

**JOB SATISFACTION OF THE EMPLOYEES OF
DOCTOROLA LTD: MEASUREMENT APPROACH
ACCORDING TO MODERN HRM**



14th August, 2017

BRAC University

**"JOB SATISFACTION OF THE EMPLOYEES OF
DOCTOROLA LTD: MEASUREMENT APPROACH
ACCORDING TO MODERN HRM**

Submitted to

Zaheed Husein Mohammad Al-Din
Senior Lecturer
Business School
BRAC University

Prepared by

Samira Abedin
ID- 14364046
MBA



14th August, 2017

BRAC UNIVERSITY BANGLADESH

Zaheed Husein Mohammad Al-Din

Senior Lecturer
BRAC Business School
BRAC University

Subject: Submission of Internship Report

Dear Sir

I hereby submit my internship report on “**Job satisfaction of the employees of Doctorola Ltd: Measurement Approach According To Modern HRM**”. I have compiled the report after three months of data collection. Three months work in this organization was a worthwhile experience for me in such a reputed organization.

I believe that this internship program has enriched both my knowledge and experience.

If you have further queries regarding the report, please let me know.

Sincerely yours

Samira Abedin

ID: MBA 14364046

Business School

BRAC University

Declaration

I do hereby declare that this report entitled “**Job Satisfaction of the employees of Doctorola Ltd.: Measurement Approach According To Modern HRM**” Submitted by me to BRAC University, Bangladesh, for the degree of Master of Business Administration is an original work.

I also declare that the report has not been submitted earlier either partly or wholly to any other University or Institution for any Degree, Diploma, Associate-ship, Studentship, Fellowship and other similar title or prizes.

.....

Samira Abedin

ID: MBA 14364046

Email: abedinvc@gmail.com

Business School

BRAC University

ACKNOWLEDGEMENT

It's a matter of great contentment to be able to complete this study project in due time. My endeavor will be considered successful if the report is of any help to you. At the very outset I would like to express my heartiest gratitude to Almighty Allah for giving me the capacity to complete this task.

I would like to place my humble gratitude to my respected supervisor Mr. Zaheed Husein Mohammad Al-Din ,Senior Lecturer of management, who gave me the valuable time commitment, guidance, patience and stimulation made along with the course of action.

I would like to avail the opportunity of expressing my deep gratitude and regards to Mr. Sanjidul Bari, Head of HR, Doctorola Ltd. and all the other employees for providing me with his experience and practical knowledge in this regard.

Executive Summary

This report is assign to identify the need and preference by the employees regarding Doctorola.com Ltd., an online doctor appointment service platform in Bangladesh. Its platform provides real time doctor information and appointments for patients. It intends to give a clear view of the employee's needs and preference regarding the organization. The purpose is to determine of the report is to gather knowledge and information how an organization performs their task and what are the levels of employees satisfaction of the Doctorola.com Ltd.

For Research Question I tried to measure six dimensions to measuring the employee's satisfaction: compensation & promotion, communication, supervision, safety management, job satisfaction, training & development. I developed structured questionnaire for the survey. I used two types of scale of measurement of my research. The scale of measurement is Nominal and Interval. The Nominal scale is used in demographic variable and the Interval scale is used in questionnaire.

I used Likert scale of questionnaire. There was no right or wrong answers. I asked close-ended, short question to the respondent. I collected data by face to face and personal interview. I have selected the employees of Doctorola Ltd. who are working in Doctorola Ltd. in permanent status. As a result, I have resolute that I used the quota sampling for select my sample. I select total of 25 responded to the questionnaires. It takes 4 weeks to complete the data collection.

Finally, I summarized the data and analyzed the information to conclude the report. I tried to find out employee satisfaction level by using HRM tools that can assist managers to take informed decisions.

Historical Background

The idea of Doctorola has evolved into a service platform from a simple concept after a long passage of time. It is a brain-child of Mohammad Abdul Matin Emon, Managing Director of the said company. In early 2014, the development of the platform started. It was not what it is today from day one. It started as a directory kind of thing along with automation for appointment booking. It was intended for Hospital and clinics to handle their appointment smoothly.

But, the entrepreneurs realized that it would not be enough to only accomplish appointments. The need to build relationship with the patients and doctors was taken into account. The capital was enhanced with investment from a Bangladeshi Venture Capital firm – BD Venture Ltd. Gradually, new features were added, as with experimentation and learning. The R&D team had to extend the whole platform to accommodate many things. The platform is pretty robust now. We have other exciting and enriching plans. But, obviously, it will be implemented gradually.

For now, Doctorola.com acts as a platform for making doctor appointments and other healthcare services through multiple channels. It has a website, live chat option, mobile apps, and a call center to manage appointments and everything. It also takes questions and offers services through social media platforms.

As to reach people in the rural areas, Doctorola.com is collaborating with NGOs and organizations working in the health sector in different parts of the country. It is only a strategically choice of the company to try to reach out to every corner of the country as fast as possible. It means we are facing challenges to create and maintain a whole new channel for managing and delivering healthcare services. It means the company can demand itself as a pioneer in this type of service.

Right now, the services provided are: helping people to understand when to see a doctor through building awareness and counseling, guiding on what kind of doctor one needs to see

for his or her problem, providing online consultation through chat with real doctor. Then, helping people to find the right doctor in their locality at their convenience, set appointment and once a patient sees a doctor we follow them up and collect feedback.

The company maintains a relationship with the patients and with the doctors and works hard to connect both sides making healthcare delivery more effective and valuable.

The company personnel can be divided into following operational departments-

1. **Operational:** Deals with the processing activities of the business department.
2. **Finance:** Deals with the financial activities of organization and reporting.
3. **Human Resource:** Deals with People of the organization.
4. **Administration:** Ensure the smooth running of the organization by providing administrative logistic support etc.
5. **Commercial/Procurement:** Commercial Department deals with purchase of raw materials.
6. **Marketing:** Deals with the marketing of our Products.

Company Profile

❖ **Corporate Office: Doctorola Ltd.**

❖ **Address:** House 86, Flat A2, Block D, Road 10/1, Niketan, Dhaka 1212, Bangladesh

❖ **Hours:** · 8AM–10PM

❖ **Tel:** 860 16484,

❖ **Website:** www.doctorola.com,

According to the company website: “Doctorola.com is a dream that turned into a tech based startup, a business with a great purpose to create positive impacts in peoples' lives. It is the first online doctor appointment service platform in Bangladesh, providing real time doctor information and appointments through a fully integrated system. Doctorola is missioned to bring convenience in the healthcare service delivery for the general people in Bangladesh.

Since the official launching on 31st October 2015, Doctorola is operational with full capacity in regard to providing appointments from doctors around the country. The service hosts information and appointment facilities for more than 6982 doctors from 466 consultation centers all over the country. We have served a few thousand patients so far and have been able to bring smiles on their faces.

For now, we handle nearly 300 appointments a day, though the figure fluctuates. We have already served 75,000 appointments so far and growing rapidly. On the doctor's side, we have been able to build a community of 7,000 doctors in our database with whom we work regularly.”

Vision & Mission and Value of Doctorola Ltd.

❖ Vision of the Company

1. From the very beginning, the vision of Doctorola is to supply that type of service to meet the need of the common people to meet with a qualified physician within the shortest time and with minimal hassle.
2. The prevention of diseases: Doctorola is committed to supply medical information to people, even the hard to reach areas of the country to curb the spread of new and old diseases.
3. To develop the level of life expectancy of the people.
4. To establish the images of Bengali entrepreneurship and innovative ideas to the world.

❖ Mission of the Company

To provide maximum value to companies' customers, shareholders, colleagues and communities where we live and work.

1. Determine market potentialities through research
2. Introducing new innovative sources and technology.
3. Ensuring quality product and services confirm to the international standard.

4. Exceeding customer satisfaction and gaining trust through quality product and services.
5. Expanding the business home and abroad.

❖ **Values of the Company**

In order to achieve the aspired vision employees should subscribe to the following

- All employees shall do everything possible to provide quality service.
- Live up to own commitment
- Transparent and fair in all dealings
- Take initiative to exceed standard
- Believe in continuous improvement
- Believe in Change to bring in timely solution.
- Work as a team
- Recognizing achievements, celebrates results
- Socially responsible.

(Introduction)

1.1 Introduction

The common people of Bangladesh looking struggles to find an appropriate doctor for consultation and keep on asking their relatives and friends for references. But most people only know a handful of doctors in big cities. Therefore, the long waiting list to get an appointment with the doctor means that the patients' health conditions continue to worsen. Doctorola intends to break this cycle and manages to offer professional advice from certified doctors all over the country.

Doctorola.com is the first medical appointment platform in Bangladesh. Through this online and call-center-based platform, users can easily find a doctor practicing around their neighborhood anywhere in the country. To set up an appointment, users can access online (www.doctorola.com) or can call a hotline number, every day between 8 am and 10 pm. currently; the platform manages appointments for around two hundred hospitals and few thousand doctors, who have registered with Doctorola.com from all Bangladesh. Unlike many other existing online directories, Doctorola.com manages every appointment with the doctors in real time.

1.2 Problem Statement:

The writer will focus to find out the “Job satisfaction of the employees of Doctorola Ltd: Measurement Approach According To Modern HRM”.

Objective of the Study

- ❖ Identifying the reasons and factors behind job satisfaction of the employees.
- ❖ Compiling all opinion of the employees in order to know whether they are satisfied with their job or not.
- ❖ Recommending on the identified problem with a view to minimizing those problems.

Main Objective: The main objective of the study is to find out the job satisfaction level of the employees of Doctorola Limited

Supporting Objective: Supportive materials

- To find out the job satisfaction level of the Training & career development opportunities
- To find out the job satisfaction level of the Team experience
- To find out the job satisfaction level of the Experience with management
- To find out the job satisfaction level of the performance Reviews

1.4 Methodology

Data collection is very important for preparing a report. In order to make this report, I used both primary and secondary resource. The sources of data are as follow:

❖ Primary Sources

Interview:

Interview with the company officials, specially the various officers from HR & Admin department of Doctorola Ltd. It helps to collect confidential data about the organization

Practical desk work:

Practical desk work mention that the practical knowledge about the job in the organization. It helps to collect the HR system operates in the organization.

Direct observation:

Direct observation is the method where the researcher collects information by watching the employee's day to day activities. It helps me to collect the personnel data that are not easily available for all.

Daily note taken during the internship period:

The daily notes help to collect and record the valuable information about the organization.

❖ Secondary Sources**Company information record related to the topics:**

Company information record provides the recorded information about the company which is more valuable for me.

Various books/web articles related with the subject:

The books related to HRM and startup IT firms to help me by providing huge amount background information about my report topic.

Web sites of Doctorola Ltd:

Now-a-days the website is the main source of the companies' information. It serves very quickly rather than other sources. I can easily access the web anywhere, where internet connection is available. So, the website helps me to access information easy and reliably ways.

1.5 Significance of the study

This internship program will help the writer to understand the organizational norms, culture and performance appraisal system of an organization. The topic is quite interesting, that encourage me to put my effort to analyze the Performance appraisal system of Doctorola Limited. The writer expects that this experience during the internship will assist to synchronize the subjects taught at MBA courses with practical application

Scope of the study

There is no dearth of literary work on job satisfaction and consequent effect it has on other issues. Therefore, the report mainly highlighted the factors that affect job satisfaction of employees, relationship between Job satisfaction and productivity.

- The factors that determine job satisfaction of employees.
- The factors that motivate and retain effective employees.
- The practical implementation of the job satisfaction theory (in context of Doctorola Limited)

1.6.1 Population

Population of this study includes all permanent employees of Doctorola Ltd. but with this short span of time, it is hard to work with all the employees. So for this report I will work on a suitable sample that will help me to complete this report within the given time.

1.6.2 Sample Size

In Doctorola Ltd. a large number of employees are working and maintaining their livelihood. For this study, I have taken 25 employees of Doctorola Ltd. as my sample to complete the survey paper. So the sample size of this report is 25.

1.6.3 Sampling Method

Judgmental Sampling technique used for the selection of sample. Respondents based on their availability of time and their interest to give the opinion.

1.6.4 .Data Collection Method

In this step, primary data will be collected for the study by using a questionnaire with a 5 point Liker scale for further analysis.

Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
5	4	3	2	1

Scores of Liker scale will be assigned according to the rule.

1.7 Data Processing and Analysis

In this stage, collected data processed and analyzed with the help of statistical software Microsoft Excel in order to get results on this report topic and to make comment on the results.

1.8 Limitations of the Study

- Time constraint is a major limitation of this report.
- Lack of my experience and practical exposure.
- After working whole day in the office it is very much difficult and also impossible to study again the employee job satisfaction.
- The report is based on secondary data which published by this Doctorola Limited annually, monthly, weekly or daily.
- Due to some legal obligation and business secrecy Company is reluctant to data.

(Data Collection)

2.1 Human Resource Management of Doctorola Ltd.

Human Resource Management (HRM) function within the Doctorola Ltd. focuses on recruitment, management, and providing direction for the people who work in the organization. Some of the Human Resource Management duties also be performed by line managers in Doctorola Ltd.

Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

In Doctorola Ltd. HRM is used as a strategic and comprehensive tool to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

Doctorola Ltd. has more than 61 core and contingent employees which include diversified professionals i.e pharmacist, chemist, biochemist, microbiologist, engineer, medical professional, IT professional, chartered accountant, cost and management accountant business graduates etc. Doctorola Ltd. is committed to develop its human resources through continuous training and development. We have a sales team comprising of professionally trained persons.

Figure: 2.1 HR function



2.2 Related factors of employee satisfaction : In this report it is found that the employees of Doctorola Ltd. give more emphasis on the part of salary & benefit, promotion, Training, supervision, Work place environment, Job security.

2.2.1 COMPENSATION

In financial terms, the salary and wages one pays to one's employees for the work they do. Other nonfinancial forms of compensation can also be offered to attract and retain staff.

Gary Dessler Found that "Employee compensation refers to all forms of pay going to employees and arising from their employment." The phrase 'all forms of pay' in the definition does not include non-financial benefits, but all the direct and indirect financial compensations.

Compensation must be defined in a plan for many purposes. Each plan component can use a different definition of "compensation." Therefore, a single plan may define compensation several ways. Compensation may be used to determine the amount of benefits accrued in a defined benefit plan or the amount of contributions allocated to accounts for a defined contribution plan. In addition to calculating the amount of benefits, compensation also places

limits on the amount of benefits or allocations. . Finally, compensation is used by the employer when figuring out the deduction limits.

Because the definition of compensation is so broad, it is important to be able to define and distinguish the requirements for compensation for various plan purposes.

Items which are always required to be excluded from compensation for purposes of are as follows:

- Contributions made by the employer to deferred compensation plans to the extent that the contributions are not includible in the employee's gross income.
- Distributions from deferred compensation plans. However, any amounts received by an employee pursuant to an unfunded non-qualified plan are permitted to be considered as compensation for IRC Section 415 purposes in the year the amounts are includible in the gross income of the employee.
- ❖ Amounts realized from the exercise of nonqualified stock options
- ❖ Amounts realized from the sale or exchange of stock acquired under a qualified stock option.
- ❖ Certain premiums for group-term life insurance.

- ❖ **Compensation is based on**
- ❖ Market research about the worth of similar jobs in the marketplace,
- ❖ Employee contributions and accomplishments,
- ❖ The availability of employees with like skills in the marketplace,
- ❖ The desire of the employer to attract and retain a particular employee for the value they are perceived to add to the employment relationship, and
- ❖ The profitability of the company or the funds available in a non-profit or public sector setting, and thus, the ability of an employer to pay market-rate compensation.

2.2.2 BENEFITS

Employees today are not willing to work only for the cash alone, they expect 'extra' i.e. 'employee benefits' in HR term. Also known as fringe benefits, Employee benefits are non-financial form of compensation offered in addition to cash salary to enrich workers' lives.

Employee benefits consists of various non-wage compensations provided to employees in addition to their normal wages or salaries. In instances where an employee exchanges (cash) wages for some other form of benefit is generally referred to as a 'salary sacrifice' or 'salary exchange' arrangement. In most countries, most kinds of employee benefits are taxable to at least some degree.

Examples of these benefits include: housing (employer-provided or employer-paid), group insurance (health, dental, life etc.), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and non-paid), social security, profit sharing, funding of education, and other specialized benefits.

The purpose of the benefits is to increase the economic security of employees.

Employee benefits are not performance-based, they are membership-based. Workers receive benefits regardless of their performances. Employee benefits as a whole have no direct affect on employee performance, however, inadequate benefits do contribute to low satisfaction level and increase absenteeism and turnover in employees (De Cenzo and Robbins; 2007). So every company would have to carefully design their benefit package. Company's package may include a cell phone to each worker, taking them to a training workshop or seminar, giving them a day or two off every month and so on. While deciding on the benefits package, do consider the associated costs.

