environment

Crosstab

Count		Satisfied with Working Environment				Total
		Strongly Agree	Agree	Neutral	Disagree	
Experience	Less than 1 year	4	3	1	0	8
	1-2 years	1	4	0	0	5
	2-3 years	2	0	0	0	2
	4-5 years	4	8	1	0	13
	More than 5 years	3	8	1	2	14
	More than 10 years	7	6	2	0	15
Total		21	29	5	2	57

The first table illustrates that 96% of the male employees of BRAC HRD agrees that they are happy with their working environment and 4% of them disagreed with this. On the other hand 79% of the female employees of BRAC HRD agree that they are satisfied with their working environment and 21% of them disagreed with this. The second table illustrates Managerial Level Position; here 100% of the Top Level employees stated that they are happy with their working environment, 89% of the Mid-Level and 86% of the Entry Level employees stated that they are pleased with their working environment. On the other hand 0% of the Top Level employees stated that they are dissatisfied with their working environment, 11 % of the Mid-Level and 14% of the Entry Level employees stated that they are discontented with their working environment. The third table illustrates experience; here it is visible that 88% of the employees working for less than a year stated they are satisfied with their working environment and the other 13% stated they are dissatisfied with their working environment. 100% of the employees working for 1-2 years stated that they are satisfied with their working environment, so none of them are dissatisfied. 100% of the employees within the working experience of 2-3 years stated they are satisfied with their working environment. 92% of the employees within the working experience of 4-5 years stated they are content with their working environment and 8 % were unsatisfied. 79% of the employees within the working experience more than 5 years stated they are satisfied with their working environment and 21% were dissatisfied. 87% of the employees within the working experience of more than 10 years stated they are contented with their working environment and the rest 13% were unhappy with their working environment. So from the above charts it can be concluded that majority of the employees are happy with their working environment.

## Feeling Job Secured

### Gender \* Feeling Job Secured

**Crosstab**

Count

		Feeling Job Secured				Total
		Strongly Agree	Agree	Neutral	Disagree	
Gender	Male	10	7	9	2	28
	Female	6	11	8	4	29
Total		16	18	17	6	57

### Managerial Level Position \* Feeling Job Secured

**Crosstab**

Count

		Feeling Job Secured				Total
		Strongly Agree	Agree	Neutral	Disagree	
Managerial Level Position	Entry/Bottom Level	8	15	10	3	36
	Mid-Level	7	2	7	3	19
	Top Level	1	1	0	0	2
Total		16	18	17	6	57

## Experience \* Feeling Job Secured

Crosstab

Count		Feeling Job Secured				Total
		Strongly Agree	Agree	Neutral	Disagree	
Experience	Less than 1 year	3	1	4	0	8
	1-2 years	2	1	1	1	5
	2-3 years	1	0	1	0	2
	4-5 years	2	7	4	0	13
	More than 5 years	2	7	3	2	14
	More than 10 years	6	2	4	3	15
Total		16	18	17	6	57

One of the above three tables illustrates the gender among which 61% of the male employees felt that their job is secured and rest 39% of the male stated they feel their job is not secured. On the other hand 51% of the females stated they agree that they feel their job is secured and 41% of the female stated they do not feel that their job is secured. In terms of Managerial Position 100% of the Top Level employees feels that their job is secured, 47% of the Mid-Level employees feels their job is secured and 64% of the Entry Level Employees feels their job is secured. On the other hand 53% of the Mid-Level employees do not feel their job is secured and 36% of the Entry Level employees feel their job is not secured. In terms of Experience, 50% of the employees working less than a year are feels that their job is secured and 50% feels their job is not secured. Employees working for 1-2 years among them 60% of them feel their job is secured and 40% feels their job is unsecured. Employees working for 2-3 years among them 50% of them feel their job is secured and 50% feels their job is unsecured. Employees working for 4-5 years among them 69% of them feel their job is secured and 30% feels their job is unsecured. Employees working for more than 5 years among them 64% of them feel their job is secured and 46% feels their job is unsecured. Employees working for more than 10 years among them 53% of them feel their job is secured and 40% feels their job is unsecured. So it can be concluded that majority of the employee's felt that their job is secured at BRAC.



