



Analyzing Job Satisfaction of the Employees of National Commission for Human Development (NCHD) in Pakistan.

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ABSTRACT:

This research attempts to investigate the job activities influencing factors of employees at National Commission for Human Development in Gilgit-Baltistan, Pakistan. This research is conducted in Gilgit region to explore which type of employees of NCHD are unhappy and dissatisfied with current job responsibilities. The prime focus of this study is to find out the reasons that increase the level of unhappiness of NCHD Employees which is being felt in Gilgit-Baltistan as GB is receiving intensified level of attention in result of recent empowerment and self-governance order approved in September 2009. This paper tries to discover the lack of compensation and other factors causing the dissatisfaction among the employees. This study may help NCDM Management to address the root causes of employees' dissatisfaction. This research reflects the loopholes and underperforming departments of NCHD and suggests possible solutions to management to identify the factors for employees' unhappiness. The study highlights the Hierarchy of NCHD Pakistan in general and GB in particularly to reveal the main objectives keeping in view the target population and available resources and data to conduct the research. The interpretation and data analysis puts emphasis on main focus to interlink the available data to execute this research. Diagram and tables elaborates the discussion and allows to analyze deeply the issues of jobs satisfaction in Gilgit-Baltistan. This study concludes and suggests appropriate packages according to employees rank and performance. This research may help NCDH Management to fix employees problems and it can help to get overall improved management at NCHD.

KEYWORDS: Compensation, Employees Dissatisfaction, Job Satisfaction, National Commission for Human Development, Private Sector

INTRODUCTION

In Pakistan many Government line departments and NGO organizations are working for community services and development (Barrs, 2005). One of those organizations is National Commission for Human Development (NCHD)

is a non-profit organization and it was established in 2002 after the approval of the Pakistani Government as a constitutional independent central body in 2002, instructed with the role to provision and enlarge the human growth and developmental struggles in Pakistan. NCHD is

legally listed under the Ordinance of 2002, No. XXIX (Komatsu, 2009). The main focus and task of NCHD is to change the lives of the communities that are declared as the poorest in the country (Chowdhury & Mukhopadhaya, 2012). This commission is emphasizing on education and healthcare as these are the most important factors to improve the life style of these poor people who cannot afford to enjoy health facilities due to their financial constraints (Loevinsohn, Haq, Couffinhal, & Pande, 2009). Among many NGOs in Pakistan, National Commission for Human Development (NCHD) is the prominent organization struggling against illiteracy and its main slogan is education for all and they have operations in almost 135 districts (Harlech-Jones, Baig, Sajid, & ur-Rahman, 2005). They have teams in these regions and districts to support deserving people to eliminate ignorance and the root causes of main problems in education and healthcare (Gulzar & Henry, 2005).

NCHD is supporting Government and its ambitions at extending the estimates and opportunity of the efforts of Pakistan Government with its countrywide setup of over 100 Human Development Units located all across the country and well experienced teams who are always ready for provision of community

Gilgit-Baltistan: Improving Human Development Indicators

Islamabad (BR): The government would launch the project Improving Human Development Indicators in Pakistan at a cost of Rs 8.15 billion across the country to achieve 86 per cent literacy rate by 2015. The project would comprise sub-project-1 and sub-project-2 for establishment of 98,100 Basic Literacy Centers (ALCs) in all provinces including ICT, Fata, Gilgit- Baltistan and AJK for the target bracket of 11 to 45 years to make 2452500 persons literate, mainly women. There would be no foreign grant or loan for this 3-year project, the federal government would provide funds with the support of National Commission for Human Development (NCHD) for the project. The government for Universal Primary Education Programme would provide Rs 1.438 billion to

services (Hall & Kirby, 2010). NCHD believes and observes human development is the method of extending selections, structuring and building capabilities and encouraging peoples' participation at basic levels. To make it possible, NCHD mission is to support Government departments, organizations of civil society and native communities at grassroots levels in the areas of Health care, Education and activities of income generation (Ravindran, 2010). The well trained teams of NCHD are always there to identify and subsequently offers unique and state-of-the-art cost effective resolution to fill implementation loophole and gaps, communities' capacities building and involving the stakeholders to efficiently and meritoriously address the problems hindering the process (Bhutta et al.; Khan, 2012). NCHD supports to guarantee a long-lasting impression by wide-ranging training plans and capability and capacity building seminars and workshops throughout the country (Clark, Hall, Sulaiman, & Naik, 2003). The prime objective of NCHD is to function as the supporting agency by providing technical support to provincial and federal governments and hands-on experience to accomplish the prime goals in Pakistan of Education for all and Millennium Development objectives (Lukaszczyk & Williamson, 2010).

Punjab, Rs 1.453 billion to Sindh, Rs 573.43 million to Khyber Pakhtoonkhwa, Rs 856.82 million to Balochistan, Rs 34.57 million to Fata, Rs 45.48 million to Gilgit-Baltistan, Rs 173.106 million to AJK, Rs 16.033 million to ICT etc. Similarly for Basic Literacy Programme, the government would provide Rs 718.73 million to Punjab, Rs 662.118 million to Sindh, Rs 555.045 million to Khyber Pakhtunkhwa, Rs 379.57 million to Balochistan, Rs 6.246 million to ICT, Rs 104.45 million to Fata etc. In this regard, the NCHD would provide Rs 521.552 million (in cash) for universalisation of Primary Education, Rs 283.48 million for Adult Literacy Programme, Rs 264.44 million for Basic Literacy Project, Rs 18.92 million for Post Literacy Project and Rs 10.057 million for monitoring and evaluation. Sub-project-1 would support systemic refinement to improve operational system and governance in Education

Departments at provincial/area department leading to 90% intake rate in primary schools, with less than 20% dropouts in the first three grades in primary schools. Sub-project-2 would focus on Adult Literacy Programme and Post

Review of literature

Igalens and Roussel (1999) wanted to know how the elements of total compensation might influence work motivation and job satisfaction. He wanted to know about the conditions of compensation efficiency on work motivation and job satisfaction in France. In his study, principal dimensions of total compensation that give rise to distinct reactions among employees were examined. Two samples of employees, 269 exempt employees and 297 nonexempt employees were studied separately in order to identify the differences of reaction between these two groups. The relationships between the elements of total compensation, work motivation and job satisfaction were analyzed by a structural equations model. In his research, he proposed a procedure allowing the construction of precise measuring instruments for

Job satisfaction has only an indirect influence on the intention to quit, whereas organizational commitment has the strongest and most direct impact. Pay satisfaction had both direct and indirect effects on turnover intent were consistent with administrators' assumptions underlying the pay policies. Control variables such as having a degree, having children, and working 12-hour shifts were found to have both direct and indirect influences upon pay satisfaction and turnover intent. Fay Rodgers Jenkins on and David W. Chapman (1990) investigated correlation of job satisfaction among public and private Jamaican elementary school teachers. Emphasis was on the identification of factors that could be affected through administrative intervention. A stratified random sample of 290 elementary school teachers was taken for the Jamaican Teacher Satisfaction Survey (JTSS). The JTSS collected personal, demographic, and professional information about the respondents, school-related data, and respondents' ratings of their job satisfaction. Multiple regressions were employed to test the significance of the relationships between

Literacy Programme in 134 districts/administrative units in all provinces including Islamabad capital Territory (ICT), Fata, Gilgit- Baltistan and AJK.

multiple scale or multi-item questionnaires. In an exploratory phase, the questionnaire was pre-tested on a first sample to eliminate the items that challenged the reliability and then the validity of the scales was established. The questionnaire was then submitted to a validation phase with a second sample in order to test the stability of the reliability and the construct validity of the scales. They concluded that;

- I. Under certain conditions, individualized compensation of exempt employees can be a factor of work motivation,
- II. Flexible pay of nonexempt employees neither motivates nor increases job satisfaction,
- III. Benefits of exempt and nonexempt employees neither motivate nor increase job satisfaction.

personal, professional, and school factors and teachers' job satisfaction. Results indicated that the quality of school working conditions and respondents' relationships with other teachers were significantly related to satisfaction for both public and private school teachers. School prestige and parental encouragement were also significant predictors for public school teachers; leadership style, organizational structure, and teacher-parent relationships predicted job satisfaction for private school teachers. In a research paper John S. Heywood, W. S. Siebert, Xiangdong Wei (2002), compared overall job satisfaction of union and non-union workers in two separate estimates: a typical cross-sectional estimate and a panel estimate designed to help identify sorting. To further contrast the results of cross-section and panel estimates, they also examined the role of sorting in determining the job satisfaction of those in public sector employment. In initial cross-section estimates using data from the 1991-94, British Household Panel Study, the authors find that union members had lower overall job satisfaction than non-union members, and public sector workers had higher

satisfaction than private sector workers. Controlling for individual worker effects (sorting) using panel methods confirms the lower satisfaction of union members, but eliminates the higher satisfaction of public sector workers. Their results suggested that individual effects do not explain reduced satisfaction in union jobs but go