Employees should be managed properly and motivated by providing best remuneration and compensation as per the industry standards. It is an integral part of the management of his organization. Compensation is a systematic approach to providing monetary value to employees in exchange for work performed. It may achieve several purposes assisting in recruitment, job performance, and job satisfaction. The lucrative compensation will also serve the need for attracting and retaining the best employees. .

Compensation is the remuneration received by an employee in return for his/her contribution to the organization. It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees.

Susan M. Heath field has said that compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required.

Compensation Includes writing job descriptions, conducting performance evaluations, and monitoring and administering benefits packages. (*Anselmo L S Teng*).

Compensation is an integral part of human resource management which helps in motivating the employees and improving organizational effectiveness.

2.2.3 Bonus plans

Bonus plans are variable pay plans. They have three classic objectives:

1. Adjust labor cost to financial results – the basic idea is to create a bonus plan where the company is paying more bonuses in ‘*good times*’ and less (or no) bonuses in ‘*bad times*’. By having bonus plan budget adjusted according to financial results, the company’s labor cost is automatically reduced when the company isn’t doing so well, while good company performance drives higher bonuses to employees.

2. Drive employee performance – the basic idea is that if an employee knows that his/her bonus depend on the occurrence of a specific event (or paid according to performance, or if a certain goal is achieved), then the employee will do whatever he/she can to secure this event (or improve their performance, or achieve the desired goal). In other words, the bonus is creating an incentive to improve business performance (as defined through the bonus plan).

3. Employee retention – retention is not a primary objective of bonus plans, yet bonuses are thought to bring value with employee retention as well, for three reasons: *a)* a well-designed bonus plan is paying more money to better performers; a competitor offering a competing job-offer to these top performers is likely to face a higher hurdle, given that these employees are already paid higher due to the bonus plan. *b)* If the bonus is paid annually, employee is less inclined to leave the company before bonus payout; often the reason for leaving (e.g. dispute with the manager, competing job offer) 'goes away' by the time the bonus is paid. The bonus plan 'buy' more time for the company to retain the employee. *c)* Employees paid more are more satisfied with their job (all other things being equal) thus less inclined to leave their employer.

The concept saying bonus plans can improve employee performance is based on the work of Frederic Skinner, perhaps the most influential psychologist of the 20th century. Using the concept of Operant Conditioning, Skinner claimed that an organism (animal, human being) is shaping his/her voluntary behavior based on its extrinsic environmental consequences – i.e. reinforcement or punishment. This concept captured the heart of many, and indeed most bonus plans nowadays are designed according to it, yet since the late 1940s a growing body of empirical evidence suggested that these *if-then* rewards do not work in a variety of settings common to the modern workplace. Research even suggested that these types of bonus plans have the potential of damaging employee performance.

Compensation is payment to an employee in return for their contribution to the organization, that is, for doing their job. The most common forms of compensation are wages, salaries and tips. {W Llewellyn}

2.2.4 Compensation, Benefits and Services

Every employee receives the salary as the compensation. The salary varies with the seniority, position in the hierarchy of the organization. Salary comprises House rent allowance, Traveling allowance, and Interim allowance. Income tax and Provident fund is deducted from the salary amount. Other services including housing facility, transportation facility, loan at lower rate of interest etc. But all of these vary with the hierarchical seniority of the employee in Doctorola Ltd. other benefits include sick leave, pension scheme, capital accumulation plan and insurance.

Employees get bonus two times in a year during two Eid festivals. In every year Doctorola Ltd. gives 5% of benefits of the employees. In the field have the Sales Promotion Officer achieve his sales together he gets 50% incentives. Sometime they receive the annual increments.

2.2.5 Reward & Compensation

Components of an overall compensation and rewards strategy often include:

- monetary rewards
- wages

- salaries
- commissions

2.2.6 Compensation Strategies Range from Basic

A compensation strategy ought to reinforce your organization's needs and values and can strengthen workforce alignment. A sound compensation plan will position your organization in its market, contribute to its reputation, and help you attract and keep employees.

Compensation plans often include a range of components such as

- wages
- salaries
- commissions
- bonuses
-

Much of a successful compensation strategy, especially in a competitive market, depends on what your competitors' compensation systems include. Here are some of the most common components to consider when developing a compensation strategy.

2.2.7 Employee Reward Strategies Range from Basic to Complex

Developing an employee rewards strategy is really the place to play, have fun and be creative.

Reward strategies can be uniquely yours, and distinguish your company as "the" place to work. This is an excellent opportunity for reinforcing your organization's brand. Giving gift certificates or cards in a down economy is great.

Several organizations may join together to promote each other's organization by giving gift certificates to each other's companies as a reward for good performance. Employees meeting a performance goal or working together to meet an extremely tight timeframe may be good cause to treat them to a party or picnic. Some organizations even give away trips as rewards to their top sales producers.

2.2.8 Supervision: The commonly understood one is that the supervisor is taking responsibility for the supervisee's job performance, and is deciding what they should be doing, when and how. So in a clinical context this could mean a ward manager deciding how

many cases an NA is working with, what they are expected to do in their sessions, how they record them, how they share that information, etc.

Performance Appraisal:

To evaluate an employee's current and /or past performance related to his or her performance standards. The processes of performance appraisal are-

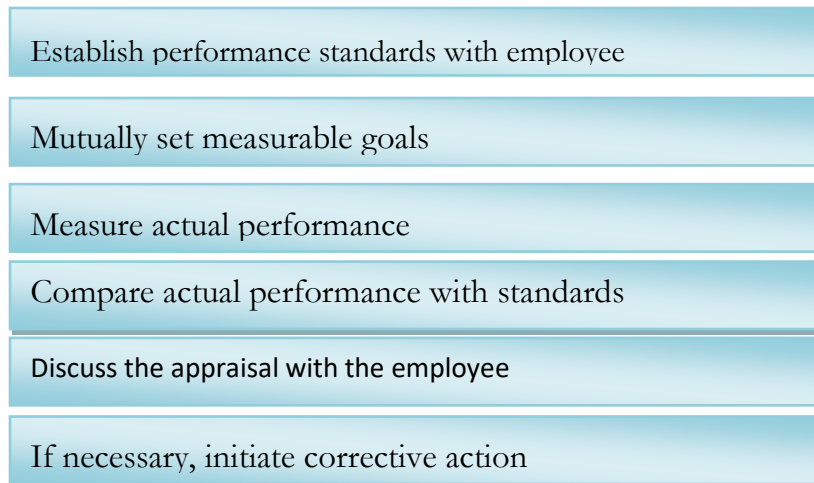


Figure: 2.2 processes of performance appraisal

Organizational Strategy and Performance Appraisal

The performance appraisal system (PAS) serves organizational objectives and goals. Besides encouraging high level of performance, the evaluation system is useful in identifying Doctorola Ltd. employees with potential, rewarding performance equitably and determining employees’ needs for development. These are all the activities that should support the Doctorola Ltd. strategic orientation. Although these activities are clearly instrumental in achieving corporate plans and long-term growth, typical appraisal systems in Doctorola Ltd. have been focused on short-term goal

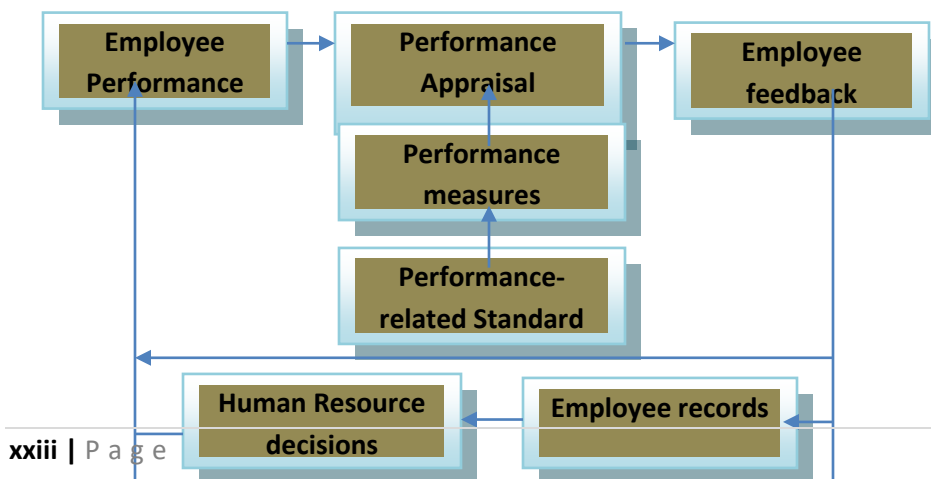


Figure:2.3 Key Elements Performance Appraisal System

Methods of Performance Appraisal:

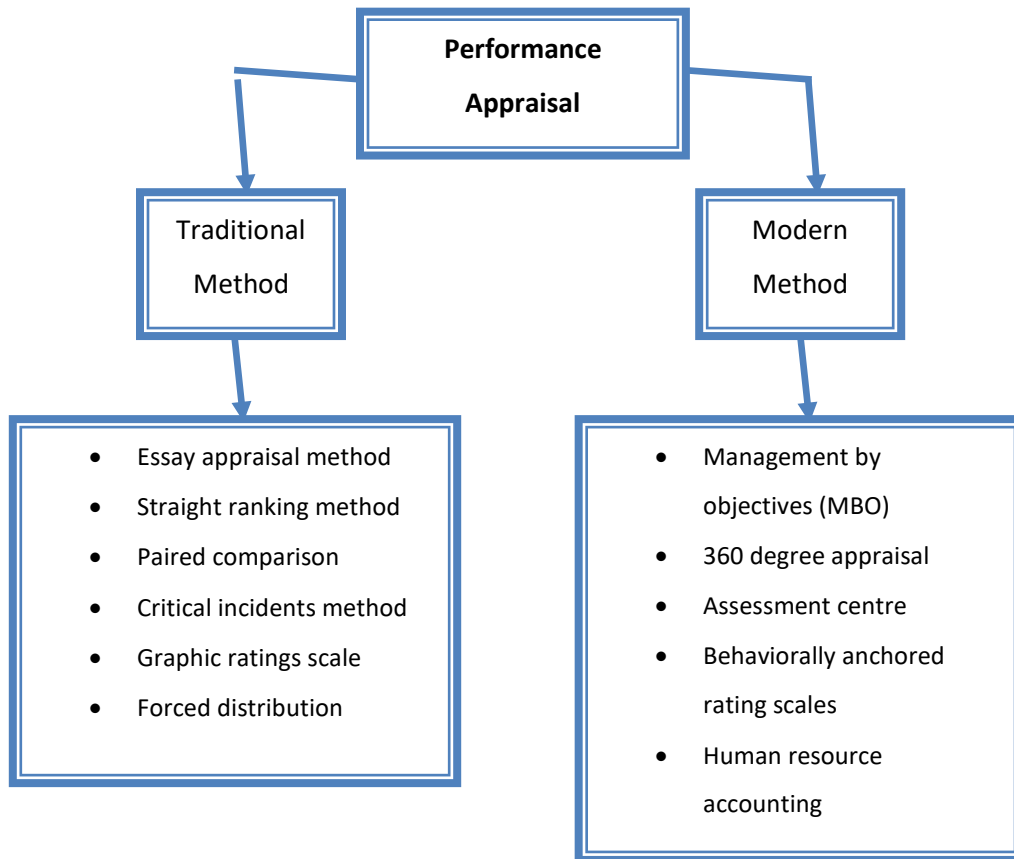


Figure: 2.4 Methods of Performance Appraisal

Doctorola Ltd. **following performance appraisal method** is Rating Scale, Critical incident method and use of management by objectives; MBO (management by objectives) methods of performance appraisal are results-oriented. That is, they seek to measure employee performance by examining the extent to which predetermined work objectives have been met.

Usually the objectives are established jointly by the supervisor and subordinate. Once an objective is agreed, the employee is usually expected to self-audit; that is, to identify the skills needed to achieve the objective. Typically they do not rely on

others to locate and specify their strengths and weaknesses. They are expected to monitor their own development and progress.

Performance Evaluation Form of Doctorola Ltd:

Annual Performance Evaluation

Year: 2011

Evaluation period (January-December)

Name: ----- Designation: ----- File No: -----

Department: Admin/Tiles/SWD Section: ----- Length of Service: -----

1. Ability Measurement [To fill by appraiser Immediate Supervisor]

This part will indicate ability of appraise (employee) displayed in practical work environment. Please mark tick for the appropriate box/number. Self Assessment for level -1 & above.

SN	Criteria for Level -1 & above	Criteria for Non Supervisory Position	Self Assessment					To fill by Appraiser						
			1	2	3	4	5	1	2	3	4	5		
01	Performance of the Group Supervised	Technical Competency												
02	Planning Ability	Productivity												
03	Controlling	Team work												
04	Leadership	Physical/Mental Condition												
05	Judgment	Reliability												
06	Development role	Attitude towards colleague												
07	Initiative	Initiative												
08	Dependability/Credibility	Dependability/Credibility												
09	Job Knowledge	Job Knowledge												
10	Personal Efficiency	Loyalty												
11	Personality and Grooming	Attendance												
12	Sense of Responsibilities	Quality												
13	Handling People	Safety & Health												
14	Reliability/Safety/Health	Cleanliness												
15	Overall Evaluation	Overall Evaluation												
16.	Total Points													
17	Grand Total													

Performance Rating Percentage

Appraisal Rating

Performance Rating Percentage = $\frac{\text{Points Earned} \times 100}{\text{Total Points}}$ = X =

75

	Performance Level	Rating Ranges
		Min

		Max	
A	Out Standing	90	100
B	Very Good	80	89
C	Good	60	79
D	Needs Improvement	50	59
E	Poor	Below 50	

2. Strength and Weakness of the Appraise [To fill in by appraiser Immediate Supervisor]

Employee's Strength:

Strength	Remarks
1.	
2.	

Employee's Weakness:

Weakness	Action for Improvement
1.	
2.	

3. Disciplinary Record-[To be filled up as per HR record]

Offence:	Date:
Action Taken:	Date:

4. Recommended Training for Development [To fill in by appraiser Immediate Supervisor]

Training Courses	Tentative Time

5. Promotion Potentiality [To fill in by appraiser Immediate Supervisor]

Ready Now	Within 6 Months	Within 1 Year	Within 2 Years	Not Potential

Reason for suitability (Filled by appraiser)

01		02	
----	--	----	--

Reason for "Not Potential" (Filled by appraiser)

01		02	
----	--	----	--

Comment of Appraiser: -----**Signature:** -----

Comment of Department Head: -----

Date: -----**Signature of Department Head:** -----

6. Watching Report (for Level -1 & above) To be Filled by Head of HR & Admin

1 Unsatisfactory	2 Needs Improvement	3 Average/Good	4 Very Good	5 Outstanding
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SL.	Attributes	1	2	3	4	5
1.	Official manner/etiquette					
2.	<i>Disciplinary records</i>					
3.	Attendance & other activities					
4.	Chain of command					
5.	Morale, Honesty & Behavior					
6.	Sub Total					
7.	Grand Total					

Ability Measurement Ratings:

Watching Report Ratings:

Date:

Head of HR & Admin

2.2.9 ORGANIZATION HIERARCHY

Like any other business organization, the Top management makes all the major decisions at Doctorola Ltd. The Board of directors being at the highest level of organizational structure plays an important role on the policy formulation. The Board of directors is not directly concerned with the day-to-day operation of the company. They have delegated their authority to its management committee, which is called MANCOM. The board of directors holds meetings on a regular basis.



Figure: 2.5 Hierarchy of ADMIN (HR & Admin/Accounts/Purchase/Sales & Marketing)

2.2.10 Training & Development: Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness at work. Effective trainings convey relevant and useful information that inform participants and develop skills and behaviors that can be transferred back to the workplace.

Training is nothing it's a method to increase the skill of an employee for doing a particular job. Development is like the training, but training is present day oriented and development on for future oriented.

Training Method: Training method is the process, technique or approach which a trainer uses in teaching. Several type of training method has, but Doctorola Ltd. follows only method. That method divided into two. One is on-the –job training method and other is off-the job training methods, which are given below:

On the job training: On-the-Job training method refers that employee gets the training under the same environment where has to work. This method of training uses more knowledgeable, experienced and skilled employees, such as mangers, supervisors to give training to less knowledgeable, skilled, and experienced employees.

The four techniques for on the job development are:

- Apprenticeship program.
- Job instruction training

Off the job training: Off the job training: Training process out of the jobs. Training outside the organization or from the real work place, may be in another organization or in a training institution. Off the job may divide in some types

- Classroom Lecture.
- Videos and Films.
- Simulation Exercises.
- Computer-based Training.
- Programmed Instruction.

2.2.11 Training for All Administration Employees in the Doctorola Ltd.:

Last 2012, all employees of administration (HR & Admin, sales, purchase, security Department) wage participated in industrial training and successful completed within 7 days.

