INTERNSHIP REPORT

On

"Employee Satisfaction of Finance & Human Resource Management Departments of Sajeeb Group"

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Date of Submission:

30-04-2019

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Sajeeb Group

<center>**Letter of Transmittal**</center>

30th April, 2019

Ms. Afsana Akhtar

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka 1212

Subject: Submission of Internship Report

Madam,

With due respect and great pleasure, I, Israna Farooque, student of BRAC Business School, would like to submit my internship report on Sajeeb Group.

The report contains brief description about the company's operations, a short review of the term "Employee Satisfaction" and analysis of the satisfaction level of the employees at their workplace that ends with few recommendations based on my learning and observation.

I would truly be thankful for your guidance and immense support in preparing this report. I hope you would find this report precise, valid and valuable. I would happily reply to any of your queries regarding my internship report.

Yours Sincerely,

Israna Farooque

ID: 14204076

BRAC Business School

Acknowledgement

At the very beginning, I would like to express gratitude to Almighty Allah to have provided me the opportunity and strength to complete my internship and prepare the report in the designated time period.

I am grateful as well as honored for the constant support and supervision of my respected mentor Ms. Afsana Akhtar. Her effort and recommendations undoubtedly added further value to the report.

I am also thankful to my organizational supervisor Md. Firoz Zaman, Assistant Manager- Human Resource Management of Sajeeb Group for his guidance and support as well as for the arrangement of doing the survey.

Furthermore, I would like to thank the whole Finance and Human Resource Management departments of Sajeeb Group for their cooperation and valuable responses in my survey.

Lastly, I thank the readers for investing their valuable time to go through my report. I believe that the journey helped me to build experience and gather knowledge about the real corporate world.

Executive Summary

Sajeeb Group started its' journey in 1982 and currently it is one of the leading food and beverage company in the country. Their strategy is promoting diversity but not compromising with the quality. It operates its businesses with numerous sister concerns. Tang, Nocilla, Shezan, Kolson, Oreo and BournVita are the world famous brands that Sajeeb Group is involved in producing and marketing. Apart from food and beverages, their business is expanded in agro-processing, agro-based items, readymade garments, real estate, telecommunication, insurance and electronic media business. They export their products in various countries of the world as well. Their operations are divided in five major departments. They are: i) Sales and Marketing, ii) Export, iii) Human Resource Management, iv) Finance and v) Supply Chain Management.

This report tends to measure and analyze **"Employee Satisfaction of Finance & Human Resource Management Departments of Sajeeb Group"** considering four factors which are: i) General Satisfaction, ii) Employee Relationship, iii) Remuneration, Benefits and Organizational Culture and iv) Personal Satisfaction. In this concern, a primary research was conducted through a survey among the employees of those two departments. 41 employees responded to 30 questions based on which the analysis was conducted.

The analysis demonstrated that employees' satisfaction level is really high considering employee relationships and personal satisfaction. Employees are also satisfied with their work and are dedicated to the organization. Dissatisfaction lays in the areas such as pay, working time, working resources, learning facilities, rewards, communication with the supervisor, appropriate feedback etc. These issues can be resolved through revised pay policy, monitoring, opportunities for career development, availability of working resources, training program, better communication and introducing flextime.

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1. Organizational Overview:

1.1 Company Profile and its Businesses:

Sajeeb group of companies is one of the biggest business groups of this country. It started its operation in 1982 with the vision of becoming a leading food and beverage company in Bangladesh. Throughout the years, it has broadened its operation in various industries with its numerous sister concerns adding to the total socio economic improvement of the country. Moreover, the mission of the company is to strengthen life of the peoples of Bangladesh through fulfilling everyday need for nutrition with brands that help people for good health. To fulfill this mission, Sajeeb group is dedicated to the health and well-being of household. In addition, they follow the strategy to promote diversity while not compromising with the topmost quality.

The concerns of Sajeeb group of companies are:

- Sajeeb Corporation

- Sajeeb Foods and Beverage Ltd

- Sajeeb Homes Limited

- Sajeeb Logistics

- Hashem Foods Limited

- Hashem Auto Rice Mills

- Hashem Agro Processing Limited

- Hashem Flour Mills Ltd.

- Takaful Islami Insurance Ltd

- MARS International

- Savvy Foods

Alongside their own brand name Sajeeb, they are additionally involved in producing and marketing of the products of world renowned brands such as Tang, Nocilla, Shezan, Kolson, Oreo and BournVita. In this manner, they operate under the franchise of and technical collaboration with Shezan International Limited and Kolson Food LLC (Dubai). Their excellent products have got an enormous praise in both the local and foreign markets

Sajeeb group puts their highest priority on guaranteeing the finest quality at every level of the production system to keep up global standard. They guarantee factory agreements, collect raw materials under the strict standards and regulation from their own pool of suppliers. Furthermore, they use completely food graded packaging to assure the greatest quality. Recently, Halal Bangladesh Service (HBS) awarded them "100% Halal certification" for their foodstuffs and beverages items.

Aside from their food and drink stuffs, they have agro-processing, agro-based items, readymade garments, real estate, telecommunication, insurance and electronic media business. Their export market is expanded in Australia, UK, USA, Middle East, Malaysia, Nepal, Singapore, Bhutan and some African countries. Nevertheless, they are constantly looking for opportunities to identify the potential markets for fantastic products from Bangladesh.

1.2 Managerial Body:

- ❖ Chairman: Md. Abdul Hashem

- ❖ Executive Director: Md. Fazlul Haque

- ❖ Chief Executive Officer: i) FRM Hafiz Ul Islam

  ii) Lt. Col. Kawser Mahmood (Retd)

- ❖ Chief Financial Officer: Mohammad Rezaul Karim

- ❖ General Manager (Sales & Marketing): Mohammad Saifullah

- ❖ General Manager (Export): Kazi Abdur Rahman

- ❖ General Manager (Human Resource Management): Mir Shamsul Alam

- ❖ General Manager (Finance): Alamgir Hossain

- ❖ Deputy General Manager (Supply Chain Management): Mohammad Rayhan Islam

1.3 Departments:

The entire business of Sajeeb Group is divided in five major departments. They are:

i. **Sales and Marketing:** The sales and marketing department of Sajeeb Group is considered as one because of their interrelation. The functions of marketing department are continuous research for new market and developing new product, pricing the products considering their total costing, distributing products in the market, continuously promoting their new and existing products etc. On the other hand, the responsibilities of the sales department are meeting the target sales, communicating with the wholesalers and retailers in the market, getting customer feedback and communicating them with the marketing department. To simply clarify, the sales department guides the marketing department considering the customer feedback and marketing department takes action according to that.

ii. **Export:** As Sajeeb Group's export market is expanded worldwide; the export department plays a vital role in its business. This department is responsible for planning and coordinating shipment of goods internationally. They negotiate with the agents, shippers and vendors. Moreover, they monitor, complete and keep record of the official procedures and monetary transactions related with international distribution. They also promote their company products in international market through social media, local media, e-commerce etc.

iii. **Human Resource Management:** The human resource management department is responsible for varieties of actions. Sajeeb Group is very much concerned about labor laws. This is the chief duty of this department of Sajeeb Group to ensure that all the business operations are functioning following all labor laws of the country.