The one aspect of union workers' dissatisfaction that appears to be individual-specific (a reflection of sorting) rather than sector-specific is lower satisfaction with pay: union workers complain more about pay than non-union workers do, but they would complain more about pay in either sector. In the public sector, in contrast, sorting appears to account for all our measures showing high satisfaction; public sector jobs are associated with increased job satisfaction only in the cross-section. These results argue strongly for estimations that control for fixed effects in examinations of the determinants of job satisfaction. Lawrence M. Kahn and Peter D. Sherer (1990) used longitudinal data on managers

RESEARCH QUESTIONS:

The research questions that focus this study including;

1. What are the basic categories of NCHD employees?
2. Which categories among them are dissatisfied with their compensation packages and work environment?
3. What are the effects of the employees being dissatisfied with their compensation packages?
4. Is the lack of monetary benefits the primary cause of dissatisfaction?
5. What alternate venues are available to the employees and what better incentives do they offer?

RESEARCH METHODOLOGY

HYPOTHESIS

If better compensation packages and better work conditions are provided to the

far toward explaining increased satisfaction in government jobs. Both the cross-section and panel estimates indicate that union jobs are associated with reduced overall job satisfaction, reduced satisfaction with the work itself, and reduced satisfaction with the boss.

from one company to examine the relationship between financial incentives and performance. Personal data were obtained from moderate sized firm involved in production. They analyzed sample of 92 middle to upper level managers whose 1985, salaries ranged from about \$32,000 to about \$72,000. The firm's merit pay system and bonuses system had been operative for over 10 years. They concluded that Bonuses for managers who are in high level positions, work at corporate headquarters, and have low seniority are more sensitive to performance than are the bonuses given to managers without those three characteristics (D'Ostie-Racine, Dagenais, & Ridde, 2013).

6. What is the out flux of employees from NCHD? Is it large in number?
7. If yes, which categories of employees are more inclined to leave the organization?
8. Has there been any trend change of employees leaving NCHD in the last three years?
9. What should be considered as an appropriate pay package?
10. Which categories are not getting an appropriate pay package commensurate to their job/rank?
11. Does NCHD have the necessary resources to satisfy the shortfalls in the pay packages?
12. If not, how can the additional resources be generated?

employees of NCHD, their job satisfaction will increase.

IDENTIFICATION OF VARIABLES

The variables for this research consist of

Dependent and independent Variables.

DEPENDENT VARIABLE

Job dissatisfaction

INDEPENDENT VARIABLES:

- 1) Financial compensation
- 2) Job security
- 3) Non- Financial compensation
- 4) Leave (vacation, holidays, etc.)
- 5) Annual raises
- 6) Flexible work schedule
- 7) Performance Incentives/bonuses
- 8) Work Conditions

RESEARCH DESIGN

PURPOSE OF THE STUDY

Analytical study

TYPE OF INVESTIGATION

The type of investigation is co-relational.

STUDY SETTING

The study was conducted in the natural environment and therefore it will be non-

SAMPLING TECHNIQUE

Stratified Random Sampling

METHOD OF DATA COLLECTION

Data is collected through questionnaires and unstructured interviews and secondary sources of data collection used.

EXTENT OF RESEARCHER

RESEARCH OBJECTIVES

1. Find out which categories of employees are dissatisfied with the job.
2. To find the main reasons of increase in out flux of employees.
3. To offer suggestions for improvements in the areas which require attention?
4. To find out whether only the lack of compensation is causing dissatisfaction among employees or there are any other contributory factors also.
5. To identify the areas which require to be improved upon?
6. To suggest an appropriate pay package for the employees according to their rank.

contrived.

UNIT OF ANALYSIS

The unit of analysis is group.

SAMPLE DESIGN

The sample design consists of total 90 respondents, including various categories of employees at NCHD Gilgit.

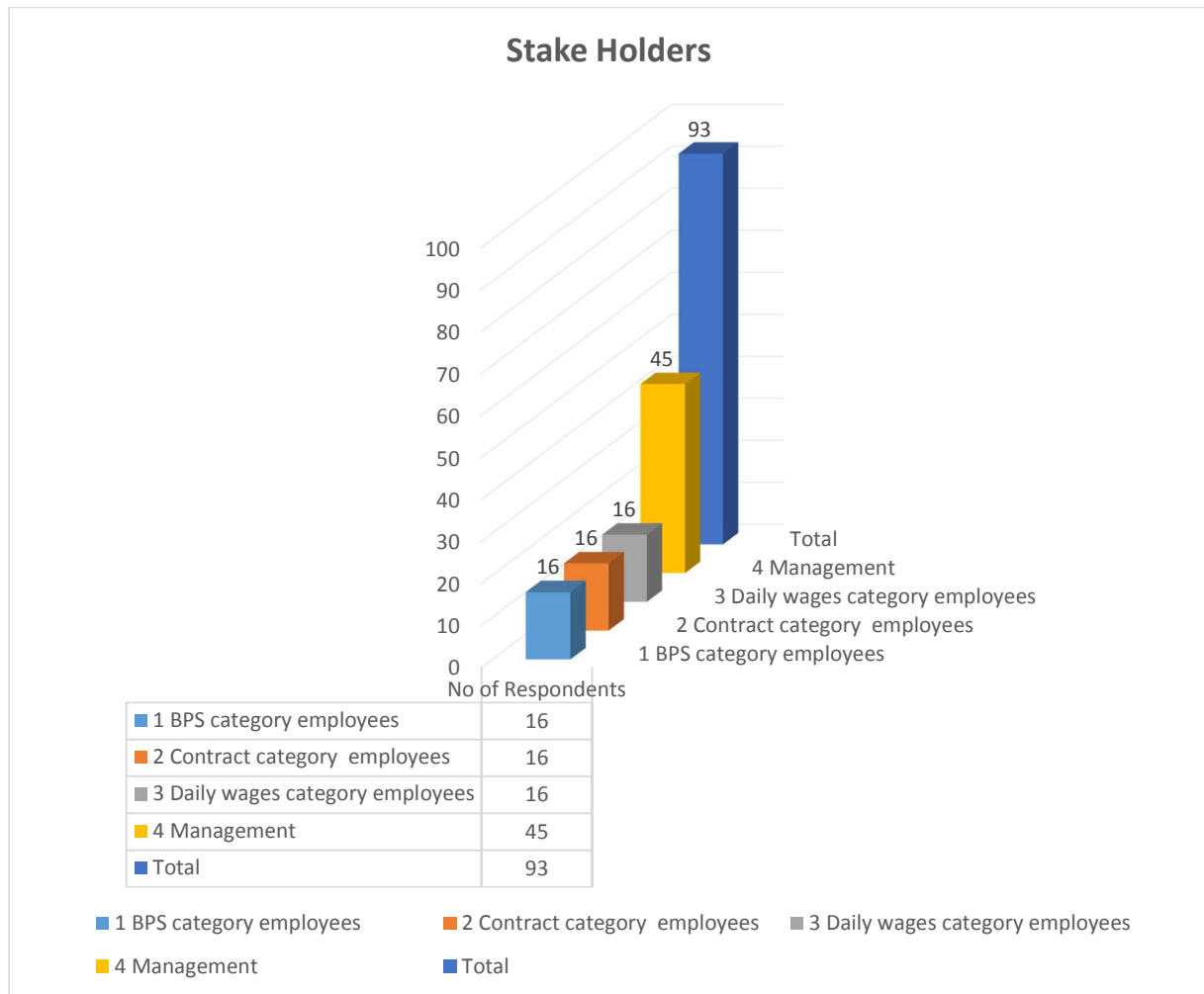
INTERFERENCE

Since the study was conducted in the natural job environment the researcher's interference is minimal.

STAKE HOLDERS

The data was collected from following categories of employees in NCHD Gilgit.

There were 48 employees, comprising three categories and 45 people from management.



STUDY FINDINGS

The data was collected from four stakeholder’s i.e. four categories of employees, (which include employees working through Basic Pay Scale (BPS) System, employees working through Daily Wages system and the employees working under contract and the management. Total 93 respondents were selected among them 48 respondents was the employees from all the three categories and 45 were from the management. The data collected is based on the mix of both the research questions and variables.

