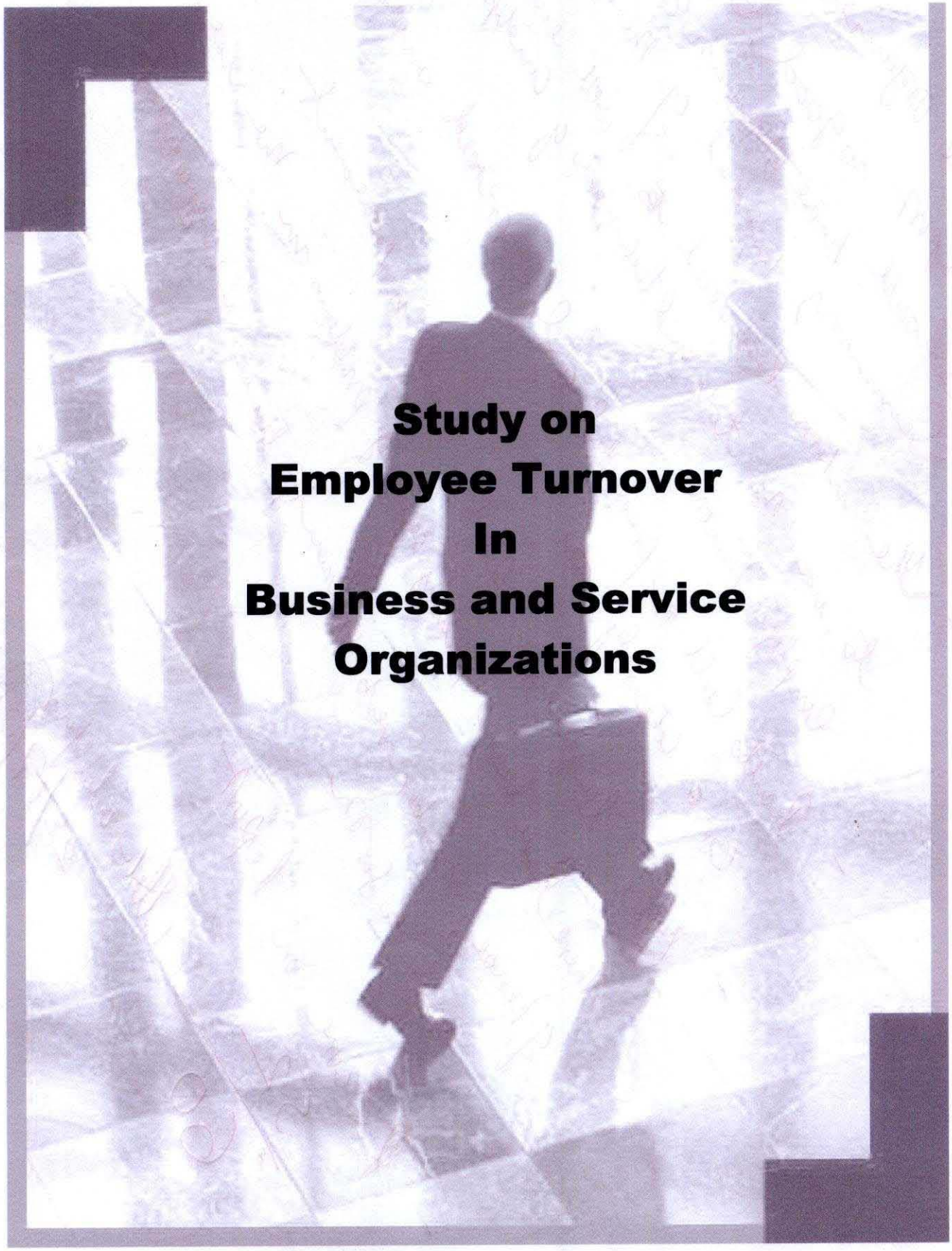

Study on Employee Turnover In Business and Service Organizations

Internship Report

On

Study on Employee Turnover in Business and Service Organization

Prepared For

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Prepared By

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July 22, 2007

BRAC UNIVERSITY

July 22, 2007

Mr. Mahmamudul Haq
Assistant Professor
BRAC Business School
BRAC University
Dhaka

Subject: Submission of the Internship Report.

Dear Sir,

It is my privilege to submit on July 22, 2007 the Internship report on "Study on Employee Turnover in Business and Service Organization"; I would like to thank you for assigning me this subject to prepare the internship report. This task gave me the opportunity to explore the real life scenario at work place and effects of various work related and employment related factors on employees' long term commitment to the organization. With the help of your patient guidance and practical suggestions help me to prepare this internship report.

I gave a lot of effort and hard work and I tried my best to utilize this opportunity to enrich my understanding of real world application of HRM studies and theories. Please feel free to contract me if you have any inquiries. I would be happy to provide you with any clarification regarding the report.

Thanking you,

Nowreen Hoque 22.07.07

Nowreen Hoque
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Acknowledgement

Many individuals have made valuable contributions throughout the development of this internship report. I appreciate the contributions of the following persons:

I would like to thank Mr. Mahmamudul Haq, my supervisor, BRAC Business School., BRAC University for giving me the latitude to prepare the internship report and providing help when I knocked him for suggestions and guidelines. I gave my full interest and effort in materializing the internship report.

I am also grateful to Mr. Saidul H Khan, Human Resource Director of Syngenta Bangladesh Ltd; who allows me to get a first hand experience in Human Resource Department as practiced in the real corporate world.

I am also grateful to the, Mr. Mizanur Rahman for providing me supports with necessary Human Resource knowledge.

I would like to acknowledge all the supports and co-operations have been provided by AKM Munirul Islam, Admin Assistant, ICDDR, B, Mohakhali, Dhaka.

I am also indebted to those people who have patiently responded to the survey questionnaire and have answered them.

I offer my sincere thanks to those persons without whom completion of this internship report would not be possible.

Acknowledged by
Nowreen Hoque

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Abstract

Employee turnover is a problem that can hurt sales productivity, service levels, and drive up costs; all at the same time. Turnover can creep up and steal momentum from even the best run companies. Involuntary turnover has not been a major issue in many companies; the reason is that it is a highly common phenomenon. When times are good, jobs are abundant; wages are rising; workers are trying to get better opportunity.

Turnover can be a symptom of other problems, especially dissatisfaction with work or working conditions. Measures taken to prevent turnover are bound to improve other operating results as well. Turnover is costly in terms of time and effort required to recruit, select, and train new personnel. Employee who leaves the organization is dissatisfied; it could be some will retire, leave town, quit because of family circumstances, and desire to change professions, or even start a business of their own. It is important to know and recognize the difference between employees who leave because they are unhappy and those who leave for other reasons. To minimize turnover, employees may be given perks and compensation, pleasant working conditions, opportunity for growth/advancement, and job security; that may influence employees desire to stay.

CHAPTER 1

1.0 Introduction

1.2 Origin of the report

1.3 Objective of the report

1.4 Scope

1.5 Methodology

1.6 Limitations

1.0 Introduction

Agriculture has an impact on the lives of everyone, from farmers to consumers. Syngenta appreciates the importance of its role and responsibilities as a world-leading agribusiness. They are committed to sustainable agriculture, through innovative research and technology. The challenges of modern agriculture affect many people.

The crop protection and seeds industries offer products that provide essential support to modern agriculture. Both industries have been fundamental to the agricultural productivity improvements that have enabled food production to increase alongside population and economic growth. These improvements have come almost entirely from increasing crop yields. The area of land under cultivation has expanded very little in recent years for increasing demand for food. Crop protection products and seeds are key agricultural inputs. Demand for them is increasing day by day.

Population growth:

Projected growth of approximately 1% a year over the next 20 years will take the world population from its current level of 6 billion to 7.5 billion by 2020.

Economic growth:

As people become wealthier they consume more and higher-quality food; the International Food Policy Research Institute (IFPRI) forecasts a 40% increase in demand for grain by 2020.

Land availability:

Available land is scarce in many parts of the world and under pressure from urbanization and industrial uses available cultivable land is decreasing ,on the other hand there is continual pressure to increase the productivity of available resources to meet the demand of increased population..

Sustainability:

Without increases in productivity, more land will have to be brought under cultivation, with potentially severe adverse impact on the environment.

Technology:

Innovations that provide new benefits can spur significant market growth. These may relate to conventional crop protection chemicals and seeds, but increasingly derive from biotechnology, which can both create new opportunities in crop protection, and confer valuable new traits upon seeds.

1.1 Origin of the report

As a requirement of Internship Report; I am writing this report on the basis of the facts and figures I have discovered by practically working with an organization as well as conduct survey in different organization in Dhaka city. I have been assigned to conduct this research investigation by my supervisor Mr. Mahmamudul Haq. I received vital advice from my respected supervisor about my work, which enhances my ability to think out of the box. During the last 12 weeks, I have personally visited relevant organizations, interview employees and consulted with knowledgeable persons. I have written this report on the basis of the findings of the investigation.

1.2 Purpose of the report

The purpose of this report is to get an exposure to the real world situation of Human Resource Management System. This study will give me an opportunity to experience how the different functions of HRM are actually operated in an organization.

1.3 Objective of the report

This report has some specific objectives to achieve and these objectives areas follows:

- The main objective of the report is to find out the causes of employee turnover at different organization at different level.
- To find out the average employee turnover rate at different level of the position.
- Deeply analysis of the turnover causes and to find out responsible sector for turnover.
- Another objective is measuring employee turnover of different organizaton.
- Find out the critical reason for employee turnover.

1.4 Scope

The scope of this report is to have practical experience about Human Resource Management activities of the organization "Syngenta". My area of study only is found out the actual scenario of employee turnover in the organization and sets out why people leave organisations.

1.5 Methodology

In order to supplement my theoretical knowledge of Human Resource Management with practical exposure, I contacted different organizations and collected data regarding real life scenario. In doing so, I followed a set procedure, which is as follows:

1.5.1 The primary data

The primary data for this report is collected through direct interviews for gathering necessary information about the employee turnover of the organization. For collecting data I had to first make appointment with the officer and then sit with them according to their schedule. I took interview of top level executives, mid level manager and entry level officer at different organization.

1.5.2 Secondary data

Secondary data from various sources were also collected. The main sources were Internet and different articles.

1.6 Limitations

Some of the limitations for this study were as follows:

- The sample size is small in considering with the existing organization in Dhaka.
- The time available to complete a study of this magnitude was not sufficient.
- Every organization has their own secrecy that is not revealed to others. While collecting data, sometimes they did not disclose much information for the sake of the confidentiality of the organization.
- Non cooperation of the organization stuff.
- People were reluctant to provide their valuable time for the collection of data as they were busy with their own job.

CHAPTER 2

2.0 History

2.1Vision

2.3 Business Principles

2.3 Corporate responsibility

2.4 The organ gram of Company Management Team

2.5 Business Products

2.5.1 Products offer in seeds market

2.6 Market Presence

2.6.1 Distribution Channel

2.6.2 Sales

2.6.3 Sales Turnover

2.7 Formulation Plant

2.7.1 Profile

2.7.2 Quality

2.7.3 Safety

2.7.4 Medical

2.0 Organizational Overview

Syngenta is a world-leading agribusiness, formed in November 2000 by the merger of Novartis Agribusiness and Zeneca Agrochemicals, committed to sustainable agriculture through innovative research and technology. The company is a leader in crop protection and ranks third in the high-value commercial seeds market. Syngenta employs about 19,000 people in over 90 countries, and the company is listed on the Swiss stock exchange (SYNN), London (SYA), New York (SYT) and Stockholm (SYN).

In Bangladesh, by an order of the Honourable Supreme Court of Bangladesh has approved the reconstruction and bifurcation proposal of Novartis (Bangladesh) Limited, all assets, liabilities, business and undertakings pertaining to its Crop Protection Sector being vested in to Novartis Crop Protection (Bangladesh) Limited.

And in the office of the Register of Companies under companies Act 1994, under the provision of section II, sub-section (7), the name of Novartis Crop Protection (Bangladesh) Limited has been changed to Syngenta Bangladesh Limited, as on 13th day of June 2001, and duly incorporated as a company in Joint stock Companies of Bangladesh, under the provision of this Act.

The Articles of Association of the Company shall provide for a Board of Directors nominated by Syngenta and Bangladesh Chemical Industries Corporation, on behalf of the Peoples Republic of Bangladesh and the Chairman of BCIC shall be the Chairman of the Board.

2.1 Vision

Syngenta believe in delivering better food for a better world through outstanding crop solutions and we take pride in meeting our commitments to our stakeholders.

They are the leading global provider of innovative solutions and brands to growers and the food and feed chain.

2.2 Business Principles

- Syngenta is forward looking and they shape the market
- Syngenta is bold and deliver innovative solutions
- Syngenta focus on external stakeholders and work in partnership
- Syngenta grow through challenging and rewarding work
- Syngenta strive for outstanding performance and deliver our commitments

2.3 Corporate responsibility

Syngenta is committed to sustainable agriculture through innovative research and technology. With products in crop protection and seeds, Syngenta helps growers around the world increase their productivity and address the world's growing demand for food and fuel. It focuses on several key aspects of corporate responsibility for Syngenta:

- Sustainable agriculture
- Products and stewardship
- Health, safety and environment
- Employees and communities

2.4 The organ gram of Company Management Team

Managing director is the head of the management team. The actually relation ship is one to many hierarchy. Syngenta has a total of five directors holding the responsibility of Marketing, Supply chain, Finance, Information services and Human resources. In Finance department there are five employees; who responsible to the Head of Finance. Human resources department there are four efficient employees working under Head of Human Resources and managing Syngenta's over all HR Process very successfully. Under the head of Information services there are three employees. In marketing department there are working sixty employees; who are related to all marketing operation. Under the head of Supply chain there are forty-eight responsible employees.

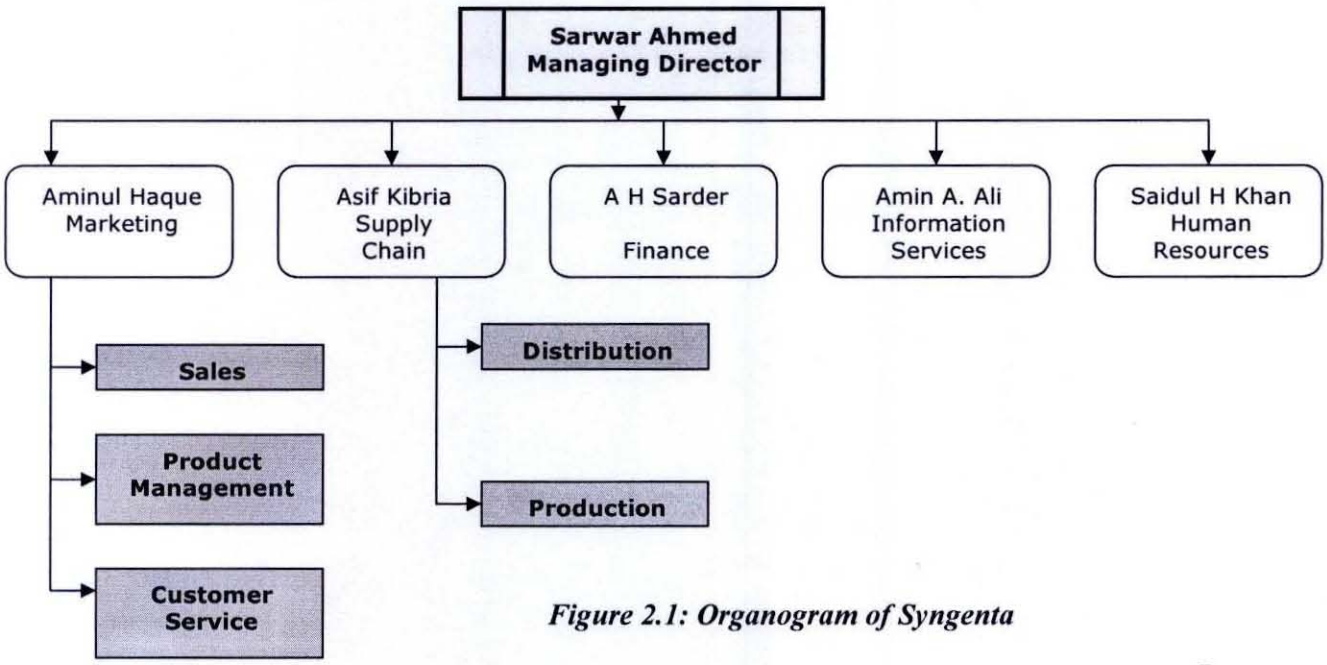

Figure 2.1: Organogram of Syngenta

2.5 Business Products

Syngenta offers the Products to eradicate crop pests like Insects, Fungi, Weeds and Rodents in Rice, Potato, Vegetables and Fruits.

In Crop Protection sector Syngenta mainly focus on Rice, Potato and Vegetables.

2.5.1 Products offer in seeds market

Rice seeds, Vegetables Seeds, Maize Seeds and Flowers Seeds

Area	Range	Products
Crop Protection	Insecticides	Basudin, Ricon, Karate
	Fungicides	Ridomil, Tilt, Thiovit
	Herbicides	Rifit, Gramaxon
Seeds	Rice	BR 11, 28, 29, 32
	Vegetables	Tomato, Cabbage, Okra
	Maize	Mukta
Others	Sprayers	JACTO PJ 16, JJ 10
	Yield Booster	
	Wokozim Crop +	

2.6 Market Presence

Syngenta is the Market leader in Bangladesh with 40% market share of agro business.

Syngenta has 400 Stockiest, 350 Distributors and 13,300 retailers throughout the country, who are providing 35-40% of total crop protection solution in Bangladesh.

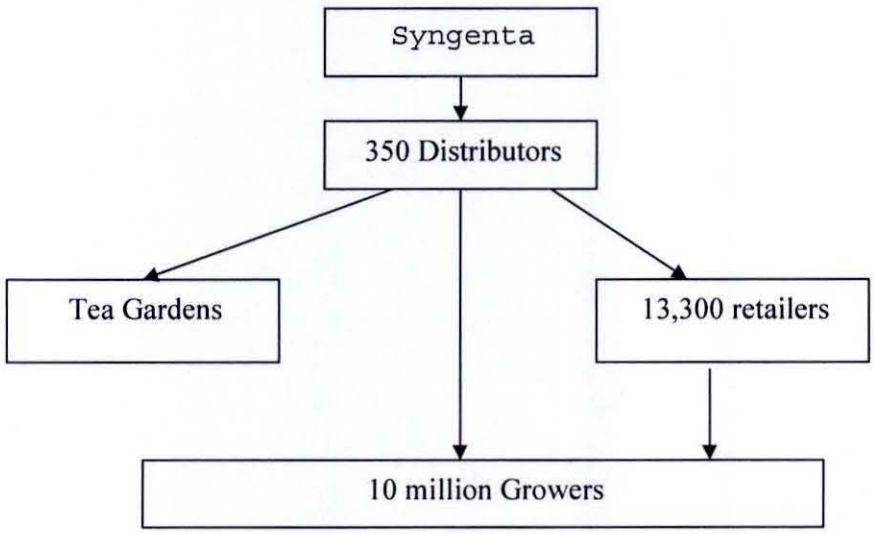

Figure 2.2: Syngenta to Customers

2.6.1 Distribution Channel

Syngenta has a strong distribution channel. They distribute their product through different region of Bangladesh like Dhaka, Comilla, Bogra, Jessore and Chittagong

2.6.2 Sales

Syngenta divide their sales organization into two parts; west region and east region.

