



EMPLOYEE SATISFACTION AT  
PRAGATI INSURANCE LIMITED

**Internship Report**



Inspiring Excellence

SUBMITTED TO

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**Date of Submission**  
**May 29, 2016**

May 29, 2016

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**Subject:** Submission of Internship report on “**Employee Satisfaction at Pragati Insurance Limited**”

Dear Ma’am,

This is to inform you that I am submitting the internship project report titled “**Employee Satisfaction at Pragati Insurance Limited**” upon completion of my formal internship at Pragati Insurance Limited.

I would like to thank you and show my gratitude for your support and guidance that you’ve provided me during the preparation of this report. Without your help it would have been impossible for me to prepare this report. I would like also show my gratitude to my Company supervisor **Md. Farhan**, Senior Officer, HR & Admin, PIL for his support during my internship period.

I have tried to discuss all the relevant points of a feasibility study while keeping consistency with Pragati Insurance Limited’s information confidentiality policy. Thank you for your kind consideration and guidance. I hope my effort would satisfy you.

**Sincerely yours,**

---

**Md. Shohag Hossain**

ID: 12104120

BRAC University

## **Acknowledgement**

Acknowledgement is made to the courtesy of all who have kindly provided information and given permission for making this research paper possible. Without whom this internship report can't be completed.

I would like to show my sincere gratitude to **Iffat Tarannum**, *lecturer, BRAC University*, and my Academic Internship Supervisor; for her constant supervision and guidance have been of extreme help to me. I am also thankful for all the times I consulted her and she answered with the utmost patience and perseverance.

I am also grateful to **Mr. Md. Farhan**, *Senior Officer, HR & Admin, Pragati Insurance Limited* and my Company Internship Supervisor, for his relentless support during each stage of research and work. He supervised and corrected me during the entire research process.

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## Abstract

This term paper project was prepared for fulfilling the requirement of BUS-400 Internship, The work started as assigned by the honorable Course Instructor. The paper was prepared during my internship period at Pragati Insurance Limited (PIL).

Employee satisfaction in a company is a very crucial factor for an organization. This report aims to find the satisfaction of the employees of Pragati Insurance Limited (PIL) regarding their job. The report evaluates different criteria for employee satisfaction for example; work place environment, salary and benefits, training and management etc. For this purpose I conducted a quantitative survey to evaluate employee satisfaction on self-administrated questioner. Twenty four (24) responded from different department of Pragati Insurance Limited (PIL) were selected for conducting the survey.

In this paper there is discussion about related variable in different sections to clarify the acquired information. Significance has been given to some key points for the better understanding of this research. Research limitations and important factors of the research are highlighted.

## Introduction

Employee satisfaction surveys provide management with the knowledge and tools to build positive employee relations and a positive work environment. Employee attitudes, passion factors, loyalty, workplace climate and competitive intelligence are key indicators for employee retention, satisfaction, and productivity. Effective businesses focus on creating and reinforcing employee satisfaction to get the most out of their human capital.

Employee satisfaction survey can help to identify the rate of satisfied employee along with different factors of employee satisfaction. This is also helpful for pointing out factors related to dissatisfaction. The cause of dissatisfaction can also be identified. A good employee satisfaction research works with a big chunk of the sample from a company. This paper does the job on a much smaller sample of Pragati Insurance Limited (PIL). Still this paper can give an insight on the employee satisfaction of PIL.

The report is divided in three distinctive parts. At the beginning the company profile will be discussed briefly to give a proper understanding about the company. The next part will be describing my job description at the company and finally the satisfaction research will be evaluated.

## Company Profile

PRAGATI INSURANCE LIMITED (PIL) is a leading private non-life insurance company in Bangladesh. It was established in 1986 by a group of young Bangladeshi entrepreneurs who had earlier launched a Commercial Bank in the private sector also. These Sponsors included Shipping Magnates, Engineers, Road Builders and Top Garment Industrialists. The company offers a complete range of general insurance products and services in motor, marine, energy, property and casualty, health, accident and liability areas.

PIL, with its strong capital base and reinsurance partnerships with highly rated national and global Re-insurers, enjoys a competitive edge in the insurance industry due its strong assets, huge reserves, a balanced portfolio mix, steady growth in gross premium and continuous increase in share price at the stock market. Pragati is listed on both stock exchanges in Bangladesh and enjoys



'A' class reputation. Its Head office is located in Dhaka and it operates a network of branches throughout the country.

Pragati Insurance Limited is rated 'AA+' for the Long Term rating by the National Credit Rating Ltd. 'AA+' signifies 'VERY STRONG' financial security characteristics and with which an entity is adjudged to have very good financials, claim paying ability and first rate operating environment. The company has 41 branches countrywide. 563 employees are currently working in different department at Pragati Insurance Limited. The company operates from its registered head office, "Pragati Insurance Bhaban" situated at 20-21 Kawran Bazar, Dhaka-1215, Bangladesh.

The Company has received many Awards and Accolades over the years. Some of the significant ones include:

- **International Arch of Europe Award 2012** given by Business Initiative Direction, Geneva, in recognition of its quality and excellence in service in the non-life insurance services in Bangladesh.
- **The World Quality Commitment Award 2008** given by Business Initiative Direction, Paris, in recognition of its quality in service in the non-life Insurance companies services in Bangladesh.
- **International Star Award for Quality 2007** presented by Business Initiative Direction, Geneva, for being one of the most outstanding companies in Bangladesh in the Insurance sector.

Paid-up capital of the company is Tk. 556.00 million and Reserves stood at Tk.2,242.42 million thus making an equity base of Tk.2,798.42 million as of December 2014. Total Asset as of 31st December, 2014 stood at over Tk.3,967.98 million.

### **Investment**

Company's investment as of December 31, 2014 at cost price in Share, Debentures and Government Securities at Tk.394.11 million.

## Land

Freehold Land 86.87 katha at Panthapath(opposite of SonagraonHotel) , Sonargaon Road, Dhaka.  
Value of the Land as of December 31, 2014 Tk.887.05 million.

## Land & Building

16 storied Commercial space with car parking measuring 104,000 sft at 20-21 Kawran Bazar Commercial Area, Dhaka-1215. The value of the Building as of December 31, 2014 Tk.1,256.15 million.

## Claim Settlement

Client Excellent Service and Prompt Settlement of claim are the key to the success and growth of the company. Claims are settled immediately on completion of the required formalities by the insured and the surveyors. The company has settled claim (Gross) during the year 2014 Tk.578.16 million.

## **My Job Description at Pragati Insurance Limited (PIL)**

PIL doesn't provide job requirements particularly for interns. Interns do or assists on the same job of their respective supervisors. At PIL I was under supervision of Mr. Md. Farhan. His designation is Senior Officer of HR and Admin. Like other interns of PIL I have worked on Mr. Md. Farhan's job requirements and those are as follow-

1. To prepare & computerize all types of appointment/confirmation letters.
2. To arrange all interview related works, prepare notes for appointment.
3. To prepare promotion/increment sheet of the employees of the company.
4. To complete fixation work of annual increment of the employees of the company.
5. To prepare up to-date list of employees for renewal of Group Insurance, Hospitalization Plan with PLIL and Personal Accident Policy with PIL.
6. To look after all affairs related to Agents License both new and renewal.
7. To arrange ID Cards for the employees of the company.
8. Any other job to be assigned by the Head of Administration & HR.