RESEARCH QUESTION 2

Which categories among them are un-satisfied with their compensation packages and work

environment?

To find the answer of this question all the categories of employees and the management were asked following questions.

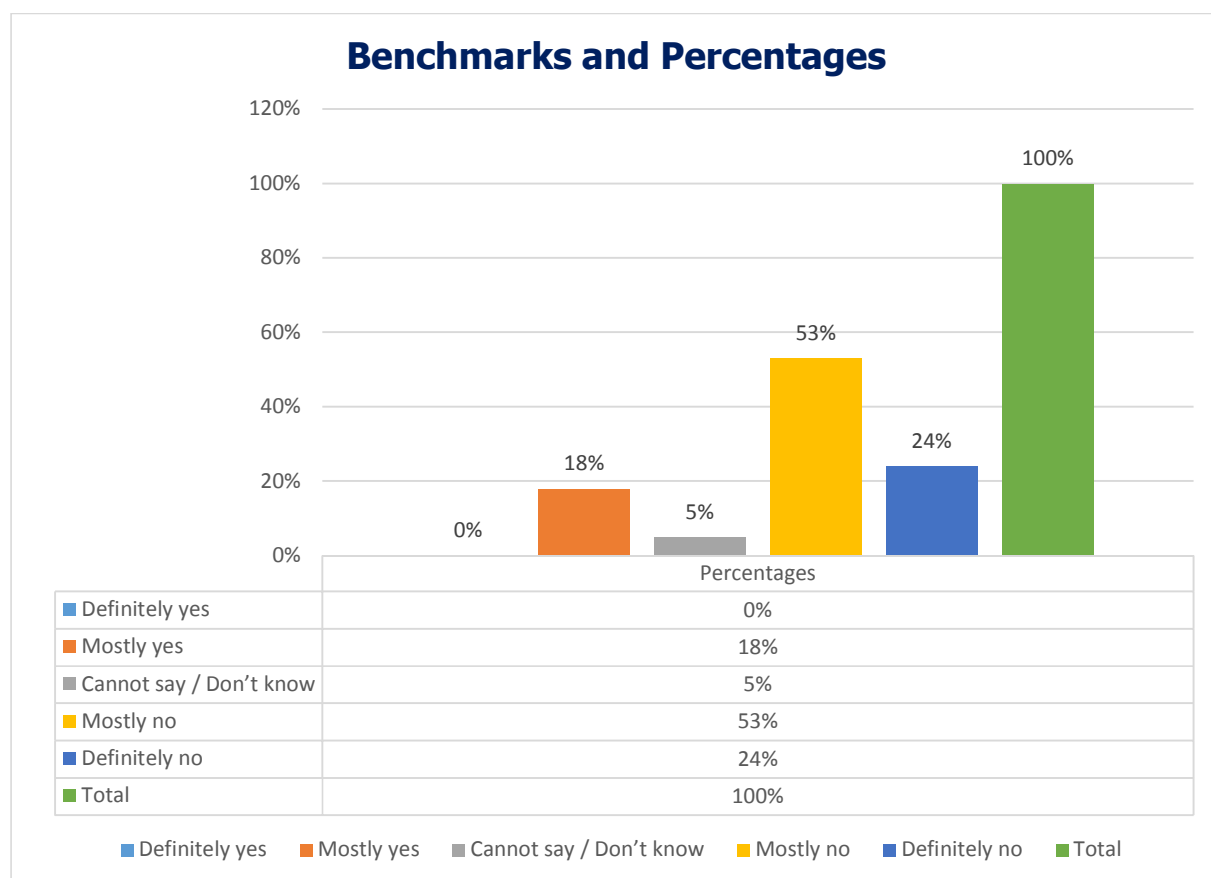
Question for employees

1. Are you satisfied with the financial compensation given by the organization?

RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the four categories.

Response: The responses obtained are given below



Questions for management

2. Do you think employees are generally satisfied with the financial compensation of the company?

RESPONDENTS: The respondents of this question were 45 persons from management.

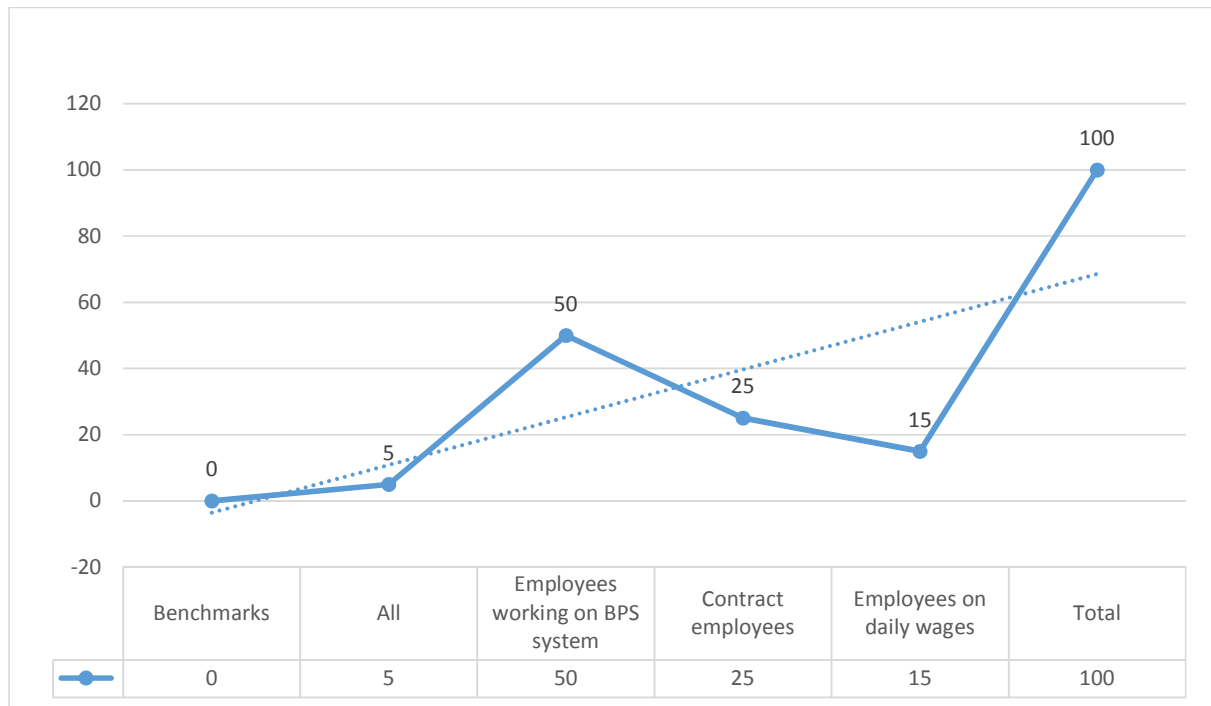
Response: The responses obtained are given below.

Benchmarks	Percentages
Definitely yes	0
Mostly yes	20
Cannot say / Don't know	73
Mostly no	0
Definitely no	7
Total	100

3. If the answer to the above question is in the negative, which categories of employees do you think are not satisfied?

RESPONDENTS: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below.



