

Internship report on

Employee Satisfaction and its Relationship with

Employee Turnover rate at Confidence Group



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Submitted To

Mr Fazla Mohiuddin

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Submitted By

Jebun Nessa

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Date of Submission

December 26, 2016

LETTER OF TRANSMITTAL

December 26, 2016

Mr Fazla Mohiuddin

Lecturer

BRAC Business School

BRAC University.

Subject: Submission of Internship Report, Fall 2016

Dear Sir,

This is an immense pleasure to submit a report titled “Employee Satisfaction and its Relationship with Employee Turnover rate at Confidence Group” as a requirement of BBA completion to you for your kind consideration.

I have tried my level best to prepare this report as relevant as possible by including required authentic information, data and explanation. Several study related materials, documents and practical observations were used to make this report informative and comprehensive.

I have given my utmost to prepare this report as relevant and authentic as possible at each stage and with no doubt, this experience enriched my knowledge in a grater aspect. If you have any query regarding my report, I would gladly receive them.

Therefore, I hope that you would be kind enough to accept this report.

Sincerely Yours,

Jebun Nessa

ID: 12104001

BBA Program

BRAC Business School

Acknowledgement

The opportunity of an internship I had with Confidence Group was a great chance for me to learn the implementation of theoretical aspects into practical field. Therefore, I consider myself a lucky person as I was provided with a scope to be a part of Confidence Group. I am grateful for having a chance to meet so many wonderful people and professionals who led me throughout my internship period.

Bearing in mind previous I am using this opportunity to express my deepest gratitude and special thanks to Mr Fazla Mohiuddin, Faculty, BRAC Business School, who in spite of being extraordinarily busy with his duties, took time out to hear, guide and keep me on the correct path.

I express my deepest thanks to my supervisor Mrs Sharmin Sultana Taina, Team Leader of CG Corporate HR for providing me an amazing opportunity to explore my knowledge in their gigantic organization.

Nevertheless, I would express my gratitude toward my respective colleagues who have made the work environment interesting and enjoyable and helped me a lot in learning new things.

Executive Summary

Confidence Group is one of the largest local conglomerates in Bangladesh involved in the manufacturing of mid-tech engineering products. The company was founded in 1991 and now it is considered as a market leader in mid tech engineering industry of Bangladesh. Confidence Group has several subsidiaries. As a requirement for the completion of BBA program, I was enrolled in Confidence Group as an HR intern and prepare this paper to identify the relationship with employee satisfaction and employee turnover rate.

Ensuring employee satisfaction is one of the essentials for every organization to achieve its goals and competitive advantages over their competitors. To manage human resource and make sure that employees are competent enough, it is very important to ensure top most employee satisfaction in an organization.

This report contains brief description of corporate HR functions and practices of Confidence Group and its impact on the whole organization. However, an analysis based on the employees of Corporate Head Office of Confidence Group is also done to identify whether there is any relationship with employee satisfaction and employee turnover rate or not.

In this report, I have tried to incorporate all the HR activities and theories to identify the relationship with employee satisfaction and employee turnover rate, find the gap and to suggest some possible implication to ensure top most employee satisfaction and employee retention.

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Chapter 1

Introduction

Introduction

In this era of globalization, lots of global and local organizations are paying huge attention to Bangladesh, as it has huge potential to be a business root. That's why along with lots of global organizations, several local organizations are trying to flourish themselves both locally and globally as Bangladeshi Brand.

Industrial development in Bangladesh has become a necessity as well as one of the biggest opportunities to earn revenues and also for ensuring economic well-being together. That's why, many local organizations are starting to be interested to invest into local market and then expand its dimension globally. Establishing an industry means creating an opportunity to enact huge potential in different fields. To deal with several delicate operations, to ensure industrial operation smoothly, people working in this specific segment should have massive theoretical knowledge.

BRAC University has undertaken an internship program to develop its student's skills and expertise. As an essential part of my academic phase and to gather practical experience regarding corporate culture and policies, I have been placed in Confidence Group, which is an organization that lies under production industry.

Origin of the Report

This report is an internship report which is a major requirement for the completion of BBA program. The initial motto of this program is to provide an 'on the job' exposure to the students and to create an opportunity to implement theories into practical situations. For that, students are placed into different institutions.

To complete this last requirement, I was assigned as an HR intern in Confidence Group and I chose 'Employee Job Satisfaction' as my internship topic with the consent of Sharmin Sultana Tania, (Team Leader, Corporate HR of Confidence Group) under the supervision of Mr. Md. Fazla Mohiuddin, Faculty, BRAC Business School.

Organizational Overview

Confidence Group is one of the largest local conglomerates in Bangladesh. Since this organization does not belong under FMCG industry, very few people know about this organization. Starting from 1991 till present, confidence group is contributing a lot in the economic, social and infrastructural development of Bangladesh

Confidence Group is a local conglomerate in Bangladesh involved in the manufacturing of mid-tech engineering products, it was founded in 1991. It is successfully expanding its operation in international market after fulfilling domestic demands. From the year of its conception, the motto of confidence group is to come up with such products which are elegant and innovative and which can add some different value. That's why all the products under Confidence Group are a mixture of best material, innovative design and the best quality. Since beginning till today, Confidence Group is proudly and successfully providing the best products to its customers. Moreover, Confidence Group believes that their investors are investing in a promise of better experience and better and innovative quality. Confidence Group is a pioneer in Bangladeshi conglomerate industry and that's why it always believes that it can expand its glory beyond the border and can shine the name of our country. And that's why Confidence Group uses "Lets Believe" as their tagline. Because only believing in each and every aspects associated with a products can make it a BRAND.

Currently Confidence Group is directly operating 8 subsidiaries including two joint ventures with renowned foreign brands in Bangladesh. As a pioneer mid-tech engineering product industry, it has Cement, steel, power generation, electric transformer and battery in its product line. Moreover, emerging International Gateway operator (IGW), DigiCon is also under Confidence's product line.

Key Facts about Confidence Group:

Company Name	Confidence Group
Legal Form	Private Limited Company Except Confidence Cement Limited
Year of Commencement	1991

Current Employees in different subsidiaries	1500 in Management Positions approx. 2500 in Non-Management Positions approx.
Corporate Head Office	Unique Trade Center, Level 7, 8 Panthopath, Karwan Bazar, Dhaka 1215, Bangladesh.
Factory Office	Madanpur, Sonargaon, Narayangonj
Website	http://www.confidencegroup.com.bd
Managing Body	MrRezaulKarim, Chairman Mr Imran Karim, Managing Director Mr Salman Karim, Chief Executive Officer

Business Overview of Confidence Group:

As a local conglomerate, Confidence Group's major focus is to provide the best quality product to its customer and to enlighten the name of the country. Confidence Group believes in positivity and it has concurred with the Asian market by providing high quality products and planning to grab the market of half of the world in future. By providing quality product using the best materials, ensuring top most customer satisfaction and paying attention on social and environmental factors, Confidence Group is trying to take its realm into another level.

Mission:

As a prominent conglomerate in Bangladesh, the current mission of Confidence Group is to ensure top most customer satisfaction and to do the best for the betterment of the organization and industry. Its current mission statements are-

- Let's commit to our customers so that our products and services shall ensure the best value for their money
- Let's adopt 'Can do' attitude in targeting every Goal

Vision:

As Confidence Group has become a pioneer in engineering product industry and it is stepping into international market, the organization set up a long term plan to get into that market position. The vision on which Confidence Group is focusing on are given below-

- Let's Believe in our Brand

Confidence Group has to be among the top 3 (three) most valued and revered conglomerates in Bangladesh. Each of the brands under Confidence Group has to be the most respected in its respective market sphere in Bangladesh

- Let's Believe in our Business

Confidence Group has to be a conglomerate of BDT 10,000 Core within 2020.

- Let's Believe in our Society

Confidence Group has to be among the top 3 (three) most socially and environmentally compliant conglomerates in Bangladesh

- Let's Believe in our Self

Every member of Confidence Group is chosen because of their uniqueness and competence. So be proud being a part of Confidence. Confidence has to be a preferred brand of employment.

Goals and Objectives

Confidence Group believes in its people who are associated with the organization, process of its entire operation and products that they create. By adding all three key components of Confidence Group, it sets its goal to be the market leader in the entire Asia. Its prime objective is to provide quality products and services to its customers and to provide the best possible return to everyone who is internally and externally related to the organization.

Strategic Objectives of Confidence Group are-

- To ensure high quality product and service
- To provide innovative product within budget and to create a value

- To ensure best possible return to its stakeholder and employees.

Values:

The values that confidence Group follows and believes in achieving its vision are-

- Leadership
- Respect
- Cooperation
- Integrity
- Innovation

Different Subsidiaries of Confidence Group:

As a market leader in an unconventional industry, Confidence Group is operating ten subsidiaries currently including three joint ventures. Its core business is related to engineering manufacturing and service equipment such as battery, transformer, tower, electric pillar and pole etc. A glimpse of different subsidiaries of Confidence Group is given below:

- Confidence Cement Limited (CCL)
- Confidence Steel Limited (CSL)
- Confidence Power Limited(CPL)
- Confidence Steel Export Limited (CSEL)
- Electropac Industries Limited (EPL)
- Confidence Electric Limited (CEL)
- DigiCon Telecommunication Limited

It also introduced several international brands in Bangladesh through Joint ventures or share acquisition. Currently Confidence Group is operating three different subsidiaries through joint ventures and share acquisition. Current ventures of Confidence Group are-

- Energypac-Confidence Power Venture Limited (ECPL)
- Energypac-Confidence Chittagong Power Venture Limited (ECCPL)
- Asian Paints Bangladesh Limited

Products and Services:

All the products and services offered by Confidence Group belong to mid tech engineering industries. Its products and services are:

- Cement
- Screw and Nuts
- Transformers
- Battery
- Electric Pole and Pillars
- Steel and Recast Concrete
- Tower
- Paints
- Telecommunication Network Services

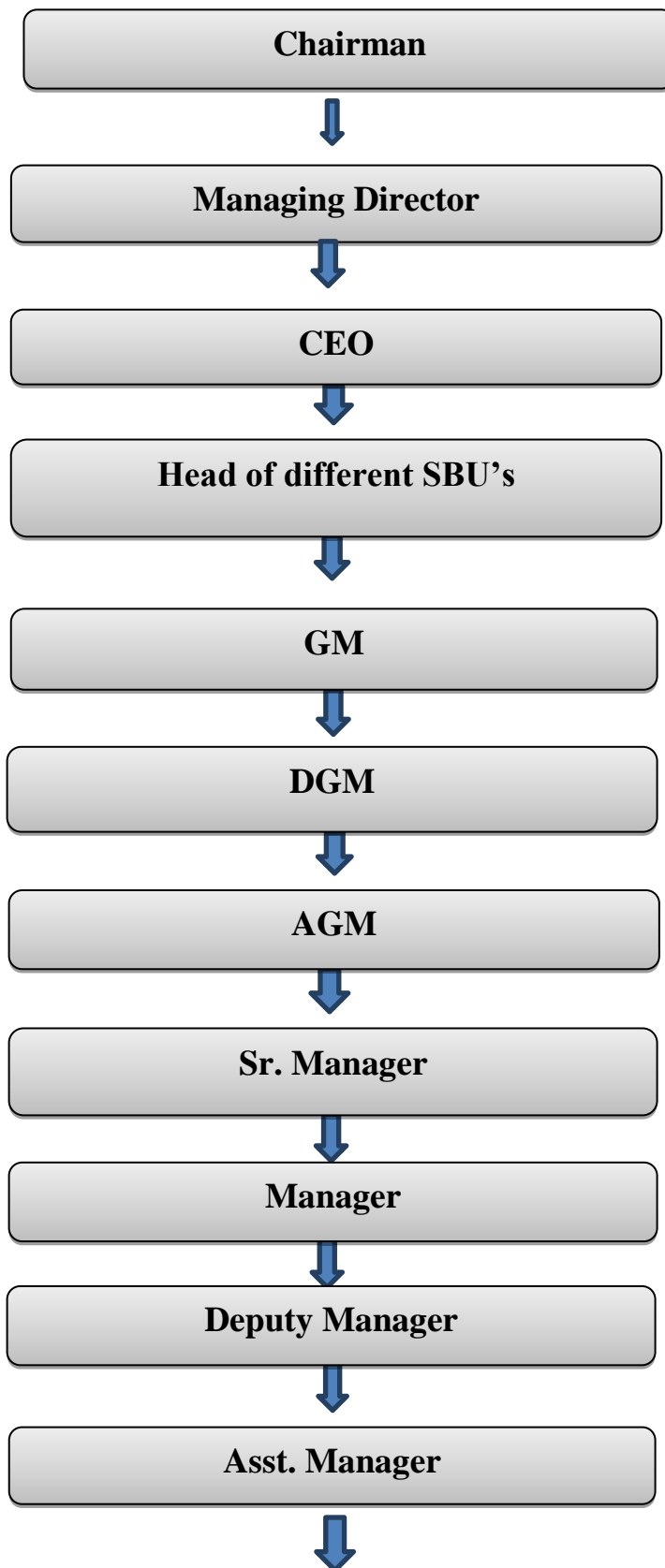
Customer of Confidence Group:

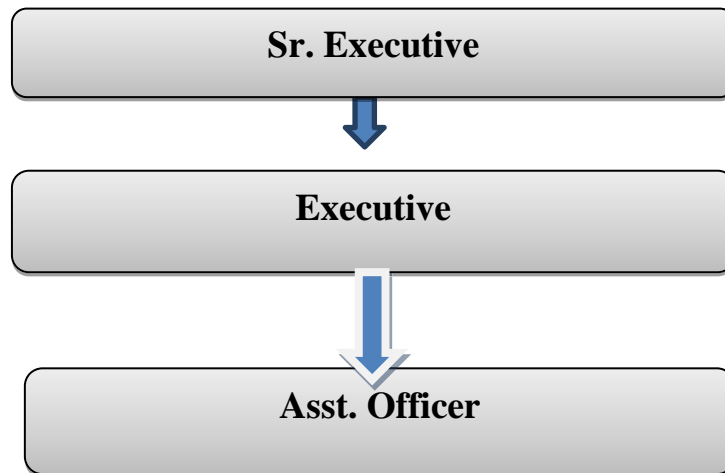
As the products under Confidence Group's name are not under FMCG, so their target and potential customers are very unconventional and niche. Regular customer of Confidence Group are-

- Power Grid Company of Bangladesh (PGCB)
- Dhaka Electric Supply Company Limited (DESCO)
- Bangladesh Power Development Board (BPDB)
- Dhaka Power Distribution Company (DPDC)
- Bangladesh Rural Electrification Board (BREB)
- Polli Biddyut Shamiti (PBS)
- Grameenphone, Banglalink, Airtel, Robi, Teletalk and other telecom operators in Nepal, Pakistan, Bhutan

Organizational Chart:

Confidence Group practices divisional organizational structure based on different functions. However a very basic organizational structure mentioning all the positions is given here.





Source: Author's Compilation

Brief description of different functions of Confidence Group-Corporate Office

To achieve highest productivity and profit margin, it is mandatory to have expertise in different business dimension. In production industry, an organization needs to have manpower and expertise from both engineering and business backgrounds. Here in Confidence Group there are several departments which are inter-related with each other for ensuring smooth operation. As this report is based on Corporate Office of Confidence Group, the departments that operate their regular activities from this office are discussed in brief-

Finance:

Finance division controls and monitors all the financial issues of the entire organization. It develops and maintains the system of internal control to ensure that all the financial assets of the organization are safe and equally distributed. Preparing payment voucher, receipt voucher, contra voucher, disbursement of petty through IOU and payment voucher, against various head of expenses, Daily recording of expenses through tally software, compiling supporting documents of vouchers and handover to accounts department, preparing voucher of factory, bank transfer salary of non-management salaries of CG. Also ensure cash salary disbursement of head office non-management employees are basically lies under Corporate Finance's duty.

Commercial:

This division controls entire supply chain process of the production and operation. Maintaining entire process starting from loading goods into car to handover it to customer, communicating with clients, custom officers and other related personnel and maintaining rapport are done by commercial division. All the tasks and formalities related to import and export, license renewal, follow up insurance etc. are done by this department.

Cash:

This division only deals with cash flow of the organization. Anything related to cash money are solved and managed by this division. Cash Department provides cash money to suppliers, partners, financial institutions and business related personnel as per requirement. Moreover, Cash department is responsible for projecting and providing monthly salary and honorarium to non-management personnel in corporate offices of Confidence Group and keeping record of each cash disbursement.

IT:

IT division works with all other divisions and functions of the organization and ensures that all the technologies required to achieve the best outcome are well maintained. Experts under this department are responsible to provide direct user support to all the offices of Confidence Group. However, collecting and repairing and solving all the damaged hardware and software problems, documentation for all IT related inventories and justifying the requisition, market price analysis, maintaining communication with suppliers are also IT Department's responsibility.