## Employee Satisfaction Research at Pragati Insurance Limited (PIL)

### Methodology

Mostly it was a Primary research. Respondents were directly interviewed on their work area. There were some use of secondary sources as well.

### Targeted population

All the employees of Pragati Insurance Limited currently working at the Head Office in different departments were the targeted population. No one other than departmental employees were targeted.

In this case both theoretical and accessible populations were all the employees of Pragati Insurance Limited (PIL) working in different departments of PIL.

### Sampling Method

We have used convenient sampling for doing the survey. Equal numbers of male and female respondents were selected randomly from different departments so that I can easily identify the variation of satisfaction on male and female. I have conducted face to face survey to make the respondents clear about question if he/she had difficulty in understanding. This helped to get most accurate information and reduced the chance of response error.

### Response rate

As mentioned earlier 24 respondents were selected for the survey. All the respondents were very much co-operative and responsive. 24 out of 24 respondents were interviewed. So the response rate was 100%.

### Sample

For the time constrain I decided to select 24 people from the population. The population is very big as there are many employees are working in several departments of PIL. Definitely it would be better if I could have more responded. But in this much of time 24 seemed most appropriate. Population was actually homogenous.

### Sampling Frame

Employees are mainly the sample. All the employees can be included as sample. So sampling frame is available in this case. Employees were surveyed from 24<sup>th</sup> April to 26<sup>th</sup> November.

### Research period

It took 8 days for planning,

Survey took 3 days

Analysis and data preparation took 3 days

### Variable

I have selected the overall satisfaction as dependent variable and work tools & resources, reward, allotted work time, departmental co-operation, work environment, training, salary, benefits and work schedule flexibility as independent variable.

### Questionnaire

Questionnaire used for the survey is provided in Appendix-A for the convenience of data analysis.

### Analysis and Findings

In this section of the report I will try to analyze all the findings of the research. After that I will try to draw the research results. Then I will evaluate different aspects of this research. I will include all the relevant data of this research as well.

### Gender

Among 24 people who were surveyed 12 were male and 12 were female. We equally divided the respondents to avoid error. It will help to easily identify the satisfaction of both male and female equally.

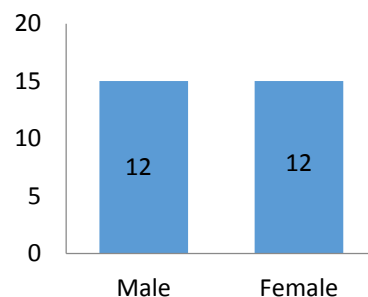


Figure: Gender of the respondents

## Tools and Resources

For working well in company essential tools are a must. Without proper tools and resources for a job it is difficult to fulfill a job and this also effects the satisfaction level of the employees. If the management want a job be fulfilled in time without giving their employees proper tools it is hard to complete the job in time, thus management might impose pressure on the employees and finally it will cause dissatisfaction.

In case of Pragati Insurance most of the employees of the sample 54.16% has agreed that they have the tools and resources they need to do their job well. Yet there were some employees about 33% who don't agreed at this point, though the number is small but significant. In this matter 25.00% female did not give any opinion but all the male gave their opinion.

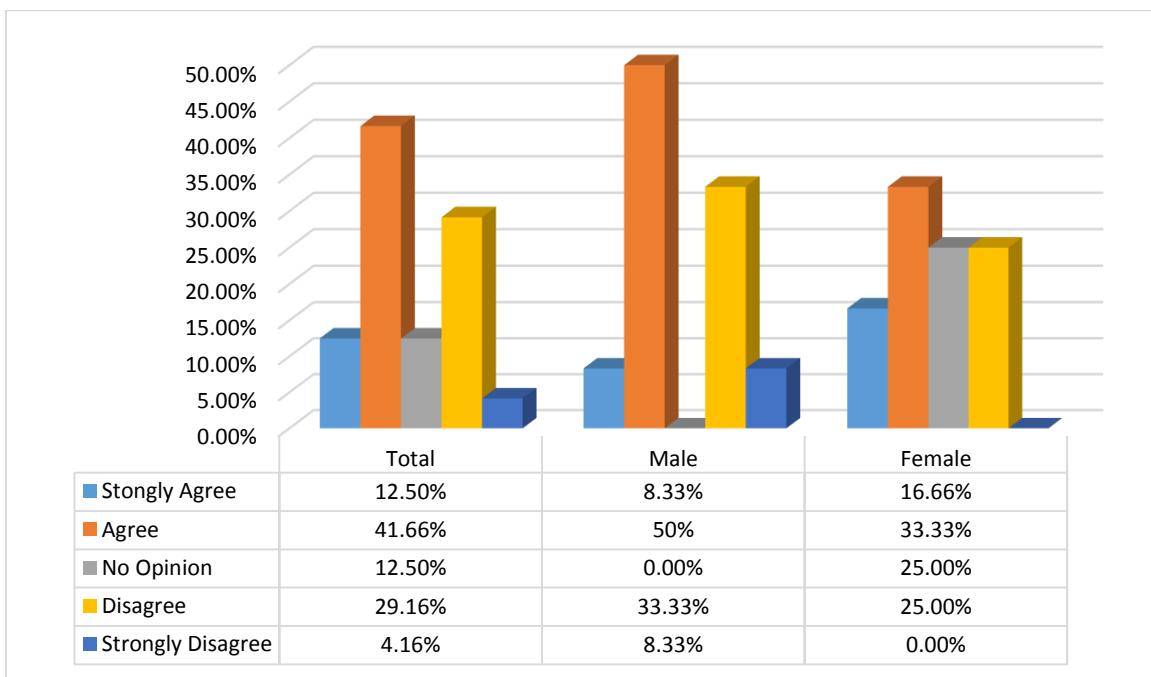


Figure: Feedback on Tools and Resources

## Reward

At Pragati reward for quality of work is available. For example; if an employee has a target with deadline and he manages to fulfill the target way before deadline the company will reward him. Reward sometimes include monetary values and sometimes not. It is very important factor regarding employee satisfaction. Employees feel encouraged if they are rewarded for the quality of their work. If employees not rewarded for their effort this can lead to employee dissatisfaction. Maurer (2001) proposed that organization success associate with employee satisfaction, through honor and respect, and conceive, these factors are important for job satisfaction (Jun et al., 2006).

At PIL it is mostly a mixture of satisfaction and dissatisfaction regarding the reward. Departmental job variation could be reason for this. For example; in the development department employees get more comprehensive rewards for bringing and retaining customers comparing with other departments. Job nature of other departments are not as marketing or development department. The scope of getting reward is more for the development department than the other departments at PIL. Majority of the sample respondent of 50% agreed that they get rewarded for the quality of their effort. The rest of the respondents were either remained neutral or disagreed.