2.3 Analysis & Findings

This study has been conducting an academic survey on "Job Satisfaction of the Employees of Doctorola Ltd..." In this survey 25 people have chosen who are working in Doctorola.

Table: 2.2 No of Employee based on Age.

Age of employees	23-32	33-42	43-52	52+
No of employees.	15	8	2	0
percentages	60%	32%	8%	0%

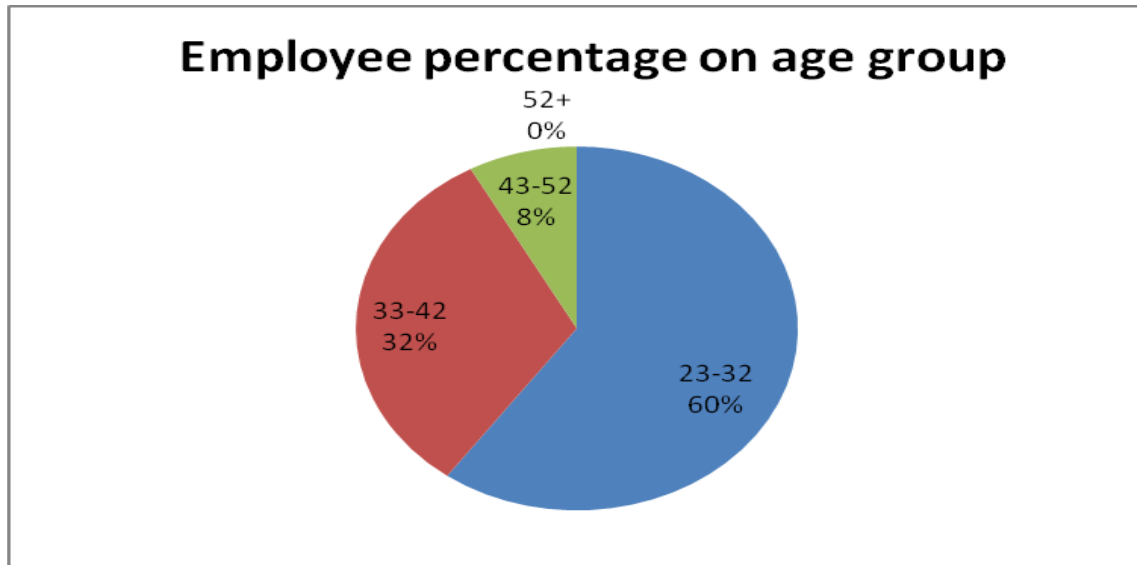


Figure: 2.6 No of Employee based on Age

This question is based on age of Doctorola employee. From this question it has found 60% employees who are in 23-32 years old. Also found 32% employees in 33-42 years old & rest of 8% employee were in the range of 43-52 years old. From this survey it is found that the age of the respondent is between 23 to 52 in a branch.

Table: 2.3 No of Employee based on Qualification

Qualification	HSC	Graduate	Post Graduate	PhD
No of employees	0	14	11	0
Percentages	0%	56%	44%	0%

No of Employee based on Qualification

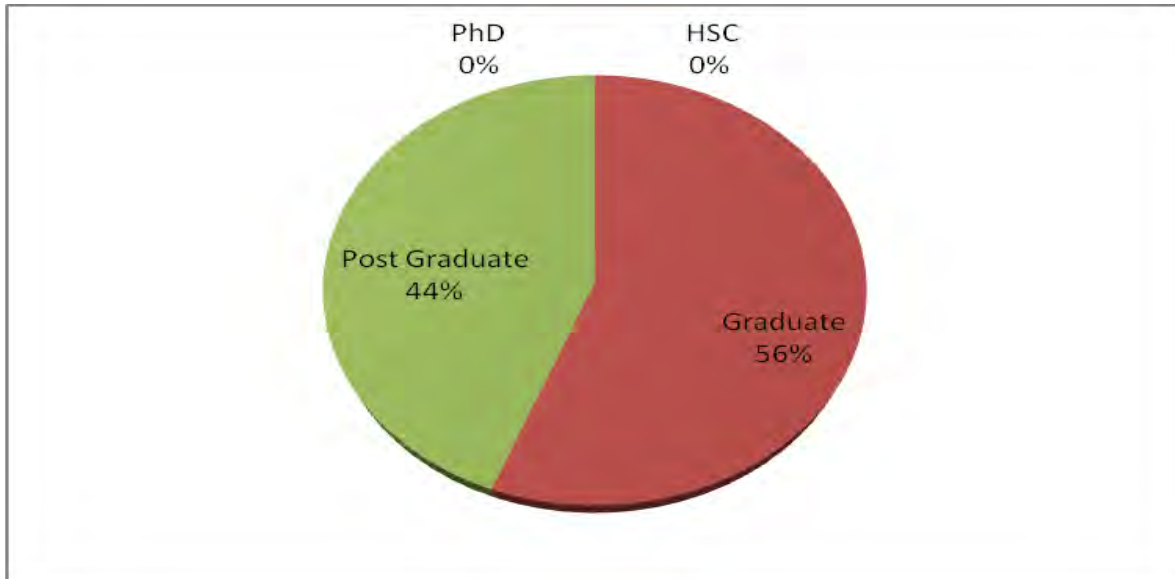


Figure: 2.7 No of Employee based on Qualification

This question is based on qualification of Doctorola employee. From this question it has found 56% employees who are graduate & rest of 44% person are post graduate. This survey couldn't found HSC & PhD.

Table: 2.4 No of Employee based on working experience in Doctorola Ltd.

Months	# 1-5	# 5-10	# 10-15	#15+
No of employees	6	6	16	1
Percentages	11%	23%	62%	4%

No of Employee based on working experience in Doctorola Ltd.

This question is based on working experience of **Doctorola** employee. From this question it has found 62% employees who are in 1-5 months experience also found 23% employees in 5-10 months experience, 11% employees in 10-15 months experience & rest of 4% person were in the range of 15+ months experience.

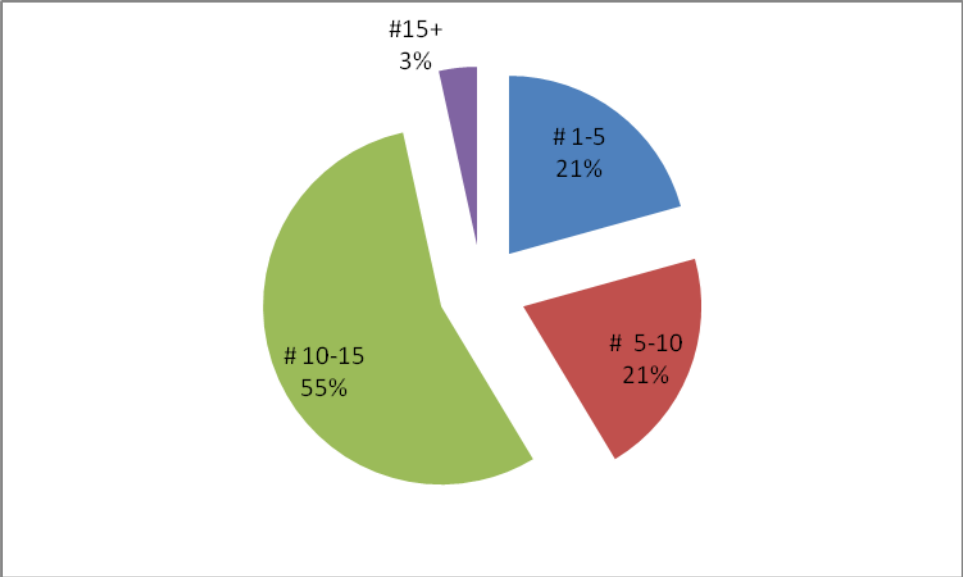


Figure: 2.8 No of Employee based on working experience in Doctorola Ltd.

Table: 2.5 No of Employee based on Salary

Amount	o 10000-24000 taka	o 25000-39000 taka	o 40000-54000 taka	o 54000+ taka
No of employees	9	7	6	3
Percentages	36%	28%	24%	12%

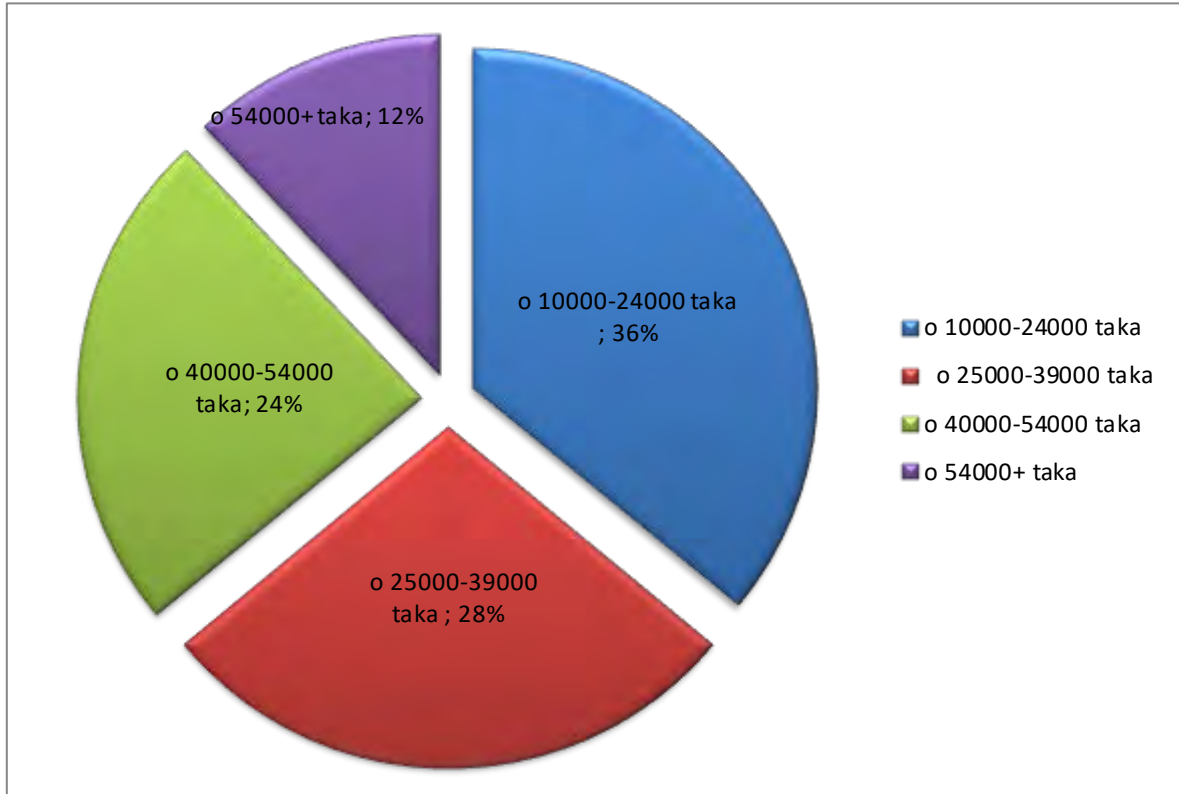


Figure: 2.9 No of Employee based on Salary

This question is based on salary of **Doctorola** employee. From this question it has found 36% employees who are in 1000-24000Taka. Also found 28% employees in 25000-39000 Taka, 24% employees in 40000-54000 & rest of 12% person were in the range of 54+ Taka.

COMPENSATION AND PROMOTION POTENTIAL SATISFACTION

Table: 2.6 remuneration and employee benefits

This chart tries to gauge employee satisfaction level about their satisfaction level compared to others in the market

My pay package is competitive compared to other Organizations in the same line of work					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	9	2	5	3	6
Percentages	36%	8%	20%	12%	24%

Satisfaction Level

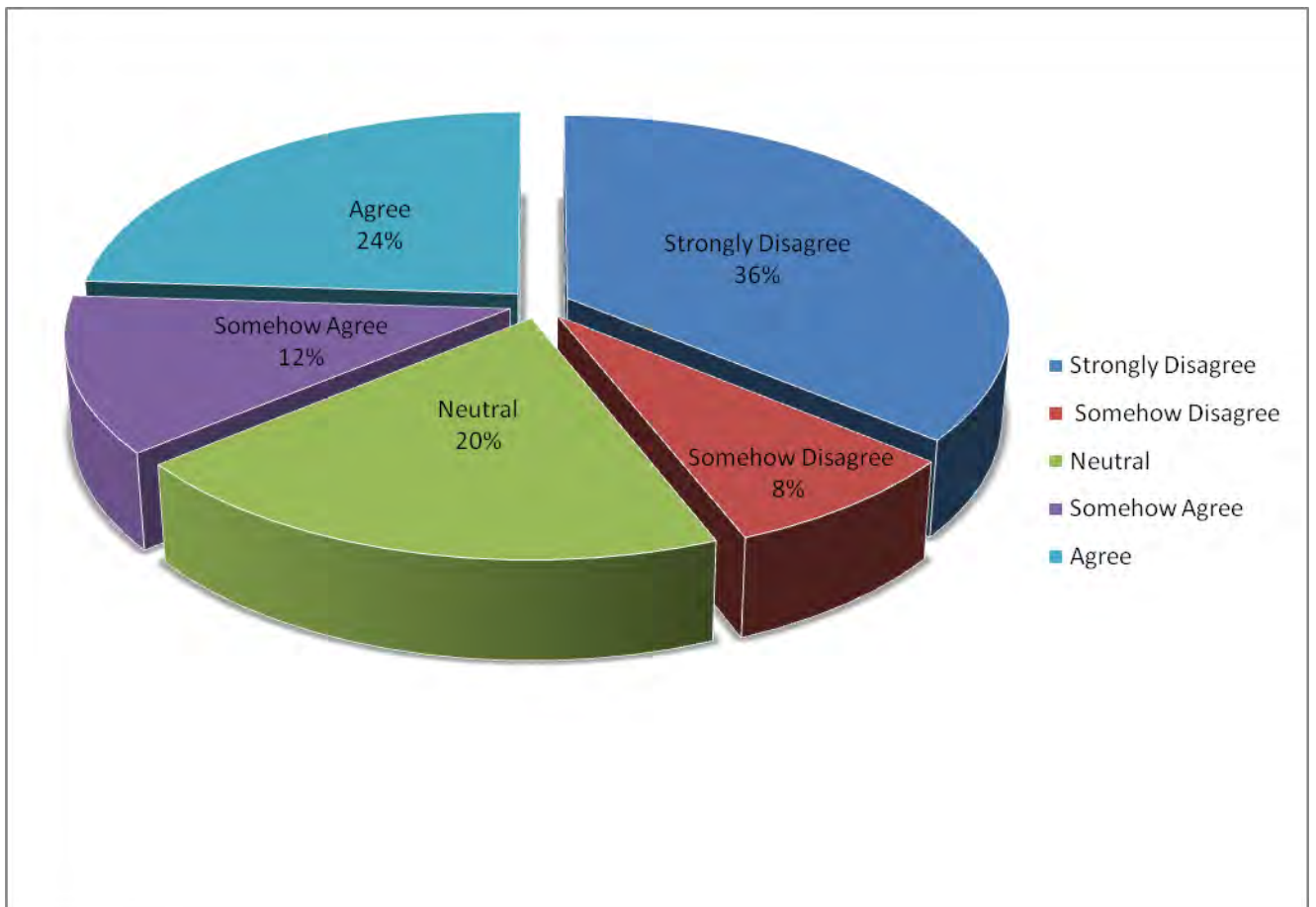


Figure: 2.10 remuneration and employee benefits

In case of remuneration and employee benefits, it is found on pie chart that disagrees portion covers a major portion it shows 42% of total percentage. So it can be concluded that, employee satisfaction is low in case of remuneration and employee benefits

Table: 2.7 salary structure.