After that, the primary duty of this department is arrangement of recruitment whenever there is a vacancy. The recruitment procedure includes vacancy announcement with proper job description and specification, collection of applications, sorting out potential candidates, calling them for interview and selecting the best possible candidate.

This department arranges training programs mostly for new employees. Sometimes, they offer training programs to all the employees in general.

The HRM department keeps record of employee details. It keeps record of the employees' attendance, working hours, leaves as well as insurance records and individual tax form.

Another important task of this department is controlling the dispensation of pay, allowance and other benefits provided to the employees.

HR department of Sajeeb Group is also engaged in maintaining employee relationship. They always try to maintain a positive, friendly and respectful relationship among all the employees as well as between employees and employers. They are also involved in investigating and resolving any issue or complaint brought up by any of the employees.

iv. **Finance:** The basic task of this department is book keeping all the transactions in the organization. Through these, financial reports are made. They plan, organize and control the company's finances. They direct investment activities and develop short term and long term financial strategies. Other tasks of this department include cash management, forecasting future working capital needs, hedging, risk management, capital budgeting etc. However, they always put up most priority to immediate financial issues.

v. **Supply Chain Management:** The basic activity of this department is integrating functions of logistics, purchasing and procedures. They also manage the warehouse. Personnel productivity, labor cost, inventory levels and stocking strategies are also maintained by this department. Furthermore, they measure and analyze the efficacy of departmental operations and functions.

2   Introduction:

2.1   Rationale of the study:

In today's world, employee satisfaction is one of the major factors affecting the productivity of a business. Employees are wishing for more than just money in return for their services. Holding talented and capable employees in the organization is the most difficult task for most of the companies, even for the most recognized and well established ones around the world. Satisfied employees are proven to be dedicated to the organization as well as help to increase efficiency in the business activities. Therefore, ensuring satisfaction of the employees is essential for any organization to run efficiently.

The study of "**Employee Satisfaction of Finance & Human Resource Department of Sajeeb Group"** will help the organization know about the satisfaction level of their employees and the factors they are satisfied/dissatisfied with and take further action. The study also enlightened me with a glimpse of how the psychology of the employees works causing them satisfaction/dissatisfaction.

2.2   Objectives of the report:

The main objective behind preparing this report was to highlight my experience and learning throughout my internship period. Other objectives of the report are as follows:

- To gain proper knowledge about the term "Employee Satisfaction" and its significance
- To find employee satisfaction level in the organization
- To recognize the general attitude of the employees
- To understand how satisfaction/dissatisfaction actually affects employees' psychology

- To identify and focus on the aspects causing satisfaction/dissatisfaction among employees

2.3   Scope and Limitation of the study:

- Firstly, the study was conducted based on the responses of the Finance and Human Resource Management departments only of Sajeeb Group. So, it does not represent the attitude of employees of the whole organization rather just a sample.

- Moreover, the responses were collected anonymously. As a result, individual preferences and attitude cannot be traced.

- Furthermore, the questionnaire contained no open ended question as per my organizational supervisor's instruction. As a result, additional responses such as suggestions or complaints could not be received.

- Last but not the least, time constraint was a substantial limitation of the study. Due to lack of budgeted time, further research could not be conducted.

2.4   Research Questions:

This research aims to identify the employee satisfaction level of finance and human resource management departments of Sajeeb Group. The results are expected to find out what are the factors that currently add value to the satisfaction level of the employees and what are the factors that need to be improvised for ensuring proper satisfaction among employees.

3　Literature Review:

3.1　Initiation of the term "Employee Satisfaction":

According to Worell (2004), experts recommend that the study on employee satisfaction can be followed back nearly 200 years, at the time of industrial revolution in United States. The initial studies mostly were concentrated to maximize labor forces' productivity. In 1912, Elton Mayo of the Harvard Business School began a series of studies called the Hawthorne studies focusing on employee efficiency and production and by 1927, the research of employees' feelings towards their job had completely started to take hold. The Hawthorne studies were the primary research plan that attempted to measure workers' attitude and correlate them with total task efficiency. Until 1932, the Hawthorne studies were continued. Mayo's studies may appear to be barely relevant to job satisfaction study at present but he had discovered the principle of human motivation and revolutionized the theories and research of employee satisfaction.

In the mid-1930, Hoppock brought the term "Employee satisfaction" to lime light. He published the first intensive study regarding employee satisfaction. Hoppock defined employee satisfaction as any set of physiological, psychological and environmental conditions that makes a person honestly to state "I am satisfied with my job" (Hoppock, 1935). According to Hopock, employee satisfaction is impacted by five independent variables. They are: i) fatigue, ii) monotony, iii) working conditions, iv) supervision and v) achievement.

3.2　Definitions of Employee Satisfaction:

Aziri (2011) stated Spector's definition as one of the most often cited definition of employee satisfaction. Spector (1994) defines employee satisfaction as employees' impression towards their job and its different aspects. According to him employee satisfaction is the extent to which

employees like or dislike their work. He suggests that employee satisfaction information is useful in assessing the mental health and emotional wellness of workers and organizations can utilize the data to develop departmental practices and policies where dissatisfaction is communicated.

3.3 Theories of Employee Satisfaction/Job Satisfaction:

Range of Affect Theory by Edwin A. Locke (1976) is one of the most popular job satisfaction models. The main idea of the theory is that satisfaction is controlled by an inconsistency between what one asks for in a job and what one has in a job. Additionally, the theory expresses that the more one values a given feature of work directs how satisfied or dissatisfied one becomes when desires are or aren't fulfilled.

Two Factor Theory by Frederick Herzberg (1959) tries to describe motivation and satisfaction in the workplace. This model expresses that satisfaction and dissatisfaction are compelled by various factors – motivation and hygiene factors, respectively. The motivating factors are viewed to be intrinsic to the tasks. Hygiene factors incorporate facets of the working environment.

Other renowned models of job satisfaction are Dispositional approach, Equity theory, Discrepancy theory, Job characteristics model etc.