In west region they have sales centre in Rangpur, Bogra, Faridpur and Jessore.

In east region they have sales centre in Dhaka, Mymensingh, Comilla, Sylhet and Chittagong.

2.6.3 Sales Turnover

For high quality product supply they are able to attract customer attention. Their better service and quality product offering increase their sales turnover. From following figure it is visible that their sales turnover is growing than previous years.

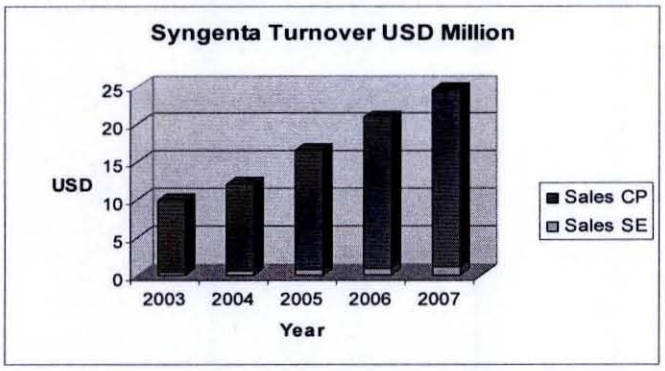

Figure 2.3: Syngenta Turnover USD million

2.7 Formulation Plant

The Formulation Plant of Syngenta Bangladesh Limited was built and inaugurated on November 15, 1982, at Chittagong industrial area in Nasirabad.

2.7.1 Profile

Production Lines and Capacity (on single shift) per annum of Syngenta as follows:

Granules	:	3'000 tons
Powders	:	300 tons
Liquids	:	700 tons
PE Bottles, caps	:	3 million, each

2.7.2 Quality

Syngenta has quality Assurance Laboratory with conventional equipment and gas chromatograph.

2.7.3 Safety

Syngenta is very much concern about their product safety. They have high pressure Fire Fighting hydrants, mobile pump unit and foam for chemical fires.

2.7.4 Medical

Syngenta provides weekly blood cholinesterase tests of all production associates. There are also first aid arrangements for the employees in the factory and office. Syngenta provides full medical facilities are given towards their entire employee.

CHAPTER 3

3.0 Nature of the job

3.2 Specific responsibility of the job

3.3 Different aspects of the job performance

3.4 Critical observation

3.5 Recommendation

3.0 Nature of the Job

I had started my internship in Syngenta on March 15, 2007. During the three months of my internship in Syngenta I was associated with Saidul H Khan; Head of Human Resources and I worked in Human Resource Department. While working in Human Resource Departments I had scope to learn and get knowledge of different HR activities of the company. I also conduct research work on behalf of Syngenta regarding employee turnover. While working in Syngenta I had done following jobs.

- Data Survey on Employee Turnover
  - Data collection
  - Data processing
  - Analysis
- Study on Syngenta HR Process
  - HR activities
  - Policies and procedure
- Recruiting process
  - Selection process

3.1 Specific responsibility of the job

I have conducted survey for Syngenta's research work on employee turnover. As they are concern about their employee they want to compare their employee turnover rate with the present market scenario. The main job was to visit a few selected organizations and to find out the causes of employee turnover with its ultimate result and effect in the organization. To conduct research on employee turnover I had took interview of high official and staff at different organization. I have studied on Syngenta's HR Process to acquire knowledge about their HR activities, policies and procedure, recruiting process as well as selection process.

3.1.1 Data Survey on Employee Turnover

The main job was to visit a few selected organizations and to find out the causes of employee turnover with its ultimate result and effect in the organization. To conduct

research on employee turnover I had took interview of high official and staff at different organizations.

To do my job first of all I had to take appointments with the Human Resources Directors at different organization according to their schedule. I took interview of top level, mid level and entry level employees at selected organization to figure out the causes of employee turnover. More over I tried to convince the people to provide the appropriate answer of the questionnaire during the period of survey. Many negative approaches have been turn into positive. I have inspired the executives to restraint from giving any vague information.

3.1.2 Study on Syngenta HR Process

3.1.2.1 HR activities

People are the biggest assets of a Company. It is they who will give strategic advantage to an Organization.

Syngenta's employment philosophy is to encourage long-term employment. The employment commitment sets out the goals of the Syngenta leadership for building the relationship between the company and its employees.

Syngenta would seize the unique opportunity of their formation to define how they want to work together to meet their commitments to stakeholders and to each other.

Syngenta offer their pay and benefits with the aim to retain employees and attract new employees to Syngenta Bangladesh Limited, and as an organization, they are open, transparent and ethically responsible in the way they do business. They develop and enforce diversity policies that provide fair treatment for all employees.

3.1.2.2 Policies and procedure

Classification of Employees:

The employees of Syngenta Bangladesh Limited have been classified as:

Regular:

An employee, who has been employed and confirmed as a regular staff member of Syngenta Bangladesh Limited after having satisfactorily completed his/her probationary period.

Probationer:

An employee who has been employed to fill a regular post vacancy but who has not completed his or her probationary period.

Temporary (Contract):

An employee who has been engaged for work which is essentially of a temporary nature or for a contractual service which is likely to finish within a specific limited period of time.

Normally, the period will be maximum twelve months. However, in exceptional situation, the contract period may be extended upon the approval of Managing Director. Temporary employees may be hired on need basis, subject to the departmental budget provision.

Temporary employees are appointed on contract for a specified length of service to perform a specific task, which falls outside of Syngenta's pay range. Such individuals are entitled to receive benefits that are specially stipulated in their contract.

All contracts are subject to budget consideration, and such employed must have the prior approval of concern Departmental Heads and Managing Director.

Any new contract will be prepared and process by Human Resources Department by consultation with respective department.

Contract staff salaries and other benefits will be fixed with respect to the nature of job and responsibilities by HRM with prior approval of Managing Director.

Casual:

Casual employee may be hired on a daily basis subject to budget provision. The employment should normally be for one month or less and may be extended for exceptional situation.

At the end of day's, week, or month's work, the casual employee shall be paid their wages, as fixed before assigning the job.

No written appointment is to be issued to casual employees, but respective department should preserve a letter of understanding outlining the individual's responsibility.

Casual employees are not to be entrusted with position that requires dealing with company strategy, cash or cheque privileges.

Apprentice:

A learner who is paid an allowance during the period of training.

All apprenticeship contracts will be prepared by HRD. The contract will specify terms and conditions including the period of apprenticeship, remuneration, working hours etc.

The minimum age limit for enrolment as an apprenticeship shall be 16 years and the maximum 24 years, which may be relaxed at the discretion of Managing Director.

The apprentice shall carry out lawful orders of the employer relating to apprenticeship and shall fulfill his/her obligations under the contract of apprenticeship.

In case the apprentice fails to carry out the terms of contract of apprenticeship, he/she may be considered for separation. The duration of apprenticeship shall be specified in the contract. The duration will normally be for four months up to one year, however, the period may be extended upon the approval of HRD and budget provision of concerned Department. The working hour, leave and holidays for the apprentice shall be the same as it applies in case of other employees.

3.1.3 Recruitment:

Organization Principle:

Syngenta Bangladesh Limited is as strong as the many diverse individuals who make up their staff. At all stages of recruitment, hiring and promotion Syngenta Bangladesh Limited seeks individuals with the best match of skill to the need, the highest standard of personal integrity and a willingness to face challenges to develop themselves within this learning organization.

For any new position, the regional concern department head must approve the position.

As approval process of a new position, the concerned departmental head or his/her designate should prepare the following and pass it to HRD.

Justify the need of the position and present the proposed organ gram, recommended job grade, Job description including job title, responsibilities and task, special skills required and working conditions.

Job specification including required education, experience, training, skills, etc

HRD will review the staffing plan with the level of position and grade and forwarded to Managing Director for approval.

Managing Director will forward the proposal with comments for regional approval, and upon that approval; HRD will initiate the recruitment process in consultation with concerned department.

Vacancies:

Vacancies may occur when a new position are created or when the incumbent of any existing position separates from company or transfer to another position or by sudden death of an employee.

Vacancies may be filled by trainees, or on an "acting" basis for a maximum of six months. During this time, effort shall be made to permanently fill the position. If the incumbent takes leave for study or long-term training, the vacancy can be reserved for his/her return and filled on an acting basis for the predetermined period of leave.

Vacancies may be filled either through exclusively internal recruitment or through both internal and external recruitment, considering the specification of job.

Vacancies will be advertised through a variety of ways, such as by word of mouth, through newspaper, through recruitment agencies, notices placed on notice board, etc for all positions. However, for certain senior positions, vacancy announcement will be given a wider coverage by sending advertisement to all leading news media as possible.

Details of qualification required, nature of job, location of appointment, competencies and other relevant information should be included in the job vacancy advertisement.

Appointment shall be made at the minimum pay of the respective Grade population; but in case where the people to be recruited possess additional experience or special qualification or both, the concerned Departmental Head may recommend a higher initial pay in the same scale of pay or a higher grade. However, all such exceptions have to be approved by the Managing Director.

Selection Policy:

I. No one who is below eighteen (18) years of age may be hired as an employee of Syngenta Bangladesh Limited, either on regular or contract basis. The minimum age limit for the appointment of any apprentice will be sixteen (16).

II. The age will be determined by secondary school certificate, or certificate from Chairman of union parisad / City Corporation, or any qualified physician.

III. The closing date for submission of application will be at least 10 days from the date of circulation of advertisement, be it internally or externally.

IV. During recruitment special attention will be given to gender balance in head office and plant. Some quotas may be reserved for male or female. If necessary, advertisement may be given exclusively for male or female candidates depending on the nature of job position.

V. Education qualifications may be relaxed in case of highly experienced internal candidates.

VI. The nature and necessity for any skill assessment tool in the screening process will be at the discretion of the line manager in consultation with HRD. The screening process will be conducted in accordance with the benchmark (required skills, competencies, education and experiences) for each position. However, certain skills can be assessed through observation or simulation

VII. A standard screening tool may be utilized for short-listed candidates. The screening may be based on qualitative short-listing method. Screening criteria may be refined with reference to specific job requirements as per benchmark.

VIII. For internal candidates, at least three years performance record will be the criteria of short listing.

IX. The issuance of interview cards will be 10 (ten) days ahead of the interview date, but this can be flexible if the candidates can be reached by telephone or by e-mail.

X. Test will be administrated with respect to the requirements of the job. Line Manager will draft the test format, which will be treated confidentially prior to administering the test.

XI. Test may be in written or oral or both, which a recruiting board shall administrate consist of 3-5 employee of any discipline. The line manager as well as one representative from HRD will participate in the board.

XII. No consideration shall be given to a candidate's gender, religion, culture, etc. unless such aspect is directly related to requirements of the job.

XIII. The recruiting department will bear the cost related to recruitment.

XIV. After final selection by board, HRD may conduct reference check and on the basis of positive feedback from the references, the recommended candidate will be invited for employment in Syngenta Bangladesh Limited.

Recruitment:

Syngenta establish standards for hiring and promoting the most qualified individuals, with emphasis on educational background, prior work experience, past accomplishments and evidence of integrity and ethical behavior, demonstrate an entity's commitment to competent and trustworthy people.

Human Resource Management involves recruitment of the people in accordance with the needs of the organization, compliance with employment agreements and labor laws, payments to employees and accounting for them.

I was engaged in processing and preparing activities for staff recruitment and selection. Processing employment contract and facilitating newly recruited employees to conduct post employment formalities.

My supervisor, Saidul H Khan asked me to prepare a job announcement for newspaper. I drafted recruitment advertising and showed it to my supervisor, he accepted the draft copy. Then I finalized the recruitment advertising for the post "Trainee Marketing Officer" to publish in newspaper.

I prepared the draft offer letter for the candidate. My supervisor accepted draft of offer letter and send it to the candidate. The candidate has the option to accept the offer within the prescribed time (i.e. 5 days).

After acceptance by the HR head, I initiated a personnel file for the new employee containing:

- Employment Application.
- Resume
- Two Passport size photographs
- N.O.C. copy Academic certificates (copy)
- Experience certificates (copy)
- Two references.
  (Preferably one from the recent employer) Other relevant documents,

The references given by the candidate in the employment application form are contacted by me, either through a confirmation letter or a phone call. After confirmation I filed the acknowledgement in the personnel file that I received.

My supervisor told me to make a draft of the appointment letter for the candidate. Then I prepared the draft of appointment letter for the new employee. After probationary period job confirmation letter was send to the new employee.

I send information regarding new employee through email to all internal department.

To keep the personal information about the employee I made a format in XL sheet.

I filed the personal record regarding new employee. The format is given bellow:

Personal Information of Employee

SL	EMP NR	Name	Father's Name	Designation	DOB	DOJ	Qualification	Perm. Address	Present Address	Blood Group

Benefits to Employee:

In addition to the Compensation Plan, Syngenta's employees are entitled to different benefits; which are Loans, Overtime / Late Sitting Allowance, Marriage Gift
Canteen Facilities, Medical Benefits, Company Vehicles, Group Insurance

Insurance Policy:

I drafted letter for the Renewal of Group Insurance Policy to the Group Manager of American Life Insurance Company for Syngenta's employees.
I also prepared letter for Inclusion / Exclusion of employees in group insurance policy. I send them Inclusion List and Exclusion List to the group manager and asked them to send a bill to cover the new persons to be included with immediate effect in the Group policy after adjustment of the excluded persons.
I prepared a letter Authorization to collect death claim cheque

I drafted letter to arrange a bill covering the eight person's premium for early payment.

I drafted letter for Health declaration of some employees of Group Life Insurance and confirm that all those employees (list given earlier) are in good health and are actively in service. This policy was effective from 1st May 2007.
I was engaged to keep record regarding employee group insurance policy of Sales Promotion Officer, Officer Security Guard, Driver Office Asst., Field Asst., Dispatch Officer, Technical Officer, and Front Desk Reception.

I recorded information regarding employee group insurance policy by fowling formats:

Name of the Company
Particulars of the Employees (Group Life)

DATE:
Particulars of Employees of:

Sl / ID	Employee's Name	Designation	Sex(M/F)	Date of Birth (DD-MM-YY)	Date of Joining (DD-MM-YY)	Salary (TK)	Amount of Insurance(TK)

Name of the Company
Particulars of the Employees (Group Life)

DATE:
Particulars of Employees of:

Sl / ID	Employee's Name	Designation	Sex(M/F)	Date of Birth (DD-MM-YY)	Date of Joining (DD-MM-YY)	Salary (TK)	Amount of Insurance(TK)	PREMIUM (TK)

Overtime:

Employees working after the normal working hours or on holidays are entitled to overtime allowance as per the approved rates in Syngenta.

In Syngenta employees manually prepare their time sheets and the supervisor approves these time sheets. Before sending the sheet to the supervisor I check their over time sheet and made correction if needed. Supervisor calculated the amount of allowance as per the approved time sheets. After checking by the Manager Personnel, Payroll Officer incorporates the amount of allowance in the Payroll System which is then paid to the employee along with his monthly payroll of the next month.

Increment letters:

Employees are given yearly increment at the end of each financial year. Sometimes special increments are also given to a few selected employees on the basis of their good performance.

Sales Manager in Western Zone was made Syngenta's product i.e. Basudin, Ricon, Karate used for prevention of Insecticides popular among the cultivators and he achieved sales target last year. He was given special increment for achieving the set target. I drafted the special increment letter for that employee according to the advice of my supervisor.

Transport Facilities:

Different Territory Managers often visit Syngenta Head office to inform their issues regarding the performance their Territory.They submit their conveyance/transport bill. I checked the submitted bills and forwarded to the authority for approval. During the stay of the Territory Manager at Dhaka transport facilities are provided on submission of transport requisition. I prepared the transport requisition form and got it approval From HRD.

Marriage Gift:

Syngenta is very much concern about their employee. They are building the relationship between the company and its employees. In Syngenta employees are entitled to a Marriage Gift of RS.10, 000 on the first marriage. During working there one of the staff got married. He submitted his weeding card to the HR department along with his application. I prepared the draft letter for approval of marriage gift as per instruction of Personnel manager. Personnel manager after assessing the entitlement prepared a voucher and issued cheque to the employee. I send the employee wedding greeting card to the employee on behalf of Syngenta.

3.2 Different aspects of the job performance

- Indicating and providing the information regarding turnover, measuring and checking the truthfulness of the answers giving by the interviewee.
- Ensuring the healthy answer and find out the weak answer and pull down the exact information.
- Screening down miss information and tested the available information with appropriate background and in-depth investigation.
- Comparison of monthly and yearly activities more or less in the case may be.
- Inter Departmental reciprocal evaluation.

- Gender equality in the work place.
- Comparison with others performance in same level.

3.3 Critical observation

Employee turnover information is a very secret matter in an organization and concerned department some times shows their reluctance and inability. Often only very partial information has been provided. Again many of the renowned organizations totally denied and disallowed to give any information regarding their employee turnover. Some organization has given vague data blaming the employee only for cause of turnover concealing their own weakness of management, administration etc. The selected organization does not show any respect to interviewee and show their inability.

While working in HR department it was a bit confusing in the beginning, as I had no prior practical knowledge regarding HR activities. But with the help of my supervisor guidance and practical suggestions and co- workers support, I have overcome my lacking.

3.4 Recommendation

- The mother organization should time to time monitor the performance of the interviewer.
- Giving support to the interviewer in getting information from the targeted organization.
- The organization should treat the surveyor fairly to make the research work successful.
- There is lacking in recruitment advertisement it should be more informative
- Talented candidate may not be interested for the job because there is no mention of company name, salary line.

CHAPTER 4

4.0 Employee Turnover

4.1 Employee turnover levels

4.2 Reason Behind employee turnover

4.3 Measuring employee turnover

4.4 Costing employee turnover

4.5 Turnover Cost Formula

4.6 Effect of employee turnover

4.7 How to reduce employee turnover

4.9 Recommendation

4.10 Conclusion

4.0 Employee Turnover

Employee turnover is a ratio comparison of the number of employees a company replace in a given time period to the average number of total employees. It is a huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

High turnover is a sign of low morale and dissatisfied employees. Employees who are satisfied with their jobs generally do not give them up, so high turnover usually indicates a problem.

That's not to say that every employee who leaves the organization is dissatisfied, some will retire, leave town, quit because of family circumstances, and desire to change professions, or even start a business of their own. But if the organization has high turnover and the organization losing good employees, they may want to give some thought to the possibility that there is a morale problem.

If employees are not interested in their jobs, they will either stay away or leave. But being unhappy in a job is not the only reason people leave one employer for another.

4.1 Employee turnover levels

From the turnover survey it is found that the overall average employee turnover rate in private sector in Bangladesh for year 2005 was 7% and for year 2006 was 9%.