I understand how my salary is determined by the Organization					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	1	3	5	2	14
Percentages	4%	12%	20%	8%	56%

Satisfaction Level

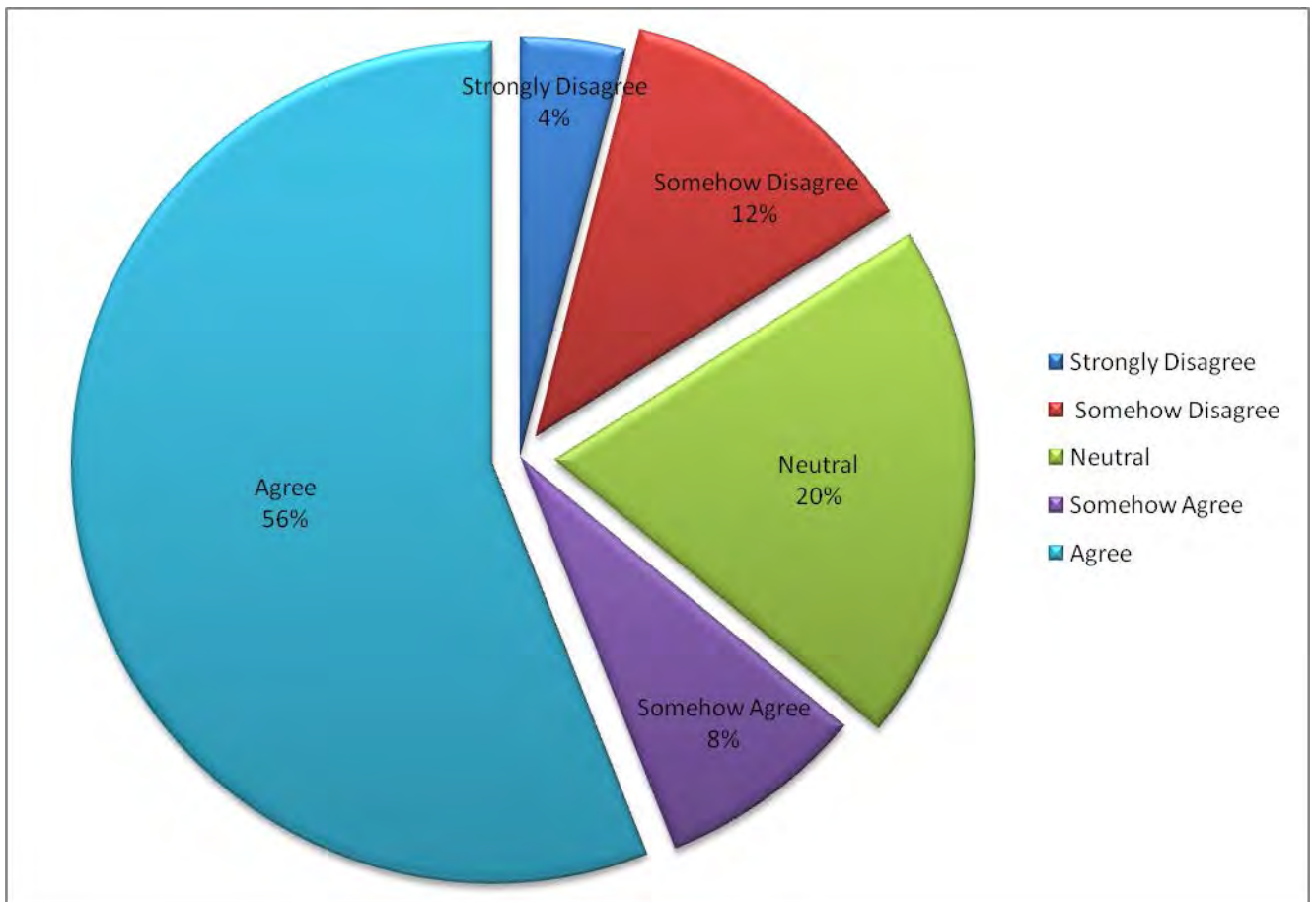


Figure: 2.11 salary structure.

In case of salary structure, it is found on pie chart that agree portion covers a major portion it shows 64% of total percentage. So it can be concluded that, employee satisfaction is high in case of salary structure determination.

Table: 2.8 Benefits & other facilities

I am satisfied with the benefits my organization extends to me					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	9	7	3	2	4
Percentages	36%	28%	12%	8%	16%

Satisfaction Level

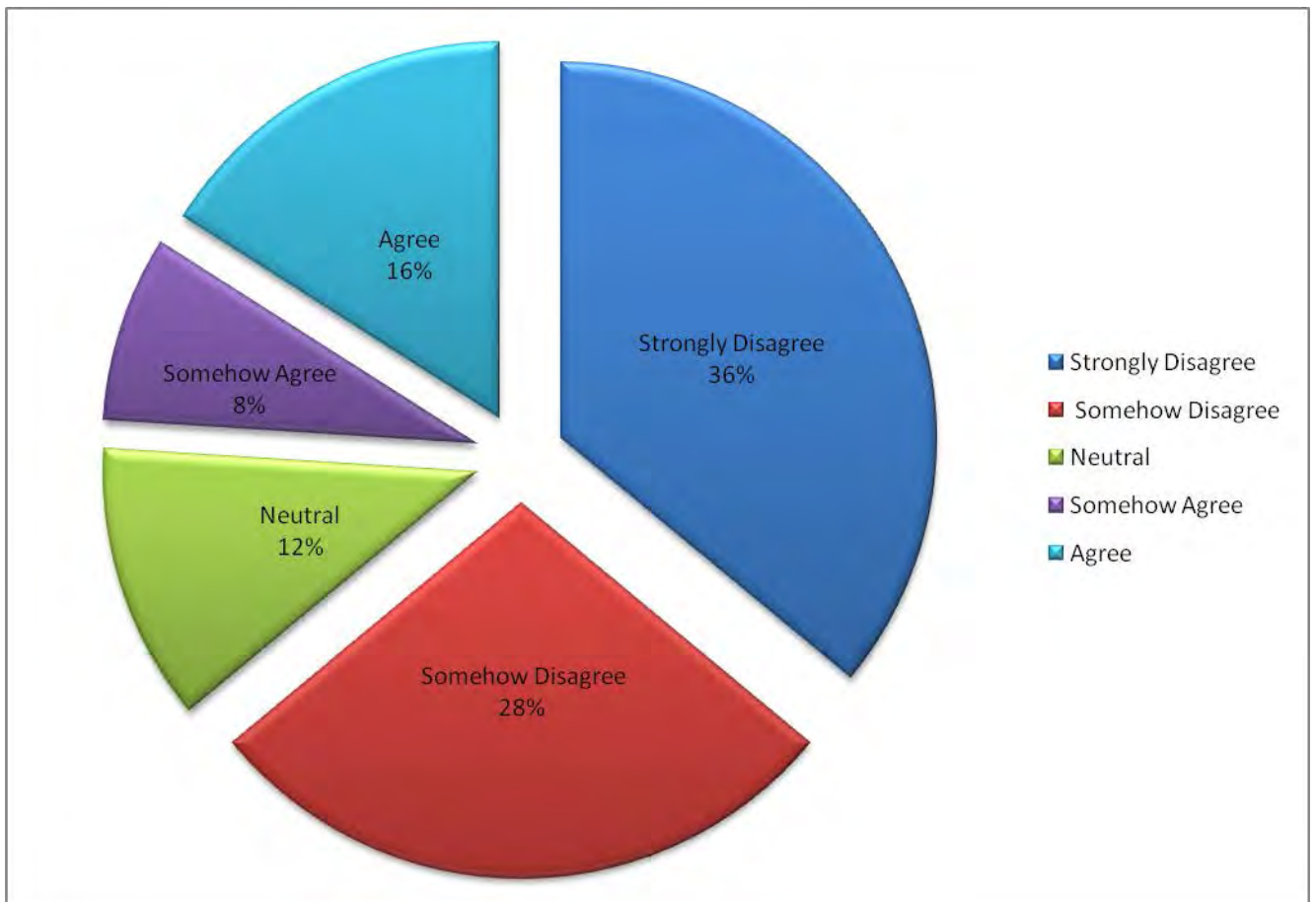


Figure: 2.12 Benefits & other facilities

In case of Benefits & other facilities , it is found on pie chart that disagree portion covers a major portion it shows 64% of total percentage. So it can be concluded that, employee satisfaction is low in case of benefits & other facilities.

Table: 2.9 organization promotion policy

My organization has a fair promotion policy					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	17	3	2	1	2
Percentages	68%	12%	8%	4%	8%

Satisfaction Level

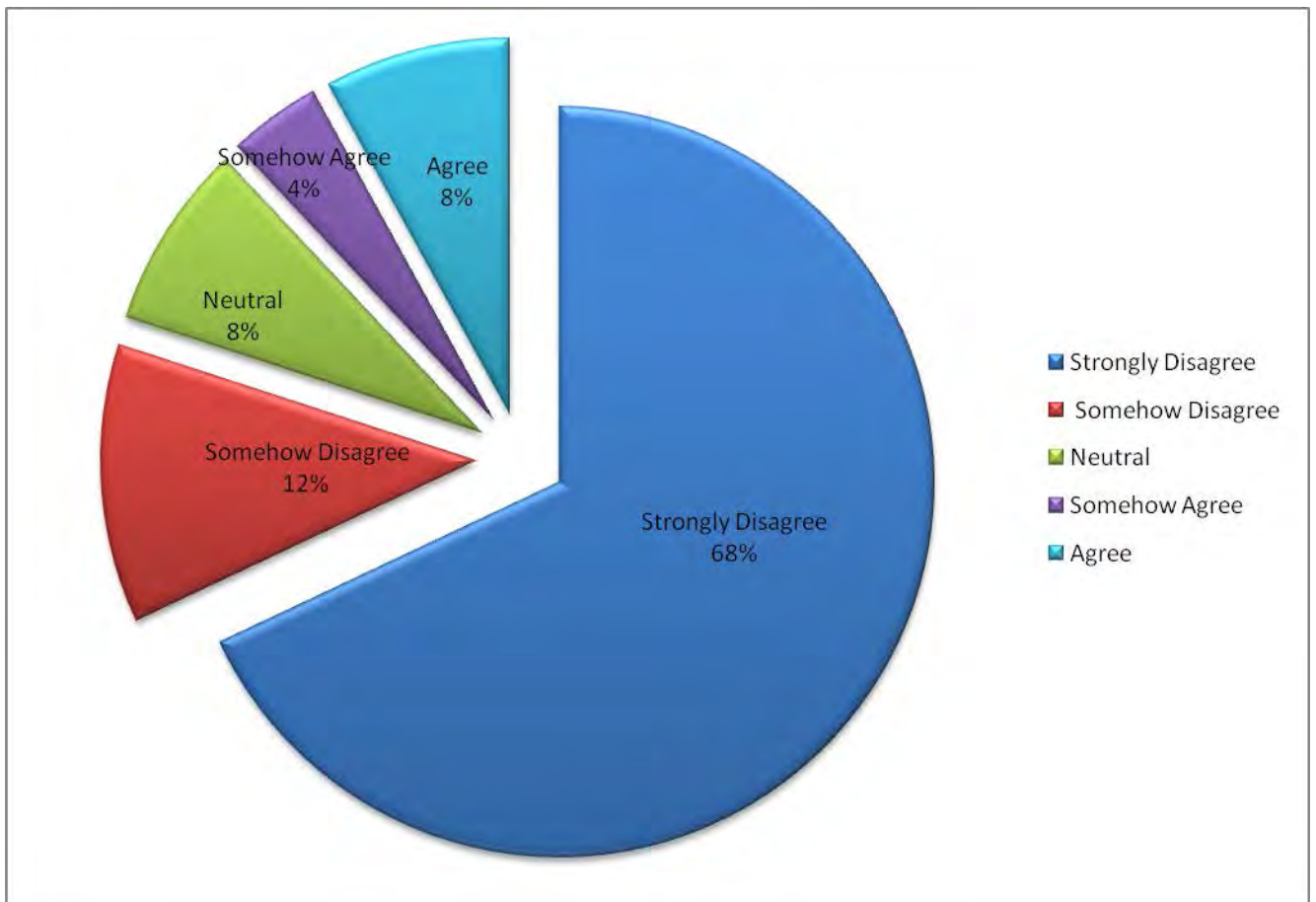


Figure: 2.13 organization promotion policy

In case of organization promotion policy, it is found on pie chart that disagrees portion covers a major portion it shows 80% of total percentage. So it can be concluded that, employee satisfaction is low in case of organization promotion policy.

Table: 2.10 Overall salary package

Overall, I am satisfied with my salary package					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	11	6	3	2	3
Percentages	44%	24%	12%	8%	12%

Satisfaction Level

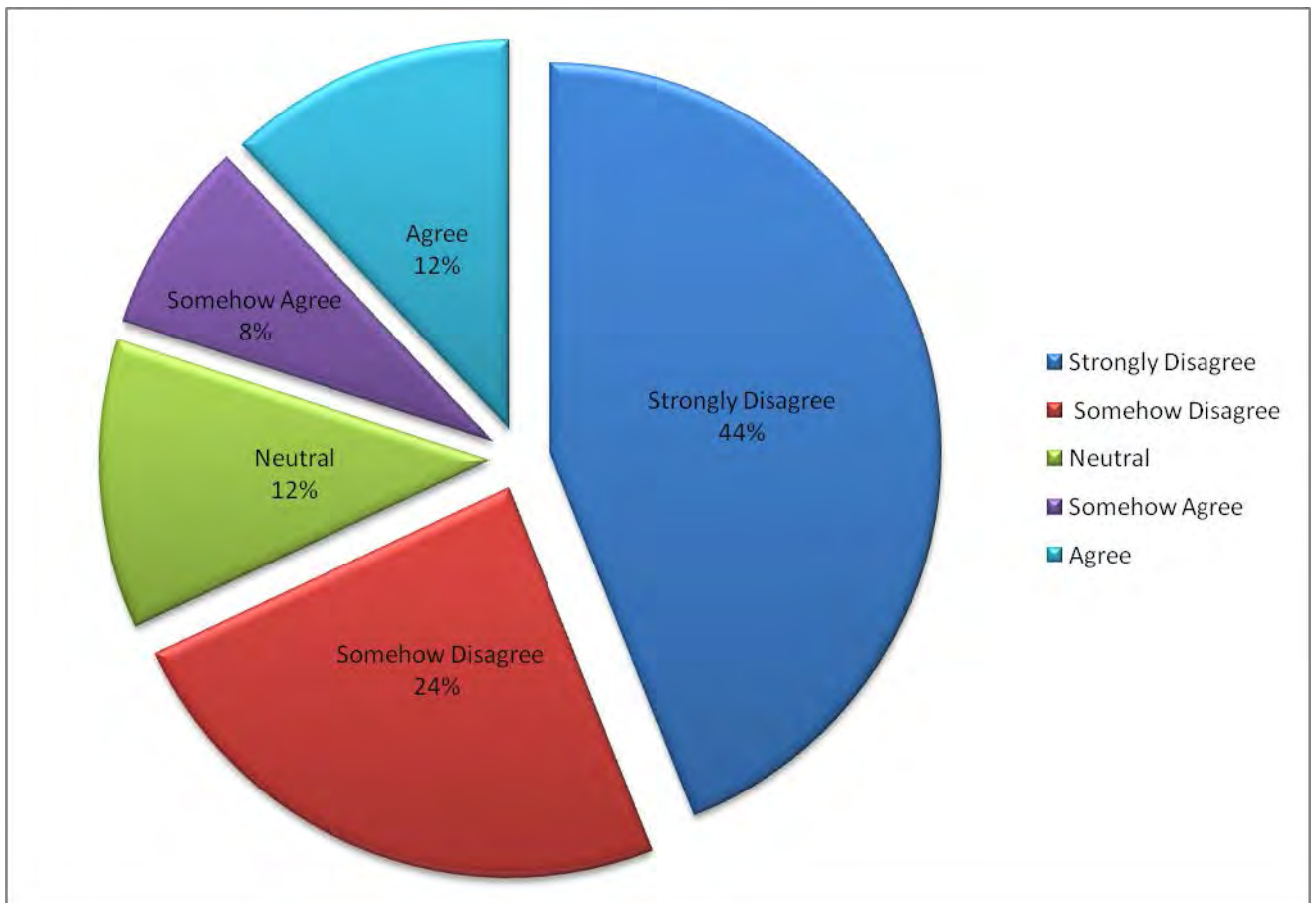


Figure: 2.14 Overall salary package

In case of overall salary package, it is found on pie chart that disagree portion covers a major portion it shows 68% of total percentage. So it can be concluded that, employee satisfaction is low in case of overall salary package.

