

Report On  
“Psychological Contract and Job Satisfaction at Nestlé Bangladesh”

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

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BRAC University  
August 2019

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Supervisor's Full Name & Signature:**

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BRAC University

## **Letter of Transmittal**

Ms. Mayesha Tasnim  
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BRAC University  
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Subject: Submission of Internship Report

Dear Madam,

This is my pleasure to state that I have prepared my internship report on “Psychological Contract and Job Satisfaction at Nestlé Bangladesh”. This report focuses on the maintenance of psychological contract and level of job satisfaction from the perspective of Nestlé Bangladesh employees. I have tried to prepare the report according to the instructions and I hope it meets all the requirements.

I would like to thank you for allowing me to work on this topic. I would like to mention that, this report might contain some unintended errors and I hope that you would consider that and accept the report

Sincerely yours,

---

Mayesha Fahmida Rahman

15104072

BRAC Business School

BRAC University

Date: August 27, 2019

## **Acknowledgement**

First of all I would like to convey my heartiest gratitude to the Almighty Allah for giving me the opportunity and blessing me with good health to complete this report.

I would like to thank my internship supervisor Ms. Mayesha Tasnim for all her continuous guidance, support and patience. Her guidance helped me a lot in writing this report. Without her support and advice it would not have been possible for me to complete this report. I am extremely thankful to her for all the support during my internship period.

I would also like to show my gratitude to Mr. Zaheed Hussein Mohammad Al-Din, Senior Lecturer of BRAC Business School for teaching me about Psychological Contract along with many more HR related topics.

Then, I would like to express my heartfelt gratitude to all the people of Nestlé Bangladesh Limited who supported me and helped me throughout my internship period. I would like to thank Ms. Shahrin Nishi, Senior HR Officer, Talent Acquisition Department of NBL for guiding me with all my work during my internship period. I would also like to express my gratitude to Mr. Abrar Faiyaz Haque, Senior HR Officer, MIS Department of NBL for helping me to learn different functions of HR apart from Talent Acquisition. Without the help of all these people, I would not be able to complete this report. Their support and guidance helped me throughout my internship period in of Nestlé Bangladesh Limited.

## **Executive Summary**

The report is based on Psychological Contract and Job Satisfaction of the employees of Nestlé Bangladesh. I have done a primary survey in order to understand the maintenance of psychological contract at NBL along with job satisfaction level of the employees. This report is divided into five chapters. The first chapter contains introduction of the study along with methodology, scope and limitations. The second chapter shows an overview of Nestlé Bangladesh Limited. Third chapter is about the internship experience. In this chapter my internship experience is described in a nutshell. In addition, this chapter has description about the department I worked in and an overall idea about the internship program of NBL. In the fourth chapter the result of the survey has been analyzed. The analysis is done into three parts. First part has demographic analysis of the respondents, second part has psychological contract analysis and third part has the analysis of job satisfaction. Lastly, the fifth chapter has key findings that show that NBL maintains the psychological contract sincerely. Also, most of the employees are quite satisfied with their job. The report ends with few recommendations that are suggested on the basis of the results of the survey.

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## **List of Acronyms**

NBL	Nestlé Bangladesh Limited
GD	Group Discussion
TO	Territory Officer
ANO	Area Nutrition Officer
CBR	Competency Based Recruitment
NP	Nestlé Professionals
SCM	Supply Chain Management

# **Chapter 1**

## **Introduction**

In each field of study, along with theoretical courses practical knowledge is also required in order to mould the skills and knowledge of students. When it comes to business studies, the practical experience makes the distinction in a greater perspective. Due to the consistently changing nature of business associations now-a-days pretty much all the business schools try to provide theoretical presumptions and real life situations side by side. Therefore, almost all the educational plan of the BBA course comprises of two sections now. One is theoretical part which contains various presumptions, thoughts and information. The other part is practical inclination which encourages us to get familiar with the ramifications of the theories. As a part of practical inclination, students have to work in an association for a quarter of a year, as an intern. While theoretical courses shape the fundamental knowledge, internship program shows us how to apply the theories in reality, how an association works. It prepares the students for the real life exposure of corporate life.

### **1.1 Origin of the Study**

The primary purpose of the report is to fulfill the requirement of the course BUS400 of BBA program at BRAC University. In order to complete this course and my internship program, I worked at one of the most well known multinational companies, Nestlé Bangladesh. In my twelve weeks of engagement, I worked in the Talent Acquisition department of Human Resources function. In view of my experience of the internship program, I have to set up a report.

This report has been prepared under the supervision of Ms. Mayesha Tasnim, Lecturer, BRAC Business School of BRAC University, and Ms. Shahrin Nishi, Senior HR Officer, Talent Acquisition department of Nestlé Bangladesh. During my internship period I have observed various elements of psychological contract that have been directly influencing job satisfaction of the employees of NBL. Hence I have selected the topic “Psychological Contract and Job Satisfaction at Nestlé Bangladesh”.

## **1.2 Purpose Statement of the Study**

This study focuses on understanding the “psychological contract and job satisfaction” of the employees of NBL. The aim of this report is to find out how psychological contract is maintained at Nestlé and the job satisfaction level of the employees.

## **1.3 Objective of the Study**

### **Primary Objective**

Primary objective of the study is to learn about the situation of “psychological contract and job satisfaction at NBL”.

### **Specific Objectives**

- ❖ To understand the elements of psychological contract
- ❖ To analyze the elements of job satisfaction
- ❖ To find out the employee’s job satisfaction of NBL
- ❖ To investigate the maintenances of psychological contract at NBL

## **1.4 Methodology**

The methodology of this report has been retrieved in means of primary researches along with secondary data.

### **Primary Data and Researches**

To prepare this report on “Psychological Contract and Job Satisfaction at Nestlé Bangladesh” the main resource was interviewing the employees of NBL. Also, to know more about psychological contract and their job satisfaction a survey was done.

### **Secondary Data Collection**

Numerous data have been collected from different secondary sources. I have used some websites to collect information about the related topics of psychological contract. NBL’s website has also been used to collect some basic information about the organization. Also, previous published papers on Nestlé Bangladesh Limited have been used to gather data. Sources of all the secondary data are mentioned in the reference part of this report.

## **1.5 Scope of the Study**

This report is prepared for understanding the “psychological contract and job satisfaction” at NBL, by considering variables like career development opportunity, recognition and appreciation, fair treatment, work life balance and work environment. In addition, along with the general functions of the organization, some details of the HR functions are also mentioned in this report.