4. Are you satisfied with non-financial compensation given to employees by NCHD?

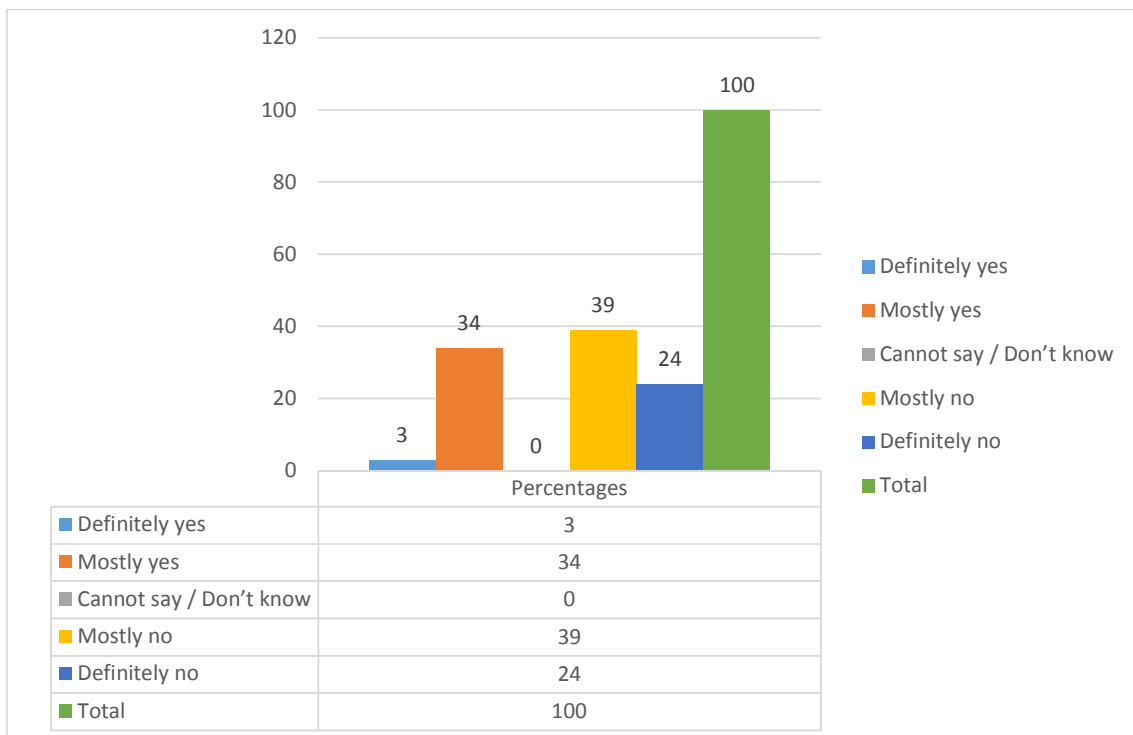
RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the

categories.

Four Categories of Employees

Response: The responses obtained are given below.



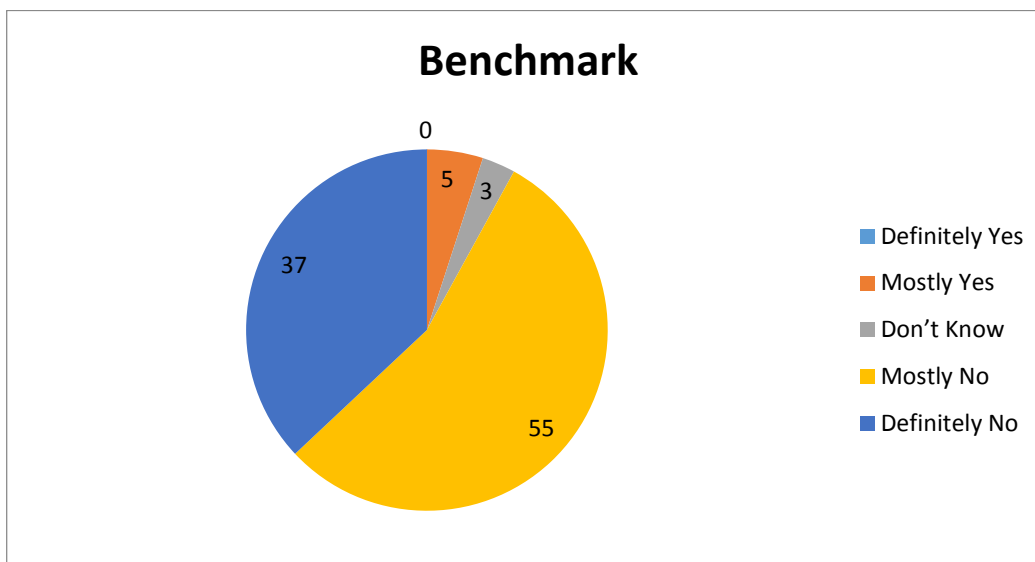
5. Do you get performance incentives in NCHD?

RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the

categories.

Response: The responses obtained are given below.



6. If yes, are you satisfied with the performance incentives at NCHD?

RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given below.

Benchmarks	Percentages
Extremely	0
A lot	0
Can't say	0
A little	0
Not at all	0
Total	0

7. Do you feel that work conditions at NCHD are good?

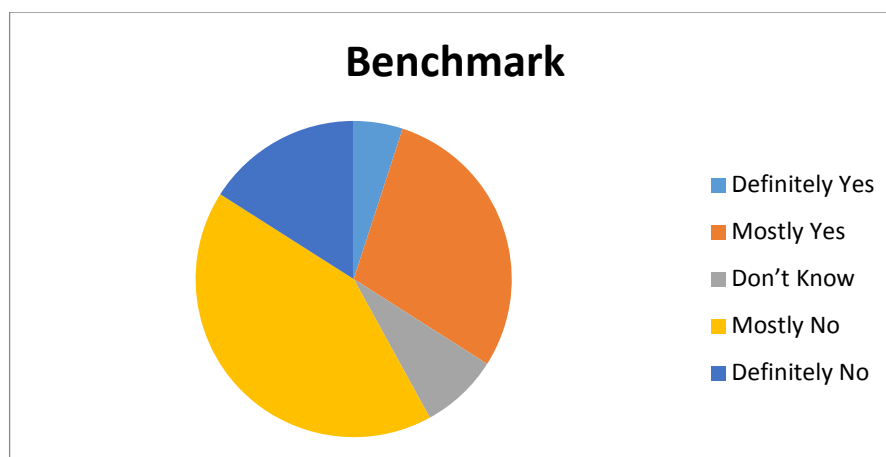
RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given below.

Benchmarks	Percentages
Definitely yes	5
Mostly yes	29

Cannot say / Don't know	8
Mostly no	42
Definitely no	16
	Total=100



8. Do you feel that the work conditions at NCHD are good?

RESPONDENTS: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below.

Benchmarks	Percentages
Definitely yes	7
Mostly yes	60
Cannot say / Don't know	13
Mostly no	20
Definitely no	0
Total	100

Conclusion:

When employees were asked about the satisfaction of financial compensation of the company 53 % of the employees were mostly not satisfied by the compensation packages while 18 % of the employees were mostly satisfied. When management persons were asked whether the employees are satisfied or not 73 % were unaware of the situation while 20 % said mostly yes to the question. When management was asked that which category of employees were not satisfied with the financial compensation of company, they were of the opinion that the 50 % employees

working on the BPS system, 25 % contract employees and 15 % employees working on daily wages are not satisfied with the financial compensation of the company. 39 % employees were mostly not satisfied with the non financial compensation of the company and 34 % were mostly satisfied, and 24 % were definitely not satisfied. When employees were asked whether they get performance incentives or not, 55 % said mostly no, and 37 % employees said definitely no. Only 5 % of the employees were of the opinion that they get performance incentives and 3% of the employees were unaware. When employees

were asked whether the work conditions of NCHD are good or not, 42 % said mostly no, while 29 % said mostly yes. When the same

question was asked from the management 60 % said mostly yes, 20 % said mostly no and 13 % said they cannot say.

4.2 RESEARCH QUESTION 3

What are the effects of the employees being dissatisfied with their compensation packages?

To find the answer of this question all the four categories of employees and the management were asked following questions.

below.
Mental pressure, Low productivity, low motivation, frustration, lesser sense of responsibility, inefficient performance, disappointment , low morale ,poor performance, lesser efficiency, delay in work, poor service quality.

Question for employees

1. What are effects of employees being dissatisfied with their jobs?

RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the categories.

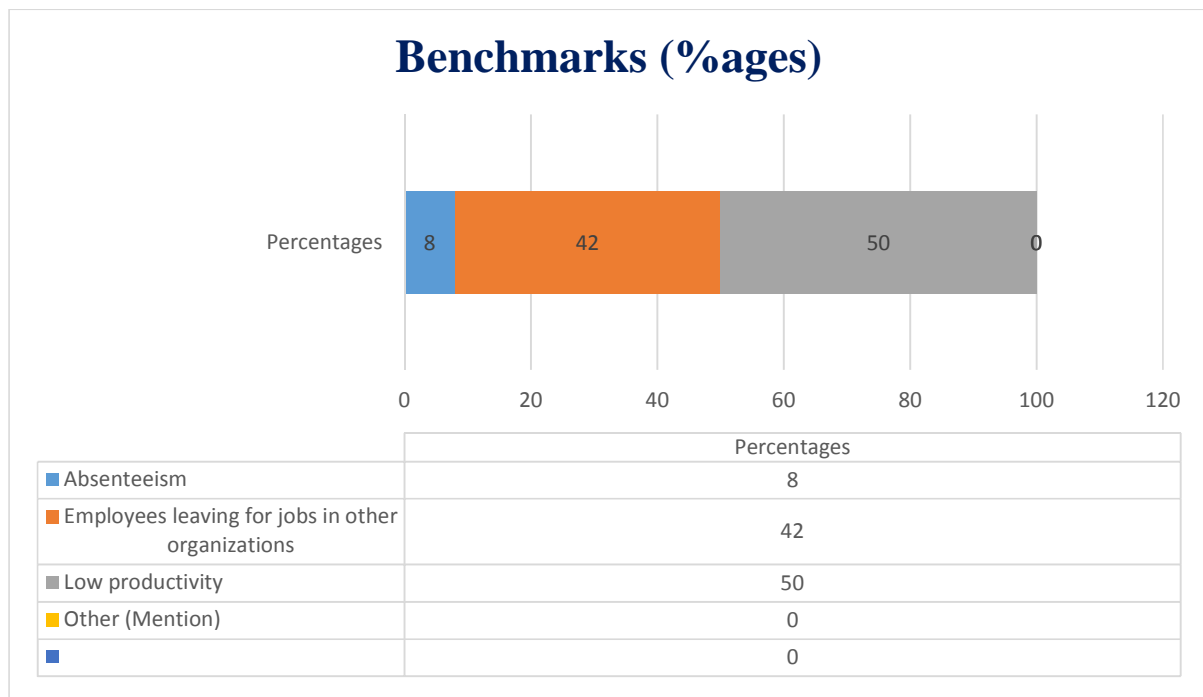
Response: The responses obtained are given