COMMUNICATION

Table: 2.11 work recognition

The organization recognizes my input					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	2	1	4	4	14
Percentages	8%	4%	16%	16%	56%

Satisfaction Level

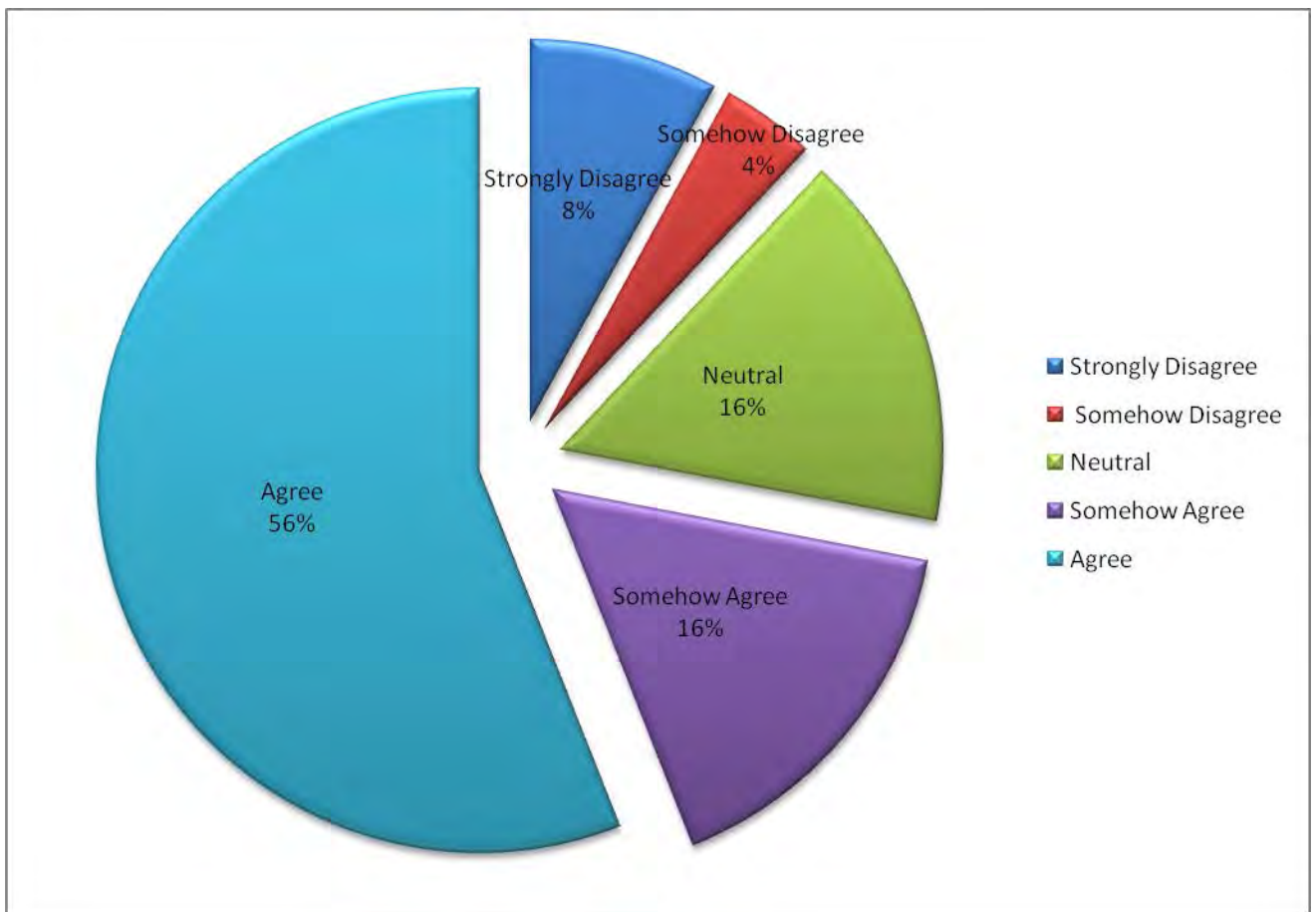


Figure: 2.15 work recognition

In case of work recognition, it is found on pie chart that agree portion covers a major portion it shows 28% of total percentage. So it can be concluded that, employee satisfaction is high in case of work recognition.

Table: 2.12 information dissemination

Essential flow of information from management to low cadres of staff					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	6	5	3	4	7
Percentages	20%	24%	12%	16%	28%

Satisfaction Level

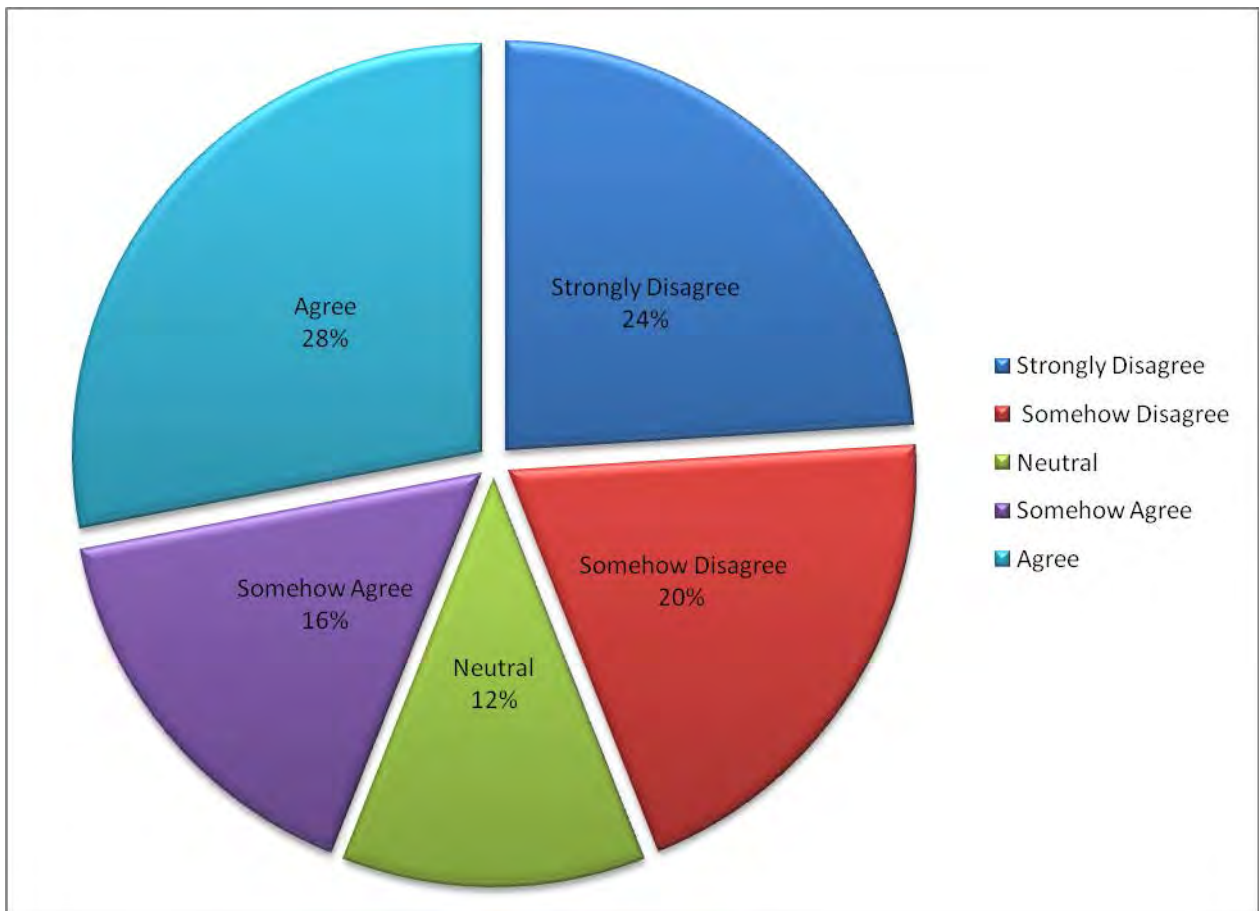


Figure: 2.16 Information dissemination

In case of information dissemination, is not up to that level.

Table: 2.13 Team building

Organization ensures team work					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	4	3	5	4	9
Percentages	16%	12%	20%	16%	36%

Satisfaction Level

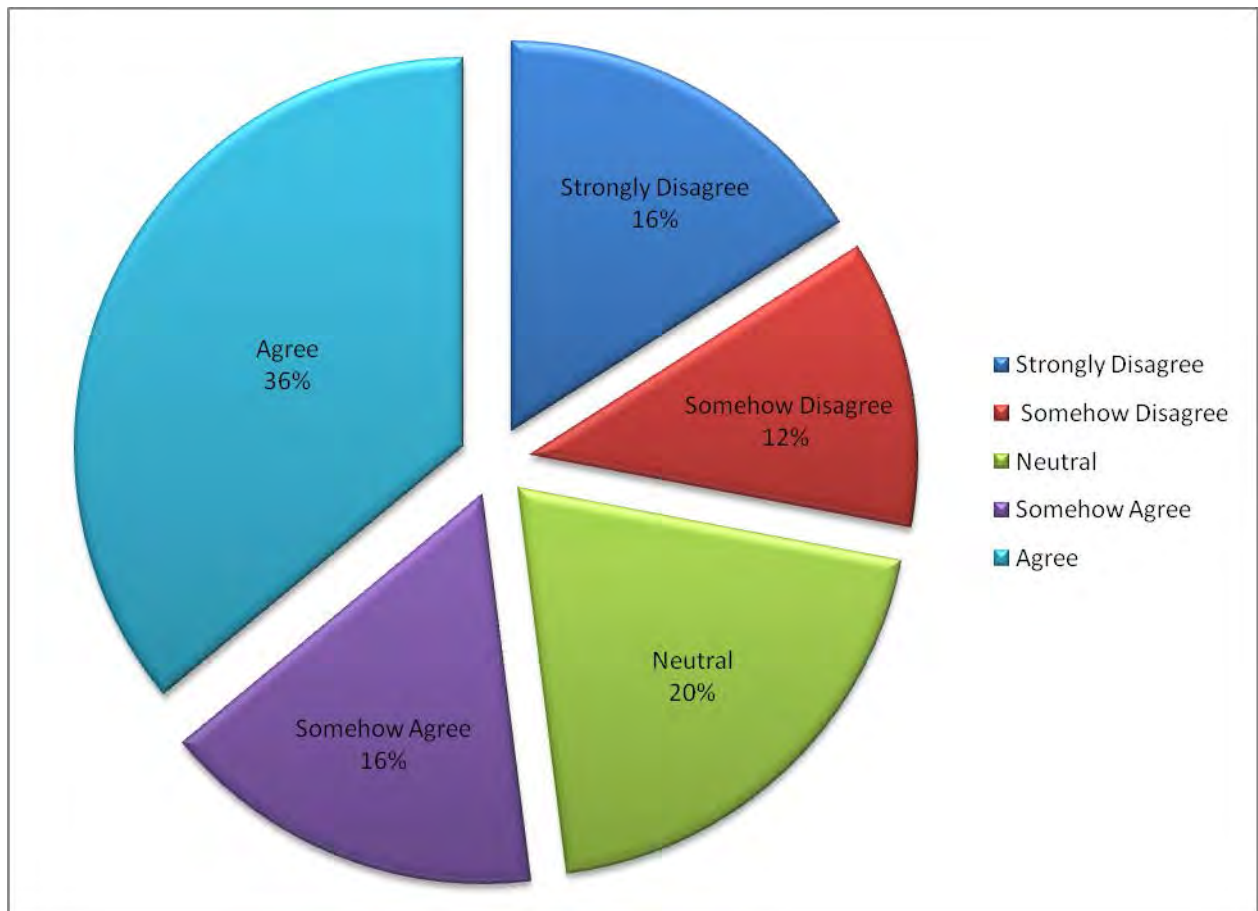


Figure: Table: 2.17 Team building

In case of team building, it is found on pie chart that agree portion covers a major portion it shows 52% of total percentage. So it can be concluded that, employee satisfaction is high in case of team building.

SUPERVISION

Table: 2.14 Quality of supervision

I am satisfied with the quality of supervision that I receive					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	11	3	5	2	4
Percentages	44%	12%	20%	8%	16%

Satisfaction Level

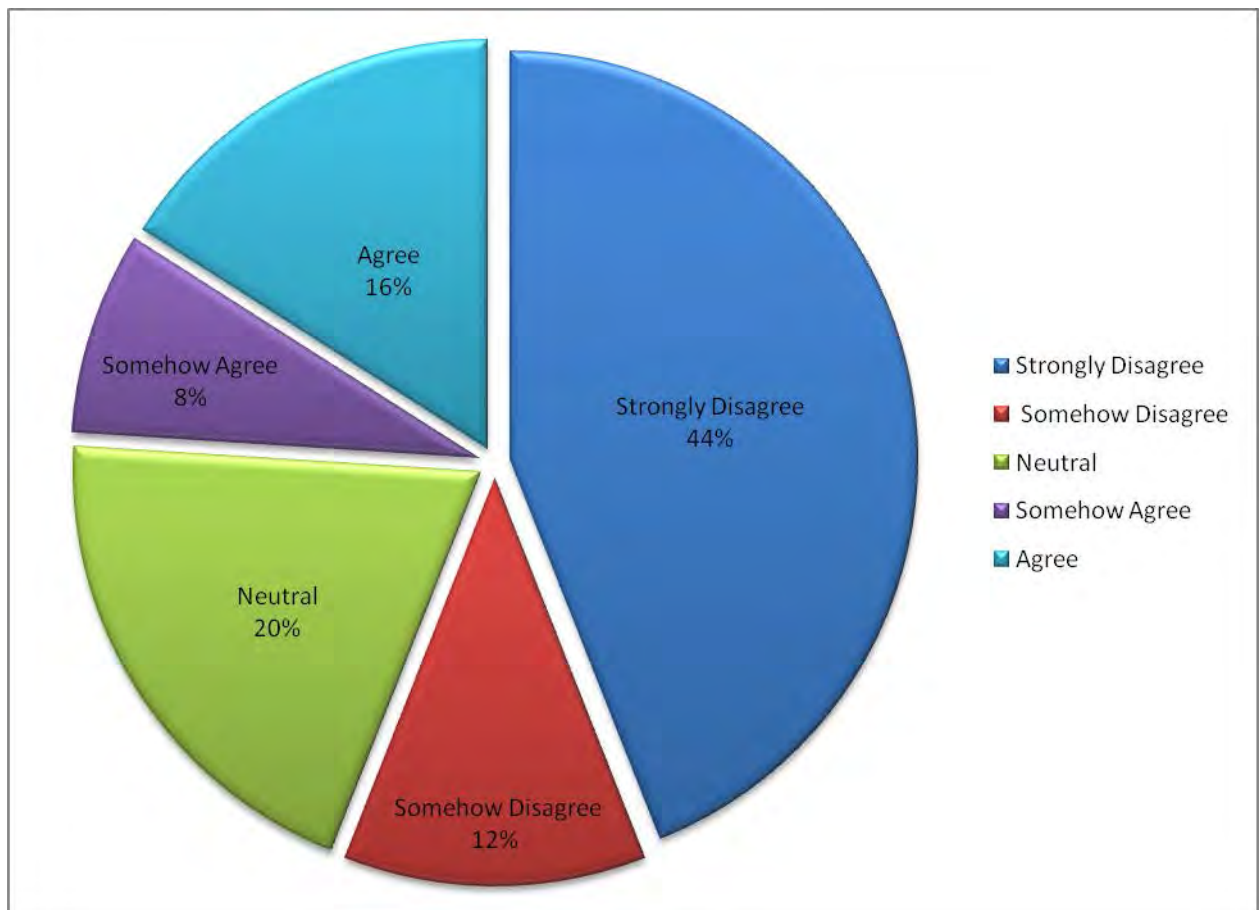


Figure: 2.18 Quality of supervision

In case of quality of supervision, it is found on pie chart that disagree portion covers a major portion it shows 56% of total percentage. So it can be concluded that, employee satisfaction is low in case of quality of supervision.

Table: 2.15 Assigning work

My supervisor assigns me challenging & motivating work to me					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	4	3	7	4	7
Percentages	16%	12%	28%	16%	28%

Satisfaction Level

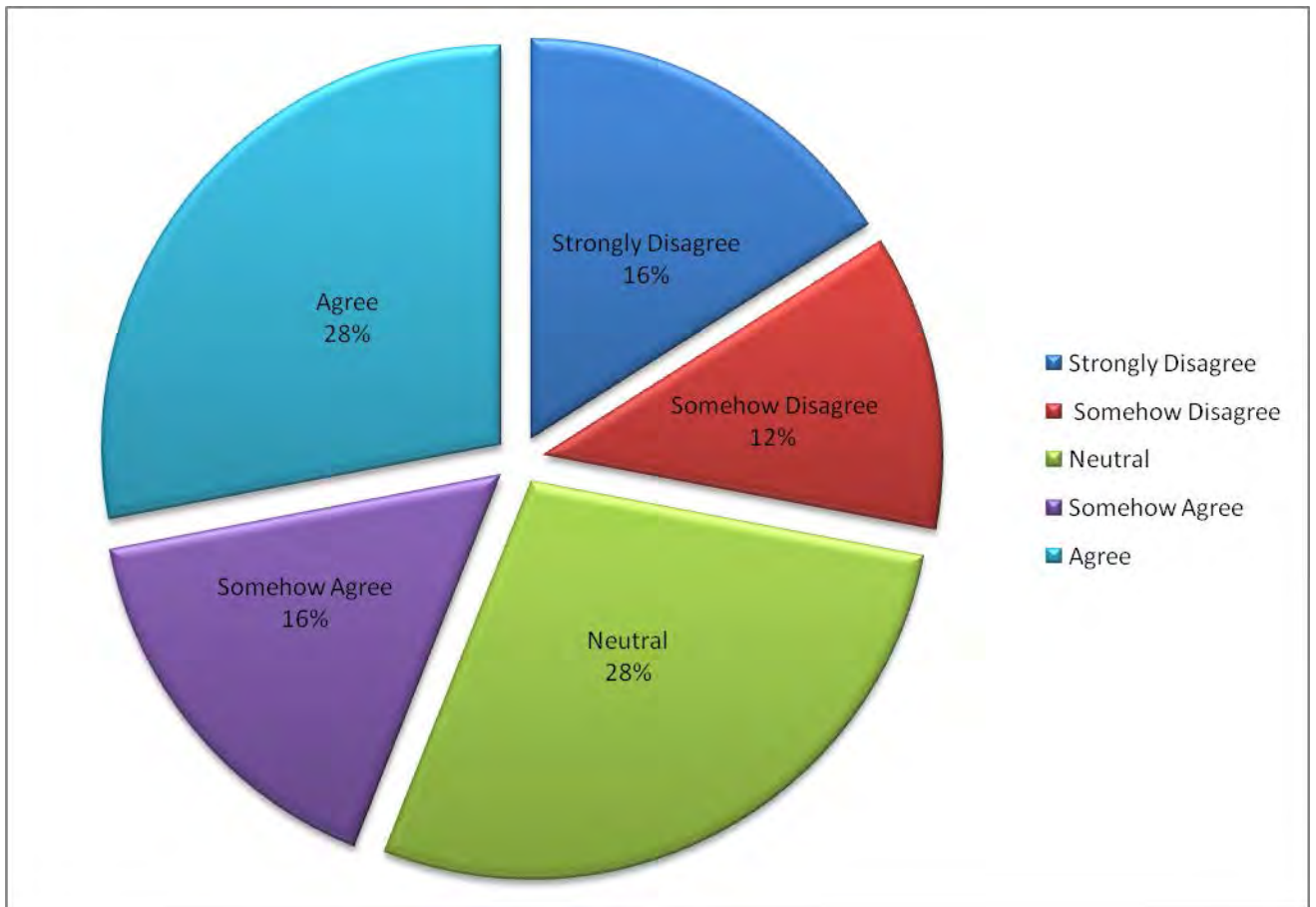


Figure: 2.19 Assigning work

In case of assigning work, it is found on pie chart that agree portion covers a major portion it shows 44% of total percentage. So it can be concluded that, employee satisfaction is high in case of assigning work.