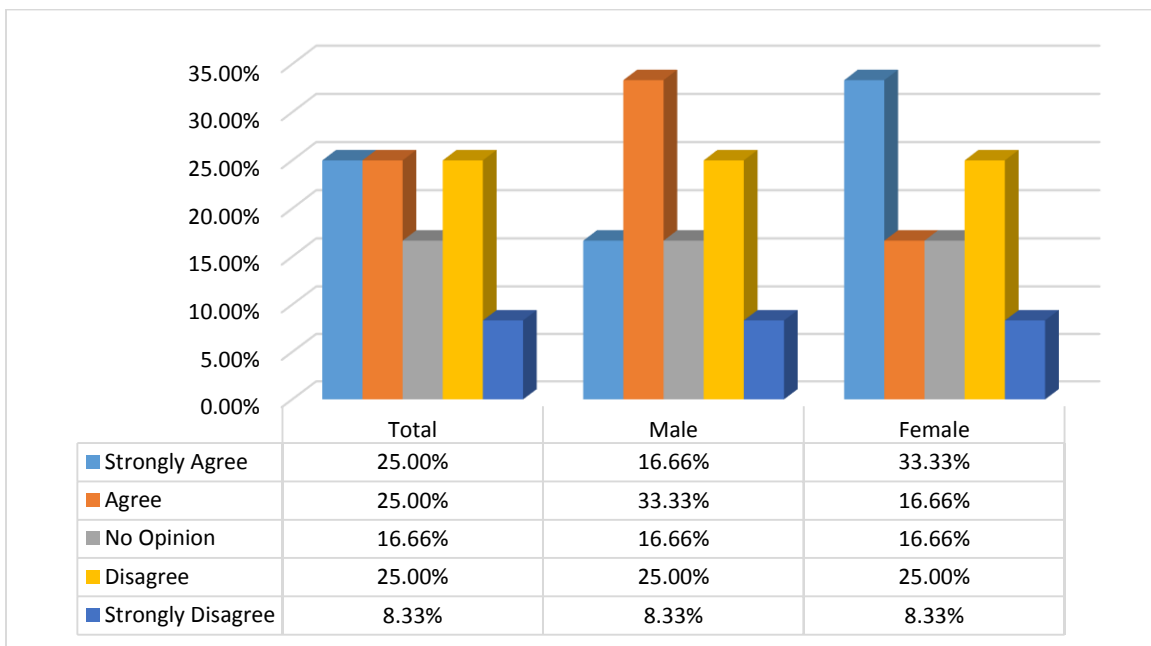


Figure: Feedback on Reward

### Allotted Work Time

It has been seen in many companies that sometimes the allotted time for job is not sufficient. Employees find it difficult to complete a task that expected from them. Management sometimes puts work load on employees disregarding the time. There should be a good amount of time allotted to the employees to complete their job. Some tasks take more time to accomplish than other. Management should keep it on their mind. If sufficient time is not allotted to the employees they will feel more pressure and this will cause dissatisfaction among them and if the allotted time is sufficient they will be satisfied.

Most of the respondents of PIL agreed that the time allotted for them is sufficient. The combined number of strongly agree and agree is 75%. There were disagreements too but the numbers are very few. From the total male population 66% agreed that allotted worktime is sufficient where 83% of total female agreed on the same matter. It shows that females are somewhat more satisfied than the male sample.

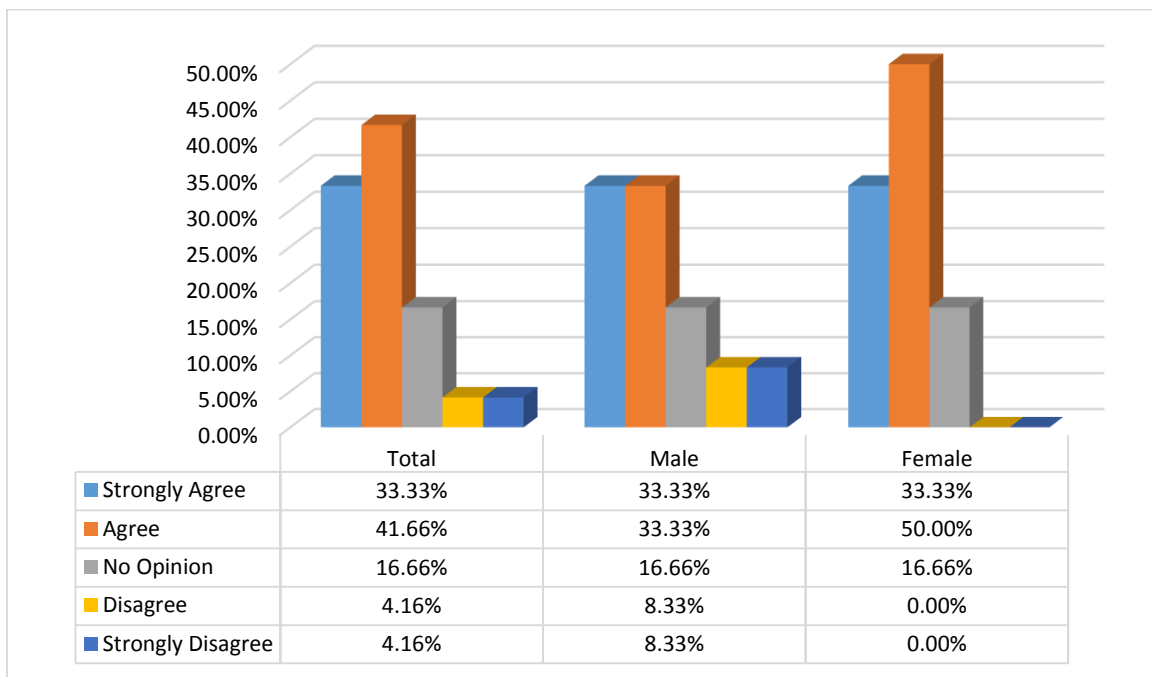


Figure: Feedback on Allotted time for Work



### Departmental Co-operation

Departmental cooperation can be an important determinant of employee satisfaction. For some tasks inter-departmental cooperation is very much important. If a certain department don't cooperate with other department in the same organization this can affect the entire department. This could be a reason for dissatisfaction among the employees of an entire department. From the data I got from the survey, most of the employees have positive opinion regarding departmental cooperation. Very few among the respondent disagreed about departmental cooperation. Not a single employee strongly disagreed. But a significant number of employees about 21% did not give any opinion on this matter. Some of them said that departments are most of the time cooperative but they had some bad experience that is why they do not want to agree with the fact neither want to disagree.