Question for Management

2. How do the effects of employees being dissatisfied with their compensation become notice able?

RESPONDENTS: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below.



3. What are effects of employees being dissatisfied with their job?

RESPONDENTS: The respondents of this question were 82 persons from management.

Response: The responses obtained are given below. Low production, work is not done properly; work takes longer than expected time,

employees create problems for the management, low performance.

CONCLUSION

50 % of the persons from management say that the dissatisfaction of employees of becomes noticeable by the low productivity, 42 % said that

employees leave the organization and 8 % believe that they notice absenteeism

When employees were asked about the effects of being dissatisfied with their job, most of the employees said that it results in Mental pressure, Low productivity, low motivation, frustration, lesser sense of responsibility, inefficient performance, disappointment , low morale ,poor

performance, lesser efficiency, delay in work and poor service quality. When management was asked about the effects of employees being dissatisfied with their job, most of the persons said the effects are Low production, work is not done properly; work takes longer than expected time, employees create problems for the management and low performance.

4.3 RESEARCH QUESTION 4

Is the lack of monetary benefits the primary cause of dissatisfaction?

To find the answer of this question all the four categories of employees and the management were asked following questions.

Question for employees

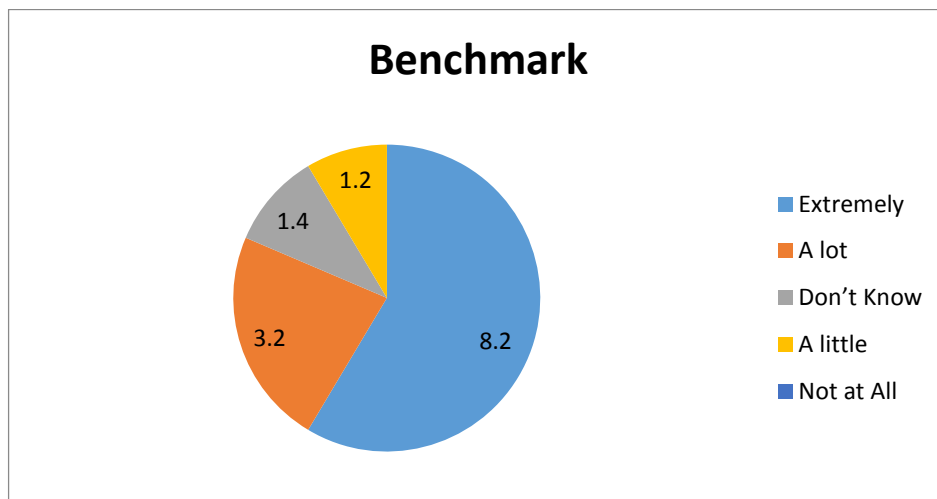
1. To what extent do you feel that financial

compensations play an important role in job satisfaction?

RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given below



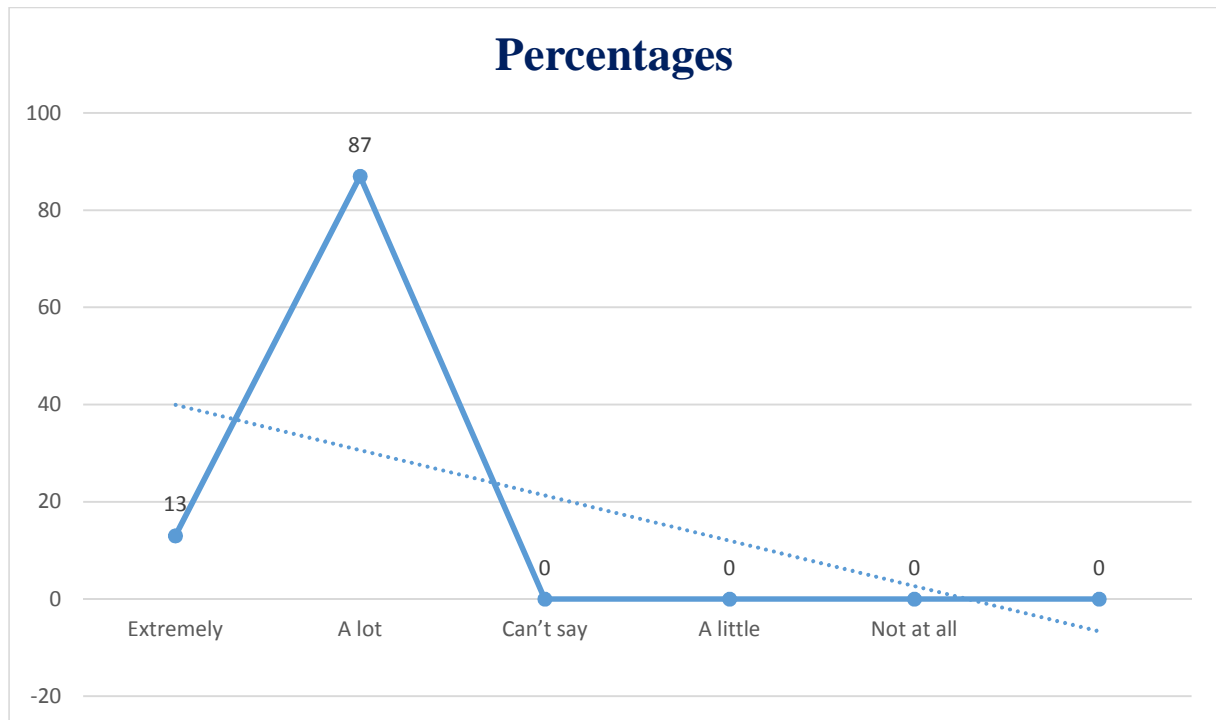
Question for Management

2. To what extent does financial compensation play an important role in job satisfaction?

RESPONDENTS: The respondents of this

question were 42 persons from management.

Response: The responses obtained are given below.



Conclusion

47 % of the employees think that financial compensation plays a little role in job satisfaction while 11 % think that it is extremely important. 31 % think that it is not at all important. 87 % management believes that financial compensation is important a lot in job satisfaction and 13 % think that it is extremely important.

RESEARCH QUESTION 5

What alternate venues are available to the employees and what better incentives do they offer?

To find the answer of this question all the four categories of employees were asked following questions.