Table: 2.16 Performance Evaluation

My supervisor gives me feedback on my job performance					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	2	4	7	3	9
Percentages	8%	16%	28%	12%	36%

Satisfaction Level

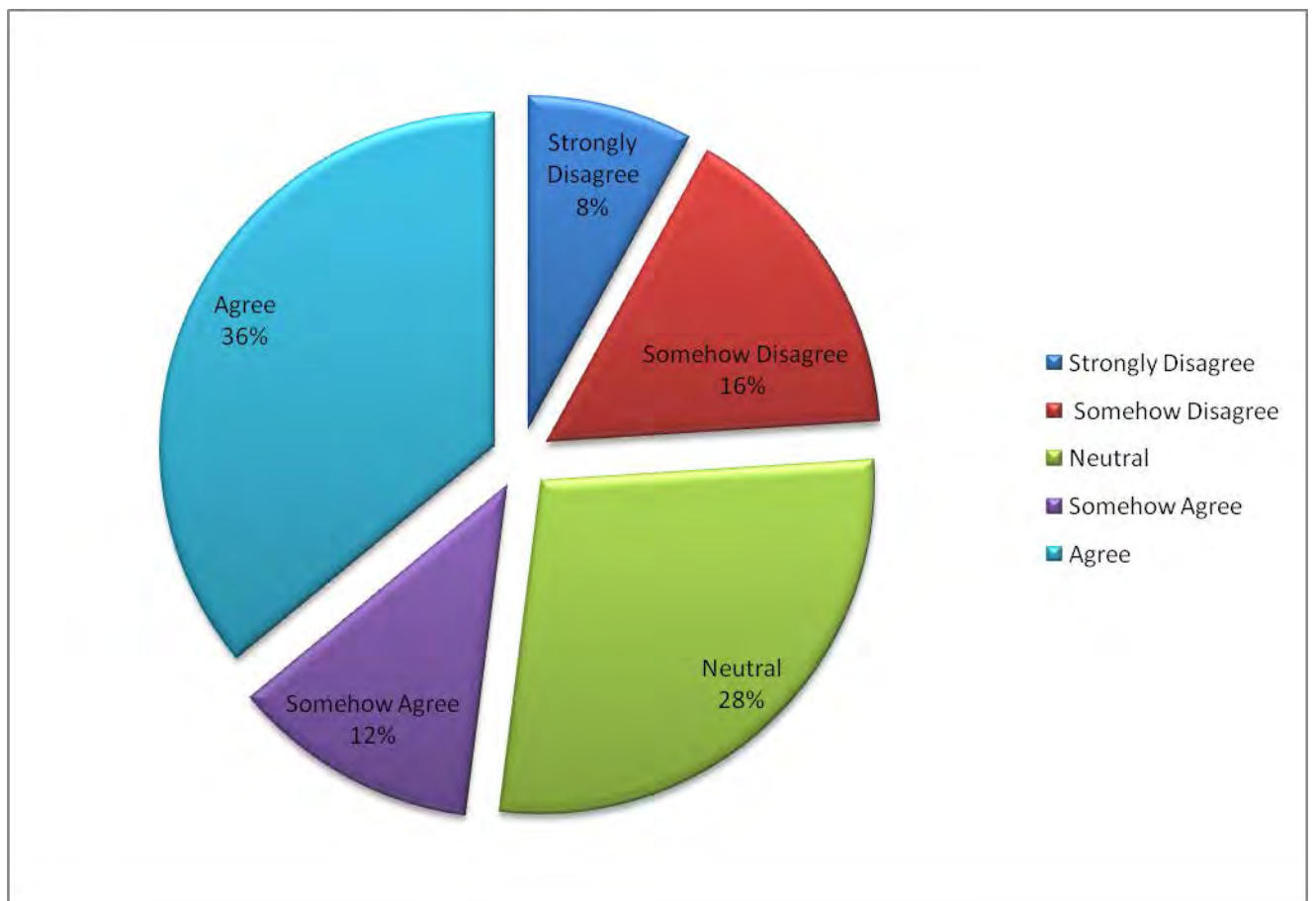


Figure: 2.20 Performance Evaluation

In case of performance Evaluation, it is found on pie chart that agree portion covers a major portion it shows 48% of total percentage. So it can be concluded that, employee satisfaction is high in case of performance evaluation.

Table: 2.17 Decision making power

I have opportunities to provide input into decisions that affect my work					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	19	0	1	1	4
Percentages	76%	0%	4%	4%	16%

Satisfaction Level

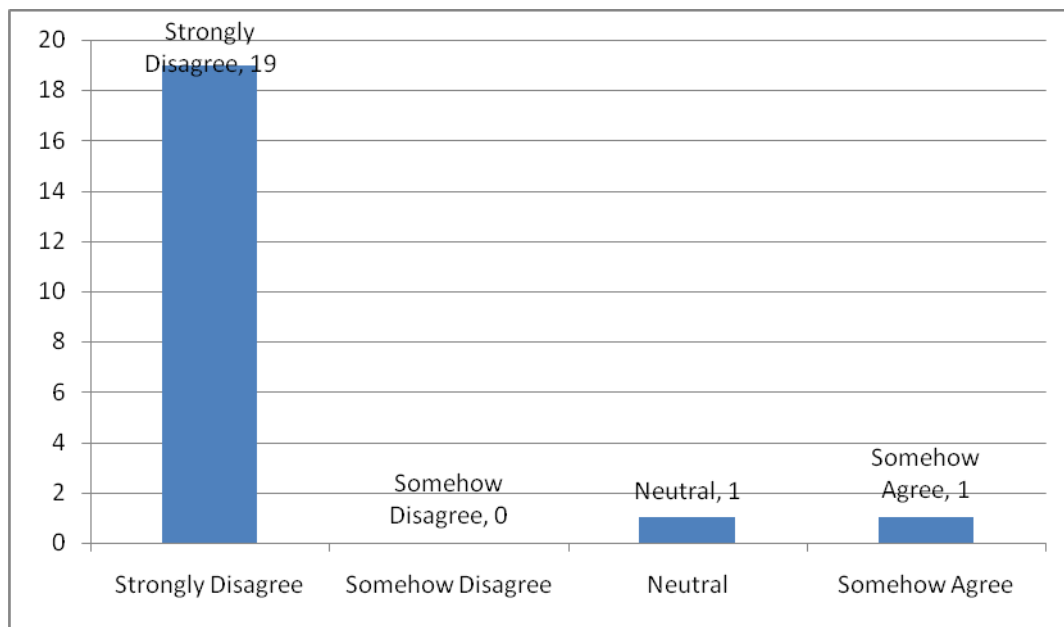


Figure: 2.21 decision making power

In case of decision making power, it is found on pie chart that disagree portion covers a major portion it shows 76% of total percentage. So it can be concluded that, employee satisfaction is low in case of decision making power.

SAFETY MANAGEMENT

Table: 2.18 Physical working conditions

I am satisfied with the physical working conditions					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	2	2	5	1	15
Percentages	8%	8%	20%	4%	60%

Satisfaction Level

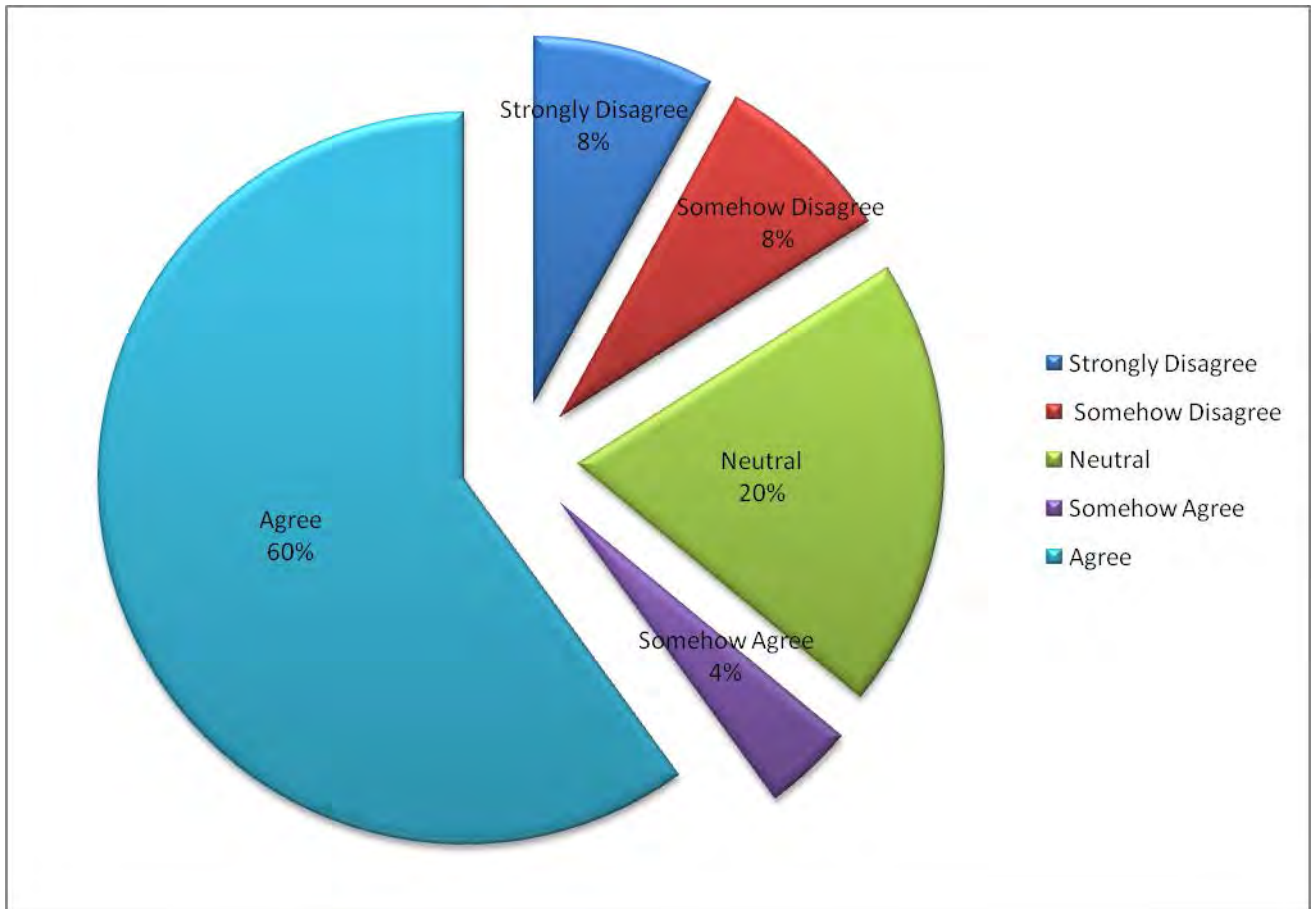


Figure: 2.22 Physical working conditions

In case of physical working conditions, it is found on pie chart that agree portion covers a major portion it shows 64% of total percentage. So it can be concluded that, employee satisfaction is high in case of physical working conditions.

Table: 2.19 Organization’s culture

I am satisfied with the organization’s culture					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	4	2	3	2	14
Percentages	16%	8%	12%	8%	56%

Satisfaction Level

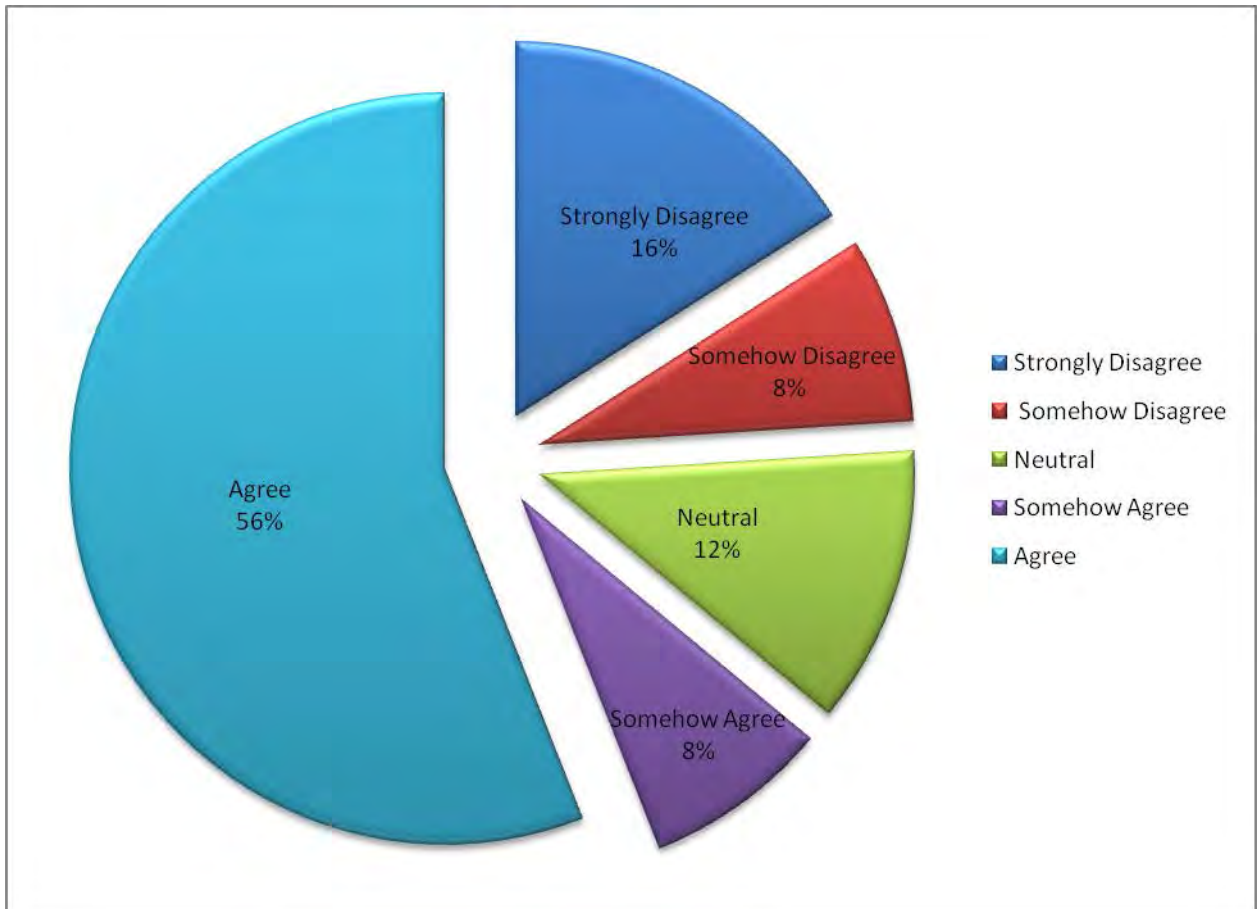


Figure: 2.23 Organization’s culture

In case of organization’s culture, it is found on pie chart that agree portion covers a major portion it shows 64% of total percentage. So it can be concluded that, employee satisfaction is high in case of organization’s culture.

Table: 2.20 Health & Safety

My organization is committed to ensuring my health and well being					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	14	3	2	1	5
Percentages	56%	12%	8%	4%	20%

Satisfaction Level

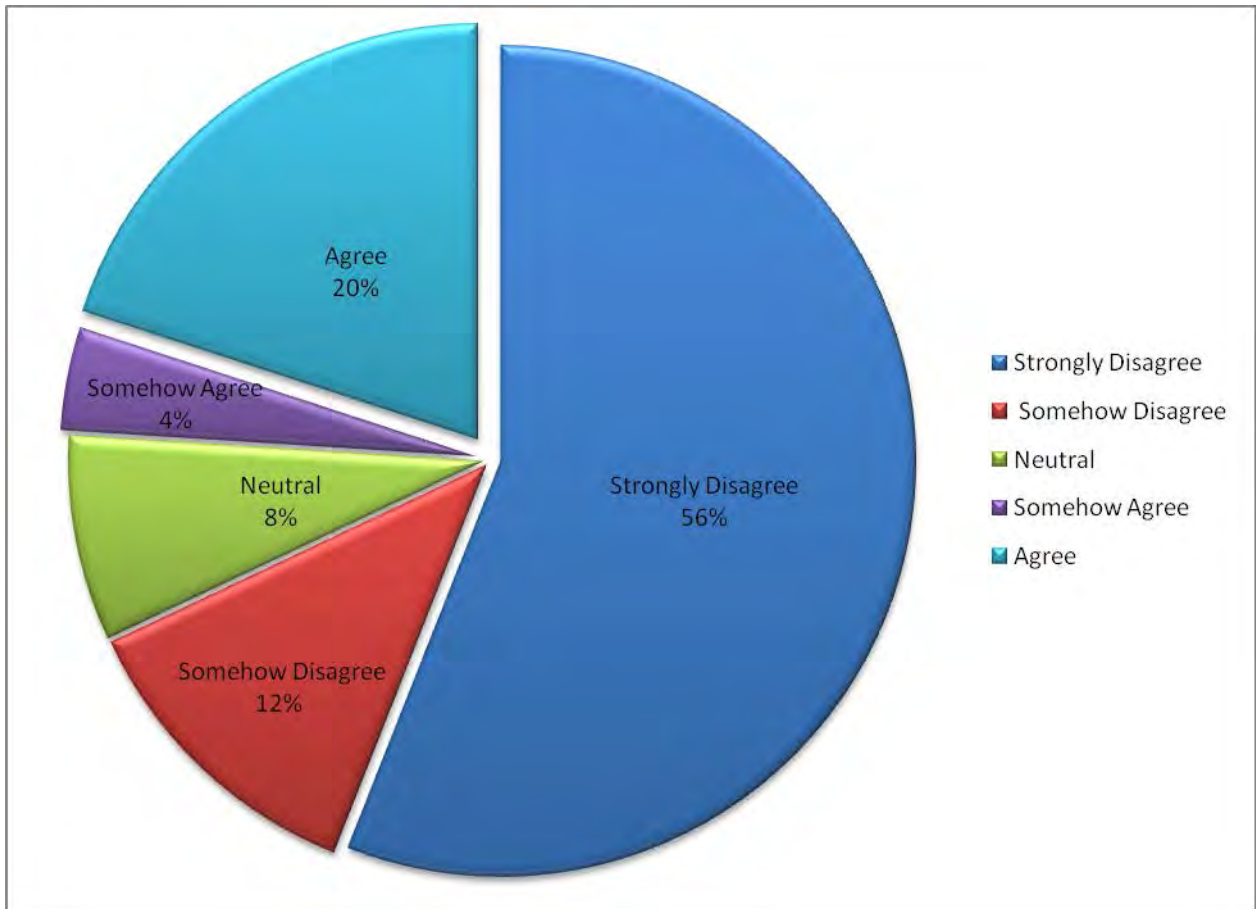


Figure: 2.24 Health & Safety

In case of health & safety, it is found on pie chart that disagree portion covers a major portion it shows 68% of total percentage. So it can be concluded that, employee satisfaction is low in case of health & safety.

Table: 2.21 work and personal life balancing

I am able to balance my work and personal life					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	6	3	5	4	7
Personals	24%	12%	20%	16%	28%

Satisfaction Level

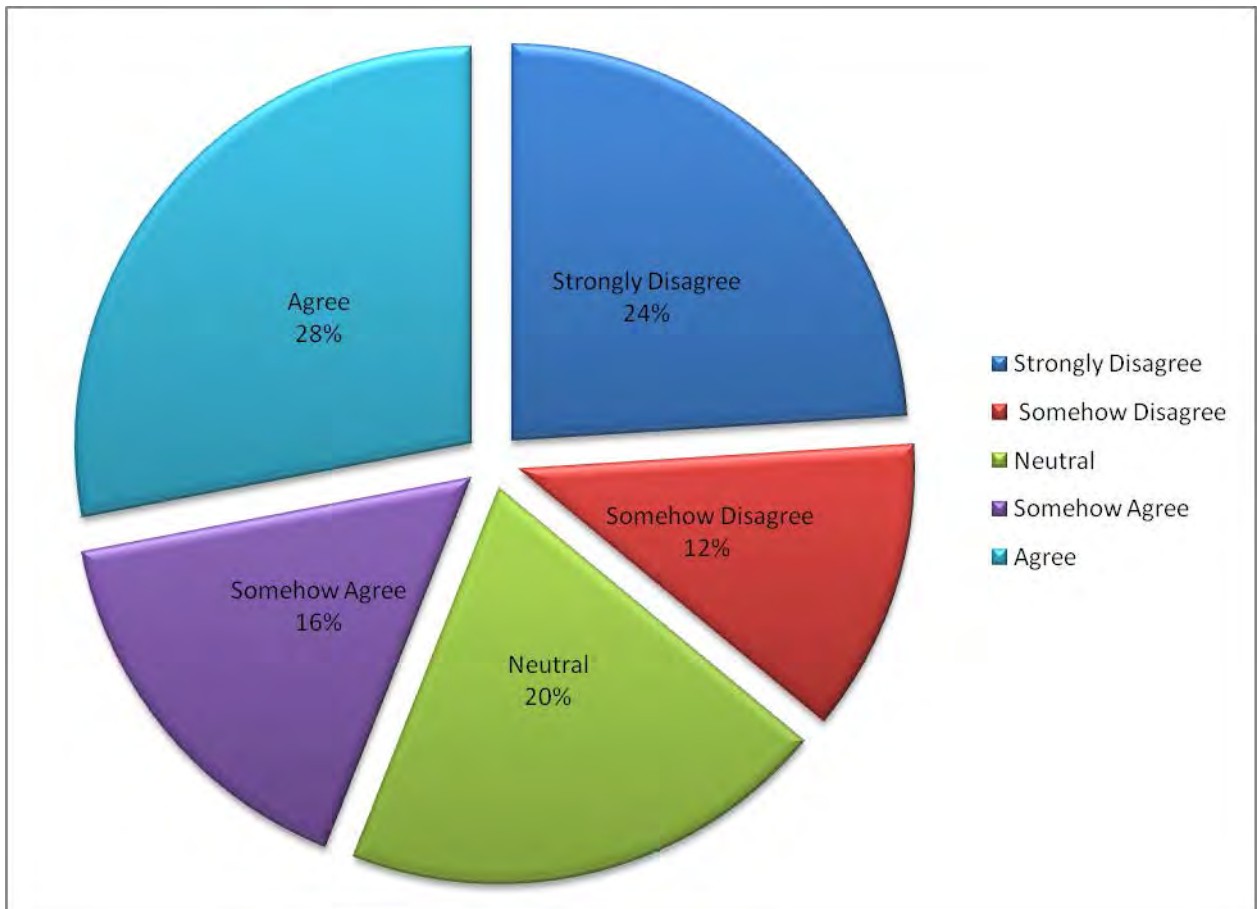


Figure: 2.25 work and personal life balancing

In case of work and personal life balancing, it is found on pie chart that agree portion covers a major portion it shows 44% of total percentage. So it can be concluded that, employee satisfaction is high in case of work and personal life balancing.

Table: 2.22 Work environment stress

I feel stressed at my work environment					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	9	2	11	2	5
Percentages	20%	8%	44%	8%	20%

Satisfaction Level

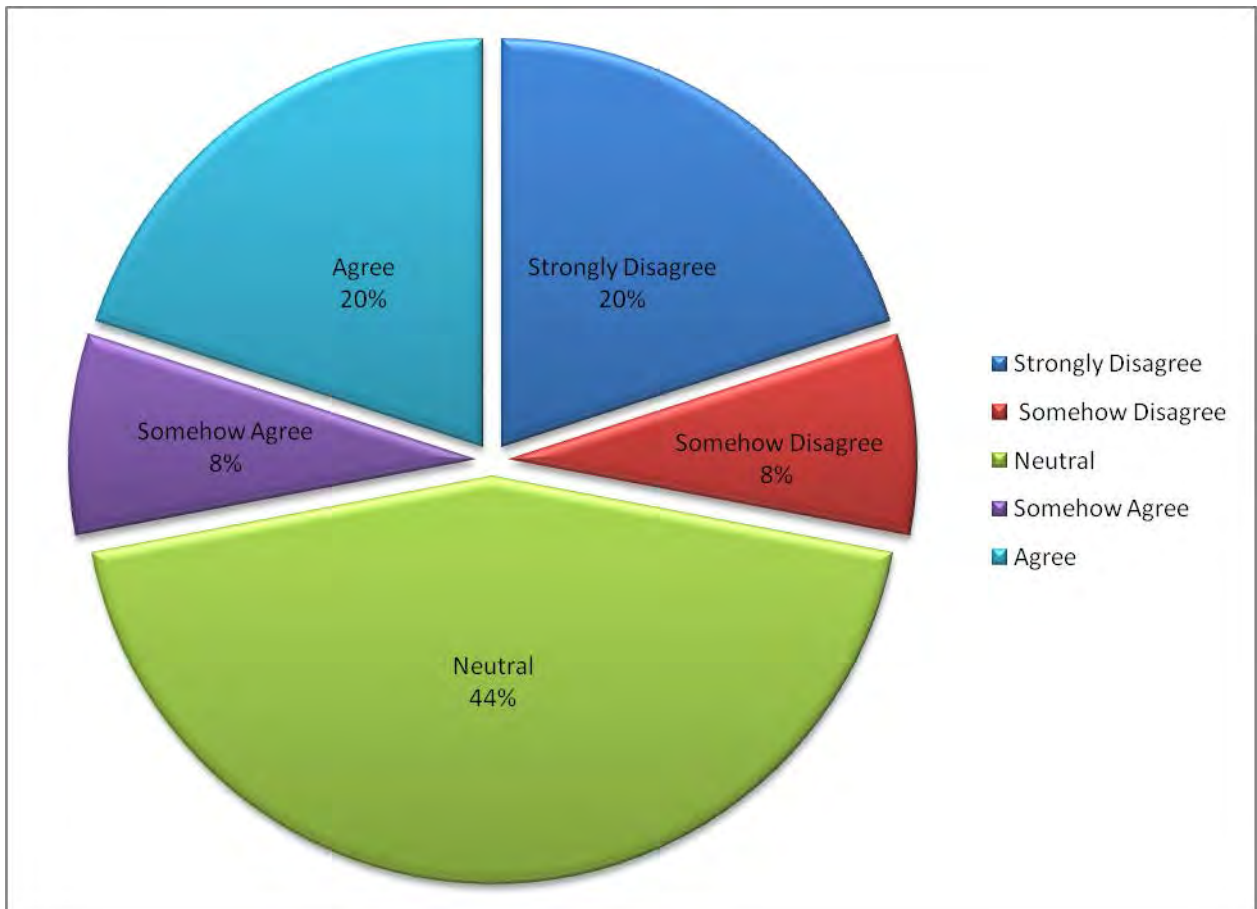


Figure: 2.26 Work environment stress

In case of work environment stress, is not up to that.

JOB SATISFACTION

Table: 2.23 Gender

I am treated well on the basis of my gender					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	9	1	3	4	8
Percentages	36%	4%	12%	16%	32%

Satisfaction Level

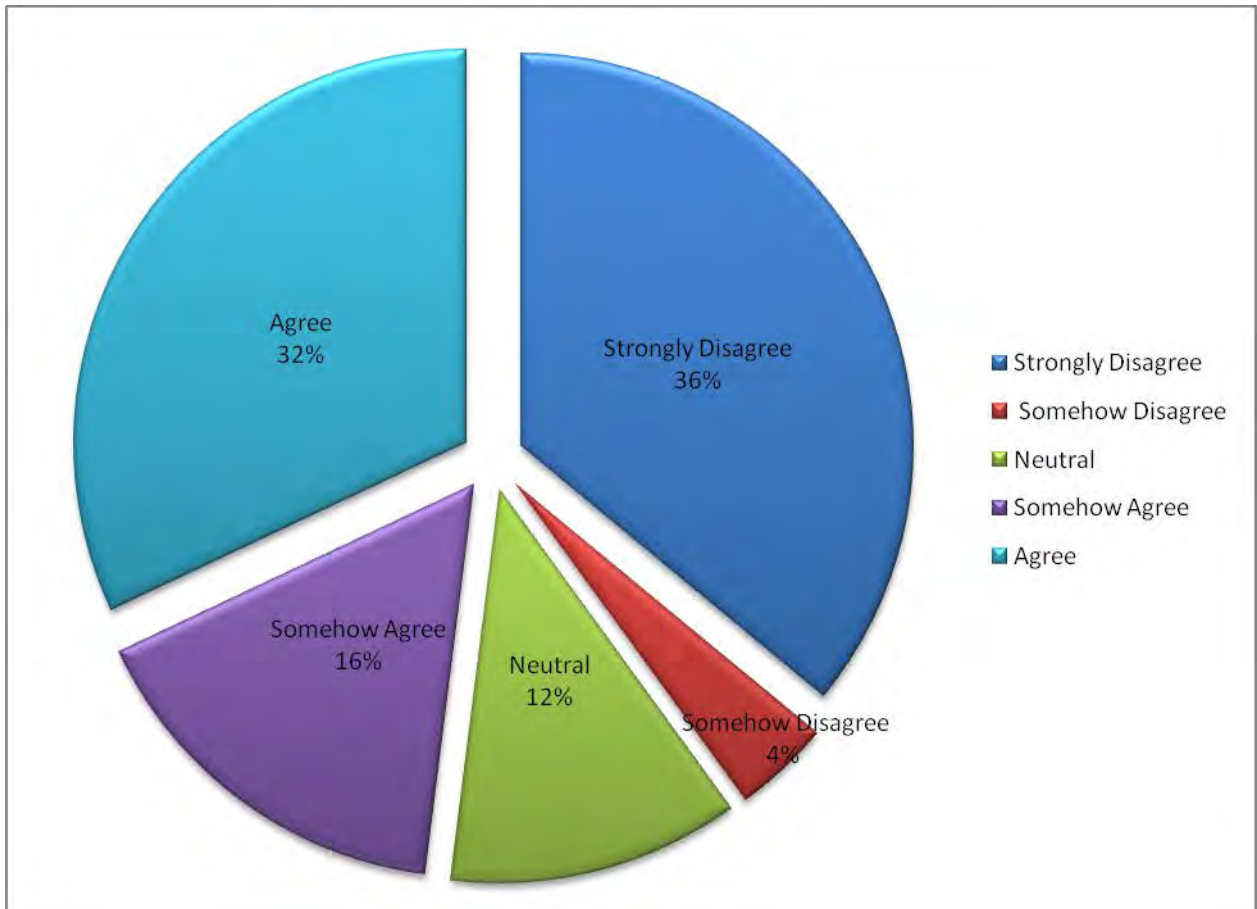


Figure: 2.27 Gender

In case of gender, it is found on pie chart that agree portion covers a major portion it shows 48% of total percentage. So it can be concluded that, employee satisfaction is high in case of gender.