Turnover levels vary very considerably from industry to industry. The highest levels of turnover are found in entry level in private sector organisations.The turnover is very low in top level position rather than mid level position. Successive surveys of turnover show that the highest levels are found in garments sector among other private sector services groups.

Turnover levels also vary from region to region. The highest rates are found where unemployment is lowest and where it is unproblematic for people to secure desirable alternative employment.

4.2 Reason Behind employee turnover

Employees resign for many different reasons. Sometimes for the attraction of a new job or the prospect of a period outside the workforce.and due to dissatisfaction in their present jobs they seek alternative employment. There are some other reasons for leaving which are entirely explained by domestic circumstances outside the control of any employer, as is the case when someone relocates with their spouse or partner. Sometimes employees are ready for new experiences; so that; they leave the organization. A lack of training and developmental opportunities is also major reason for voluntary turnover.

In the private sector main resons for leaving the job are as folows:

1. Higher salary
2. Job change
3. Better opportunity
4. Job satisfaction
5. Better career opporyunity
6. Leaving the country for education/career/immigrant purpose
7. Become National to International professional
8. Contract expires
9. Abolish of post
10. Completion of temporary appoinment
11. Separation by mutual agreement
12. Resgination
13. Remuneration
14. Termination
15. Retirement
16. Early retirement
17. Dismissal for misconduct
18. Release for health reason
19. Personal problem
20. Death

While conducting the survey it has been noticed that the reasons people mantion for their leaving the organization are frequently untrue or only partially true.During their exit interviews some of the employees do not want to mention the real fact of departing the organization.They are reluctant to voice criticism of their managers, colleagues or the organisation generally, prefering to give some less contentious reason for their departure.

4.3 Measuring employee turnover

The simplest and most usual way of measuring employee turnover is to measure the number of leavers in a period as a percentage of the number employed during the same period, usually on a quarterly or annual basis. Most organisations simply track their crude turnover rates on a month by month or year by year basis. The formula is as folows:

$$\frac{\text{Total number of leavers over period}}{\text{Average total number employed over period}} \times 100$$

The total figure includes all leavers, even people who left involuntarily due to dismissal, redundancy or retirement.

Crude turnover figures are used by all the major surveys of employee turnover. So they are necessary for effective benchmarking purposes. However, it is also useful to calculate a separate figure for voluntary turnover and to consider some of the more complex employee turnover indices which take account of characteristics such as seniority and experience.

Any organization can learn a lot about the workforce by keeping track of employee turnover. Following steps can help for tracking turnover:

- Organization should keep a list or file of employees that leave. Include the length of time that the employee worked for the organization, the position that the employee held, and the reason that the employee left.
- Over the time, organization can try to spot trends in turnover. Organization should find out if there are any positions that the organization has trouble keeping filled. Whether the employees leaving for similar reasons are to be noted (like receiving more pay or a more responsible position).
- If there is a problem with one or more positions, organization must try to remedy or prevent the problem. If possible, redesign a job by adding more attractive duties and

reassigning some less desirable ones. Organization should examine the working conditions closely to ensure that employees are not being asked to meet unreasonable demands or deadlines, or to work with the most difficult customers or employees.

- If the organization is not paying enough, they should find out what other businesses are paying for similar positions.
- If the organization figures out that people are leaving because positions elsewhere allow them more growth, emphasize in the hiring process that the position has limited growth potential so that applicants know what to expect.

4.4 Costing of employee turnover

Companies take a deep interest in their employee turnover rate because it is a costly part of doing business. When a company replaces a worker, the company incurs direct and indirect expenses. Direct expenses include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training and indirect cost consist of management or administrative staff time (opportunity costs).

When the employee leaves, productivity will usually take a downturn because other workers may have to add the former employee's duties to their own workload, at least temporarily. In addition to the costs associated with lower productivity, the organization may have to pay employees overtime to get them to take up the slack left by the former employee until a replacement can be found. The organization may also have to face unemployment claims and pay for the cost of recruiting and hiring a replacement. Not only may the organization be distracted from their regular duties to cover for a former employee, but they have to spend time and money advertising, interviewing, and hiring a replacement employee. The organization also has to spend time for training and hiring the former employee.

The major categories of employee turnover costs are as folows:

Administration of the resignation

When an employee resigns some administrative job is created; like taking up clearence from all departments/sections, accept resignation and let all department known, make information corospondence with the financial department for final financial settlement.

Recruitment costs

The cost of placing ads and working with executive recruiters and doing all the various tasks it takes to build a pool of candidates. The cost of the internal recruiter's time to understand the position requirements, develop and implement a sourcing strategy, review candidates backgrounds.

Selection costs

To select new employees an organization has to conduct various interviewing and screening processes which involve cost. When any employee leave the organization, they have to prepare for interviews, conduct interviews, prepare candidate assessments, conduct reference checks, make the employment offer and notify unsuccessful candidates.

Integration

Once the organization has found the ideal employees, they need to train according to the job requirement. They also need to train about the components of the job and the Company culture. Whether it is formal or on-the-job training, it will be expensive. It takes time for the new employee to make them fit for the job they are required to be done and to be acquainted.

Cost of covering during the vacancy period

Advertisement cost, interviewing cost and cost of time of many responsible officers are involved. There is cost of the person who fills in while the position is vacant. This can be either the cost of a temporary or the cost of existing employees performing the vacant job as well as their own. It might include the cost at overtime.

Administration of the recruitment and selection process

To define the recruitment and selection process for staff positions, which involves identifying vacancies or new positions, posting these positions, recruiting for them, and selecting, hiring, promoting, and transferring staff employees. The cost of the hiring department (immediate supervisor, next level manager, peers and other people on the selection list) time to review and explain position requirements, review candidates background, conduct interviews, discuss their assessments and select a finalist. Also include

their time to do their own sourcing of candidates from networks, contacts and other referrals.

Induction training for the new employee

When a new employee commences with any organisations they have to spend some time introducing them to other staff and introducing people with appropriate descriptions on what they do. The company has to invest for training in his employee who is leaving. It may include internal training, external programs and external academic education. There is cost of departmental training as the actual development and delivery cost plus the cost of the salary of the new employee. There are costs of various training materials needed including company or product manuals, computer or other technology equipment used in the delivery of training. The organization also has to pay the person who conduct the training; due to his supervisory time spent in assigning, explaining and reviewing work assignments and output.

New Hire Costs

When the organization bring the new person on board including the cost to put the person on the payroll, establish computer and security passwords and identification cards, business cards, internal and external publicity announcements, telephone hookups, cost of establishing email accounts, costs of establishing credit card accounts, or leasing other equipment such as cell phones, automobiles, pagers. There are cost of a manager's time spent developing trust and building confidence in the new employee's work.

4.5 Turnover Cost Formula

To compute the turnover cost analysis, an organization select a department or job function that is experiencing moderate to high turnover. Use an actual number or, lacking exact statistics, estimate the number of people who left the department or job during the year

The formula of turnover cost is given below:

Blank Form:

A. Annual Wage: **TK.**_____ x **25%** = **TK.**_____

B. Annual Wage: **TK.**_____ x **30%** = **TK.**_____ x **25%** = **TK.**_____

C. Total costs per employee: (Lines **A** + **B**) = **TK.**_____

D. Total number of employees who left: _____

E. Total Cost of Turnover: (Lines **C** x **D**) =**TK.** _____

Example:

For example assuming that in an organization their high turnover position they had 10 employees stay an average of 3 months each, 25% of a year. The average cost of turnover is then 25% of the employee's annual wage (Line **A**) plus 25% of the cost of employee benefits (Line **B**). Typical benefits are about 30% of wages. The total cost per employee replaced (Line **C**) is the total of Line **A** and Line **B**.

For our example we will use an annual wage of TK. **2, 40,000**.

Example Calculation:

A. Annual Wage: **TK. 2, 40,000** x 25% = **TK. 60,000**

B. Annual Wage: **TK. 2, 40,000** x 30% = **TK. 72,000** x 25% = **TK. 18,000**

C. Total turnover costs per employee (Line **A+B**) = **TK. 78,000**

D. Total number of employees who left: **10**

E. Total Cost of Turnover: (lines **C** x **D**) =**TK. 7, 80,000**

To figure out accurate estimate of the cost of employee turnover; lost sales, lost productivity, low morale caused by high turnover, lost management time consumed by the problem employees; have to be added.

4.6 Effect of employee turnover

There is no set level of employee turnover above which effects on the organisation become damaging. Everything depends on the type of job markets. Where it is easy to find and train new employees quickly and at relatively little cost, it is possible to sustain quality of service inspite of having a high turnover rate. On the other hand,where there is scarecity of skill personnel, recruitment becomes costly and it takes several weeks to fill a vacancy. In that case turnover is likely to be problematic from a management point of view. This is especially true of situations in which organizations are losing staff to direct competitors or where

customers have developed relationships with individual employees. High employee turnover affects companies in several ways. When long-time employees leave, they often take valuable institutional knowledge or intellectual assets with them. Seasoned staff members serve as morale boosters for work teams and help new employees progress more quickly. To replace these assets costs employers a lot in both time and money.

When the employee leaves, productivity will usually take a downturn because other workers may have to add the former employee's duties to their own workload, at least temporarily. As the new employee is learning the new job, the company policies and practices, etc. they are not fully productive. Coworkers and supervisory lost productivity due to their time spent on bringing the new employee "up to speed." The new employee makes mistakes during the elongated indoctrination period therefore productivity goes down. Due to employee turnover; it reduced productivity of a manager or director who looses a key staff member, such as an assistant, who handled a great deal of routine, administrative tasks that the manager will now have to handle.

Some employee turnover positively benefits organisations. This happens when a poor performer is replaced by a more effective employee. Besides when a senior retirement allows the promotion or acquisition of welcome 'fresh blood'. Moderate levels of staff turnover can also helpfull to reduce staff costs in organisations where business levels are unpredictable. In such situations when business is slack it is benificial for the organization to hold off filling recently created vacancies for some weeks.

4.7 How to reduce employee turnover

Most companies find that employee turnover is reduced when they address issues that affect overall company morale. By offering employees benefits such as reasonable flexibility with work and family balance, performance reviews, and performance based incentives, along with traditional benefits such as paid holidays or sick days, companies are better able to manage their employee turnover rates. The measures the company will take to retain its employees depend on employee replacement costs, but also on overall company performance. It is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere.Most staff have a preference for stability of job.Company may reduce the employee turnover by facilitating money item and communication item.

4.7.1 Money Items

Salary:

By providing handsome salary the organization can keep their employee. Employees care about being paid equitably with others in similar positions making comparable contributions.

From the survey it is found that when two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if the organization pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal. The organization must make sure they are offering competitive compensation package.

Bonuses:

The survey is showing that employees find the process of appraisal more satisfying and credible when it is directly linked to award a bonus or reward outcomes. Bonuses may be awarded to recognize the accomplishments and contributions of individual employees. Every separate Bonuses payment is a reminder to the employee of the value of his or her personal effort, and serves to encourage the type of behavior that leads to superior job performance. While Bonus payment is given towards the employee, they contributions more to increased organizational productivity. It becomes easier for the managers for the development and implementation of improved work processes, exceptional customer services provide by the employee, other specific contributions to the success of the organization. The organization should try to set up bonuses based on performance. The extra pay for performance set up a competition that would get out of hand with work done in haste and the workers abusing other workers to gain the upper hand. Maybe just a surprise of occasional bonuses could motivate employee which leads lower turnover.

Vacation:

The organization has to establish a vacation policy to provide full-time employees with a period of rest and relaxation without loss of pay or benefits. All regular full-time employees begin accruing vacation benefits beginning on the date of hire.

Regular part- time employees working a minimum of 20 hours per week accrue vacation on a pro rata basis. Temporary employees and employees who work less than 20 hours per week do not accrue vacation benefits.

Other Benefits & Perks:

The benefits the organization provides should be based on feedback from workers. The organization develop an overall strategic compensation package that includes gain-sharing plans, benefit plans to address the health and welfare issue of the employees, and cash rewards and perks. To be competitive in today's labor market, the organization must find it necessary to offer a standard benefit package, including health, dental, and life insurance, and investment and retirement plans. These benefits often prove exceptionally attractive to employees and can be great tools for reducing turnover.

4.7.2 Communication Items

Feedback:

Providing regular feedback on work performance or other work related behaviour will provide the employee with direction and increased confidence, and make the settling in period more successful. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their work. Even the most seasoned employee needs to be told what he or she is doing right once in a while. By providing 360 degree feedbacks from manager, peers, and other employees can encourage employee. Any organization that values its staff should administer employee feedback surveys regularly. Feedback surveys offer invaluable insight into employee attitudes and opinions that can ultimately affect employee retention. Employee feedback surveys are specifically designed to accurately measure attitudes that affect real business metrics, like employee retention rates and turnover.

Involved in decisions:

If the organization wants to keep an employee, then employer should discuss with them a plan for their career development. Ensure they know that the organization is

willing to invest time and money in them to achieve mutual goals if they are interested to stick around and learn. The organization should keep employees informed about their business and its goals, and then employees will feel as if they are integral to achieving these goals. If the employees are involved in decision making process, their responsibility in implementing the decision increases and it becomes easy to achieve the organization objectives. Opportunity to participate in decision making process make employees feels they are the part of the management and get inspiration to work.

Training:

Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. If the company give trainig to their employee as the requirements of the job it will help employees settle in and become productive more quickly. Training will make employee comfortable in discussing any assistance or support they may need to realise their potential in the role.It can reduce the stress and anxieties associated with the job and improve employee morale. It would be able to make the job faster, easier, safer and employees would be more efficient.

Less Work Place Stress:

Stress in the workplace is not a new phenomenon, but it is a greater threat to employees' health and well-being than ever before. When stress crosses the line from normal to excessive, it can trigger physical and emotional responses that are harmful to employees and business. Stress Occurs when the challenges and demands of work become excessive. The pressures of the workplace go beyond workers ability to handle them; then satisfaction becomes frustration and exhaustion. Stress on the job creates high costs for businesses and institutions, reducing morale, productivity, and earnings. Job or workplace should be stress-free. Work place stress would be less if organization encourages employee participation from the bottom up, implements policies that take employee needs into account. Less stress will encourage employee to do their best at work.

Respect:

The organization should show appreciation for hard work towards the employee. Employers have to make sure employees know what the organization expect from them; notice and praise any improvements in their performance. Employees expect support and respect from their supervisor as well as from peer, colleagues. The organization should ensure the employee; considering all their efforts and achievements; they receive the respect and prestige they deserve at work.

Reward:

Employee recognition and awards program can motivate employee and bring job satisfaction. The organization must show appreciation and recognition for hard work. Brainstorm and ask staff for their ideas on reward systems. Rewards need not entail cash bonuses, but may include benefits such as flexible hours, time off etc. Company some times can also give a customized reward to an employee that the whole family will enjoy; like dinner at a restaurant, theater tickets etc. Some organization reward employees with gifts on service anniversaries or to recognize significant achievements which encourage employee.

Job Security

From the survey it is noticed that employee in private organization are much distressed about their job security. The organization have to prove towards the employees that their career is not at risk by staying with them, and that they have what it takes to be a modern employer. Nobody is going to leave a company that pays well, understands their needs as a human being, and offers job security together with a career plan for advancement. Provide as much job security as possible. Employees who are made to feel that their jobs are precarious may put a great deal of effort in to impress, but they are also likely to be looking out for more secure employment at the same time. Security and stability are greatly valued by most employees; which can reduce employee turnover significantly.

4.8 Recommendation

Hire the right people:

Hire the right people and continue to develop their careers. Organization should hire the people that are a good fit with the culture of the organization; that means their values, principles, and goals clearly match those of the company and then training as necessary will go a long way toward ensuring employee loyalty and retention.

Conduct exit interview:

Employers can conduct exit interview, by looking in depth at why staff leave an organisation and identifying what would have prevented them from leaving. Employers can use this information to put measures in place which should reduce the numbers of leavers in the future.

Rational remuneration:

Talented workers want to feel they are being paid comparably to what other companies pay for similar work in the industry. They also care about being paid equitably with others in similar positions making comparable contributions. So their salary level should be up to their expectation. When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if the organization pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal.

False commitment:

The job should be described precisely, without raising false hopes for growth and advancement in the position. There must be interesting and meaningful work, acceptable working conditions and good management practices, the prospect of building career.

Job satisfaction:

Organization should try to increase the level of job satisfaction towards the employee; they would likely to remain with the organization because the receipt of recognition, praise, and

other rewards gives employee more reasons for staying. Placing employees in jobs they like, giving employees an opportunity for time off.

Conduct performance reviews:

The organization should conduct regular (and written) performance reviews. They have to make sure that, their employees know what they are expecting from them. Employer should notice and praise any improvements in employee performance.

Sensitive to small problems:

The organization should be sensitive to small problems. They have to ignore minor problems in the hope they will usually leads to big problems. Deal with things as they arise, before they have a chance to get out of hand.

Accountablity:

The line managers are to be made accountable for staff turnover in their teams. Managers to be rewarded whose record at keeping people is good by including the subject in appraisals. Training should be given to the line managers in effective supervision before appointing or promoting them. Offer re-training opportunities to existing managers who have a poor record at keeping their staff.

Ventilate Grievance:

The organization should ensure wherever possible that employees have a voice through consultative bodies, regular appraisals, attitude surveys and grievance systems. This helps to ensure that dissatisfied employees have every opportunity to sort out problems before resigning. Where there is no opportunity to voice dissatisfaction, resigning is the only option.

Facilities:

Even if the organization has limited financial resources, they should try to offer some form of medical benefits, conveyance, overtime etc. There should be affordable health plans for employees and even minimal benefits are attractive to employees.

Female Friendly Working Enviroment:

More or less in every organization female employees are working. From the survey it is noticed that sometimes female employees are treated unfairly at work. The work environment becomes unsupportive to the female employees due to non co-operative supervisor, management policy, and harassment which lead to turnover. The organization must create female friendly work environment. The management policy should not be discriminative and there must be zero-tolerance harassment policy.

Day Care Center:

Now a days many of the female employees are working in the organization; among them some are mother of child.For working women it is become very much problematic to take care of their children while they are at work. This is one of the major issue for female employee to leave the job. Many of the talanted female employee can not build up their career and middle of the job they leave; which causes loss to the organization.The organizaton should provide a day care center for the children of working mother. It will be helpful for the working mother; as they will be less worried about their child.It will increase female employee retaintion.

4.9 Conclusion

Employee turnover is strategic issue; achieving zero percent turnovers is not realistic, especially in today's job market. If all employees stayed and the organization grew steadily, most employees would be at or near the top of their pay ranges and salary expenses would be extremely high. Sometimes turnover is desirable. New employees bring new ideas, approaches, abilities, and attitudes and keep the organization from becoming stagnant. But high employee turnover and leaving key and talented personnel is very much costly. Human resources are key to meeting organizational needs and achieving planned growth of it. Business owners can avoid high employee turnover by addressing compensation and benefits, implementing training programs with clear paths for advancement and providing comprehensive employee relations programs.

