



**THE LEVEL OF EMPLOYEE JOB SATISFACTION IN CONCORD
GROUP OF COMPANIES LIMITED**

Prepared By:

Nourin Nazir Tonni

ID-15264053

Major-HRM

Masters of Business administration (MBA)

BRAC University

Supervised By:

Md. Tamzidul Islam

Assistant Professor

BRAC Business School,

BRAC University

Signature Of Supervisor

Internship Duration: 12 weeks

Date of Submission: 5th April 2018

**TOPIC: THE LEVEL OF EMPLOYEE JOB SATISFACTION IN
CONCORD GROUP OF COMPANIES LIMITED**



Letter of transmittal

Md. Tamzidul Islam

Assistant Professor

BRAC Business School,

BRAC University

66,Mohakhali,Dhaka.

Subject: Submission of Internship Report

Sir,

It is my great honor to submit the report of my Internship program at Concord Group of Companies Limited. In addition, it is a great pleasure that I have been able to submit the internship report on Employee job satisfaction of Concord Group of Companies Limited in due time. The whole experience of this internship program enabled me to get an insight into the real life Situation. I have tried my best with my knowledge to make a full-fledge report by analyzing all the requirements you have asked for. Besides this, there may be shortcomings. I would be grateful if you consider those from excusable manner.

I would like to express my sincere gratitude to you for your guidance and suggestions in preparing the report. I will be happy to provide any further explanation regarding this research report if necessary.

Sincerely yours,

Nourin Nazir Tonni

ID- 15264053

Acknowledgement

First of all, I extend my profound gratitude to the Almighty Allah, the omnipresent and omnipotent, who helped me accomplish this task on time. I feel satisfied and glad that I have completed this study within specific duration. This internship report might never have been completed without the necessary practical knowledge, assistance of many books, articles, websites, and primary data. It enhanced my knowledge on employee job satisfaction. Thanks to all those persons, who have assisted me, providing me co-operation, books and articles, I would like to express my special gratitude to my supervisor Mr. Md. Tamzidul Islam; Assistant Professor, BRAC business school of BRAC University, for his motivating inspiration, kind direction, valuable suggestions & advices during my internship period and to prepare this report. I was placed in Concord group of company limited to work as an intern from January 28, 2018 to April 28, 2018. The members and management of Concord group was very co-operative and helpful. They helped me through providing various data, guidance and direction. I am grateful to Manager of Concord Group of company for his co-operation and necessary support. I would like to thank Concord Group for letting me do the internship at their HR division Head Office. Finally I want to express my special thanks to Honorable ED-HRD, AGM and Ms. Ruma Yeasmin(Senior Executive) under whom I have completed my three months internship program. I am also grateful to all other employees of Concord Group of Companies.

Certificate of the supervisor

This is to certified that, Nourin Nazir , ID-15264053, major Human Resource Management, is a regular student of MBA program, Department of Masters of Business Administration, BRAC university. She has completed an internship report on – “The Level of Employee Job satisfaction in Concord Group of Company” under my supervision which is fulfillment of the partial requirement of obtaining MBA degree.

During the period of internship program, her devotion, sincerity, honesty and modesty were very impressive and praise worthy.

I wish her every success in life.

Md. Tamzidul Islam
Assistant Professor
BRAC Business School,
BRAC University

Executive Summary

This study is the result of my internship program ran for the past three months placed at the Concord Group of Company Limited. The reason of the assigned curriculum is to understand employee job satisfaction this is why I had to gain the practical area of responsibilities of the employees so that I could interact with them directly to understand their views and their relation with their organization. Job satisfaction is the feeling of fulfillment or enjoyment that a person derives from their job. The Study shows that employee job satisfaction largely depend on job promotions, compensation system, involvement in decision making process, working environment, career development opportunity, feedback from supervisor, relationship with senior management, flexibility to balance between work and home etc. The sample for this study was the current employees of Concord Group. Printed questionnaires were distributed among 30 respondents and all the questionnaires have been collected and taken as the data for the study. The data has been analyzed by MS Excel. In this study, some results were satisfactory, which proved that the items of questionnaires are appropriates with this study. Despite differences in opinions made by the employees of the organization on what the study was conducted, the study shows that employees are satisfied with their job objectives.

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Chapter1

INTRODUCTION

With the advent of the 21st century, globalization and association among the multinational and foreign companies are making their impact in the third world economies including that of Bangladesh. To address this ever increasing competition, Bangladesh various business conglomerate institutions and other companies are working such a way in order to meet challenges both locally and as well as international markets. The development oriented conglomerate business are influencing socio-economical sector in a way by which our country will become middle income country after few year. The largest and the oldest conglomerates of Bangladesh is “Concord Group of Company”. The path finder and leader of the real estate and development business Concord Group is a Bangladeshi conglomerates, is now consist various industries. Under this conglomerate include construction, real estate, architecture & design, communication, entertainment, hospitality, and garments. The Industry plays an important role for sustainable development of a country. This development industry is well linked with human settlements, employment and environment it is recognized that the health of the Real Estate Development sector is the barometer of the national economy.

With a view to develop skilled professionals in this particular area, BRAC UNIVERSITY, Bangladesh has undertaken the internship training program for its students. As a partial and essential requirement of MBA degree, the authority has placed me to Concord Real Estate and Development company, For having practical experience in this sector for three months internship program.

ORIGIN OF THE REPORT

This report is an internship report prepared as a requirement for the completion of the MBA program. The primary goal of the internship was to provide an “on the job” exposure to the student and an opportunity for translation of theoretical conceptions in real life situation. The students are placed in enterprises, organizations, research institutions as well as development projects. In this connection, after the completions of the MBA program, I was assigned to the

Concord Group of company; I chose the topic “The level of Employee Job Satisfaction of concord group of companies” for my internship report under the supervision of Sir Md. Tamzidul Islam, Assistant Professor, BRAC Business School, BRAC University.

1.1: Objectives of the Study

Objective of the study is to achieve an understanding of the practical human resource activities and related knowledge that I have gained abstract training, University education and various document of the Concord Real Estate and Development company.

Primary Objectives: The primary objective of the study is to find out of employees Job satisfaction level in Concord Group of Companies. It is most important to appraise the job satisfactory of these large conglomerate company employees. The report will be prepared based on the information of employee’s satisfaction against the job security, compensation and benefits from the organization, working atmosphere etc.

Secondary Objectives: The report helps to evaluate overall employees’ job satisfaction in Concord Group. It identifies the relative importance of job satisfaction factors and the organizational benefits of Concord Group employees. The report also gives an idea about working atmosphere at this company. Besides this to identify the interpersonal relationship between co-workers, the limitation of management to satisfy their employees is the objective of the report.

1.2: Limitations

There were certain limitations while conducting the study. These are summarized below:

The main obstacle while preparing this report was time. As the tenure of the internship program was very short, it was not possible to highlight everything deeply. Work pressure in the office was another limitation.

Confidentiality of information was another barrier that hindered the study. Every organization has its own secrecy that is not revealed to someone outside the organization. While collecting data at the Concord Group, personnel did not disclose enough information for the sake of confidentiality rule of the organization.

While doing the survey some employees were not participate, some were busy and some were reluctant during answering the question. Some of the answers from the survey varied between higher level of officers and lower level employees.

1.3: Scope of the Study

The study report is prepared in term of the three months of internship program; the report covered all the aspects of concords' employee's job satisfaction.

1.4: Methodology of the study

In general, Methodology is the efficient explanation of sequence of activates required. In this internship report, both the descriptive and exploratory method has been used. To get internship report elements and to implement the report I worked in some steps. Those steps are sampling methods, Questionnaire development, and data collection, data analysis.

Nature of the report: Exploratory report. An exploratory research project is an attempt to lay the ground work that will lead to future studies, or to determine if what is being observed might be explained by a currently existing theory. Most often, exploratory research lays the initial ground work for future research.

Data Collection: The questionnaire method has been used for data collection for the study. Information collected to deliver this report is both from primary and secondary sources. Sample size: 15, Population size: 30 people.

Primary Data: The primary data are collected from several desk works in different departments of Concord Group. I have done some face to face discussion with executive and officer from different division which is consider being another source of primary data. I also collected some interesting and important data through my observation during my internship period. And my survey questionnaire was the best of the lot from other methods. It helps me to get specified data which is essential for my internship report.

Secondary Data: The secondary data are collected from Concord group company Ltd. secondary sources like annual report, Broachers and company website.

Chapter Two

1.1 History and short introduction of Concord group

Concord Group is a Bangladeshi conglomerates; the pathfinder and pioneer of largest real estate, engineering & construction business in Bangladesh. The Concord group is constantly evolving. In order to excel in today's fiercely competitive business environment it is important to be dynamic and have the capacity to change and pursue new business opportunities at the appropriate time. Since the beginning in 1973, Concord group has retained and built upon strengths in the business sectors that formed the foundation of the group-engineering and construction. CONCORD Group Has Built More Than **1,000** Technically Challenging and Prestigious Construction Projects in Bangladesh and Abroad. Concord has set a very high standard in the field of construction and engineering. The concord group has reputation of being the first at many things in our country, whether it is applying the latest technology, using environmentally safe construction materials or building something which has never built before in Bangladesh.

- Founding Chairman: **S.M. Kamaluddin**
- Bangladeshi Conglomerates
- Established Late **1972**

Awards achieved by Concord Group:

* Recipient of the first Bangladesh Business award in the category. Enterprise of the year 2000 – in recognition of Outstanding Leadership Quality and as a Role Model in Corporate Business in Bangladesh.

* International Quality Summit (IQS) Award 2010 in New York based on Excellence , Innovation, Customer Satisfaction, Technology, Leadership, Strategic Planning& Business Results.

*Member of the International Association of Amusement Parks and Attractions (IAAPA) USA.

*Member of the National Concrete Masonry Association (NCMA) USA

*In association with Institute for Construction Materials & Technology Private Ltd (ICOMAT) Chennai, India for development of Concrete Technology in Bangladesh.

*Retrofitting Design & Execution for structurally unsound Buildings-with Technical support from AIT Consulting, Asian Institute of Technology, Thailand.

CONCORD HAS MANY FIRSTS

*Concord was the first developer to use environment friendly construction materials in Bangladesh.

1. Concord Blocks (Instead of kiln burnt clay blocks) Since 1998

2. Aqua Pac Sewerage treatment plants since 2002

*Concord was the first company to construct 3 basements in a project. (Shilpa bank)

*Concord is the first company is introduced & implemented Top Down construction in a project. (World Trade Centre) at Chittagong

*Concord has set up the first satellite township in Bangladesh. (With 4000 apartments) with all support facilities.

*Concord set up 7 world-class theme parks in Bangladesh in the last 10 years.

*Concord has set up the country's only landscaped, gated luxury villa complex at Ashulia.

*Concord is only Bangladeshi company that has completed a 720 feet tall structure abroad.(The Telecon Building in Singapore) in association with Mitsui Construction Company.

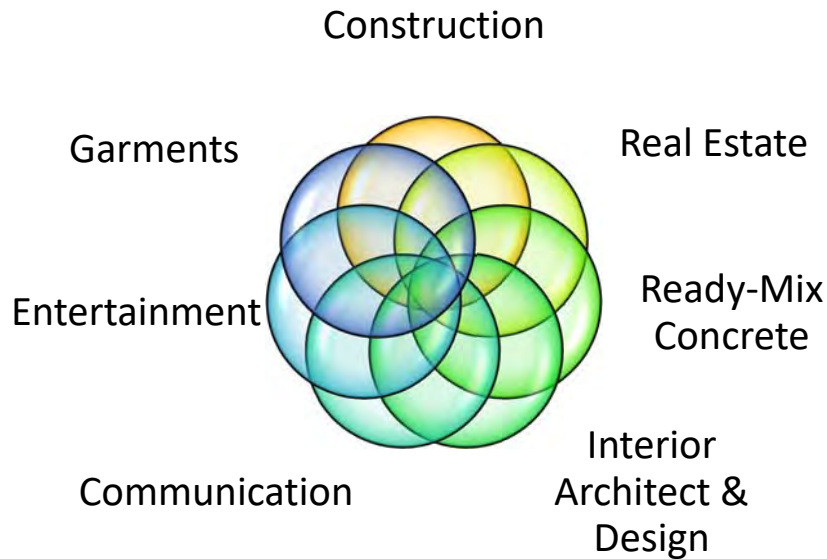
*Concord is the first company to introduce Ready-Mix concrete commercially in Bangladesh.

*Concord constructed the first high-rise building in Bangladesh.

*Concord constructed the country's first revolving restaurant (Height-71 metre) in Chittagong.

*Concord introduced RCBM (Reinforced Concrete Block Masonry) technology in Bangladesh.

2.2 Overview of concord group



Engineering & Construction: Concord is the leading engineering & construction company in Bangladesh with some of the most prestigious and most technically challenging projects in the country to our name.

Real Estate Development:

Residential Real Estate Development Concord is the market leader in real estate development. We are involved in all sectors of the market (premium high end condominiums, medium range apartments, affordable housing, luxury low-rise gated communities etc.

Commercial Real Estate Development: Concord has undertaken many striking commercial projects – from shopping malls to ultra-luxury office blocks and mixed use products.

Manufacture of Construction Materials: Concord has 5 ready-mix concrete batching plants, 4 block factories that manufacture concrete products (hollow blocks, pavers, ceiling

blocks, kerb-stones, 30 MPa load-bearing blocks, etc.), a terrazzo/engraved tiles manufacturing plant, a concrete roof tile plant and a furniture manufacturing factory.

Architectural, Engineering and Interior Design Services: Concord has a very strong architectural and engineering design division and an interior design arm.

Tourism, Entertainment & Hospitality: Concord set up Fantasy Kingdom in 2002. It is the only world-class theme park in Bangladesh. Since then Concord has set up 7 such installations (dry park, wet park, go-kart tracks) and 2 destination resort hotels in Dhaka and Chittagong.

Export of Ready-Made Garments: Jeacon Garments Ltd. and Concord Fashion Export Ltd. have been exporting garments to the USA and Europe since the early 1980's.

Concord Communication Co. Ltd. (CCCL)

operates in the fields of advertising, printing & publication, media, market promotion, event management and public relations. Concord Communication Co. Ltd. was started in 2003 and has placed a strong foothold in the media & communication field.

Formation & Chronology of Development

- **Late 1972:** Concord Construction Co.
- 1976: Concord Engineers & Construction Ltd.
- **1983:** Jeacon Garments Ltd.
- 1988: MNK Marble & Tiles Technology Ltd
- **1989:** Bangladesh Gypsum Products (Pvt.) Ltd
- 1989: Modern Furniture & Interior Décor (Pvt.) Ltd
- **1989:** MNK Chemicals & Home Services (Pvt.) Ltd.
- 1989: Concord Condominium Ltd
- **1990:** Concord Ready-Mix Concrete Products Ltd
- 1991: Concord Fashion Export Ltd.

- **1994:** Concord Architects & Interior Décor Ltd.
- **1997:** Concord Real Estate & Building Products Ltd.
- **1999:** Concord Real Estate & Development Ltd
- **2000:** Concord Pre-stressed Concrete & Block Plant Ltd
- **2001:** Concord Entertainment Co. Ltd
- **2003:** Concord Architects & Engineers Ltd
- **2003:** Concord Communications Company Ltd
- **2008:** Concord Consortium Ltd.
- **2008:** Concord City Development Ltd.

2.3 Mission and Vision

Concord is Bangladesh's leading real estate & construction conglomerate with over 1000 well known projects to their name. They have undertaken some of the most prestigious and technically challenging projects in the country and are known for setting standards in their field.

Concord has one aim - to improve the quality of life of the people of Bangladesh.

Concord has a strong sense of duty to the community they serve. Concord's contribution to affordable housing & environmental protection is an affirmation of this commitment.

2.4 LIST OF COMPANIES

- CLL : Concord Lands Ltd.
- CCML : Concord Condominium Ltd
- JGL : Jeacon Garments Ltd
- CFEL : Concord Fashion Export Ltd.
- CCL : Concord Consortium Ltd
- CCDL : Concord City Development Ltd.
- CPCL : Concord Prestressed Concrete & Block Plant Ltd
- RMC : Concord Ready-Mix & Concrete Products Ltd
- CAEL : Concord Architects & Engineers Ltd

- CECL : Concord Engineers & Construction Ltd
- CRDL : Concord Real Estate & Development Ltd
- CEnCL: Concord Entertainment Company Ltd
- CEnCL: Concord Entertainment Company Ltd
- CRPL : Concord Real Estate & Building Products Ltd.
- CCCL : Concord Communication Co. Ltd
- CAIDL: Concord Architects & Interior Décor Ltd.

2.5 Some of the prestigious achievements of Concord Group:

National Martyr's Monument

Hazrat Shahjalal International Airport

Mirpur Indoor Stadium

SingTel Tower, Singapore

Bangladesh Shilpa Bank

Auditorium for Bangladesh TV

Darbar Hall @ Bangabhaban

2.6 Employee Benefits and policies of Concord group:

BENEFITS:

- ✓ Festival Bonus: Two festival bonus (after 180 service) equivalent to monthly basic salary.
- ✓ Insurance: MetLife Alico LIFE Insurance (after confirmation).
- ✓ Transport: Pick and Drop at Fixed route
- ✓ Gratuity: After completion of five (05) years in CONCORD an employee will be eligible for this facility.

Aid from HRD

- ✓ **Job Confirmation:** 180 days(Mgt. Staff) and 90 days(Non-mgt. Staff) from the date of joining
- ✓ **Salary Month:** 25th day of the month to 24th day of the next month
- ✓ **Office Time:**
 - Head office :**(09:30 AM to 05:30 PM)
 - FKC :** (11:00 AM to 08:00 PM)
 - FLC:** (10:00 AM to 07:00 PM)

- ✓ **Resignation notice period:** During Probation 15 Days for Officer to Assistant Manager (equivalent position), Deputy Manager to equivalent to AGM (equivalent position), DGM to Above Positions. After Confirmation 45 Days.

Rules & Regulation-Attendance:

automated and manual.

- Automated: Head Office, Parks
- Manual : Factories, Projects

A grace time 15 minutes for in-time BUT must be adjusted without-time. For three (03) late or exit entry one day's basic salary will be deducted. For habitual late attendance or unauthorized absence will consider as misconduct.

Rules & Regulation-Casual Leave:

- 10 Days Entitled Per English Calendar Year
- It cannot be avail more than thee (03) days at a time
- Leave must apply in prescribed form and get it approved by HoD before going to the leave.
- Approved leave form must be submitted to HRD at least two (02) days prior to commencement of leave.
- Leave cannot be availed both prefixing and suffixing any weekly day off or declared public holiday

Rules & Regulation-Sick Leave

- 14 days entitled per English Calendar year
- Certificate requires from registered medical practitioners supporting for more than 3 days sickness.
- Absent due to sickness must be informed to reporting supervisor through SMS/e-mail.
- Leave must be regularized within three (03) days from the date of return from sick leave.

RULES & REGULATION- EARNED LEAVE

- One day for every 18 days for work (i.e. 20 days in a year).
- Required 180 days of service with the company for enjoy this leave

- Maximum 40 days' salary will be in-cashable during final settlement
- Required 365 days of service with the company for leave in-cashable
- Leave must apply in prescribed form and get it approved by HoD before going to the leave.
- Approved leave form must be submitted to HRD at least two (02) days prior to commencement of leave.

Rules & Regulation- Maternity leave

- Required 180 days of service with the company.
- 16 Weeks (8 weeks pre-natal & 8 weeks post-natal).
- Required certificate from registered medical practitioners with Expected Date Of Delivery (EDD).
- Declaration of nominee who will get benefits in absence of her.

Code of Conduct - TO DO

- Promote the Aim and Believes of Concord Group
- Maintain highest level of professional behavior, ethics, integrity, and honesty
- Maintain a safe and respectful work environment
- Treat everybody with respect and dignity
- Avoid all conflicts of interest between work and personal affairs
- Formal greeting and professional manner is expected during official communication
- Wear ID card properly
- Maintain positive attitude

Code of Conduct - don't do

- Disclose any confidential information of the company to any person
- Misuse official position for doing any unethical work
- Accept any kind of payment, gift or gratification from third party where company has any kind of interest
- Use any language or behave with colleagues, supervisor or subordinate in any manner, which is improper.
- Taking money/benefits from or giving money or benefits to any employees of the company

- Falsifying, tampering with, damaging or causing loss of employer's official records
- Consider rumor and spread it
- Gossiping in office with colleagues during office hour
- Using ear phone/head phone to listening song in office
- Use of social media sites (Facebook, Tweeter and Instagram etc.) during office hour
- Take or give loan from or to any employee personally
- Smoking in the office.
- Influence of alcohol/drugs in workplace

Rules & Regulation: Professionalism

- Treating reporting supervisor as a possible mentor
- Well grooming and appropriate dress-up
- Following the cultural norms of company
- Maintaining a positive attitude
- Speaking clearly and speaking up when necessary
- Avoiding office politics and gossips
- Being pleasant and respectful to coworkers

Chapter 3: Project part

3.1 Job satisfaction

Job satisfaction or employee satisfaction defined different ways many time. It is believed by some people, that how content an individual is with his or her job in other words whether or not they like their job or individual aspects such as nature of work. On the other hand some group of people thinks that it is not as simple as the definition. They think that a multidimensional psychological response to one's job is involved in this process.

One of the most used definition in organizational research is that of Locke (1976), who defines the term- “ a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience”. Spector Lists 14 common facets in 1997. They are- Appreciation, coworkers, communication, fringe benefits, job condition, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security and supervision.

Job satisfaction can also be seen within the various context of issues which affect employees experience of work and quality of their working life. Also it can be understand in terms of its relationship with some of the factors such as- general well-being, stress at work, control at work, home- work interface and condition of working.

In india a study “Analysis of Factors Affecting Job Satisfaction of the Employees in public and Private Sector” concluded that employees tend to love their job if they get what they believe. Analysis showed that most of the employees in india are not satisfied with their job except for a few male in commerce sector and female in education sector.

The total job satisfaction level of males is found higer than that of woman. And manufacturing level job sector satisfaction level is very poor.

A Few Definition of job satisfaction are quoted as follows:

According to E.A. Locke- “Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.”

According to Fieldman and Arnold-“Job satisfaction will be defined as the amount of overall positive affect or feelings that individual have towards their jobs.”

According to Andrew Brin- “Job satisfaction is the amount of pleasure or contentment associated with a job. If you like your job intensely, you will experience job-dissatisfaction.”

3.2 Three important dimension of job satisfaction:

(1) Job satisfaction can not be seen, it can only be inferred.

(2) Job satisfaction is determined by how well outcomes meet the expectations or exceed it. If any employee faces any situation that organization is paying less amount according to his workload and other department people are receiving good amount than him, then surely dissatisfaction occurs. He will show a negative attitude there. On the other hand if he is paid with a good amount automatically he will show a positive attitude towards his organization.

(3) Job satisfaction can be count by the job attitudes. Positive attitude is conceptually signaled of job satisfaction and vice versa.

These two terms are used interchangeable, but there are differences between these two terms. Job satisfaction is a specific subset of attitudes. Attitudes are the reflector parameter about ones feelings towards a job, objects. Attitudes are long lasting, but satisfaction is dynamic and it keeps on changing. It can decline quickly than it developed. Hence managers need to pay more attention to job satisfaction constantly.

3.3 Factors Influencing job Satisfaction:

There are some factors that influence job satisfaction. These studies have revealed consistent correlation of certain variables with the job satisfaction. These factors are explaining through the chart:

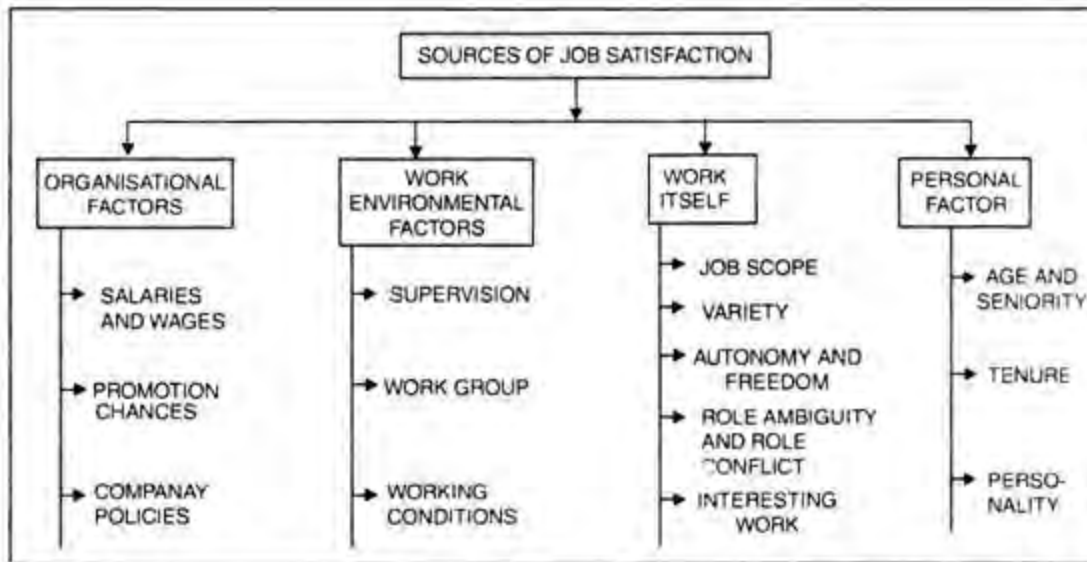


Figure: Factors Influencing Job Satisfaction

A. Organizational Factors:

The organizational factors which affect job satisfaction are:

1. Salaries and wages:

Money is the most important factor for fulfilling ones needs. Money also satisfies the first level of needs of Maslow’s model of satisfaction. Wages and salaries play a significant role in influencing job satisfaction. Secondly employee often thinks that money is reflection of the management concern for them. Thirdly, it is considered as a symbol of achievement since higher pay reflects higher degree of contribution towards organization.

Non-monetary benefits are also important. Generally employees don’t understand the critical benefits plan. They want a pay system which is simple fair and in line with their expectation.

2. Promotion:

Another considerable factor that affect job satisfaction because of following reason

- Promotion indicates on employees worth to the organization which is highly morale boosting. This is true fact in case of high level jobs.

- Employee consider their promotion as the ultimate achievement in his career and when it is realized, he feels satisfied
- Promotion involves positive changes.

3. Company Policies:

Organizational policies are essential factors for determining the job satisfaction of employees. An autocratic and highly authoritative structure causes resentment among the employees where as an open and democratic structure creates interesting job appeal towards them.

The organizational policies can creates positive and negative feelings among the employees. Strict policies can brew a dissatisfaction and liberal and fair policy can flow satisfaction inside of the employees mind.

B. Work Environment Factors:

This includes following factors

1. Supervision:

Supervision is another important factor of job satisfaction. There are two dimensions of supervisory styles. They are

Employee Centeredness- here the supervisor takes personal interest in employees welfare.

Participation- allow the employees in decision making process which will affect their job. This can create a highly appreciated environment for employees.

2. Work Group:

The nature of work group will have effect on job satisfaction in following ways

(a) A friendly cooperative group provides opportunities to the group members to interact with each other. It can create a source of support, comfort, advice and assistance to the individual group members.

(b) a stronger group is possible only when the members have similar attitudes and values, thus a great source of satisfaction can be formulated.

3. Working conditions:

A better working condition is desirable to every employees as they lead to more physical comfort. The temperature, humidity, lighting, ventilation, hours of works, cleanliness of the work place and also adequate tools and equipment are necessary factors for determining job place satisfaction.

Poor environment can lead to dissatisfaction for employees. Moreover all the employees are not satisfied or dissatisfied by favorable and unfavorable work environment as shown in the figure given below-

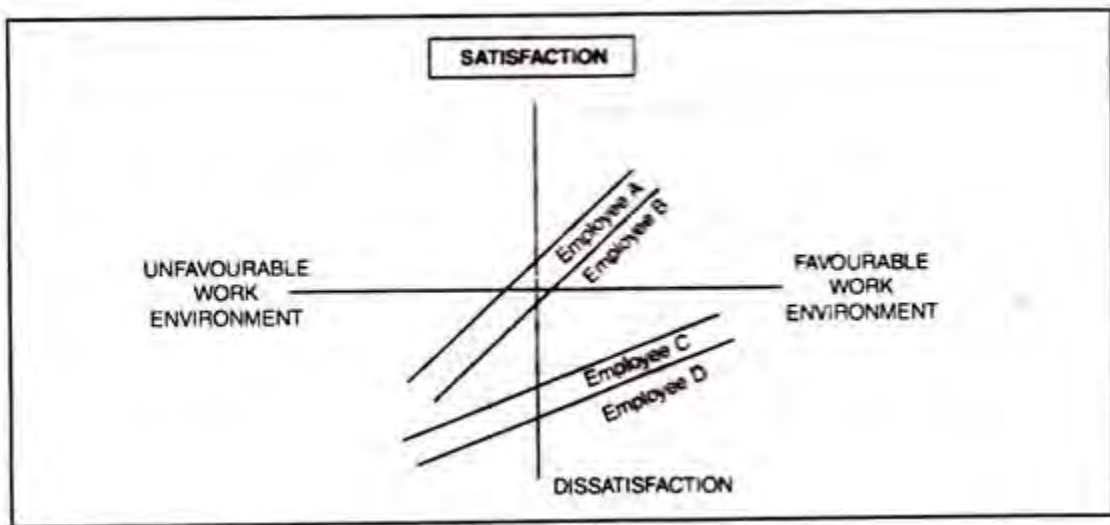


Figure: Working Condition

As shown in the figure, all the four employees are dissatisfied when the working conditions are unfavourable. However, as the working conditions start becoming favourable, the job satisfaction of employees A and B increases while employees C and D have a little increase in satisfaction.

C. Work itself:

The content of work also plays a significant role for measuring job satisfaction

(a) job scope:

The higher the level of this factor which includes job responsibility, work pace and feedback, higher the level of satisfaction.

(b) Variety

Variety of job work is effective but that should be in a moderate amount. Excessive or less variety causes both stress and monotony which can create job dissatisfaction.

(c) lack of freedom and autonomy:

Employees do not like it when their every step is determined by the authority supervisor. It creates helplessness and dissatisfaction.

(d) Role ambiguity and role conflict:

This can lead confusion and conflict among the employee as they don't know what is their task and what is expected of them.

(e) interesting work:

A challenging and interesting work always provides a status of satisfaction towards employee. On the other hand boring and monotonous work creates a sense of worthless feelings.

D. Personal Factors:

The personality traits and attributes also determine the job satisfaction level. Pessimist and negative minded people will always complain about everything which also includes job. On the other hand positive traits people are always confident and they have the charisma to cheer up other employees and make them satisfied about the job.

Some of the important personal factors are:

1. Age and Seniority:

The maturity of people comes with the age. They become realistic, less idealistic so that they easily accept available resources, rewards and always satisfied about the situation. People who do not move up with the time are more likely to be dissatisfied in every situation of their life including job sector.

2. Tenure

Tenure assures the job security which is an important factor. Employees with long term tenure are highly satisfied with their job. Fear of losing job can brew up a dissatisfied mind. A long term tenure only can help them to plan a future thus making a satisfied mind.

3. Personality:

Some personality traits are directly related with job satisfaction. For example- self-esteem, maturity, decisiveness, sense of autonomy, challenge and responsibility. Higher the maslows need hierarchy, the higher the job satisfaction. So that management must ensure that the employee has positive traits besides providing them healthy job environment.

(Reference:<http://www.yourarticlelibrary.com/hrm/jobs/factors-influencing-job-satisfaction-with-diagram/53312>)

3.4 My Duty

During my internship I was assigned in the Human Resource division which is situated at their head office in Gulshan. Since I was an intern for there for 3 months, during my internship I have monitored their recruitment department operation and learn about recruitment and selection process.

Specific responsibility of the Job

As an intern I had some specific tasks to do under human resource department of the company to familiarize myself with the department as well as company.

- Learn about the organization, its background, mission and vision.
- Learn about the products and services of concord group of company.
- Learn about the HR practices of Concord group.
- Observe the work culture in the company.
- Get exposed to real work experience.
- Assisting my supervisor in the job.
- Keeping records of existing employee data.
- Calling the interviewees over phone and making interview schedule
- Coordinate the interview session
- Update the ERP existing employee data
- Get an idea on how to make successful career in the corporate sector

Different Aspects of Job Performance

Joining process: I have performed new employee joining process. Process is start from new employee file recording to appointment briefing. To do so firstly I have to arranged all necessary document which includes manpower requisition form, approval form etc through which I create the offer letter and appointment letter. Before joining the new employee must fill up six different forms. I gave them necessary instruction and at last a brief based upon the appointment letter.

Also I have coordinate interview session.

Critical observation and recommendation

The HR Department consists of only 6 employees which are lowered compared to overall organization size so they can hire more.

There can be more scope for using internees to carry out short term projects

The total HR department is very active.

Providing adequate tools and resources near to the employees so that they can improve the speed of work and thus the employees will feel more satisfaction in their workplace.

Chapter 4: Findings and Analysis

In this section I have used a questionnaire for the analysis of my topic-“THE LEVEL OF EMPLOYEE JOB SATISFACTION IN CONCORD GROUP OF COMPANIES LIMITED”. The questionnaire survey was distributed among the people of present concord group employees from different department. My respondent number was 30. The question patterns are in “Likert scale”.

Number of question-15

Number of respondents-30

Pattern of questionnaire-likert scale

Question 1: Induction into your post was effectively done

-Table 1

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	7	23%
neutral	1	3%
Agree	21	70%
Strongly agree	1	4%
Total	30	100

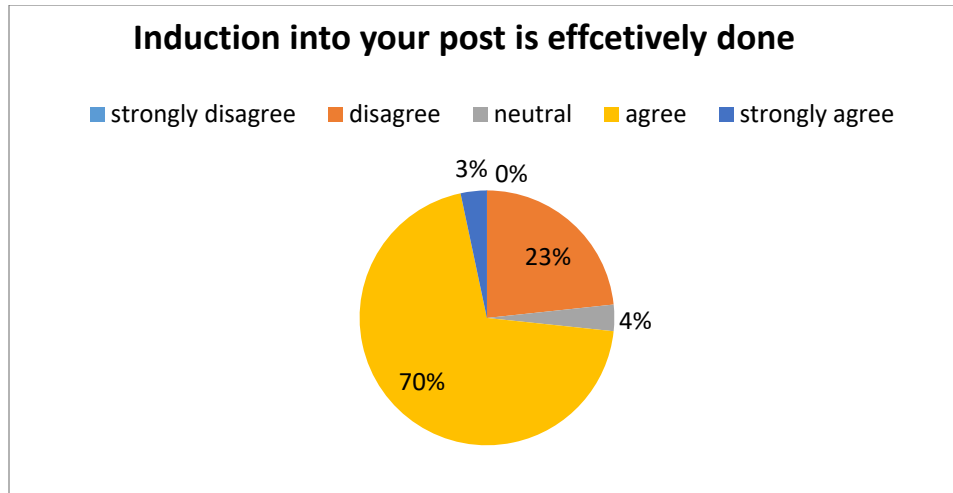


Fig-Pie Chart showing the result (%) of question 1

Survey result: Among the number of 30 respondents the 21 people goes with agree, 1 strongly agree, 1 neutral, 7 people disagree. And there was no respondents who go with strongly disagree.

Explanation: from the table 1 and figure 1 above graph chart points out that 21 respondent representing seventy percent of the staff said that they feel that induction into their post is done effectively, four percent are neutral about the fact. Three percent were strongly agree and twenty three percent did not agreed about their induction process.

.Question 2: work environment and culture is good

-Table 2

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	1	4%
neutral	9	30%
Agree	20	66%
Strongly agree	0	0
Total	30	100

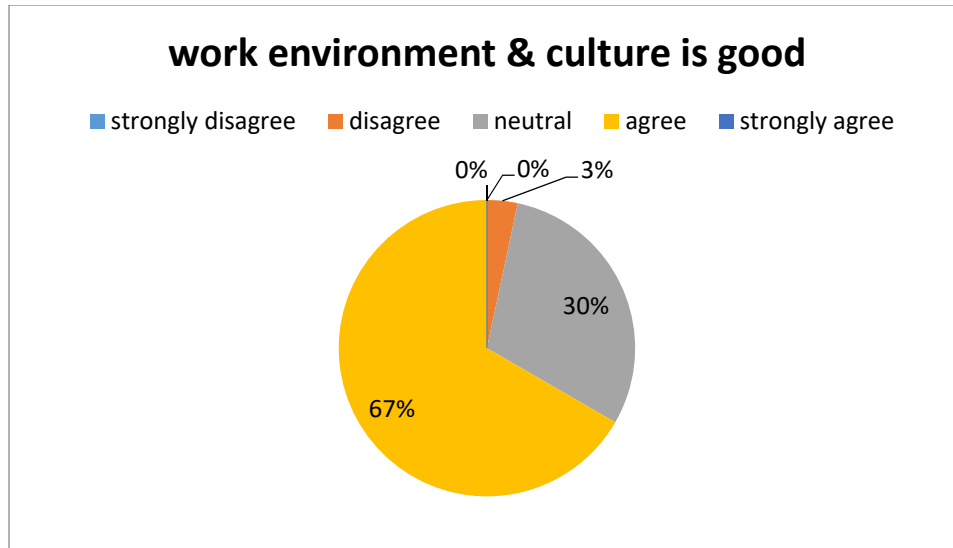


Fig-Pie Chart showing the result (%) of question 2

Survey result: among the number of 30 respondents the 20 people goes with Agree, 9 Neutral, 1 people Disagree and there is no single respondents who goes with strongly agree & strongly disagree.

Explanation: From the table and figure 2 above chart points out that 20 respondents representing sixty seven percent of the staff who said that they feel that work environment and culture is good. Thirty percent neutral response indicates that not all employees neither unhappy nor fully satisfied, only four percent among them are disagreed about the fact and they believe that it can be improve.

Question 3: workload is reasonable

Table 3

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	2	6%
neutral	2	7%
Agree	26	87%
Strongly agree	0	0
Total	30	100

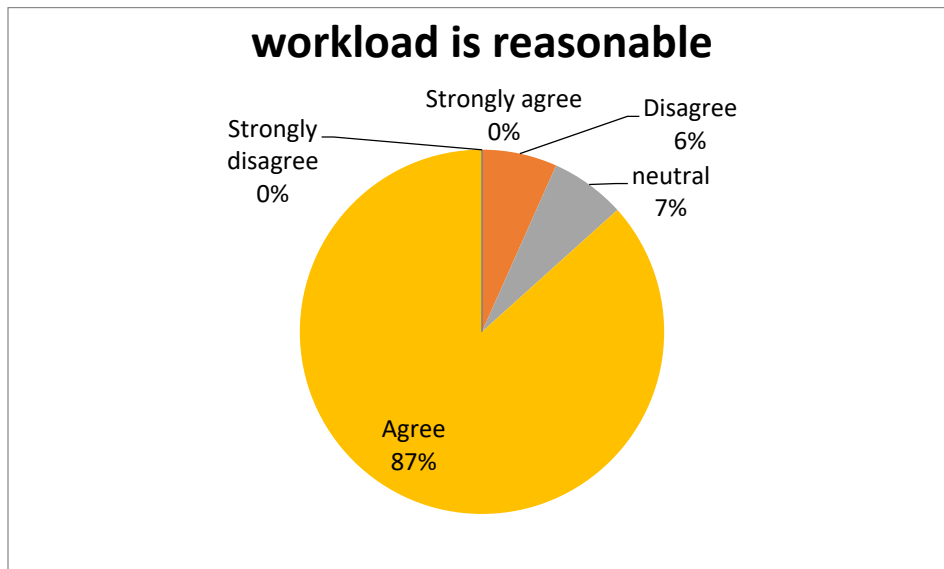


Fig-Pie Chart showing the result (%) of question 3

Survey Result: Among the number of 30 respondents the 26 people goes with Agree, 2 neutral, 2 people Disagree, and there is no single respondents who goes neither with strongly agree nor strongly disagree.

Explanation: From the table 3 and figure 3 above charts point out that 26 respondent representing eighty seven percent of the employee feel that work load is pretty much reasonable, seven percent of the respondents were neutral only six percent disagreed and they feel that workload is excessive according to their number of staff and ability.

Question 4: Colleagues are cooperative

Table 4

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	2	6%
neutral	3	10%
Agree	23	77%
Strongly agree	2	7%
Total	30	100

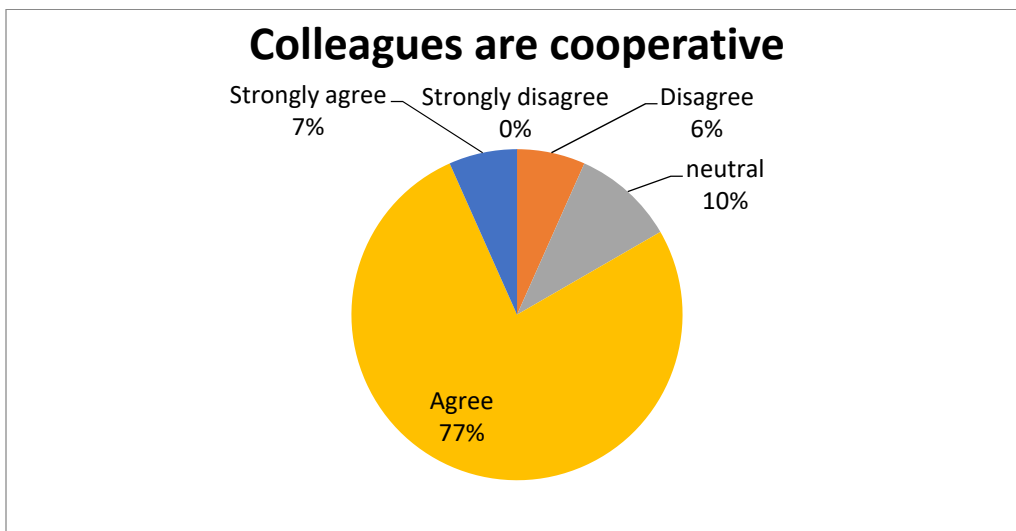


Fig-Pie Chart showing the result (%) of question 4

Survey Result: Among the number of 30 respondents the 23 people goes with Agree, 3 neutral, 2 people Disagree, and 2 strongly agree. And there is no single respondent who goes with strongly disagree.

Explanation: From the above table 4 and figure 4 charts points out that 23 respondents representing seventy seven percent of the employees think that their colleagues are cooperative, ten percent of the respondents were neutral where six percent disagreed with the fact and around seven percent of people are strongly disagree because they think that their colleagues are not that much cooperative so they goes with the option.

Question 5: Yours Skills are effectively used

Table 5

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	1	3%
neutral	4	14%
Agree	24	80%
Strongly agree	1	3%
Total	30	100

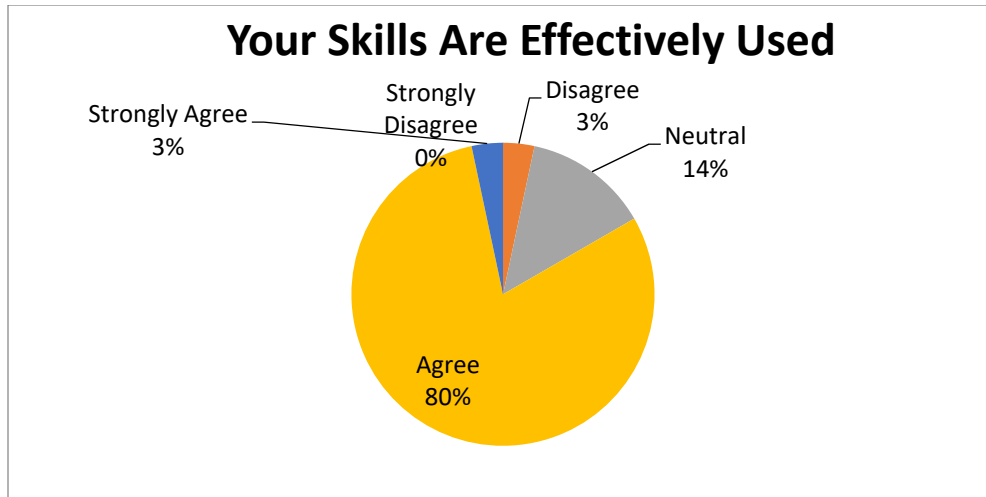


Fig-Pie Chart showing the result (%) of question 5

Survey Result: Among the number of 30 respondents the 24 people goes with Agree, 4 neutral, 1 people Disagree, and 1 strongly agree. And there is no single respondent who goes with strongly disagree.

Explanation: From the table 5 and figure 5 above charts point out that 24 respondents representing eighty percent of the employees who think that their skills are effectively used on their own job area, fourteen percent of the employee were neutral where three percent disagreed because they think their skills are not effectively used by the organization also three percent of the people are strongly agree with the statement.

Question 6: Internal Communication system is effective

Table 6

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	1	4%
Disagree	0	0%
neutral	3	10%
Agree	25	83%
Strongly agree	1	3%
Total	30	100

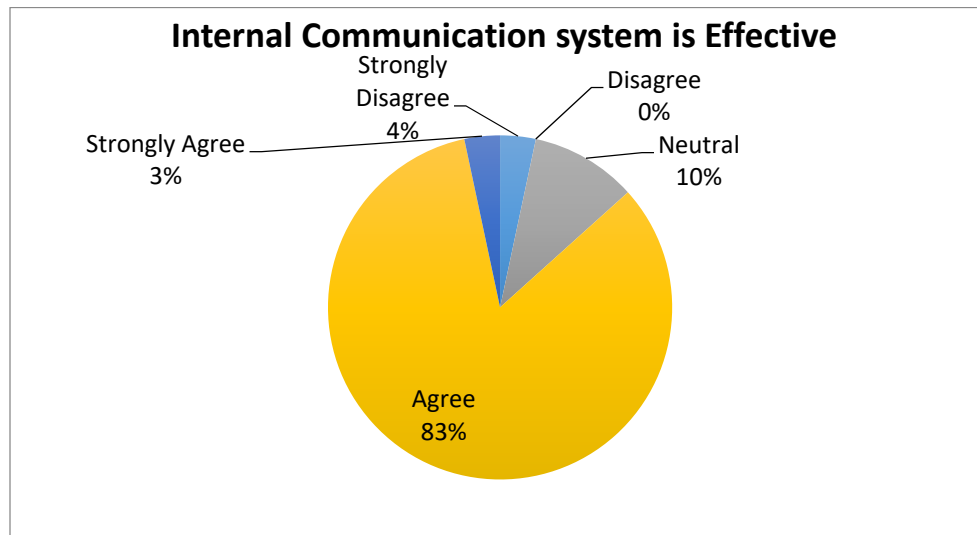


Fig-Pie Chart showing the result (%) of question 6

Survey Result: Among the number of 30 respondents the 25 people goes with Agree, 3 neutral, 1 people Strongly disagree, and 1 strongly agree. And there is no single respondent who goes with disagree.

Explanation: from the above table 6 and figure chart 6 it points out that 25 respondents representing eighty three percent of the employees who think that internal communication system is effective within the organization. Among them ten percent of the respondents were neutral about the issue, where three percent strongly disagree because of facing lack of communication system in their own job area. Also three percent of people are strongly agree with the issue and they are pretty much satisfied with the internal communication system of organization.

Question 7: Department is adequately staffed

Table 7

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0%
Disagree	1	3%
neutral	8	27%
Agree	20	67%
Strongly agree	1	3%
Total	30	100

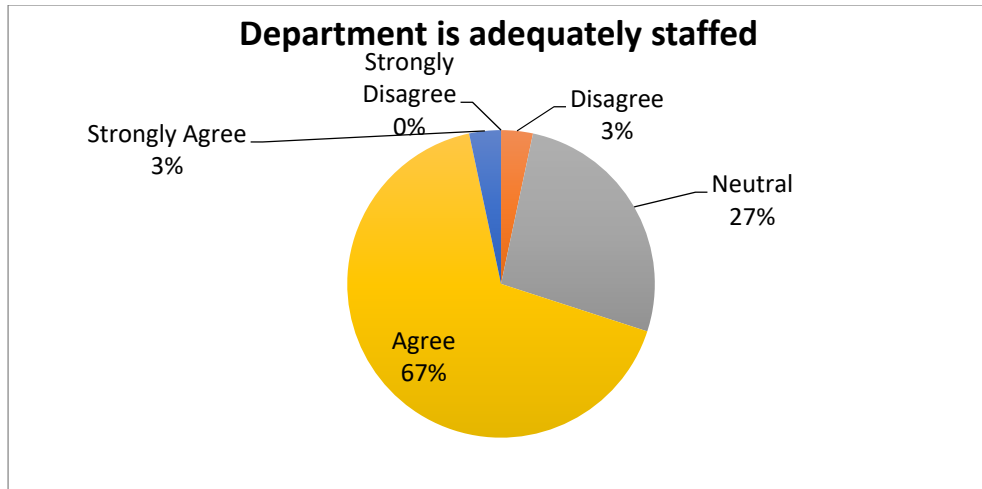


Fig-Pie Chart showing the result (%) of question 7

Survey Result: Among the number of 30 respondents the 20 people goes with Agree, 8 Neutral, 1 people disagree and 1 strongly Agree. And there are no single respondents who go with the answer strongly disagree.

Explanation: From the table 7 and figure 7 above charts points out that majority of people that is sixty seven percent of the employees who think that their own department is adequately staffed. Twenty seven percent of the employees were neutral about the issue, where three percent goes with the answer disagree because they think that their own department is not adequately staffed according to their job duties. There are three percent of people who strongly agree with the question.

Question 8: Contribution is rightly recognizes

Table 8

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0%
Disagree	3	10%
neutral	9	30%
Agree	18	60%
Strongly agree	0	0%
Total	30	100

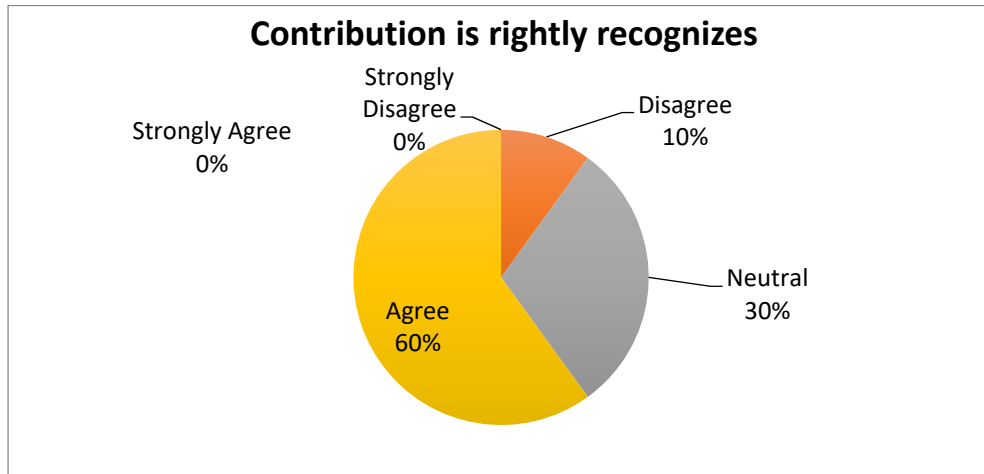


Fig-Pie Chart showing the result (%) of question 8

Survey Result: Among the number of 30 respondents the 18 people goes with Agree, 9 Neutral, and 3 people disagree. And there are no single respondents who go with the answer strongly disagree and strongly agree.

Explanation: From the table 8 and figure 8 above charts points out that 20 respondents representing sixty percent of the employees who think that their contribution towards work are valued by the organization. Thirty percent were neutral and ten percent disagree because they think that contribution is not properly recognized by the authority which can be a cause for great dissatisfaction for employees.

Question 9: Management treatment is fair and equal

Table 9

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0%
Disagree	3	10%
neutral	5	17%
Agree	21	70%
Strongly agree	1	3%
Total	30	100

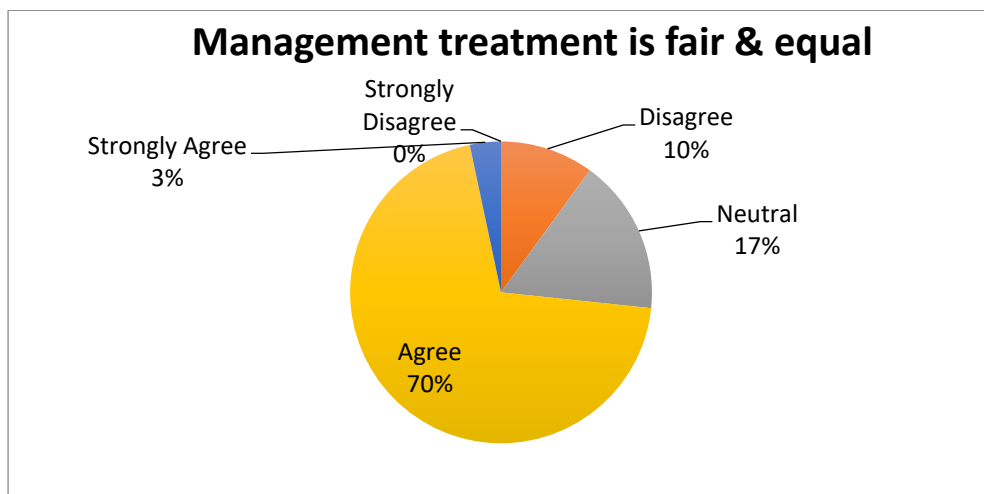


Fig-Pie Chart showing the result (%) of question 9

Survey result: Among the number of 30 respondents the 21 people goes with Agree, 5 neutral, 3 people Disagree and 1 goes with strongly agree. There are no single respondents who go with strongly Disagree.

Explanation: From the table 9 and figure 9 above charts point out those 21 respondents representing seventy percent of the employee who think management treatment is completely fair and equal;. Seventeen percent of the respondents are neutral about the statement and ten percent goes with the answer disagree because they think that management is somehow unable to maintain fair and equal image. Only three percent of employees are completely satisfied with the fact.

Question 10: Organization provides opportunities for further career development

Table 10

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	2	6%
Neutral	2	7%
Agree	26	87%
Strongly agree	0	0
Total	30	100

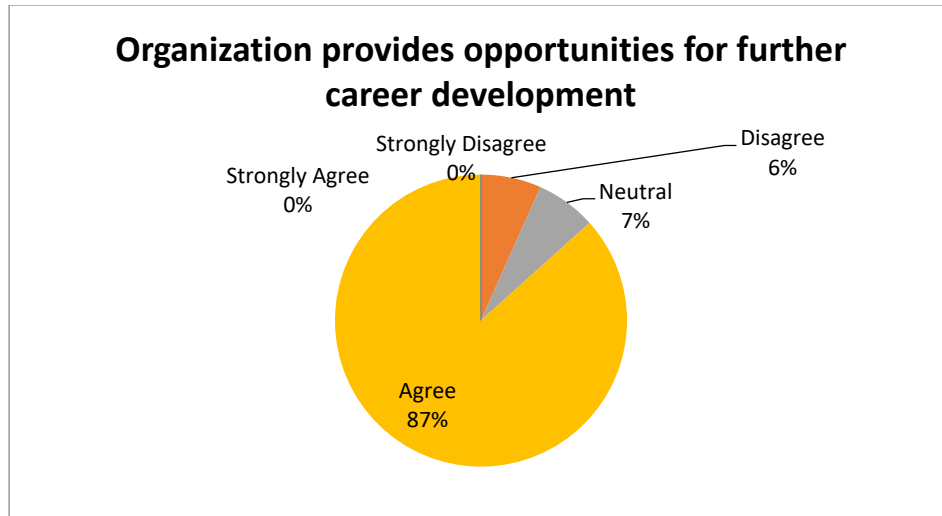


Fig-Pie Chart showing the result (%) of question 10

Survey result: Among the number of 30 respondents the 26 people goes with Agree, 2 neutral, 2 people Disagree, And there is no single respondents who goes neither with strongly agree nor strongly disagree.

Explanation: from the table 10 and figure 10 above charts point out that 26 respondent representing eighty seven percent of the staff feels that organization provides various opportunities for further career development, seven percent of the respondents are neutral only six percent disagree with the fact and believe that the situation need to be change.

Question 11: The performance appraisal system provide by the organization is effective

Table 11

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	1	4%
neutral	9	30%
Agree	20	66%
Strongly agree	0	0
Total	30	100

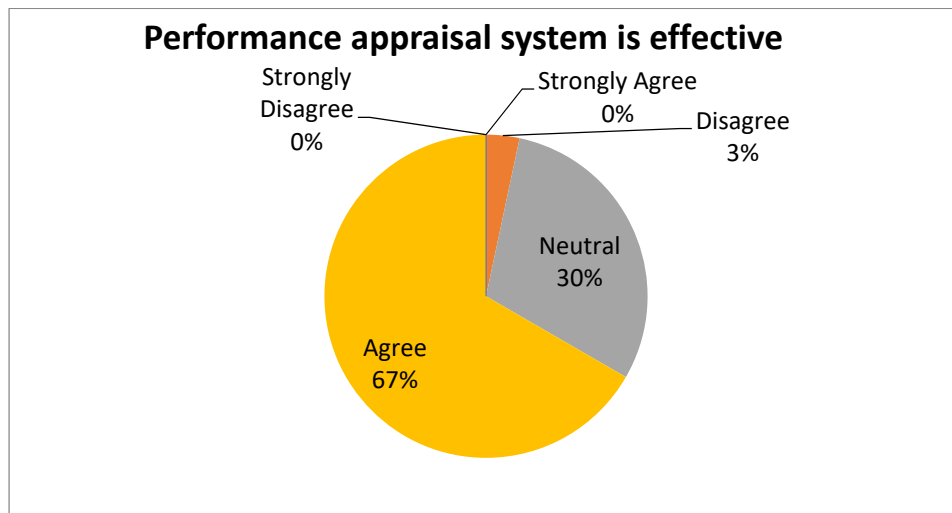


Fig-Pie Chart showing the result (%) of question 11

Survey result: Among the number of 30 respondents the 20 people goes with Agree, 9 neutral, 1 people Disagree, And there is no single respondents who goes with strongly agree & strongly disagree.

Explanation: From the table 11 and Figure 11 above graph c harts points out those 20 respondents representing sixty six percent of the staff said that they feel that organization provide effective performance appraisal system which helps to select this answer. Thirty percent neutral response indicates that all employees neither unhappy nor fully satisfied, only four percent among them are disagreed about the fact.

Question 12: Salary Increment is satisfactory

Table 12

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	3	0
Disagree	6	6%
Neutral	5	7%
Agree	24	87%
Strongly agree	0	0
Total	30	100

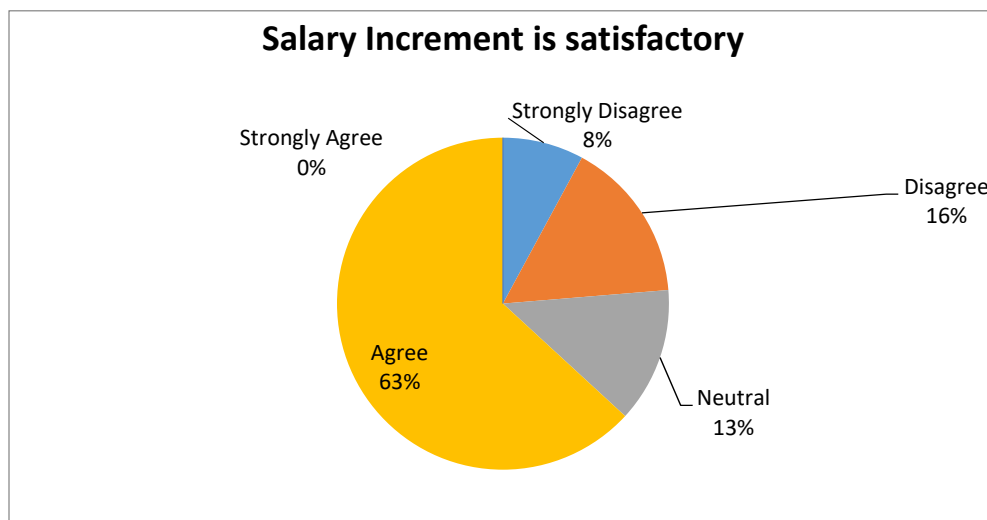


Fig-Pie Chart showing the result (%) of question 12

Survey result: Among the number of 30 respondents 6 people goes with strongly disagree, 3 people disagree, 5 neutral, 24 people goes with Agree, and there is no single respondents who goes with strongly agree.

Explanation: some interesting response comes from the illustration. The above illustration from the figure shows that 24 respondent constituting sixty six percent employees are satisfied with the salary increments. Thirteen percent of the respondents are neutral about the increment matter. There are sixteen percent of the respondents goes with disagree and eight percent of the total respondents are strongly disagree about the fact. Because they somehow feel that the increment is low and believes that present increment policy can be changed by the organization.

Question 13: Job market competitiveness of your salary is satisfactory

Table 13

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	7	23%
neutral	1	3%
Agree	21	70%
Strongly agree	1	4%
Total	30	100

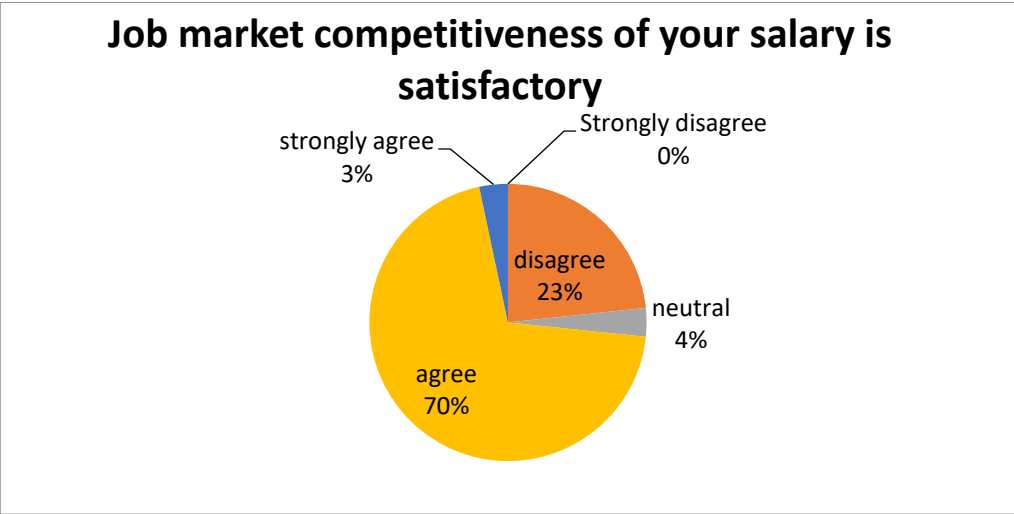


Fig-Pie Chart showing the result (%) of question 13

Survey result: among the number of 30 respondents the 21 people goes with Agree, 1 strongly agree, 1 neutral, 7 people disagree. There was no respondent who go with strongly disagree.

Explanation: from the table 13 and figure 13 above graph charts shows that seventy percent of the employees believe that job market competitiveness of their salary is satisfactory. Four percent are neutral, three percent of them are strongly agree and twenty three percent do not agree with the statement. There is no single response about strongly disagree.

Question 14: Description of your job at the recruitment process is accurate in comparison to your current job duties

Table 14

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Strongly disagree	0	0
Disagree	1	3%
neutral	4	14%
Agree	24	80%
Strongly agree	1	3%
Total	30	100

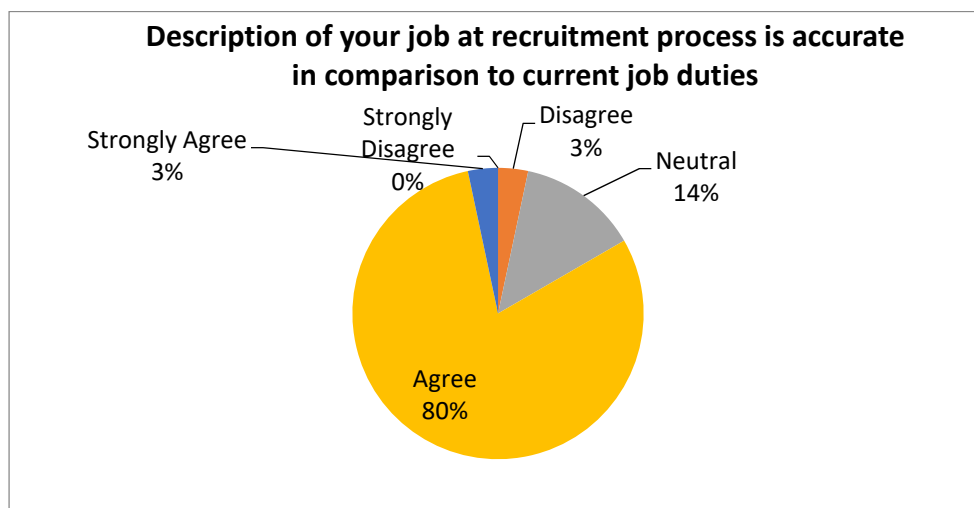


Fig-Pie Chart showing the result (%) of question 14

Survey result: Among the number of 30 respondents the 24 people goes with Agree, 4 neutral, 1 people Disagree and 1 strongly agree. And there is no single respondents who go with strongly disagree.

Explanation: From the table 14 and figure 14 above charts points out that majority of eighty percent employees are agreed with the statement. Fourteen percent of the respondents are neutral where three percent disagree with the statement. Also three percent of the employee are strongly agreed with the statement and firmly believe that job description totally match with current job duties.

Question 15: Indicate your workplace relationship with your supervisor

Table 15

RESPONSE	NUMBER OF RESPONDENT	PERCENTAGE
Poor	0	0%
Fair	0	0%
Good	3	10%
Very Good	25	83%
Excellent	2	3%
Total	30	100

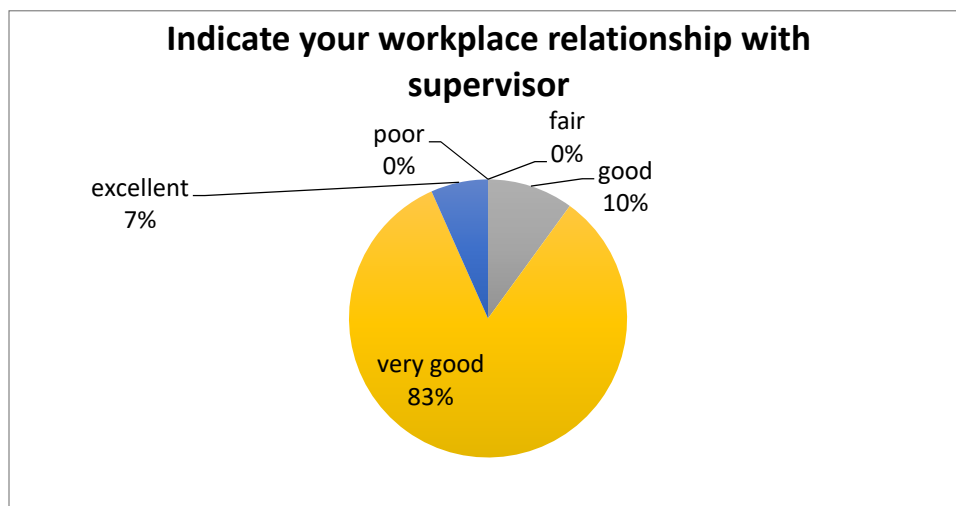


Fig-Pie Chart showing the result (%) of question 15

Survey Result: among the number of 30 respondents the majority of 25 people goes with very good, 3 respondents are with good and 2 people goes with excellent. None of them are response with poor and fair.

Explanation: from the table 15 and figure 15 above charts point out that 25 respondents representing eighty three percent of the employees who think that they maintain a perfect workplace relationship with their supervisor, among them ten percent of the respondents are goes with answer good as they feel so. Seven percent of the total respondents are very much satisfied with their working relationship with supervisor. None of the respondents is completely disagree with the statements which indicates a healthy state of the relationship exist in the organization.

Chapter 5

Recommendation

My above all research result shows that majority of the employees are satisfied with their engagement with Concord group. Though based on the results from the study and conclusion drawn from it, the following recommendations are spelt out which can be followed to sustain the present state and develop the future scenario of job Satisfaction in the organization:

1. Introduce various effective induction systems so that employee find less difficulties to adjust with the new workplace.
2. The workplace environment and culture must be redefined in a ways so that workplace monotonousness can't take place. To keep the environment clean and oxygen friendly company can put some fancy indoor friendly trees inside the office house.
3. Arranging some curriculum such as annual picnic of the company can take place every year so that employees bonding with each other can be sustainable as they are present now.
4. There can be launch a feedback session for the employee every week which will help remain effective in the internal communication of the company.
5. Strategic HR Planning- Concord Group has lot of provision for improvement in this regard. They can carry out demand forecasting, to prevent shortage of employee or overstaffing.
6. Employee Climate Survey- These surveys help in understanding employee's perception and perspectives of the organization. Employee climate survey helps in improving working conditions of the organization by identifying existing issues and also gives solutions for known problems.it takes into account employee's satisfaction and dissatisfaction and area that require improvement. This increases employee's morale as they feel their opinion matter. Concord group can do this once a year to improve working culture and employee motivation.

7. Expansion of HR Department- The Human Resource Department is pretty small with only 06 employees, considering the total number of employees which is comparatively more, they can expand the human resource division to manage things more smoothly.
8. Motivation is the key success factor for every employee to perform their job activities. Company can introduce various motivational tools such as award giving ceremony for employee of the month can be introduced department wise.
9. Recognized and collective individual performance- Company can initiate performance reward system in every department. This performance reward will be an effective tool for reducing turnover rate, absenteeism and will plays an important role among the employees to develop them.
10. Employees' attachment towards organization surely defines the satisfaction level of employees towards job. To enhance the attachment company can arrange various apprehension programs such as event sponsorship program. By arranging such activities people will be more involve with the company. This can enhance and intensify the attachment of employees towards organization.
11. Salary Survey- This can be done per year or at least every two year two ensure their compensation offering match current market trends. This is important in recruiting the right kind of people for the right job.

Conclusion

From the above mentioned report it can be apprehended that Concord Group of company is one of the leading business organization with its developed reputation among the users. As it is a large conglomerate therefore all level of employees are working there. Since my internship program was directed to understand the level of job satisfaction, I had to gain the practical area of responsibilities and of the accountability of the employees so that I could interact with them to assess their views about and relations with the organization. I tried best to ask and gather information directly and indirectly. However I had a good access to company's publications. My task was designed to understand the level of job satisfaction of the employee of the Concord Group. For preparing this report I used primary and secondary data. The research was designed to achieve the report objectives. The previous studies on this issue practically and empirically learnt that job satisfaction largely depends on the number of interrelated components such as workplace, salary, training etc. Despite differences in opinions made by the employees of the organization on what the study was conducted, what the study find that they are highly satisfied in their job.

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Strategic Human Resoure Planning; Kenneth J McBey

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Appendix

(Dear Respondents, I am student of BRAC University pursuing MBA Degree. As part of my internship curriculum I am required to do a project on Employee Satisfaction and all responses given by you will be strictly kept confidential and used for academic purpose only)

QUESTIONNAIRE

(PLEASE PUT DOWN THE TICK MARK ON YOUR SELECTED ANSWER)

1. Induction into your post was effectively done

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

2. Work environment and culture is good

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

3. Workload is reasonable

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

4. Colleagues are cooperative

- Strongly disagree
- disagree
- Neutral

- Agree
- Strongly agree

5. Your skills are effectively used

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

6. Internal communication system is effective

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

7. Department is adequately staffed

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

8. Contribution is rightly recognizes

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

9. Management treatment is fair and equal

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

10. Organization provides opportunities for further career development

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

11. The performance appraisal system provide by the organization is effective

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

12. Salary increment is satisfactory

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

13. Job market competitiveness of your salary is satisfactory

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

14. Description of your job at the recruitment process is accurate in comparison to your current job duties

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

15. Indicate your workplace relationship with your supervisor

- Poor
- Fair
- Good
- Very good
- Excellent

Question- Do you have any major area of dissatisfaction and also if you have any suggestion to improve your work place satisfaction then please specified