3.4 Measures of Employee Satisfaction/ Job Satisfaction:

Among multiple measures of job satisfaction, Risheke (2001) specified Job Descriptive Index (JDI) developed by Smith, Kendall, and Hulin in 1969 as one of the most common and researched measures of job satisfaction. This measure is based on five features of job satisfaction. They are: i) The work itself, ii) Supervision, iii) Coworkers, iv) Pay and

v) Promotion.

Other job satisfaction measures include Minnesota Satisfaction Questionnaire (MSQ) that measures satisfaction in 20 features containing 20 questions (short form) to 100 questions (long form), Job Satisfaction Survey (JSS) which measures nine facets of job satisfaction through 36 questions etc.

Essential features that affect employee satisfaction, which are used in this study taking reference from Bostjan and Jasna (2011), are:

- General satisfaction with job; including working conditions (Mozina, 1991; Miskell, 1994), working period (Pierce and Newstrom, 1980; Ronan, 1981; Christensen and Staines, 1990) and status of the company (Mulej, 1986).

- Employee relationships; including relationships among employees (Mayer, 1991; Miskell and Miskell, 1994; Welsby, 2003).

- Remuneration, benefits and organizational culture; these elements contain pay (Hanneman and Schwab, 1985; Brecko, 2005), remuneration in the form of benefits and reward (Rosenbloom and Hallman, 1991), promotion (Mozina, 2002), stability of the job (Maslow, 1997; McGregor, 2002) and the organizational culture (Pinchot, 1985; Fiedler, 1993; Hisrich and Peters, 1995).

- Personal satisfaction (Meyer and Allen, 1997; Tsui et al., 1997; Varona, 2002).

4   Methodology of the study:

The report is prepared based on both primary and secondary research.

Primary research was conducted through the survey on 41 employees (total) of finance and human resource management divisions of Sajeeb Group. The research questionnaire contains of 30 questions in total focusing on four scales. The questionnaire was used as a reference from the research work of Jasna and Bostjan (2011) where they used the factors contributing to:

- Scale i) General Satisfaction developed by Mozina (1991), Miskell (1994), Pierce and Newstrom (1980), Ronan (1981), Christensen and Staines (1990) and Mulej (1986).

- Scale ii) Employee Relationships developed by Mayer (1991), Miskell (1994) and Welsby (2003).

- Scale iii) Remuneration, Benefits and Organizational Culture developed by Hanneman and Schwab (1985), Brecko (2005), Rosenbloom and Hallman (1991), Mozina (2002), Maslow (1997), McGregor (2002), Pinchot (1985), Fiedler (1993), Hisrich and Peters (1995).

- Scale iv) Personal Satisfaction developed by Meyer and Allen (1997), Tsui et al (1997) and Varona (2002).

The responses were collected through 5points likert scale ranging from strongly disagree to strongly agree. The full questionnaire is attached in appendix.

Secondary research was conducted from various articles and journals, mostly for literature review where the initiation of "Employee Satisfaction", definitions, theories and measures are mentioned.
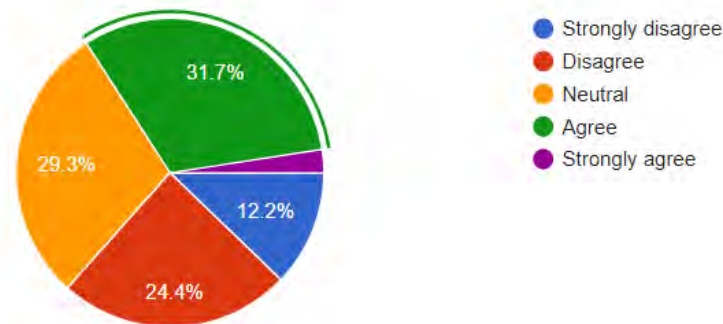
5   Analysis and Interpretation:

This portion of the report analyses and interprets the responses collected from the employees.

5.1   General Satisfaction:

### 1. I am satisfied with the financial reward for my work

41 responses

The chart above shows that around 40% of the employees are satisfied with their financial rewards and on the contrary, almost equal percentage (36.6%) of the employees are not satisfied. Again, 29.3% of the employees feel neutral about their financial reward. This proves instability in the satisfaction level regarding financial reward among the employees.

2. I find my work challenging and exciting

41 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

26.8%
53.7%
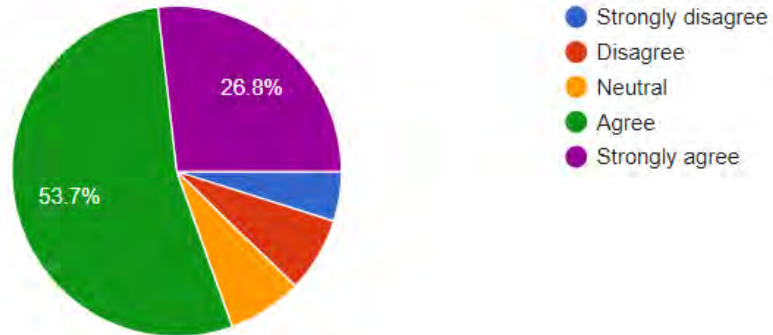
Here, it shows that majority of the employees (80.5%) find their work challenging and exciting that creates a positive vibe.
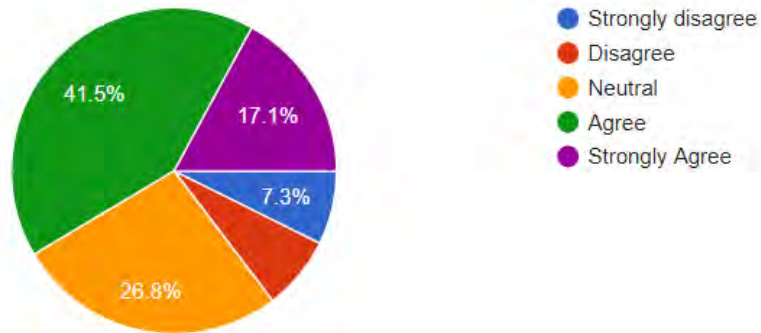
3. I am dedicated to the organization

41 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

39%
41.5%
14.6%
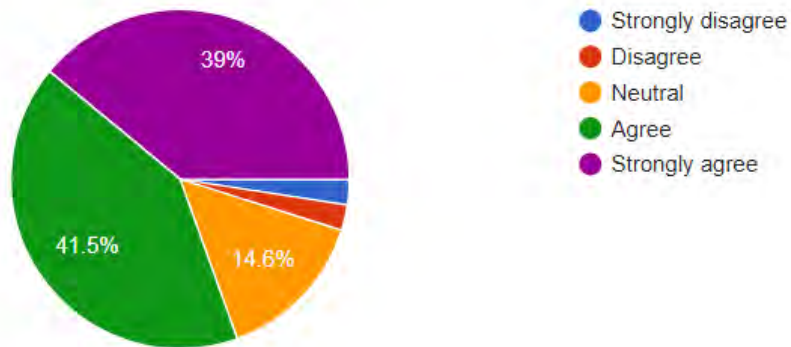
Similarly, 80.5% of the employees feel that they are dedicated to the organization.