## Happy with Performance Appraisal

### Gender \* Happy with Performance Appraisal

Crosstab

Count

		Happy with Performance Appraisal					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	4	13	7	3	1	28
	Female	3	9	15	2	0	29
Total		7	22	22	5	1	57

### Managerial Level Position \* Happy with Performance Appraisal

Crosstab

Count

		Happy with Performance Appraisal					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial Level Position	Entry/Bottom Level	4	12	16	3	1	36
	Mid-Level	3	8	6	2	0	19
	Top Level	0	2	0	0	0	2
Total		7	22	22	5	1	57

## Experience \* Happy with Performance Appraisal

Crosstab

Count

		Happy with Performance Appraisal					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Experience	Less than 1 year	1	2	5	0	0	8
	1-2 years	1	2	2	0	0	5
	2-3 years	0	0	2	0	0	2
	4-5 years	2	7	1	3	0	13
	More than 5 years	1	6	5	1	1	14
	More than 10 years	2	5	7	1	0	15
Total		7	22	22	5	1	57

The first table illustrates that 61% of the male employees of BRAC HRD agrees that they are happy with their Performance Appraisal and 39% of them disagreed with this. On the other hand 41% of the female employees of BRAC HRD agree that they are happy with their Performance Appraisal and 59% of them disagreed with this. From here it can be concluded that male employees are more satisfied with their Performance Appraisal rather than female employees. The second table illustrates Managerial Level Position; here 100% of the Top Level employees stated that they are happy with their Performance Appraisal, 58% of the Mid-Level and 44% of the Entry Level employees stated that they are happy with their Performance Appraisal. On the other hand 0% of the Top Level employees stated that they are unhappy with their Performance Appraisal, 42% of the Mid-Level and 56% of the Entry Level employees stated that they are dissatisfied with their Performance Appraisal. The third table illustrates experience; here it is visible that 38% of the employees working for less than a year stated they are satisfied and the other 63% stated they are dissatisfied with the Performance Appraisal. 60% of the employees working for 1-2 years stated that they are satisfied with their Performance Appraisal. 0% of the employees within the working experience of 2-3 years stated they are satisfied with their Performance Appraisal. 69% of the employees within the working experience of 4-5 years stated they are satisfied with their Performance Appraisal. 50% of the employees within the working experience more than 5 years stated they are satisfied with their Performance Appraisal. 47% of the employees within the working experience of more than 10 years stated they are satisfied with their Performance Appraisal. Here looking at the three table it can be seen that almost 51% of the

employees stated they were happy with the Performance Appraisal system of BRAC.

### Motivated by Compensation

#### Gender \* Motivated by Compensation

**Crosstab**

Count

		Motivated by Compensation					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	2	8	9	6	3	28
	Female	1	5	14	8	1	29
Total		3	13	23	14	4	57

#### Managerial Level Position \* Motivated by Compensation

**Crosstab**

Count

		Motivated by Compensation					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial Level Position	Entry/Bottom Level	1	8	15	9	3	36
	Mid-Level	2	4	7	5	1	19
	Top Level	0	1	1	0	0	2
Total		3	13	23	14	4	57

## Experience \* Motivated by Compensation

Crosstab

Count		Motivated by Compensation					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Experience	Less than 1 year	0	3	4	1	0	8
	1-2 years	1	1	1	2	0	5
	2-3 years	0	0	1	1	0	2
	4-5 years	1	1	6	2	3	13
	More than 5 years	0	5	3	6	0	14
	More than 10 years	1	3	8	2	1	15
Total		3	13	23	14	4	57

The first table illustrates that 36% of the male employees of BRAC HRD agrees that they are motivated by compensation that are provided to them and 64% of them disagreed on this topic. On the other hand 21% of the female employees of BRAC HRD agree that agrees that they are motivated by compensation provided to them and 79% of them disagreed with this. In total 28% of the gender stated that they are motivated by their compensation package. The second table illustrates Managerial Level Position; here 50% of the Top Level employees stated that they are motivated by their compensation package, 32% of the Mid-Level and 25% of the Entry Level employees stated that they are motivated by their compensation package. On the other hand 50% of the Top Level employees stated that they are not motivated by their compensation package, 68% of the Mid-Level and 75% of the Entry Level employees stated that they are not motivated by the compensation package that is provided to them. The third table illustrates experience; here it is visible that 38% of the employees working for less than a year stated they were motivated by their compensation package and the other 63% stated they are dissatisfied regarding their compensation package. 40% of the employees working for 1-2 years stated that they are motivated by their compensation package and 60% of the rest stated they were not motivated by their compensation package. 0% of the employees within the working experience of 2-3 years stated they were motivated by their compensation package and 100% of them were not motivated. 15% of the employees within the working experience of 4-5 years stated they were motivated by their compensation package and 85% were dissatisfied. 36% of the employees within the working experience more than 5 years stated they were motivated by their compensation package and 64% of them were dissatisfied. 27% of the employees within the working experience of more than 10 years stated they were motivated by their compensation

package and 73% of them are dissatisfied. So looking at the figures it can be stated that majority of the employees are dissatisfied with their compensation package.