CHAPTER 5

5.0 Result and Discussion

5.1 Turnover Rate Calculation

5.2 Causes of Leaving

5.3 Questionnaire Survey Analysis

5.3.1General Questions

5.3.2 Work Related Questions

5.0 Results and Discussion

To find out the employee turnover scenario at present job market, 18 different private and business organizations were selected to conduct the survey regarding employee turnover Name of the organizations are given in "**Appendix A: Organizations Selected for Survey**".

Questionnaire has been formed to achieve the proper response from the organizations. Two sets of questionnaires were prepared; "Questionnaire I" and "Questionnaire II" to conduct the employee turnover survey. "Questionnaire I" was used to explore the effects of various work and employment related factors on employees' long term commitment to the organization. In "Questionnaire I"; first eight questions were general and rest fifty questions were work related. In work related questions 5 points scale was used to figure out the actual rate of each fifty statements. "Questionnaire II" was used to find out the employee turnover rate in business and service organization and reasons behind leaving the organization. Two sets of questionnaires are attached in "**Appendix B: Questionnaire I**" and "**Appendix C: Questionnaire II**".

5.1 Turnover Rate Calculation:

After collected all the data regarding employee turnover; Questionnaire II was used to find out the employee turnover rate by using the formula given below:

$$\frac{\text{Total number of leavers over period}}{\text{Average total number employee over the period}} \times 100$$

For instance employee turnover rate for one organization is discussed below:
In year 2005 in Popular Pharmaceuticals Limited total number of employee was 380 and total turnover was 30.In top level there were 25 employees and turnover was 4, in mid level there were 55 and turnover was 5, entry level there were 300 and turnover was 21.
By Appling above formula the turnover rate was found at top level 16%, in mid level was 9% and entry level was 7%. Irrespective of level, average turnover rate was 8% in year 2005.

Similarly the turnover rate in 2006 of Popular Pharmaceuticals Limited can also be seen. There were total numbers of employee was 550 and total turnover was 67. In top level there were total 28 numbers of employees and turnover was 5, in mid level there were total 72

numbers of employees and turnover was 7, entry level there were total 450 numbers of employees and turnover was 55.

By calculating in that formula the turnover rate was found at top level 18%, in mid level was 10% and entry level was 12%. Irrespective of level, average turnover rate was 12% in year 2006.

The calculations of turnover rates in all other organizations as selected for survey are shown in "**Appendix G**".

Considering different levels in all seventeen selected organizations total number of employees at top level was 399, mid level was 1114 , entry level was 4196 and in all seventeen organizations total employee turnover at top level was 24, mid level was 89, entry level was 260. On calculation, the employee turnover rates were found at top level 6%, mid level 8%, entry level 6%.On average employee turnover irrespective of levels in all the seventeen units was found 7% in the year 2005.

Likewise in all seventeen selected organizations in the year 2006 total number of employees at top level was 458, mid level was 1254 , entry level was 4889 total employee turnover at top level was 35, mid level was 118, entry level was 412. On calculation, the employee turnover rates were found at top level 8%, mid level 9%, entry level 8%.On average employee turnover irrespective of levels in all the seventeen organizations was found 9% in the year 2006.

The employee turnover rates at different levels in seventeen organizations are shown in "**Appendix G: Turnover Survey Data (Employee turnover rate)**"

5.2 Causes of Leaving:

During survey "Questionnaire II" was used to identify the major reasons behind leaving the organization. Two years data (2005and 2006) was collected regarding employee turnover. Among seventeen different organizations in year 2005 total employee turnover was 373 out of 5709 number employees and in year 2006 total employee turnover was 565 out of 6601 number employees. On survey about twenty reasons behind leaving the organization have been found as shone in **"Appendix H"**. The major reasons for leaving the job were found; higher salary, better opportunity and changing job sector.

On analysis it has been found that 35% employee left the job for better opportunity, 18% left for higher salary and 8% of employee left the present job due to changing the job sector in year 2005.The percentage of turnover for other causes like contract expires, resignation, personal problem etc.were not significant.

Similarly 21.59%employee left the job for higher salary, 22.48% left for better opportunity and 9.73 % left after completion of temporary appointment in year 2006.

Various reasons behind employee turnover are shown in graphs at **"Appendix H: Reasons behind Employee Turnover"**.

5.3 Questionnaire Survey Analysis

5.3.1 General Questions:

In first part of "Questionnaire I" there were some general questions. The sample size was fifty and the respondents of the survey were age of in between 20 to 50 years. Analyzing the responses of general questions it is found that 48% of respondents were of age 30 to 40 years. 32% of respondents were age of 20 to 30 years; 14 % respondents were of age 40 to 50 years; 6 % of respondents were age of 50 years and above. Among the respondents 78% were male and 22% were female.

From the survey it is observed that education qualification of the respondents was mostly Masters Degree.74% respondents completed their Masters Degree.24% were Graduate and only 2% had Doctorate Degree. Out of fifty respondents there were 18% Executive, 32% Manager and 50% Supervisor.

Analyses of general questions are attached in "**Appendix I: Questionnaire I Survey Data (A)**"

5.3.2 Work Related Questions:

There were fifty work related questions and 5 points scale was used for the rating of each statement. Afterward those statements were categorized under different segment. Those segments were Work Load, Stress, Reward, and Interpersonal relationship, Benefits, Work

Environment, Job Security, Training, Respect, Feedback, Vacation, Job satisfaction, Salary and Decision making.

Initially 5 points scale was given for each statement of every fifty respondents then the average value of each statement was calculated. Afterward the average value of each segment was calculated.

From the survey; the rating of work load was found 3.20 which mean employees have heavy working load at work place and also have time pressure.

The rating regarding stress was 3.09; employers admitted that they have work stress. Employees said that their job is still in their mind while they are not at work. Their work is quite stressful.

The respondents strongly admitted that they are getting reward at work. The average rating for reward was 3.83 it indicates that the employees are satisfied. Most of the organizations show appreciation and recognition to their employees for hard work.

The rating was 2.98 regarding interpersonal relationship; which indicates interpersonal relationship among employees and supervisor is not that satisfactory.

More or less every organizations offer different kinds of benefits towards the employee. Like bonus, promotions, medical facility, life insurance, and retirement plans are offered to the employee. The average rating was 3.25 for benefits which is good.

Friendly work environment is important for every employee. From the survey it is noticed that work environment is quite good. The average rating was 3.31.

During survey it is noticed that; in some private organization employees are much worried about their job security. Security and stability are greatly valued by most employees.The average rating of job security was 3.12 which is moderate.

The average rating regarding training was 3.17.In every organization some training facilities are given to the employee to make them more efficient according to their job requirements.

The average rating regarding respect was 4.03; that indicates there exists respect among the employees as well as between employees and employer.

Regular feedback and other work related behaviour will provide the employee with direction and increase their confidence.On survey it is found that employees are getting feedback from their supervisor. Regarding feedback the average rating was 3.20; which is satisfactory.

The average rating for vacation was 2.93.This rating is below the standard. It appears that the employer is reluctant to give facilities in this regard. The employees are being deprived from the facility of vacation.

The employees admitted that they have job satisfaction at work. The average rating regarding job satisfaction was 3.69; which indicates that the employees are happy.

The average rating of salary was 2.84; which is below standard level. It appears that employees are not satisfied with their salary. During survey; many employee stated that their salary in not up to their nature and volume of work. They are not being paid appropriately.

The average rating of decision making was 3.29; which indicates employees have involvement in decision making process. It appears that the opinions of employees are given due importance by the superiors.

The calculation and graphs of work related questions are attached in **"Appendix J: Questionnaire I Survey Data (B)"**.

Turnover is becoming a serious problem in today's corporate environment. Turnover costs for many organizations are very high and can significantly affect the financial performance of an organization. If the organization wants to ensure that employees remain with the organization, the employer has to take necessary measures to minimize the causes of leaving the organization as found in the survey. The organization has to emphasize to positive aspects of the business that make the employees to stay with them.

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Appendix:

Appendix A: Organizations Selected for Survey

Appendix B: Questionnaire I

Appendix C: Questionnaire II

Appendix D: Oregano gram

Appendix E: Syngenta Turnover USD Million

Appendix F: Recruitment Advertisement

Appendix G: Turnover Survey Data (Employee turnover rate)

Appendix H: Reasons behind Employee Turnover

Appendix I: Questionnaire I Survey Data (A)

Appendix J: Questionnaire I Survey Data (B)

Appendix A: Organizations Selected for Survey

To conduct the survay I have selected the following organizations for the research:

- Syngenta
- ICDDR,B (International Centre for Diarrhoeal Disease Research Bangladesh)
- Cairn Energy Sango Field Ltd.
- Practical Action Bangladesh
- Marie Stopes Clinic
- Popular Pharmaceutical Ltd.
- Standard Chartered Bank
- Dhaka Bank
- IFIC Bank
- Shajalal Islamic Bank
- Pan Pacific Sonargon Hotel
- Jalalabad telecom Ltd.
- Tokyo lighting Industries Ltd.
- Asian Cosmetics Ltd.
- Sinha Industries Ltd.
- Bony Apparels Ltd.
- Jaycees Apparels Ltd.
- Pinaki Group

Appendix B: Questionnaire I

1.	What is the name of your organization?	
2.	What is your age?	☐ 20 yrs < ☐ 20 - 30 yrs ☐ 30 - 40 yrs ☐ 40 - 50 yrs ☐ 50 yrs >
3.	What is your gender?	☐ Male ☐ Female
4.	What is your educational qualification?	☐ Under Graduate ☐ Graduate ☐ Masters ☐ Doctorate
5.	What is your position at work?	☐ Supervisor ☐ Manager ☐ Executive
6.	What is your income level?	☐ 10000< ☐ 10000-25000 ☐ 25000-40000 ☐ 40000-60000 ☐ 60000>
7.	How many years (total) you are working at personal work?	☐ 5 yrs < ☐ 5 - 10 yrs ☐ 10 - 20 yrs ☐ 20 yrs>
8.	How many years have you worked in your current position?	☐ 5 yrs < ☐ 5 - 10 yrs ☐ 10 - 20 yrs ☐ 20 yrs>

This questionnaire attempts to explore me effects of various work related and employment related factors on employees' long term commitment to the organization. Your cooperation in filling out this questionnaire will be immensely helpful in this regard.

	Work Related Question	Strongly Agreed				Strongly Disagreed
		5	4	3	2	1
1.	I have constant time pressure due to a heavy work load.					
2.	I have many interruptions and disturbances in my job.					
.3.	I have a lot of responsibility in my job.					
4.	I am often pressured to work overtime.					
5.	My job is physically demanding.					
6.	Over the past years, my job has become more and more demanding.					
7.	I receive the respect I deserve from my superiors.					
8.	I receive the respect I deserve from my colleagues.					
9.	I experience adequate support in difficult situations.					
10.	I am treated unfairly at work.					
11.	I have experienced or I expect to experience an undesirable change in my work situation.					
12.	My job promotion prospects are poor.					
13.	My job security is poor.					
14.	My current occupational position adequately reflects my education and training.					
15.	Considering all my efforts and achievements, I receive the respect and prestige I deserve at work.					
16.	Considering all my efforts and achievements, my work prospects are adequate.					
17.	Considering all my efforts and achievements, my salary / income is adequate.					
18.	My supervisor is very co-operative.					

	Work Related Question	Strongly Agreed				Strongly Disagreed
		5	4	3	2	1
19.	I am fueled by ambition.					
20.	I have got involvement in decision making.					
21.	Supervisor gives importance to my opinion.					
22.	I am being paid comparably to what other companies pay for similar work in the industry.					
23.	Even the slightest interruption bothers me.					
24.	I can get very upset when someone keeps me from what I'm supposed to be doing.					
25.	I can get very upset with others more often than I should.					
26.	I get easily overwhelmed by time pressures at work.					
27.	I start thinking about work problems as soon as I get up in the morning.					
28.	I get angry with myself when I can't completely resolve a problem at work.					
29.	I don't let others do my work.					
30.	I get especially frustrated when my work is not properly appreciated.					
31	I can get furious if someone doesn't understand me the first time.					
32.	When I get home, I can easily relax and forget all about work.					
33.	People close to me say I sacrifice too much for my job.					
34.	I usually take criticism very seriously.					
35.	Other people have confidence in my ability to handle difficult tasks.					
36.	I can spend vacation with my family and friends.					
37.	My family or private life comes first and then work.					
38.	I get furious when anybody questions my competence.					
39.	I can not take annual leave due to my job nature.					

	Work Related Question	Strongly Agreed		Strongly Disagreed		
		5	4	3	2	1
40.	I always want more than I can get.					
41.	My work is usually still on my mind when I go to bed.					
42.	The slightest compliment really boosts my confidence.					
43.	I don't feel angry when others do better than me.					
44.	I have good understanding with my supervisor and subordinates.					
45.	If I put off something that needs to be done today, I'll have trouble sleeping at night.					
46.	My organization provides training facility related to my job.					
47.	Overall I am satisfied with my current job.					
48.	The job environment in your organization is satisfactory.					
49.	I have long term plans to work in this organization.					
50.	I will recommend others to work in this organization.					

"THANK YOU FOR YOUR COOPERATION"

Appendix C: Questionnaire II

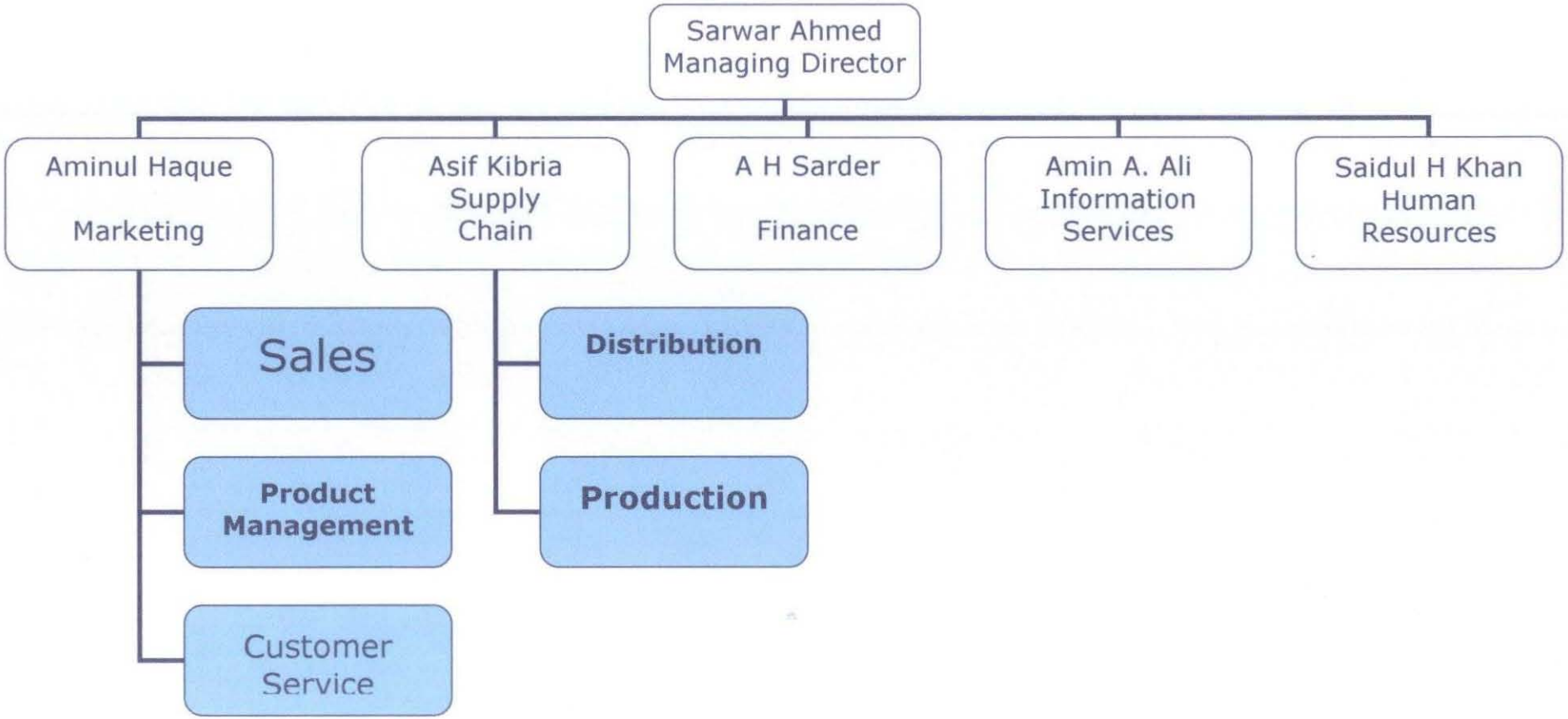
This survey attempts to explore me to figure out the Employee Turnover rate in business and Service Organization. I would appreciate your cooperation in filling out this table will be immensely helpful in this regard. Any information that you provide will be kept strictly confidential to be used only for the educational purpose.