4. I am satisfied with the kind of work I do

41 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

41.5%
17.1%
7.3%
26.8%

In this case, though 58.6% of the employees are satisfied with the kind of work they do, the number of employees feeling neutral and not satisfied (41.4%) cannot be overlooked either.

5. I find my job interesting

41 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

46.3%
19.5%
9.8%
22%
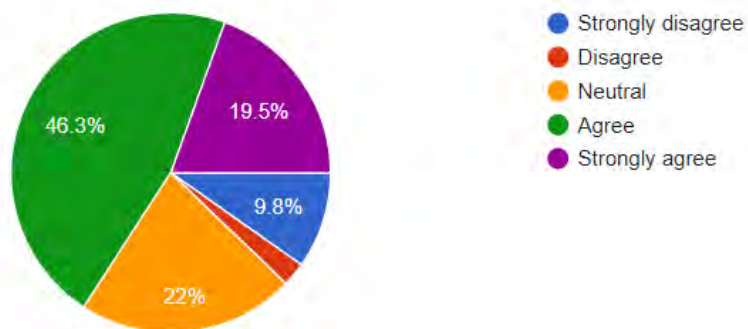
Almost similar to the previous one, a large number of employees (65.8%) find their job interesting, yet the number of disagreeing neutral employees (34.2%) is also noteworthy.

6. I enjoy my work

41 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
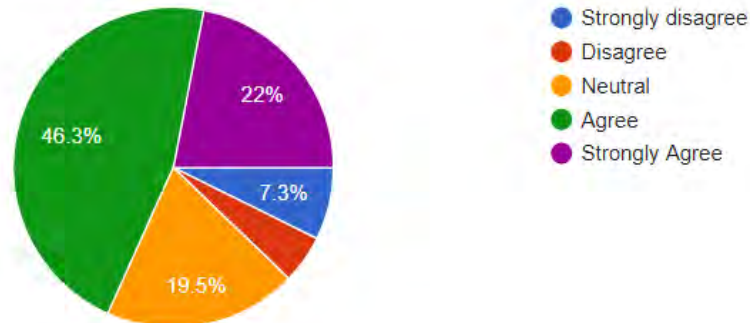
The responses here are almost the same as the previous one. Here, 68.3% of the employees responded that they enjoy their work.

## 7. I have the opportunity of free thought, opinion and action

41 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
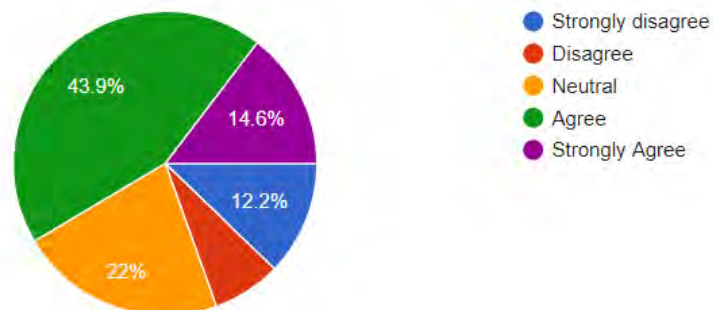
This chart shows that 58.5% of the employees believe that they have the opportunity of free thought, opinion and action. But just like the previous ones, the number of disagreeing and neutral employees is also notable.

8. I have access to all the resources I need to do my work

41 responses

|	
●	Strongly disagree
●	Disagree
●	Neutral
●	Agree
●	Strongly agree
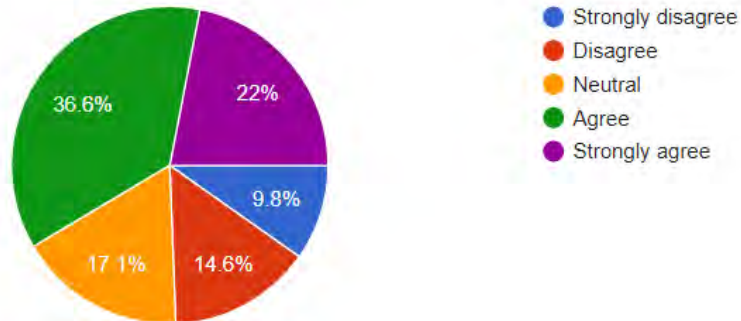
In this criterion, the responses are following almost the same pattern as the earlier ones where 58.6% employees said they have access to all the resources they need to do their work but the rest of the employees do not feel the same.

Summary: Considering the factors causing general satisfaction, majority of the employees responded positively but the number of employees who responded differently should also be brought under consideration.

5.2   Employee Relationships:

### 1. I feel good and comfortable around my fellow workers
41 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

31.7%
43.9%
19.5%
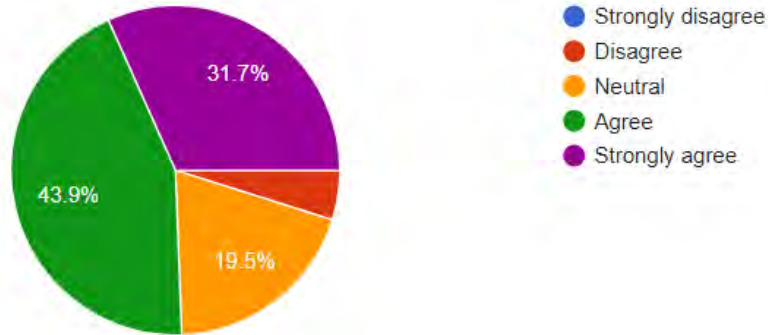
The chart above represents that a significant number of employees (75.6%) feel good and comfortable around their fellow workers. On a positive note, the number of strongly opposing the statement is zero.

2. I get along well with my co workers
41 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

65.9%
17.1%
14.6%
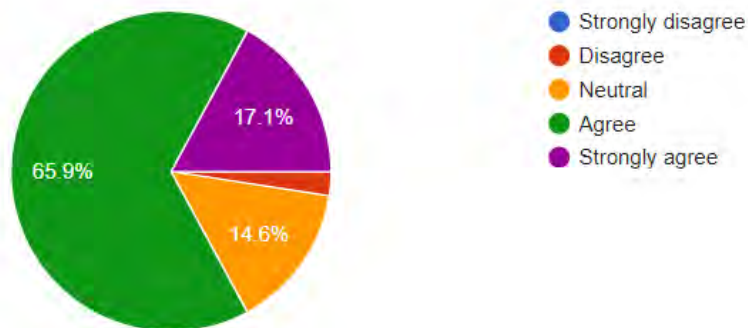
Here, the number of employees who think they get along with their coworkers is even higher (83%). Here as well, the number of employees strongly disagreeing with the statement is none.

3. I am happy with my relationship with my coworkers

41 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

26.8%
7.3%
65.9%
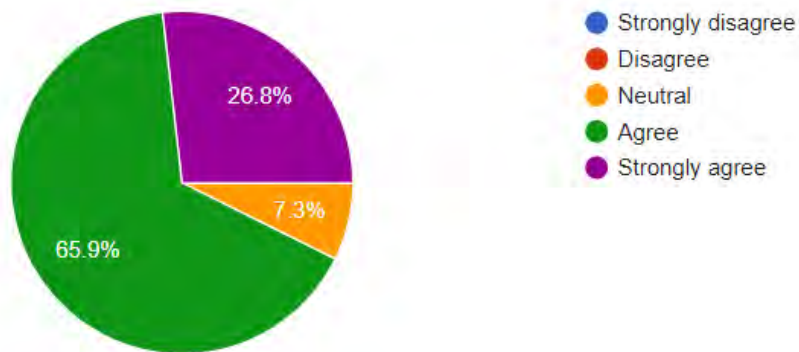
Remarkably, 92.7% respondents are happy with their relationship with their coworkers and none of them opposed the statement.

4. My fellow workers are motivating

41 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

22%
46.3%
26.8%
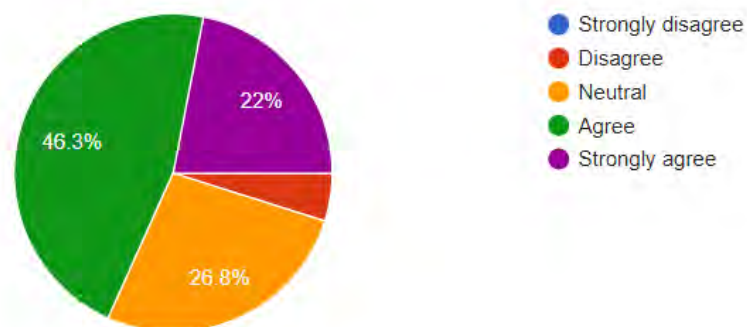
Here, 68.3% employees find their fellow workers motivating and none of the respondents strongly disagreed with the statement here as well. Moreover, number of disagreeing employees is also very little.
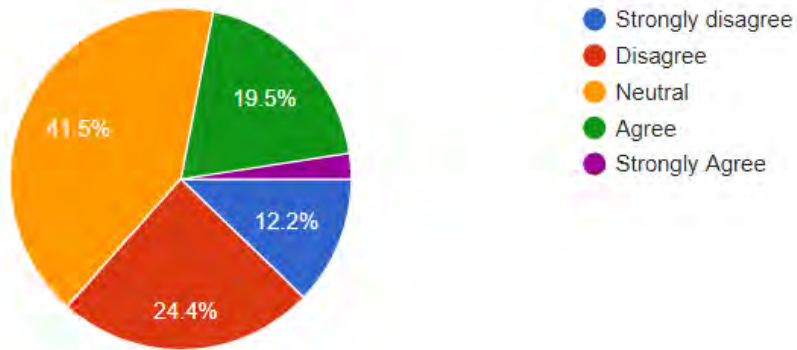
24

Summary: Satisfaction level regarding the employee relationship is very high among the respondents. Notably, none of the respondents strongly disagreed in any of their responses and a very few of them disagreed in few cases.

5.3   Remuneration, Benefits and Organizational Culture:
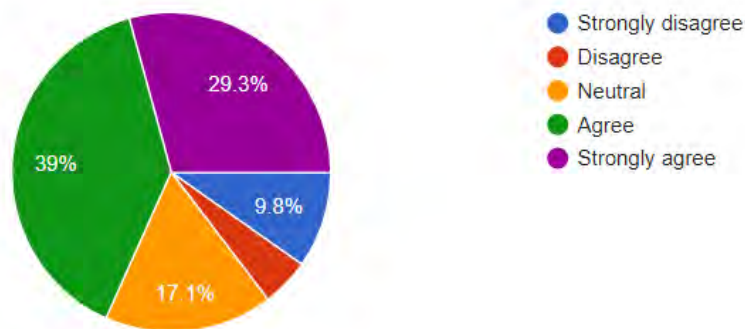
1. I am satisfied with my salary

41 responses

The chart shows that only 20%-25% employees are satisfied with their salary whereas 36.6% are dissatisfied. Moreover, the number of neutral responses is also quite high (41.5%) which is actually a crucial issue.

2. This organization considers learning as key to improvement
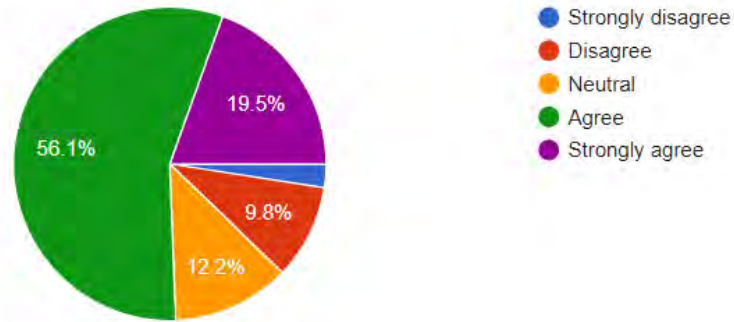
41 responses

Here, most of the employees (68.3%) believe that Sajeeb Group considers learning as key to improvement.

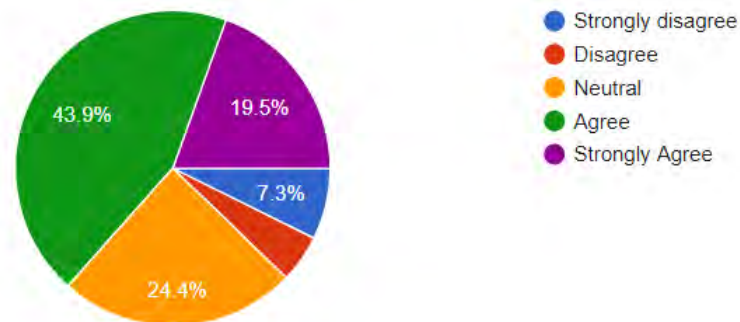## 3. This organization recognizes learning as an investment, not an expense

41 responses

Here as well, majority of the respondents (75.6%) believe that Sajeeb Group recognizes learning as an investment, not an expense which is quite impressive.
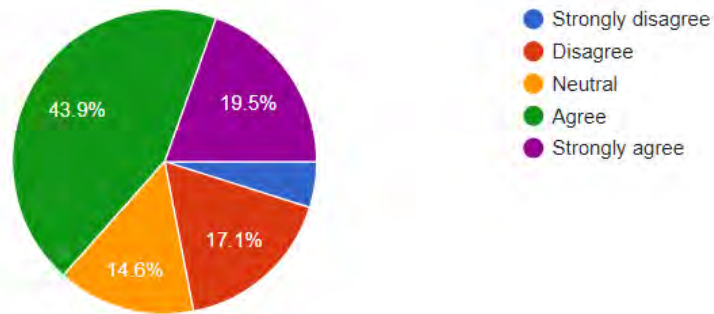
4. This organization provides learning facilities

41 responses

In this case, though 63.5% respondents said that Sajeeb Group provides learning facilities, the number decreased compared to the earlier ones.

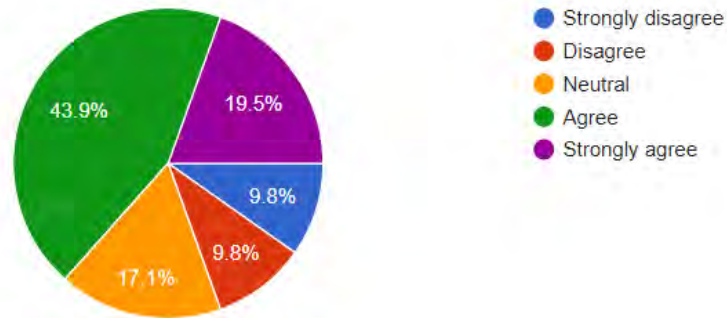### 5. My supervisor willingly shares all relevant information with me

41 responses

Here, 63.5% employees responded that their supervisors willingly share all relevant information with them but opposite responses also need to be considered.

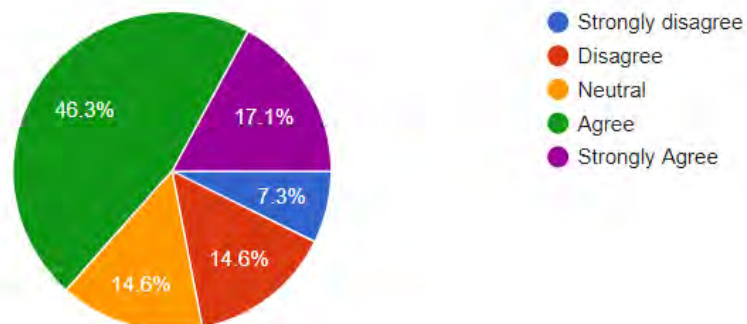## 6. This organization is flexible and continually adapting to change

41 responses

Legend:
- Strongly disagree (9.8%)
- Disagree (9.8%)
- Neutral (17.1%)
- Agree (43.9%)
- Strongly agree (19.5%)

Equal to the previous ones, 63.5% employees think that Sajeeb Group is flexible and continually adapting to change.

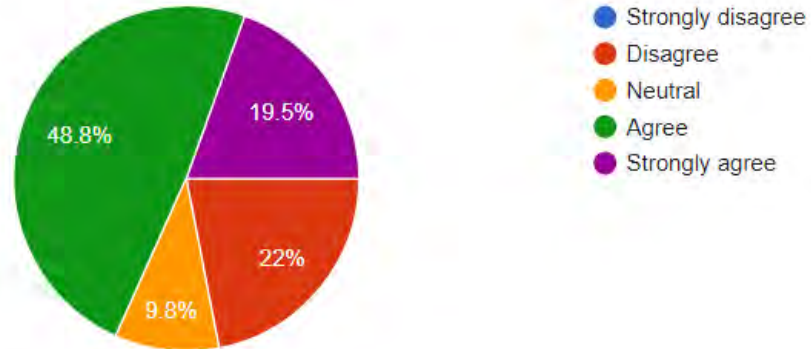## 7. This organization always inspires improved and better working method

41 responses

Legend:
- Strongly disagree (7.3%)
- Disagree (14.6%)
- Neutral (14.6%)
- Agree (46.3%)
- Strongly Agree (17.1%)

Almost equally, 63.4% of the employees believe that the organization always inspired improved and better working method.

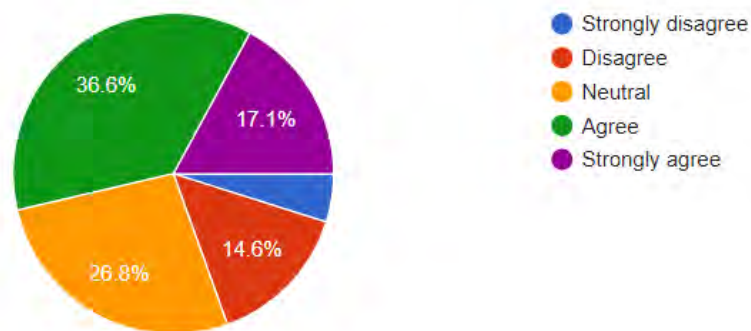## 8. I have the opportunity for development and personal growth

41 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Pie chart values:
- 48.8%
- 19.5%
- 22%
- 9.8%

In this chart, 68.3% employees think they have the opportunity for development and personal growth and on a very positive note , none of the employees strongly opposed the statement.

## 9. I receive adequate feedback from my supervisor about my job performance

41 responses

Legend:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Pie chart values:
- 36.6%
- 17.1%
- 14.6%
- 26.8%

Around half of the respondents (53.7%) said they receive adequate feedback from their supervisors about their job performance and the rest of them did not which needs to be well thought out.
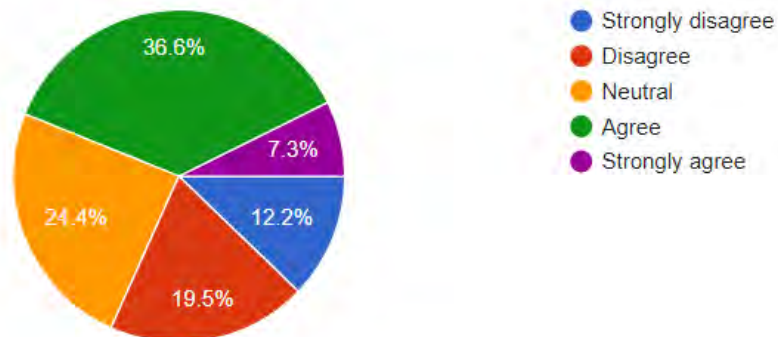
10. I am satisfied with my working time