### Satisfied with Other Benefits

#### Gender \* Satisfied with Other Benefits

##### Crosstab

##### Count

		Satisfied with Other Benefits					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	3	17	6	2	0	28
	Female	3	7	12	6	1	29
Total		6	24	18	8	1	57

#### Managerial Level Position \* Satisfied with Other Benefits

##### Crosstab

##### Count

		Satisfied with Other Benefits					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial Level Position	Entry/Bottom Level	4	15	10	6	1	36
	Mid-Level	1	9	7	2	0	19
	Top Level	1	0	1	0	0	2
Total		6	24	18	8	1	57

## Experience \* Satisfied with Other Benefits

Crosstab

Count		Satisfied with Other Benefits					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Experience	Less than 1 year	1	5	2	0	0	8
	1-2 years	1	2	1	1	0	5
	2-3 years	0	1	0	1	0	2
	4-5 years	3	5	4	1	0	13
	More than 5 years	0	7	5	2	0	14
	More than 10 years	1	4	6	3	1	15
Total		6	24	18	8	1	57

The first table illustrates that 71% of the male employees of BRAC HRD agrees that they are satisfied with other benefits provided to them and 29% of them disagreed on this topic. On the other hand 34% of the female employees of BRAC HRD agreed that they are satisfied with other benefits provided to them and 66% of them disagreed with this. The second table illustrates Managerial Level Position; here 50% of the Top Level employees stated that they are satisfied with other benefits provided to them, 53% of the Mid-Level and 53% of the Entry Level employees stated that they are dissatisfied with other benefits. On the other hand 50% of the Top Level employees stated that they are satisfied with other benefits given to them, 47% of the Mid-Level and 47% of the Entry Level employees stated that they are not satisfied with other benefits provided to them. The third table illustrates experience; here it is visible that 75% of the employees working for less than a year stated they satisfied with other benefits and the other 25% stated they are not satisfied with other benefits. 60% of the employees working for 1-2 years stated that they are satisfied with other benefits and 40% of the rest stated they were not dissatisfied with other benefits. 50% of the employees within the working experience of 2-3 years stated they are satisfied with other benefits and 50% of them were not motivated. 62% of the employees within the working experience of 4-5 years stated they are satisfied with other benefits and 38% were dissatisfied. 50% of the employees within the working experience more than 5 years stated they are satisfied with other benefits and 67% of them were dissatisfied. 33% of the employees within the working experience of more than 10 years stated they are satisfied with other benefits provided to them and 47% of them stated they are not satisfied with the other benefits provided to them. Looking at the three tables it can be seen that majority of the

employees stated that they were happy with the other benefits which are provided to them.

### **Build Long Term Career**

#### **Gender \* Build Long Term Career**

**Crosstab**

Count

		Build Long Term Career					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	8	11	6	0	3	28
	Female	7	11	10	1	0	29
Total		15	22	16	1	3	57

#### **Managerial Level Position \* Build Long Term Career**

**Crosstab**

Count

		Build Long Term Career					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial Level Position	Entry/Bottom Level	11	12	10	1	2	36
	Mid-Level	3	9	6	0	1	19
	Top Level	1	1	0	0	0	2
Total		15	22	16	1	3	57

## Experience \* Build Long Term Career

Crosstab

Count

		Build Long Term Career					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Experience	Less than 1 year	3	4	1	0	0	8
	1-2 years	0	3	2	0	0	5
	2-3 years	1	1	0	0	0	2
	4-5 years	3	4	5	0	1	13
	More than 5 years	3	6	3	0	2	14
	More than 10 years	5	4	5	1	0	15
Total		15	22	16	1	3	57