Admin:

In this division, all the issues related to general organizational management are monitored and maintained. Maintaining regular attendance, regulating notice and other paperwork, car management, preparing and maintaining guest lists, organizing events, ensuring smooth operation etc. are demonstrated and done by admin division.

Accounts

This department is responsible for all the accounts related issues. Maintaining and dealing all accounts related issues with each and every individual employees, stakeholders, partners and customers are done by accounts department. Preparing monthly, Quarterly, Half-Yearly & Yearly Accounts of each subsidiary and checking& posting of Closing Inventory, VAT adjustment, JV for Director Remuneration. Intercompany loan reconciliation. Intercompany Interest Calculation and posting in Tally. Maintaining all companies FDR and recording in Tally. L/C opening voucher, Analysis and recording share portfolio, etc. are done by Accounts department.

Procurement

This division plays a vital role in planning, implementing, developing and controlling procurement policies and strategies and manage inventory through market analysis. Receiving purchase requisition of products and raw materials from factory, justify the requisition through price assessment, approving the requisition and placing order etc. are done by this department. Moreover, maintaining communication with suppliers, factory and other personnel regarding procurement process is also done by procurement team.

Audit

This division control and implement an audit process throughout the organization on the basis of yearly audit plan to avoid any kind of legal impediments. It also plays role to evaluate the entire compliance and internal control system. This department is solely responsible to ensure that organizational SOP is compiled, group internal control system/policies/SOP are running effectively and efficiently and risks are minimized to tolerable level through our review/audit report, checking all record books, preparing draft of internal review report, evaluating levels of suspected and inherent financial risk within organization, ensuring organizational procedures and policies, external legislations and regulations are fully complied, checking that financial transactions and records are consistent, reliable and transparent, undertaking a review of payroll cost and compliance of all operational activities for each departments, Budget variance analysis Etc.

Human Resource Division

Human Resource Division in Confidence Group is involved with each and every task related to manpower in the organization. To ensure best management process, entire HR division has been divided into two different divisions-

- Corporate HR
- HR and Admin

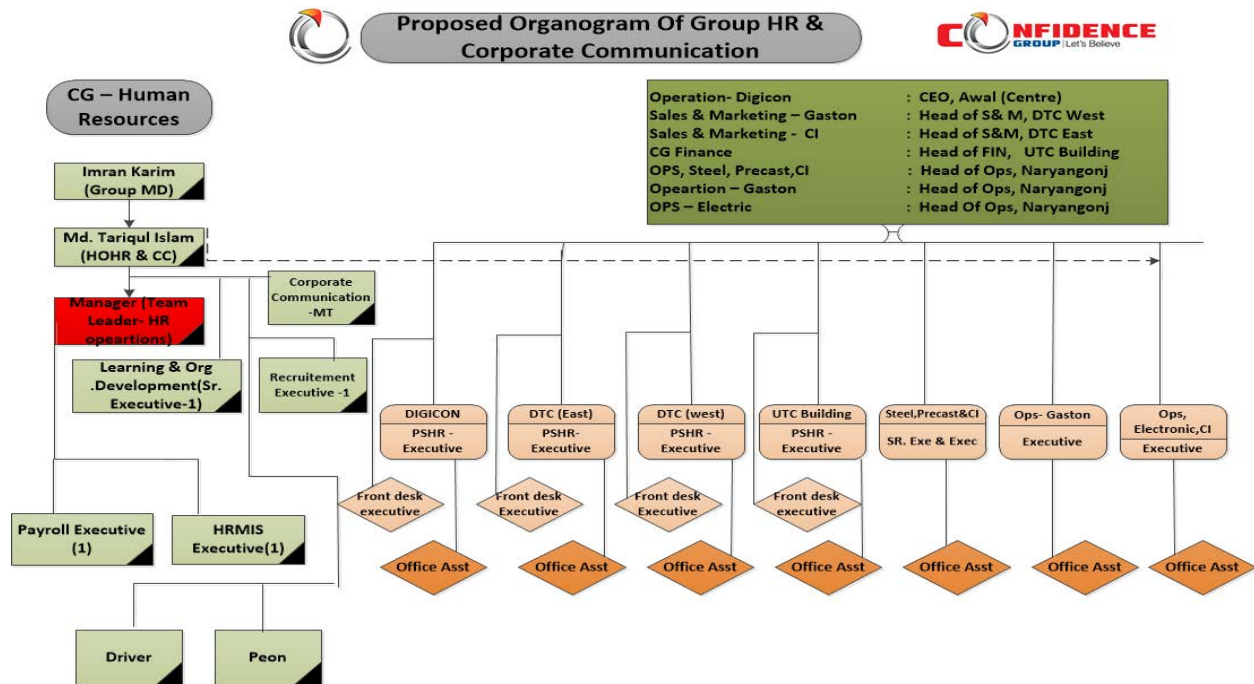
Corporate HR:

Corporate HR works as the moderator of entire organization. All the HR related issues including corporate communication are lying under corporate HR department's responsibilities. Manpower planning, manpower budgeting, managing and monitoring recruitment and selection process, compensation management, organizing Training and Development and evaluating, ERP maintenance and maintaining corporate communication are basically done by Corporate HR Department.

HR and Admin:

HR and Admin department is solely responsible for the tasks related to factory administration and manpower. Moreover, maintaining regular attendance, payroll management in factory premises, ensuring occupational health and safety, providing training, providing process support to corporate HR are usually done by HR and Admin department.

Organizational Chart for HR Division of Confidence Group



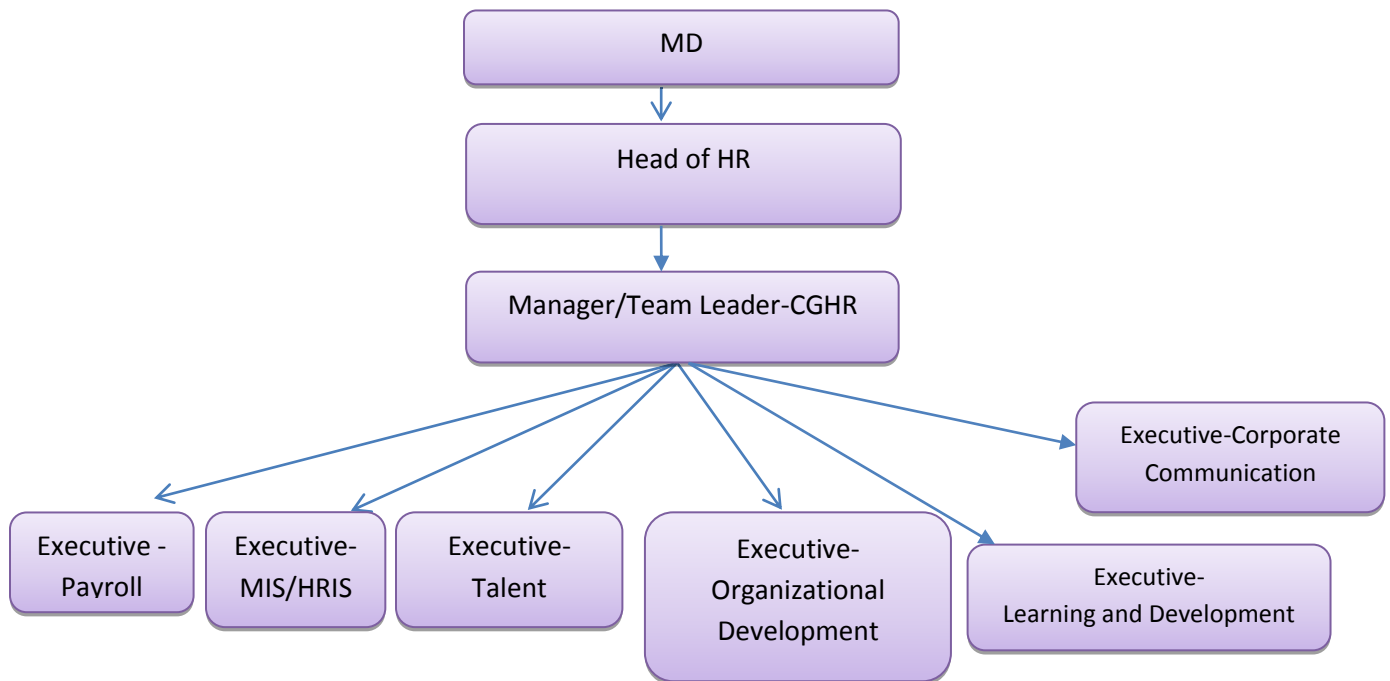
Source: Corporate HR, CG

Organizational chart for Corporate HR

Here in Confidence Group, Corporate HR monitors and maintains each HR related issues of entire Group. Though each subsidiary has autonomy to make decision as per their own choice based on immediate situation but to implement any changes within the organization, approval from HR is must. To ensure top most efficiency, corporate HR is maintains a flatter organizational chart. so that all the activities and duties can be done smoothly and efficiently. Moreover, team HR in corporate office believes that it's easier to work smoothly by having a flatter division because in flatter organogram, because flatter chart requires less formalities and it is easier to communicate and coordinate with teams easily.

In Confidence Group, there are eight personnel assigned in corporate HR. At the top of the chart, there is Managing Director. MD supervises functional head who is basically coordinates and approves each decision regarding any changes in HR. Functional Head supervises manager and under manager there are five executive level personnel who are assigned for different functions of corporate HR and internal communication.

A hierarchy of Confidence Group's Corporate HR division is given here-



Source: Corporate HR, CG

Functions of Corporate HR:

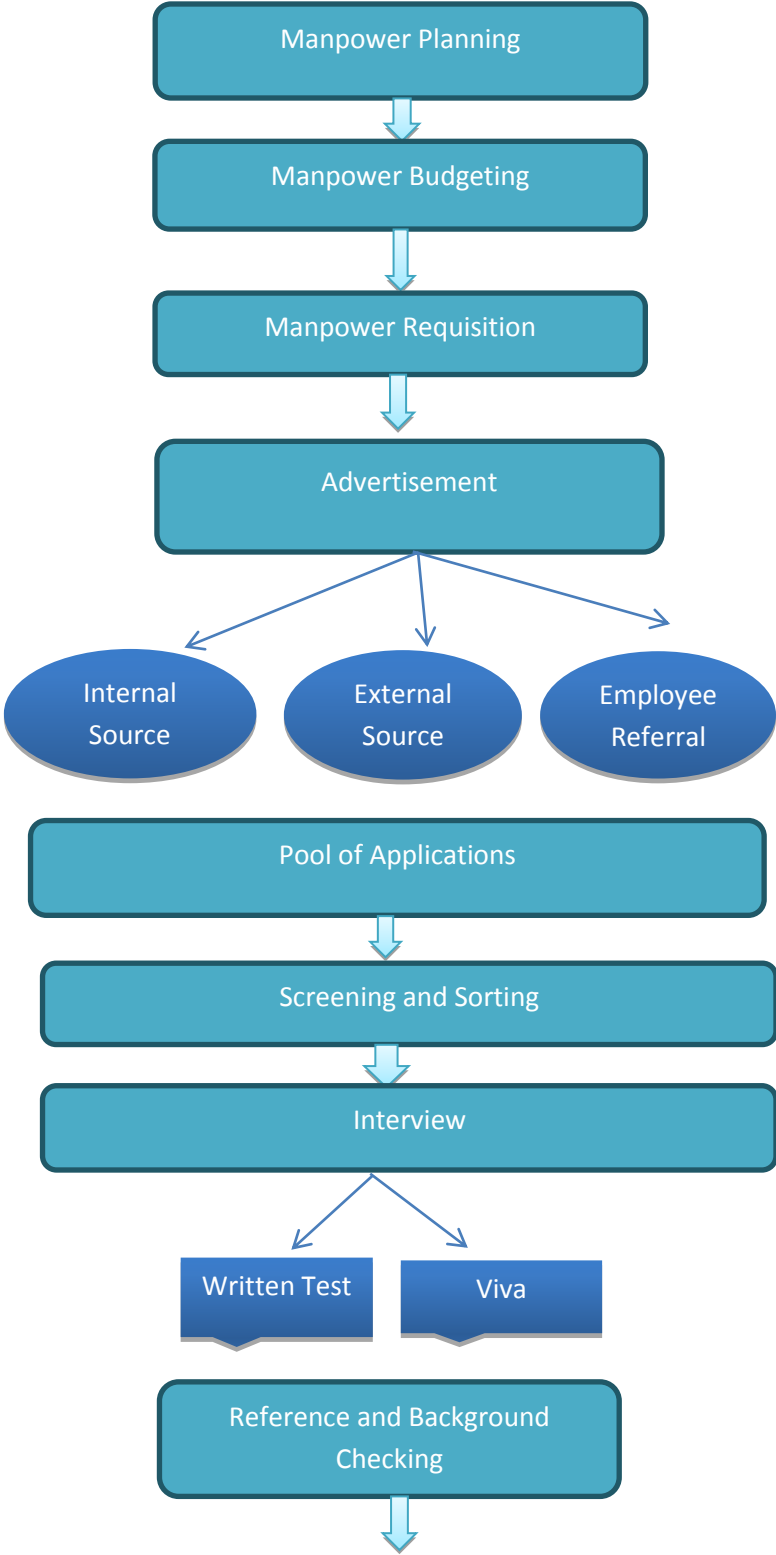
Functions that are solely maintained and controlled by Corporate HR division are:

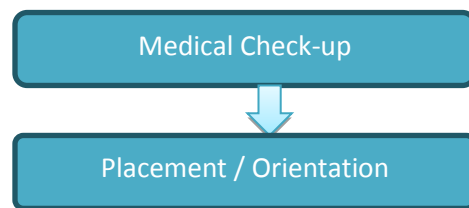
- Recruitment and Selection of CG
- Training and Development
- Planning and Controlling
- Compensation and Benefit Management
- Performance Appraisal

Recruitment and Selection Process:

Confidence Group provides human resources as per the requirement of different divisions considering the headcount budget approved by top level management. As a production based organization, almost all year round they recruit man power in different positions. To find human resource requirement, they consider Human Resource Information System (HRIS) for both internal and external talent sourcing. By using HRIS, they fill up several positions from internal

sources and by using HRIS; they provide possible job description in the job advertisement. A pictorial representation of the entire Recruitment process of Confidence Group is given below:





Source: Author's Compilation

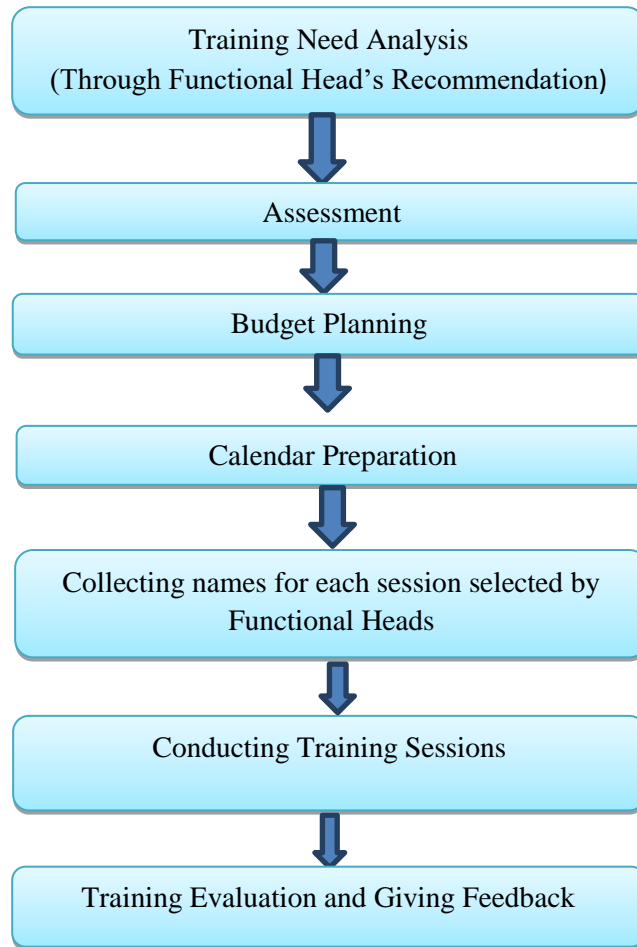
Recruitment process in Confidence Group starts with manpower planning. In this stage, initially HR finds out whether there is any need to hire new employee to achieve organizational goal or not. If HR finds the urge to hire a fresh mind in a department, then it decides and fixes a budget for that specific position and send approval to that specific function. After getting green signal from HR, a requisition for a new role and position has been made with the help of HR. After getting the requisition, HR posts advertisement to attract pool of candidates. Basically, in Confidence Group, talent sourcing is done from three different sources-

- Internal Source: Hiring employee form other subsidiaries or other departments.
- External Source: Welcoming applicants through headhunters, websites, and social media.
- Employee Referral: Confidence Group often encourage referral from its employee while recruiting new employees
- After getting pool of candidate, HR conducts a screening and sorting session to find out the best possible candidates for a position and call them for interview session. The interview session includes-A written test
- An oral interview

After choosing the right person for the right position, HR conducts a background investigation including reference checking. If HR finds that the selected person has authentic, then they conduct a general medical checkup and offer that person the job. If everything goes well, then the place the right person into right position through a warm orientation.