1. What venues do you consider best for work in the job market? (Keeping in view your qualifications)

RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given below

Benchmarks	Percentages
NCHD	64
Health	11
Custom	24
Police	0
Education	0
Total	100

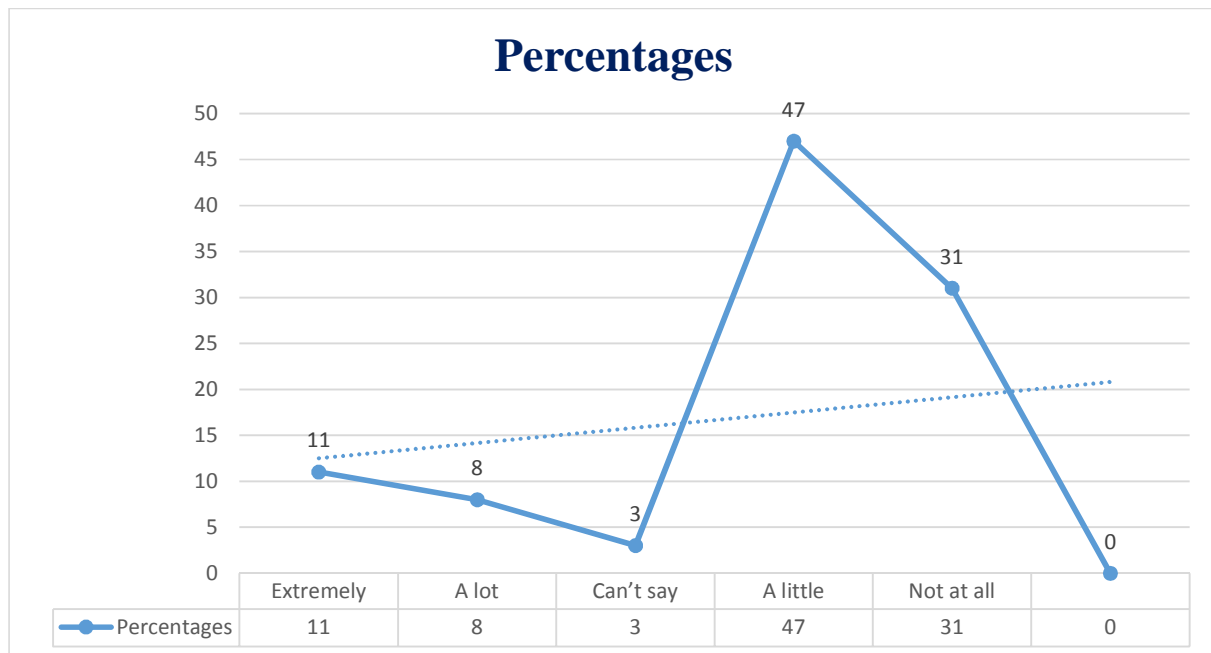
2. To what extent are annual rises in salary comparable to other telecom organizations?

RESPONDENTS: Employees of BPS, Daily

Wages system, contract employees.

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given | below.



Conclusion

Keep in view their qualification 64 % of the employees think that NCHD is the best place for them to work, 24 % think that Custom is the best option and 11 % believe Health is the best to work at. 47 % employees think that the annual raises in the salary is a little comparable to the other telecom organizations, 31 % believe that it is not at all comparable. While 11 % believe that annual raises at NCHD are extremely comparable to other organizations, 8 % think it is a lot. 3 % of the employees don't know about it.

4.5 RESEARCH QUESTION 6

What is the out flux of employees from NCHD? Is it large in number?

To find the answer of this question the management were asked following question.

1. Do you feel that the out flow of employees from NCHD to other organizations is large in number?

RESPONDENTS: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below.

Benchmarks	Percentages
Definitely yes	6
Mostly yes	8
Cannot say / Don't know	15
Mostly no	71
Definitely no	0
	Total=100

Conclusion

71 % of the management believe that there is mostly no out flux of employees from NCHD, 8

percent say mostly yes and 15 % don't know about it.

RESEARCH QUESTION 7

If yes, which categories of employees are more inclined to leave the organization?

To find the answer of this question the management were asked following question.

1. Which categories of employees are more

inclined to leave the organization?

RESPONDENTS: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below.

Benchmarks	Percentages
BPS Group	0
Contract Employees Group	78
Daily Wages Employ	23
Others (Mention	0
	Total=100

Conclusion

Management thinks that 87 % Contract employees and 23 % daily wages employees are inclined to leave the organization.

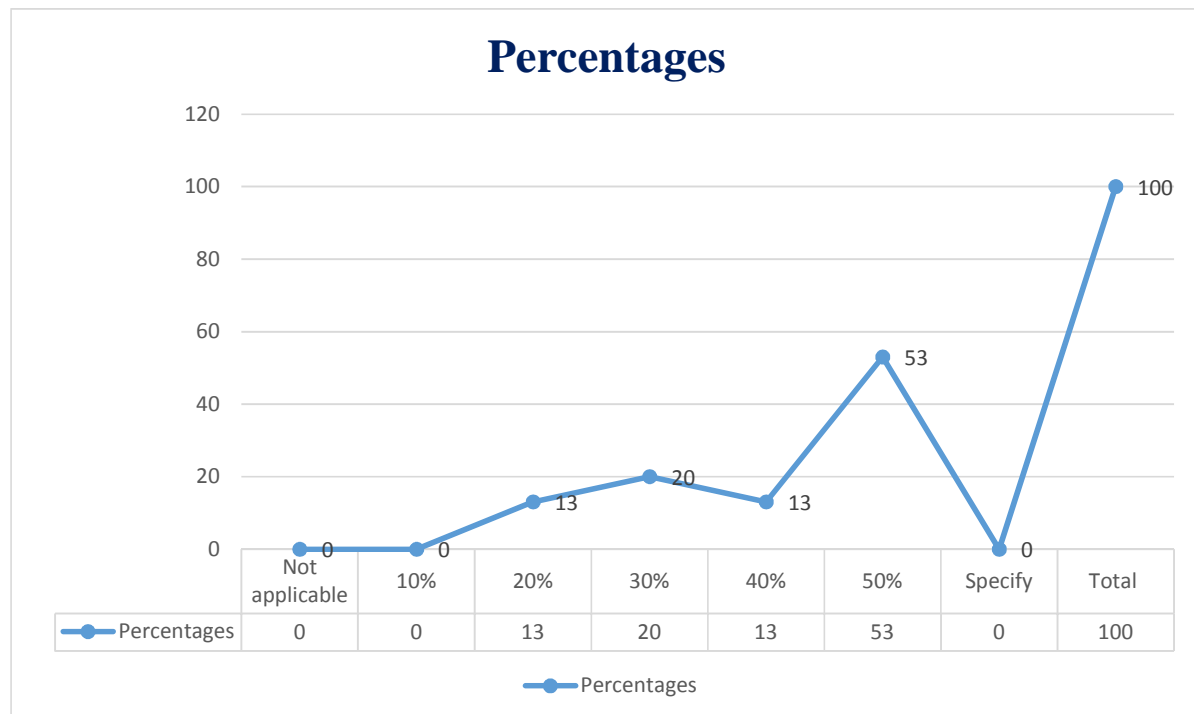
RESEARCH QUESTION 8

What should be considered as an appropriate pay package? To find the answer of this question the management were asked following question.

If you feel that the pay packages are not appropriate, how much increase do you feel is wanted (GIVEN THE WORK OUT PUT OF EMPLOYEES)

Respondents: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below.



Conclusion

53 % of the management is of the opinion that given the output of the employees there should be 50 %

increase in the salary, 20 % say there should 20 % increase and 13 % say that the increase should be 20 %.

RESEARCH QUESTION 10

Which categories are not getting an appropriate pay package commensurate to their job/rank?

To find the answer of this question the management were asked following question.

- 1.
2. -/i9
3. N.h/.,mj/'>
4. **Are there any categories of employees who are not getting appropriate pay package commensurate with their job/qualification?**

Respondents: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below.

Benchmarks	Percentages
All are getting satisfactory pay packages	7
BPS	60
Contract Employees	17 ^A
Daily Wages Employees	10 ^A
Other (Mention)	7
No one is getting an appropriate pay package	0
	Total=100

Conclusion

60 % management thinks that employees working under BPS system are not getting appropriate salary commensurate to their job. 7 % is of the view that all employees are not getting appropriate pay packages, 17 % think that contract employees are not getting appropriate pay packages 10 % believe that employees working on daily wages are not getting appropriate pay packages.

RESEARCH QUESTION 11

Does NCHD have the necessary resources to satisfy the shortfalls in the pay packages?

To find the answer of this question the management were asked following question.

1. **Does NCHD have the necessary resources to satisfy the shortfalls in the pay packages?**

Respondents: The respondents of this question were 45 persons from management.

Response: The responses obtained are given below

Benchmarks	Percentages
Yes	100
To some extent	0
No	0
	Total=100

Conclusion

100 % management believes that NCHD has the necessary resources to satisfy the short falls in the

pay packages. Some of the aspects which were not covered in the questionnaires were covered in the variables.

4.10 VARIABLE #1(Non-financial compensation)

To find the answer of this variable all the four categories of employees were asked following question

1. Are you satisfied with non-financial compensation given to employees by NCHD?

RESPONDENTS: Employees of BPS, Daily Wages system, contract employees.

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given below.