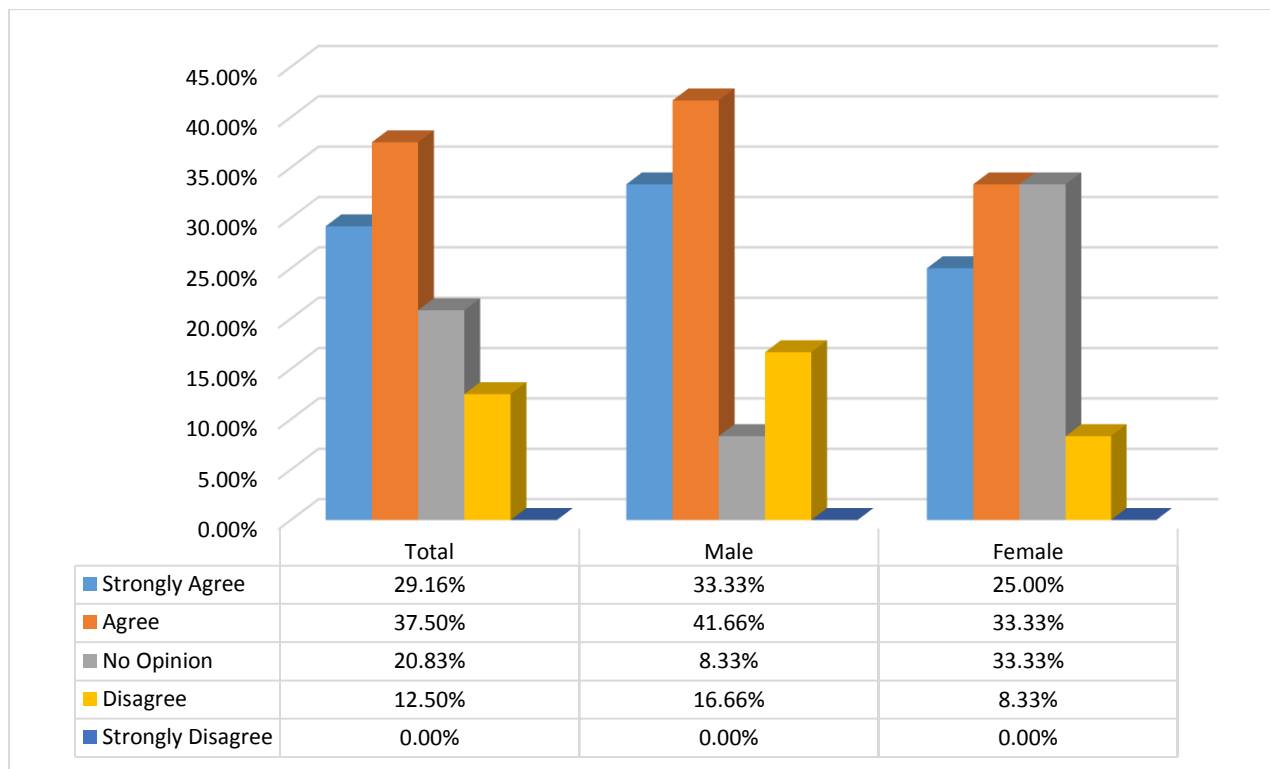


Figure: Response on Departmental Co-operation

## Work Environment

Work environment plays a big role for the employee satisfaction. Employers and management should understand that employees spend a large amount of their time at work, and therefore, companies take steps to ensure the work environment is conducive for employees to be productive, satisfied and engaged in the workplace. In a research study by SHRM, 16% of HR professionals reported that physical assaults have occurred in their workplace. While at work, employees expect their organization to take measures that ensure their safety. About one half of employees (47%) indicated that feeling safe in the work environment was very important to their job satisfaction. Female employees considered feeling safe in the workplace an especially important job satisfaction factor compared with male workers.

In PIL response regarding workplace environment was excellent. There was not a single strong disagreement on the fact that work place environment is satisfactory. Most of the female respondents are satisfied with the environment. There were some disagreements too, but they were among the male respondents. Overall, the workplace environment is good according to the survey results.

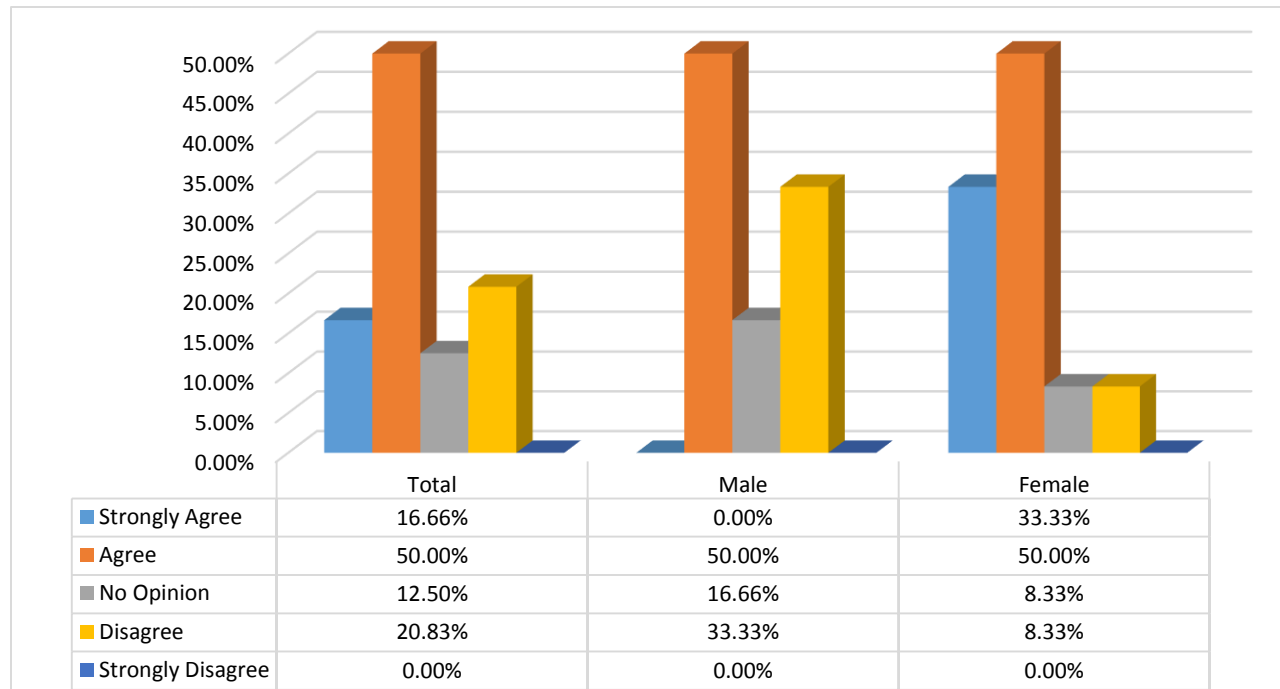


Figure: Response on Work Environment (Total Respondents, Total Male and Total Female)

## Training Materials and Opportunities

Training is important for a job. Some job requires special trainings. An organization should have proper training opportunities and training materials. Training is vital and fertile for both employee and organizational improvement. To achieve individual development Employee training provides prospects to employees broaden their knowledge and capacities for more well-organized teamwork (Jun et al., 2006). To cut extra cost some companies offer less training opportunities. Sometimes important trainings are skipped to save cost. Management expect kind of work from the employees for what they are not trained enough. Therefore the quality or goal achievement get hampered. Employees don't feel comfortable to do the work for what they are not skilled enough. Thus it leads to dissatisfaction. On the other hand proper training gives employees the confidence to do relevant tasks.

At Pragati Insurance Limited maximum respondents remain silent in this regard. There were not a single strong agreement on this regard. Agreements were 25% only. Though there both disagreements and strong disagreements together about 30% for the same. This might be a knock for the company that they should improve their overall training facilities. Better training increases both the effectiveness and efficiency of the work.