Training and Development Process:

Confidence Group always believe in excellence and it always focus on employee development. That's why each year CG organizes several training and development course to sharpen its employees. To ensure uninterrupted flow, Confidence Group maintains a specific process regarding training and development issue. Training and Development process is given below-



Source: Author's Compilation

In Confidence Group, training and learning process starts with analyzing training needs. Each functional head analyzes the gap and potentiality of their teams and based on that they decide to conduct different training and learning session and submit the report to HR division. After getting the requisition for training needs, HR justifies the urgency and based on that HR plan and allocates a budget. After budget planning, HR prepares a T&D calendar and project possible sessions throughout the year.

After planning and allocating budget and time, HR sends it to respective functional head asking for the nominations. Functional Heads nominate potential candidate for training and learning sessions and send the names to HR. Based on that name, HR prepare further process to conduct training session. CG prefers to provide training and learning facilities to its management level employees through external sources.

As CG provide external training program, it has to rely on the external evaluation process. CG collects the evaluation outcome from the sources and provides necessary feedback to the trainees and also helps them to develop their skills and potentials.

Planning and Controlling:

In Confidence group, HR is responsible for planning all HR related factors and controlling them as well. HR takes control over management issues, administrative factors, tax issues, project support, and organizational development.

Compensation and Benefit Management:

Payroll management is the most important and delicate function in Human Resource. Here in confidence Group, compensation packages include cash and non-cash compensation. As a cash compensation package, beside gross salary, confidence group offers -

- Provident Fund
- Gratuity
- Performance Bonus
- Annual Leave
- Festival Bonus

In the non-cash compensation package, Confidence Group offers-

- Health Card
- Insurance
- Hospitalization
- Transportation
- Food and Dormitory facility (Employees for Factories only)

Performance Appraisal:

In Confidence Group, performance appraisal process is a bit different. Here the remuneration for performance is decided as per each functions performance. Basically anyone related to Confidence Group will get performance bonus right after completion of one year. Everyone gets certain amount of appreciation reward as a part of the organization in each year. But the amount of reward varies from function to function. Top management analyzes all the functions overall situation and divide points based on team's performance. Based on each rating, the allocated budget has divided proportionally.

Along with providing appreciation reward, CG also select employees based on their performance for participating in different corporate events, meetings, workshops and training sessions. Moreover, they also promote employees as a part of performance appraisal.

Internship Experience at Confidence Group

As a major requirement of BBA program, I had an opportunity to work as an intern in Confidence Group's Corporate HR from August 2016 to November 2016. During my internship, I've come across with various tasks which are conducted and maintained by HR Division. While working in Confidence Group, I discovered the fact that Human Resource Division deals with multi-dimensional activities. Moreover, I realized the essentiality and importance of HR Department in an organization. During my internship period, I was introduced with different aspects of HR activities. During my internship period I had an opportunity to learn several dimension of-

- Organizational Development Process
- Recruitment and Selection Process
- Training and Learning and Corporate Communication

Chapter 2

Research Topic

Introduction

The importance of job satisfaction and work motivation is rising by day. Now-a-days, employees focus more on job satisfaction and the aspects that motivate them to achieve organizational goals. Ensuring employee satisfaction and engagement have become one of the essentials for the organizations to sustain in this competitive business era. Many organizations conducted several researches to measure employee satisfaction and engagement level and its impact on the organizational overall situation because, it is proven that happy and satisfied employees tend to stay into the organization for a long time.

Background of the Study

In this competitive business era, employee satisfaction has become a burning issue for organizational progress. Satisfied employees are tending to stay into the organization longer and work hard for organizational progress.

During my internship, I've discovered that in spite of having huge operation and success rate compared to other local and MNC in Bangladesh, turnover rate is very high in Confidence Group. While being an intern for three months, I've seen lots of talented minds resigning. This report will discuss about the impact of high turnover ratio and reasons that affecting employee to resign.

Research Objective

The objective to conduct this research is-

- To identify the factors that lead employees to quit their job
- To determine whether each level of employees are satisfied or not
- To distinguish the reason of dissatisfaction and expectation of different level of employees from the organization

Scope of the Study

While working in the corporate office of Confidence Group, I got an opportunity to gather knowledge and idea about the components that help to retain job satisfaction of employees. The decisions and analysis are done based on the opinion of 30 respondents and practices followed and maintained only Corporate Office of CG.

Literature Review

In this era of competitive business, ensuring employee satisfaction has become a foremost aspect for organizational progress. Utmost Satisfaction of employees is considered as a major success factor for an organization. Because satisfied employees always plays their best role to ensure organizational progress. Here, the basic theories that have been used to prepare this report are- Employee Satisfaction, Employee Engagement and Employee Retention and Turnover.

A satisfied employee is aware of the context of business nature and its potentials and put the best possible effort for the betterment of the organization. Conventional human resources theories, developed some 50 years ago by Maslow and Herzberg, suggest that satisfied employees tend to be more productive, creative and committed to their employers. People are essential to productivity. The success of productivity improvement strategy is dependent on employee commitment, job satisfaction, skills, and motivation (Robert, 2014)

Employee satisfaction is the minimum entry fee that needs to be met in order for an employee to be fully engaged (Sheffield , 2010).Humans are energized by a desire to achieve goals. Attaining goals helps them to satisfy their specific needs and desires (Maslow, 1943). Job satisfaction is very important aspect for an employee's life and its non-attendance regulatory prompts dormancy and decreased organizational commitment (Moser, 1917).Satisfaction (or lack of it) arises out of relationship of employee's positive and negative feeling towards his or her work Job Satisfaction is a function of, or is positively associated to the level to which the various motivators or satisfiers are present in the job situation; Job satisfaction is function of, or is absolutely linked to, the level to which one's personal needs are fulfilled in the job situation (Moos, 1982). Presence of severe job dissatisfaction is an indicator of quitting the job and leaving the organization (Jamal, 1997).

In this modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges for a business is to satisfy its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. In order to increase efficiency, effectiveness, productivity and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions (Raziq & Maulabakhsh, Impact of Working Environment on Job Satisfaction, 2015) Job satisfaction has defined as a pleasurable state coming about because of the assessment of one's occupation as effective response and a disposition toward one's employment. Locke's Range of Affect theory (1976) is one of the most famous job satisfaction models which stated that satisfaction is determined by an inconsistency between what one needs and what one has in a vocation (Suri, Sharma, & Abbas, 2016). Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (LOCKE, 1976) .

Satisfaction of basic psychological needs is a partial explanation of a person's job demand. So ensuring employee satisfaction work as an important driver to keep employee focused and motivated towards achieving organizational goals (Broeck, Vansteenkiste, Witte, & Lens, 2008). Numerous studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied Employees (Saari & Judge, 2004). The relationship between employee satisfaction and turnover intention means intention towards leaving the organization. Whenever there is low level of employee satisfaction in any organization, the employees of that organization will intentionally leave that organization (javed, Balouch, & Hassan, 2014)

Managers must understand that an engaged employee is an employee who is deeply involved and invested in their Work. This occurs when an employee is simultaneously satisfied, effective, and motivated. Employee satisfaction is not the same as employee engagement; it is only one of the three essential Components (Association). Motivation factors plays important role on a person's career performance. Employees invest more of them and try their best to do better when they feel motivated. Merely being satisfied does not cause an employee to work harder. Additionally, an employee can be highly motivated but not satisfied with the job. They might find the work interesting and challenging, but if they worry too much about job security or think they can be paid more at a different company, they will not be satisfied (Rogel , 2016)

To ensure employee retention and employee growth, organizations need to put emphasis on both employee satisfaction and engagement (West). It's no wonder that employee engagement has been associated with higher workforce productivity and customer satisfaction as well as lower absenteeism and turnover. To start reaping bottom-line benefits that a truly engaged workforce promises, organizations must adopt a more dynamic approach to both satisfaction and engagement that incorporates more frequent measurements — not just a once-a-year snapshot — to identify trends and create effective change (Institute, 2012). Organizational culture plays a vital role to ensure both organizational and employee's personal success. That's why employees are tending to stay into the organization for so long time even though they are not so satisfied with several issues within the organization (Medina, 2009).

Satisfaction has more to do with how we *think* about our jobs, while engagement has more to do with how we *feel* about them. That is, engagement is really an emotional connection (Callans, 2013). The theory of job satisfaction indicates a very strong relationship between employee age and its relationship to work (satisfaction with aspects of the work). In theory for the young respondents are the main factors of job satisfaction the career prospects and the nature of the work. For the older workers the nature of the relationship between employees and management is becoming less important (Hajdukova, Klementova, & Klementova Jr. , 2015)

There is a positive relationship between working environment and job satisfaction. Working environment plays a vital role in attaining job satisfaction. As the competition has increased and business environment is dynamic and challenging, so different organizations in order to operate up to their maximum potential, have to ensure that their employees are working in a conducive and friendly environment (Raziq & Maulabakhsh, Impact of Working Environment on Job Satisfaction, 2015)

There is a significant association between the working experience of employees and their level of satisfaction regarding job satisfaction. Employee satisfaction is the most important factor in every organization and without this an organization cannot have the good kind of people for the right kind of job. The primary function of Recruitment and Selection process after that is to giving very important for to increase Employee Satisfaction in this and every organization (TAMILARASU & SIVASHANMUGAM, 2016). Employee retention can influence organizational effectiveness because more experienced employees would have greater

knowledge of organizational and customer goals .Costs would be lower because a low turnover rate means less Hiring and training activities (KOYS, 2001)

Analysis of scientific literature showed strong link between individuals' expectations and their job satisfaction. Every person has different sets of goals and can be motivated if he/she believes in positive correlation between efforts and performance; desirable reward, which will satisfy an important need and if desire to satisfy the need is strong enough to make the effort worthwhile.(Ciarniene, Kumpikatie, & Vienazindiene, 2010). Job satisfaction motivate employee to put the best effort for the organizational wellbeing and feel more engaged to achieve organizational goals. Satisfied employee can contribute a lot when he/she feels that their career expectations are happening along with achieving organizational progress. Many scholars emphasized on the fact that only when employees are excited and motivated by what they do, will business excellence be achieved (Finck, 1998)

As lots of scholars stated job dissatisfaction is the major reason of high employee turnover, there is also different opinion regarding this issue as well. Professor William H. Mobley stated that the relationship between job satisfaction and turnover is significant and consistent, but not particularly strong. A more complete understanding of the psychology of the withdrawal decision process requires investigation beyond the replication of the satisfaction–turnover relationship (Mobley, 1997).Understanding the impact of HRM decisions on employee attitudes and behavior, and the potential effects on organizational performance, has considerable practical importance for local management as well as for central HR practitioners (GELADE & IVERY , 2003). There are significant relationships between the leader behavior of foremen and the labor grievances and employee turnover in their work groups. In general, low Consideration and high Structure go with high grievances and turnover (FLEISHMAN & HARRIS , 1962).

Methodology

This report is prepared to measure employee satisfaction level in different management levels of Confidence Group Corporate Head office. This report will identify whether job dissatisfaction is the major catalyst of high turnover rate in Confidence Group or not. In order to work on this issue, pluralistic research has been followed which is a combined version of both qualitative and quantitative research. Quantitative research means the research will be prepared based on

predetermined issues. There will be structured questions and specific parameter. Based on the questions and options, respondents will provide answers as per their choice. However, in qualitative research, the paper is prepared on subjective judgment.

In this paper, a structured survey has been conducted along with collecting and interpreting some subjective judgmental issues.

Limitations

Few obstacles that were faced while preparing this report are as follows -

- In order to maintain confidentiality, HR department was not so willing to share information
- Several process and method of business operations and strategic aspects were restricted to share and handover to interns
- Improper combination among different departments
- Employees were not willing to take part in survey
- Due to lack of interest, it was not possible to conduct a survey on entire target population.
- Excessive use of administrative formalities
- Time constraint was another major issue as time allocated was not enough to do an in-depth research on this issue.
- Entire research is based on employees' personal opinion which may affect into the reliability.

Sources of Information

To prepare a report, it is very important to gather information. Without having proper information, the objective of preparing a report might not be fulfilled. That's why, researchers are allowed to gather information from every possible source while preparing a research project.

In this report, lots of information has been used to fulfill the objectives. Required necessary information to furnish this report has been collected through both primary and secondary sources.

Primary Sources

- Survey
- Verbal Interview

Secondary Sources

- Official Website and other internal Reports and Papers of Confidence Group
- Several books, journals and articles related to this topic

Study Population and Sample

Selection of population and sample size is an initial step of any research work. The accuracy of a report mostly depends on its target population and sample size. Population is considered as a large group of people whereas sample is considered as a small part of it. Basically sample's opinion represents entire population. To prepare this paper, all the management level employees of Confidence Group's corporate office have been selected as target population and a sample of 30 respondents has been selected from different departments based on each level of employment. All the respondents have been selected through simple random sampling.

To conduct this survey, employees from Executive level, Management level and Senior Management level of corporate office of Confidence Group has been set as target population. And among them 30 were randomly picked as sample. Numbers of total questioned respondents answered were 23 based on five variables.

Method of Data Collection

For this report two method of data collection have been used-

- i) Expert Interview

To know about overall organizational situation, progress, strategies, regulations, a verbal interview has been taken from several employee of different level.

- ii) Person-Administered Interview

Data was collected through questionnaire and it was provided to each respondents. The intern went to each respondent and personally administered entire survey conduction for this project. Conducting person administered interview was easy as everyone was in the same premises.

Operationalization of Variables

To prepare this paper, based on the observation we established three different research objectives and based on that, the key factors as variable have been determined. We found five key variables that have a major influence on our research significantly. After identifying and determining those variables, a survey question has been made to conduct further analysis. The variables are given below:

- Leadership
- Emotional and Work Motivation
- Rewards
- Expectations
- Organizational Environment

A justification of these selected variables and their reliability and validity is given below with the help of relevant references-

Leadership:

Leadership style has a profound significance to influence employee satisfaction as well as positive organizational outcomes. Many researchers have found that practice of leadership style plays a vital role to create an impact on job satisfaction and employee engagement. In the context of determining key source of high turnover rate in Confidence Group, there might be a correlation between current leadership style and employee satisfaction level. Moreover, lots of change can be taken by initiating a different leadership practice. A study on Understanding the link between leadership style, employee satisfaction, and absenteeism found that empowerment is a way which is often used by transformational leaders and it helps to employee satisfaction. (Elshout, Scherp, & Feltz-Cornelis, 2013)

Motivation:

In competitive business world it is very important to keep employees on track by motivating them. Employee motivation leads organization to grow faster. To achieve utmost employee satisfaction, it is very important to motivate employees to give their best for the betterment of the

organization. Motivated employees often feel satisfied. A study found that there is a relationship between employee motivation and job satisfaction (ROOS & EEDEN).

Here, to prepare this report and to measure employee satisfaction of Confidence Group through motivation, both emotional motivation and work motivation have been used as variable. Emotional motivation is such feeling that stimulates a person to reach his or her personal goals as an employee whereas work motivation derives an employee to achieve organizational goals. Emotions are closely related to motivation and play an important role in energizing, directing and sustaining human behavior. Negative emotions like guilt can energize people to change their behavioral pattern that will eliminate the guilt.(psuf6b, 2013)

Rewards

Rewards offered by organizations may have powerful impact on employee's attitude towards their job and the organization. By rewarding an employee, organization can acknowledge and appreciate each employee's participation. In a study titled 'The Influence of Rewards and Job Satisfaction on Employees in the Service Industry' found that higher rewards and satisfied employees in an organization plays a vital role in increasing employee satisfaction and higher productivity (Sarwar & Abugre, 2013).

Expectation

To ensure employee retention and higher productivity, it is very important to meet up employee's expectations. Besides providing monetary facilities, employees might expect more to feel satisfied, happy and engaged. In an article, it is mentioned that work can bring satisfaction and positivity among employees if all of their expectations can be fulfilled. Salary and benefits are the obvious compensations that an employee expects from his or her employer, but there are a host of immaterial things that can provide job satisfaction and employees expect the most (Fox

).Organizational Environment

Organizational culture, its practice and overall environment plays a strong role to create employee satisfaction. Positive working environment helps a person to cope up with every situation related to his/her job. In the context of demographic change, the organizational environment adapts, and the differences are recorded at the state, city, employers and individual

levels. Personal factors have an important contribution to integrate and internalize these changes, for an optimal functioning of the person both in the professional context, and beyond these limits, because as job is affecting personal life, the latter also has influence on the performance of the work(POGAN, 2014)

Measurement Instrument

To measure the satisfaction level of different level of employees in Confidence Group, a survey had been conducted using questionnaire following Likert scale. As the survey was done on employee, so to ensure best use of time and scope, Likert scale was used so that employee can choose best possible option and can participate in survey in their free time. Moreover, it is found that lots of surveys were conducted to measure employee satisfaction, turnover intentions, and engagement using Likert scale. In 'Impact of Working Environment on Job Satisfaction', The 33 items questionnaire adapted from State Statistical Office (SSO, 2009) comprised of questions regarding esteem needs, job safety and security, working hour, trust, relationship with co-workers and Supervisor, and Nature of work to find the impact of overall working environment on employee job satisfaction. A 5-point Likert scale is used to evaluate answer ranging from not at all satisfied, dissatisfied, neither, somewhat satisfied and completely satisfied (Maulabakhsh, 2015). To identify staff well-being and their level of satisfaction and engagement to achieve organizational progress, (Sinha, 2013) conducted a research and used structured questionnaire on distinct 23 parameters measured on five point Likert scale. Moreover, in a research paper titled Employee job satisfaction and management- Revitalizing a changing workforce also used Likert scale to identify factors that influence overall employee satisfaction and engagement in the workplace (Employee job satisfaction and management- Revitalizing a changing workforce , 2016).