## 1.6 Literature Review

According to Greenberg & Baron, “Job satisfaction is a feeling that can produce a positive or negative effect toward one’s roles and responsibilities at work”. Robbins & Judge says, “Job satisfaction can also be defined as a worker’s emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation”. (The concept and definition of job satisfaction, 2018)

The psychological contract incorporates strong understandings among organization and its employees, past the composed contract, indicating their commitments, desires, convictions, guarantees, and obligations between the two parties (Chaubey, 2016). According to Agarwal, “The psychological contract refers to the unwritten set of expectations of the employment relationship as distinct from the formal, codified employment contract. Taken together, the psychological contract and the employment contract define the employer-employee relationship. In other words, psychological contract refers to the expectations which employee and employer have from each other and what they owe to each other”. (Lijo. K. J, 2016)

“The psychological contract is based on employees’ sense of fairness and trust, and their belief that the employer is honoring the 'deal' between them. This is why violation (or breach) of psychological contract by the employer can have sudden and powerful consequences for people and organizations, negatively affecting job satisfaction, commitment, performance, and increasing turnover intentions” (CIPD, 2019).

## **1.7 Limitations of the Study**

While making this report, some limitations have created a few problems. These limitations are given below:

- ❖ One of the most vital difficulties for me while preparing this report was adjusting both of my assigned duties as intern at NBL and finishing the report on time.
- ❖ To make my report increasingly dependable, I conducted a survey on 24 employees of NBL. The sample number is very low contrast with the total number of employees as I was not able to get response from all core employees.
- ❖ As the number of respondents is very low, the analysis might not be 100% accurate.
- ❖ Because of present Nestlé Bangladesh Privacy Policy, getting point-by-point data from different sources was troublesome in light of the fact that the specialist should have been totally certain that nothing is being shared in the report that is classified. So I could just ponder the general data.
- ❖ This study focuses more on employee perspective. Therefore very little information is available from the employer perspective on psychological contract.

## **Chapter 2**

### **Overview of the Organization**

#### **2.1 History**

It was 1867 in Suisse, associated an untimely kid cannot bottle-feed, that is stressing during a time once various newborn children kick the bucket unhealthiness because of an absence of viable bosom milk options. Henri Nestle got word concerning the issue and feeds the tyke his new “Farinelactée” , diet for the newborns. It was the maximum that a child could process.

Word of Nestle’s accomplishment escalated promptly, and by way of assurance, responsibility and forefront, Henri manufactured a business that started booming. One of his greatest developments is that the “model” he created, still demonstrates the company’s power in gathering and picturing consumer’s evolving necessities amongst those who pursue at some point of Nestle’s a hundred and fifty years.

Around the world, people presently devour over a billion products of Nestle per day. The organization works in 197+ nations and utilizes nearly three hundred and forty thousand individuals. From the microscopic volume of the business that Henri established in Suisse, the company still holds his qualities, central command and the logo within the town.

#### **2.2 Nestlé Global**

1866 is the year when the history started for Nestle. In the city of Cham, Switzerland the primary European unified industrial facility for milk was opened by the Anglo-Swiss milk Company. Pioneer Henri Nestle who was a German drug specialist, tossed “Farinelactée” , a mixture of flour, sugar and cow’s milk, saving the lifetime of a next

door child in 1867 at Vevey. From that time onwards “Nourishment” has been the muse of the company.

Henri Nestle was advanced in moving his Organization in the direction of world development from the starting. Henri Nestle represented a substantial heap of the key frames of qualities that has structured an integral part of company culture: logic, ability, the power to realize proficiency with an open outlook and consideration for alternative people and societies. During this approach, in the year 1905, Americans Charles and Patron Saint Page instituted the Anglo-Swiss Milk Company merged with Nestle following 2 or 3 decades as contenders for forming the “Nestle and Anglo-Swiss Milk Company”.

From then the endless strategy for Nestle is merging and acquisition. Presently the company owns more than 2000 product beneath many brands. Nestle is presently in operation all told countries of the planet aside from DPRK. With its focus in providing quality nutrition, Nestle has turned into the best global “Nutrition Health and Wellbeing Company”.

## **2.3 Nestlé Bangladesh**

Popular Nestle brands had started coming into this land throughout a people principle and therefore the pattern remained unbroken throughout the pre-autonomy long stretches of Bangladesh. Once the liberty in 1971, Nestle World Exchange Enterprise, a part of Nestle South Asia, sent customary dispatch of Nestle brands to this country through a range of agreements and a little of the brands, as an example, “LACTOGEN, CERELAC, BLUE CROSS, NESPRAY” were some of the basic things.

In 1994 NBL began its commercial activity. The most mechanical system of the organization in Bangladesh is organized at Sreepur of Dhaka. The mill creates “instant noodles, cereals soups, drinks, milk, baby nutrition products”. Nowadays NBL is associate degree by all



odds set association. The organization is diligently turning towards steady advancement, specializing in its center skills and its responsibility is guaranteeing nourishment to the people residing in Bangladesh.

(Nestle Bangladesh Limited)

## 2.4 Nestlé Bangladesh Timeline

Year	Event
1992	Nestlé Bangladesh started its commercial operations.
1994	Started manufacturing sweetened condensed milk. Started repacking Milk Powders, Infant Nutrition and Infant Cereal.
1997	Commenced first Noodle line.
1998	Nestlé Bangladesh became 100% owned subsidiary of Nestlé SA. Started manufacturing Breakfast Cereal. Inaugurated the Distribution Centre.
2002	Started manufacturing Local Infant Cereal.
2004	Discontinued manufacturing of Breakfast Cereal. Switched from local repacking of Infant Nutrition to imported FG.
2007	Expanded Distribution Centre, and attained ISO 14001 & OHSAS 18001 Certification.
2008	Attained NQMS, ISO 22000 Certification.
2009	Commissioned second Noodle line.
2010	Initiated Nestlé Healthy Kids (NHK) Program.
2012	Commissioned third Noodle line. Transitioned to Mechanize Distribution Centre. Awarded Standard Chartered-Financial Express CSR award 2010-11.
2013	Commenced confectionery production. Digitalized Warehouse Monitoring System (WMS). Initiated pilot knowledge-sharing program.
2014	Partnered with 2030 Water Resource Group (WRG).
2016	Commenced Dairy manufacturing and Tea Enhancer bulk repacking.
2017	Introduced Fruit Drinks and Nectars in the market.

*Table 1: Timeline of NBL*

## 2.5 Mission and Vision of Nestlé

### Corporate Mission

“Our mission of Good Food, Good Life is to provide consumers with the best tasting, most nutritious choices in a wide range of food and beverage categories and eating occasions, from morning to night.”

## Corporate Vision

“To be a leading, competitive, Nutrition, Health and Wellness Company delivering improved shareholder value by being a preferred corporate citizen preferred employer preferred supplier selling preferred products.”

## 2.6 Global Brands of Nestlé

The collection of the brand conveys the message by and by how huge the company is in the nourishment business. It is the exertion and trust of the experts of Nestle which built the success winning situation. Today the company covers pretty much every nourishment and drink class – offering the shoppers more delectable and more beneficial items. The global brands of Nestle are:

<b>Category</b>	<b>Products</b>
<b>Bottled Water</b>	Perrier, Nestlé Pure Life, S.Pellegrino, Poland Spring
<b>Chocolate &amp; Confectionery</b>	Kit Kat, Crunch, Aero, Cailler, Orion, Smarties, Wonka, Butterfinger
<b>Cereals</b>	Chocapic, Estrelitas, Fitness, Cookie Crisp, Nesquik Cereal, Cini Minis
<b>Drinks</b>	Juicy Juice, Nesquik, Nestea, Milo
<b>Culinary, Chilled and Frozen Food</b>	Buitoni, Herta, Hot Pockets, Lean Cuisine, Maggi, Stouffer's, Thomy
<b>Baby Foods</b>	Nestum, NAN, Gerber, Lactogen, Gerber Graduates, Cerelac, NaturNes
<b>Dairy</b>	Carnation, Coffee-Mate, La Laitière, Nido
<b>Ice Cream</b>	Dreyer's, Häagen-Dazs, Mövenpick, Extrême
<b>Sports Nutrition</b>	PowerBar
<b>Petcare</b>	Alpo, Bakers Complete, Beneful, Cat Chow, Chef Michael's Canine Creations, Dog Chow, Fancy Feast, Felix, Friskies, Gourmet, Purina, Purina ONE, Pro Plan

*Table 2: Global Products of Nestle*

## 2.7 Nestlé Products in Bangladesh



Figure 1: Product List of NBL

## 2.8 Functions of NBL

Nestlé has been effectively working for more than twenty years now in Bangladesh. The head office of NBL is situated at the Industrial Area of Tejgaon. The organization works in 10 main functions and there is a head for every one of the divisions assigned as "Director". Under these functions there are different departments for different work.

The main functions of NBL are:



*Figure 2: Functions of NBL*

## **Chapter 3**

### **Internship Experience**

I have finished my internship program under the Human Resources function of Nestlé Bangladesh Limited, where I got the chance to work for 12 weeks. I consider myself

fortunate enough to get the opportunity to be a piece of one of the most established, biggest and most presumed global organizations of the world.

During the period of my internship program I was allotted to work under Ms. Shahrin Nishi, Senior HR Officer, Talent Acquisition. I was acquainted with every one of the areas under the HR function. However, I for the most part worked under the Talent Acquisition segment. It was an informative and educative trial for me. I got the prospect to seek out regarding the methods for practical work field to a certain extent. I accept that in the corporate segment, this experience will help me for the development of my profession.

### **3.1 Talent Acquisition Department**

The recruitment department of the human resources function goes by the name "Talent Acquisition". This department is in charge of a wide range of exercises concerning enrollment and selection procedure of the organization. Along with this, internship program is also controlled by this department.

## Recruitment Process:



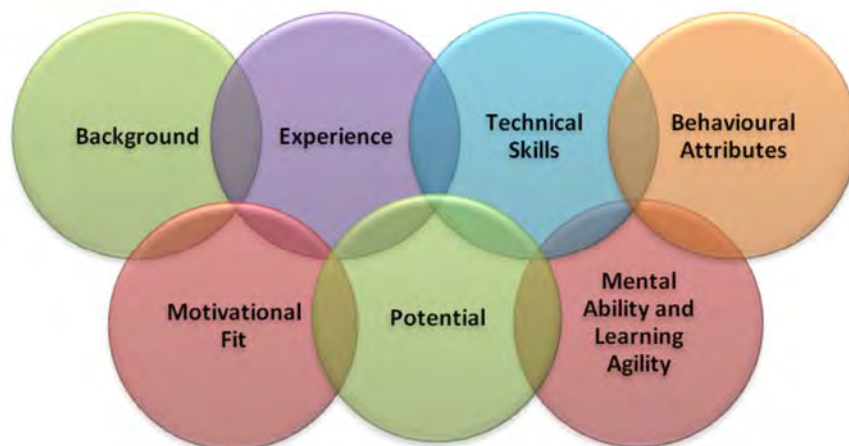
*Figure 3: Steps of Recruitment Process*

- ❖ **Understand and Activate:** Once there is a requirement for an extra headcount or an empty position to be filled in, the Talent Acquisition group is educated and from this time forward the team examines the activity criteria and comprehends candidate profile and starts the procedure of enrollment by making an expected set of responsibilities by talking with the specific division director and enacts the procedure.
- ❖ **Source and Attract:** Once sourcing depiction and applicant profile is settled upon the activity preparation gatherings, sourcing and pulling in the correct applicant is executed. The mixture of expert and interpersonal organizations and different quest for new employment motors on the Internet empowers the procedure to begin widely.

Utilizing the best and productive sourcing strategies, the enlistment groups figures out how to pulls in a profoundly gifted proficient talent pool.

- ❖ **Screen & Assess:** When drawing in the correct talent pool is finished by means of sourcing to different channels, and potential competitors send in their resumes to the embraced enlistment address, the enrollment group begins screening the most qualified applicants and begins gathering enough suitable data about them for a very much verbalized employing decision while lessening future dangers by wiping out less equipped applicants. When screening of applicants is finished, the enlistment group again meets with the procuring administrator to talk about the surveying materials, evaluating stages and in the end fixes a date on which the appraisal is completed. In NBL typically 3 phases of evaluation is done for fresher employment opportunities that incorporates GD, CBR and lastly the Final Interview.

Following criteria are considered for selecting candidates:



*Figure 4: Criteria of Candidate Selection*



- ❖ **Evaluate and Select:** From the referenced appraisal forms, the contracting administrator alongside the enrollment faculty assesses the potential shortlisted competitors and criticism on each shortlisted applicant is shared upon an employing choice gathering, which is encouraged by the Talent Acquisition group. Every one of the questioners engaged with the enlisting procedure approach with every one of their individual assessment structures and materials and examine their input and each make proposals in like manner and in the long run they take choices about who to send for the last meeting, where the MANCOMS (Directors) from the contracting division and Human Resource office complete the meeting together and settle on the potential possibility to enlist.
  
- ❖ **Place and Onboard:** Following the last meeting led by the referenced executives, the best applicant is chosen without including any kind of nepotism and the Talent Acquisition head is educated from there on and he therefore takes further arrangement to respect the recently enlisted representative into the Nestlé Family.

### **3.2 Internship Program at NBL**

The internship program of NBL is kept up and managed by the Talent Acquisition group. The program here is not the same as the other neighborhood and worldwide organizations in Bangladesh. The internship program is a one year long program and is very broad in way. It is broad in the viewpoint that, as a matter of first importance the internship program in many organizations is three month long program. However, here it is a one year program and it is a rotational based entry level position program that enables the interns to revolve among various capacities and divisions after the consummation of a quarter with a specific office work once there is a requirement for an assistant somewhere else inside the association.

The Nestlé Bangladesh Internship Program has been started in arrangement with the Nestlé Global Youth Career campaign in the year 2014. From that point forward the program has been running effectively, and has gotten validity through selecting 33% of the assistant pool into the Nestlé Family.

### **3.3 My Duties and Responsibilities**

As an intern of the “Talent Acquisition” department of HR function my fundamental job was to help the employing and enlistment procedure of NBL. However, along with this department, I was also associated with different areas of the human resources office.

A portion of my obligations were:

- ❖ **Sorting CV:** I used to help my supervisor in sorting CV for various positions. My supervisor gave me certain criteria for every position according to which I had to create database of the applicants from where candidates were shortlisted. I worked for the positions of interns, Territory Officers, Area Nutrition Officers, HR Officer and so forth. This gave me the chance to find out about how to effectively plan any CV for a specific position.
- ❖ **Assisting Recruitment Procedure:** After getting the list of shortlisted candidates from my supervisor I had to create participant list for each position and send them to front desk and security. After that I had to communicate with the candidates and made sure that they reach the office for interview on time. I also used to fix appointments of the interviewers before the interview. Along with that I used to prepare the score sheets and interview forms in folders beforehand. These were my regular duty.

- ❖ **Joining Formalities:** I additionally took care of the joining conventions of the interns as well as the permanent workers. Separate joining units are set up for both the events and I was required to ensure that before the joining all the required papers are given to them.
- ❖ **Maintaining Intern Folders:** Nestlé keeps up independent records for every one of their interns which comprises every paper from the earliest starting point of the joining till the last day.
- ❖ **Maintaining Intern Master File:** This is an Excel record that comprise of all the data of the Interns who were and are by and by working at NBL. I was allotted to refresh the document with all the vital data about each Intern, and refreshing for any individual who has joined or left.
- ❖ **Updating Recruitment Tracker:** This was one of my month to month based work. After every specific enrollment, I needed to refresh the tracker with the whole recruitment procedure steps and updates in an excel file for that specific position.
- ❖ **Arranging Orientation:** I was responsible for arranging orientation program for both interns and permanent employees. I had to create a schedule for the day long orientation program and book the calendar of presenters after communicating with them. In my tenure I have arranged two orientation programs.
- ❖ **Arranging GD:** For recruitment of certain positions like ANO, TO first step is the GD. I used to arrange the GD as per my supervisor's instructions. I worked for four GD sessions during my 3 months engagement with NBL.

These were my regular duties at NBL during my 12 weeks tenure of internship. By performing these duties I learned a lot of things and got the understanding of corporate culture to some extent. I believe in my future work life, I will get benefit from these learning.

## **Chapter 4**

### **Survey Analysis**

For understanding the condition of psychological contract and job satisfaction at NBL, a survey on few employees was held with 16 close-ended questions. This survey focuses more on employee point of view. After analyzing the results of the survey I got an idea about the maintenance of “psychological contract and job satisfaction” at NBL. The analysis of the survey questions is given below:

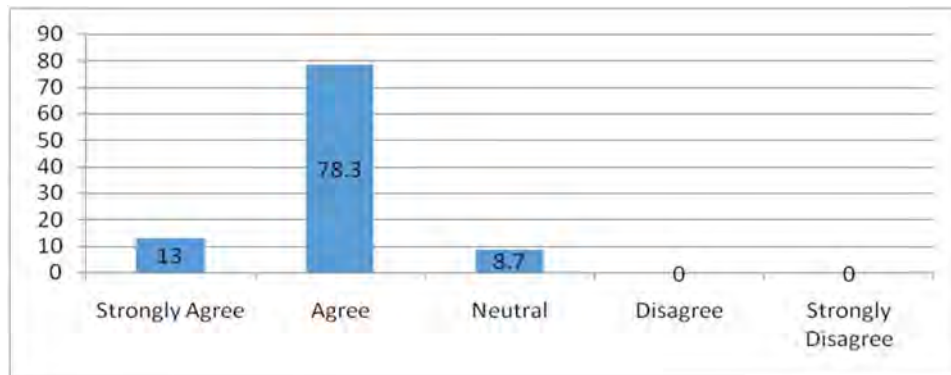
#### **4.1 Demographic Analysis**

For understanding the perspective of employees I surveyed 24 employees. Among them 13 were male and 14 were female. Their work span in the organization varies from 3 months to 5 years. Among the respondents 52.2% are working as external, 13% are in entry level position and 34.8% are in mid level position. These respondents are from Marketing, HR, Finance, SCM and Corporate Affairs departments. The other details that I found out are discussed further.

#### **4.2 Elements of Psychological Contract Analysis**

To get an understanding about the maintenance of psychological contract, few questions were asked.

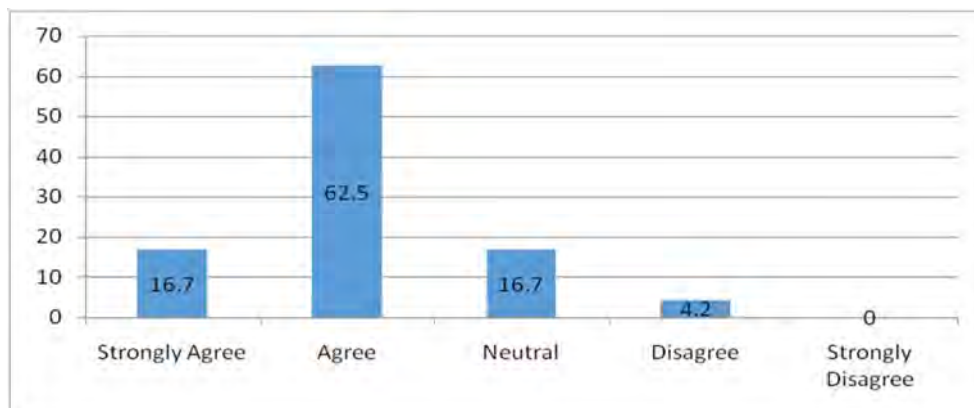
**Q.1: “There is an opportunity for individual career growth and development within the company” - Do you agree with this statement?**



*Figure 5: Career Growth Opportunity*

Opportunity for self-development and career growth is a vital part of psychological contract. From the survey it can be seen that 13% employees strongly agree and 78.3% agree that they have career and individual growth opportunity within the company. No employee said that they do not have the opportunity of growth in the company. So from this it can be said that this element of psychological contract is well maintained at NBL.

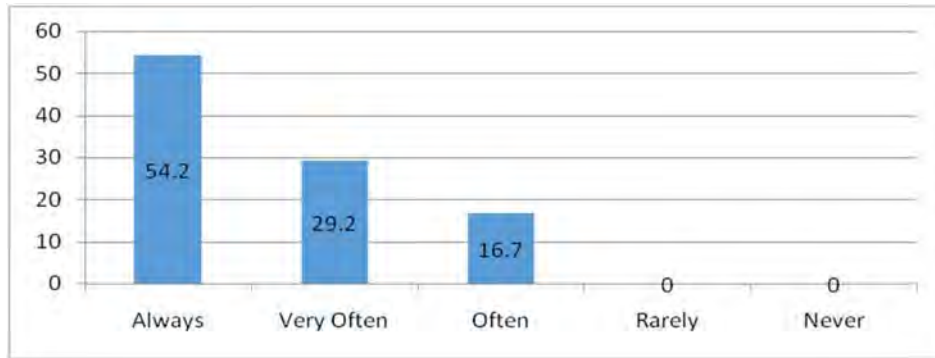
**Q.2: “The training programs help to increase motivation and productivity” - Do you agree with this statement?**



*Figure 6: Training Programs Increase Motivation & Productivity*

When asked about training programs, almost 80% respondents said that the programs help them to be motivated and more productive. Only 4.2% disagreed. As majority of the employees were positive, it can be presumed that this factor is also maintained in the company.

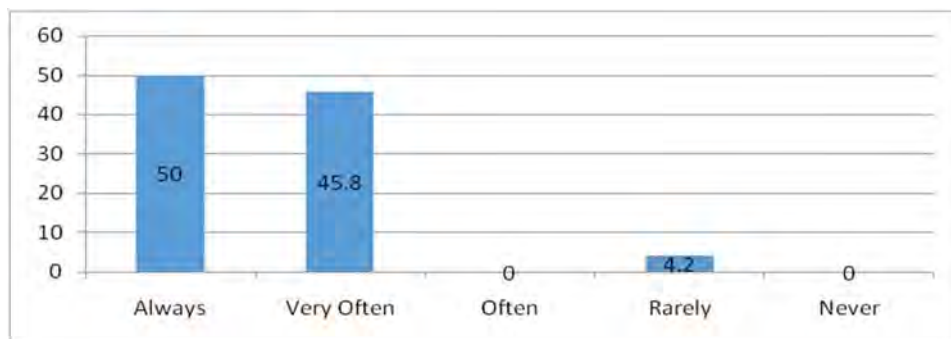
**Q.3: “Do you receive constructive feedback from your manager?”**



*Figure 7: Constructive Feedback from Manager*

Getting feedback for work is another major part of psychological contract. According to most of the employees, they always get constructive feedback. Even those who did not said always they said they often get feedbacks. No one said rarely or never. This clearly indicates that employers of NBL give opportunity to employees to improve their work and themselves.

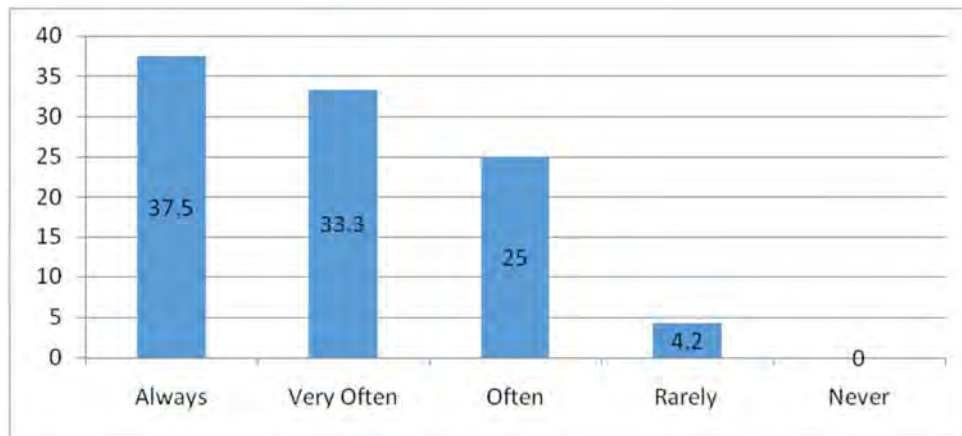
**Q.4: “Does your manager praise you when you have done a good job?”**



*Figure 8: Praise for Good Performance*

From the survey it can be seen that 50% employees said they always get praised for their good performance and 45.8% said they get praised very often. Only 4.2% said they rarely get praised. However, no one said never. So it indicates that at NBL when someone performs well, it gets recognized. This is very important as lack of recognition ends up in breach of psychological contract.

**Q.5: “Do you feel that your opinions are heard and valued by your superior?”**



*Figure 9: Value of Opinion*

In case of this factor a variation in the answers can be seen. Though majority says their opinions are always valued by their superior, a significant number of people said their opinions are valued often or rarely. From this it can be said that in case of valuing opinions of employees NBL has room for improvement.

**Q.6: “Do you think the organization has fair policies for promotion for all employees?”**

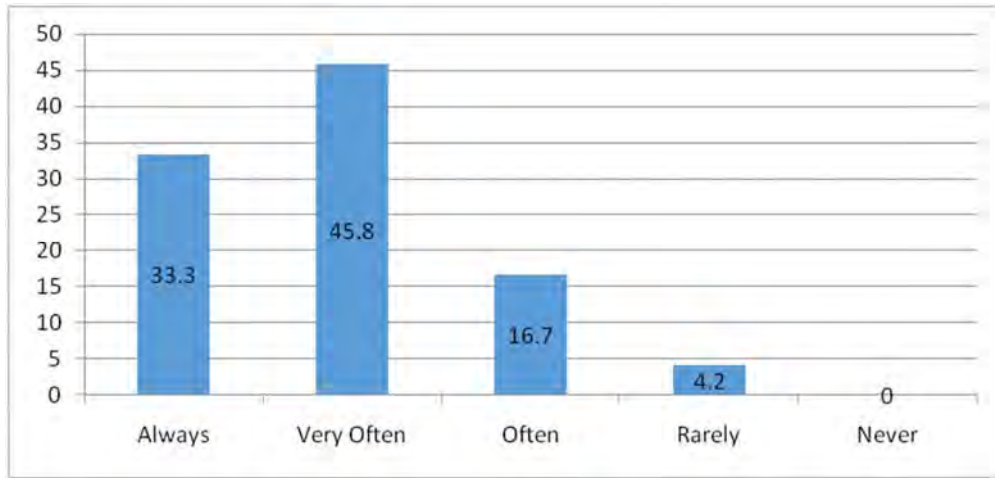


Figure 10: Fair Policy for Promotion

Only 4.2% said fair policy for promotion is rare but majority said always or very often. From here it can be assumed that the company has fair policy but few employees are not satisfied with the policy.

**Q.7: “Do you think you manager treats all the team members equally?”**

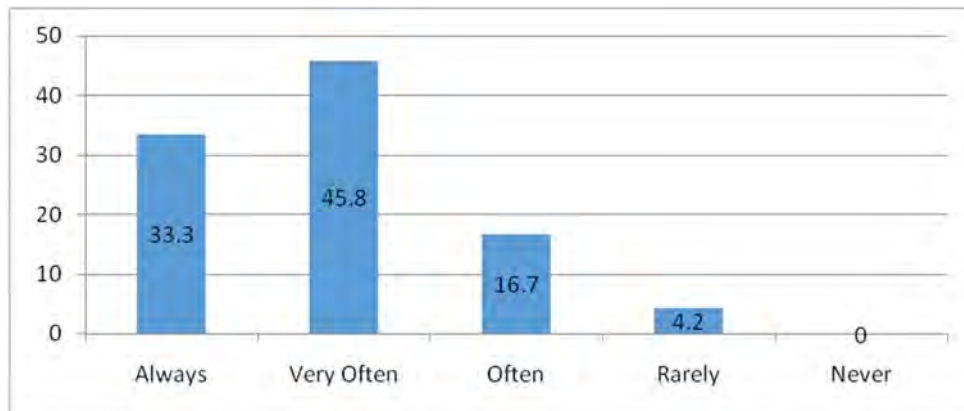


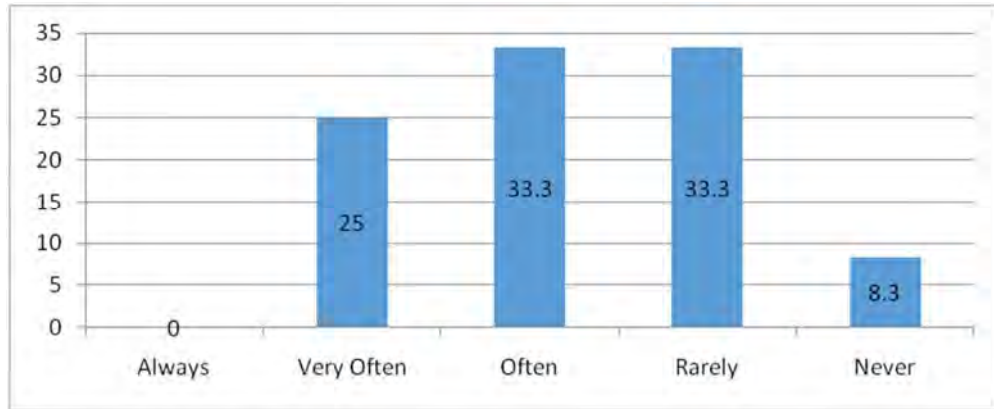
Figure 11: Equal Treatment by Manager

Majority answered positively when asked about equal treatment from managers. However few said often and rarely. So it can be said that not all employees feel that they are treated



equally. The managers of NBL need to work on this fact in order to stop breach of psychological contract.

**Q.8: “Does your job cause an unreasonable amount of stress to you?”**



*Figure 12: Job Stress*

Unlike the other questions, answer of the question regarding work stress has a significant number of negative answers. Though no one said always but 25% said very often and 33.3% said they often feel unreasonable amount of stress because of their work. This work stress might cause dissatisfaction among employees which might lead to breach of psychological contract.

**Q.9: “Do you think your employer understands a healthy balance between work life and personal life?”**

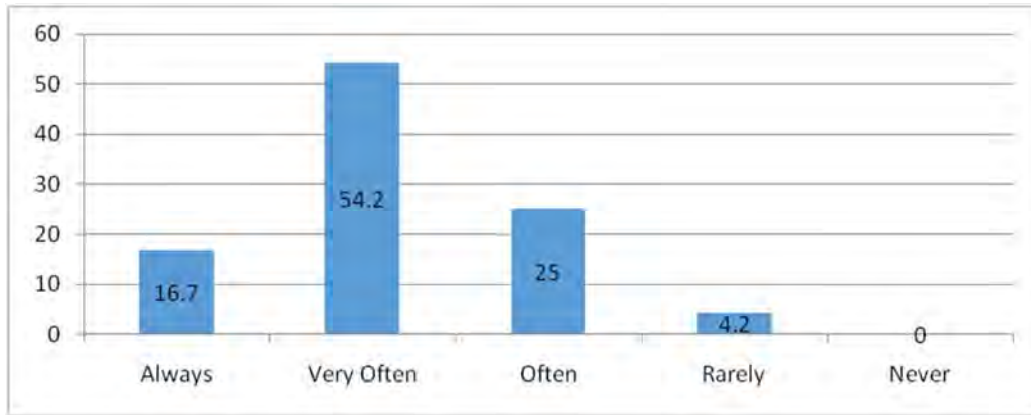


Figure 13: Work Life Balance

In response to the question about work life balance, 16.7% said always and 54.2% said very often their employers understand the healthy balance of work life and personal life. Nonetheless, few said often and rarely. From here it can be said that not every employee is happy with the work life balance.

**Q.10: “The organization has a friendly work environment”.**

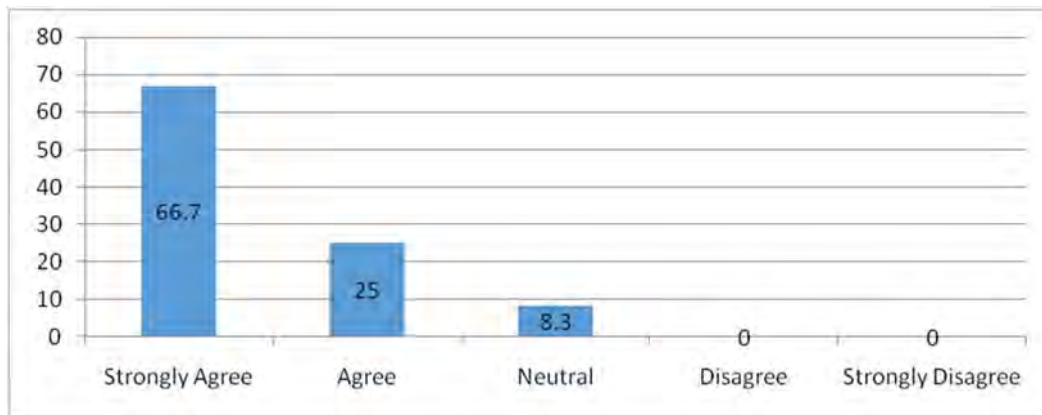
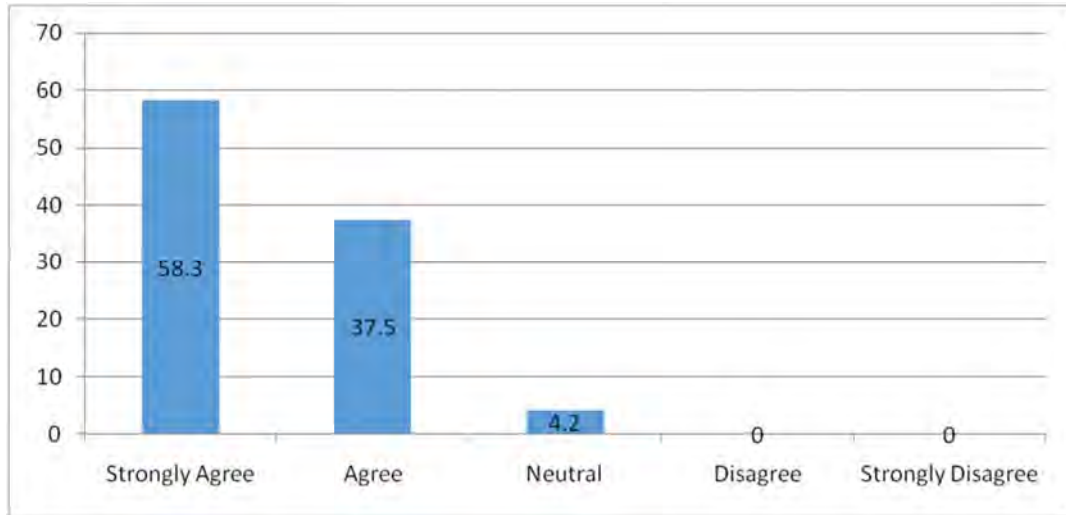


Figure 14: Friendly Work Environment

About work environment 66.7% employees strongly agreed and 25% agreed that the environment is friendly. Also, no one disagreed with this factor. Therefore, it clearly shows

that NBL has maintained a very friendly work environment which helps to maintain the psychological contract.

**Q.11: “The physical environment of the office helps to work at ease”.**



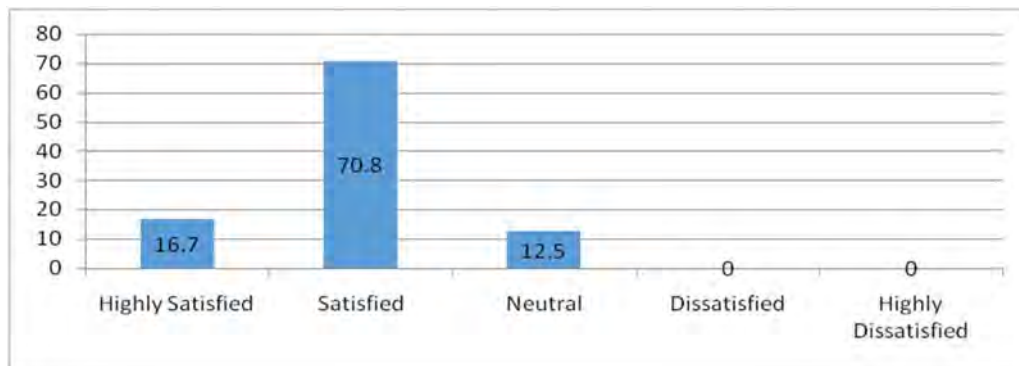
*Figure 15: Physical Environment of Office*

Similar to friendly work environment physical environment of the office also got very positive response. Almost 95% answered positively and no one disagreed. It shows that NBL has provided a very comfortable physical working environment to its employees.

### 4.3 Analysis of Job Satisfaction

Based on elements of psychological contract, questions were asked to the employees regarding their job satisfaction level.

**“Satisfaction with Career Development Opportunity”**



*Figure 16: Satisfaction Level of Career Development Opportunity*

More than 80% of the respondents are highly satisfied and satisfied with their career development opportunity at NBL and no one is dissatisfied. When questions related with career development opportunity were asked, similar ratio of people answered positively. It shows that those who think they are getting proper career growth and self grooming opportunity are satisfied.

### “Satisfaction with Recognition and Appreciation”

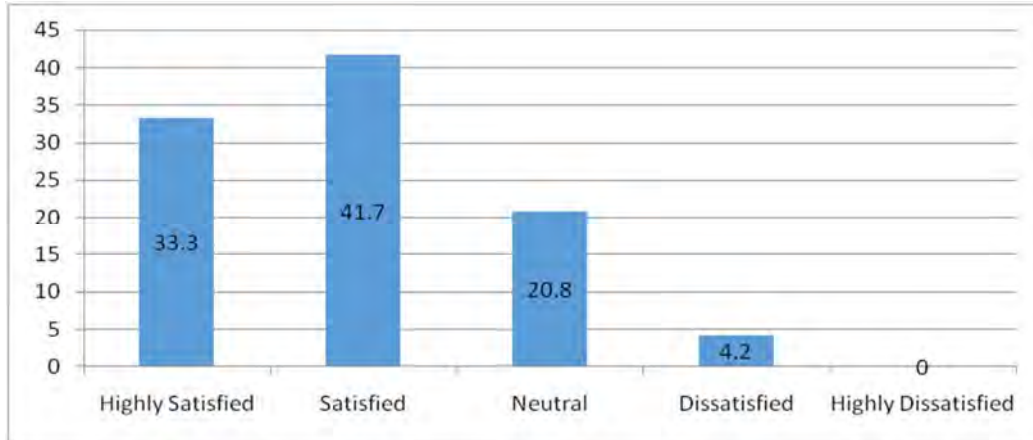


Figure 17: Satisfaction Level of Recognition and Appreciation

Here it can be seen that 75% respondents are satisfied and highly satisfied with recognition and appreciation. People who are dissatisfied are the people who said they rarely get praised for their good performance. So it can be said that, when an employee does not get enough appreciation or recognition for his work it not only breaches the psychological contract but also create dissatisfaction with the job in him.

### “Satisfaction with Fair Treatment”

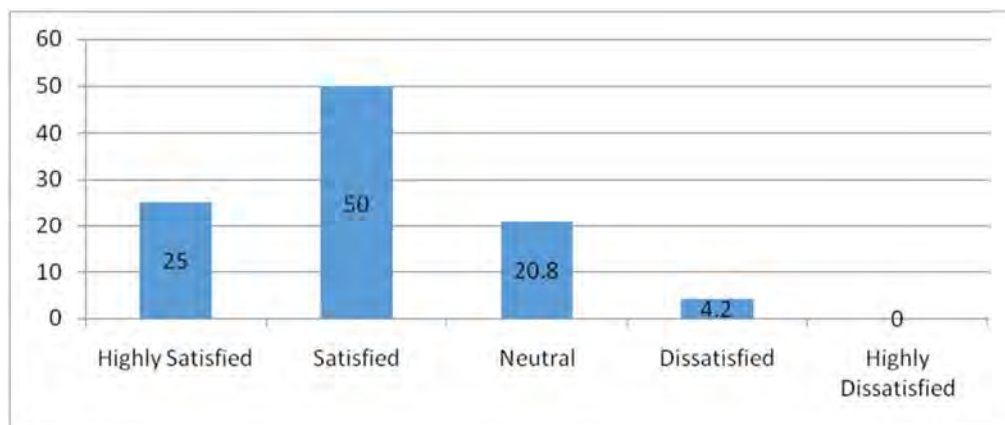


Figure 18: Satisfaction Level of Fair Treatment

20.8% respondents are neutral about fair treatment and 4.2% are dissatisfied. These are the same respondents who think the fair policy of promotion and equal treatment is rare or does not happen very often. It points out the fact that if employees do not feel they are getting fair treatment it causes dissatisfaction in their job.

### “Satisfaction with Work Life Balance”

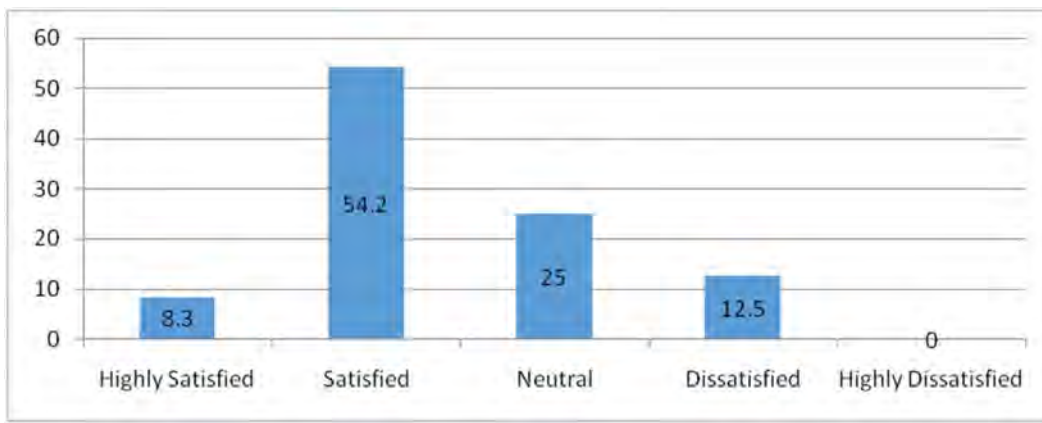


Figure 19: Satisfaction Level of Work Life Balance

Among all the questions, this question has got the most number of dissatisfaction. Similarly, work stress and work life balance related questions got the highest negative response. Therefore, it can be claimed that the unreasonable work stress causes dissatisfaction among the employees at NBL.

### “Satisfaction with Work Environment”

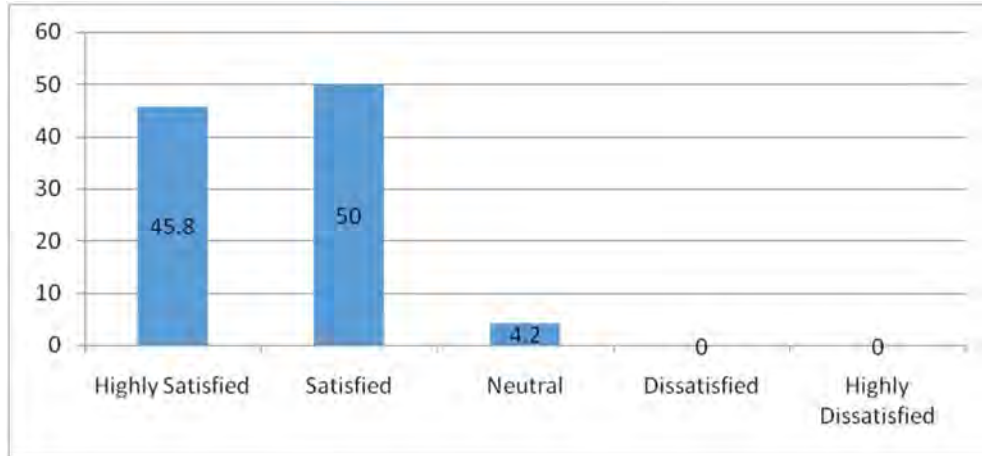


Figure 20: Satisfaction Level of Work Environment

The respondents are very happy with the work environment of NBL as more than 95% said they are satisfied or highly satisfied. As NBL provides an amazing physical work environment along with friendly atmosphere, employees are very satisfied with this factor.

## Chapter 5

### Conclusion

#### 5.1 Key Findings

As the survey questions were close ended, in order to get a better idea, along with doing the survey, I also interviewed few employees and talked about the “psychological contract and job satisfaction” little more in detail. Based on my observation of 12 weeks, the survey answer and the interview, the main key findings are given below:

- ❖ NBL provides adequate career growth and self development opportunities to its employees.
- ❖ Nestlé gives proper recognition and appreciation to the employees and help them to grow.
- ❖ Though most of the employees are satisfied, few employees feel they do not get fair treatment.
- ❖ Work stress at NBL is high. However, working environment is a factor that everyone is satisfied with.
- ❖ When the individual responses were analyzed, the results showed that dissatisfaction is higher among the externals as they do not feel their opinions are always valued and they do not get proper appreciation for their work.
- ❖ In spite of little dissatisfaction among some employees, the number of satisfied employees is quite high which shows that the employers of Nestlé Bangladesh Limited are doing a good job in maintaining psychological contract.



## 5.2 Recommendations

After the 12 weeks of involvement in the HR branch of Nestlé Bangladesh and leading a little scaled research that was directed identifying with this report, it can be said that Nestlé is an amazing place to work in. Nonetheless, certain measures can be taken to make the organization an increasingly alluring work environment for the employees. These could be-

- ❖ Involving the externals more into engagement activities.
- ❖ As the internship program of NBL is for one year, interns can be given more independence in the work that they do as such that they can have a vibe of belongingness and feeling of employment while working for the organization.
- ❖ Some remuneration can be given to the interns in their first quarter. As the workload is not very less, after a certain point they feel demotivated. A little remuneration can motivate them to work harder.

The no. 1 “Nutrition, Health and Wellness Company” of the world, Nestlé accepts that its representatives are the way to its prosperity and nothing can be accomplished without their commitment. Individuals are the focal point of every consideration in NBL. They attempt to look after a balanced work life and give mental harmony to individuals for better effectiveness at work. They focus on employee execution and search for opportunity to make the employees increasingly powerful and better performing. NBL in this manner through their proficient HR group is attempting to accomplish ceaseless perfection, giving the workers a superior workplace, making them feel there is a whole other world to life at Nestlé.

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## Appendix

### Survey on Psychological Contract and Job Satisfaction

1. Gender \*
  - Female
  - Male
2. How long have you been in this organization? \*
  - Less than 1 year
  - 1 - 3 years
  - 4 - 5 years
  - More than 5 years
3. What is your current position? \*
  - External
  - Entry level
  - Mid level
  - Higher management level
4. Which department do you work in? \*
  - Human Resources
  - Marketing
  - Finance & Control
  - Supply Chain Management
  - Corporate Affairs
5. "There is an opportunity for individual career growth and development within the company" - Do you agree with this statement? \*
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
6. "The training programs help to increase motivation and productivity" - Do you agree with this statement? \*
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
7. Do you receive constructive feedback from your manager? \*

- Always
  - Very Often
  - Often
  - Rarely
  - Never
8. Does your manager praise you when you have done a good job? \*
- Always
  - Very Often
  - Often
  - Rarely
  - Never
9. Do you feel that your opinions are heard and valued by your superior? \*
- Always
  - Very Often
  - Often
  - Rarely
  - Never
10. Do you think the organization has fair policies for promotion for all employees? \*
- Always
  - Very Often
  - Often
  - Rarely
  - Never
11. Do you think you manager treats all the team members equally? \*
- Always
  - Very Often
  - Often
  - Rarely
  - Never
12. Does your job cause an unreasonable amount of stress to you? \*
- Always
  - Very Often
  - Often
  - Rarely
  - Never
13. Do you think your employer understands a healthy balance between work life and personal life? \*
- Always
  - Very Often
  - Often
  - Rarely
  - Never
14. The organization has a friendly work environment \*

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

15. The physical environment of the office helps to work at ease \*

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

16. Please rate your satisfaction level at your organization in terms of the following \*

	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Career Development Opportunity					
Career Development Opportunity					
Fair Treatment					
Work Life Balance					
Work Environment					