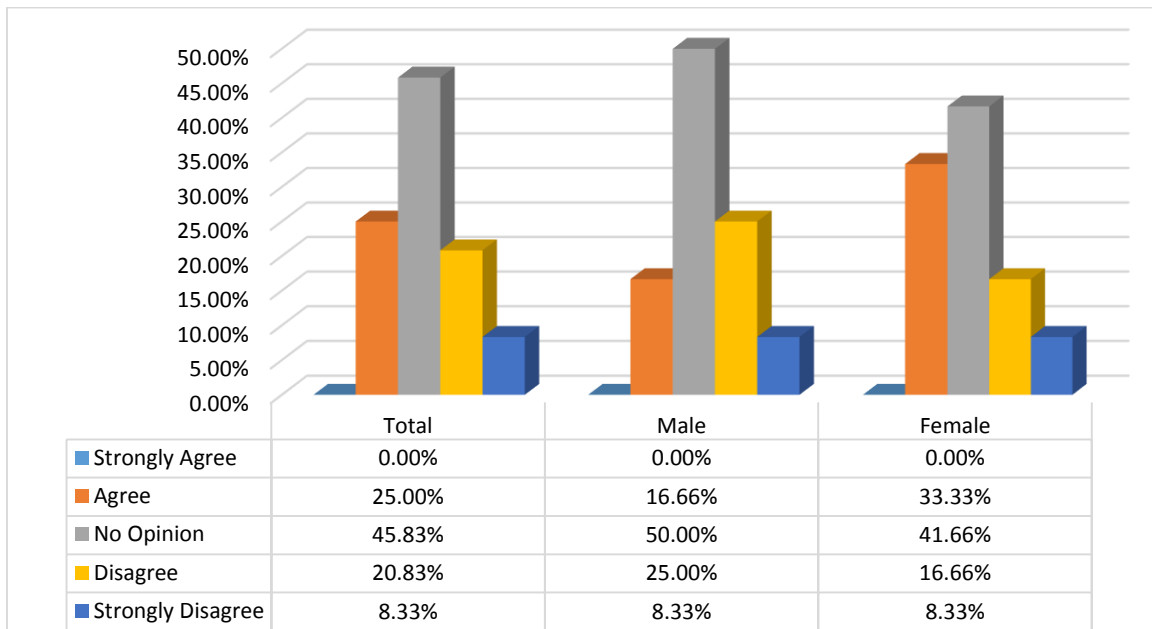


Figure: Feedback on Training materials and Opportunities

## Salary

Underpaid employees never feels encouraged on their work and get dissatisfied with their work ultimately. As the economic climate continues to warm up, attractive compensation packages will be one of the strategies organizations competing for talent will use to recruit and retain the best employees. There is positive connection between equity based on compensation and performance Frye (2004). It was determined that the income is the major factors of job satisfaction, the study regarding job satisfaction level of public sector managers was conducted (Sokoya, 2000). The investigation conducted about relationship among job satisfaction and pay it was also found that job satisfaction is affected by the pay (Nguyen et al., 2003).

Surprisingly where most of the respondents agreed that they get reasonable reward for their quality effort at PIL those respondents responded in a neutral line when they were asked about their pay rates. It is true that neutral doesn't mean disagree but important thing is it neither means agree. This might be indicator that the compensation package needs improvement. Organizations might not be financially ready to significantly increase their salary budget, but the best organizations take the time to find creative ways to reward and engage their employees. Maybe that's the reason most of the employees are happy with the reward they receive from the company but has some doubt on the compensation.

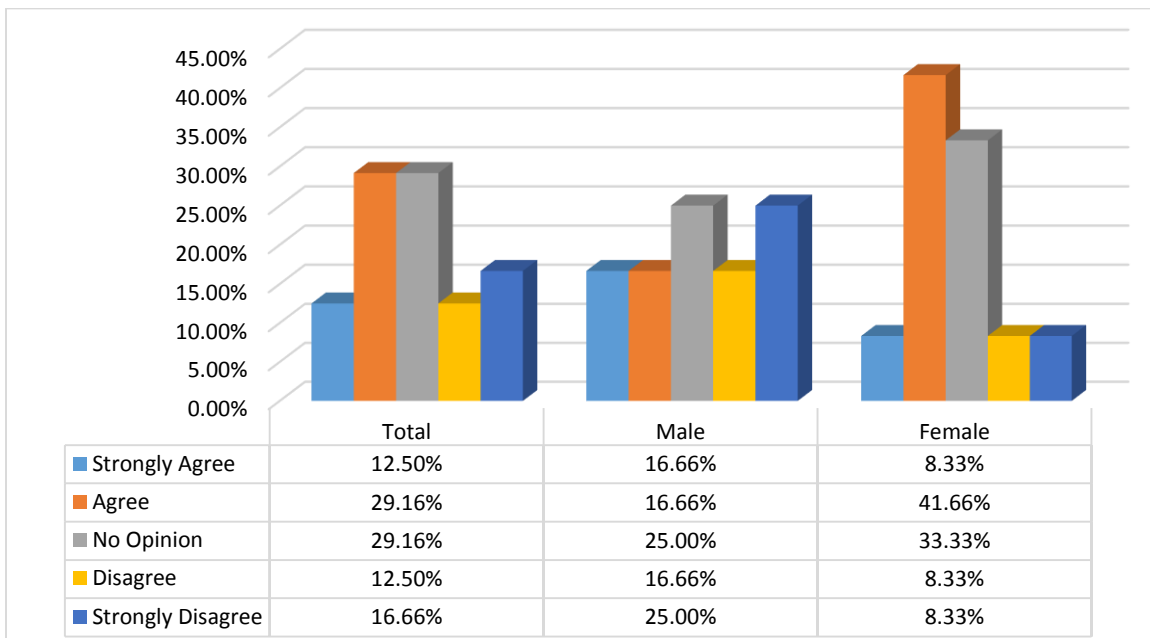


Figure: Response on Rate of Pay form PIL

## Benefits

According to Pragati Insurance, benefits are those facility which they get from the company for being an employee of Pragati Insurance. Employees will get their benefits no matter he/she fulfills target or not, does better work or not. Benefit is another significant determinant of employee satisfaction. It is a vital compliment with the salary package. Employers use benefits as one of the tools to recruit and retain top talent. HR is tasked with finding the right mix of employee benefits that satisfy the personal and financial needs of the current and potential workforce, given existing business conditions and cost constraints. It is important for organizations to take into account and anticipate the needs, preferences and makeup of their workforce, in addition to the organizational strategy, when considering benefits offerings Health insurance, retirement policy, loan policy are some important benefits that employees get from their organization.

As I mentioned earlier companies those who cannot significantly increase their compensation policy they maintain the balance with the reward and benefits. The same reflects for Pragati Insurance Limited (PIL). Where respondents gave mixed opinion for their rate of pay, they agreed that they receive good reward and benefits as well. Almost 79% respondents gave positive opinion stating that their benefit policy is up to the mark.