Name of the organization:				
Total number of employees:				
Year	Employee Position	Total number of employees	Number of employees left the org.	Remarks
2006	Top Level			
2006	Mid Level			
2006	Entry Level			
Total number:				
2005	Top Level			
2005	Mid Level			
2005	Entry Level			
Total number:				

"THANK YOU FOR YOUR COOPERATION"

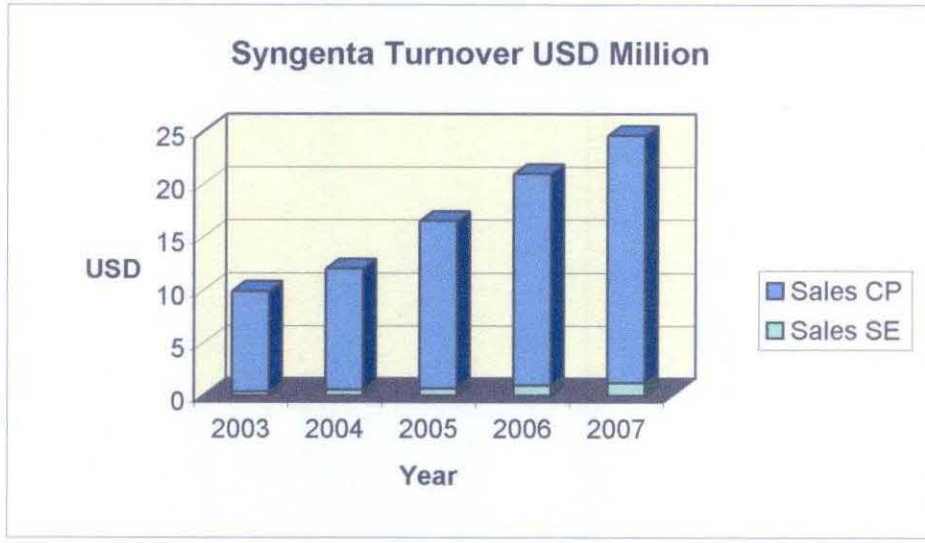
Appendix D: Oregano gram

MANAGEMENT TEAM



Appendix E: Syngenta Turnover USD Million

Year	2003	2004	2005	2006	2007
Sales SE	0.362	0.521	0.666	0.912	1.158
Sales CP	9.495	11.49	15.841	20.005	23.409



Appendix F: Recruitment Advertisement

CAREER WITH A MALITNATIONAL COMPANY

A world leading Multinational Company with a strong presence in Agri-business, is looking for some male candidates for their Business development as -

Trainee Marketing Officer:

- B.Sc. (Hons.) M.Sc. preferably in Biological Science, or
- B.Sc. (Hons.) in Agriculture from any recognized University.
- Age between 25 – 30 years
- Have mentality to work with farmers in rural Bangladesh

Please send your written resume with a recent photograph to us at **GPO Box: 2727**, Dhaka -1000, by **03 May 2007.**

Data of Employee Turnover

Name of organization **Popular Pharmaceuticals Limited**
Total no. of Employee 580

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	25	4	16	28	5	18
Mid level	55	5	9	72	7	10
Entry level	300	21	7	450	55	12
Total	**380**	**30**	**8**	**550**	**67**	**12**

Name of organization **Jaycees Apparels Limited**
Total no. of Employee 556

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	32	5	16	35	3	9
Mid level	75	8	11	81	7	9
Entry level	455	18	4	440	26	6
Total	**562**	**31**	**6**	**556**	**36**	**6**

Name of organization **Practical Actions Bangladesh**
Total no. of Employee 100

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	19	1	5	21	4	19
Mid level	34	5	15	40	4	10
Entry level	21	2	10	19	2	11
Total	**74**	**8**	**11**	**80**	**10**	**13**

Name of organization **Tokyo Lighting Industries Bangladesh Limited**
Total no. of Employee 90

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	13	0	0	13	0	0
Mid level	10	0	0	10	0	0
Entry level	69	2	3	67	1	1
Total	**92**	**2**	**2**	**90**	**1**	**1**

Appendix G:Turnover Survey Data(Employee Turnover Rate)

Name of organization **Cairn Energy Sangu Limited, UK**
Total no. of Employee 70

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	6	0	0	6	0	0
Mid level	14	6	43	14	8	57
Entry level	50	0	0	50	0	0
Total	**70**	**6**	**9**	**70**	**8**	**11**

Name of organization **Jalalabad Telecom Limited**
Total no. of Employee 90

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	7	1	14	5	3	60
Mid level	25	0	0	35	5	14
Entry level	34	0	0	50	7	14
Total	**66**	**1**	**2**	**90**	**15**	**17**

Name of organization **International Centre for Diarrhoeal Disease Research Bangladesh**
Total no. of Employee 1251

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	76	5	7	83	7	8
Mid level	405	26	6	468	48	10
Entry level	645	45	7	700	63	9
Total	**1126**	**76**	**7**	**1251**	**118**	**9**

Name of organization **Standard Chartered Bank Limited**
Total no. of Employee 950

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	120	2	2	150	4	3
Mid level	150	10	7	200	15	8
Entry level	530	21	4	500	30	6
Total	**800**	**33**	**4**	**850**	**49**	**6**

Appendix G:Turnover Survey Data(Employee Turnover Rate)

Name of organization **Pinaki Groups**
Total no. of Employee 70

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	10	0	0	10	0	0
Mid level	30	5	17	40	2	5
Entry level	15	8	53	15	5	33
Total	**55**	**13**	**24**	**65**	**7**	**11**

Name of organization **Marie Stopes Society Bangladesh**
Total no. of Employee 580

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	7	0	0	8	1	13
Mid level	20	2	2	20	1	5
Entry level	700	50	50	822	100	12
Total	**727**	**52**	**7**	**850**	**102**	**12**

Name of organization **Asian Cosmetics**
Total no. of Employee 30

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	4	0	0	4	0	0
Mid level	9	0	0	10	2	20
Entry level	6	3	50	8	2	25
Total	**19**	**3**	**16**	**22**	**4**	**18**

Name of organization **Dhaka Bank Limited**
Total no. of Employee 802

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	30	5	17	31	2	6
Mid level	98	11	11	109	6	6
Entry level	53	7	13	94	5	5
Total	**181**	**23**	**13**	**234**	**13**	**6**

Appendix G:Turnover Survey Data(Employee Turnover Rate)

Name of organization **Pan Pacific Sonargaon Hotel**
Total no. of Employee 560

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	17	1	6	16	2	13
Mid level	58	5	9	62	4	6
Entry level	475	26	5	460	26	6
Total	**550**	**32**	**6**	**538**	**32**	**6**

Name of organization **Bony Apparels**
Total no. of Employee 450

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level				5	1	20
Mid level				25	4	16
Entry level				390	42	11
Total				**420**	**47**	**11**

Name of organization **Syngenta Bangladesh Limited**
Total no. of Employee 136

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	7	0	0	7	1	14
Mid level	45	2	4	40	2	5
Entry level	84	3	4	86	3	3
Total	**136**	**5**	**4**	**133**	**6**	**5**

Name of organization **Shajalal Islami Bank**
Total no. of Employee 24

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	4	0	0	4	2	50
Mid level	10	0	0	8	0	0
Entry level	9	2	22	8	0	0
Total	**23**	**2**	**9**	**20**	**2**	**10**

Appendix G:Turnover Survey Data(Employee Turnover Rate)

Name of organization **Sinha Industries Ltd**
Total no. of Employee 825

Turnover rate:

	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	4	0	0	4	0	0
Mid level	21	4	19	20	3	15
Entry level	750	52	7	730	45	6
Total	**775**	**56**	**7**	**754**	**48**	**6**

Survey Average:
Total no. of Employee 7164

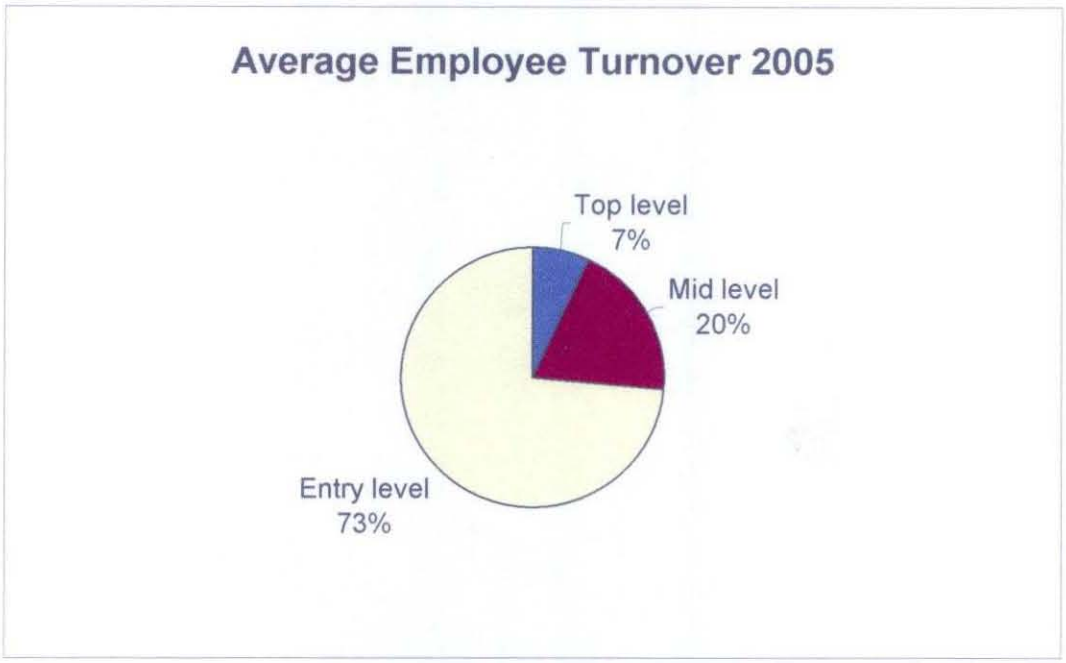
Turnover rate:

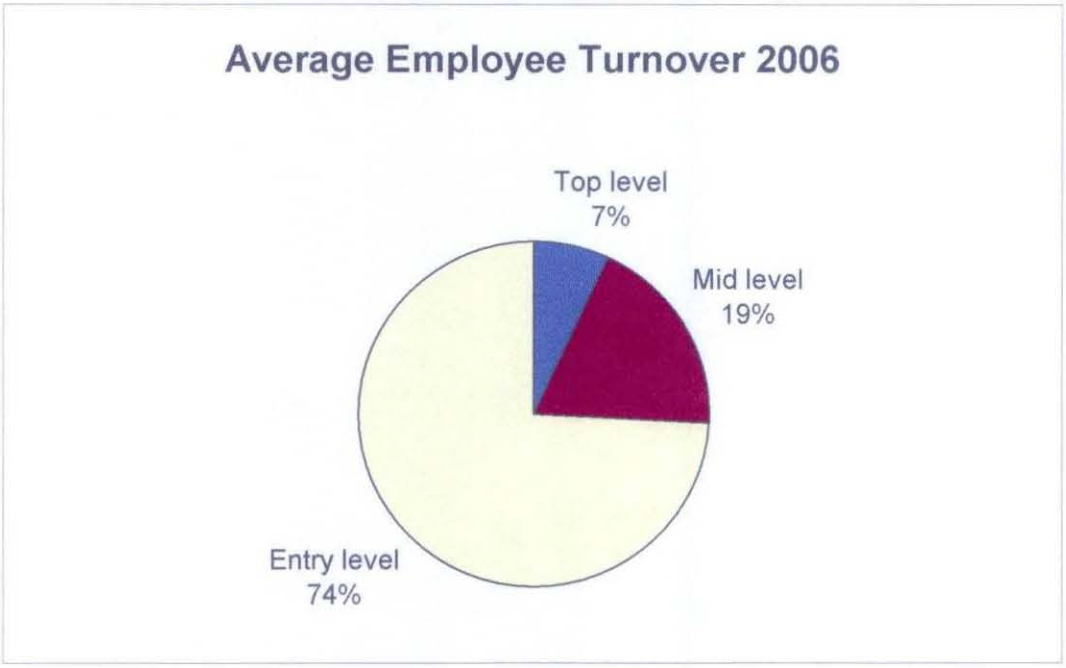
	Year 2005			Year 2006		
Position level	No. of Employee	Turnover	Turnover %	No. of Employee	Turnover	Turnover %
Top level	399	24	6	458	35	8
Mid level	1114	89	8	1254	118	9
Entry level	4196	260	6	4889	412	8
Total	**5709**	**373**	**7**	**6601**	**565**	**9**

Survey Findings:

Average Employee Turn over for the year 2005 was 7%

Average Employee Turn over for the year 2006 was 9 %





Appendix H: Reasons Behind Employee Turnover

Data of Employee turnover for different reasons at orgnizations.
YEAR 2005

Purpose	Syngenta	ICDDR,B	Cairn Energy Sango Field Ltd.	Practical Action Bangladesh	Popular Pharmaceutical Ltd.	Standard Chartered Bank	Dhaka Bank	Shajalal Islamic Bank	Pan Pacific Sonargon Hotel	Jalalabad telecom Ltd.	Tokyo lighting Industries Ltd.	Asian Cosmetics Ltd.	Sinha Industries Ltd.	Bony Apparels Ltd.	Marie Stopes Society Bangladesh	Jaycees Apparels Ltd.	Pinaki Group	Turnover	Turnover%
Higher salary				2	9							2	13		15	17	8	66	18%
Job change													19			7	2	28	8%
Bettre opportunity	5		3	5	15	13	17	2	22	1	2	1	14		25	3	2	130	35%
Job satisfaction													6			2	1	9	2%
Better career opportunity					3	5	1								5			14	4%
Leaving the country for education/career/immigrant purpose		5	1	1	2		2											11	3%
Become National to International professional		3																3	1%
Contract expires		7	2						5									14	4%
Abolish of post		6																6	2%
Completion of temporary appoinment		17																17	5%
Separation by mutual agreement						4												4	1%
Resgination		6			1		2											9	2%
Remuneration						11												11	3%
Termination		9																9	2%
Retirement		5							4									9	2%
Early retirement		7					1											8	2%
Dismissal for misconduct		4																4	1%
Personal problem													4		3	2		9	2%
Release for health reason		3													4			7	2%
Death		4							1									5	1%
TOTAL	5	76	6	8	30	33	23	2	32	1	2	3	56		52	31	13	373	100%

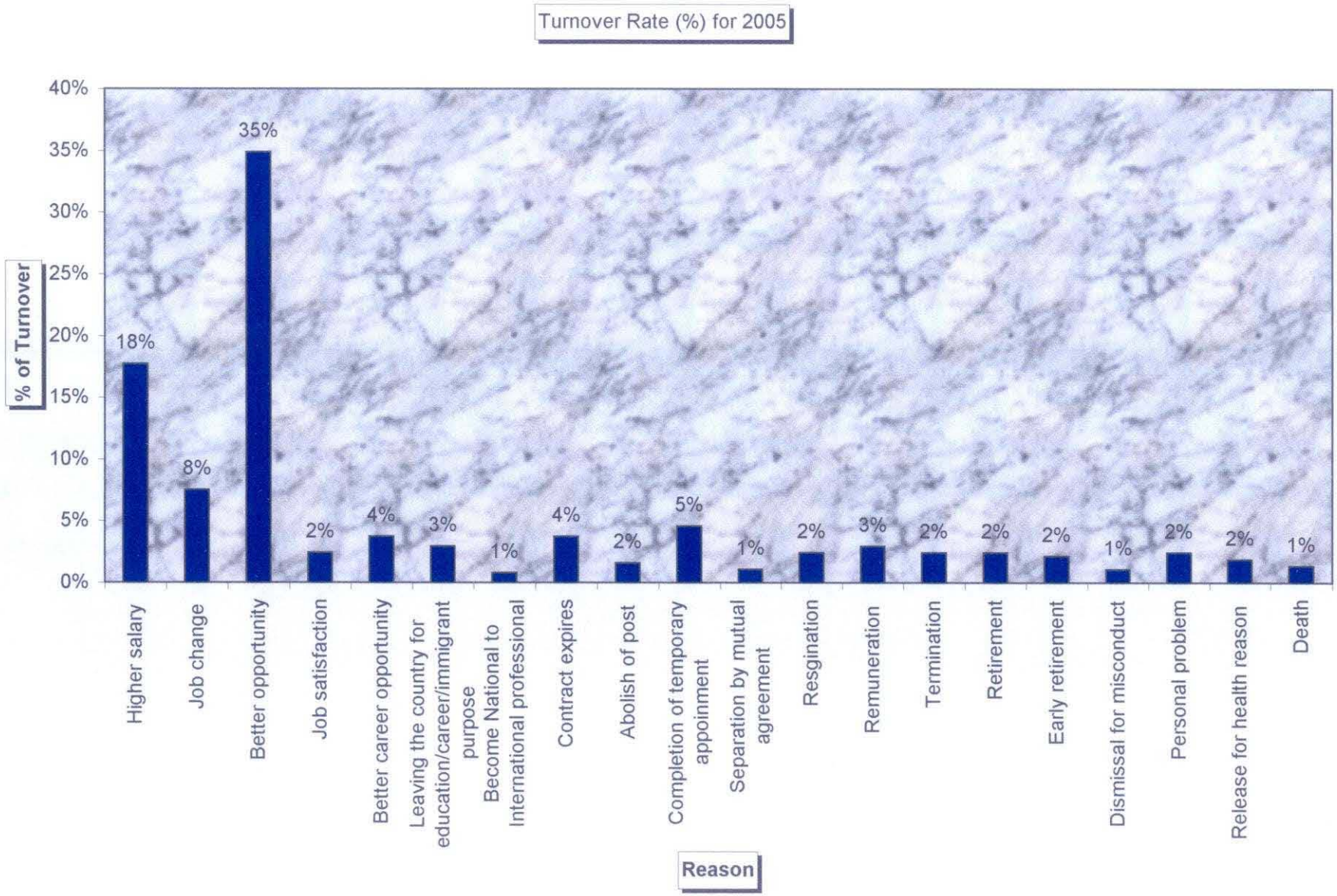
Appendix H: Reasons behind Employee Turnover

Data of Employee turnover for different reasons at organizations.
YEAR 2006

Purpose	Syngenta	ICDDR,B	Cairn Energy Sango Field Ltd.	Practical Action Bangladesh	Popular Pharmaceutical Ltd.	Standard Chartered Bank	Dhaka Bank	Shajalal Islamic Bank	Pan Pacific Sonargon Hotel	Jalalabad telecom Ltd.	Tokyo lighting Industries Ltd.	Asian Cosmetics Ltd.	Sinha Industries Ltd.	Bony Apparels Ltd.	Marie Stopes Society Bangladesh	Jaycees Apparels Ltd.	Pinaki Group	Turnover	Turnover%
Higher salary			1	2	15	10	3		7	7		2	25	18	19	10	3	122	21.59%
Job change			1						2	2			9	12		6	1	33	5.84%
Bettre opportunity	3		4	4	12	9	8	2	6	6	1	2	10	17	28	13	2	127	22.48%
Job satisfaction					5	4							4		3	4		20	3.54%
Better career opportunity	2				7	4			3						6	3	1	26	4.60%
Leaving the country for education/career/immigrant purpose	1	6	2	1	2	3									4			19	3.36%
Become National to International professional		4																4	0.71%
Contract expires		8		2	5	5	2		2						5			29	5.13%
Abolish of post		6																6	1.06%
Completion of temporary appoinment		32			6	7			3						7			55	9.73%
Separation by mutual agreement					3				1						3			7	1.24%
Resgination		12			4	3			1						4			24	4.25%
Remuneration						4									3			7	1.24%
Termination		9																9	1.59%
Retirement		10							2									12	2.12%
Early retirement		11			5										5			21	3.72%
Dismissal for misconduct		7							3						3			13	2.30%
Personal problem				1					1						6			8	1.42%
Release for health reason		9			2										4			15	2.65%
Death		4			1				1						2			8	1.42%
TOTAL	6	118	8	10	67	49	13	2	32	15	1	4	48	47	102	36	7	565	100.00%