Table: 2.24 Expectation

I know what is expected of me in my job					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	3	2	3	4	13
Percentages	12%	8%	12%	16%	52%

Satisfaction Level

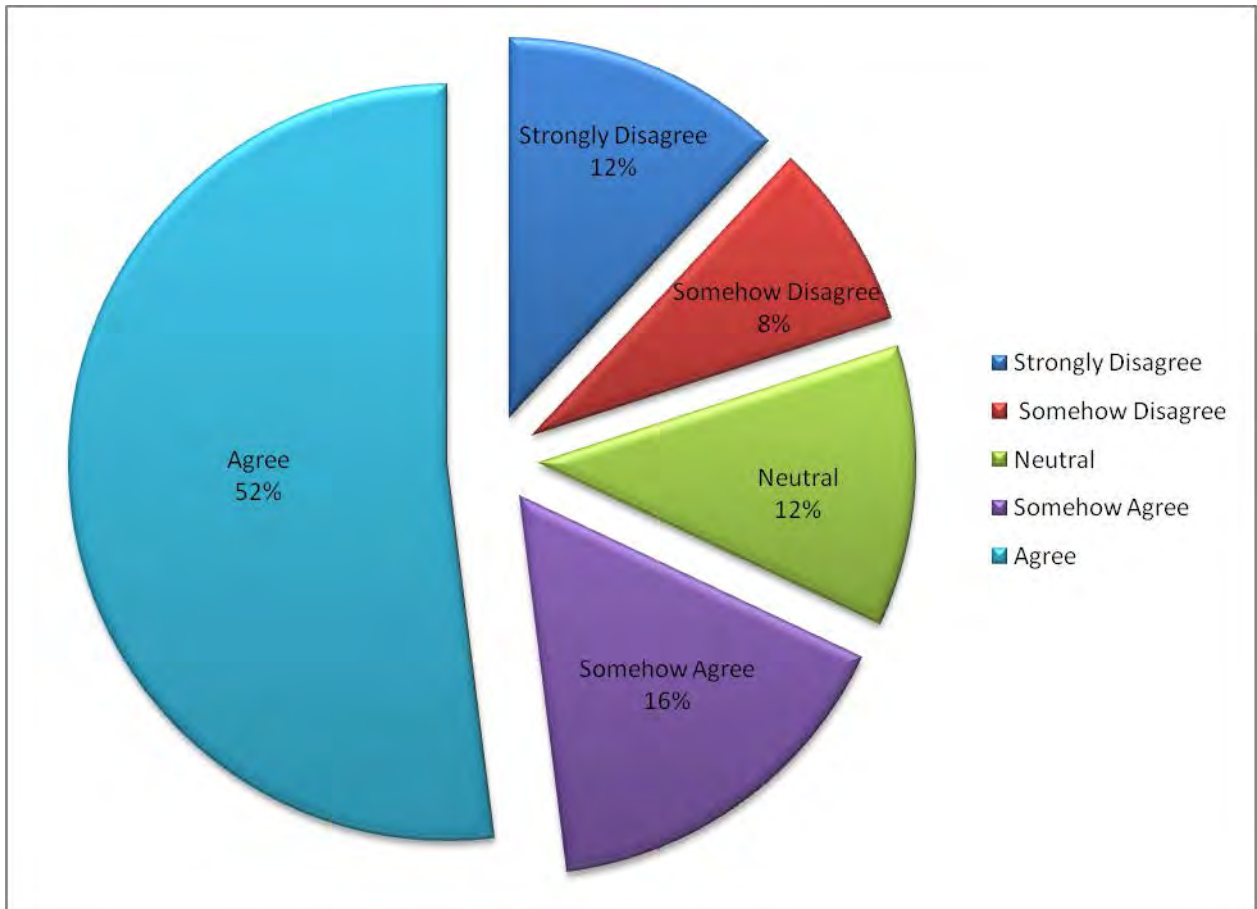


Figure: 2.28 Expectation

In case of expectation, it is found on pie chart that agree portion covers a major portion it shows 68% of total percentage. So it can be concluded that, employee satisfaction is high in case of expectation.

TRAINING AND DEVELOPMENT

Table: 2.25 Selection of employees

My organization is fair in selection of employees for training and development opportunities					
satisfactory level	Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Agree
No of Employees	8	2	3	3	9
Percentages	32%	8%	12%	12%	36%

Satisfaction Level

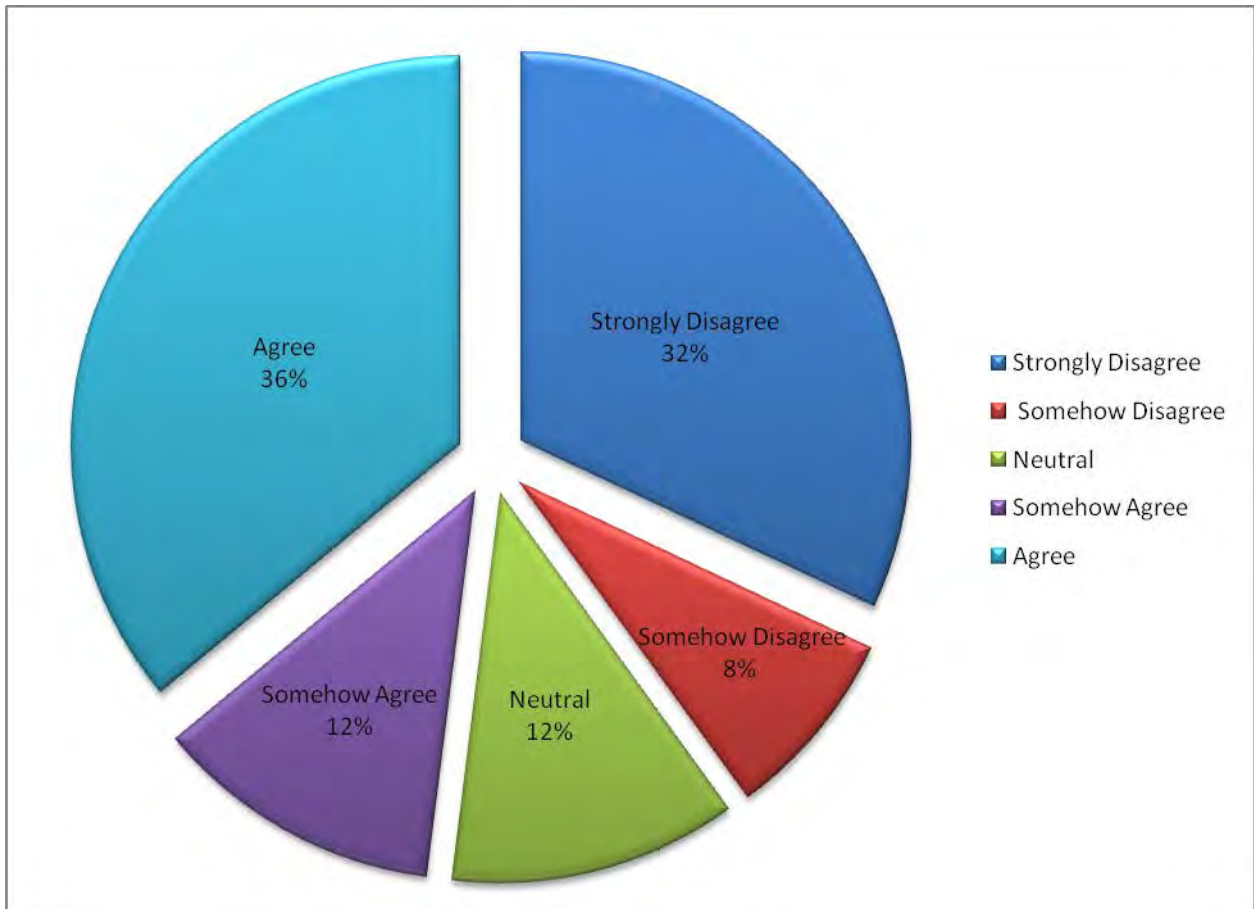


Figure: 2.29 Selection of employees

In case of selection of employees, it is found on pie chart that agree portion covers a major portion it shows 48% of total percentage. So it can be concluded that, employee satisfaction is high in case of selection of employees.

Findings: The intension of this study is to know about Employee satisfaction of Doctorola Ltd. The major findings of the overall study are discussed below:

- Compensation & promotion is not satisfactory
- The communication system is strong & satisfactory upper level to lower level.
- Employees' evaluations are being done methodically & employee satisfaction level is high.
- Physical working conditions of Doctorola.com Ltdare good but health & safety are satisfactory.
- Right persons are being employed in right position

2.4 SWOT Analysis

SWOT Analysis is an important tool for evaluating the company's Strengths, Weaknesses, Opportunities and Threats. The SWOT analyses of Doctorola.com Ltd are presented below:

S stands for Strengths

W stands for Weaknesses

O stands for Opportunities

T stands for Threats

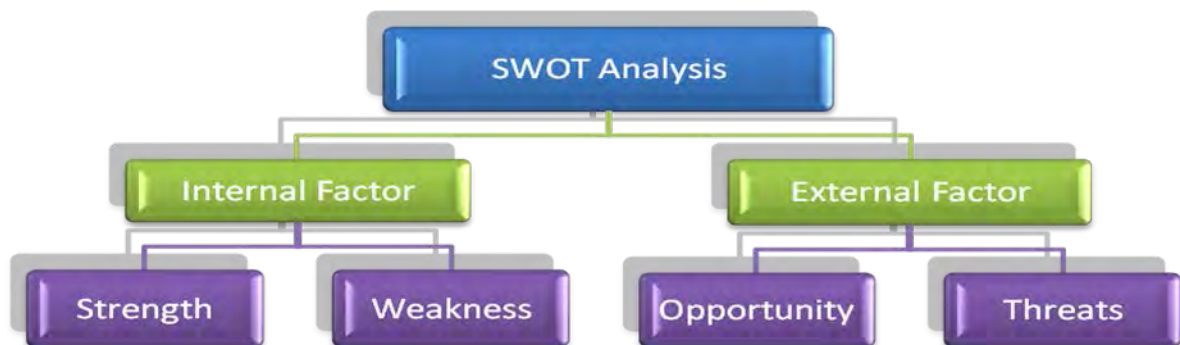


Figure: 2.30 SWOT Analysis

2.4.1 STRENGTHS :

Open HR Manual

There is a Human Resource manual of Doctorola Limited Which is open to all of Its employee give total understanding of the terms and condition of the organization to assist the benefit and growth they can achieve and the role of Human Resource Department with all other departments/division of the organization. The HR Manual is uploaded in the internal website of Doctorola Limited.

Empowered Work Force

As the human resource of Doctorola Limited is externally well thought and perfectly managed, the top management believed in empowered employees to all levels of branches. This empowered environment makes Doctorola Limited a better Place for the employees. The employees are not suffocated with the authority but are able to grow as the organization mature.

Strong Bonding and Belongingness

Doctorola Limited employees are one of the major assets of the company. The employees have a strong sense of commitment towards organization and also feel proud and sense of belongingness toward Doctorola Limited. This strong organizational culture is a main strength of the organization.

Information Technology

Personal computer, emails for all employees enable the employees work easier and faster with professionalism. All kind of Benefits, salaries and monetary rewards directly given to employees by the own technological system.

Different Staff Loan

There is a set of staff loans in Doctorola Limited increase the employee satisfaction in terms of monetary benefit enable them more stress free and put dedication.

Performance Appraisal

Through performance appraisal process is still under reconstruction, the existing method is satisfactory and motivated staff toward accomplishment in the past.

Employee Evaluation

Employee evaluation process by Human Resource Department became strength for its fair judgment and put trust among the employees of all branches on Human Resource Department.

2.4.2 WEAKNESSES:

Compensation and Benefits

Compensation and Benefit of Doctorola Limited employee is provided by the Human Resource Department through software named Oracle. Those software is not flexible to use and has lot of limitation.

HR Accounting

Human Resource accounting is a Strong tool for matching the benefits of each new recruitment done in the organization, turnover, etc. Human Resource Department of Doctorola Limited is not yet established this practice.

Job Description

Job description is a necessary accomplishment should have for each position for recruiting the most suitable candidate on the basis of skill and experience required. Still hundred percent job descriptions is not prepared or collected by the HR department for branches.

2.4.3 OPPORTUNITIES:

Technical Procedure

Doctorola stay in a competitive place and them many competitors. In Doctorola, they have the technical procedures to overcome those competitors .All competitor always think about this Company and always think seriously.

Provide quick service

In Doctorola all customers always satisfy about employee's service. All employees are careful about their service. In the service providing sector this Company has perfume mind blowing performance.

Market Capturing

They have some shopping mall, restaurant, college and schools this is an opportunity for them because it's not only company they have many garments and so on.

Training & Learning

Training & Learning is the core function for make the executives cope with the new senior and make them update and knowledgeable. Doctorola Limited is going utilize its fullest capacity and enthusiasm in these regards by establishment a library, arranging extensive training module etc.

2.4.4 THREATS:

Competitive Salary and Turnover

The salary package of Doctorola Limited is not competitive as the market demands, so the turnover of manpower is increasing day by day.

New /Multinational companies

New multinational companies and policy got as threat to Doctorola Limited is respect increasing the salary expectation of the employees and new HR practices tuning the existing employee dissatisfied.

Bangladesh Company Regulation

The regulation and legislation of Bangladesh Company is randomly changing the scenario of the Human Resource policy and scope suddenly.

(Conclusions & Recommendations)

3.1 CONCLUSIONS

Job Satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turn-over. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors.

Many of the Employees are disagree to provide their personal information that is really difficult to maintain them and collect personal information.

On the other hand I have learned some work while preparing a complete report such as preparing a sample with the sample method, making questionnaires for the survey. I experience some practical situation problem while doing survey and I solve it very carefully with my knowledge and experience learned from my honorable supervisor Nazmun Nahar. Thank you very much Madam for everything that I have learn.

One common research finding is that job satisfaction is correlated with life satisfaction. This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non work satisfaction and core self-evaluations are taken into account.

3.2 RECOMMENDATIONS

From my three month of internship experience , I think the following measure could be taken by Doctorola Ltd authority for strengthening their position both in the local market and also across the globe.

1. Regular evaluation for the good performance of the employees
2. Weekly & monthly motivation program should be organized.

3. Reward system can be introduced to employee as per the working performance.
4. In case of system design ,review and improvement.HR are not take input from all the employees department in many cases the performance standards, objectives are not clearly communicated to the employees ;as a result employees confused about what is expected from them.

At the end I would like say that Bangladesh is still a developing country where most employers are not up to international standard as per HRM practices. Doctorola,com Ltd is somewhat ahead of the pack because they have a functioning HR unit. I hope that the management will put more importance to this aspect of management and improve the company environment along the satisfaction level of the employees. A happy worker is a productive employee. If employees are satisfied, they will work hard to bring the company to the top.

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Appendix

Questionnaire

Dear

Respondents,

I am pursuing an Internship in your organization as a requirement of MBA study in the Business School, BRAC University, Bangladesh and I am conducting an academic research on "**Job Satisfaction of the Employees of Doctorola.com Ltd.**" I very humbly request you to spend your precious time in filling the questionnaire as per your perception and satisfaction level on Doctorola Ltd. Your contribution in this regard will be highly appreciated. This survey is used only for academic purpose and will be strictly confidential.

Questionnaire on Employee Satisfaction

This is a simple questionnaire for a survey on Employee Satisfaction in order to gauge the subject knowledge. Please take a few minutes to complete this survey. Your specific answers will be completely anonymous, but your views, in combination with those of others, are extremely important. To ensure your anonymity, please do not write your name or employee number anywhere on the form.

Part 1: Demographic Information

Your Gender Male Female

Your Age (in years) 23-32 33-42 43-52 52+

Your marital status Married Unmarried

Your qualification HSC Graduate Post Graduate PhD

Number of years you are working for Doctorola Ltd.

1-5 5-10 10-15 15+

Name of your department

Monthly Income o 10000-24000 taka o 25000-39000 o 40000-54000 o 54000+ taka

Part 2: Employee Satisfaction Survey

Please indicate the extent to which you agree with the following statements

1	2	3	4	5
Strongly Disagree	Somehow Disagree	Neutral	Somehow Agree	Strongly Agree

COMPENSATION AND PROMOTION POTENTIAL SATISFACTION

My pay package is competitive compared to other Organizations in the same line of work	1	2	3	4	5
I understand how my salary is determined by the Organization	1	2	3	4	5
I am satisfied with the benefits my organization extends to me	1	2	3	4	5
My organization has a fair promotion policy	1	2	3	4	5
Overall, I am satisfied with my salary package	1	2	3	4	5

COMMUNICATION

The organization recognizes my input	1	2	3	4	5
Essential flow of information from management to low cadres of staff	1	2	3	4	5
Organization ensures team work	1	2	3	4	5

SUPERVISION

I am satisfied with the quality of supervision that I receive	1	2	3	4	5
My supervisor assigns me challenging & motivating work to me	1	2	3	4	5
My supervisor gives me feedback on my job performance	1	2	3	4	5
I have opportunities to provide input into decisions that affect	1	2	3	4	5

my work

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SAFETY MANAGEMENT

I am satisfied with the physical working conditions

1	2	3	4	5
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I am satisfied with the organization's culture

1	2	3	4	5
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My organization is committed to ensuring my health and well being

1	2	3	4	5
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I am able to balance my work and personal life

1	2	3	4	5
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I feel stressed at my work environment

1	2	3	4	5
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JOB SATISFACTION

I am treated well on the basis of my gender

1	2	3	4	5
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I know what is expected of me in my job

1	2	3	4	5
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TRAINING AND DEVELOPMENT

My organization is fair in selection of employees for training and development opportunities

1	2	3	4	5
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Good Luck