41 responses
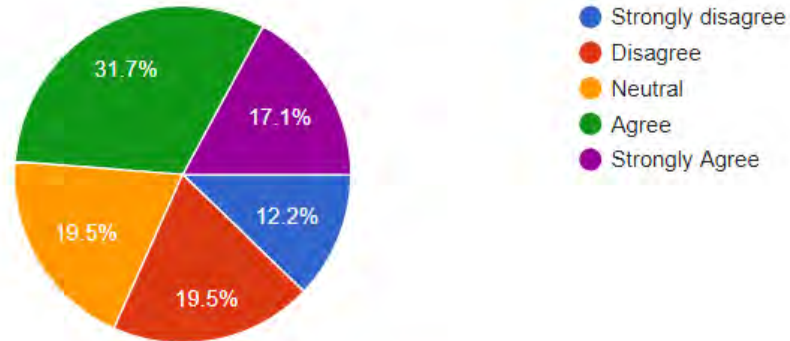
Here, 48.8% employees are satisfied with their working time but disagreeing number of employees (51.2%) needs to be brought under consideration.

11. This organization rewards employees for their effort to learn
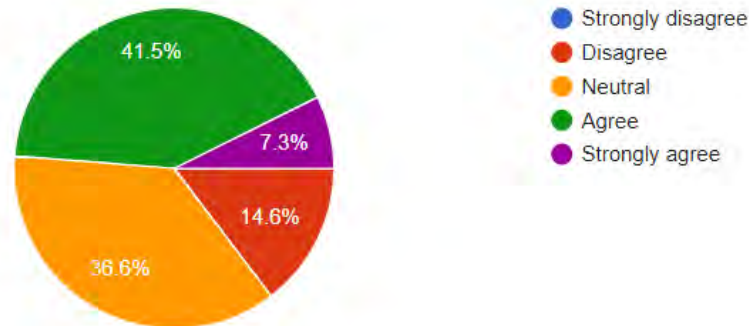
41 responses

In this area, only 43.9% respondents responded that Sajeeb Group rewards employees for their effort to learn which is a thoughtful issue.

12. All the workers are engaged in building trust among themselves

41 responses

Here, 48.8% employees think that all the workers are engaged in building trust among themselves and a large portion of them (36.6%) feel neutral about the statement. On a positive note, none of them strongly disagreed.

13. This organization rewards employees for creativity

41 responses
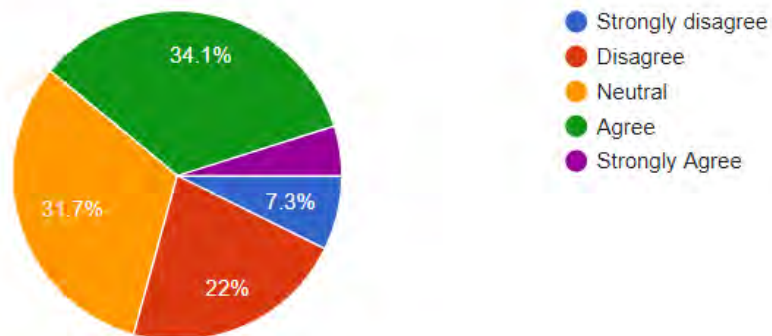
Here as well, around only 40% respondents believes that the organization rewards employees for creativity. This sector should be a matter of concern.

Summary: In this section, most of the employees responded positively in most of the elements. Yet, salary, working time, supervisors' feedback, organizational reward for employees' efforts-these elements are the issues that need to be paid attention to.

5.4   Personal Satisfaction:

1. I can complete a task within the given time maintaining expected standard

41 responses
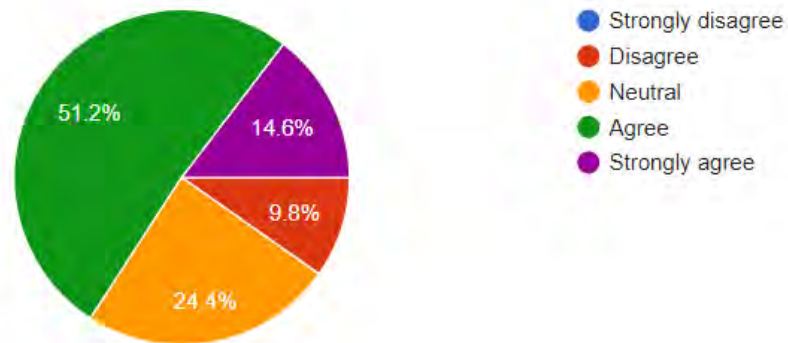
This chart shows that majority of the employees (65.8%) believe that they can complete a task within the given time maintaining expected standard and none of them strongly opposed to the statement.

2. I can adjust to the changes and innovations

41 responses
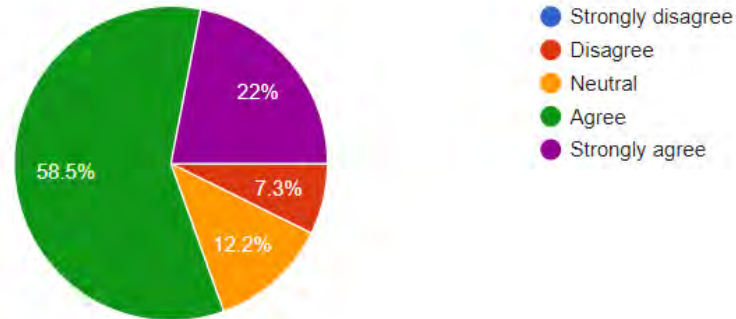
Here, the largest portion of the employees (80.5%) responded that they can adjust to the changes and innovations and none of them strongly disagreed here as well.

3. My opinions are valued

41 responses

In this section, 61% respondents believe that their opinions are valued and a very little portion of them opposed.

4. I feel a great sense of personal satisfaction after doing a job well

41 responses

- Strongly disagree
- Disagree
- Neutral
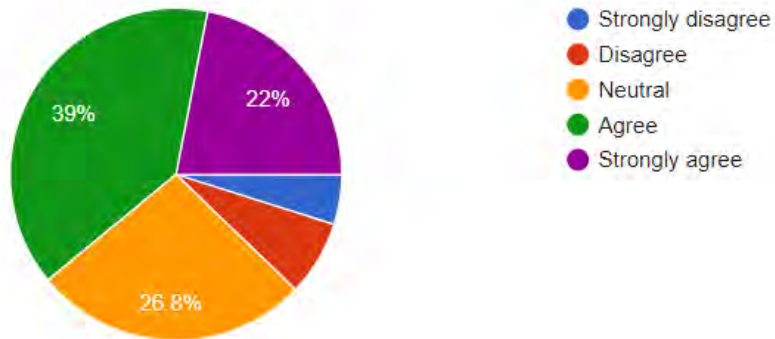- Agree
- Strongly agree

31.7%
9.8%
56.1%
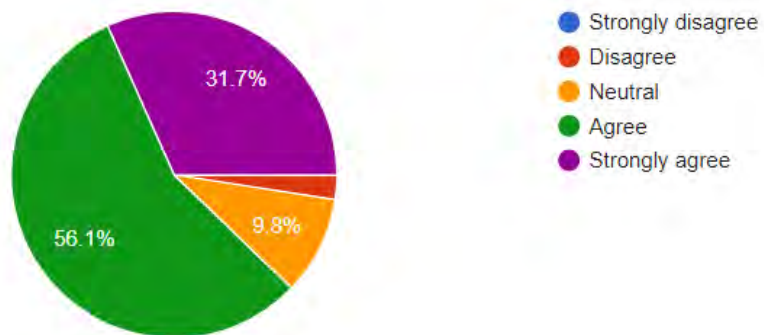
In this area, a very large portion of the respondents (87.8%) said that they feel a great sense of personal satisfaction after doing a job well and none of the respondents strongly disagreed to the statement here either which is very impressive.

5. I proudly tell others about my organization

41 responses

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

31.7%
12.2%
12.2%
39%
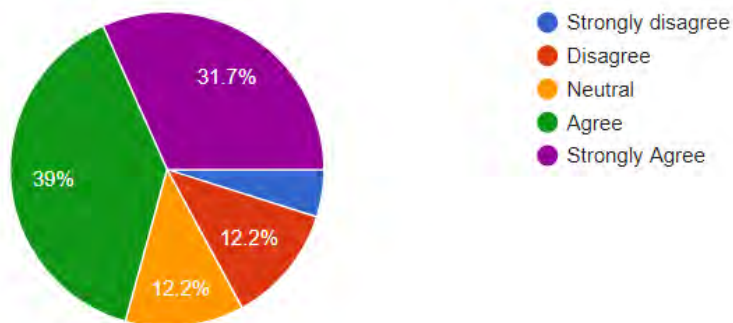
Here, majority of the employees (70.7%) responded that they proudly tell others about Sajeeb Group.

Summary: Responses in this area is very much positive compared to the other section. Furthermore, in most of the factors, none of the employees strongly opposed to the statement. It means, Personal satisfaction is very high among the employees.

6   Findings:

After analyzing and interpreting the responses collected from the employees, the findings are as followed:

- Most of the employees are not satisfied with their salary but somehow, satisfaction level regarding other financial reward is comparatively better.

- Majority of the employees' attitude towards their work is very positive. They are satisfied with their work, find their job challenging, exciting and interesting and so enjoy their work.

- Employees are highly dedicated to the organization.

- Distribution of working resources is questionable.

- Employee relationship is extremely satisfactory among the respondents.

- The organization takes learning as an important concern but hardly rewards employees for their effort to learn.

- Communication level with the supervisor is a bit uncertain as a large portion of the employees does not receive relevant information and feedback from their supervisors.

- Working time is a major issue of dissatisfaction among the employees

- Personal satisfaction is very high among the employees. Employees have great self-confidence and are proud of being a part of Sajeeb Group.

7 Recommendations:

- **Revised pay policy:** The major concern behind working as an employee is the "pay". That is why, to ensure employee satisfaction, Sajeeb Group must restructure their pay policy considering the employees' demand and company's ability to pay.

- **Monitoring:** Employees activities should be regularly monitored. They should be rewarded for their good work and efforts. Furthermore, often providing them feedback will ensure better productivity.

- **Opportunities for career development:** Providing opportunities for career development will create more sense of loyalty among the employees. In this concern, promotion and appraisals for great performance should be awarded to the employees.

- **Availability of working resources:** The organization must make sure every employee has access to essential working resources. It will increase the efficiency and satisfaction both.

- **Training programs:** Frequent training programs can be offered not only to the new employees but also to the old ones following their needs. Training programs may include education, coaching, seminar etc. It will sharpen their skills and make them feel an important part of the organization

- **Better communication:** Better communication with the supervisors needs to be ensured through providing them adequate relevant information and proper feedback time to time.

➢ **Introducing flextime:** To eradicate the timing issue causing dissatisfaction to the employees, Sajeeb Group can introduce flextime to the employees. It will help them to choose their own preferred timing to work.

8 Conclusion:

In the conclusion, it can be said that "Employee Satisfaction" is a vital element for the ultimate development of a company as it results in better efficiency and dedication from the employee end. So "Sajeeb Group" should also put more emphasis on ensuring as best as possible. Though the employees of the organization hold multiple positive factors that constitute "Employee Satisfaction", Sajeeb Group must think about the dissatisfying factors for ensuring highest satisfaction level among its employees. As a result, both the employees and the organization will surely be benefitted.

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10 Appendix:

Questionnaire:

General Satisfaction:

1. I am satisfied with the financial reward for my work
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

2. I find my work challenging and exciting
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

3. I am dedicated to the organization
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

4. I am satisfied with the kind of work I do
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

5. I find my job interesting
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

6. I enjoy my work
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

7. I have the opportunity of free thought, opinion and action
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

8. I have access to all the resources I need to do my work
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

Employee Relationships:

1. I feel good and comfortable around my fellow workers
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

2. I get along well with my co workers
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

3. I am happy with my relationship with my coworkers
   - Strongly disagree
   - Disagree
   - Neutral

- Agree
- Strongly agree

4. My fellow workers are motivating
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

Remuneration, Benefits and Organizational Culture:

1. I am satisfied with my salary
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

2. This organization considers learning as key to improvement
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

3. This organization recognizes learning as an investment, not an expense
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

4. This organization provides learning facilities
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

5. My supervisor willingly shares all relevant information with me
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

6. This organization is flexible and continually adapting to change
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

7. This organization always inspires improved and better working method
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

8. I have the opportunity for development and personal growth
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

9. I receive adequate feedback from my supervisor about my job performance
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

10. I am satisfied with my working time
    - Strongly disagree
    - Disagree
    - Neutral
    - Agree

- Strongly agree

11. This organization rewards employees for their effort to learn
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

12. All the workers are engaged in building trust among themselves
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

13. This organization rewards employees for creativity
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

Personal Satisfaction:

1. I can complete a task within the given time maintaining expected standard
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

2. I can adjust to the changes and innovations
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

3. My opinions are valued

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

4. I feel a great sense of personal satisfaction after doing a job well
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree

5. I proudly tell others about my organization
   - Strongly disagree
   - Disagree
   - Neutral
   - Agree
   - Strongly agree