To prepare survey questionnaire for this project purpose several secondary sources have been used based on different variable and scale, common questions related to employee satisfaction. To prepare a set of survey question for this project, secondary sources that were used are, a research paper titled Employee Satisfaction and Work Motivation(Salanova & Kirmanen , 2010), an article titled Employee Engagement Surveys: The 20 Questions You Need to Ask(Son, 2015) and an internship report titled Employee Engagement & Job Satisfaction Level in Airtel (AHMED , 2014)

Chapter 3

Findings and Analysis

Introduction

To identify the reason behind high employee turnover ratio, a survey had been conducted on the employees of Confidence Group's Corporate Office. In this chapter, collected data will be analyzed to get a clear picture to reach an effective solution.

Data Analysis

The process of analyzing, interpreting, processing, modeling and transforming data into information is known as data analysis. Data analysis is one of the biggest challenging parts for a successful research outcome because it helps to draw a conclusion and support in decision making process and provide an overall scenario of current situations.

Here to prepare this project, MS Excel has been used to analyze and interpret data. The findings found from the survey have interpreted through different graphs and charts in MS Excel.

Key Findings

This part will be discussing about the relationship between research objective and data collected through primary research survey. These data have been obtained from employees of different level of Confidence Group. All those data have been analyzed and interpreted using MS Excel to determine the relationship between employee satisfaction and turnover ratio of Confidence Group. Analysis of data is presented using different graphical representation to demonstrate the findings of this research project.

To measure employee satisfaction level and identify its relationship with high employee turnover rate, a set of 23 questions has been constructed and based on that we conducted a survey on different management level of employees working in Confidence Group. There were 30 respondents from different level of employees such as Executive Level, Management Level and Senior Management Level. To categories and make the interpretation process easier, five variables were used.

Findings based on different Variables

To measure employee satisfaction level and identify its relationship with high employee turnover rate in this report, five variables have been used. Variables are Leadership, Motivation, Rewards, Expectations and Organizational Environment. Based on the survey outcomes, the variables are analyzed below-

Leadership

Leadership is one of the core requirements for an organization to be successful in the business world. Good leadership leads an organization to achieve its goals and objectives. However, to ensure employee satisfaction in an organization, the type of leadership practice plays an important role. To get an idea about the leadership practice of Confidence Group and its acceptance among employees, five questions were asked. To get a closer view about Confidence Group's current leadership practice the questions were set based on the relationship with manager, ability to communicate, direct manager's interest regarding subordinates ideas ,amount of constructive feedback and support that one get from supervisor.

From the left, blue bar indicates employee satisfaction level regarding their relationship with their supervisors. Red bar indicates the fact that whether employees are satisfied with the communication process with their supervisors or not. Green bar stands to identify direct manager's interest regarding employee's ideas. The bar with Purple color identifies the satisfaction level regarding the amount of constructive feedback that employees get from their supervisors. Light Blue bar measures the employee satisfaction level regarding the support process of their supervisors.

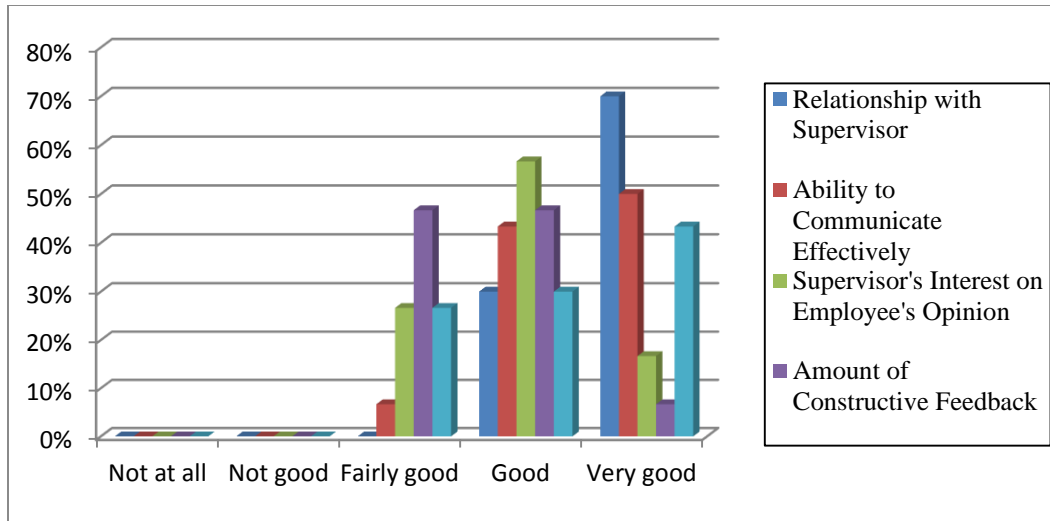


Figure: 01

This bar chart measures employee satisfaction level of Confidence Group regarding the current leadership practice. Each bar indicates employee satisfaction level regarding different dimensions of Confidence Group's leadership style and practices.

In the chart, dark blue bar identifies the relationship between employee and supervisor. The bar indicates that there are 0% people who are extremely dissatisfied. 30% of respondents said that relationship between employee and supervisor is good whereas 70% of respondents said their relationship with their manager is very good.

Red bar explains employee satisfaction level based on their ability to communicate with their supervisors. Here, 7% respondents respond that the communication process with supervisor is fairly good. However, 43% of total respondents respond that the current way of communication with their supervisor is god. Moreover, rest 50% believes that the ability to communicate with supervisors is very good in Confidence Group.

Green bars measure direct supervisor's interest regarding subordinates ideas. No respondents respond that their supervisors are not showing interest on their ideas whereas 27% respondents indicate that direct manager's interest is fairly good. 57% of total respondents think their direct supervisor shows respect and interest in their ideas and they think it's good. On the other hand, 17% of total respondents are highly satisfied with their supervisor's interest on their ideas.

Purple bar indicates employee satisfaction level regarding the amount of constructive feedback that an employee gets from their supervisor. 47% of total respondents responded that the amount of constructive feedback is fairly good. Another 47% responded the amount of constructive feedback is good whereas only 7% stated that the amount of constructive feedback is very good.

Last blue bar indicates employee’s opinion regarding necessary support from their supervisors. 27% among all respondents responded that the support that they get from their supervisors can be considered as fairly good. 30% said the support process is good and rest 43% responded that the support process is very good.

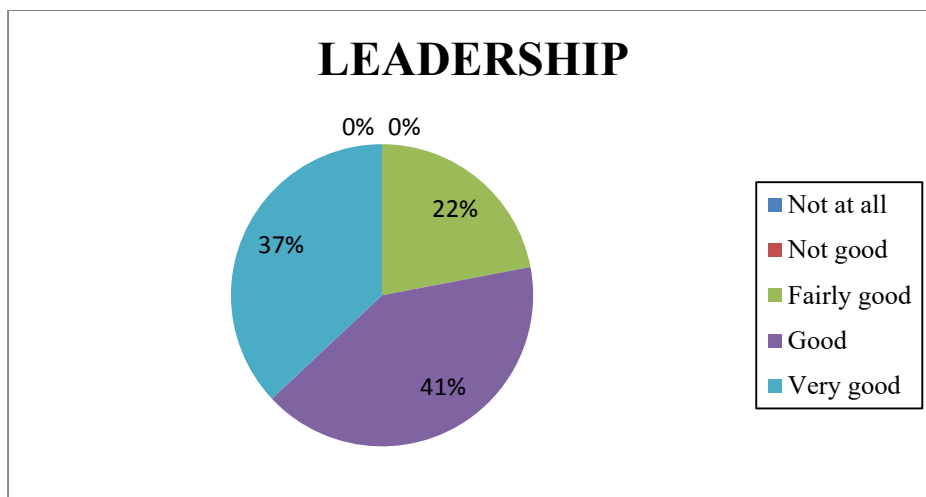


Figure: 02

So after analyzing all the components to measure employee satisfaction level regarding the leadership practice, it is found that in Confidence Group there are no employees who believe that the leadership practice is not so good. Moreover, 22% of total respondents think that the overall leadership practice is fairly good, 41% thinks that Confidence Group’s leadership practice is good and rest 37% of total respondents believe that current leadership practice is very good.

Motivation

Motivation is another important factor for both organization and its employees. Organizational success mostly depends on how much motivated employees are. Motivation factors influence the job performance of each employee. Now-a-day, ensuring employee motivation to achieve

highest productivity has become a very common and foremost act for organizations. As a conglomerate, Confidence Group is also emphasizing on employee motivational factors. But to know about whether employees are really satisfied and motivated with the current offerings, the motivational factors were divided into “EMOTIONAL MOTIVATION” and “WORK MOTIVATION”

Emotional Motivation

Many scholars stated that it is not necessary that motivated employees are always satisfied. Employees can be motivated towards the job for the attracting packages but they might not be adaptive to the job emotionally. To identify the fact whether employees of Confidence Group are actually both satisfied and motivated or not, six questions were asked to get an idea about the level of emotional motivation based on work enjoyment, future success, work and basic needs, appreciation, understanding organizational goals, the changes that company has made.

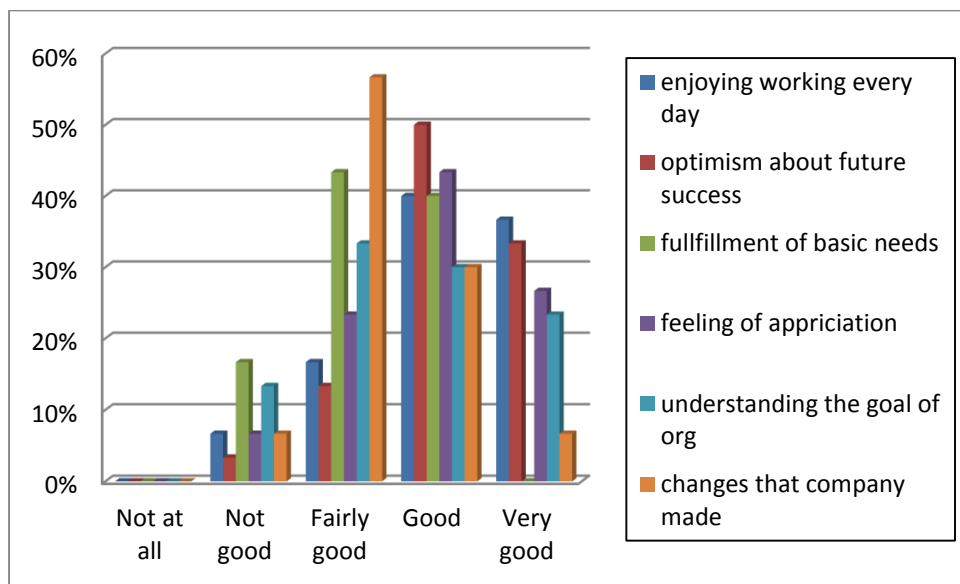


Figure: 03

The red bar identifies the fact that how optimistic an employee can feel about his/her future success in this organization. 3% responded stated that their satisfaction level regarding future success is not at all, 13% responds that its fairly good whereas 50% said that their optimism level

regarding their future success is good. Moreover, 33% are so optimistic about their future success in this organization that they respond for very good.

Green bar stands for measuring the fact that how well the job fulfills an employee's basic needs. 17% responded stood for not good, 43% stated it's fairly good and rest 40% said that it's good. Moreover 0% stood for very good option.

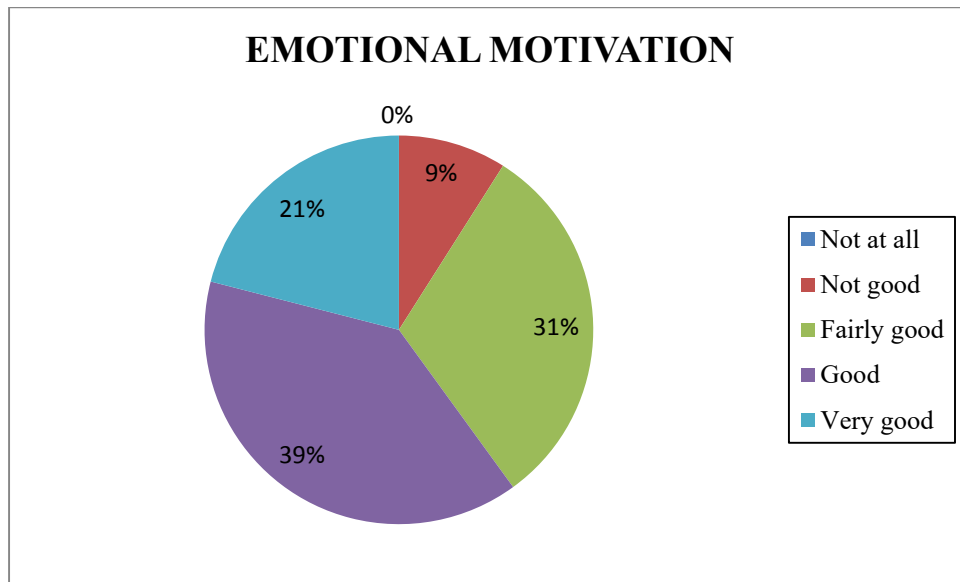


Figure: 04

So after analyzing all the response regarding emotional motivation related questions, it is found that there is no one who is totally dissatisfied and responded for Not at all option. However, 9% stated that they are not good with the emotional motivational factors, 31% stood for fairly good, 39% feels it's good and 21% responded that organization's emotional motivation package is very good.

Work Motivation

Work motivation is a process to attract an employee to work for the organization. Here to prepare this report, the external factors (such as compensation and benefits) that motivate an employee to work for the organization has considered as work motivation. The components that used here are, Current Compensation Packages, Benefits, Communication, Job Security,

Relationship with Peers and Supervisor, Assigned Task, Work Itself, Work-Life Balance, Training and Development ,Promotion and Interesting Assignment.

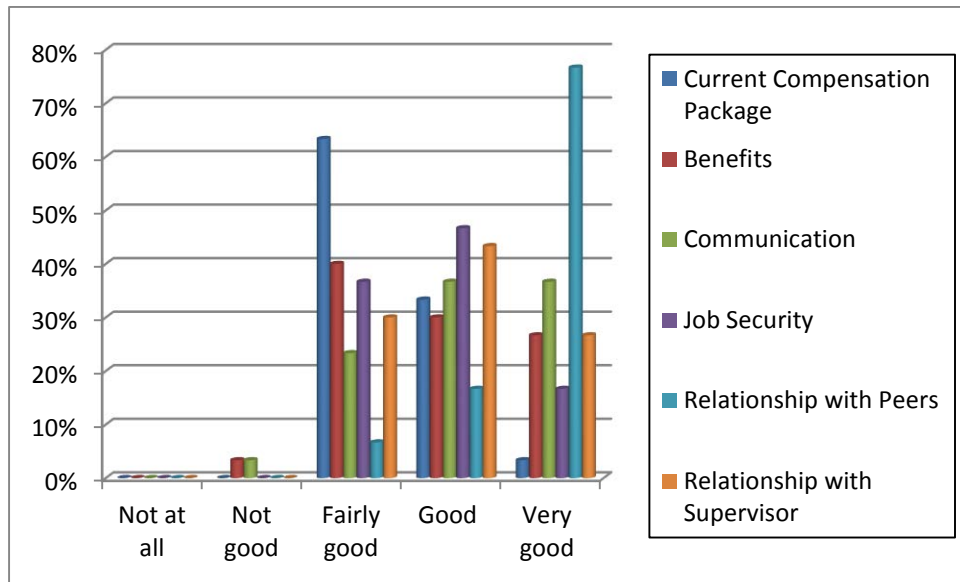


Figure: 05

Here, first six components of (Compensation Packages, Benefits, Communication, Job Security, Relationship with Peers and Supervisor) the work motivation has been analyzed. Blue bar indicates employee satisfaction level through their current compensation packages, red bar represents the benefit packages, green bar represents communication with others, purple one stands for job security, light blue one describes the relationship with peers and orange bar describes the relationship with supervisors

Here, Zero Percent people responded that they are dissatisfied with the work motivation packages.63% stated that the current compensation package is fairly good, 33% said the current package of compensation is good and rest 3% said the compensation package is very good.