Benchmarks	Percentages
Definitely yes	3
Mostly yes	34
Cannot say / Don't know	0
Mostly no	39
Definitely no	24
	Total=100

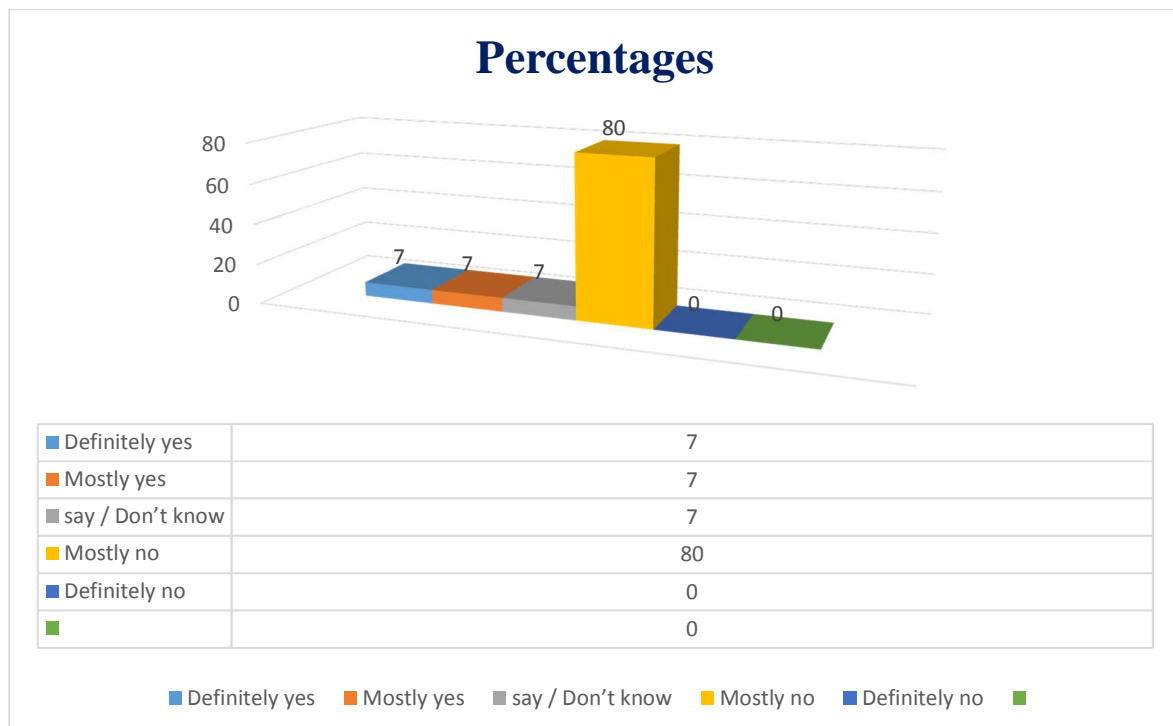
Question for Management

1. Do you feel that employees are satisfied with their non-financial compensation?

Respondents: The respondents of this question

were 45 persons from management

Response: The responses obtained are given below.



Conclusion

39 % employee are mostly not satisfied with the

non-financial compensation of the company, while 34 % are mostly satisfied.24 % are

definitely not satisfied and only 3 % are definitely satisfied.

80% of management was of the view that the employees are not satisfied with the non-financial compensation. While 7 % were of the view that the employees are definitely satisfied.

4.11 VARIABLE #2(Annual raises)

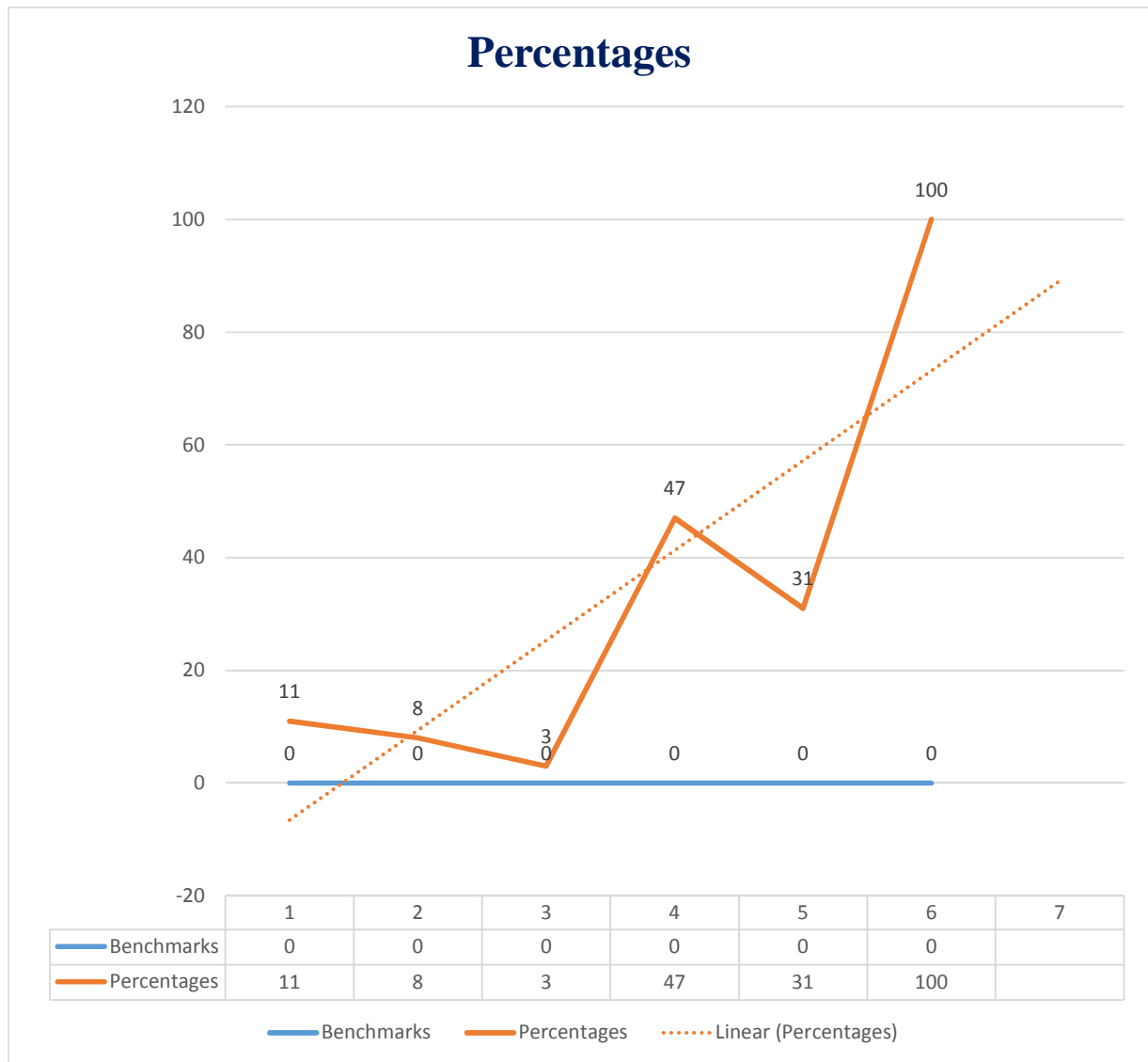
To find the answer of this variable all the

categories of employees were asked following question

1. To what extent are annual rises in salary comparable to other telecom organizations?

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given below;