The first table illustrates that 68% of the male employees of BRAC HRD agrees that they are willing to build long term career at BRAC HRD and 32% of them disagreed on this topic. On the other hand 62% of the female employees of BRAC HRD stated their willingness to build long term career at BRAC HRD and 38% of them disagreed with this. The second table illustrates Managerial Level Position; here 100% of the Top Level employees stated that they are satisfied with other benefits provided to them, 63% of the Mid-Level and 64% of the Entry Level employees stated that they are willing to build long term career at BRAC HRD. On the other hand 0% of the Top Level employees stated that they are unwilling to build long term career at BRAC HRD, 37% of the Mid-Level and 36% of the Entry Level employees stated that they are not interested to build long term career at BRAC HRD. The third table illustrates experience; here it is visible that 88% of the employees working for less than a year stated they are willing to build long term career at BRAC HRD and the other 13% stated they are not willing to build long term career at BRAC HRD. 60% of the employees working for 1-2 years stated that they are willing to build long term career at BRAC HRD and 40% of the rest stated they were not willing to build long term career at BRAC HRD. 100% of the employees within the working experience of 2-3 years stated they are willing to build long term career at BRAC HRD and 0% of them stated their unwilling to build long term career at BRAC HRD. 54% of the employees within the working experience of 4-5 years stated they are willing to build long term career at BRAC HRD and 46% were unwilling to build long term career at BRAC HRD. 64% of the employees within the working experience more than 5 years stated they are willing to build long term career at BRAC HRD and 36% of them were unwilling to build long term career at BRAC HRD. 60% of the employees within the working experience of more than 10 years stated they are willing to build long term career at BRAC HRD and 40% of them stated they are reluctant to build long term career at BRAC HRD. So it can be summed up to the fact that, most of the employees of BRAC wants to build long term career here.



## Find the Job Challenging

### Gender \* Find the Job Challenging

Crosstab

Count

		Find the Job Challenging					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	4	20	3	1	0	28
	Female	6	16	4	2	1	29
Total		10	36	7	3	1	57

### Managerial Level Position \* Find the Job Challenging

Crosstab

Count

		Find the Job Challenging					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial Level	Entry/Bottom Level	7	21	5	2	1	36
Position	Mid-Level	2	14	2	1	0	19
	Top Level	1	1	0	0	0	2
Total		10	36	7	3	1	57

## Experience \* Find the Job Challenging

Crosstab

Count

		Find the Job Challenging					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Experience	Less than 1 year	2	5	1	0	0	8
	1-2 years	1	2	2	0	0	5
	2-3 years	0	2	0	0	0	2
	4-5 years	1	10	2	0	0	13
	More than 5 years	3	8	1	1	1	14
	More than 10 years	3	9	1	2	0	15
Total		10	36	7	3	1	57

The first table elucidates that 86% of the male employees of BRAC HRD agrees that they find their job challenging and 14% of them disagreed with this. On the other hand 76% of the female employees of BRAC HRD agree to the fact that they find their job challenging and 24% of them disagreed with this. The second table illustrates Managerial Level Position; here 100% of the Top Level employees stated that they find their job challenging, 84% of the Mid-Level and 78% of the Entry Level employees stated that they find their job challenging. On the other hand 0% of the Top Level employees stated that do not find their job challenging, 16 % of the Mid-Level and 22% of the Entry Level employees stated that they do not find their job challenging. The third table illustrates experience; here it is visible that 88% of the employees working for less than a year stated they are satisfied with their working environment and the other 13% stated they are dissatisfied with their working environment. 60% of the employees working for 1-2 years stated that they find their job challenging and 40% of them stated they do not find their job challenging. 100% of the employees within the working experience of 2-3 years stated find their job challenging. 85% of the employees within the working experience of 4-5 years stated they find their job challenging and 15 % were unsatisfied with the job. 79% of the employees within the working experience more than 5 years stated they find their job challenging and 21% were dissatisfied. 80% of the employees within the working experience of more than 10 years stated they find their job challenging and the rest 20% did not find their job challenging. Majority of the employees stated they find their job challenging and this is shown in the above charts.

## Fully Satisfied with Job

### Gender \* Fully Satisfied with Job

**Crosstab**

Count

		Fully Satisfied with Job					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	7	7	11	3	0	28
	Female	3	9	13	2	2	29
Total		10	16	24	5	2	57

### Managerial Level Position \* Fully Satisfied with Job

**Crosstab**

Count

		Fully Satisfied with Job					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial Level Position	Entry/Bottom Level	5	11	14	4	2	36
	Mid Level	4	4	10	1	0	19
	Top Level	1	1	0	0	0	2
Total		10	16	24	5	2	57

## Experience \* Fully Satisfied with Job

Crosstab

Count		Fully Satisfied with Job					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Experience	Less than 1 year	3	1	3	1	0	8
	1-2 years	1	1	3	0	0	5
	2-3 years	0	0	1	1	0	2
	4-5 years	1	5	6	1	0	13
	More than 5 years	2	6	4	2	0	14
	More than 10 years	3	3	7	0	2	15
Total		10	16	24	5	2	57

The first table illustrates that 50% of the male employees of BRAC HRD agrees that they are fully satisfied with their job and 50% of them disagreed on this topic. On the other hand 41% of the female employees of BRAC HRD agreed that they fully satisfied with their job and 59% of them disagreed with this. The second table illustrates Managerial Level Position; here 100% of the Top Level employees stated that they are fully satisfied with their job, 42% of the Mid-Level and 44% of the Entry Level employees stated that they are fully satisfied with their job. On the other hand 0% of the Top Level employees stated that they are fully dissatisfied with their job, 58% of the Mid-Level and 56% of the Entry Level employees stated that they are not fully satisfied with their job. The third table illustrates experience; here it is visible that 50% of the employees working for less than a year stated they are fully satisfied with their job and the other 50% stated they are not satisfied with their job. 40% of the employees working for 1-2 years stated that they are fully satisfied with their job and 60% of the rest stated they are dissatisfied. 0% of the employees within the working experience of 2-3 years stated they are fully satisfied with their job and 100% of them were not satisfied with their job. 46% of the employees within the working experience of 4-5 years stated they are fully satisfied with their job and 54% were dissatisfied. 57% of the employees within the working experience more than 5 years stated they are fully satisfied with their job and 43% of them were dissatisfied. 40% of the employees within the working experience of more than 10 years stated they are fully satisfied with their job and 60% of them stated they are not fully satisfied with their job. According to the above three charts, it can be seen that majority of the employees stated that they are not fully satisfied with their job.

## Can Balance Work and Life

### Gender \* Can Balance Work and Life

**Crosstab**

Count

		Can Balance Work and Life			Total
		Strongly Agree	Agree	Neutral	
Gender	Male	14	12	2	28
	Female	7	16	6	29
Total		21	28	8	57

### Managerial Level Position \* Can Balance Work and Life

**Crosstab**

Count

		Can Balance Work and Life			Total
		Strongly Agree	Agree	Neutral	
Managerial Level Position	Entry/Bottom Level	12	17	7	36
	Mid Level	7	11	1	19
	Top Level	2	0	0	2
Total		21	28	8	57

## Experience \* Can Balance Work and Life

Crosstab

Count		Can Balance Work and Life			Total
		Strongly Agree	Agree	Neutral	
Experience	Less than 1 year	2	4	2	8
	1-2 years	2	1	2	5
	2-3 years	1	1	0	2
	4-5 years	3	8	2	13
	More than 5 years	8	6	0	14
	More than 10 years	5	8	2	15
Total		21	28	8	57

The first table illustrates that 93% of the male employees of BRAC HRD agrees that they have work and life balance and 7% of them disagreed with this. On the other hand 79% of the female employees of BRAC HRD agree that they are satisfied with their working environment and 21% of them disagreed with this. The second table illustrates Managerial Level Position; here 100% of the Top Level employees stated that they have work and life balance, 95% of the Mid-Level and 81% of the Entry Level employees stated that they have work and life balance. On the other hand 0% of the Top Level employees stated that they do not have work and life balance, 5% of the Mid-Level and 19% of the Entry Level employees stated that they do not have work and life balance. The third table illustrates experience; here it is visible that 75% of the employees working for less than a year stated they have work and life balance and the other 25% stated they do not have work and life balance. 60% of the employees working for 1-2 years stated that they have work and life balance and 40% of them stated they do not have work and life balance. 100% of the employees within the working experience of 2-3 years stated they have work-life balance. 85% of the employees within the working experience of 4-5 years stated they have work and life balance and 15% were dissatisfied with their work-life balance. 100% of the employees within the working experience more than 5 years stated they have work and life balance and 0% was dissatisfied. 87% of the employees within the working experience of more than 10 years stated they have work and life balance and the rest 13% were unhappy with their work-life balance. Majority of the employees stated that they do have work life balance.

## Participate in Decision Making

### Gender \* Participate in Decision Making

**Crosstab**

Count

		Participate in Decision Making					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Gender	Male	11	14	1	1	1	28
	Female	6	12	8	1	1	28
Total		17	26	9	2	2	56

### Managerial Level Position \* Participate in Decision Making

**Crosstab**

Count

		Participate in Decision Making					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Managerial Level Position	Entry/Bottom Level	9	17	7	1	1	35
	Mid-Level	7	8	2	1	1	19
	Top Level	1	1	0	0	0	2
Total		17	26	9	2	2	56

## Experience \* Participate in Decision Making

Crosstab

Count

		Participate in Decision Making					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Experience	Less than 1 year	3	3	2	0	0	8
	1-2 years	4	1	0	0	0	5
	2-3 years	0	2	0	0	0	2
	4-5 years	1	7	3	1	0	12
	More than 5 years	5	7	1	0	1	14
	More than 10 years	4	6	3	1	1	15
Total		17	26	9	2	2	56

The first table illustrates that 89% of the male employees of BRAC HRD agrees that they participate in decision making and 11% of them disagreed with this. On the other hand 64% of the female employees of BRAC HRD agree that they participate in decision making and 36% of them disagreed with this. The second table illustrates Managerial Level Position; here 100% of the Top Level employees stated that they participate in decision making, 79% of the Mid-Level and 74% of the Entry Level employees stated that they participate in decision making. On the other hand 0% of the Top Level employees stated that they do not have the access to participate in decision making, 21% of the Mid-Level and 26% of the Entry Level employees stated that they do not participate in decision making. The third table illustrates experience; here it is visible that 75% of the employees working for less than a year stated they participate in decision making and the other 25% stated they do not participate in decision making. 100% of the employees working for 1-2 years stated that they participate in decision making and 0% of them stated they do not. 100% of the employees within the working experience of 2-3 years stated they participate in decision making. 67% of the employees within the working experience of 4-5 years stated they participate in decision making and 33 % do not participate in decision making. 86% of the employees within the working experience more than 5 years stated they participate in decision making and 14% could not. 67% of the employees within the working experience of more than 10 years stated they participate in decision making and the rest 33% do not participate in decision making. According to the above table's majority of the employees stated that they participate in decision making process.



## Chapter-4: Problem Identification and Recommendation

### 1. Not motivated by compensation

From the above charts and the percentages that were visible, it can be stated that most of the employees of BRAC Human Resource Division, Head Office are not motivated by the compensation package they are receiving. According to Frederick Herzberg two types of motivators exists, one type which results in satisfaction with the job, and the other which merely prevents dissatisfaction. One of the factors which may prevent dissatisfaction (the hygiene) is money. Hygiene's, if applied effectively can at best prevent dissatisfaction, if applied poorly they can result in negative feelings about the job. BRAC could do the following in order to motivate and retain its employees:

- i. Praise and recognition- Praise or recognition is another non- financial incentive which satisfies the ego needs of the employees. Sometimes praise becomes more effective than any other incentive. The employees will respond more to praise or recognition and try to give the best of their abilities to a concern. Thus by providing intrinsic reward such as praise, recognition etc. BRAC can motivate and retain its employees.
- ii. Career Path - Providing opportunities to grow in their career could act as a great motivation for many employees. So BRAC Can let its employees know what is potentially ahead for them, what opportunities is there for them for their growth. This would act a huge motivator for the employees. Moreover training can be provided to employees so that they can move up in the organization.
- iii. One-on-One Coaching- Coaching leads to employee development. Through one on one coaching BRAC's management can prove that they care about their employees. Thus employees would have a feel that they are important to the organization, which would boost up their sprit.
- iv. Additional Responsibility- There might be employees who wants and can handle additional responsibility. BRAC can identify and if possible match responsibilities to those employees' strengths and desires.
- v. Social Gatherings-Offsite events can be scheduled by BRAC such as picnics and cultural shows which could enhance bonding among employees which in turn would help enhance team spirit, which would ultimately create a positive impact in the organizations work environment.

Thus positive incentives apart from monetary benefits such as above can lead to an optimistic attitude, satisfy the psychological requirements as well as motivate the employees.