In case of benefits provided by Confidence Group, 3% said it’s not so good, 40% responded for fairly good, 30% stated that it’s good and further 27% stated that it’s very good. In terms of overall communication process within and without the organization, 3% said its not good, 23% feels that it’s fairly good, 37% stated good. Moreover, another 37% also stated that communication process is very good.

37% respondents claimed that the option of job security in this organization is fairly good whereas 47% believe that it's good. Furthermore, rest 17% said that they feel the job security option is very good in Confidence Group. In case of the relationship with peers or colleagues, 7% said it's fairly good, 17% stated that it's good and rest 77% stated that it's very good. Moreover, 30% stated that the relationship with supervisor is fairly good, 43% responded as good and rest 17% said that the relationship with supervisor is very good.

Another six components of work motivation are assigned task, work itself, work-life balance, Training and Development, promotion and interesting assignment. Here, blue bar indicates the level of satisfaction for assigned task. The type of work is represented by red bar. Green bar indicates work life balance, purple one represents training and development. Light blue bar stands for promotion and orange bar represents amount of interesting assignments.

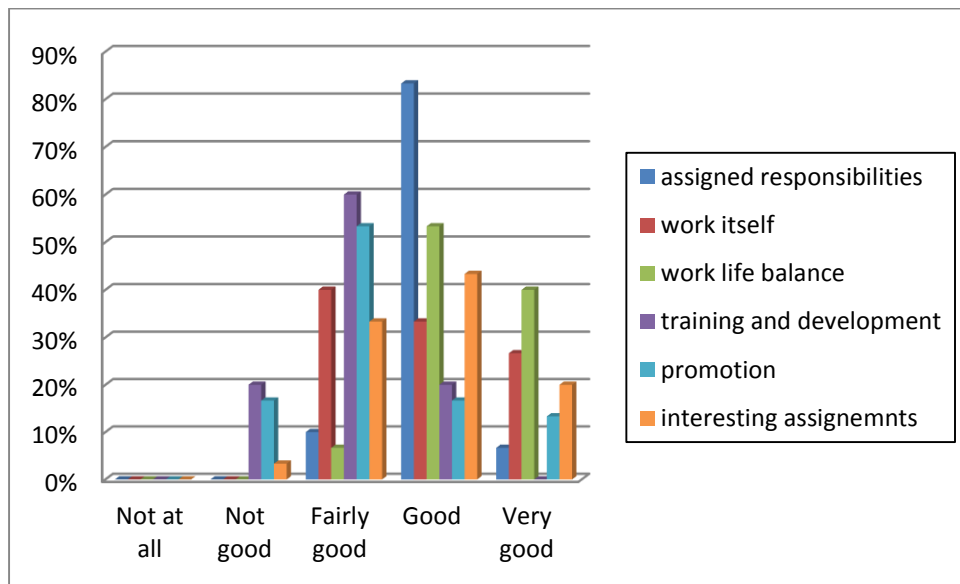


Figure: 06

Here, according to the graph, 10% respondents responded that the assigned task is fairly good whereas 83% stated that they feel the assigned task is good. Rest 7% believes that their assigned task is very good. The job seems fairly good to 40% of total respondents. 33% feels it's good and 27% stated that the work that they do is very good. In case of work life balance, 7% said it's fairly good whereas 53% responded for good. Further 40% feels their work life balance is very good.

In case of training and development, 20% respondent responded that the training and development opportunities provided by Confidence Group are not good. 60% feels that the scope of T&D is fairly good and rest 20% stated that T&D scope in Confidence Group is good. On the other hand, 0% of total respondent responded for very good.

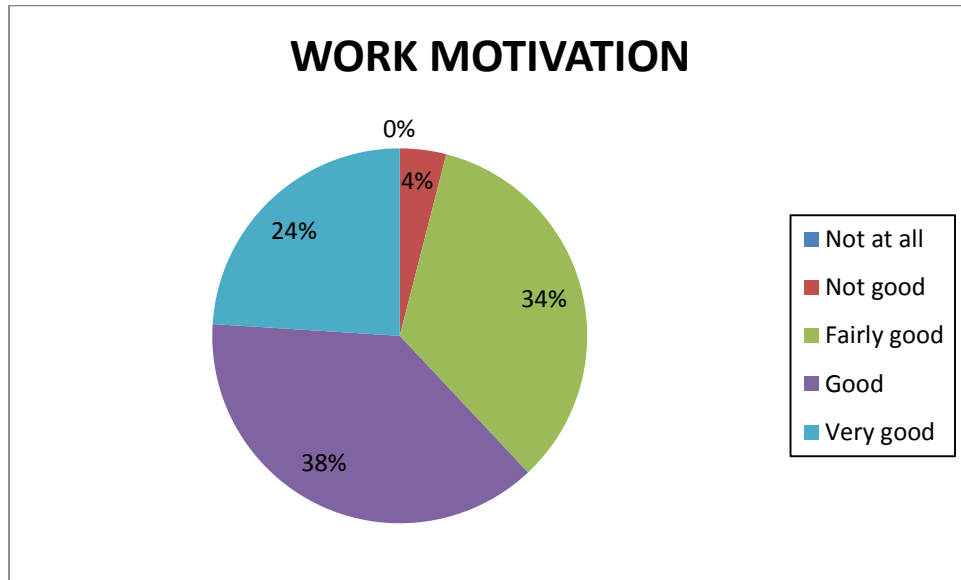


Figure: 07

After analyzing all the responses it is found that there are 0% people who feel that the work motivational factors are not good at all. However, 4% respondent responded that the motivational influence for work is not good. 34% stated that motivational factors are fairly good, 38% stood for good and rest 24% believes that the work motivation is very good in Confidence Group.

Rewards

Reward is something that is given in return for something good or bad done. Providing rewards often work as an important stimulus for an employee to work for the betterment of the organization. To measure employee satisfaction regarding current reward system, two components were used. They are, the satisfaction level regarding current cash reward and the fairness regarding the task one do compared to others.

Here, in this figure, Blue bar representing employee’s satisfaction level based on the compensation package that they receive as a form of rewards. On the other hand, Red bar represents employee satisfaction based on their current reward compared to their peers and other organizations.

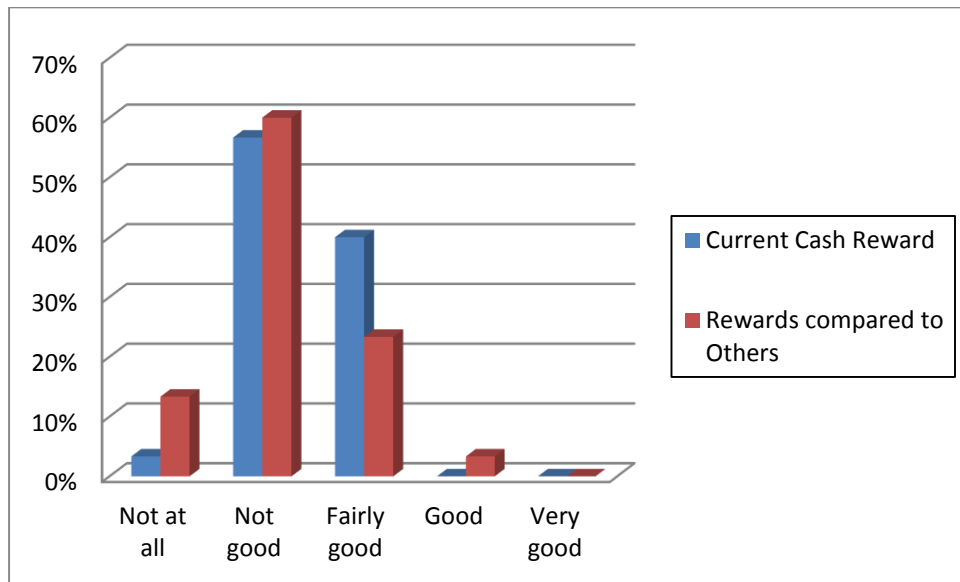


Figure: 08

Here, in this graphical representation, it is seen that in case of current cash compensation packages 3% respondents stated that they are not at all satisfied with the current compensation packages. 57% of respondents responded to not good option. Moreover, 40% stated that current package is fairly good. However, 0% of total respondent stated that the current compensation package is good or very good.

Blue bar represents employee satisfaction for reward factors compared to peers and other organizations. 13% stated that they are not at all satisfied. 60% stated that the reward is not good compared to others. However, 23% believe it’s fairly good and rest 4% stated as good.

So, after analyzing each component regarding reward system of Confidence Group, overall satisfaction in this issue is given below-

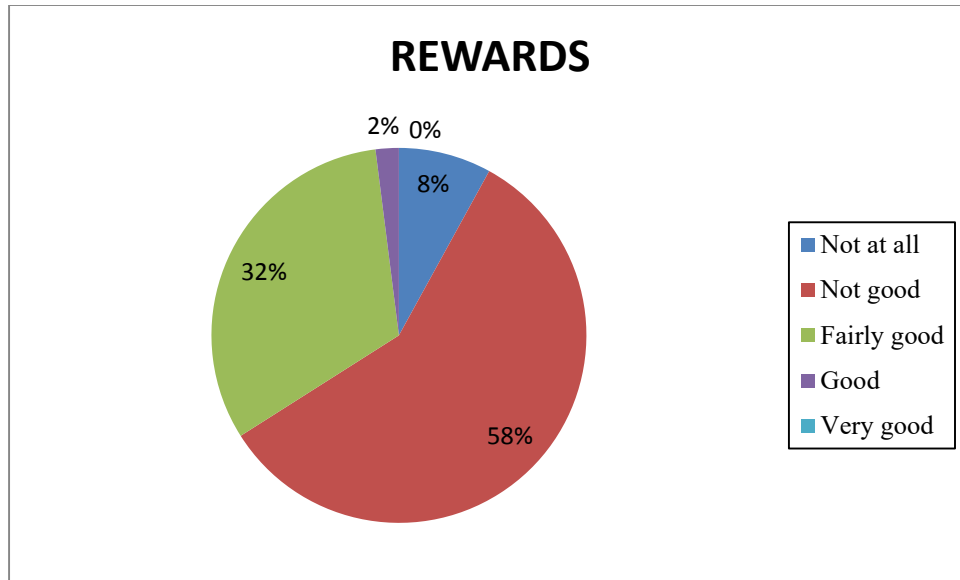


Figure: 09

Here, it is seen that total 8% responses took place at not at all. 58% of total respondents stated that the current reward system is not good. Moreover, 32% respondent believes that current reward system is fairly good and 2% think that it's good. However, 0% respondent responds for very good option.

Expectation

Many scholars often stated that work can be a satisfactory and positive experience for employees when organization can meet up with employee's expectations. Furthermore, it is also stated by people that organization can reach at its goals by fulfilling employee's expectations. Usually an employee often expects job security, appreciation and drivers to stay in an organization. To get an idea about the employees working in Confidence Group are satisfied as per their expectation or not, the survey was conducted using those three components.

Here, Blue bar indicates employee responses about the idea of not changing the work place. Red bar represents what employee feels about their job security and future success and green bar identifies the amount of appreciation that they expect from their surroundings.

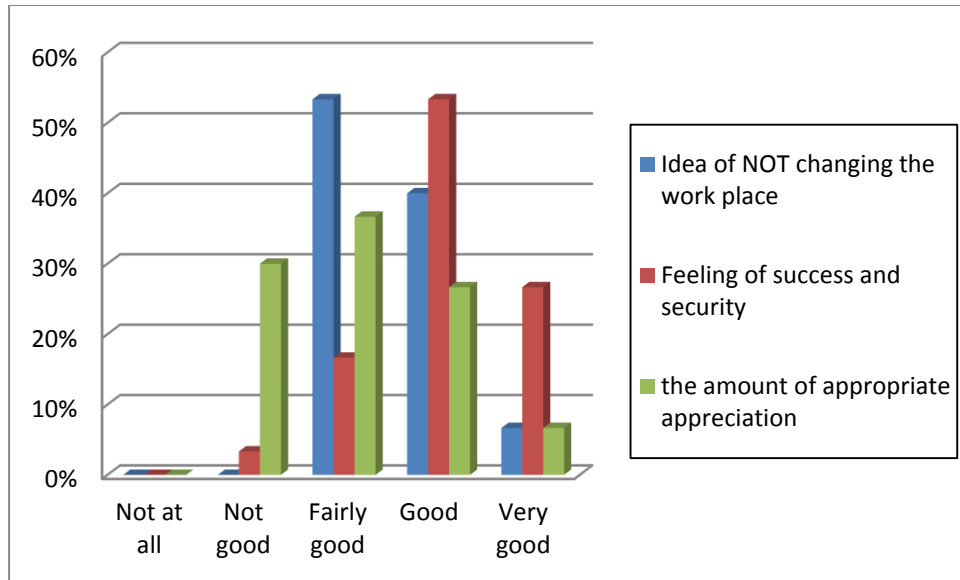


Figure: 10

So here, it is seen that 53% of total respondents responded that their idea of not changing their work place is fairly good, 40% among total respondents stated that its good to stay in this organization whereas rest 7% believe the idea of not changing the work place is very good.

So after analyzing different components of employee expectation from their job, a graphical representation of overall responses regarding employee satisfaction and expectation is given below-

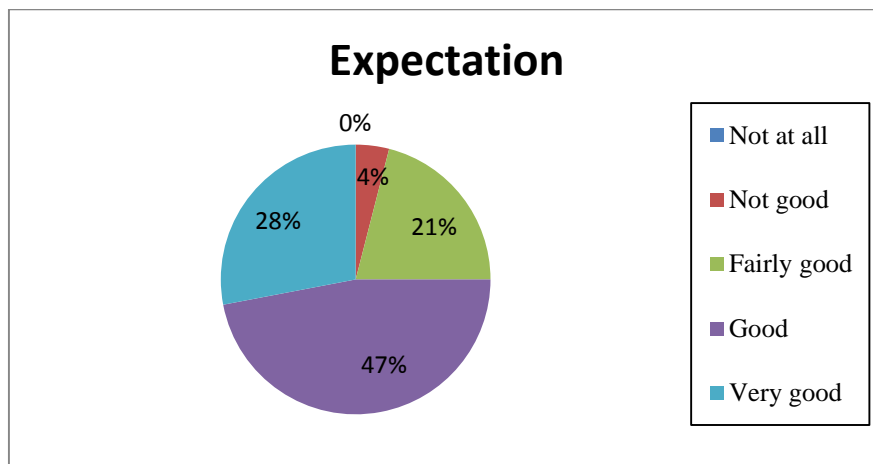


Figure: 11

Here, Zero percent respondent responded for not at all option. 11% said that the offerings and attitudes are not good as per the expectation whereas 36% stated that organization’s effort to meet up employees’ expectation is fairly good. 40% among total respondent think that organization is able to meet up their expectation good whereas 13% responded as very good.

Organizational Environment

Organizational Environment is basically a mixture of several forces within an organization that put a significant impact on a person’s individual performance and overall operational improvement of the organization. To know whether Confidence Group’s employees are satisfied with the organizational regulations and practices, the components that have been used are company as a place to work, Length of working hour, Flexibility, Organization Structure and the Reasonableness of the amount of work.

Here blue bar indicates what employee thinks about this company as a place to work, red bar stands for employee satisfaction regarding length of working hour, green bar represents flexibility that employee get in this organization, purple bar indicate employee satisfaction level about the organization structure and light blue indicates what employees feel about the reasonableness of the amount of work that they are given.

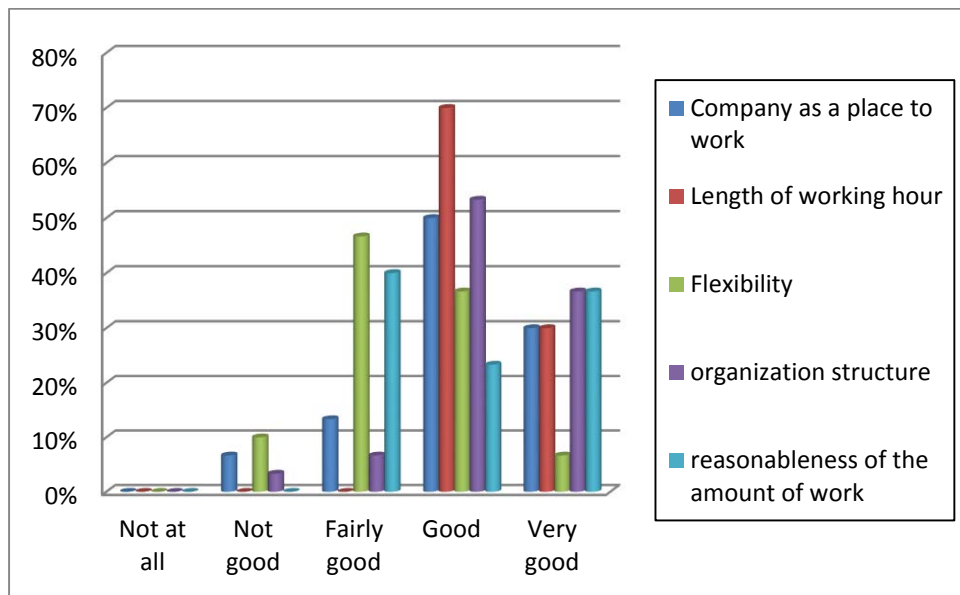


Figure: 12

Here, in terms of what employee thinks about this company as a place to work it is seen that 7% responded that this place is not good as a place to work whereas 13% feels that its fairly good place to work. However, 50% stated that it is a good place and rest 30% responded this place as very good to work.