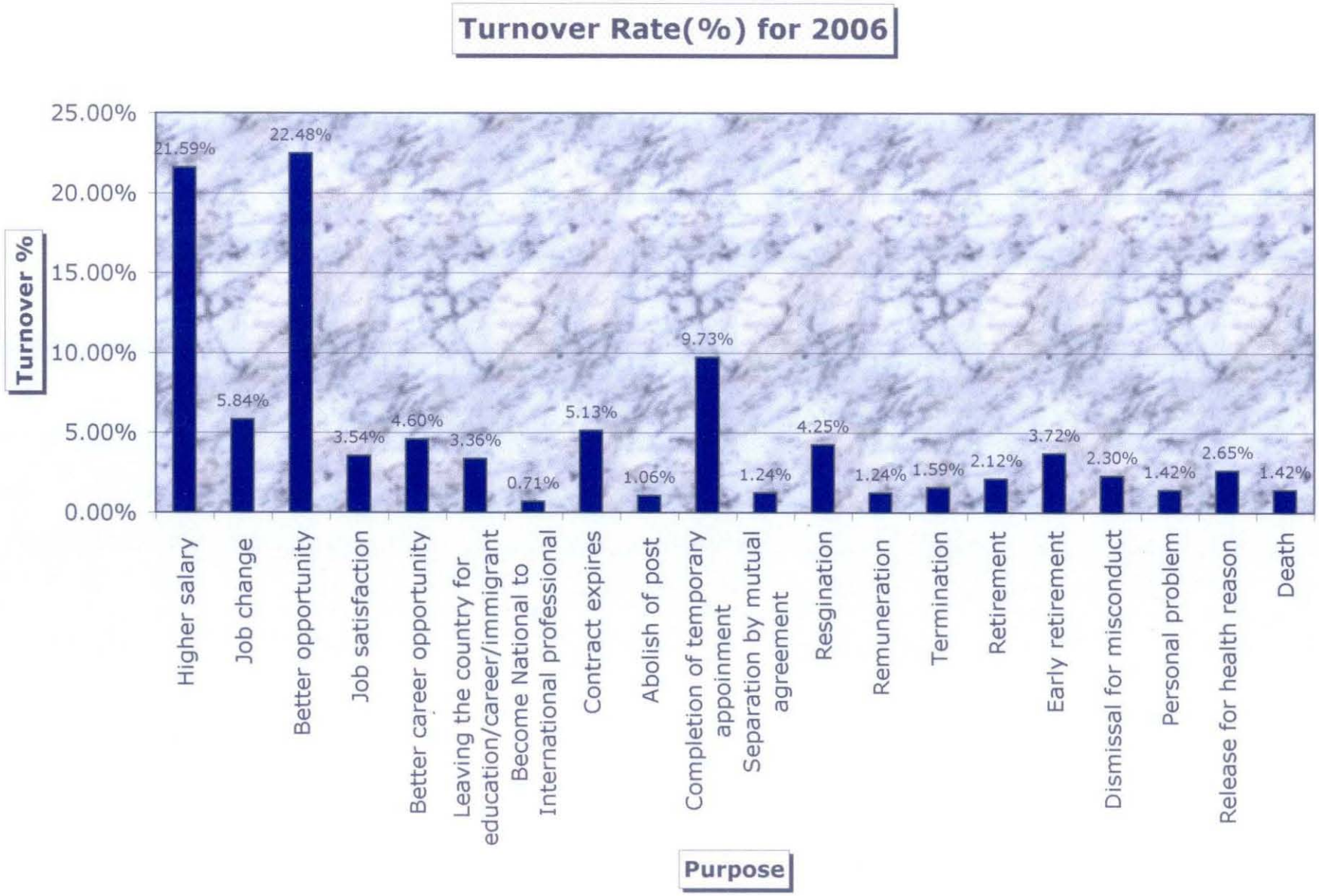
Appendix H: Reasons Behind Employee Turnover

YEAR 2005	Turnover Rate(%)
Higher salary	18%
Job change	8%
Better opportunity	35%
Job satisfaction	2%
Better career opportunity	4%
Leaving the country for education/career/immigrant purpose	3%
Become National to International professional	1%
Contract expires	4%
Abolish of post	2%
Completion of temporary appoinment	5%
Separation by mutual agreement	1%
Resgination	2%
Remuneration	3%
Termination	2%
Retirement	2%
Early retirement	2%
Dismissal for misconduct	1%
Personal problem	2%
Release for health reason	2%
Death	1%
Total:	**100%**


Turnover Rate (%) for 2005
% of Turnover
40%
35%
30%
25%
20%
15%
10%
5%
0%
18%
8%
35%
2%
4%
3%
1%
4%
2%
5%
1%
2%
3%
2%
2%
2%
1%
2%
2%
1%
Higher salary
Job change
Better opportunity
Job satisfaction
Better career opportunity
Leaving the country for education/career/immigrant purpose
Become National to International professional
Contract expires
Abolish of post
Completion of temporary appoinment
Separation by mutual agreement
Resgination
Remuneration
Termination
Retirement
Early retirement
Dismissal for misconduct
Personal problem
Release for health reason
Death
Reason

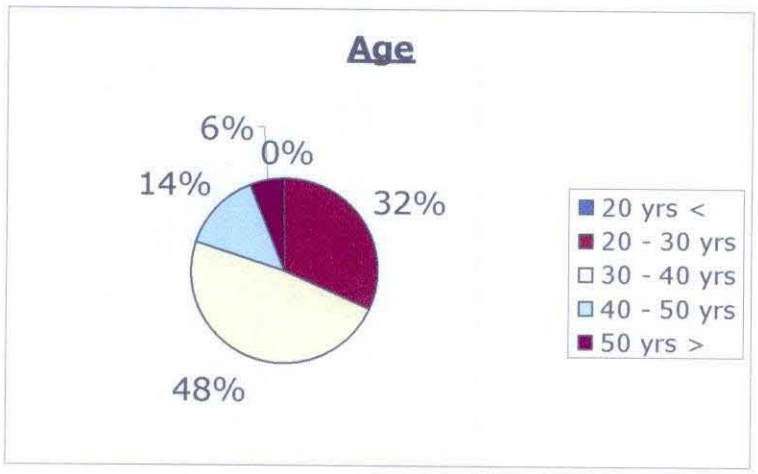
Appendix H: Reasons Behind Employee Turnover

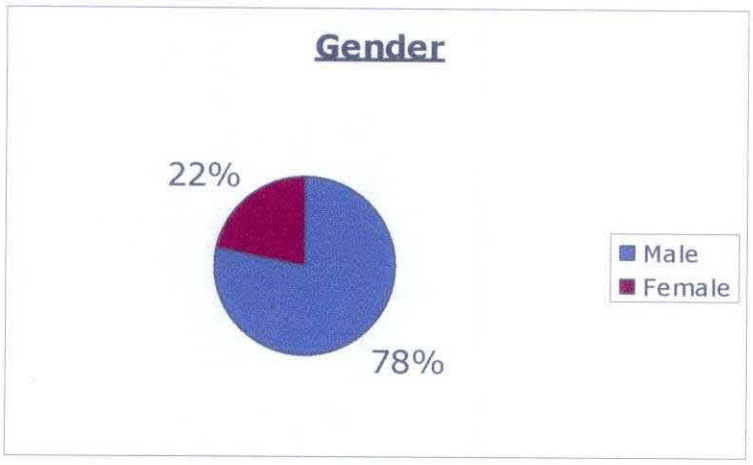
YEAR 2006	Turnover Rate(%)
Higher salary	21.59%
Job change	5.84%
Better opportunity	22.48%
Job satisfaction	3.54%
Better career opportunity	4.60%
Leaving the country for education/career/immigrant purpose	3.36%
Become National to International professional	0.71%
Contract expires	5.13%
Abolish of post	1.06%
Completion of temporary appoinment	9.73%
Separation by mutual agreement	1.24%
Resgination	4.25%
Remuneration	1.24%
Termination	1.59%
Retirement	2.12%
Early retirement	3.72%
Dismissal for misconduct	2.30%
Personal problem	1.42%
Release for health reason	2.65%
Death	1.42%
Total:	**100.00%**

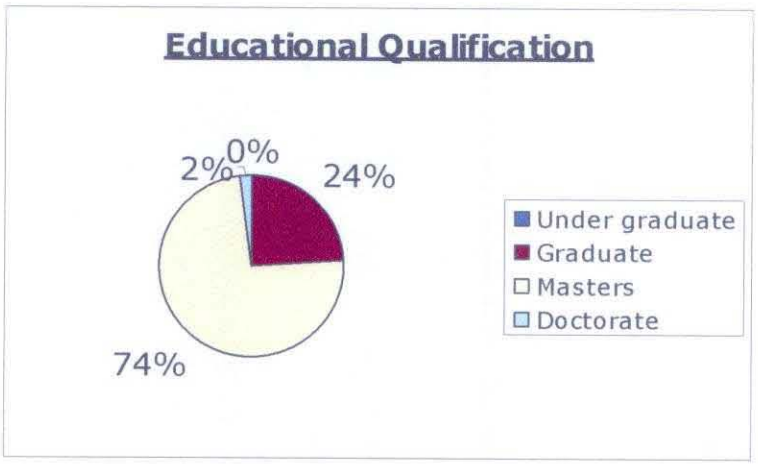

Turnover Rate(%) for 2006
Turnover %
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
21.59%
5.84%
22.48%
3.54%
4.60%
3.36%
0.71%
5.13%
1.06%
9.73%
1.24%
4.25%
1.24%
1.59%
2.12%
3.72%
2.30%
1.42%
2.65%
1.42%
Higher salary
Job change
Better opportunity
Job satisfaction
Better career opportunity
Leaving the country for education/career/immigrant
Become National to International professional
Contract expires
Abolish of post
Completion of temporary appoinment
Separation by mutual agreement
Resgination
Remuneration
Termination
Retirement
Early retirement
Dismissal for misconduct
Personal problem
Release for health reason
Death
Purpose

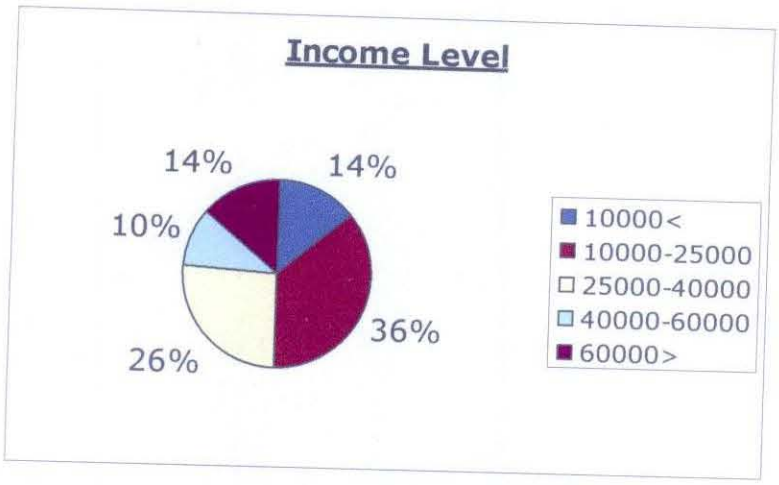
Questionnaire Survey Data

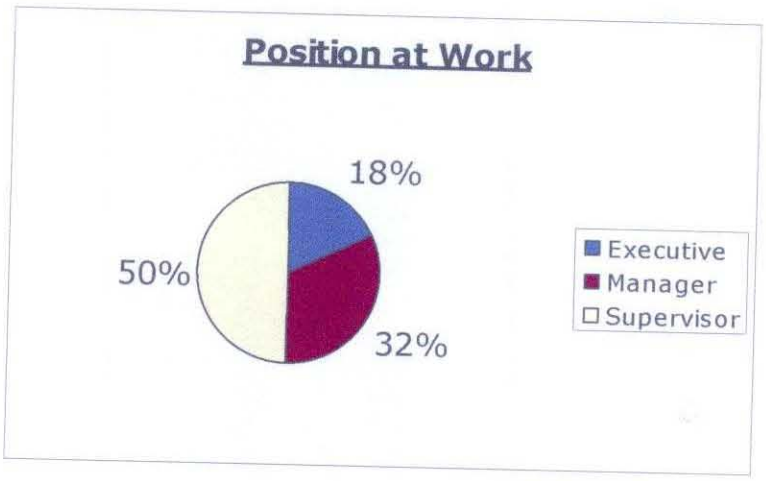
SL #			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	Total	%
1	What is your age?	20 yrs <																																																			0	0.00%
		20 - 30 yrs	1			1								1	1				1	1	1				1	1	1				1	1		1							1			1				1				16	32.00%
		30 - 40 yrs						1	1	1	1		1				1	1				1		1				1		1			1		1	1	1		1	1		1	1		1		1	1		1		1	24	48.00%
		40 - 50 yrs		1	1		1									1													1																		1				1		7	14.00%
		50 yrs >										1											1															1															3	6.00%
																																																					50	100.00%
2	What is your gender?	Male	1	1	1	1		1	1		1	1	1		1	1	1		1		1	1	1	1		1	1	1	1	1	1		1	1	1		1	1		1	1	1	1		1	1	1	1		1	1	1	39	78.00%
		Female					1			1				1				1		1					1							1				1			1						1				1				11	22.00%
																																																					50	100.00%
3	What is your educational qualification?	Under graduate																																																				0	0.00%
		Graduate	1																1	1									1		1						1	1	1					1		1	1			1			12	24.00%
		Masters		1	1	1	1	1	1	1	1	1	1	1	1		1	1			1	1	1	1	1	1	1	1		1		1	1	1	1	1				1	1	1	1		1			1	1		1	1	37	74.00%
		Doctorate														1																																					1	2.00%
																																																					50	100.00%
4	What is your position at work?	Executive	1			1	1			1									1	1						1																1							1				9	18.00%
		Manager							1						1	1	1	1			1								1						1			1		1	1		1				1	1		1		1	16	32.00%
		Supervisor		1	1			1			1	1	1	1								1	1	1	1		1	1		1	1	1	1	1		1	1		1					1	1	1					1		25	50.00%
																																																					50	100.00%
5	What is your income level?	10000<																	1							1	1	1		1									1						1								7	14.00%
		10000-25000				1		1						1	1		1			1				1	1				1					1		1	1	1					1	1			1	1	1				18	36.00%
		25000-40000	1				1		1	1	1							1			1	1	1								1	1																	1		1	13	26.00%
		40000-60000											1			1																		1												1					1		5	10.00%
		60000>		1	1							1																					1							1	1	1										7	14.00%
																																																					50	100.00%
6	How many years (total) you are working at professional work?	5 yrs <	1	1		1		1						1	1				1	1						1	1	1		1	1	1		1							1			1			1	1	1				20	40.00%
		5 - 10 yrs							1	1			1				1	1			1	1		1	1				1				1			1				1		1			1					1		1	17	34.00%
		10 - 20 yrs					1				1												1												1		1		1				1			1							8	16.00%
		20 yrs>			1							1				1																						1													1		5	10.00%
																																																					50	100.00%
7	How many years have you worked in your current position?	5 yrs <	1	1		1		1			1			1	1	1	1	1	1	1	1			1	1	1	1	1	1	1	1	1		1		1				1	1	1		1		1		1	1				31	62.00%
		5 - 10 yrs							1	1			1									1	1										1		1										1		1			1		1	11	22.00%
		10 - 20 yrs					1					1																									1	1	1				1										6	12.00%
		20 yrs>			1																																														1		2	4.00%
																																																					50	100.00%

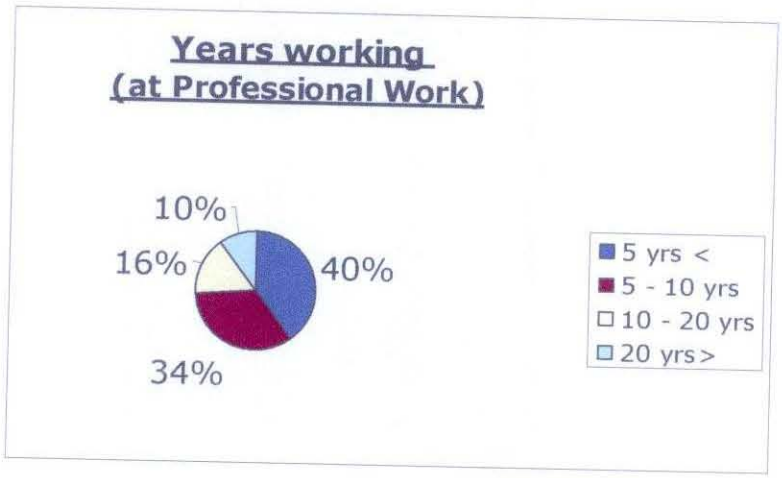

Age
6%
0%
14%
32%
48%
20 yrs <
20 - 30 yrs
30 - 40 yrs
40 - 50 yrs
50 yrs >

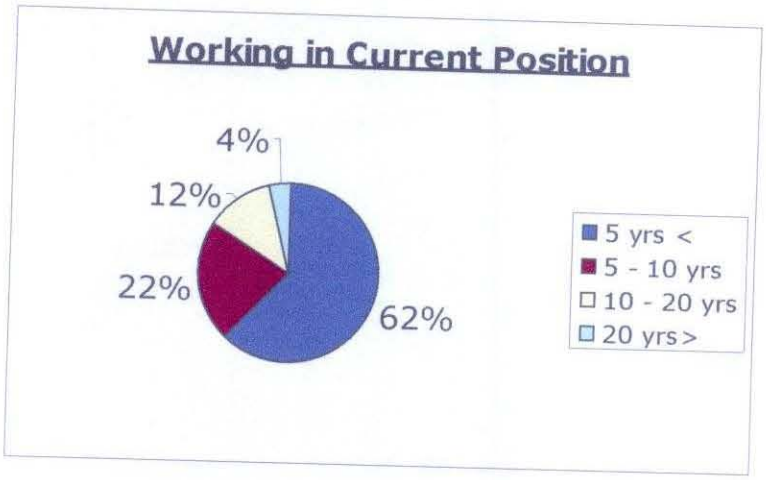

Gender
22%
78%
Male
Female


Educational Qualification
2%
0%
24%
74%
Under graduate
Graduate
Masters
Doctorate


Income Level
14%
14%
10%
36%
26%
10000<
10000-25000
25000-40000
40000-60000
60000>


Position at Work
18%
50%
32%
Executive
Manager
Supervisor


Years working
(at Professional Work)
10%
16%
40%
34%
5 yrs <
5 - 10 yrs
10 - 20 yrs
20 yrs>

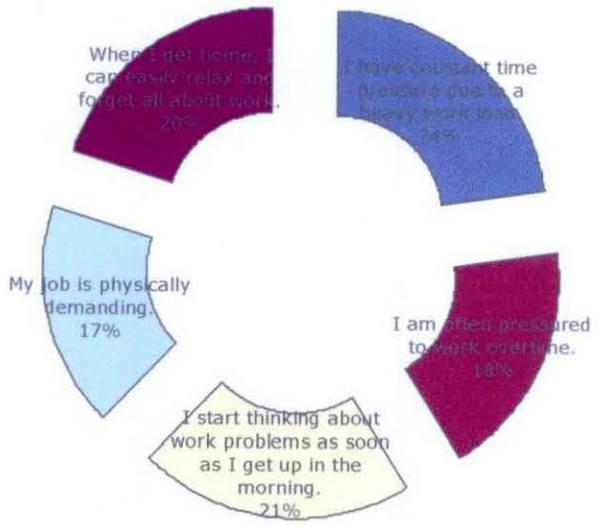

Working in Current Position
4%
12%
22%
62%
5 yrs <
5 - 10 yrs
10 - 20 yrs
20 yrs>

Work related Questions:

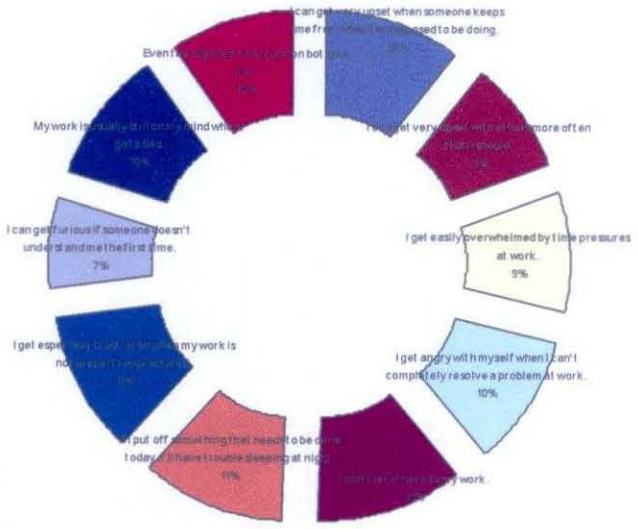
Sl.#	Questions	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	Average
1	I have constant time pressure due to a heavy work load.	3	3	2	5	5	4	5	4	1	5	5	1	4	5	4	3	3	3	3	3	4	4	1	4	4	4	5	2	4	5	4	3	5	4	4	4	4	3	1	5	4	4	4	4	4	4	2	3	4	4	3.64
2	I am often pressured to work overtime.	3	1	4	3	3	5	5	4	4	1	5	2	4	3	4	3	3	2	5	5	2	1	2	3	4	1	2	1	1	1	3	3	4	2	2	3	3	2	4	2	4	3	3	5	3	2	3	3	3	4	2.96
3	I start thinking about work problems as soon as I get up in the morning.	3	4	1	5	5	3	5	3	3	1	2	1	1	5	4	4	4	3	3	2	3	3	3	2	5	2	4	2	2	5	4	5	5	5	4	4	5	4	2	4	4	4	4	3	3	3	4	3	4	4	3.42
4	My job is physically demanding.	1	1	1	4	4	5	5	1	5	1	3	1	5	1	1	2	2	4	4	3	4	1	1	4	5	5	2	2	4	4	1	5	5	5	4	5	2	4	2	5	1	1	2	2	2	3	1	1	2	1	2.80
5	When I get home, I can easily relax and forget all about work.	2	4	4	4	5	4	2	3	3	2	3	3	4	2	2	3	4	3	1	5	3	3	3	1	3	5	2	3	4	1	1	4	2	4	4	5	4	1	5	4	3	4	4	4	3	4	3	3	4	2	3.20
	Work Load																																																			Total Average	3.20
6	I can get very upset when someone keeps me from what I'm supposed to be doing.	3	4	2	5	4	2	3	3	3	5	3	5	3	4	4	4	5	2	4	3	4	4	4	1	3	1	4	3	3	4	2	3	1	3	4	4	4	1	4	3	3	2	3	4	4	3	3	4	3	4	3.28
7	I can get very upset with others more often than I should.	3	3	2	3	3	3	1	3	3	1	2	5	4	4	3	2	3	2	3	3	3	2	1	4	3	2	4	3	2	2	2	1	1	1	4	4	3	3	3	4	3	3	3	4	4	3	2	3	2	2	2.74
8	I get easily overwhelmed by time pressures at work.	2	3	2	5	5	4	1	4	3	1	3	1	3	1	3	3	3	4	3	2	4	2	4	4	5	3	3	2	2	3	4	2	1	2	4	4	3	4	2	4	3	3	2	3	3	5	2	2	2	2	2.90
9	I get angry with myself when I can't completely resolve a problem at work.	3	4	2	4	4	3	5	3	1	1	4	5	5	2	3	3	4	4	5	5	3	3	2	1	5	2	3	2	2	1	3	4	1	4	4	4	4	3	3	4	4	4	5	1	3	2	4	3	5	3	3.24
10	I don't let others do my work.	3	3	4	5	5	3	5	3	3	2	2	5	1	4	3	4	3	4	4	3	3	1	4	4	5	1	3	2	3	1	5	5	5	5	4	4	3	2	4	5	5	5	4	3	4	4	1	3	5	2	3.48
11	If I put off something that needs to be done today, I'll have trouble sleeping at night.	3	4	2	4	5	4	4	3	1	4	2	2	2	5	4	4	3	5	4	3	5	5	4	5	2	1	3	3	3	3	4	3	5	5	4	1	3	4	4	3	4	4	2	3	3	3	2	3	4	4	3.40
12	I get especially frustrated when my work is not properly appreciated.	3	4	3	5	5	3	4	4	1	5	2	5	5	4	4	4	3	2	5	2	2	4	3	4	5	3	4	2	3	5	1	4	1	4	4	4	3	3	4	5	3	3	3	3	3	3	3	5	3	4	3.48
13	I can get furious if someone doesn't understand me the first time.	1	3	3	1	1	3	1	2	1	1	1	3	3	4	1	2	2	3	4	2	3	1	2	4	1	2	3	2	1	3	3	1	1	1	4	4	3	2	1	4	2	1	2	2	3	4	3	3	1	1	2.20
14	My work is usually still on my mind when I go to bed.	3	5	1	2	3	3	4	3	3	2	4	3	2	4	4	4	4	4	3	5	4	3	1	4	1	5	3	2	2	4	2	5	3	4	2	3	3	3	2	2	3	3	5	4	5	3	4	3	4	4	3.24
15	Even the slightest interruption bothers me.	3	3	3	3	3	3	4	3	1	1	2	2	4	4	4	3	3	4	3	5	2	3	3	4	5	4	3	2	3	3	3	4	3	3	4	2	3	4	3	1	3	2	2	2	4	5	3	2	2	1	2.98
	Stress																																																			Total Average	3.09
16	I am fueled by ambition.	4	4	4	5	4	4	3	4	3	1	3	5	4	4	4	4	3	3	3	3	5	4	4	4	5	4	5	4	4	5	5	3	3	2	2	3	3	4	4	3	5	5	2	3	5	4	4	3	5	4	3.76
18	The slightest compliment really boosts my confidence	3	4	3	5	5	4	5	4	3	4	5	5	3	5	4	4	4	5	5	2	5	5	4	1	4	5	3	4	3	2	5	5	2	5	4	3	5	3	4	3	5	4	4	3	3	1	3	5	5	5	3.90
	Reward																																																			Total Average	3.83
19	I don't feel angry when others do better than me.	4	5	5	5	5	2	4	3	3	4	5	5	5	3	4	5	3	3	1	4	3	2	5	4	1	4	4	2	3	2	4	3	1	5	4	3	5	4	5	4	2	2	3	2	3	1	2	2	2	2	3.34
20	My family or private life comes first and then work.	4	3	2	3	3	3	1	3	3	1	2	3	5	3	2	4	2	1	1	5	3	5	2	1	5	1	4	3	3	4	3	3	2	4	3	3	5	3	5	2	3	1	3	2	4	1	1	3	2	3	2.82
21	I have good understanding with my supervisor and subordinates.	4	3	3	4	3	2	3	4	4	3	2	3	3	4	3	2	4	2	4	3	4	2	3	5	3	5	3	1	3	1	3	2	4	3	4	1	2	3	3	3	4	5	2	3	4	5	4	3	3	1	3.10
22	I get furious when anybody questions my competence.	1	3	3	1	1	3	1	2	3	1	3	4	4	3	1	1	1	2	4	4	4	3	2	1	1	5	2	3	2	4	3	3	4	4	3	3	1	3	5	4	2	1	4	1	4	4	3	2	3	3	2.66
	Interpersonal Relationship																																																			Total Average	2.98
23	My job promotion prospects are poor.	4	3	1	5	5	3	4	2	4	5	1	2	3	4	3	3	1	2	3	4	4	4	1	4	4	2	2	3	3	4	3	4	3	2	4	2	3	3	1	2	4	4	5	4	4	5	3	4	3	3	3.18
24	I always want more than I can get.	3	3	2	1	1	2	1	4	3	1	1	5	3	4	3	3	3	4	3	3	5	4	3	1	1	4	3	3	3	5	3	5	3	5	4	5	1	4	4	4	3	3	3	5	3	4	3	4	4	5	3.20
25	Considering all my efforts and achievements, my work prospects are adequate.	3	4	4	3	3	4	2	2	3	2	5	3	5	5	3	4	2	3	2	2	3	4	4	4	4	2	3	4	3	4	5	5	3	5	4	4	4	4	5	4	4	4	2	2	2	1	1	3	4	3	3.36
	Benefits																																																			Total Average	3.25
26	I have many interruptions and disturbances in my job.	4	4	2	5	5	5	5	3	1	3	5	1	1	4	3	3	5	3	3	4	4	2	1	3	1	4	2	1	4	3	3	1	5	1	2	3	3	2	3	3	2	3	4	4	3	5	3	4	2	3	3.06
27	The job environment in my organization is satisfactory.	4	4	5	3	3	3	1	2	4	3	2	5	5	5	4	5	2	3	2	3	5	5	5	5	5	2	3	4	4	5	4	5	4	4	1	2	4	4	4	2	4	4	3	3	3	3	3	3	3	4	3.56
	Work Environment																																																			Total Average	3.31

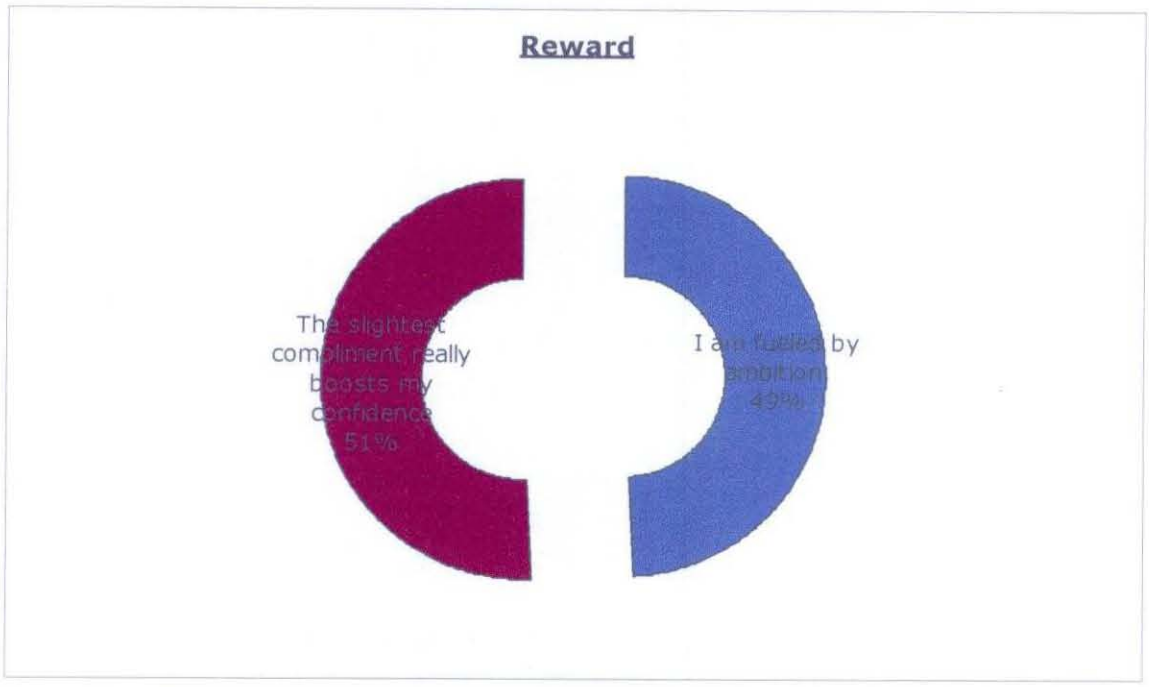
Sl.#	Questions	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	Average
28	Over the past years, my job has become more and more demanding.	3	1	4	4	3	3	4	3	5	4	3	4	5	3	5	4	4	3	3	5	5	2	3	4	5	5	3	2	4	5	3	5	3	5	4	4	5	4	4	3	3	3	2	3	3	4	3	3	4	3	3.64
29	My job security is poor.	1	3	2	4	4	4	1	1	1	3	1	2	3	3	4	2	3	3	5	5	2	2	1	4	4	1	2	3	3	3	3	1	1	2	3	2	1	2	1	2	3	3	5	4	4	2	1	4	4	2	2.60
	Job Security																																																			Total Average	3.12
30	My current occupational position adequately reflects my education and training.	2	5	4	1	1	4	4	3	4	1	5	1	1	5	4	3	4	4	3	3	3	4	5	4	3	1	4	4	4	5	5	5	5	3	4	4	4	4	5	4	4	3	1	3	5	3	3	1	4	4	3.46
31	I have experienced or I expect to experience an undesirable change in my work situation.	3	3	2	3	3	3	3	2	3	1	3	3	2	3	2	2	4	3	5	5	3	2	3	3	3	3	3	3	2	1	4	5	3	4	3	4	3	3	2	4	4	3	2	4	3	4	3	3	3	3	3.02
32	My organization provides training facility related to my job.	3	3	3	2	2	4	3	5	3	3	4	5	4	3	3	2	3	4	3	3	4	5	2	3	3	4	3	2	3	4	2	4	3	1	2	3	1	2	3	3	2	3	4	2	3	3	4	2	3	3	3.02
	Training																																																			Total Average	3.17
33	I receive the respect I deserve from my superiors.	4	2	5	5	5	5	5	3	4	3	4	5	5	5	4	3	2	4	4	4	5	5	5	4	5	4	4	4	4	5	5	5	5	5	3	4	5	5	5	4	5	5	2	4	4	4	3	4	5	3	4.22
34	I receive the respect I deserve from my colleagues.	4	5	5	5	5	5	5	4	4	5	4	4	5	5	4	4	4	3	3	4	5	4	5	4	5	4	5	4	4	5	5	5	4	5	3	4	5	4	5	4	5	5	4	4	4	4	3	4	5	3	4.34
35	Other people have confidence in my ability to handle difficult tasks.	4	4	4	3	3	3	5	3	4	5	4	4	3	4	3	5	3	4	4	3	3	5	4	4	5	5	4	2	4	5	5	5	3	5	4	4	5	4	5	4	4	4	4	3	2	1	1	3	4	3	3.78
36	Considering all my efforts and achievements, I receive the respect and prestige I deserve at work.	3	3	5	5	5	4	3	3	4	5	5	5	4	4	3	4	3	4	3	3	3	4	5	2	4	2	4	4	3	5	5	4	4	5	4	4	4	4	5	5	4	4	2	3	3	3	3	3	3	3	3.78
	Respect																																																			Total Average	4.03
37	I experience adequate support in difficult situations.	3	4	4	5	5	4	5	3	4	1	4	5	5	5	4	3	4	2	3	2	5	4	4	4	2	4	3	5	4	5	5	5	5	4	4	3	4	4	5	2	5	3	3	3	3	3	4	3	4	3	3.80
38	I am treated unfairly at work.	1	3	5	5	5	3	3	3	1	1	1	1	4	3	1	2	3	2	3	2	1	1	1	2	1	1	3	1	2	3	3	4	1	3	2	3	3	1	1	2	5	1	4	3	2	3	3	4	2	3	2.42
39	I usually take criticism very seriously.	4	3	2	4	4	4	3	3	1	1	2	4	3	4	2	4	4	4	4	3	4	5	4	2	5	4	3	3	4	2	3	4	3	3	4	4	4	3	5	4	5	3	3	1	4	4	3	5	1	2	3.34
40	My supervisorsun is very co-operative.	3	2	3	2	2	4	3	4	4	3	3	4	4	3	4	3	3	2	2	3	5	5	4	3	3	5	4	4	3	3	4	3	4	3	2	3	3	4	4	2	3	3	4	4	2	2	3	3	3	2	3.22
	Feedback																																																			Total Average	3.20
41	I can spend vacation with my family and friends.	3	4	2	1	3	2	2	3	1	3	2	4	1	2	2	4	3	3	2	1	5	4	4	3	2	3	1	4	3	3	2	1	1	2	3	3	3	3	2	3	1	4	3	2	3	3	3	2	2	2	2.56
42	I can not take annual leave due to my job nature.	3	3	3	4	2	5	5	5	4	3	4	3	3	3	5	4	2	4	2	4	4	5	3	3	4	3	2	2	1	4	3	2	5	3	3	3	4	2	2	4	3	1	3	5	4	3	3	3	2	5	3.30
	Vacation																																																			Total Average	2.93
43	I have long term plans to work in this organization.	4	5	4	1	4	5	4	2	3	3	4	5	5	1	1	3	2	4	4	4	5	5	5	5	5	2	2	4	4	5	4	5	3	5	1	2	5	4	4	4	3	3	2	2	3	3	3	2	3	2	3.46
44	Overall I am satisfied with my current job.	5	4	5	1	1	4	4	2	3	3	2	4	5	5	4	5	3	5	2	3	5	4	4	5	5	5	3	4	4	5	4	4	3	4	4	5	4	4	4	4	4	4	3	3	3	2	4	3	3	3	3.72
	People close to me say I sacrifice too much for my job.	3	4	4	5	5	3	3	4	3	5	3	3	5	2	3	3	2	5	5	4	3	4	4	1	4	5	2	2	3	5	5	4	2	4	4	5	4	4	4	4	4	5	4	4	4	3	4	3	5	4	3.74
45	I will recommend others to work in this organization.	5	5	4	2	3	5	3	3	4	3	4	5	3	1	3	4	3	3	4	4	5	5	5	3	5	4	2	4	4	5	4	4	5	5	4	4	5	4	4	4	4	4	4	3	3	3	4	4	3	3	3.82
	Job Satisfaction																																																			Total Average	3.69
46	Considering all my efforts and achievements, my salary / income is adequate.	3	4	4	1	1	2	1	2	3	4	3	4	5	3	2	3	1	4	3	2	3	2	2	4	5	4	3	4	3	4	5	1	5	1	2	4	4	4	4	4	4	3	3	2	4	5	1	2	2	1	3.00
47	I am being paid comparably to what other companies pay for similar work in the industry.	3	3	4	3	3	3	2	2	4	3	3	3	4	2	1	2	2	3	3	2	3	3	2	4	4	3	3	2	3	3	3	2	3	3	2	2	2	3	3	3	2	3	3	2	3	3	3	2	1	1	2.68
	Salary																																																			Total Average	2.84
48	Supervisor give importance to my opinion.	3	2	3	4	4	4	4	4	2	2	3	5	2	3	3	3	2	1	4	3	2	3	3	3	2	1	4	1	4	3	3	2	3	3	1	3	4	2	3	2	2	3	1	5	1	4	4	3	2	3	2.82
49	I have a lot of responsibility in my job.	3	5	5	5	5	5	5	4	5	5	5	4	5	5	4	3	3	3	4	4	3	4	4	4	5	4	5	4	4	5	5	5	5	5	4	4	5	4	5	4	4	5	3	5	3	5	3	3	5	4	4.30
50	I have got involvement in decision making.	3	3	2	2	4	1	4	3	1	2	3	4	5	2	3	3	1	2	3	3	4	3	1	2	4	4	4	4	5	3	2	2	3	2	2	3	3	3	2	2	3	3	1	3	3	3	4	2	1	3	2.76
	Decision Making																																																			Total Average	3.29