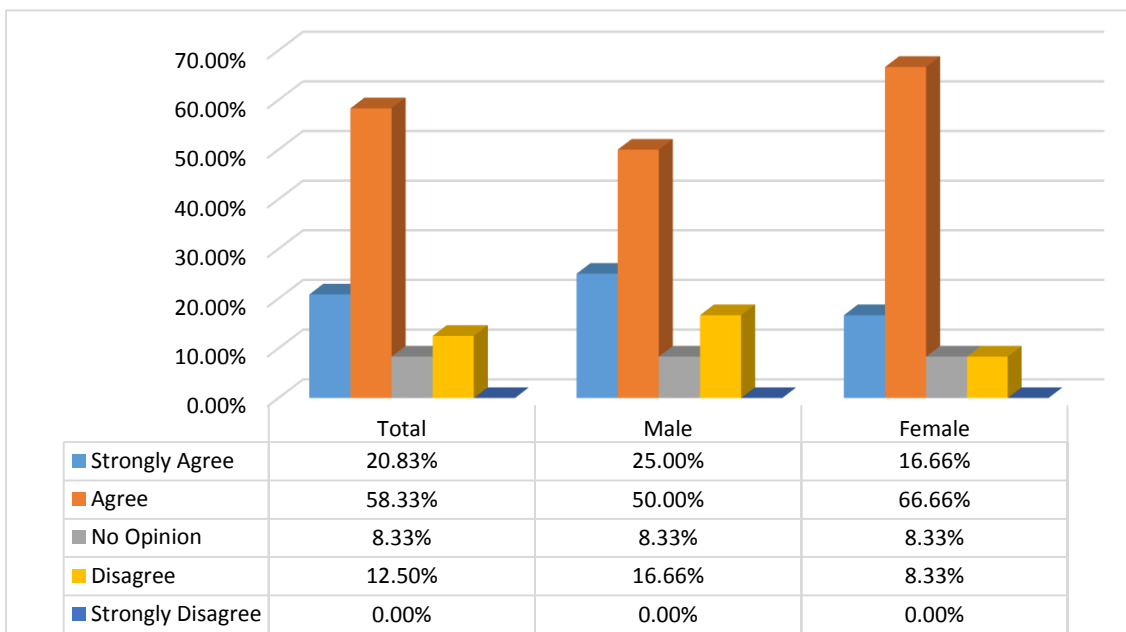


Figure: Feedback on Benefits

### Flexible Schedule

Next factor which is related to employee satisfaction is the flexibility of the work schedule. Sometimes work schedule become so tight that employees get depressed. According to Meeusen et al. (2011) flexible work schedules lead to enhanced productivity, decreased absenteeism, improved commitment, and better recruiting. Similarly, Butler et al. (2009) found a positive relationship between flexible work schedules and job satisfaction. Employees who have a flexible work schedule give more attention to their job.

When asked about flexible schedule, the respondents mostly agreed on the fact that they have a flexible work schedule. Interestingly majority said they are strongly agree that they have a flexible work schedule. Where most of the respondent strongly agreed, no responded strongly disagreed the statement. Yes there were disagreements but they are really few.

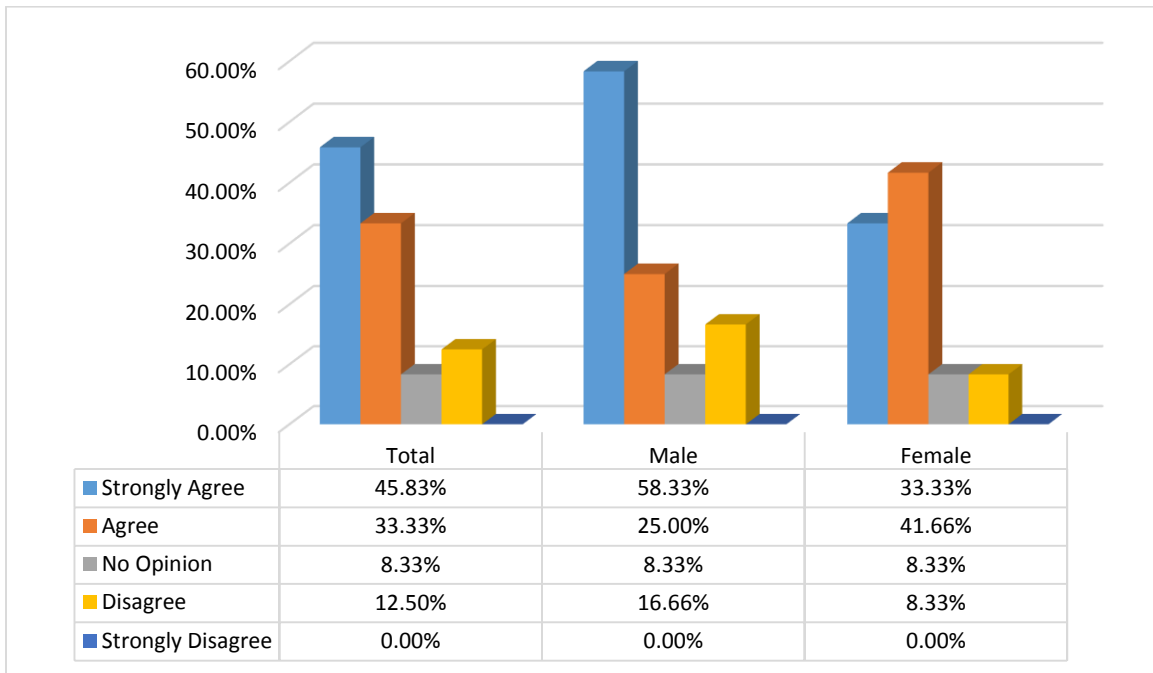


Figure: Response on Schedule Flexibility

### Overall Satisfaction

The final question of the survey was about their overall satisfaction at PIL. It was a mixture of opinions. Maximum respondents said they are satisfied though. 25% respondents were not too sure about their satisfaction. They told they have both good and bitter experiences working for the company, that's why they were not satisfied nor dissatisfied. Thus a significant number remained neutral. There were opinion against both extremely satisfied and extremely dissatisfied. Good thing the response against extremely satisfied is slightly more than the extremely dissatisfied. Extreme dissatisfaction could be a matter of concern. Where slight dissatisfaction can be turned to satisfaction easily, extreme dissatisfaction might need some extra effort. The data of overall satisfaction is presented below.

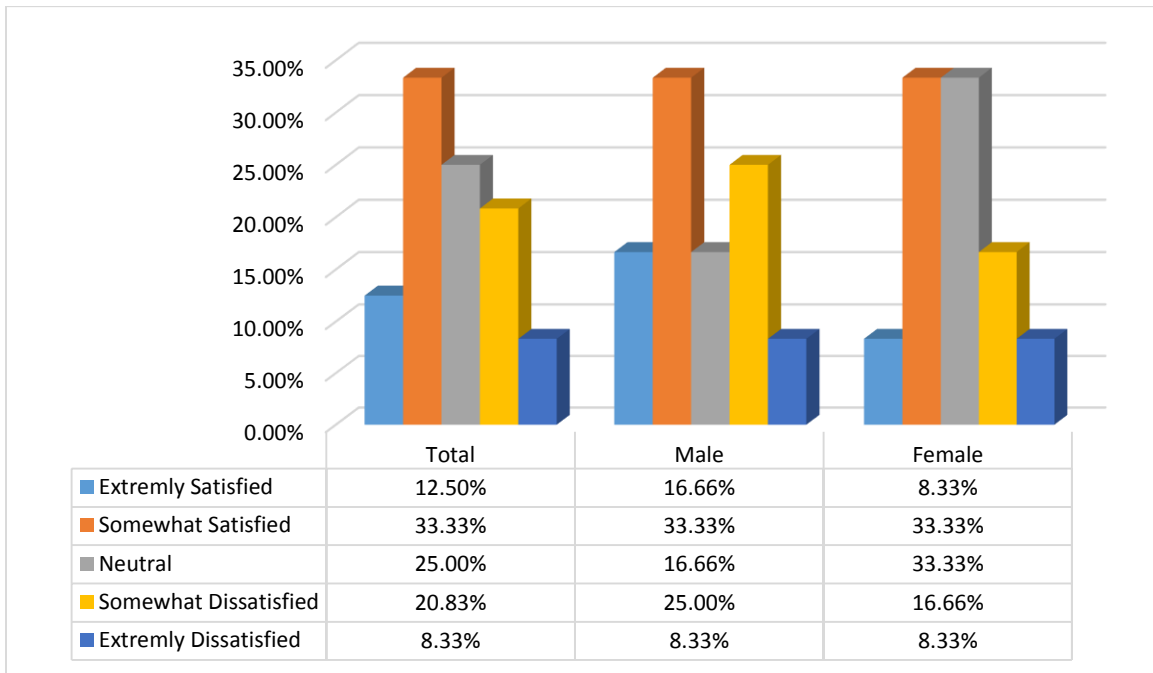


Figure: Overall Satisfaction of Respondents

## Final Assessment

Satisfaction depends on some key factors. This report tried to cover most of the relevant areas related to satisfaction to determine the satisfaction among the employees of Pragati Insurance Limited. Tools and Resources, Rewards, Allotted time for job, Co-operation among departments, Work environment, Training materials and opportunities, Salary, Benefits and Flexibility; are some key factors associated with employee satisfaction.

The findings suggest that employees are moreover satisfied on most of those key areas. Yet there were few exceptions as well. For the convenience of analysis I will discuss the numbers adding response as strongly agree and agree together. Almost 62% said they have the tools and resources they need to do their jobs. Response regarding rewards were sufficient as well. 75% employees said that allotted time for their work is sufficient.

Though training materials and opportunities need some improvements. Only 31% respondents agreed that their jobs make good use of their skills and abilities. This is important for PIL. This shows that employees are not showing their full capabilities. So, PIL has an opportunities to have more from their employs if PIL give them a chance to use their skills and abilities. Most of the responded remained neutral on this fact. Only a few respondents agreed that they have enough training materials and opportunities.

Where only 32% agreed that their salary is as it should be, 79% were agreed that their benefits they receive is up to the mark. Almost 80% of respondents said that they has a flexible work schedule. Among the questions the respondents provided with, most of them showed positive feedback which illustrates their satisfaction. PIL should also consider some areas where employees were more on a negative side on their feedback. In this paper only the key points are discussed. For more convenience and information of the readers the full questionnaire with total response percentage of each options is provided in Appendix: B. Response percentage of total male and female in each area are also provided.



## Limitations

PIL and respondents were very much helpful for this research but still there were several limitations. I tried to overcome those. I also tried to not to get this research affected for those limitations. The limitation faced are given below-

- Time frame for conducting the research
- Unwillingness of some respondents
- The sample size is a bit small to represent the whole population of PIL
- Lack of professionalism
- Response bias was maybe there for some information

## Recommendations

Prior to analysis above some recommendations can be made to increase more satisfied employees. The recommendations are given below-

- Job should make good use of individual employee's skills and abilities
- Rate of pay of the employees should be re evaluated
- PIL should consider revising policy regarding eligibility for benefits
- More training opportunities should be created

## Conclusion

Employee job satisfaction can improve service quality and increase employee satisfaction. In this circumstance, policy makers and managers have turned their attention to provide different kinds of facilities to their employees in order to satisfy their employees. The results of this survey indicate that employees are seeking opportunities to maximize their skills and abilities. To keep employees happy and engaged, and to hold on to top performers, employers should make a concentrated effort to solicit feedback on a regular basis from employees and encourage open lines of communication.

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- [www.pragatiinsurance.com/](http://www.pragatiinsurance.com/)

## Appendix-A

**This survey asks questions about your experience working for The Company. It starts and ends with some questions about your satisfaction with various aspects of work and contains other questions about how you think and feel about The Company. Thank you for sharing your opinions.**

**Instructions – Respond by (●) circling or ticking (✓) the word that best reflects your opinion.**

You have the tools and resources to do your job well.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

On your job, you have clearly defined quality goals.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

Your job makes good use of your skills and abilities.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

You are satisfied with the information you receive from management on what is going on in your division.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

You are rewarded for the quality of your efforts.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

Do you feel that employees are recognized as individuals?

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

The level of work that is expected of employees at PIL is sufficient to the time allotted and resources provided to do your jobs.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

PIL departments cooperate with each other.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

Work environment at PIL is satisfactory

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

Sufficient training materials and training opportunities to allow you to perform your job well.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

Your rate of pay for your work is as it should be.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

Benefits you receive - (for example, health insurance, retirement etc.) is up to the mark.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

PIL has a well policy regarding eligibility for benefits.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

You have a flexible schedule.

- ① Strongly Agree      ② Agree      ③ No Opinion      ④ Disagree      ⑤ Strongly Disagree

How long have you worked at PIL?

- ① Less than 6 months      ② 6 months – 1 year      ③ 1-3 years      ④ 3-5 years      ⑤ More than 5 years

Overall, how satisfied are you working for The Company?

- ① Extremely Satisfied      ② Somewhat Satisfied      ③ Neutral      ④ Somewhat Dissatisfied      ⑤ Extremely Dissatisfied

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**THANK YOU FOR YOUR TIME**

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## Appendix-B

Number of respondents and response percentage of all respondents on each area is given below for better understanding. “T” denotes Total, “M” denotes Male and “F” denotes female. First the number of respondents is given then the percentage of that number to all sample is given as well.

You have the tools and resources to do your job well.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 03            | 12.50% | T: 10   | 41.66% | T: 03        | 12.50% | T: 07      | 29.16% | T: 01               | 4.16% |
| M: 01            | 8.33%  | M: 06   | 50.00% | M: 00        | 0.00%  | M: 04      | 33.33% | M: 01               | 8.33% |
| F: 02            | 16.66% | F: 04   | 33.33% | F: 03        | 25.00% | F: 03      | 25.00% | F: 00               | 0.00% |

On your job, you have clearly defined quality goals.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 04            | 16.66% | T: 09   | 37.50% | T: 07        | 29.16% | T: 04      | 16.66% | T: 00               | 0.00% |
| M: 02            | 16.66% | M: 03   | 25.00% | M: 05        | 41.66% | M: 02      | 16.66% | M: 00               | 0.00% |
| F: 02            | 16.66% | F: 06   | 50.00% | F: 02        | 16.66% | F: 02      | 16.66% | F: 00               | 0.00% |

Your job makes good use of your skills and abilities.

| ① Strongly Agree |       | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|-------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 01            | 4.16% | T: 07   | 29.16% | T: 07        | 29.16% | T: 08      | 33.33% | T: 01               | 4.16% |
| M: 01            | 8.33% | M: 03   | 25.00% | M: 02        | 16.66% | M: 06      | 50.00% | M: 00               | 0.00% |
| F: 00            | 0.00% | F: 04   | 33.33% | F: 05        | 41.66% | F: 02      | 16.66% | F: 01               | 8.33% |

You are satisfied with the information you receive from management on what is going on in your division.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |        |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|--------|
| T: 03            | 12.50% | T: 09   | 37.50% | T: 05        | 20.83% | T: 04      | 16.66% | T: 03               | 12.50% |
| M: 02            | 16.66% | M: 04   | 33.33% | M: 03        | 25.00% | M: 01      | 8.33%  | M: 02               | 16.66% |
| F: 01            | 8.33%  | F: 05   | 41.66% | F: 02        | 16.66% | F: 03      | 25.00% | F: 01               | 8.33%  |

You are rewarded for the quality of your efforts.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 06            | 25.00% | T: 06   | 25.00% | T: 04        | 16.66% | T: 06      | 25.00% | T: 02               | 8.33% |
| M: 02            | 16.66% | M: 04   | 33.33% | M: 02        | 16.66% | M: 03      | 25.00% | M: 01               | 8.33% |
| F: 04            | 33.33% | F: 02   | 16.66% | F: 02        | 16.66% | F: 03      | 25.00% | F: 01               | 8.33% |

Do you feel that employees are recognized as individuals?

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 05            | 20.83% | T: 11   | 45.83% | T: 03        | 12.50% | T: 03      | 12.50% | T: 02               | 8.33% |
| M: 04            | 33.33% | M: 04   | 33.33% | M: 02        | 16.66% | M: 01      | 8.33%  | M: 01               | 8.33% |
| F: 01            | 8.33%  | F: 07   | 58.33% | F: 01        | 8.33%  | F: 02      | 16.66% | F: 01               | 8.33% |

The level of work that is expected of employees at PIL is sufficient to the time allotted and resources provided to do your jobs.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |       | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|-------|---------------------|-------|
| T: 08            | 33.33% | T: 10   | 41.66% | T: 04        | 16.66% | T: 01      | 4.16% | T: 01               | 4.16% |
| M: 04            | 33.33% | M: 04   | 33.33% | M: 02        | 16.66% | M: 01      | 8.33% | M: 01               | 8.33% |
| F: 04            | 33.33% | F: 06   | 50.00% | F: 02        | 16.66% | F: 00      | 0.00% | F: 00               | 0.00% |

PIL departments cooperate with each other.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 07            | 29.16% | T: 09   | 37.50% | T: 05        | 20.83% | T: 03      | 12.50% | T: 00               | 0.00% |
| M: 04            | 33.33% | M: 05   | 41.66% | M: 01        | 8.33%  | M: 02      | 16.66% | M: 00               | 0.00% |
| F: 03            | 25.00% | F: 04   | 33.33% | F: 04        | 33.33% | F: 01      | 8.33%  | F: 00               | 0.00% |

Work environment at PIL is satisfactory

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 04            | 16.66% | T: 12   | 50.00% | T: 03        | 12.50% | T: 05      | 20.83% | T: 00               | 0.00% |
| M: 00            | 0.00%  | M: 06   | 50.00% | M: 02        | 16.66% | M: 04      | 33.33% | M: 00               | 0.00% |
| F: 04            | 33.33% | F: 06   | 50.00% | F: 01        | 8.33%  | F: 01      | 8.33%  | F: 00               | 0.00% |

Sufficient training materials and training opportunities to allow you to perform your job well.

| ① Strongly Agree |       | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|-------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 00            | 0.00% | T: 06   | 25.00% | T: 11        | 45.83% | T: 05      | 20.83% | T: 02               | 8.33% |
| M: 00            | 0.00% | M: 02   | 16.66% | M: 06        | 50.00% | M: 03      | 25.00% | M: 01               | 8.33% |
| F: 00            | 0.00% | F: 04   | 33.33% | F: 05        | 41.66% | F: 02      | 16.66% | F: 01               | 8.33% |

Your rate of pay for your work is as it should be.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |        |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|--------|
| T: 03            | 12.50% | T: 07   | 29.16% | T: 07        | 29.16% | T: 03      | 12.50% | T: 04               | 16.66% |
| M: 02            | 16.66% | M: 02   | 16.66% | M: 03        | 25.00% | M: 02      | 16.66% | M: 03               | 25.00% |
| F: 01            | 8.33%  | F: 05   | 41.66% | F: 04        | 33.33% | F: 01      | 8.33%  | F: 01               | 8.33%  |

Benefits you receive - (for example, health insurance, retirement etc.) is up to the mark.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |       | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|-------|------------|--------|---------------------|-------|
| T: 05            | 20.83% | T: 14   | 58.33% | T: 02        | 8.33% | T: 03      | 12.50% | T: 00               | 0.00% |
| M: 03            | 25.00% | M: 06   | 50.00% | M: 01        | 8.33% | M: 02      | 16.66% | M: 00               | 0.00% |
| F: 02            | 16.66% | F: 08   | 66.66% | F: 01        | 8.33% | F: 01      | 8.33%  | F: 00               | 0.00% |

PIL has a well policy regarding eligibility for benefits.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |        | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|--------|------------|--------|---------------------|-------|
| T: 02            | 8.33%  | T: 08   | 33.33% | T: 04        | 16.66% | T: 06      | 25.00% | T: 02               | 8.33% |
| M: 02            | 16.66% | M: 02   | 16.66% | M: 02        | 16.66% | M: 05      | 41.66% | M: 01               | 8.33% |
| F: 00            | 0.00%  | F: 06   | 50.00% | F: 02        | 16.66% | F: 01      | 8.33%  | F: 01               | 8.33% |

You have a flexible schedule.

| ① Strongly Agree |        | ② Agree |        | ③ No Opinion |       | ④ Disagree |        | ⑤ Strongly Disagree |       |
|------------------|--------|---------|--------|--------------|-------|------------|--------|---------------------|-------|
| T: 11            | 45.83% | T: 08   | 33.33% | T: 02        | 8.33% | T: 03      | 12.50% | T: 00               | 0.00% |
| M: 07            | 58.33% | M: 03   | 25.00% | M: 01        | 8.33% | M: 02      | 16.66% | M: 00               | 0.00% |
| F: 04            | 33.33% | F: 05   | 41.66% | F: 01        | 8.33% | F: 01      | 8.33%  | F: 00               | 0.00% |

How long have you worked at PIL?

| ① Less than 6 months |       | ② 6 months – 1 year |        | ③ 1-3 years |        | ④ 3-5 years |        | ⑤ More than 5 years |        |
|----------------------|-------|---------------------|--------|-------------|--------|-------------|--------|---------------------|--------|
| T: 02                | 8.33% | T: 04               | 16.66% | T: 06       | 25.00% | T: 06       | 25.00% | T: 06               | 25.00% |
| M: 01                | 8.33% | M: 01               | 8.33%  | M: 04       | 33.33% | M: 03       | 25.00% | M: 03               | 25.00% |
| F: 01                | 8.33% | F: 03               | 25.00% | F: 02       | 16.66% | F: 03       | 25.00% | F: 03               | 25.00% |

Overall, how satisfied are you working for The Company?

| ① Extremely Satisfied |        | ② Somewhat Satisfied |        | ③ Neutral |        | ④ Somewhat Dissatisfied |        | ⑤ Extremely Dissatisfied |       |
|-----------------------|--------|----------------------|--------|-----------|--------|-------------------------|--------|--------------------------|-------|
| T: 03                 | 12.50% | T: 08                | 33.33% | T: 06     | 25.00% | T: 05                   | 20.83% | T: 02                    | 8.33% |
| M: 02                 | 16.66% | M: 04                | 33.33% | M: 02     | 16.66% | M: 03                   | 25.00% | M: 01                    | 8.33% |
| F: 01                 | 8.33%  | F: 04                | 33.33% | F: 04     | 33.33% | F: 02                   | 16.66% | F: 01                    | 8.33% |