In terms of length of working hour, 70% of respondent feels that working hour is good and 30% of respondent believe that length of working hour is very good in Confidence Group. In response of a question about the flexibility within the organization, 10% respondent feels the flexibility opportunity is not good. 47% stated for fairly good option on the other hand 37% respondent responded for good options and rest 6% responded as very good.

In response of organizational structure, 3% respondent found the structure is not good.7% stated that the structure is fairly good whereas 53% feels the structure is good and rest 37% respondent responded that the structure is very good. To measure the reasonableness of the expected amount of work, 40% stands for fairly good option, 23% feels that it's good and 37% stated that its very good.

After analyzing different components of organizational environment a graphical representation of overall responses regarding employee satisfaction and expectation is given below-

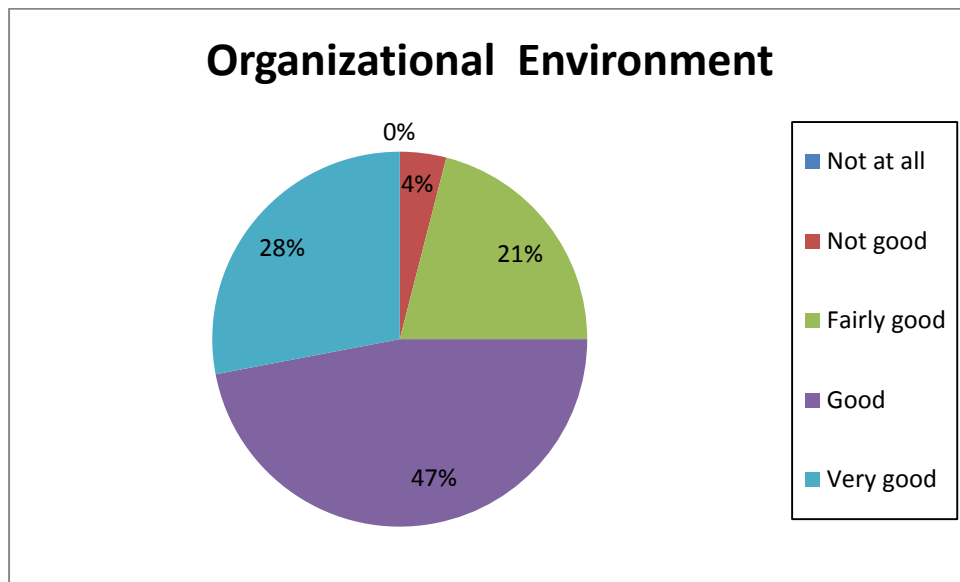


Figure: 13

Here, it is seen that 0% employee who are extremely dissatisfied. 28% stated that the organizational environment is not good. 21% of total respondent feels that the environment is fairly good whereas 47% respondent responded for good option and 28% respondent stated the environment is very good.

All the graphical representations analyze the satisfaction level of all employees of Confidence Group corporate head office. To summarize, an merged version of all the variable is given below-

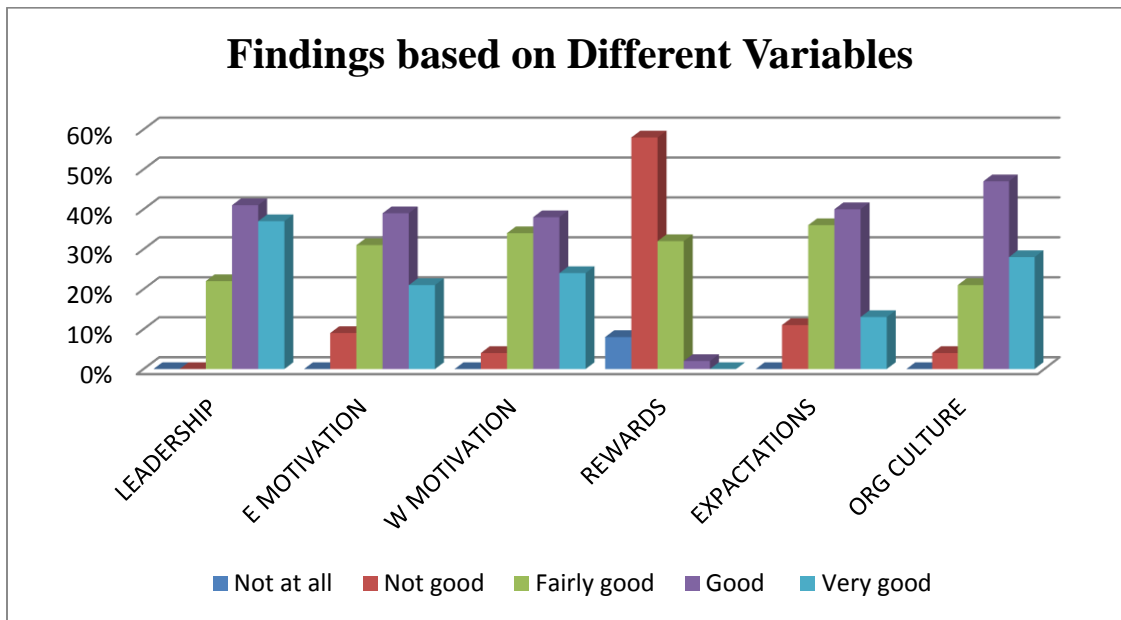


Figure: 14

Here, blue bar indicates employee responses on “Not at all” option. Red bar represents not good option. Moreover, green bar indicates fairly good option; purple bar and light blue bar represent good and very good options respectively. So this is a glimpse of total responses based on different variables.

After analyzing all the variables and components to measure employee satisfaction in Confidence Group, it is clearly seen that there is no aspect which is considered as “Very Good” to employee of Confidence Group. Moreover, most employees believe that the organization is practicing “Good” nature to ensure employee satisfaction. However, there is many employee who think that organization’s offerings are “not good” to meet up employee satisfaction level.

After analyzing all the aspect that indicates how satisfied employees of Confidence Group are, it is found that employee of Confidence Group are neither very dissatisfied nor very satisfied. In figure 10, it is clearly seen that employee of Confidence Group ranked almost all the important aspects as Fairly Good, Good or Very Good.

The above analysis indicates the fact that employees are satisfied regarding the current leadership practice of Confidence Group. Majority of the sample feel that Confidence Group is practicing satisfactory leadership pattern. Supervisors keep a satisfactory relationship with their subordinates, Employees find it easy communicate with their supervisors and supervisors are helpful enough to their employees. Moreover, through several verbal interviews, it is found that employee of Confidence Group think that as a local conglomerate, Confidence Group's leadership practice is satisfactory enough.

Motivation is one of the major indicators of satisfied employee. Here, in figure 10, it is seen that employees have different mindset regarding their emotional motivation. There are less than 10% respondents who think organization's practice is not good enough to be motivated emotionally. However, less than 30% feels that organization's practice is very good to feel emotionally attached. So the analysis itself proves that employee of Confidence Group is neither satisfied enough nor very dissatisfied. The analysis displays the fact that employees are considering the job as an important part of their lives and they are trying their best to be attached with the organization. But still organization lacks on providing the drivers that helps employees to be motivated emotionally.

Work motivation is another important factor for employee. Work motivation is something that attracts employee to work more for achieving organizational goals and objectives. After analyzing all the factors that might help drive an employee to work for the betterment of the organization, it is found that very little number of employee feel that organization's packages are not good enough to be motivated. On the other hand, percentage is higher when it comes into good and fairly good options. Moreover, few people also believe the packages are very good and motivating. So the graph here indicates that employees are neither satisfied nor dissatisfied with the packages and offerings offered by Confidence Group. The package that the organization is providing is fair enough but it should be improved to ensure utmost efficiency and productivity of the organization.

As a whole, it is found that current reward package is not so satisfactory to Confidence Group's employees. Here, more than 50% respondent responded that the reward system is not good compared to their peers and other organizations. Whereas, Very little amount of respondent feel that reward system is fairly good. However, no one thinks that reward system in Confidence Group is very good. It means the organization's practice regarding reward is not so satisfactory.

The combined graphical representation explains the fact that Confidence Group is partially successful to satisfy its employees by providing such facilities that fulfill their expectations. The graphical view is showing that lower amount of respondent responded that the organization is not successful to fulfill their expectations. At the same time, it is found that few respondents also responded that the organization is spontaneous enough to fulfill employees' expectations. Moreover, some people also think that the organization is fairly good or good in case of meeting up their expectation. So overall situation says that Confidence Group needs to focus more on their offerings to ensure that employees are feeling satisfied and their expectations are fulfilling.

The graphical representation describes the fact that as a local organization, Confidence Group's organizational setup is very standard. The bar chart given above explains the fact that majority of respondent feel organizational environment of Confidence Group is good. Moreover very few respondents feel that organizational practice is not so good. So, after analyzing the bar diagram, it can say that organizational environment and practice is good enough for employee. However, still there is a very good scope to develop organizational practices.

Findings based on Different level of Employees

This survey has been conducted on the three different levels of employees of Confidence Group. As one of the major objectives of this report is to identify the reason of high turnover ratio along with the level of employee who wants to leave the organization, so it is important to focus on each responses based on different level of employee. A graphical representation of each compiled variable based on different level of employees are describing below-

Executive Level:

In Confidence Group, Executive Level positions are considered from Junior Executive/ Officer to Senior Executive. Here to prepare this report, 20 permanent employees of Executive Level

category participated in the survey. 3 of them were female and 17 respondents were male. Moreover their working experience in Confidence Group was from 3 months to 3.5 years.



Figure: 15

Here in this figure, Executive Level of employee satisfaction based on different variable has been measured. Blue bar indicates that employees are not at all satisfied. Red bar represents employee satisfaction level in name of not good. Green one represents the option fairly good, purple bar stands for good and light blue represents the option very good.

In case of organization's current leadership practice, 21% respondent stated that the leadership practice in Confidence Group is fairly good. 43% respondent feels the leadership practice is good whereas 36% believe that organization's current leadership practice is very good.

In terms of emotional motivation, 9% respondent responded for not good option whereas 34% stated that the offerings are fairly good. 37% feels that company offerings are good enough to feel motivated emotionally. On the other hand, 20% feels that motivational drivers are very good. To measure work motivation, 3% feels the offerings are not good, 36% stated that

offerings are fairly good. However, 37% respondent responded as good and 24% responded as very good.

10% of total Executive Level respondent stated that the current reward package is not good. However 70% stands for fairly good option and 20% feels that organization is providing good reward package whereas 0% stood for very good option. Moreover, in response of the questions that measures employee satisfaction regarding their expectations, 12% responded as not good. 40% feels the organization provide fairly good options to meet up its expectation. 35% feels it's good and 13% feels that the organization provide very good options to fulfill employee's expectation.

To get a closer picture about organizational practices and environment, 3% feels it's not good, 23% stated that its fairly good, 43% stood for good option and further 31% feels the organizational practice is very good.

Management Level

In Confidence Group, Management Level positions are considered from Assistant Manager to Manager. To prepare this report, 7 permanent employees of Management level category participated in the survey. Among them 5 were male and 2 were female. Moreover their working experience in Confidence Group was from 1.5 years to 4.2 years.

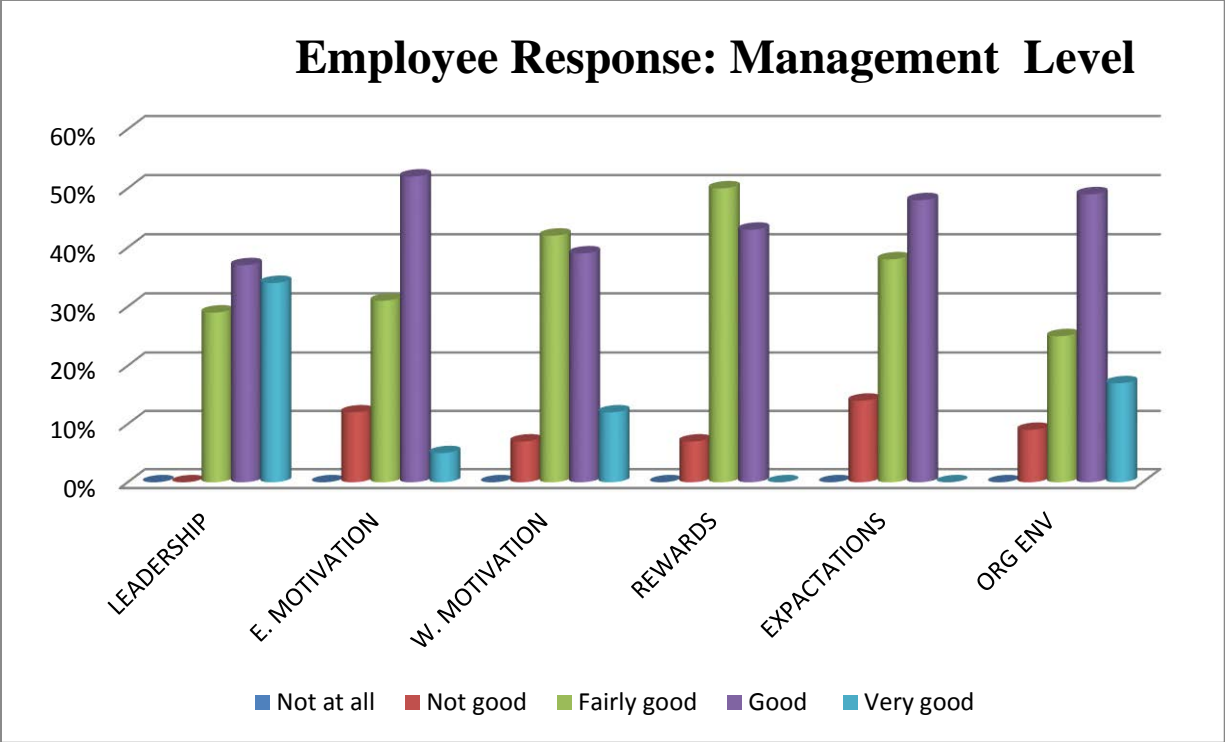


Figure: 16

Here in this figure, management-level of employee satisfaction based on different variable has been measured. Blue bar indicates that employees are not at all satisfied. Red bar represents employee satisfaction level in name of not good. Green one represents the option fairly good, purple bar stands for good and light blue represents the option very good.

In case of organization’s current leadership practice, 29% noted for fairly good option. 37% feels that leadership practice is good and 34% of respondent feels that the practice of leadership is very good.

In terms of emotional motivation, 12% respondent responded for not good option whereas 31% stated that the offerings are fairly good. 52% feels that company offerings are good enough to feel motivated emotionally. On the other hand, 5% feels that motivational drivers are very good. To measure work motivation, 7% feels the offerings are not good, 42% stated that offerings are fairly good. However, 39% respondent responded as good and 12% responded as very good.

7% of total management-level respondents stated that the current reward package is not good. However, 50% stands for fairly good option and 43% feels that organization is providing good reward package whereas 0% stood for very good option. Moreover, in response of the questions that measures employee satisfaction regarding their expectations, 14% responded as not good. 38% feels the organization provide fairly good options to meet up its expectation. 48% feels it's good and 0% feels that the organization provides very good options to fulfill employee's expectation.

To get a closer picture about organizational practices and environment, 9% feels it's not good, 25% stated that its fairly good, 49% stood for good option and further 17% feels the organizational practice is very good.

Senior Management Level

In Confidence Group, Senior Management level positions are considered from Senior Manager to General Manager. To prepare this report, 3 permanent employees of Senior Management level category participated in the survey. 3 of them were male. Moreover their working experience in Confidence Group was from 2 years to 8 years.