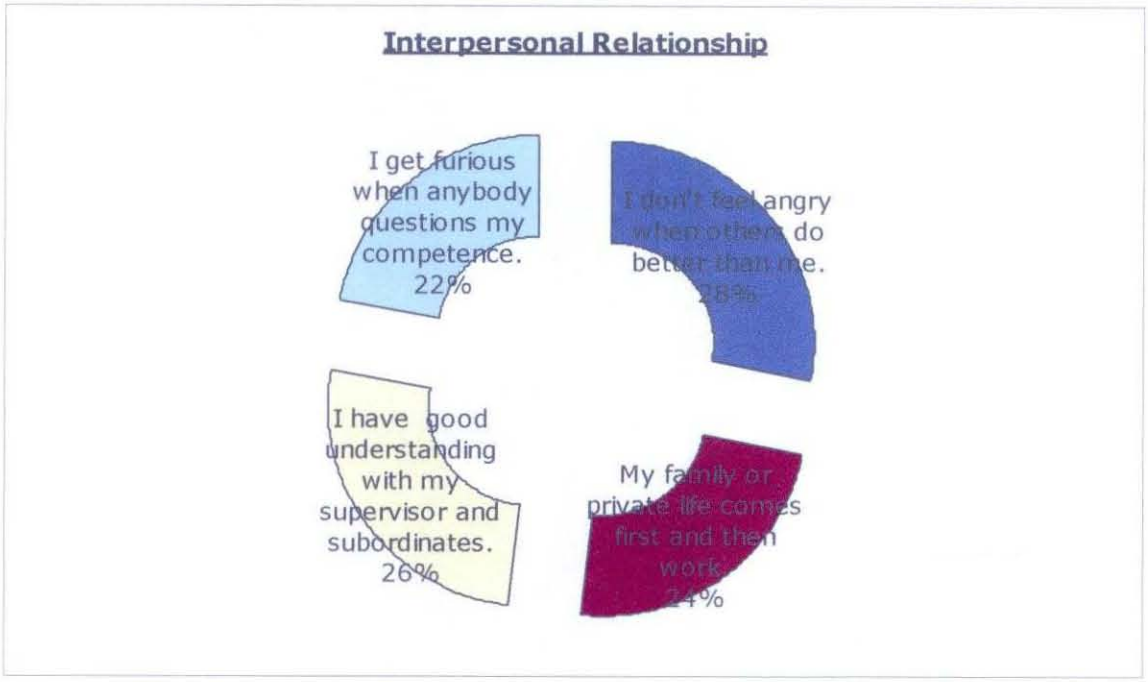
Work Load

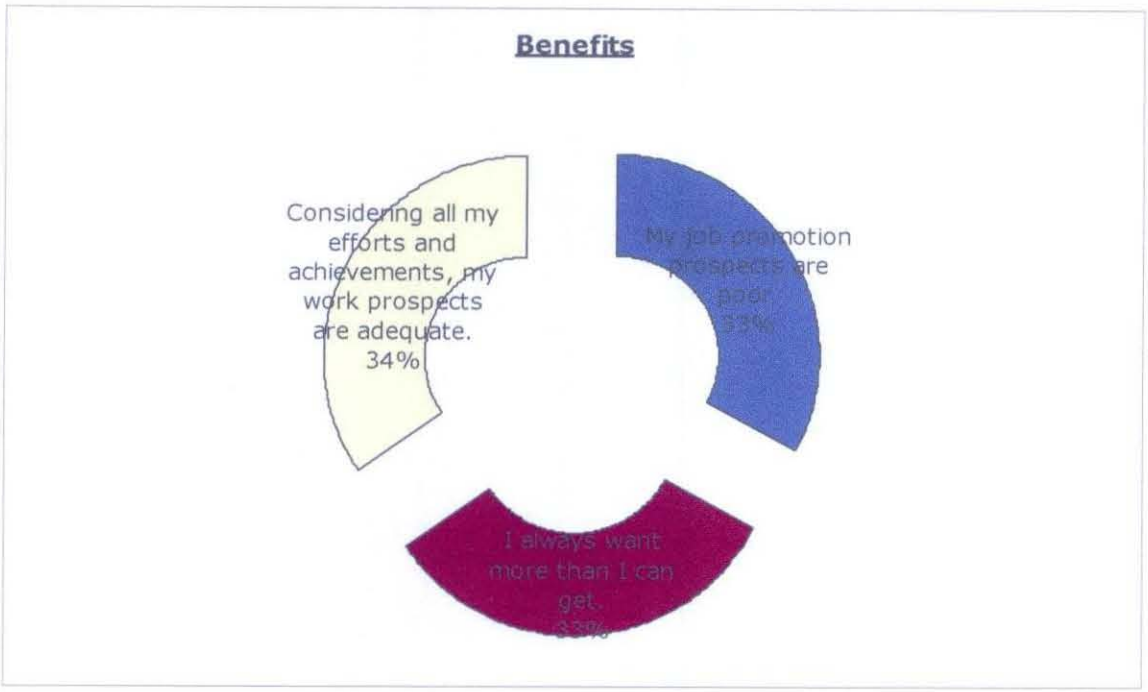


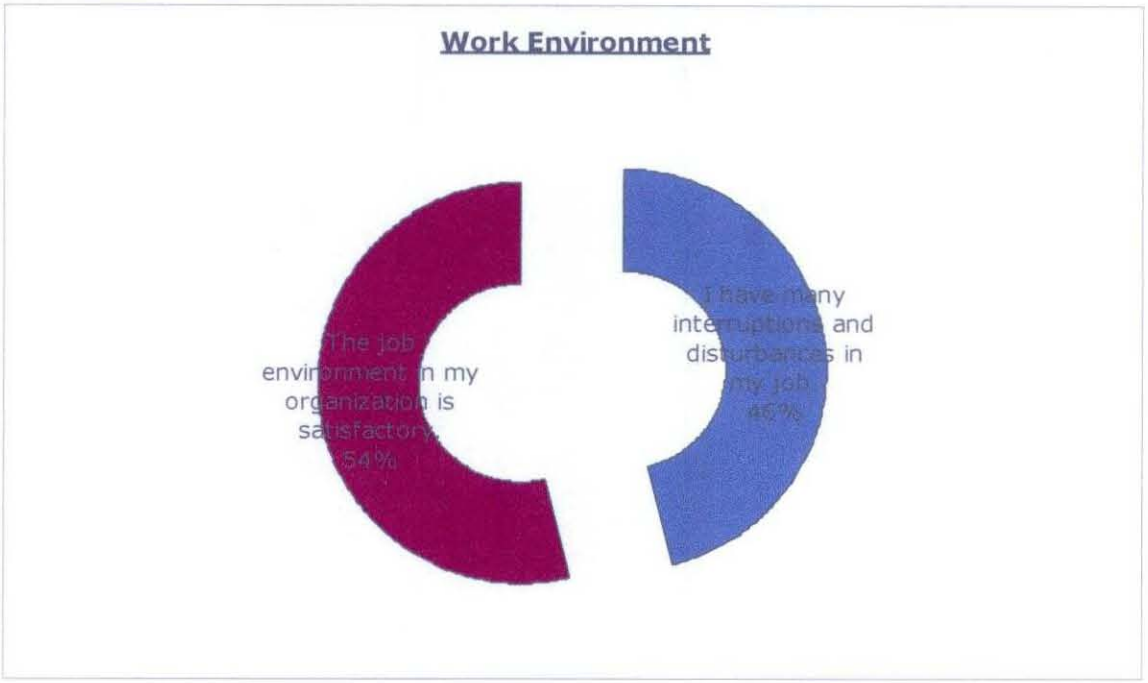
Stress



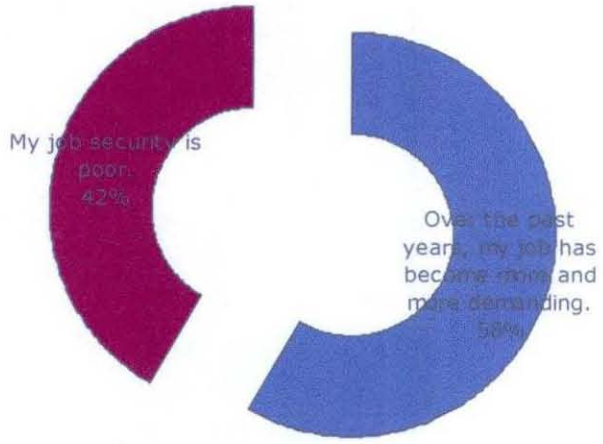

Reward
The slightest compliment really boosts my confidence
51%
I am fueled by ambition
49%


Interpersonal Relationship
I get furious when anybody questions my competence.
22%
I don't feel angry when others do better than me.
28%
I have good understanding with my supervisor and subordinates.
26%
My family or private life comes first and then work
24%

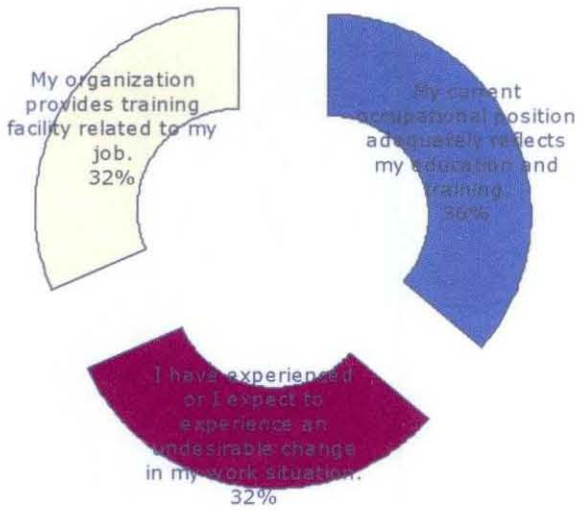

Benefits
Considering all my efforts and achievements, my work prospects are adequate. 34%
My job promotion prospects are poor. 33%
I always want more than I can get. 33%


Work Environment
The job environment in my organization is satisfactory. 54%
I have many interruptions and disturbances in my job 46%

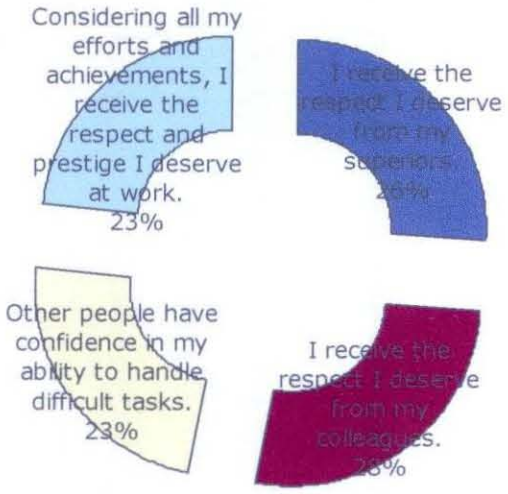
Job Security



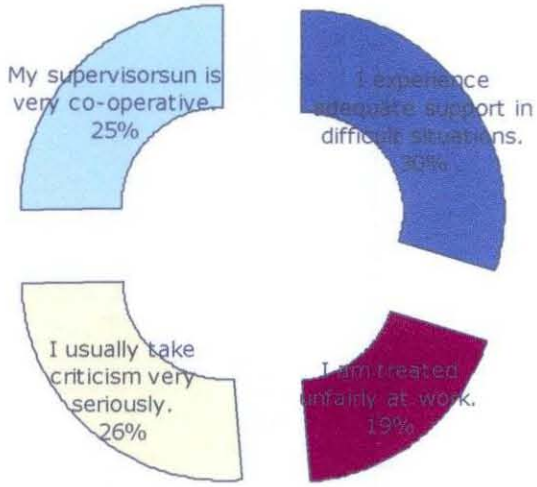
Training



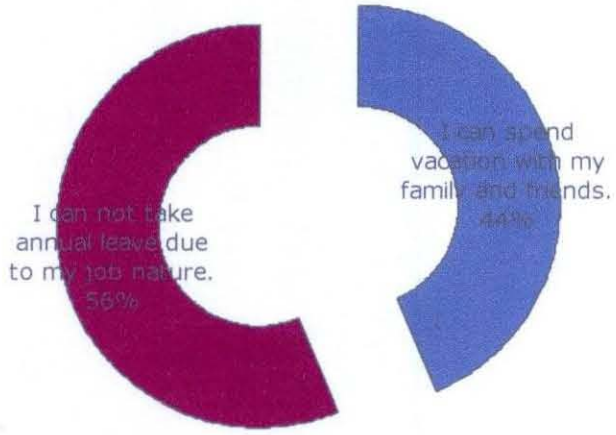
Respect



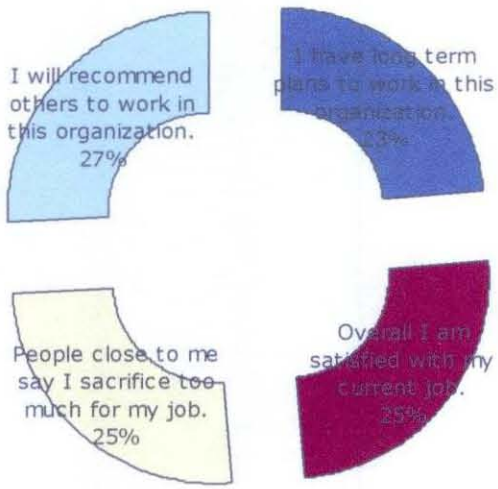
Feedback



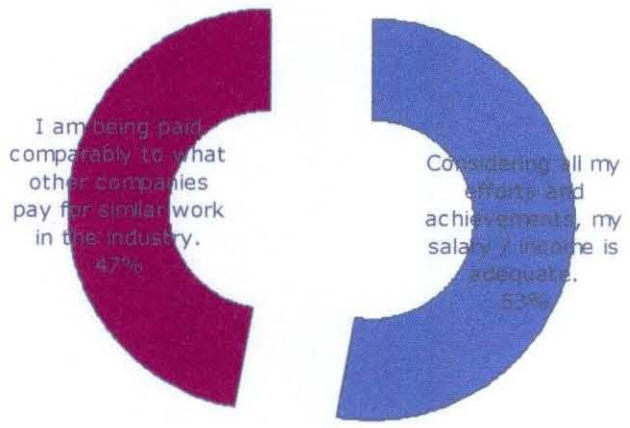
Vacation



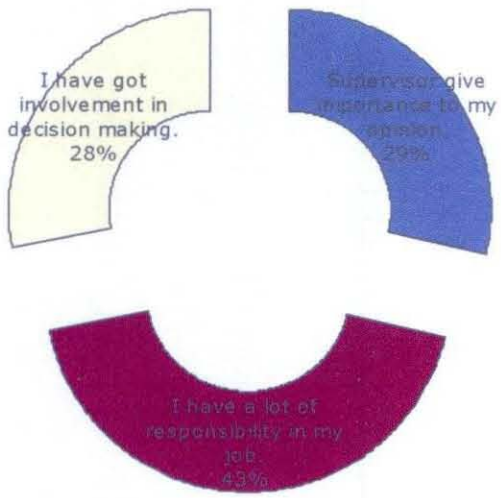
Job Satisfaction

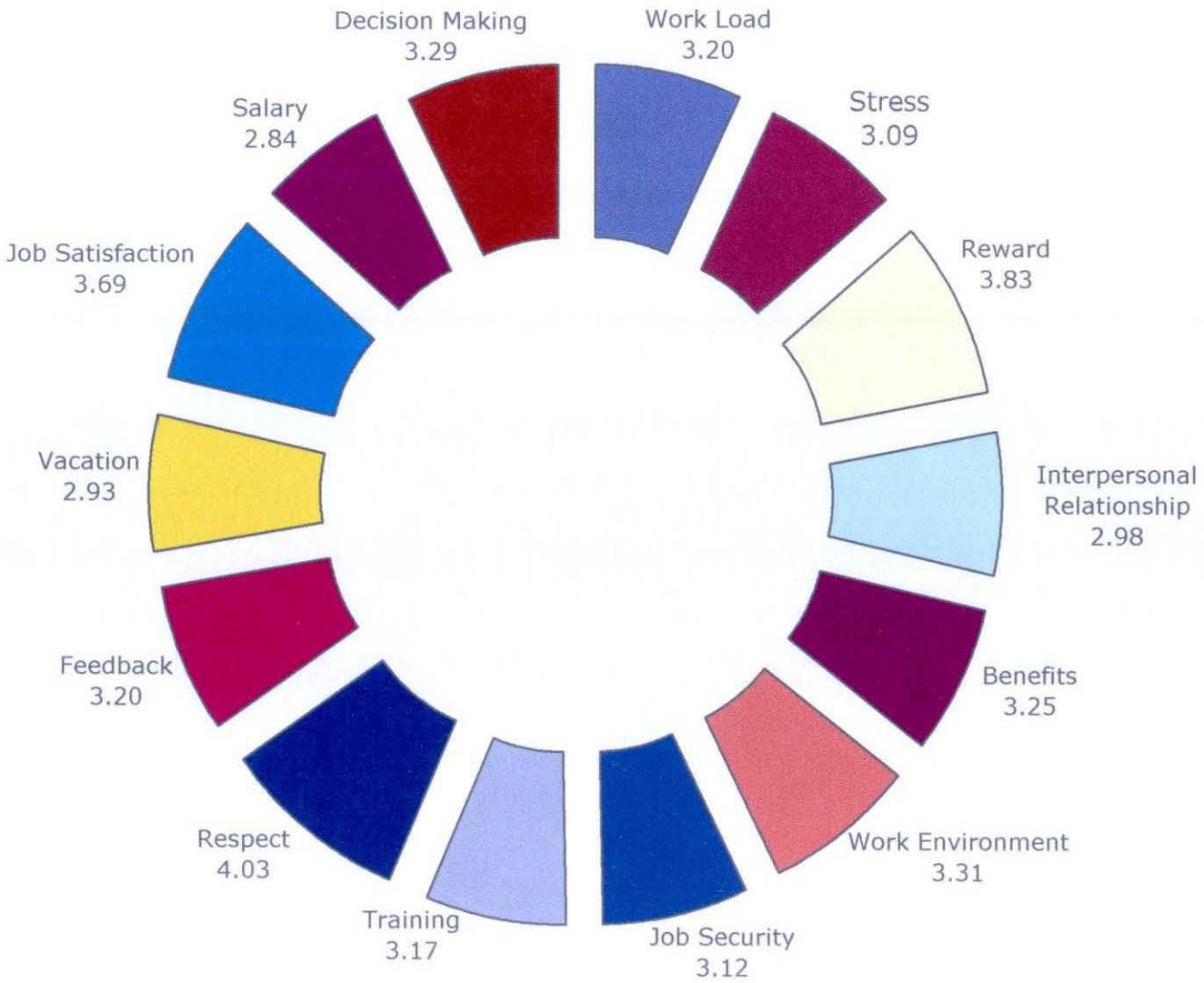


Salary



Decision Making



Work related Questions:	
Work Load	3.20
Stress	3.09
Reward	3.83
Interpersonal Relationship	2.98
Benefits	3.25
Work Environment	3.31
Job Security	3.12
Training	3.17
Respect	4.03
Feedback	3.20
Vacation	2.93
Job Satisfaction	3.69
Salary	2.84
Decision Making	3.29

Work related Questions: