

INTERNSHIP REPORT
ON
A study on employee's job satisfaction of Dipshikha

SUBMITTED BY
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A study on employee's job satisfaction of Dipshikha

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May, 2016

DEDICATED
TO
MY BETOVED
WIFE, SONS
AND
HONORABLE
TEACHERS

Letter of Transmittal

9th May, 2016

Dr. Shaikh Mostak Ahammad

Associate Professor,
Department of Accounting
Faculty of Business Studies
HSTU

Subject: Submission of Internship Report.

Dear Sir,

I have the honor to submit my internship report on “A Study on employee’s job Satisfaction of Dipshikha”. The internship program has contributed greatly in gathering my knowledge as it has provided me with wide exposure of the professional environment. I tried to incorporate the practical knowledge whenever I found it necessary in this report. This report is prepared under your kind supervision and I respectfully acknowledge your sincere guidance and assistance. I believe the analysis done here will help me in future to know how diversified situations may arise in professional practices and how they have to be dealt with along with due care and professional skepticism.

It will be very glad to provide you with further explanations or clarifications in this regard that you may feel necessary. Thank you very much for your kind supervision and great co-operation.

Sincerely yours,

Dhananjay Debnath

Student ID: E-130502029

Batch-2nd

MBA (Evening) in Human Resource Management

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Abstract

This study attempts to evaluate job satisfaction of Dipshikha employees under three upazilla Dinajpur district in Bangladesh. This research focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. Mainly the primary data are used in this study. The requisite primary data namely, opinions of the respondents on the determinants job satisfaction, their importance and impact were collected through the help of a structured questionnaire using direct interview and also observation method. The main objectives of this work were to critically assess job satisfaction of Dipshikha employees of the sample area. The investigation is based on the sample of 60 employees. Factors including Compensation & Benefits (CB), Job security (JS), Working Environment (WE), Work Condition (WC), Supervisor-subordinate Relationship (SSR), Interpersonal Relationship among Employees (IR), Training and Career Development (TCD), Performance Appraisal (PA), Promotion Policy (PP) and Participation in Planning and Decision Making (PPD) are found important for improving job satisfaction of Dipshikha employees in the investigation area. The improvement of the level of said factors increase the level of overall job satisfaction job satisfaction of Dipshikha employees which is identified by using statistical techniques.

Student's declaration

The discussing report is the terminal formalities of the internship program for the degree of Master of Business Administration (Evening), Faculty of Business Studies at Hajee Mohammad Danesh Science and Technology University, Dinajpur which is compact Professional process rather than specialized. This report has prepared as per academic requirement after the successfully completion of 45 days months internship program under the Supervision of Dr. Shaikh Mostak Ahammad, Associate professor, Department of Accounting, HSTU, Dinajpur. It is my pleasure and great privilege to submit my report titled æA Study on employee's job Satisfaction of Dipshikha." As the presenter of this report; I have tried my level best to get together as much information as possible to enrich the report. I believe that it was a fascinating experience and it has enriched both my knowledge and experience. However, after all this, as a human being, I believe everyone is not beyond of limitation, There might have problems regarding lack and limitation in some aspects and also some minor mistake such as syntax error or typing mistake or lack of information. Please pardon me for that mistake and clarify these of my further information or those matters.

Dhananjoy Debnath

Student ID: E-130502029

Batch-2nd

MBA (Evening) in Human Resource Management

Supervisor declaration

I hereby declare that the concerned report entitled “**A Study on employee’s job Satisfaction of Dipshikha**” is a data work made by Dhananjoy Debnath Student ID: E-130502029, MBA (Evening) in Human Resource Management 2nd Batch, Faculty of Business Studies, Hajee Moharnmad Danesh Science and Technology University, Dinajpur-5200, completed his internship under my supervision and submitted for the partial fulfillment of the requirements for the degree of Master of Business Administration (Evening) at Hajee Mohammad Danesh Science & Technology University, Dinajpur.

I wish him every success in life.

Dr. Shaikh Mostak Ahammad

Associate Professor

Department of Accounting

HSTU, Dinajpur

Co-supervisor declaration

I hereby declare that the concerned report entitled “**A Study on employee job Satisfaction of Dipshikha**” is a data work made by Dhananjoy Debnath Student ID: E-130502029, MBA (Evening) in Human Resource Management 2nd Batch, Faculty of Business Studies, Hajee Moharnmad Danesh Science and Technology University, Dinajpur-5200, completed his internship under my supervision and submitted for the partial fulfillment of the requirements for the degree of Master of Business Administration (Evening) at Hajee Mohammad Danesh Science & Technology University, Dinajpur.

I wish him every success in life.

Md. Kutub Uddin
Associate Professor
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HSTU, Dinajpur

Acknowledgement

First I would like to thank Almighty "GOD" the supreme ruler of universe, who has given me the capability to continue my MBA (Evening) Program smoothly and to complete the internship program in time.

I want to express my heartfelt gratitude, sincere appreciation and indebtedness to my respectable Supervisor Dr. Shaikh Mostak Ahammad, Associate Professor, Department of Accounting, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200. I am grateful for his systematic supervision, continuous inspiration, and invaluable advice, generous help for the completion of the work in time.

I also wish to express my immense gratitude and deep sense of respect to my respected Co-supervisor Md. Kutub Uddin, Associate Professor, Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200.

I am also grateful to my respectable teachers, Dr. Md. Zahangir Kabir, Associate professor; Department of Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200; for their special encouragements and careful directions in completion this task timely.

I am also grateful to Mr. Mahbulul Islam, Executive Director, Dipshikha; for his special encouragements and continuous support to me.

I am and also grateful to Mr. Swapan Kumar Saha, Program Coordinator, Dipshikha, Mr. Ashutosh Karmakar, Project Coordinator, Dipshikha and Mr. Bibekananda Adhikary, Assistant Coordinator, Dipshikha for their cooperation of the study.

I would like to express my heartiest gratitude to all those respondent employees who attended the survey and co-operate me to obtain data for this study.

It is necessary to thank of my friends and well-wishers especially Md. Jueel Shiek, Ziaur Rahman. Eng. Md Musa for their co-operation and cordial help for the successful completion of the present study.

Finally, I wish to acknowledge my beloved wife, son and other family members Ms Tapasi Debi, my son. Aritra Debnath, Parents and other family members for their Patience, inspirations, sacrifices and blessings, without which my study would not have been possible.

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Chapter-I

INTRODUCTION

1.1 INTRODUCTION

Job satisfaction has been defined as a general attitude toward one's job. According to Robins (1997) it is the difference between the amount of rewards employees receive and the amount they believe they should receive. While investigating satisfaction on the job Herzberg (1952) identified motivation factors and hygiene factors. He concluded that motivation factors (e.g., achievement, recognition, advancement, responsibility, growth and work itself) lead to satisfaction on the job and factors like company policy and administration, supervision, relationship with supervisor, work conditions, salary, relationships with peers, personal life, and relationships with subordinates, status, and security may lead to job dissatisfaction. It has been also observed that all the motivation factors are intrinsic factors and are within the periphery of the job, while all the hygiene factors are extrinsic and are outside the periphery of the job dimensions, which determine the motivation potential score of an employee. These are skill variety, task identity, task significance, autonomy and feedback. Appelbaum's (1997) study identified correlation between the nature of job design including task complexity, task variety, task interdependence and job satisfaction of workers. The transparency of meaning and purpose of work have relationship with job satisfaction of employees (Park 1998). The higher level of bureaucracy hinders the smooth flow of communication in the company. When individuals have idea of their work purpose, they become more satisfied with their jobs. In a survey (Witford 2001) conducted by Fortune, often referred to as the Microsoft of the medical-device industry, 86% of Medtronic employees said their work had special meaning, while 94% felt pride in what they accomplished. Work environment is another important factor, which has influence on job satisfaction of the employees. Study found that politics-free work environment is significantly correlated to job satisfaction of employees (Pathik and Pestonjee 1997). Welfare (wellness) programs including benefits, bonus, overtime, transport allowance, medical allowance, children education allowance, etc., have positive relationships with job satisfaction of employees (Bonner 1997). Group incentives including profit-sharing, employee stock ownership plans, gain-sharing plan have also relationship with the

level of job satisfaction. Decentralization of authority has direct impact on job satisfaction of the employees. Empowerment improves a sense of community feeling and enhances supportive relationships between employee and employer in the company (Holmes 1997). The effect of teaming on job satisfaction is significant in the company. Worker satisfaction level is higher while working as members of problem solving teams as compared to working as individual workers (Chapman 1998). Organizational growth and development primarily depends on the efficiency of management. Executives lead organization towards the success in order to materialize the goal of the company. When they are satisfied with their jobs they will be motivated and more efficient towards their responsibilities. As such, job satisfaction of senior executives plays an important role for the betterment of the company. It is generally viewed that in Bangladesh public sector executives are less satisfied than those in the private sector. The popularly cited reasons are better pay, work recognition, democratic environment, work freedom, etc.

This report has been prepared as a practical requirements of MBA (Evening) program after completing the academics courses a students has the complete organizational attachment.

1.2 Objectives

General objectives

To determine the proportion of the Dipshikha workers satisfied on their job and to explore their level of job satisfaction .

Specific objectives

1. To find out the proportion job satisfaction working in NGOs.
2. To determine the level of job satisfaction among Dipshikha workers in different areas.
3. To identify the main factors of job dissatisfaction

1.3 Significant of the study

1. The academic researchers will get help from this empirical study in designing literature review and research gap.
2. This study will be helpful for many organizations in determining the most or least signifying factors of employee's job satisfaction while designing HR practices for their organization.
3. This study will assist top management to enhance their understanding of the employee's job satisfaction and to craft their strategy regarding their HRM practices.