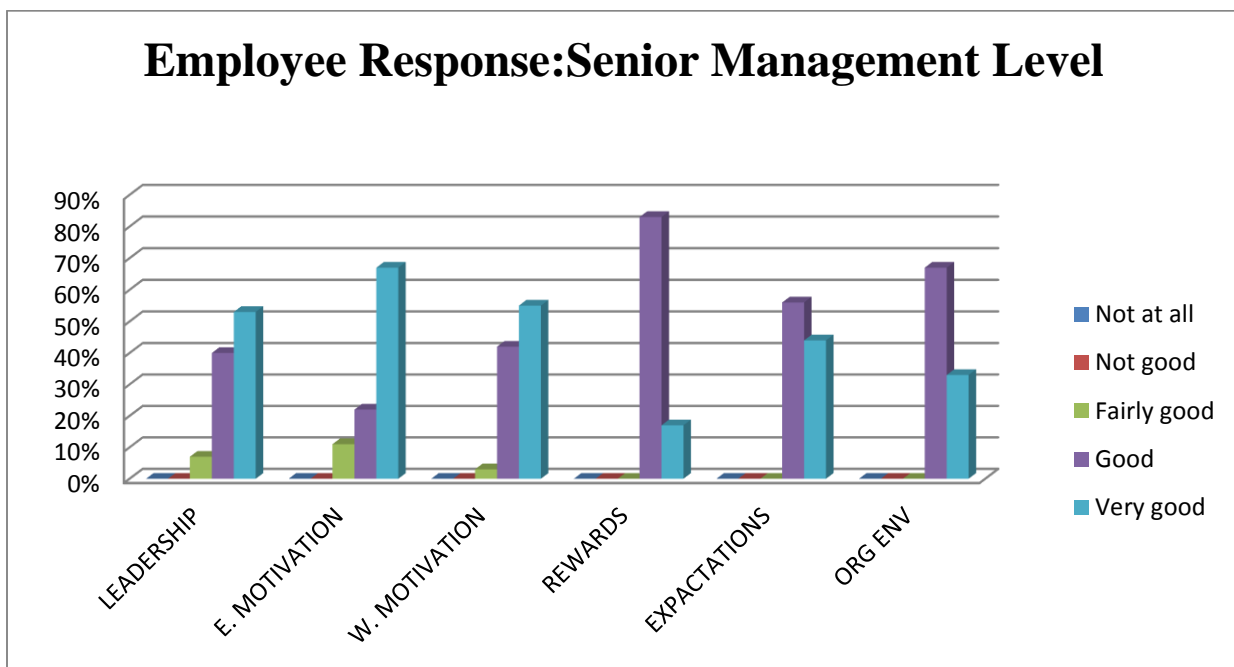


Figure: 17

Here in this figure, senior management level of employee satisfaction based on different variable has been measured. Blue bar indicates that employees are not at all satisfied. Red bar represents employee satisfaction level in name of not good. Green one represents the option fairly good, purple bar stands for good and light blue represents the option very good.

In case of organization's current leadership practice, 7% noted for fairly good option. 40% feels that leadership practice is good and 50% of respondent feels that the practice of leadership is very good.

In terms of emotional motivation, 11% stated that the offerings are fairly good. 22% feels that company offerings are good enough to feel motivated emotionally. On the other hand, 67% feels that motivational drivers are very good. To measure work motivation, 3% stated that offerings are fairly good. However, 42% respondent responded as good and 55% responded as very good.

83% of total respondents feel that organization is providing good reward package whereas 17% stood for very good option. Moreover, in response of the questions that measures employee satisfaction regarding their expectations, 56% feels it's good and 44% feels that the organization provide very good options to fulfill employee's expectation.

To get a closer picture about organizational practices and environment, 67% stood for good option and further 33% feels the organizational practice is very good.

After analyzing employee response based on different level, it is found that employees from Executive Level and management level are less satisfied compared senior management level personnel. Those three different charts are explaining the fact that to Senior management level employees are more satisfied with the offerings and packages and organizational practices of Confidence Group whereas employee from management level and Executive Level are slightly satisfied with the overall organizational conditions.

The graphical representations explain that employee from Executive Level and management levels are neither satisfied nor dissatisfied with the offerings and practices of Confidence Group. It is clearly seen that employee who belongs to Executive Level and management level category feel that organization's leadership practices is very good and to some extent it's good and fairly

good. So on average it can say that organization's leadership practice is satisfactory to all level of employees.

The graphical representation also explain the fact that compared to Senior management level employees, satisfaction level regarding emotional motivation is not so good for Executive Level and management level employees. Majority of total respondents from Executive Level and Management level responded that organization is not able to influence its employee to feel motivated in their workplace. On the other hand, in case of work motivation, employee from Executive Level and Management level are less happy compared to senior management level employees. In an overall comparison, it is found that satisfaction level of entry and Management level employees are mostly in fairly good and good options. Very little amount of response was found for very good options. Whereas, the graphical representation for senior management level employees shows that their satisfaction level regarding work motivation factors are mostly categorize within good to very good options. It means, employee working as Executive Level and Management level positions are not truly satisfied with the packages offered by the organization.

Individual graphical representations for each level of employees are showing that both Executive Level and Management level employees have highly negative attitude regarding organization's current reward package. Most of the employees think that the reward that they receive is not fair enough compared to their peers and other organization. However, responses from employees of senior management level showing that they are satisfied with the current reward package and it is good enough compared to their peers and other organizations.

Each individual graphical representation of different level of employees is showing that Confidence Group is at its peak to meet up employee expectation. But still it is seen that employees are slightly satisfied regarding their expectation fulfillment issue. However, graphical representation of senior management level employees showing that they are satisfied with the offerings and packages provided by Confidence Group compared to Executive Level and Management level employees.

Chapter 4

Discussion and Conclusion

Discussion

After analyzing all the pre determinant of employee satisfaction for this project, it is found that Confidence Group's overall organizational practice is quite satisfactory. However, compared to other local organizations, Confidence Group's organizational cultural and practices are much better. But still there are some issues that encourage employees to quit their job from this organization.

From the detailed analysis, it is found that employees are quite satisfied with the offerings and packages of Confidence Group. But at the same time it is also found through the analysis that Confidence Group still has some scope of improvement to ensure employee satisfaction. In an article, it is said that, Job satisfaction is very important aspect for an employee's life and its non-attendance regulatory prompts dormancy and decreased organizational commitment (Moser, 1917).As a whole, it can say that employees of Confidence Group are neither satisfied nor too much dissatisfied with current practices and regulations of the organization. However, a mere dissatisfaction regarding the reward system is seen. Furthermore, employee of Confidence Group also stated that their satisfaction level regarding their expectation is not up to the mark which might create an alarming situation and affect organizational productivity. Because employees mostly feel less motivated to their job when they feel that they deserve more.

Moreover, it is also found that employees think that their peers working in other organizations are getting much better packages compared to them. It is another reason for employee to switch their job. In Confidence Group, facilities are quite satisfactory but compared to other organization, the base salary is not satisfactory enough especially for entry and Management level employees. In spite of having a good balance with their work and personal life, employees are willing to switch their job because of lack of work motivation. To ensure employee retention and employee growth, organizations need to put emphasis on both employee satisfaction and engagement (West).

After getting a clear view of the impact of survey based on different level of employees, it is found that employees who are belongs to senior management level are more satisfied than employees who lies under Executive Level and Management level categories. That's why Executive Level and Management level employees is more likely switch to other organization

from Confidence Group. It is seen that employees from senior management level are getting very satisfactory packages compared to Executive Level and Management level employees. Numerous studies have shown that dissatisfied employees are more likely to quit their jobs or be absent than satisfied Employees (Saari & Judge, 2004). To ensure utmost productivity, it is very important to ensure such scopes and packages that encourage employees of each level to work harder for the betterment of the organization. However, it is very important to ensure employee retention to get the best organizational output. An organization can ensure employee retention by ensure the best possible employee offer and packages to meet up employee satisfaction level.

So above discussion claims that job satisfaction plays a vital role to drive employees in deciding to switch their job. From the analysis, it is found that employees of Confidence Group are quitting from this organization because of less satisfaction regarding different issues. So there is a positive relationship between high employee turnover rate and employee satisfaction level in Confidence Group. In an empirical study titled “Impact of job satisfaction on employee turnover: An empirical study of Autonomous Medical Institutions of Pakistan, it is found that Pay, Promotion, Working Conditions and Nature of Work are the prominent for the job satisfaction level of the employees. Management may take the appropriate steps to enhance the job satisfaction level of employees. Furthermore it is suggested management should take into the account of the factors such as Pay, Promotion, Working Conditions and Nature of Work in order to maximize employee satisfaction and minimize the turnover level of the employees (Khan & Aleem, 2014)

Another decision can be taken based on the findings and observation that employee satisfaction varies from level to level. Employees from executive level to manager level are more likely to leave their job compared to employees who are positioned as senior management level and top management. It indicates the fact that employees who are in the upper grade of the hierarchy are more satisfied than employees who belongs into executive and mid management levels. However, similar output was found in a statement sated by (Schermerhorn, Hunt, Osborn , & Bien , 2011). They stated that job satisfaction can affect turnover decision by workers to terminate their employment. They also agreed that dissatisfied workers are more likely than satisfied workers to quit from their job. The first is to join and remain in an organization and the other is to work hard in achieving high performance.

Findings also mentioned the fact that the existing reward structure of Confidence Group is one of the major indicators of employee dissatisfaction. Current reward package fails to fulfill employee expectation and its affect into employee motivation. The analysis also represents the fact that Executive Level and Management level employees are mostly less satisfied with the reward package offered by the organization. That's why they often switch their job to grab better opportunities. In another study Conducted by (Munap, Badrillah, & Rahman, 2013)it was found that all of the organizational rewards examined have contributed to employees' satisfaction.

Reviewing the survey outcome it is clear that the amount of employee satisfaction is moderate in Confidence Group and this is one of the major reasons of high employee turnover rate in entry and Management level employee. However the analysis also indicates that certain amount of employees are satisfied with the offerings and practices of the organization.

Possible Managerial Implications

So being an employer, Confidence Group should focus more on ensuring employee satisfaction and motivation to achieve the best output regarding organizational goals and plans. This is also important to make employees from different level, especially from entry and Management level feel that their contribution is important and valuable. It helps employee to feel engaged and recognized and it put an impact on their performance and mindset. The organization should focus more on active employee participation and training and development. Moreover, organization should emphasis on employee personal development that might help them to smooth their career path.

Confidence Group can ensure utmost employee satisfaction by restructuring their current reward packages. Most of the employees who belong into entry and Management level feel the current reward package is not good enough compared to their peers and other organizations in production industry. So introducing a modified version of Confidence Group's current reward package will help employee to feel satisfied and motivated to stick with the organization.

To ensure employee satisfaction, organization can increase employee engagement by providing some promotional opportunities such as organizing different events and cultural programs on different festivals that might help employees to get engaged with each other and that will break the barrage between different department's employees. However, management can increase the interestingness of their job by rotating employees form one project to another project.

All in all, Confidence Group needs to come up with an unique strategy to ensure employee satisfaction and retention into the organization. As the pattern of global business is changing, so the organization will need both fresh mind and conventional business analyst to ensure sustainable business. That's why ensuring employee retention is essential for Confidence Group. As employees are not very dissatisfied with the offerings, so Confidence Group has a huge potentiality to ensure utmost employee satisfaction by modified their current offerings, packages and organizational practices slightly. A very little modification in their current practices can bring a huge change into the mindset of their current employees which will create a win-win situation for both organization and employees.

Conclusion

As a part of preparing this paper, I got an opportunity to explore the process and practice of such an organization which is a market leader in an unconventional industry. The three months work experience in Confidence Group helped me to implement my theoretical knowledge into practical field.

This study was an attempt to know the relationship between employee satisfaction and employee turnover rate. It is a must to understand what employees want from their organization and organization needs to fulfill their expectations before they leave the organization. In spite of noticing the fact of having high turnover rate, if nothing is done, then the organization itself will be looser compared to its competitors. However, to ensure a smooth organizational development, it is also necessary to ensure employee retention because hiring new employees required time and cost which might create a negative impact in organizational overall growth.

From the study it is found that employee in Confidence Group are not highly satisfied with their job. It varies into different level of employees. Majority of the employees of different level are satisfied with the leadership practice, organizational setup and environment, relationship with their supervisors and colleagues, working hours and work-life balance. However, there is severe dissatisfaction among them regarding the reward packages offered by the organization and it plays and impact into their motivation.

Satisfied employees are always committed and trustworthy and these employees are the most influential factor for an organization to become an employer of choice. Moreover, the potential of an organization can be realized when the productivity level of its human resource are fully aligned and committed to achieve organizational goals and objectives.

While working as an intern, I've noticed many factors that I found in my survey analysis and it can say that Confidence Group is able enough to ensure top most employee satisfaction in terms of employee expectation, reward management and organizational practices. The organization needs to demonstrate something innovative and strong that make employees believe that their current job is the best path to achieve their personal career development goals. If Confidence Group can do so, then it will be one of the largest and successful local conglomerates and largest employer of choice to job seekers.

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Appendix

Appendix 01: Overall Output

Appendix 02: Based on Variables (Leadership, Rewards, Expectations and Organizational Environment)

Appendix 03: Based on Variables (Emotional and Work Motivation)

Appendix 04: Percentage Based on Variables

Appendix 05: Output Based on Employee categories (Executive Level)

Appendix 06: Output Based on Employee categories (Management Level)

Appendix 07: Output Based on Employee categories (Senior Management Level)

Appendix 08: Cumulative Output based on variables of Employee categories

Appendix 08: Questionnaire

Appendix 01: Overall Output

Questions	N at All	N Good	F Good	Good	V Good	Total
Relationship with Supervisor	0	0	0	9	21	30
Ability to Communicate Effectively	0	0	2	13	15	30
Supervisor's Interest on Employee's Opinion	0	0	8	17	5	30
Amount of Constructive Feedback	0	0	14	14	2	30
Support from Supervisor	0	0	8	9	13	30
Work enjoyment	0	2	5	12	11	30
Optimism about future success	0	1	4	15	10	30
work fulfill one's basic needs	0	5	13	12	0	30
work appreciation	0	2	7	13	8	30
understanding the goals of the org	0	4	10	9	7	30
changes that has been made so far	0	2	17	9	2	30
Current Compensation Package	0	0	19	10	1	30
Benefits	0	1	12	9	8	30
Communication	0	1	7	11	11	30
Job Security	0	0	11	14	5	30
Relationship with Peers	0	0	2	5	23	30
Relationship With Supervisor	0	0	9	13	8	30
Assigned Responsibilities	0	0	3	25	2	30
Work Itself	0	0	12	10	8	30
Work-Life Balance	0	0	2	16	12	30
Training and Development	0	6	18	6	0	30
Promotion	0	5	16	5	4	30
Interesting Assignments	0	1	10	13	6	30
Current cash compensation package	0	1	17	12	0	30
Compared to peers and other organizations	0	4	18	7	1	30
Idea of NOT changing the workplace	0	0	16	12	2	30
Feeling of success and security	0	1	5	16	8	30
Amount of appropriate appreciation	0	9	11	8	2	30
Company as a place to work	0	2	4	15	9	30
length of your office Hours	0	0	0	21	9	30
Flexibility of work	0	3	14	11	2	30
organization structure/hierarchy	0	1	2	16	11	30
reasonableness of the amount of work	0	0	12	7	11	30

Appendix 02: Based on Variables (Leadership, Rewards, Expectations and Organizational Environment)

Questions	LEADERSHIP (Q1-Q5)					
	N at All	N Good	F Good	Good	V Good	Total
Relationship with Supervisor				9	21	30
Ability to Communicate Effectively			2	13	15	30
Supervisor's Interest			8	17	5	30
Amount of Constructive Feedback			14	14	2	30
Appreciation from Supervisor			8	9	13	30
Total			8	12.4	11.2	

Questions	LEADERSHIP (Q1-Q5)					
	N at All	N Good	F Good	Good	V Good	Total
	0%	0%	0%	30%	70%	100%
	0%	0%	7%	43%	50%	100%
	0%	0%	27%	57%	17%	100%
	0%	0%	47%	47%	7%	100%
	0%	0%	27%	30%	43%	100%
	0%	0%	22%	41%	37%	100%

Questions	REWARDS (Q13-Q14)					
	N at All	N Good	F Good	Good	V Good	Total
Current cash compensation	1	17	12			30
Compared to peers and other org	4	18	7	1		30
Total	2.5	17.5	9.5	1		

Questions	REWARDS (Q13-Q14)					
	N at All	N Good	F Good	Good	V Good	Total
	3%	57%	40%	0%	0%	100%
	13%	60%	23%	3%	0%	100%
	8%	58%	32%	2%	0%	100%

Questions	Expectations (Q15-Q17)					
	N at All	N Good	F Good	Good	V Good	Total
Idea of NOT changing the org			16	12	2	30
Feeling of success and security		1	5	16	8	30
Amount of appropriate appreciation		9	11	8	2	30
Average		5	10.6	12	4	

Questions	Expectations (Q15-Q17)					
	N at All	N Good	F Good	Good	V Good	Total
	0%	0%	53%	40%	7%	100%
	0%	3%	17%	53%	27%	100%
	0%	30%	37%	27%	7%	100%
	0%	11%	36%	40%	13%	100%

Questions	Organizational Environment (Q18-Q22)					
	N at All	N Good	F Good	Good	V Good	Total
Company as a place to work		2	4	15	9	30
length of your office Hours				21	9	30
Flexibility of work		3	14	11	2	30
organization structure/hierarchy		1	2	16	11	30
Reasonableness of the amount of Work			12	7	11	30
Average		2	9.3	14	8.4	