## 2. Not Fully satisfied with job

More than 50% of the employees stated that they are not fully satisfied with job. Job satisfaction is a critical factor. Employee satisfaction is supremely important in an organization because it is what productivity depends on. If employees are satisfied they would produce superior quality performance in optimal time and lead to overall organizational efficiency. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions. The possible reasons why the employees of BRAC are not fully satisfied with their job can be cultural influence. The culture of BRAC to some extent is conservative which might lead to dissatisfaction; work situation influence can be another factor, BRAC's HRD is the largest HRD in Bangladesh so it is obvious that the work load is enormous. This huge work load might lead to dissatisfaction. However in order to motivate, retain employees and increase job satisfaction BRAC could undertake the following:

- i. Job Rotation- If job rotation is introduced, employees would not feel monotonous; moreover it would provide them the opportunity to learn the work of cross functional departments. Job rotation would make the employees multi-skilled and also motivated them.
- ii. Job enrichment-BRAC can undertake Job enrichment, which would act as an incentive for the employees. This can be done by increasing the employee's more responsibilities, increasing the content and nature of their work. This way efficient employees would be able to get challenging work in which they can prove their worth. This would also help to motivate employees and give them job satisfaction.
- iii. Job enlargement - BRAC can increase the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. This would motivate the employees.
- iv. Flex hours-BRAC can introduce flexible hours, so its employees can avail this benefit. It would make the employees life easier. It would also increase their motivation and increase their job satisfaction.

- v. Build corporate culture–BRAC can assist its employees to develop interpersonal skills within the organization by arranging seminars, where how to build interpersonal relationship can be highlighted. So that relationship with coworkers becomes strong and supportive and thus a sharing culture can be developed. If the corporate culture is friendly and welcoming the employees are likely to be satisfied regarding their job.

### 3. Employer Branding

BRAC can undertake extensive Employer branding in order to promote itself and attract quality candidates. BRAC can participate in different Job Fairs, go to different universities and arrange seminars, arrange quizzes and case study analysis shows. Through these they can promote themselves and also brand themselves even more. They can also make use of social networking websites such as Facebook, where they can update their employment status, recent activities etc.

## **Chapter 4: Conclusion**

BRAC is one of the largest NGO in the world and has the largest HRD in Bangladesh. It has many operations and contributes a lot to the society. Through this research, how BRAC motivates and retains its employers were figured out. Few problems that exist in BRAC's Human Resource Division's Head Office were figured out such as; employees were not motivated by compensation; they were not fully satisfied with their job. In order to overcome the first problem which was about employees not being motivated by compensation, the proposed solutions were: Praise and recognition, Career Path, One-on-One Coaching, Additional Responsibility and Social Gatherings. Through these non-monetary benefits BRAC can lessen its employee's dissatisfaction regarding their pay package. If employees are happy with the intrinsic and other non-monetary benefits than they might be less bothered about pay package.

# Employee Motivation and Retention in BRAC

Disclaimer: The data gathered through this questionnaire will be used exclusively for the purpose of academic research only.

For any query, please contact: Farhana Karim ([farhana.ka@brac.net](mailto:farhana.ka@brac.net))

## General Profile of Respondent

1. Gender: ☐ Male ☐ Female
2. Age: .....
3. Managerial Level Position: ☐ Entry/Bottom Level ☐ Mid Level ☐ Top Level
4. Work Experience:  
☐ Less than 1 year ☐ 1-2 years ☐ 2-3 years ☐ 3-4 years ☐ 4-5 years  
☐ More than 5 years ☐ More than 10 years
5. Type of Employment:  
☐ Full Time ☐ Part Time ☐ Contractual

(Please tick the following boxes according to your level of agreement)

### 6. You feel your job is secured here

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

### 7. You are satisfied with the working environment of BRAC

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

### 8. You are satisfied with the promotion and career progression opportunities

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**9. There is always sufficient employees in your department**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**10. You are happy with your job duties and it has been reviewed regularly**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**11. You are motivated by the training and development facilities**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**12. Your supervisor always encourages to participate in decision making process**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**13. You are happy with the performance appraisal process**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**14. You are motivated by the compensation/salary package of your organization**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**15. You are happy with other financial and non-financial benefits (bonus, increments, medical, housing, transport facilities)**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**16. You find your job challenging**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**17. You will recommend your friends and family to work in this organization**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**18. You aim to build a long term career in this organization**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**19. You can balance between your work life and personal life by working in this organization**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**20. You are fully satisfied with your job**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<input type="text" value="1"/>	<input type="text" value="2"/>	<input type="text" value="3"/>	<input type="text" value="4"/>	<input type="text" value="5"/>

**THANK YOU FOR YOUR TIME AND COOPERATION**

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