1.4 Review of literature

NGO means a non-government organization. NGOs are not self-serving in aims and related values. Their aim is to act in the public arena at large, on concerns and issues related to the wellbeing of people, specific groups of people or society as a whole. They are not pursuing the commercial or professional interests of their members. It is said in The Commission and Non-Governmental Organizations: building a stronger partnership. Non-governmental development organizations are potentially critical catalysts for unlocking the energies and resources of the poor and voiceless, for building pluralistic and democratic societies. To be effective in this role, they must formulate and implement programs that strategically promote and support long-term changes that have large-scale development multiplier effects. All too often the early successes of NGOs are difficult to sustain, let alone replicate on a larger scale, because of problems in organization and management. (Brown, David. 1988. "Organizational Barriers to NGO Strategic Action." Institute for development research, Boston, 10 pp.)

Employee satisfaction: Utilizing from the employees is important for the effectiveness of the firms. This contributes to have competitive advantage; and mostly, human resource management (HRM) deals with this subject in the organizations. There is the employee concept' in the center of HRM. These employees may be working for that firm or have the possibility of working for that firm. HRM can be defined as the management of the decisions and actions related to the employees in the organization to implement the strategies for creating competitive advantage. Another definition about HRM is from Armstrong (2000), that it is the

strategic management of the members of an organization who contribute to the achievement of that organization's objectives. These definitions make us conclude that HRM is a strategic business and should be concerned strategically. The Strategy may be defined as the statement of; what an organization wants to become, the objectives it wants to reach and, how to reach to these objectives (Armstrong, 2000). Strategic HRM (SHRM) helps the organization in reaching its objectives, and the main players in SHRM are the employees” argued that a firm’s HR strategy should be centered on developing skills and ensuring motivation and commitment (Wallace, Eagleson, & Waldersee, 2000). In this statement, ‘ensuring the motivation’ is concerned with the employee satisfaction. That is why; the satisfaction of the employees takes an added importance. Employees are more loyal and productive when they are satisfied (Hunter & Tietjen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999). Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). Therefore, the organizations should try to supply the employee expectations in order to approach the employee satisfaction. In addition, emotional state of the employees may also affect their satisfaction. This forces the managers to create and sustain the desired working environments in the organizations. On the other hand, as stated by Organ, the employee satisfaction is one of the basics of organizational citizenship behavior (Ozdevecioglu, 2003). That is, the well-satisfied employees will work more willingly and this contributes to the effectiveness of their organizations. There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006). Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction. When investigating the employee satisfaction, it should be known that; -an employee may be more satisfied by a satisfying item, whereas the other employee may be less satisfied with the same item-. Because of this, analyzing the employee satisfaction from a larger perspective will be better. That means; the sum of all satisfying factors composes that employee’s satisfaction level. As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao,

& Newsome, 2008). To investigate what the employees are satisfied by and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization for having a competitive advantage (Kelley, 2005). Therefore, researching the employee satisfaction in terms of different factors and, in various areas (such as manufacturing industry, service industry or etc) will enrich the literature and contribute to organizations.

1.5 Data

The hypothesis postulated in this study is that there is no major difference in the level of job satisfaction. A structured questionnaire in a 10-point scale ranging from strongly agree (7) to strongly disagree (1) was developed for the respondents view on 38 statements (parameters) relating to job satisfaction (Appendix 1). I have collected necessary information from two types of source as follows: 1) Primary source information. 2) Secondary sources information.

Primary sources information

- Personal Information
- Face to face conversation of officers and clients
- In depth study of selected cases
- Interviewing officers and workers
- Daily note taken during the internship period.

Secondary sources information

- File study
- Annual reports
- Website
- Books

Chapter-2

Institutional Profile

2.1 History of organization

Emergence and Development of Dipshikha

Among the 87,319 villages of Bangladesh, Rudrapur - a backward and remote village situated in Birol Upazila under Dinajpur district has become talk of the people of Bangladesh and Germany since 1984. Agriculture is the main occupation of the villagers. Rice, jute, pulses and other field crops are the main crops. Most of the farmers were poor and lived hand to mouth. Cuckoo's song could not attract their mind as they led very morbid life. Everybody was found to be in melancholy condition. They had no food security, no health security, no guarantee of two square meals, no education, no clothes, no shelter, no sanitation, no jobs, no ambition, and overall no extrinsic and intrinsic motivation. In this helpless circumstance, miraculously the primary school of Rudrapur was emerged as the center of socioeconomic development of Rudrapur and adjacent villages. Centering this primary school, the laggard villagers were aroused with unprecedented eagerness and enthusiasm to bring about optimistic changes of their lot by themselves. The dying people got lives as they were reborn. Behind the screen some teachers, some social reformers, and some opinion leaders worked together with the people shoulder to shoulder to materialize their dream - to alleviate all aforesaid 'no'. The development attempts made by the local leaders and others centering the primary school surprisingly attracted national and international personalities and in the long run achieved official status naming with a heavenly word 'Dipshikha' - the flame of lamp. Two distinguished personalities - Late Nibaron Chandra Roy and Late Romesh Chandra Roy had a popular mission and progressive vision to establish a primary school in the village of Rudrapur to provide functional education to the children of Rudrapur and nearby villages. Interestingly, both of them had no standard education. They had education up to class-X and IX respectively. However, they were learned, scholar, and intelligentsia. Due to their untiring efforts and the unique inspiration and relentless cooperation of local people their dream Rudrapur Primary School was established in 1961. At that time there was no educated person in the village(s) to be a

teacher of the newly established primary school. Anyway, Mr. Gobinda Chandra Roy, who had only primary education (class V) was appointed as the founder teacher. It is to be mentioned here that many land lords created obstacle in the development of the school with the fear that when the children would be educated and developed strong personality no farm laborer would be available (Talukder, 1994).

Talukder (1994) quoted the names of two social reformers - one is late Ghoshendra Nath Roy, father of Late Ramesh Chandra Ray and other was late Navo Kanta Roy, father of Late Nibaron Chandra Roy. Both of them were very intimate friends to each other and they earned reputation for their unique devotion to social welfare services and reform works. After their death the social reform works initiated by them was about to be a forgotten subject. Incidentally, their sons Late Romesh Roy and Late Nibaron Roy were also cordial friends to each other and both of them had commitment to advance their fathers' dream. They thought that without education no social reforms would be sustainable. So, they pledged to establish a primary school in their village Rudrapur. Accordingly they worked hard, surmounted ups and downs and at last reached their ultimate goals in 1961.

After the liberation of Bangladesh in 1971 Late Nibaron Roy and Romesh Roy worked hard to elevate the primary school to high school. At last they were very much successful and could change over it to high school keeping unchanged its primary section. Mr. Gopesh Chandra Roy was appointed as founder Head Master of newly established high school. The Head Master was hailed from nearby Mahtabpur village. Till then the course of development was confined to school premise - education.

In 1972, UNICEF organized an agricultural training course at Dinajpur PTI training center for primary school teachers. Mr. Naresh Chakrabarty was sent there from Rudrapur primary school to participate in the training program. Soon after training Mr. Chakrabarty returned with new knowledge and vision. He applied his new venture through other school teachers. He taught the students practical agriculture, nutrition, and change of food habit. With this view point he established demonstration plots of vegetables of tomato, turnip, radish, and other winter vegetables in the school field. The villagers visited the demonstration plots and learnt to cultivate vegetables. Before that the local people did not know much about winter vegetable cultivation like cauliflower, cabbage, turnip etc. Banana cultivation was also included in the

school agricultural program. According to Sepal Chandra, the Area Manager of Dipshikha, the operational activities that demonstrated were very interesting and encouraging. The students got tremendous enthusiasm with new zeal and they practiced vegetable and banana production at their homes and ultimately their parents were inspired to start vegetable cultivation. Many visitors from home and abroad visited the school and nearby villages.

How the name of Dipshikha came into being?

To involve the Dipshikha Youth Federation in the developmental activities in practical manner separate regional organizations were advised to be formed. For this purpose, in 1980, in the office of CARITAS the youths of Dinajpur assembled and they were asked to give a suitable and meaningful name for the organization to be incepted newly. Every participant wrote a name on a piece of paper and submitted to the organizer. Again, the names were thrown to the process of ballot. At first six names were selected. Out of six names later the name Dipshikha had been chosen by ballot. It is mention worthy here that 'Dipshikha' name was given by Mr. Bhupendra Nath Roy. He is ever remembered. Thus through a democratic process, the name Dipshikha was emerged and accepted as the name of newly incepted organization and immediately started its journey.

Fr. Klause soon after his involvement his best effort was deployed to exchange development views of German youths with Bangladeshi youths. In this process since 1984 young men and women started coming to Bangladesh from Germany through the reference of Fr. Klause Beurle. As Fr. Klause was a diocesan priest from Rothwel, people who came as volunteers and visitors were mostly from Rothwel and Stuttgart (Paul C. Tigga, 2008). The German volunteers started to visit Dipshikha before its official recognition since 1979. Olrike, a woman volunteer came to Bangladesh and stayed for one year. She served as a health worker under Gono-Aloy program. All the visitors were specialized in their respective fields. For example, Joseph Gruber had expatriate in agriculture and he was involved in agricultural activities. Mr. Paul Tigga remembered the names of first line volunteers were Joseph Gruber (Sepp), Franz and Maria Kakaisan, Olrike and many others. Among the families that played a vital role by receiving Dipshikha Visitors in Germany were Olrike's parents, Franz and Renate Kurfes, Sepp and Angela Buchlar, Rothwel family, Professor Elmar Roth's family,

Gerlingen Brono and Hanne Hoffmann family - Vainggen. Some other names such as Miss Ulrikhe, Mr. Joseph Gruber, Mr. Hans Peter, Miss Annigrate, Dorethi Hilar, Fritze, Deter Hattman and many others were recorded by Talukder (1994). They worked shoulder to shoulder with their Bangladeshi counterpart.

Recognizing the development work of Dipshikha the Ambassador of Germany His Excellency Dr. Marshel visited Rudrapur and helped lavishly to extend the socioeconomic development approach of Fr. Klause, Mr. Paul C. Tigga, and Mr. Naresh Chakrabarty.

Registration

DIPSHIKHA is registered with the Government of the People's Republic of Bangladesh under the following departments.

Department of Social Welfare under the Voluntary Social Welfare Agencies Registration and Control Ordinance No: (XVI) of 1961. Registration No. 161/84 dt. June 05, 1984.

NGO Affairs Bureau under The Foreign Donations (Voluntary Activities) Regulation Ordinance, 1978. Registration No: DSS/FDO/R-190 dt. November 20, 1985.

Micro Credit Regularity Authority Registration No: MRA 0000353 dt. October 29, 2008.

Vision & Mission

Vission

Dipshikha envisions æA poverty free, just and peaceful society”.

Mission

Dipshikha - a sparkle, commits itself to poverty alleviation, establishment of equal opportunities, peace and justice by ensuring formational and life oriented education, appropriate agriculture, hygiene, sanitation, skills promotion and supports for income generation adjustable as time requires for the development of the poor, marginalized and deprived of the rural semi-urban and urban communities in descending priority. Dipshikha with a team of dedicated, skilled and competent worker's cherishes and

practices the principles of human dignity, ethical values, participation, team-work, mutual respect and inter religious harmony with clearly defined policies.

Essentially Dipshikha believes in firing the sparkle towards the capacity building for self-help and self- reliance of its collaborating groups, communities and people.

The profile of Dipshikha at a glance :

Md. Mahbubul Islam

Executive Director

Logo of the organization



Head Office

Dipshikha
282/5, First Colony, Mazar Road, Mirpur-1
Dhaka-1218, Bangladesh
Phone: 0088 - 02- 8012276/ 9000782
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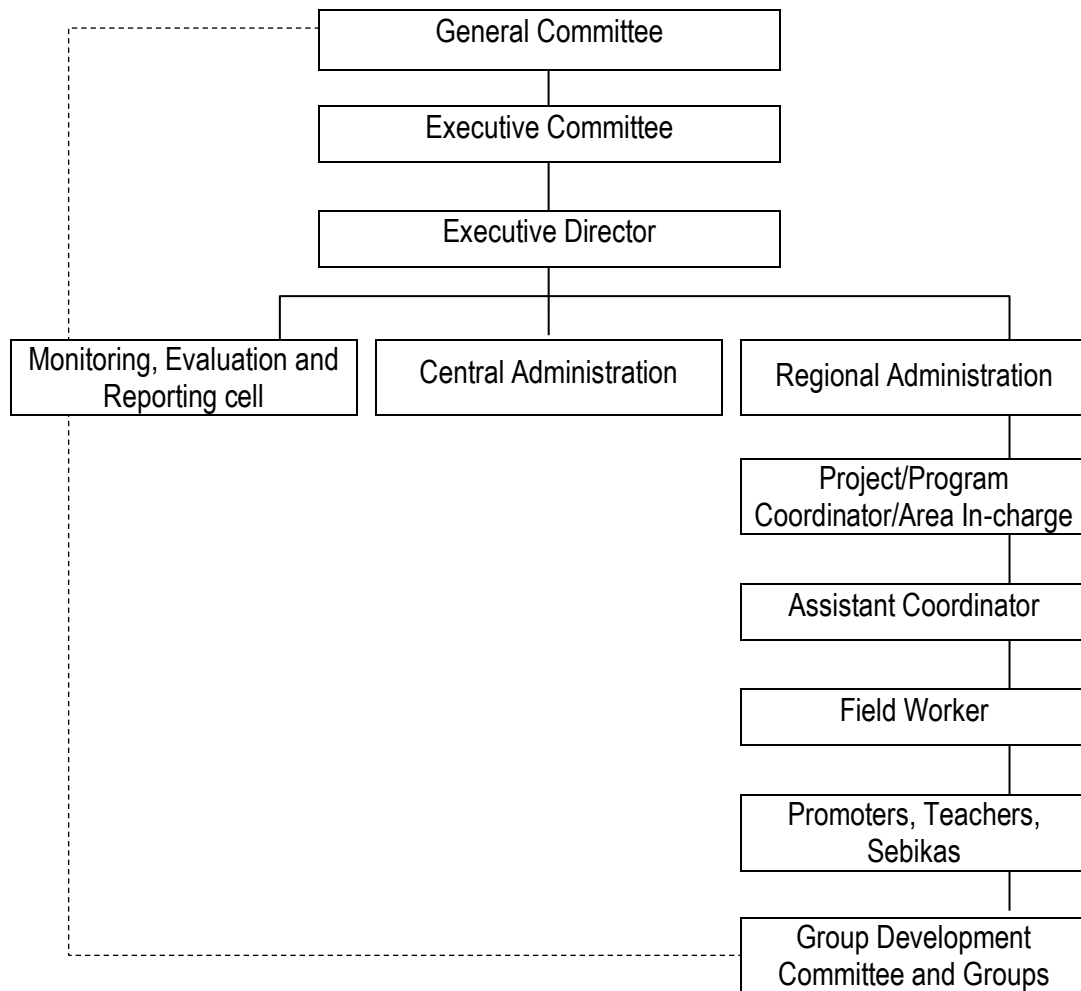
Area Office :
DIPSHIKHA, Bhubanipur, Birgonj Dinajpur :

2.2 History of Birgonj, Bochagonj and Birol branch

Dipshikha was initiated in 1978 by a group of social workers, teachers and youths in the village of Rudrapur, Thana Birol, District Dinajpur. It was registered with the Social Welfare Department in 1984 and Foreign Donation Ordinance in 1985. Dipshikha was initiated in a simple and modest village Rudrapur, Dinajpur and gradually its activities were expanded into different Upazilla like- Birol, Birgonj and Bochagonj upazilla. The present activity area of Dipshikha is in 8 Upazilas of 2 districts with a total of 8,917 group members, 4,957 families and 3,062 Adivasi families. During this long-term involvement with integrated development activities, Dipshikha gathered a lot of experiences in this approach. Dipshikha gathered experience of running the development activities after phase out of project after a certain period.

Dipshikha is now confident, competent, enthusiastic and managerially equipped for multiplication, expansion and sharing upon its humble experiences with the people of other areas. With this view Dipshikha is trying hard to be more competent and managerially capable to take up projects for self-reliant and sustainability. Besides, integrated development approach, Dipshikha takes up Organizational Development (OD) for its continuous learning and changing process. In this connection, it may be mentioned here that the experiences and the continuous learning process determine the opportunity for achieving the project target more appropriate, effective and efficient ways. On the basis of this experience Dipshikha invented and proved Dipshikha Family Development Approach which was found very much effective and appropriate for the sustainable development of the rural people.

2.3 Organogram of Dipshikha



Source : www.dipshikha.org

2.4 Functions and operations

Sphere of Operation

- I. Agriculture extension and farmers training
- II. Group/family saving and income generation activities
- III. Village education and cultural awareness
- IV. Health, hygiene, water and sanitation
- V. Human and skill development training
- VI. Women capacity building
- VII. Human rights and good governance
- VIII. Emergency relief and rehabilitation activities
- IX. Monitoring, evaluation, research and reporting

Agriculture Extension and Farmers Training

This component provides agricultural training like- crops and vegetables cultivation, livestock, nursery raising and fish cultivation, etc. To increase agricultural production Dipshikha introduces improved technology and distributes inputs among the marginal farmers. Dipshikha has Central Agricultural Farm at Ghoraghat, Rudrapur, Bakultala and Tarash. The farmers get practical knowledge from these farms and apply them in their own field. Following are the specific activities of this component:

Raising demonstration plots for dissemination of appropriate agriculture technology.

Provide with practical training to the farmers on modern agriculture.

Development of livestock and fisheries.

Provide agricultural services to the farmers.

To conduct agricultural research in collaboration with other organizations.

Environment protection activities.

Group/Family Saving and Income Generation

Group/Family is the basics of Dipshikha development strategy. In the group meetings and during family visit the members discuss and identify their problems and find possible means to overcome them. For self-reliance the group/family saves money and takes up income generating activities to increase their income. Up to December

2008 a total of 13,874 group members/families are involved with savings and credit activities. The activities of this component are:

Group members/families savings.

Training, workshop, exposure, etc.

Credit for income generating activities

Occupation base group formation

Education and Cultural Awareness

The objectives of this component are to increase literacy rate, formational education and life orientated quality education and cultural awareness. On the basis of these objectives Dipshikha provides educational facilities to develop school going habits and encourages higher education for the children of development partner group members/families. Specific activities of this component are:

Pre-school activity

Vocational skill development training

Formational education up to Class X level (METI-School)

Cultural development.

Health, Hygiene, Water and Sanitation

This component creates awareness among the village people about personal hygiene, health and family planning, latrine uses and use of safe water. The group members/families realized the importance of nutrition, mother and childcare, antenatal and post-natal care, birth control and cleanliness. The villagers also got information about the Government or non- government health facilities in the locality. Dipshikha has preventive health care services centers in the villages. Following are the specific activities of this component:

Water and sanitation

Mother and child care

Primary treatment

Health awareness activities

Health education in pre- schools and local schools

Adolescent girls health education

Motivational and informational activities

Referral case

Human and Skill Development Training

Dipshikha Training Cell/Project arranges human and skills development training like-tailoring, new business creation, electrical, etc in co-operation with the related components for the group members/families and staff.

Women capacity building

The protection of women rights and to create scope for women participation in the development process is very much essential. Dipshikha takes up special activities for women empowerment. It was observed that a great number of female folks were prevented from contributing to the development activities. So it was most essential to encourage them to take part in development activities. Women are formed into Forums and Councils to express their needs and aspirations and to increase their contribution in their family as well as in the society. Following are the specific activities of this component:

Involvement with family development plan

Formation of women forums and councils

Entrepreneurship development training

Arranging exposure

Human Rights and Good Governance

The main focus of this activity is to provide necessary information for creation awareness regarding human rights and good governance among the target group. It may be mentioned here that Dipshikha has given special emphasis on Adivashi (tribal) community of northern Bangladesh to claim their rights. Following are the specific activities of this component:

Creation of awareness on civil rights among Adivasi people

Establishment of land rights

Promotion and preservation of Adivasi culture and heritage

Enrolment of their children in primary school

Emergency Relief and Rehabilitation

After any natural disaster and calamities, Dipshikha takes relief and rehabilitation program for the affected people on the basis of assurance of fund.

Monitoring, Evaluation, Research and Reporting

Research, monitoring, evaluation and reporting cell is a support service component of Dipshikha. It provides various educational materials in the form of newsletters, research findings, booklet posters, leaflets, photographs, video films, etc. This cell plays an important role in monitoring all the projects of Dipshikha for its smooth implementation.

2.5 Others

From the experiences, deeper reflection and analyzing in the field of development, Dipshikha has developed a new concept to make the IDA more intensive, effective and scientific to improve the living conditions of the poor people. The concept is Integrated Family Development IFD Approach. Here a family is considered to be the center of all development efforts. All the members of the family are brought as stakeholders of the IFD approach. Accordingly, whatever inputs and resources are invested must respond to the needs and development of all the family members. The family being an important social unit of the society, Dipshikha takes up projects according to the Integrated Family Development (IFD) Approach.

- a) There is scope to maintain comprehensive information of the family, especially regarding family resources like- land, animals, manpower, trees, etc., which are important for development.
- b) There is provision to include all grown up members of the family in the development process.
- c.) It is easy and simple to follow up and monitor the changes taking place in the family due to development interventions.
- d.) The family can identify the problems, prepare projects and learn necessary skills as per their family development plan.
- e.) This will provide scope for evaluation to check and review changes and impact in future.

Chapter 3. Analysis and Discussion

3.1 Data collection

The research of the measurement of employee job satisfaction on HR practices is an empirical and explanatory type of study which requires collecting data from desired field. This study was conducted rely on both primary and secondary data. To collect Primary data a sample survey was conducted at different branches of Dipshikha in Dinajpur district. A highly structured but self-administered questionnaire was used to conduct the survey in this research. Five-point "Likert type" scale Applied to transform qualitative measure into quantitative measure for each practice.

Some of the questionnaire item was adapted from past researches which are better to describe the variables under study. The questionnaire had two sections namely demographic profile and Job Satisfaction.

The researchers also used secondary data like Books, journals and related web pages to construct literature review and other theoretical base as required.

3.2 Sampling (Population)

The population of this research was the employees (from Field Organizer to Area Manager) of different branches of Dinajpur district. There are about 120 employees and questionnaire was administered to 50 respondents

3.3 Determining the level of job satisfaction

Overall Rating of the level of job satisfaction was as follows: (5= strongly satisfied' 4= satisfied, 3 = neutral position, 2 = dissatisfied and 1 = strongly dissatisfied).

3.4 Data collection period

Data was collected by the researcher herself from 20 March to 10 April/ 2016.

4.5 Statistical Tools

To satisfy research objectives some statistical tools are used to analyze the collected data and to interpret the results of the study.

Here, the dependent variable employee's job satisfaction depends on the independent variables. If employee's satisfaction level on these independent variables 'becomes high then their overall satisfaction level about their job also be high. That means, dependent variable is the function of independent variables.

3.5 Demographic profile

It is very essential to reveal the demographic profile of the employees. The profile of the Employees include, age, gender, designation, Job tenure, Income. All the employees are full time employees in their respective job. It is necessary to describe the data related to Job satisfaction level of Dipshikha employees working in different positions, with different academic qualifications, tenure of work experience' etc. have been analyze interpreted and presented in this section.

3.51 Respondent's age

Table -1 Age distribution data grid

Age Group	Frequency	Percentage (%)
20-30	15	25
31-40	34	57
41-50	11	18
Above 50	0	0
Total	60	100

Source: Author's calculation

Figure 1: Age distribution chart

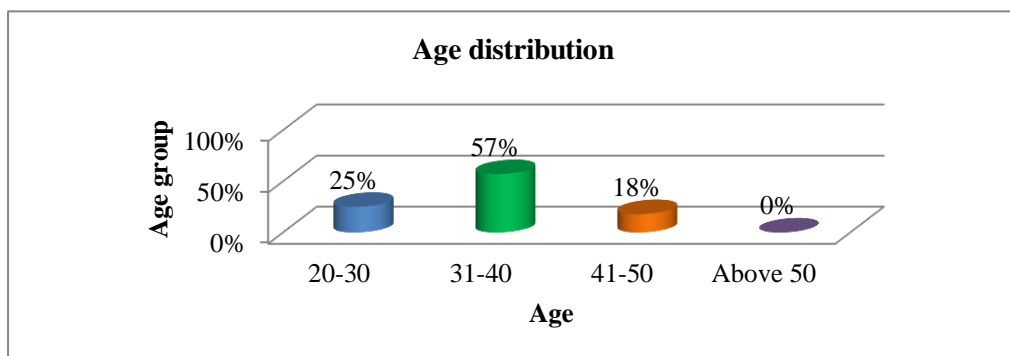


Table 1 show that out of 60 employees 25% of the employees fall into the age category of 20-30, 57% belongs to the age group of 31-40, 18% belongs to 41-50%.

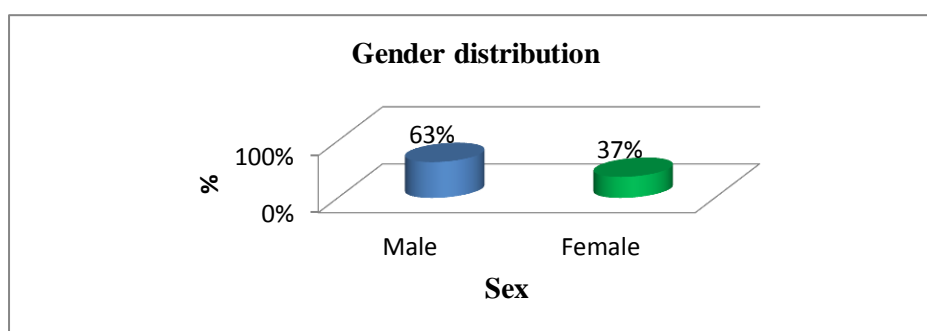
3.5.2 Respondent's gender

Table-2 : Gender data grid

Sex	Frequency	Percentage
Male	38	63
Female	22	37
Total	60	100

Source: Author's calculation

Figure 2: Gender distribution chart



From table 2 it is inferred that out of total 60 employees 63% of the employees are male and the rest 37% are female. It indicates working males are greater than working females in the selected area.

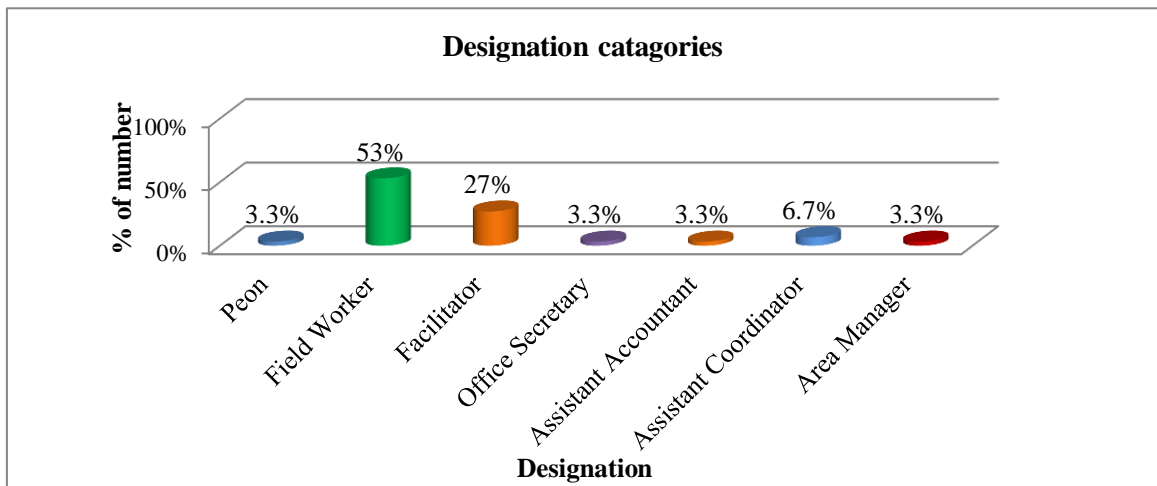
3.5.3 Respondent's designation

Table – 3 : Designation data grid

Designation	Frequency	Percentage
Peon	2	3.3
Field Worker	32	53
Facilitator	16	27
Office Secretary	02	3.3
Assistant Accountant	02	3.3
Assistant Coordinator	4	6.7
Area Manager	2	3.3
Total	60	100

Source: Author's calculation

Figure 3: Designation chart



From table 3 we find out the designation of the respondent, which show that 3.3% of the respondent are peon equivalent, 53% are Field worker equivalent, 27% are facilitator equivalent, 3.3% are office secretary equivalent, 3.3% are Assistant accountant equivalent, 6.7% are Assistant coordinator equivalent and 3.3% are Area Manager equivalent.

3.5.4 Respondent's job tenure

Table-4 job tenure data grid

Length of Service	Frequency	Percentage
0-5 years	26	43
6-11 years	13	22
12-17 years	3	5
18-23 years	16	27
24-28 years	1	2
28+	1	2
Total	60	100

Source: Author's calculation

Figure 4: Job tenure data chart

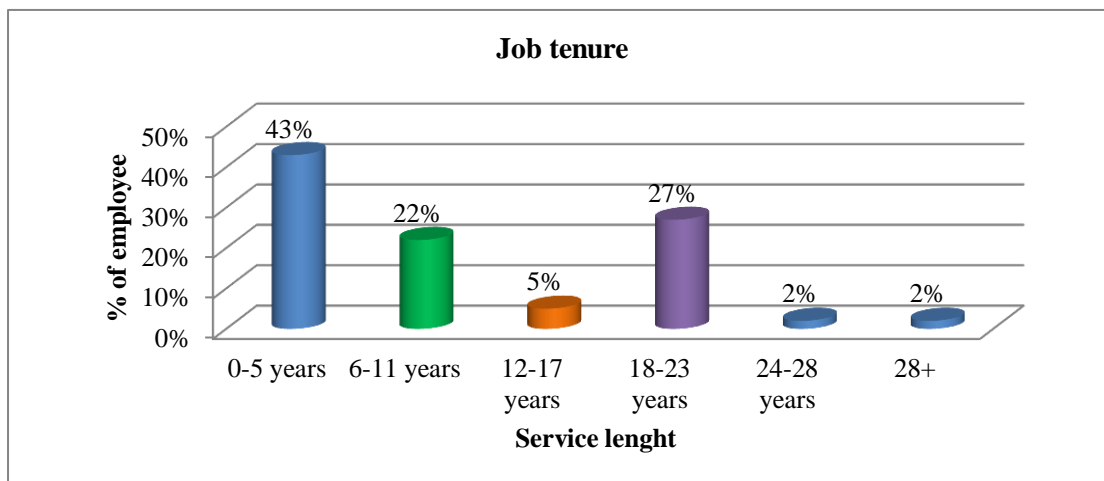


Table 4 shows that 43% of the respondents fall into 0-5 years, 22% into 6-11 years, 5% into 12-17 years, 27% into 18-23years, 2% into 24-28 years and 2% into above 28 years.. That indicates some employees have tendency to leave the organization and employees job tenure is strong.

3.5.5 Respondent's income

Table-5 Income data grid

Income	Frequency	Percentage
5000-15000	39	65
15001-30000	18	30
30001-45000	3	5
Above 45000	0	0
Total	60	100

Source: Author's calculation

Figure 5: Income chart

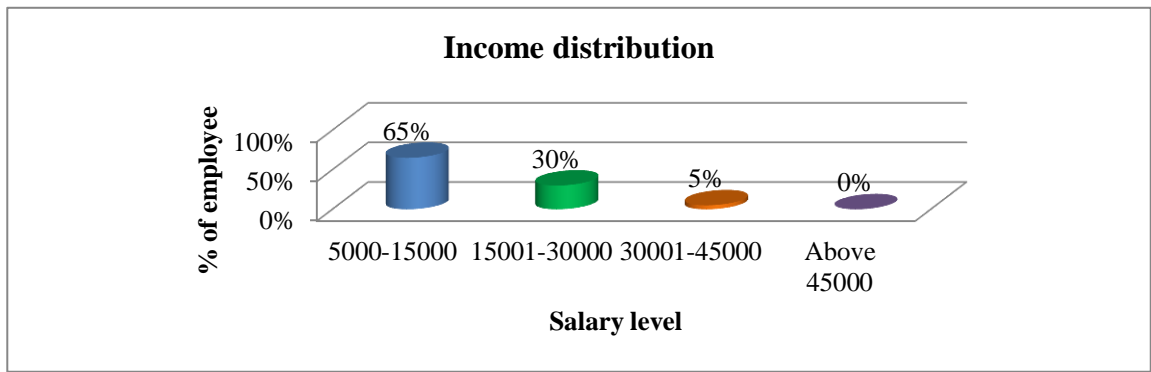


Table 5 shows the income level (in thousand) that out of 60 employees 65% of the employees fall into the income level of TK. 5000-15000, 30% fall into the income level of TK. 15001-30000 and 5% fall into the income level of TK. 30000+. That indicates field level salary is not handsome.

3.6 Result and discussion

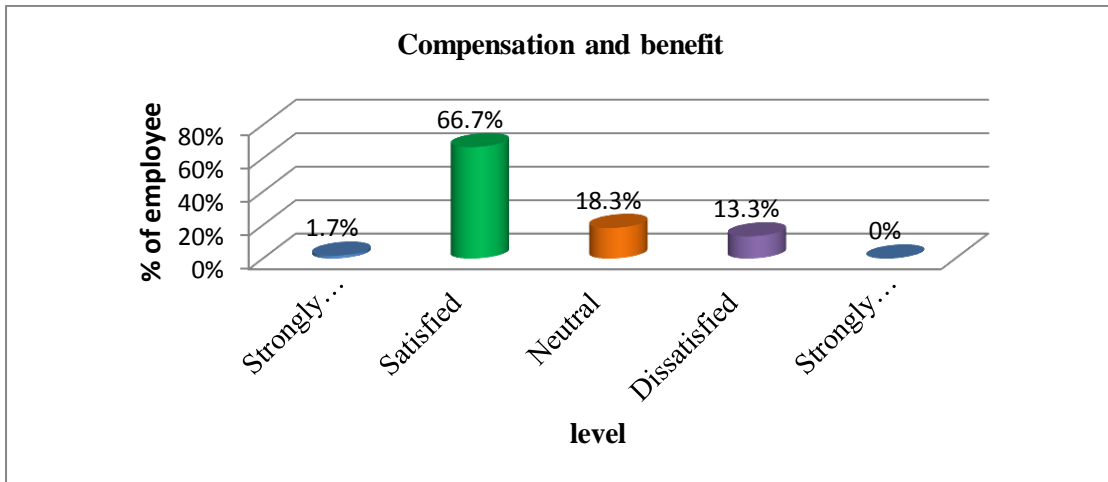
3.6.1 Employee attitudes towards compensation & benefit

Table 6: Compensation & benefit data grid

Level	No. of employees	%
Strongly satisfied	1	1.7
Satisfied	40	66.7
Neutral	11	18.3
Dissatisfied	08	13.3
Strongly dissatisfied	0	0
Total	60	100

Source Field survey.

Figure 6: Compensation & benefit chart



This component indicates employee attitude towards the compensation and other benefit. According to collected data, Only one employee had high attitudes and they represent 1.7% of the total sample. Outof the sample, 40 employees were satisfied and representing 66.7% of the sample. 08 employees had low attitudes and they represent 13.3% of the total sample.

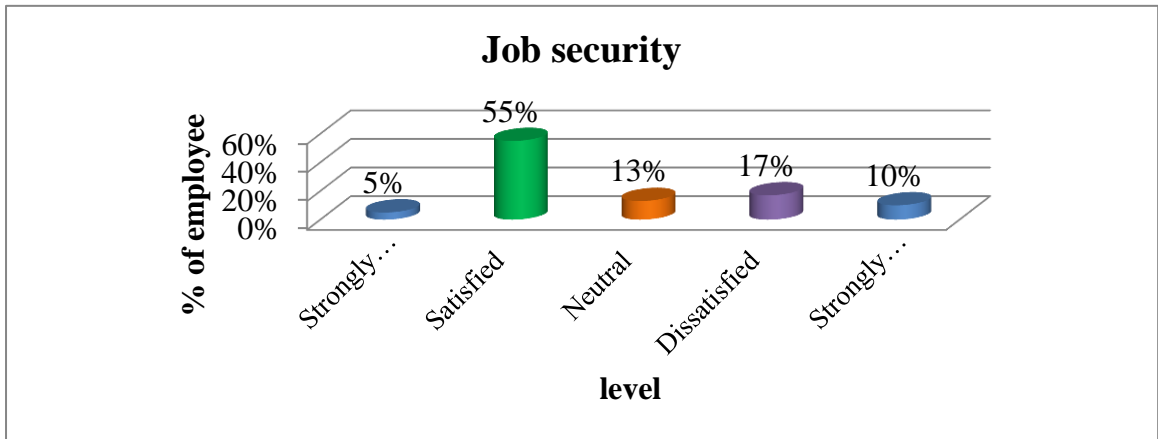
3.6.2 Employee attitudes towards job security

Table 7: Job security data grid

Level	No. of employees	%
Strongly satisfied	3	5
Satisfied	33	55
Neutral	8	13
Dissatisfied	10	17
Strongly dissatisfied	6	10
Total	60	100

Source Field survey.

Figure 7: Job security chart



According to collected data, 3 employees had high attitudes with the job security and they represented 5% of the total sample. 33 employees were satisfied and it represents 55% of the total sample. Out of the sample, 10 employees were dissatisfied with job security and they represented 17% of the total sample and 6 employees were highly dissatisfied with job security and they represented 10% of the total sample

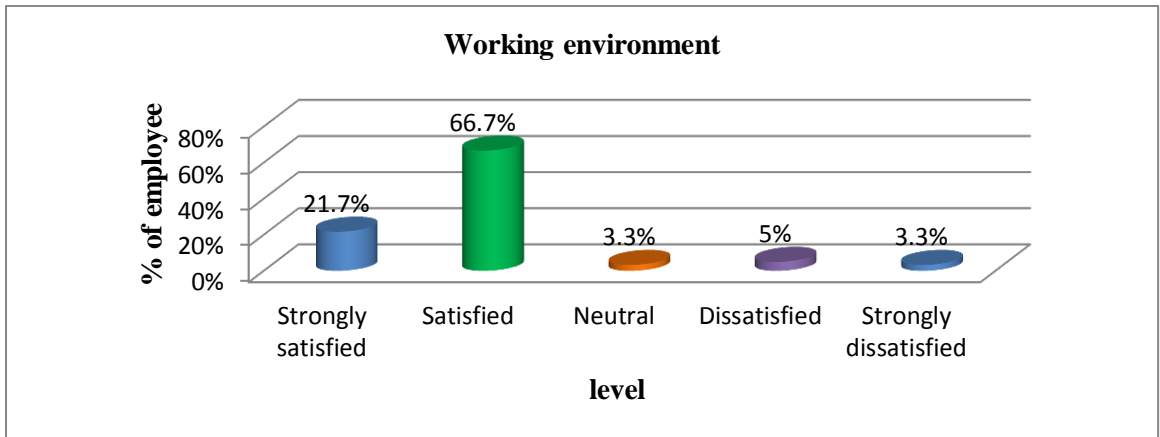
3.6.3 Employee attitudes towards working environment

Table 8: Working environment data grid

Level	No. of employees	%
Strongly satisfied	13	21.7
Satisfied	40	66.7
Neutral	2	3.33
Dissatisfied	3	5
Strongly dissatisfied	2	3.33
Total	60	100

Source Field survey.

Figure 8: Working environment chart



This component represents those employee attitudes towards good working environment. In that situation, 13 employees had high attitudes and represent 21.7% of the total sample. Out of the sample, 40 employees were satisfied to their working condition and represent 66.7% of total sample.

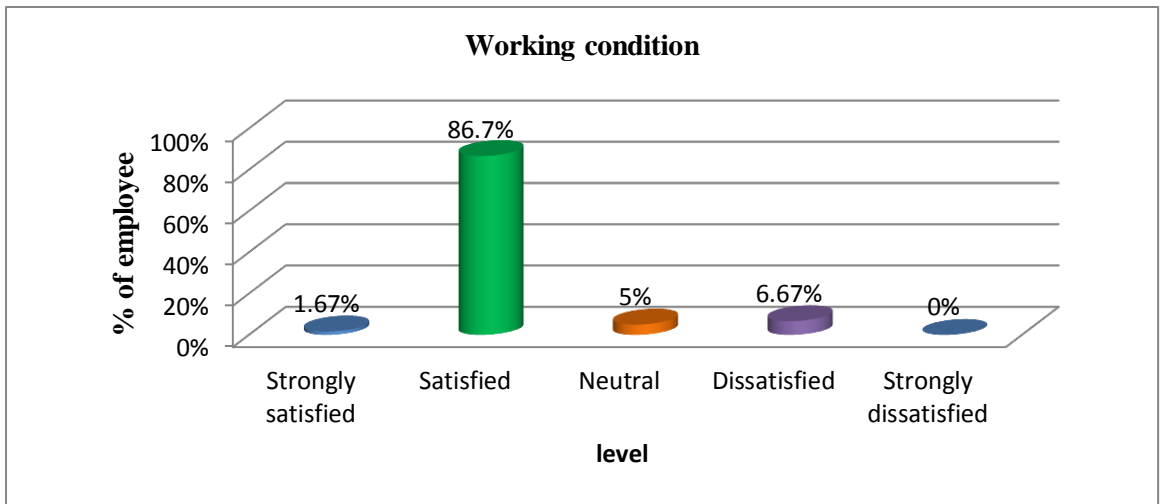
3.6.4 Employee attitudes towards work condition

Table 9: Working condition data grid

Level	No. of employees	%
Strongly satisfied	1	1.67
Satisfied	52	86.7
Neutral	3	5
Dissatisfied	4	6.67
Strongly dissatisfied	0	0
Total	60	100

Source Field survey.

Figure 9: Working condition chart



According to collected data, 1 employee had high attitudes with the working condition and they represented 1.67 % of the total sample. 52 employees were satisfied and it represents 86.7% of the total sample. Out of the sample, 4 employees were dissatisfied with working condition and they represented 6.67% of the total sample and No employees were highly dissatisfied.

3.6.5 Employee attitudes towards superior- subordinate relationship

Table 10: Superior- subordinate relationship data grid

Level	No. of employees	%
Strongly satisfied	4	6.67
Satisfied	48	80
Neutral	6	10
Dissatisfied	2	3.33
Strongly dissatisfied	0	0
Total	60	100

Source Field survey.

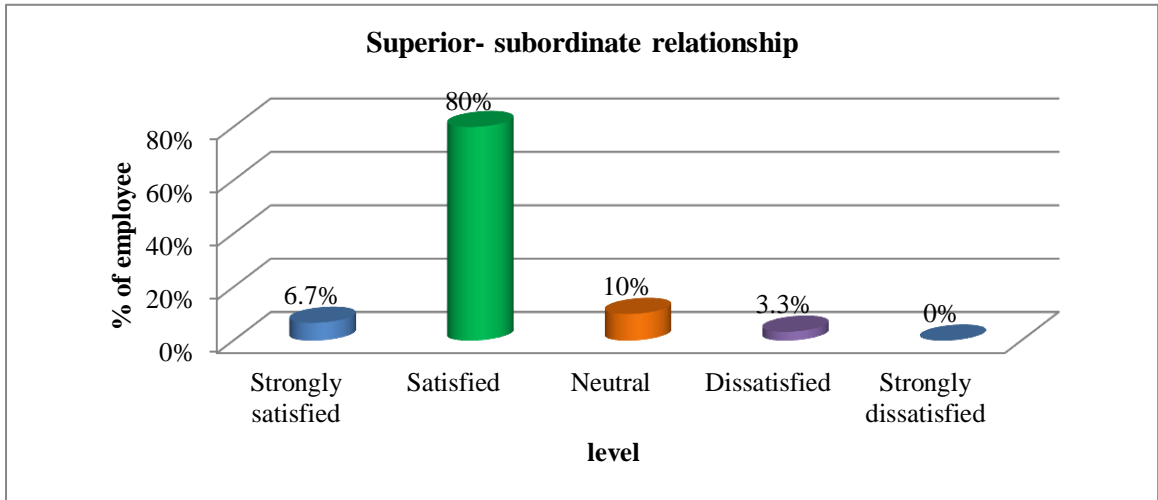


Figure 10: Superior- subordinate relationship chart

According to collected data, 4 employees had high attitudes towards their Superior-subordinate relationship and they represented 6.67% of the total sample. There are 48 employees are satisfied about their relationship and who represents 80% of the total sample. In the third category, two employees had low attitudes were they represent 3.3% of the total sample.

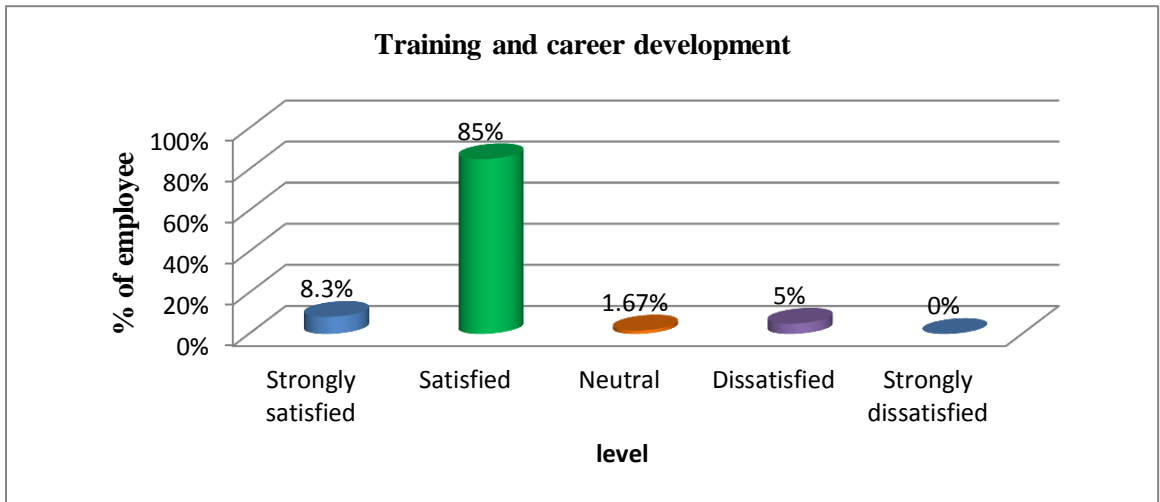
3.6.6 Employee attitudes towards training and career development

Table 11: Training and career development data grid

Level	No. of employees	%
Strongly satisfied	5	8.33
Satisfied	51	85
Neutral	1	1.67
Dissatisfied	3	5
Strongly dissatisfied	0	0
Total	60	100

Source Field survey.

Figure 11 : Training and career development chart



According to collected data, 5 employees had high attitudes with the Training and career development and they represented 8.33 % of the total sample. 51 employees were satisfied and it represents 85% of the total sample. Out of the sample, 3 employees were dissatisfied with Training and career development and they represented 5 % of the total sample and no employees were highly dissatisfied with Training and career development.

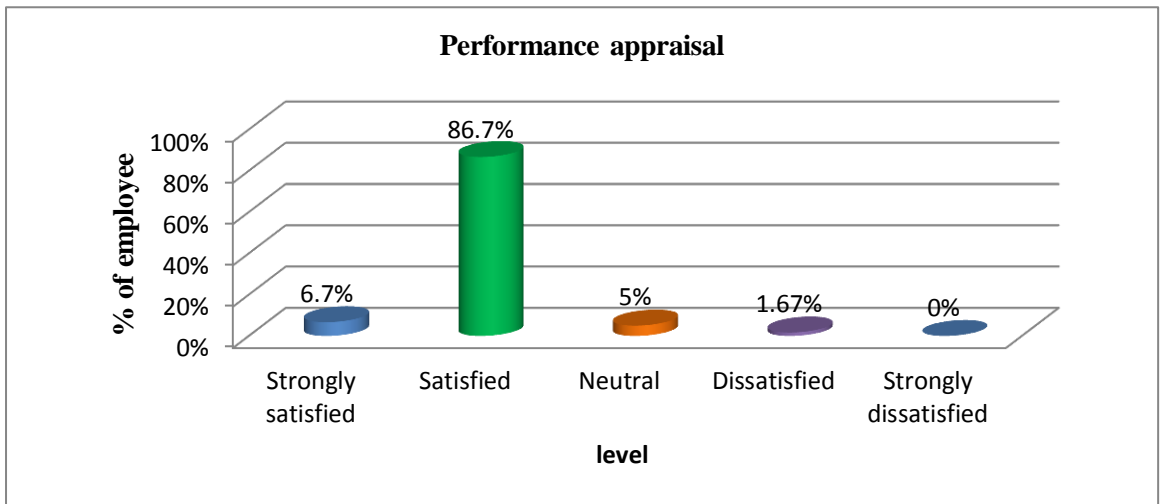
3.6.7 Employee attitudes towards performance appraisal

Table 12: Performance appraisal data grid

Level	No. of employees	%
Strongly satisfied	4	6.67
Satisfied	52	86.7
Neutral	3	5
Dissatisfied	1	1.67
Strongly dissatisfied	0	0
Total	60	100

Source Field survey.

Figure 12: Performance appraisal chart



According to collected data, 4 employees had high attitudes with the Performance appraisal and they represented 6.67 % of the total sample. 52 employees were satisfied and it represents 86.7% of the total sample. Out of the sample, 1 employees were dissatisfied with Performance appraisal and they represented 1.67% of the total sample and no employees were highly dissatisfied with Performance appraisal

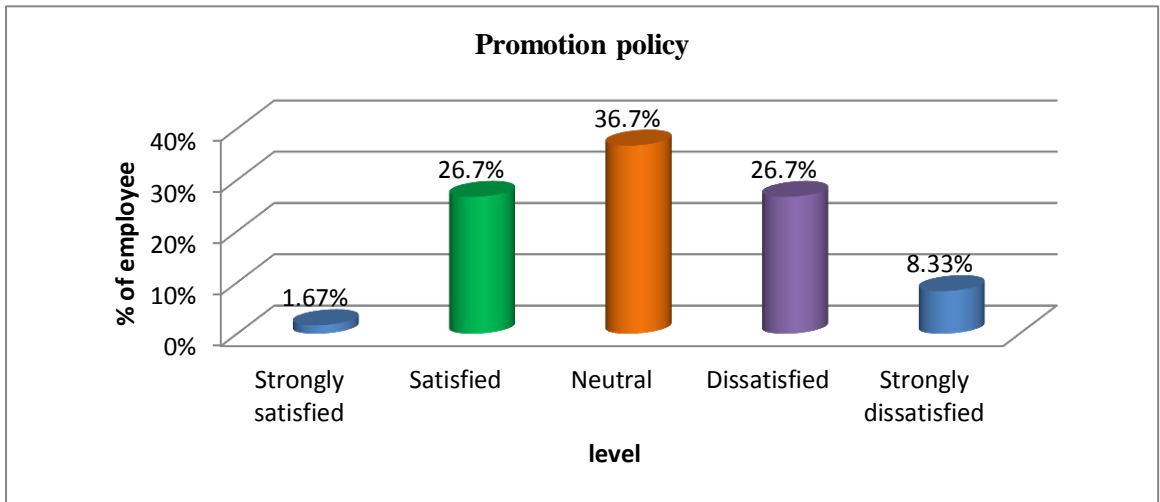
3.6.8 Employee attitudes towards promotion policy

Table 13: Promotion policy data grid

Level	No. of employees	%
Strongly satisfied	1	1.67
Satisfied	16	26.7
Neutral	22	36.7
Dissatisfied	16	26.7
Strongly dissatisfied	5	8.33
Total	60	100

Source Field survey

Figure 13 : Promotion policy chart



According to collected data, only 1 employee had high satisfied with the promotion policy and they represented 1.67 % of the total sample. 22 employees were dissatisfied and it represents 26.7% of the total sample. Out of the sample, and 5 employees were highly dissatisfied with Performance appraisal and represent 8.33% of the total sample.

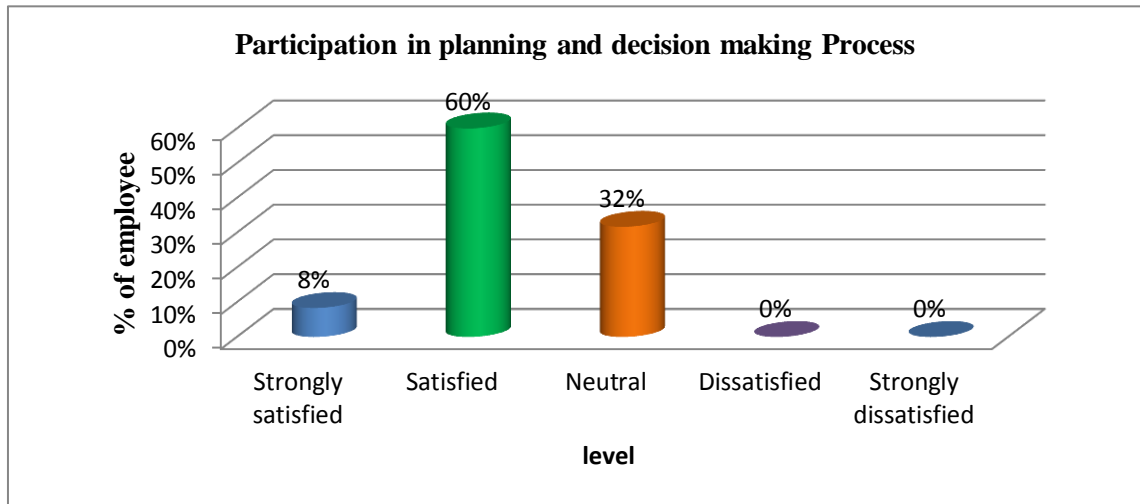
3.6.9 Employee attitudes towards participation in planning and decision making Process

Table 14: Participation in planning and decision making process data grid

Level	No. of employees	%
Strongly satisfied	5	8.33
Satisfied	36	60
Neutral	19	31.7
Dissatisfied	0	0
Strongly dissatisfied	0	0
Total	60	100

Source Field survey.

Figure 14 : Participation in planning and decision making process chart



This component indicates employee attitude towards Participation in planning and decision making. According to collected data, Only five employees had high satisfied and they represent 8.33% of the total sample. Outof the sample, 36 employees were satisfied and representing 60% of the sample.

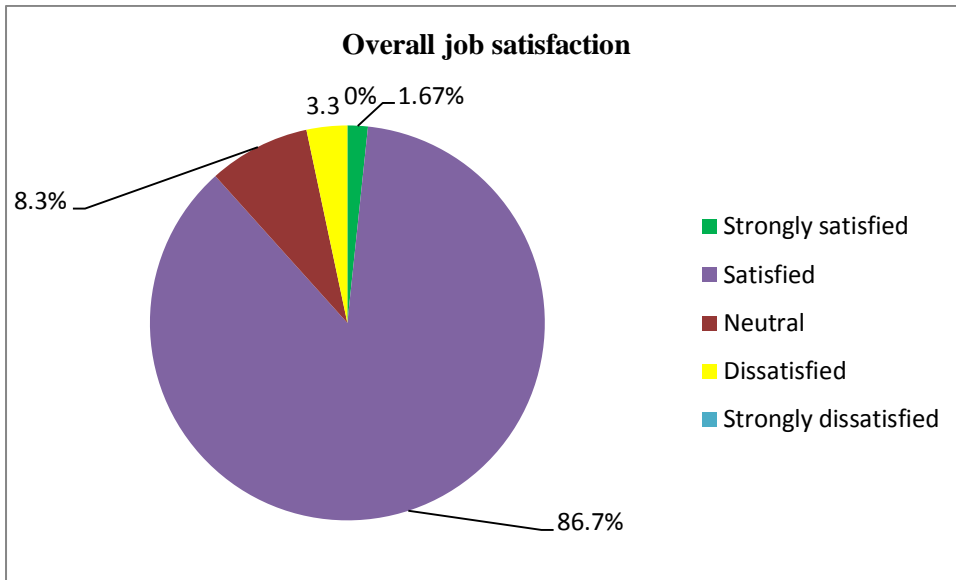
3.6.10 Employee attitudes towards overall job satisfaction

Table 15 : Overall job satisfaction data grid

Level	No. of employees	%
Strongly satisfied	1	1.67
Satisfied	52	86.7
Neutral	5	8.33
Dissatisfied	2	3.33
Strongly dissatisfied	0	0
Total	60	100

Source Field survey.

Figure 15: overall satisfaction chart



According to collected data, 1 employee had high level satisfaction and represent 1.67% of the total sample. 52 employees had satisfied and they represent 86.7%. Out of the sample, Only 2 employees had dis satisfied about overall satisfaction and they represent 3.3% of the sample. No employee was strongly dissatisfied.

Chapter 4. Conclusion and recommendation

4.1 Discussion of major findings

As we know that, Dipshikha is one of famous NGO in northern part of Bangladesh and it has different operations in different areas.

We have tried to find out the feelings of its (Dipshikha) employees to their respective organization.

In the survey we have given more emphasize of the question answers. .Because, these answers are the main key points to find out whether the employees of Dipshikha are satisfied or dissatisfied to their organization.

Leadership of an organization is really very important in terms of success. The employees of Dipshikha are confident to their organizations leadership. From the survey I have found that, most of the employees are "strongly agreed" in terms of their organizations leadership.

Besides, they also are strongly agreed about the management style of their organization. Though, some of the employees have shown their normal approach in this regards.

When a company's management becomes well known to all then I can say something better about the activities of that company. Every company has some obstacle in their way of achieving results. As an organization Dipshikha also has some causes the obstacle which may causes the failure of it. So in this respect, the employees of Dipshikha are strongly agreed that their company eliminates practices that stand in the way of achieving results.

Different types of people involves in an organizations. There may be difference in terms of race, age, gender. But, when the employees of Dipshika have been asked about attitude towards them their organization, then they have put their positive thinking in this respect.

Every organization may provide many facilities for their employees. But, one question normally arises about the loyalty to their respective organization. Here,

loyalty of an employee means, his implied commitment towards his respective organization. Also, commitment means employee's future activities in an odd situation. Dipshikha's employees have put their positive comments in terms of loyalty to their organization.

Promotion is another important factor, which shows an organizations attitude towards its employees. Promotion policy are not good in Dipshikha.

Satisfaction is a psychological matter for every body. It depends how a person perceives about anything. Dipshikha's employees have shown their full satisfaction to their organization.

Empowering in dictates the conducting power of an employee, given by his organization. Dipshikha is very much careful for giving the empowering to their employees.

From the above findings, we are sure that the employees of Dipshikha are very much earring about their organization and job also.

4.2 Conclusion

Dipshikha-The non-government, non profit organization in Northern part of Bangladesh. For quality performance has employed lots of enthusiast and devoted workers in each every spheres of its activity level. The best and uninterrupted quality service is delivered by this organization only when the workers the power source of the organization is devoted to their responsibilities preoccupied by their organization .And the devotion to their job will come only when they are satisfied with their respective job. But satisfaction is a intricate fact. And sometime contradictory also. An employee can be satisfied from a particular perspective at the same time can be dissatisfied simultaneously. The facts that can make employees satisfied or dissatisfied are nature of the work, supervision, present pay , promotion opportunities, relation with co-workers, working environment, benefits compensation, etc. Dipshikha is providing a very high and co-operative organizational atmosphere within the working place. All the employees so far we get are equally satisfied with their present level of benefits they are delivered. And they think they are receiving the amount of benefit they deserve. And optimistic about the future and as all of them are coercive they show the professionalism in this particular perspective. All the

workers are very co-operative to their peers and others as well. A warmth & friendly atmosphere prevails inside the organization, it happens when the employees are satisfied with their organization. They are getting the best salaries they deserve for their respective job and receive compensation if there is any loss or inconvenience of any employee. And the most valuable aspect is their sense of belongingness within the organization is dominantly high. They are given legitimate power to control their subordinate and work performance. That's why they feel themselves really valuable for their organization which actually makes the difference. And as they are satisfied with all of these things their devotion to work gets doubled each and every moment. They get enough motivation from their organization and deliver higher customer values to their clients. If they were not satisfied they could have behaved rudely with their clients but they don't do so. Because they are self-motivated. The magnitude of their satisfaction is much more than we can ever expect. Their get-up manner, sense of delivering values with services boldly expense that they are satisfied and for this they are self-motivated

4.3 Recommendation

At the present level, Dipshika almost satisfies their employees through their well management and empowering strategy. The employees of Dipshika are very much loyal to their organization. But Dipshika should motivate them and reward them properly for the sake of their future. Because, in this competitive market, competitors are trying to get DIPSHIKHA'S skilled and qualified employees. So, they should follow this strategy:

- 1] Dipshika can develop employees' promotion policy. They can make criteria for the promotion for the employee.
- 2] Dipshika may make the quarters and give the accommodation facilities to their employees. They can give these on the basis of existing time of the employee in Dipshika.
- 3] They can motivate their employees, though giving the transportation facilities, and promotion on the basis of their performance.

4] For, their female workers, Dipshika can make a flexible work time schedule. It may be fixed that in a week one female can work total 35hours. So, she can easily fix her work time flexible.

5] For the recreation of the employee, Dipshikha can arrange annual tour outside the country. In these cost Dipshikha 60% of the total expenses and the rest bared by the employee who willing to go.

6] To increase the creativity and innovativeness of t heir employee, Dipshika may take the strategy that, the employee who shows his creativity and innovation in their respective work he or she get extra benefit of the organization.

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Appendix-1

A study on employee's job satisfaction of Dipshikha

A Questionnaire
On
Job satisfaction of ### Employee
(Only for the purpose of Research work)

Date:

Name of the respondent:

Designation: Area Manager/Coordinator/Asst. coordinator/Facilitator/Office secretary/ Field worker/Peon/Night Guard

Age: 20-30/31-40/41-50/Above 50

Gender: Male/Female

Job Tenure: 0-5 Years/6-11 years/12-17 years/18-23 years/24-28 years/Above 28 years

In come : 5000-150000/15001-30000/30001-45000/Above 450000

1. Compensation & benefit:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with your salary to the work you perform					
2	How satisfied are you with your salary compared with other organizations .					
3	How satisfied are you with the welfare facilities (e.g. social security, health insurance etc.) provided by the organization					

2. Job security:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with the overall job security					

3. Working environment:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with the hygiene maintenance in your organization					

4. Work condition:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with the flexibility of working hours in your organization					
2	How satisfied are you with the amount of paid vacation time /sick leave offered					
3	How satisfied are you with the opportunity to maintain a balance between personal and professional life					

5. Superior- subordinate relationship:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with the leadership skills of your immediate supervisor					
2	How satisfied are you with the communication between the immediate supervisor and employee					

6. Training and career development:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with the training opportunities in your organization					
2	How satisfied are you with the career advancement opportunities					

7. Performance appraisal:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with the way of performance evaluation in your organization					
2	Are you satisfied with the feedback that you receive from your performance evaluation					

8. Promotion policy:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with the promotion policies in your organization					

9. Participation in planning and decision making:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How satisfied are you with your participation in the planning and decision making process of the organization					
2	Are you satisfied with your co-workers respect for your opinions					

10. Overall job satisfaction:

SL No.	statement	Strongly dissatisfied	Dissatisfied	Neutral	Satisfied	Strongly satisfied
		1	2	3	4	5
1	How much does the organization as a employee meet your expectations					
2	How satisfied are you with the organization's overall HRM policy					

Appendix-2

A study on employee's job satisfaction of Dipshikha

প্রশ্নাবলী

(শুধুমাত্র গবেষণার কাজে ব্যবহার করা হবে)

উত্তরদাতার নাম :

পদবী : এরিয়া ম্যানেজার/সমন্বয়কারী/সহ-সমন্বয়কারী/অফিস সেক্রেটারী/ মাঠকর্মী/পিয়ন/নাইটগাড/ ফেসিলিটিটের

বয়স : ২০-৩০/ ৩১-৪০/ ৪১-৫০/৫০ এর উর্ধ্বে

লিঙ্গ : পুরুষ/মহিলা

চাকুরীর জীবনকাল : ০- ৫ বছর/ ৬-১১ বছর/ ১২-১৭ বছর/ ১৮- ২৩ বছর/ ২৪-২৮ বছর/ ২৮ এর উর্ধ্বে

বেতন : ৫০০০- ১৫০০০/ ১৫০০১- ৩০০০০/৩০০০১-৪৫০০০/ ৪৫০০০ এর উর্ধ্বে

১. বেতন ও অন্যান্য সুবিধাসমূহঃ

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার কাজ অনুসারে কি আপনার বেতনে আপনি সন্তুষ্ট?					
০২	অন্যান্য সংস্থার তুলনায় আপনার বেতন কি সন্তোষজনক?					
০৩	আপনার অন্যান্য সুবিধা (পি এফ, গ্রাচুয়িটি ইত্যাদি) কি সন্তোষজনক?					

২. চাকুরী নিরাপত্তা :

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার চাকুরির নিরাপত্তায় আপনি সন্তুষ্ট?					

৩. কাজের পরিবেশ :

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার সংস্থার পরিষ্কার পরিচ্ছন্নতায় কি আপনি খুশী?					

৪. কাজের শর্তসমূহ :

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার কাজের কর্মঘন্টায় কি আপনি সন্তুষ্ট?					
০২	আপনার ছুটির বিষয়ে কি আপনি খুশি?					
০৩	আপনার ব্যক্তিগত জীবন ও কর্মজীবন এর সুযোগ সুবিধা নিয়ে আপনি কি খুশি?					

৫. উর্ধ্বতন-অধস্তন সম্পর্ক :

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার সুপারভাইজারের নেতৃত্ব দক্ষতায় কি আপনি খুশি?					
০২	আপনার সুপারভাইজারের সাথে আপনার কাজ সংক্রান্ত যোগাযোগে কি আপনি খুশি?					

৬. প্রশিক্ষণ ও ক্যারিয়ার গঠনঃ

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার সংস্থার প্রশিক্ষণ সুবিধায় কি আপনি খুশি?					
০২	আপনার ক্যারিয়ার তৈরীতে অত্র সংস্থার কার্যক্রমে কি আপনি খুশি?					

৭. কর্মক্ষমতা মূল্যায়নঃ

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার কাজের মূল্যায়ন পদ্ধতিতে কি আপনি খুশি?					
০২	আপনার কাজ মূল্যায়নের পর যে ফিডব্যাক প্রদান করা হয় তাতে কি আপনি খুশি?					

৮. পদোন্নতি পলিসি :

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার সংস্থার পদোন্নতিতে নীতিতে কি আপনি খুশি?					

৯. পরিকল্পনা এবং সিদ্ধান্ত গ্রহণ প্রক্রিয়ার অংশগ্রহণঃ

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার কি সংস্থার পরিকল্পনা এবং সিদ্ধান্ত গ্রহণ প্রক্রিয়ার অংশগ্রহণ করতে পারেন?					
০২	আপনি কি আপনার মতামতের সময় সহকর্মীর কাছ থেকে সহযোগিতা পান?					

১০. সামগ্রিক সন্তুষ্টিঃ

ক্র:ন:	বিষয়	খুবই অসন্তোষজনক	অসন্তোষজনক	মতামত নেই	সন্তোষজনক	খুবই সন্তোষজনক
০১	আপনার সংস্থা কি আপনার প্রত্যাশা পূরণে কাজ করছে?					
০২	আপনার সংস্থার মানব সম্পদ নীতিমালায় আপনি কি সন্তুষ্ট?					

উত্তরদাতার স্বাক্ষর

আপনার আন্তরিক সহযোগিতার জন্য ধন্যবাদ