Questions	Organizational Environment (Q18-Q22)					
	N at All	N Good	F Good	Good	V Good	Total
	0%	7%	13%	50%	30%	100%
	0%	0%	0%	70%	30%	100%
	0%	10%	47%	37%	7%	100%
	0%	3%	7%	53%	37%	100%
	0%	0%	40%	23%	37%	100%
	0%	4%	21%	47%	28%	100%

Appendix 03: Based on Variables (Emotional and Work Motivation)

WORK MOTIVATION (Q12)													
Questions	N at All	N Good	F Good	Good	V Good	Total		N at All	N Good	F Good	Good	V Good	Total
Current Compensation Package	0	0	19	10	1	30		0%	0%	63%	33%	3%	100%
Benefits	0	1	12	9	8	30		0%	3%	40%	30%	27%	100%
Communication	0	1	7	11	11	30		0%	3%	23%	37%	37%	100%
Job Security	0	0	11	14	5	30		0%	0%	37%	47%	17%	100%
Relationship with Peers	0	0	2	5	23	30		0%	0%	7%	17%	77%	100%
Relationship With Supervisor	0	0	9	13	8	30		0%	0%	30%	43%	27%	100%
Assigned Responsibilities	0	0	3	25	2	30		0%	0%	10%	83%	7%	100%
Work Itself	0	0	12	10	8	30		0%	0%	40%	33%	27%	100%
Work-Life Balance	0	0	2	16	12	30		0%	0%	7%	53%	40%	100%
Training and Development	0	6	18	6	0	30		0%	20%	60%	20%	0%	100%
Promotion	0	5	16	5	4	30		0%	17%	53%	17%	13%	100%
Interesting Assignments	0	1	10	13	6	30		0%	3%	33%	43%	20%	100%
Total	0	1.6	10	11.4	7.3			0%	4%	34%	38%	24%	100%

EMOTIONAL MOTIVATION (Q6-Q11)													
Questions	N at All	N Good	F Good	Good	V Good	Total		N at All	N Good	F Good	Good	V Good	Total
Work enjoyment		2	5	12	11	30		0%	7%	17%	40%	37%	100%
Optimism about future success		1	4	15	10	30		0%	3%	13%	50%	33%	100%
work fulfill one's basic needs		5	13	12		30		0%	17%	43%	40%	0%	100%
work appreciation		2	7	13	8	30		0%	7%	23%	43%	27%	100%
understanding the goals of the org		4	10	9	7	30		0%	13%	33%	30%	23%	100%
changes that has been made so far		2	17	9	2	30		0%	7%	57%	30%	7%	100%
Total		2.6	9.3	11.6	7.6			0%	9%	31%	39%	21%	100%

Appendix 04: Percentage Based on Variables

TOTAL PERCENTAGE OF RESPONSES						
	Not at all	Not good	Fairly good	Good	Very good	Total
LEADERSHIP	0%	0%	22%	41%	37%	100%
EMOTIONAL MOTIVATION	0%	9%	31%	39%	21%	100%
REWARDS	8%	58%	32%	2%	0%	100%
EXPACTATIONS	0%	11%	36%	40%	13%	100%
ORGANIZATIONAL ENVIRONMENT	0%	4%	21%	47%	28%	100%
WORK MOTIVATION	0%	4%	34%	38%	24%	100%

Appendix 05: Output Based on Employee categories (Executive Level)

Survey Output: Executive Level												
Questions	N at All	N Good	F Good	Good	V Good	Total	N at All	N Good	F Good	Good	V Good	Total
Relationship with Supervisor				4	16	20	0%	0%	0%	20%	80%	100%
Ability to Communicate Effectively			2	7	11	20	0%	0%	10%	35%	55%	100%
Supervisor's Interest Opinion			4	16		20	0%	0%	20%	80%	0%	100%
Amount of Constructive Feedback			9	11		20	0%	0%	45%	55%	0%	100%
Support from Supervisor			6	5	9	20	0%	0%	30%	25%	45%	100%
Total							0%	0%	21%	43%	36%	100%
Work enjoyment		2	3	7	8	20	0%	10%	15%	35%	40%	100%
Optimism about future success		1	1	11	7	20	0%	5%	5%	55%	35%	100%
Work fulfill one's basic needs		4	9	7		20	0%	20%	45%	35%	0%	100%
Work appreciation			7	8	5	20	0%	0%	35%	40%	25%	100%
Understanding the goals of the org		4	7	5	4	20	0%	20%	35%	25%	20%	100%
Changes that has been made so far			14	6		20	0%	0%	70%	30%	0%	100%
Total							0%	9%	34%	37%	20%	100%
Q12			14	6		20	0%	0%	70%	30%	0%	100%
Current Compensation Package		1	11	7	1	20	0%	5%	55%	35%	5%	100%
Benefits			5	6	9	20	0%	0%	25%	30%	45%	100%
Communication			7	9	4	20	0%	0%	35%	45%	20%	100%
Job Security				3	17	20	0%	0%	0%	15%	85%	100%
Relationship with Peers			6	9	5	20	0%	0%	30%	45%	25%	100%
Relationship With Supervisor			2	17	1	20	0%	0%	10%	85%	5%	100%
Assigned Responsibilities			8	7	5	20	0%	0%	40%	35%	25%	100%
Work Itself				11	9	20	0%	0%	0%	55%	45%	100%
Work-Life Balance		3	14	3		20	0%	15%	70%	15%	0%	100%
Training and Development		3	11	2	4	20	0%	15%	55%	10%	20%	100%
Promotion		1	7	9	3	20	0%	5%	35%	45%	15%	100%
Interesting Assignments							0%	3%	36%	37%	24%	100%
Current cash compensation package			14	6		20	0%	0%	70%	30%	0%	100%
Compared to peers and other organizations		4	14	2		20	0%	20%	70%	10%	0%	100%
Total							0%	10%	70%	20%	0%	100%
Idea of NOT changing the workplace			13	7		20	0%	0%	65%	35%	0%	100%
Feeling of success and security			3	9	8	20	0%	0%	15%	45%	40%	100%
Amount of appropriate appreciation		7	8	5		20	0%	35%	40%	25%	0%	100%

Total							0%	12%	40%	35%	13%	100%
Company as a place to work			1	10	9	20	0%	0%	5%	50%	45%	100%
length of your office Hours				17	3	20	0%	0%	0%	85%	15%	100%
Flexibility of work		3	12	5		20	0%	15%	60%	25%	0%	100%
organization structure/hierarchy				11	9	20	0%	0%	0%	55%	45%	100%
reasonableness of the amount of work			10		10	20	0%	0%	50%	0%	50%	100%
Total							0%	3%	23%	43%	31%	100%

Appendix 06: Output Based on Employee categories (Management Level)

Questions	N at All	N Good	F Good	Good	V Good	Total
Relationship with Supervisor				5	2	7
Ability to Communicate Effectively				4	3	7
Supervisor's Interest Opinion			4		3	7
Amount of Constructive Feedback			4	1	2	7
Support from Supervisor			2	3	2	7
Total						

N at All	N Good	F Good	Good	V Good	Total
0%	0%	0%	71%	29%	100%
0%	0%	0%	57%	43%	100%
0%	0%	57%	0%	43%	100%
0%	0%	57%	14%	29%	100%
0%	0%	29%	43%	29%	100%
0%	0%	29%	37%	34%	100%

Work enjoyment			2	3	2	7
Optimism about future success			3	4		7
work fulfill one's basic needs		1	2	4		7
work appreciation		2		5		7
understanding the goals of the org			3	4		7
changes that has been made so far		2	3	2		7
Total						

0%	0%	29%	43%	29%	100%
0%	0%	43%	57%	0%	100%
0%	14%	29%	57%	0%	100%
0%	29%	0%	71%	0%	100%
0%	0%	43%	57%	0%	100%
0%	29%	43%	29%	0%	100%
0%	12%	31%	52%	5%	100%

Current Compensation Package			5	2		7
Benefits			1	2	4	7
Communication		1	2	4		7
Job Security			4	2	1	7
Relationship with Peers			2	2	3	7
Relationship With Supervisor			3	4		7
Assigned Responsibilities			1	6		7
Work Itself			4	3		7
Work-Life Balance			2	3	2	7
Training and Development		3	4			7

0%	0%	71%	29%	0%	100%
0%	0%	14%	29%	57%	100%
0%	14%	29%	57%	0%	100%
0%	0%	57%	29%	14%	100%
0%	0%	29%	29%	43%	100%
0%	0%	43%	57%	0%	100%
0%	0%	14%	86%	0%	100%
0%	0%	57%	43%	0%	100%
0%	0%	29%	43%	29%	100%
0%	43%	57%	0%	0%	100%

Promotion		2	4	1		7	0%	29%	57%	14%	0%	100%
Interesting Assignments			3	4		7	0%	0%	43%	57%	0%	100%
Total						7	0%	7%	42%	39%	12%	100%
Current cash compensation package		1	3	3		7	0%	14%	43%	43%	0%	100%
Compared to peers and other organizations			4	3		7	0%	0%	57%	43%	0%	100%
Total							0%	7%	50%	43%	0%	100%
Idea of NOT changing the workplace			3	4		7	0%	0%	43%	57%	0%	100%
Feeling of success and security		1	2	4		7	0%	14%	29%	57%	0%	100%
Amount of appropriate appreciation		2	3	2		7	0%	29%	43%	29%	0%	100%
Total							0%	14%	38%	48%	0%	100%
Company as a place to work		2	3	2		7	0%	29%	43%	29%	0%	100%
length of your office Hours				2	5	7	0%	0%	0%	29%	71%	100%
Flexibility of work			2	4	1	7	0%	0%	29%	57%	14%	100%
organization structure/hierarchy		1	2	4		7	0%	14%	29%	57%	0%	100%
reasonableness of the amount of work			2	5		7	0%	0%	29%	71%	0%	100%
Total							0%	9%	26%	49%	17%	100%

Appendix 07: Output Based on Employee categories (Senior Management Level)

Questions	N at All	N Good	F Good	Good	V Good	Total	N at All	N Good	F Good	Good	V Good	Total
Relationship with Supervisor					3	3	0%	0%	0%	0%	100%	100%
Ability to Communicate Effectively				2	1	3	0%	0%	0%	67%	33%	100%
Supervisor's Interest Opinion				1	2	3	0%	0%	0%	33%	67%	100%
Amount of Constructive Feedback			1	2		3	0%	0%	33%	67%	0%	100%
Support from Supervisor				1	2	3	0%	0%	0%	33%	67%	100%
Total							0%	0%	7%	40%	53%	100%
Work enjoyment				2	1	3	0%	0%	0%	67%	33%	100%
Optimism about future success					3	3	0%	0%	0%	0%	100%	100%
work fulfill one's basic needs			2	1		3	0%	0%	67%	33%	0%	100%
work appreciation					3	3	0%	0%	0%	0%	100%	100%
understanding the goals of the org					3	3	0%	0%	0%	0%	100%	100%
changes that has been made so far				1	2	3	0%	0%	0%	33%	67%	100%
Total							0%	0%	11%	22%	67%	100%

Current Compensation Package				2	1	3
Benefits					3	3
Communication				1	2	3
Job Security				3		3
Relationship with Peers					3	3
Relationship With Supervisor					3	3
Assigned Responsibilities				2	1	3
Work Itself					3	3
Work-Life Balance				2	1	3
Training and Development				3		3
Promotion			1	2		3
Interesting Assignments					3	3
Total						3

0%	0%	0%	67%	33%	100%
0%	0%	0%	0%	100%	100%
0%	0%	0%	33%	67%	100%
0%	0%	0%	100%	0%	100%
0%	0%	0%	0%	100%	100%
0%	0%	0%	0%	100%	100%
0%	0%	0%	67%	33%	100%
0%	0%	0%	0%	100%	100%
0%	0%	0%	67%	33%	100%
0%	0%	0%	100%	0%	100%
0%	0%	33%	67%	0%	100%
0%	0%	0%	0%	100%	100%
0%	0%	3%	42%	55%	100%

Current cash compensation package				3		3
Compared to peers and other organizations				2	1	3
Total						

0%	0%	0%	100%	0%	100%
0%	0%	0%	67%	33%	100%
0%	0%	0%	83%	17%	100%

Idea of NOT changing the workplace				1	2	3
Feeling of success and security				3		3
Amount of appropriate appreciation				1	2	3
Total						

0%	0%	0%	33%	67%	100%
0%	0%	0%	100%	0%	100%
0%	0%	0%	33%	67%	100%
0%	0%	0%	56%	44%	100%

Company as a place to work				3		3
length of your office Hours				2	1	3
Flexibility of work				2	1	3
organization structure/hierarchy				1	2	3
reasonableness of the amount of work				2	1	3
Total						

0%	0%	0%	100%	0%	100%
0%	0%	0%	67%	33%	100%
0%	0%	0%	67%	33%	100%
0%	0%	0%	33%	67%	100%
0%	0%	0%	67%	33%	100%
0%	0%	0%	67%	33%	100%

Appendix 08: Cumulative Output based on variables of Employee categories

Survey Output based on Variables

Entry Level (Percentage)						
	N at All	N Good	F Good	Good	V Good	Total
LEADERSHIP	0%	0%	21%	43%	36%	100%
EMOTIONAL MOTIVATION	0%	9%	34%	37%	20%	100%
REWARDS	0%	10%	70%	20%	0%	100%
EXPACTATIONS	0%	12%	40%	35%	13%	100%
ORGANIZATIONAL ENVIRONMENT	0%	3%	23%	43%	31%	100%
WORK MOTIVATION	0%	3%	36%	37%	24%	100%

Mid Level (Percentage)						
	N at All	N Good	F Good	Good	V Good	Total
LEADERSHIP	0%	0%	29%	37%	34%	100%
EMOTIONAL MOTIVATION	0%	12%	31%	52%	5%	100%
REWARDS	0%	7%	50%	43%	0%	100%
EXPACTATIONS	0%	14%	38%	48%	0%	100%
ORGANIZATIONAL ENVIRONMENT	0%	9%	25%	49%	17%	100%
WORK MOTIVATION	0%	7%	42%	39%	12%	100%

Top Level (Percentage)						
	N at All	N Good	F Good	Good	V Good	Total
LEADERSHIP	0%	0%	7%	40%	53%	100%
EMOTIONAL MOTIVATION	0%	0%	11%	22%	67%	100%
REWARDS	0%	0%	0%	83%	17%	100%
EXPACTATIONS	0%	0%	0%	56%	44%	100%
ORGANIZATIONAL ENVIRONMENT	0%	0%	0%	67%	33%	100%
WORK MOTIVATION	0%	0%	3%	42%	55%	100%

Appendix 08: Questionnaire

This is a survey for internship purpose. This questionnaire has been planned to gather information that will be incorporated into a research paper. It will be appreciated if you provide honest and truthful answers to the questions. This survey is only for academic purpose. All of Your information will remain confidential.

Gender –

1. Male

2. Female

Position:

Years of Experience in CG:

<i>Characteristics</i> <i>How satisfied are you with the following</i>		<i>Satisfaction</i> <i>(Please, circle the chosen answer)</i>				
No	Topics	Not at all	Not Good	Fairly Good	Good	Very Good
1	How do you find the relationship with your direct manager?					
2	How easy it is to communicate with your direct manager?					
3	How do you find the direct manager's interest in and values towards the thoughts and ideas you have?					
4	How do you find the amount of constructive feedback received from your boss?					
5	How satisfied are you with the support you get from your manager?					
6	How do you feel about enjoying working every day and performing at your best?					
7	How optimistic do you feel about your future success with the company?					
8	How well do you think your work fulfills your basic needs?					
9	How well do you think you are appreciated at your work place?					
10	How well do you think you know and understand the direction and goals of the company?					

No	Questions	Not at all	Not Good	Fairly Good	Good	Very Good
11	How are you satisfied with the changes that the company leadership has made?					
12	How well do you think the following aspects are run at your workplace, so that they affect your motivation?					
	Current Compensation Package					
	Benefits					
	Communication					
	Job Security					
	Relationship with Peers					
	Relationship With Supervisor					
	Assigned Responsibilities					
	Work Itself					
	Work-Life Balance					
	Training and Development					
	Promotion					
	Interesting Assignments					
13	How satisfied are you with your current cash compensation package?					
14	How do you feel about the fairness of the compensation system at your work place compared to-					
	The tasks you do					
	The amount of Your peers					
	Other people working in the same field in different organizations					
15	How do you feel about the job security of your work place?					
16	How satisfied are you with the idea of NOT changing your work place within next few years?					

No	Question	Not at all	Not Good	Fairly Good	Good	Very Good
17	How satisfied are you with the feeling of success and security in your life brought by your job?					
18	How satisfied are you with the amount of appropriate appreciation for your contributions?					
19	In overall, how satisfied are you with the company as a place to work?					
20	How satisfied are you with the length of your office hours?					
21	How satisfied are you with the flexibility of the working hours?					
22	How do you find the organization structure/hierarchy of the company?					
23	How do you find the reasonableness of the amount of work that is expected from you?					
24	How do you find the reasonableness of the amount of work that is expected from you?					

☺Thank you for your time and patience ☺