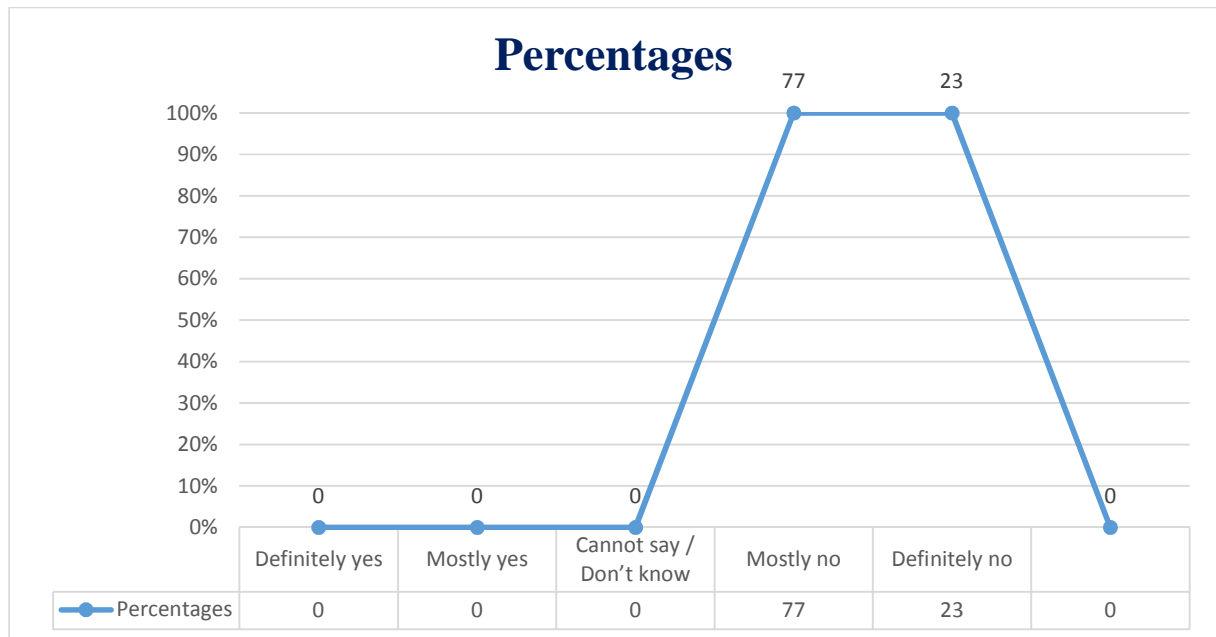


Question for Management

1.I The annual raise in salary of NCHD employees equal to what is given by other organizations?

Respondents: The respondents of this question were 45 persons from management

Response: The responses obtained are given below.



Conclusion

Keep in view their qualification 64 % of the employees think that NCHD is the best place for them to work, 24 % think that is the best option and 11 % believe to be the best company to work at.

47 % employees think that the annual raises in the salary is a little comparable to the other telecom organizations, 31 % believe that it is not at all comparable. While 11 % believe that annual raises at NCHD are extremely comparable to other organizations, 8 % think it is a lot.3 % of

the employees don't know about it.

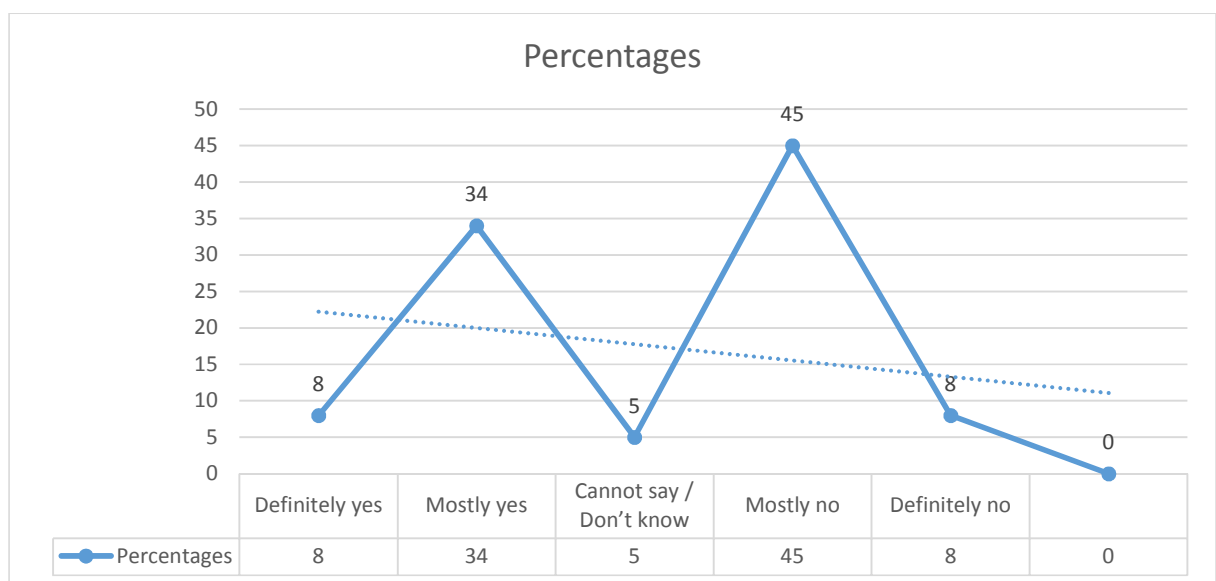
4.12 VARIABLE #3 (Job Security)

To find the answer of this variable all the categories of employees were asked following question

1.Do you feel a sense of job security at NCHD?

No. of Respondents: 48 employees from all the four categories.

Response: The responses obtained are given below



Question for Management

Do you think that employees have adequate job security in NCHD?

Respondents: The respondents of this question were 45 persons from management

Response: The responses obtained are given below.

Benchmarks	Percentages
Definitely yes	0
Mostly yes	7
Cannot say / Don't know	0
Mostly no	87
Definitely no	7
	Total=100

Conclusion

26 % of employees definitely feel a sense of job, 37 % mostly feel sense of job security in NCHD, while 24 % are mostly don't and 13 % are not sure. 87 % management is of the view that employees mostly don't feel a sense of security.

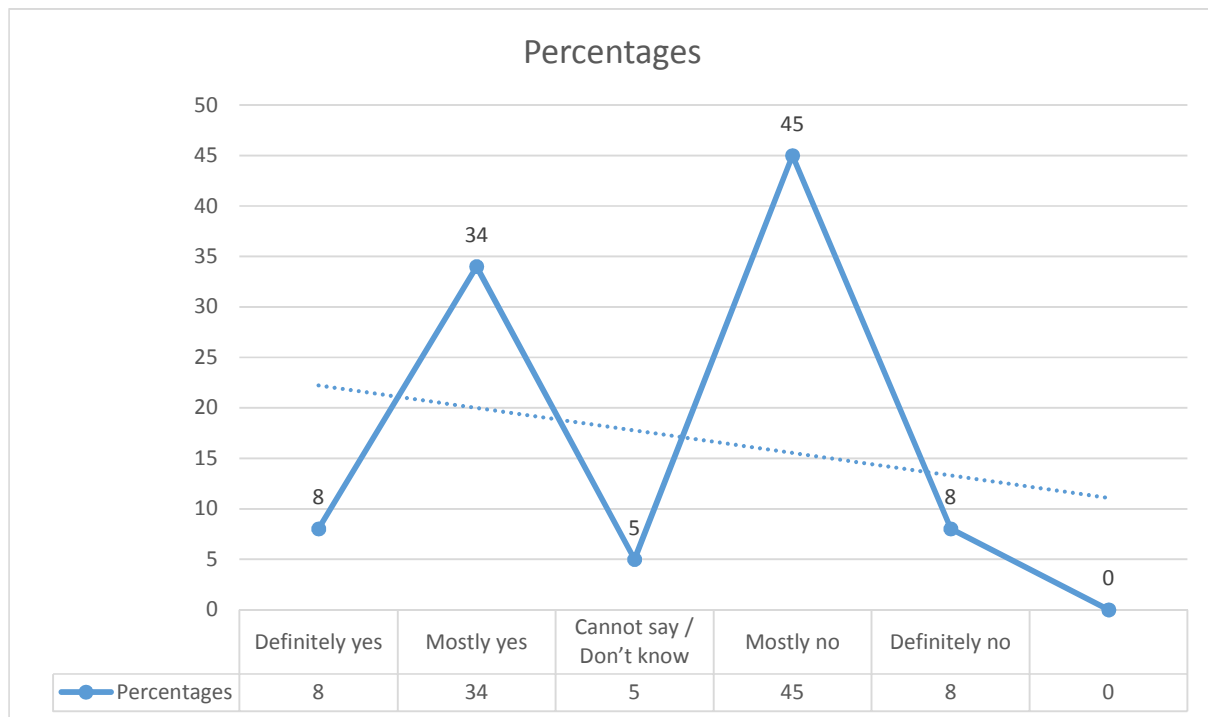
To find the answer of this variable all the categories of employees were asked following question

1. Are you satisfied with your leave entitlement?

No. of Respondents: 48 employees from all the categories.

Response: The responses obtained are given below

4.13 VARIABLE #4 (Leave/Vocations)



Question for Management

1. Are the employees satisfied with their leave entitlement?

Respondents: The respondents of this question were 45 persons from management

Response: The responses obtained are given below.

Benchmarks	Percentages
Definitely yes	0
Mostly yes	67
Cannot say / Don't know	13
Mostly no	13
Definitely no	7
	Total=100

Conclusion

45 % of the employees are mostly not satisfied with the leave entitlement, while 34 % are of the view that they are mostly satisfied. 67 % management thinks that employees are satisfied with the leave entitlement while 13 % thinks that employees are not satisfied.

categories of employees were asked following question

Question for Employees

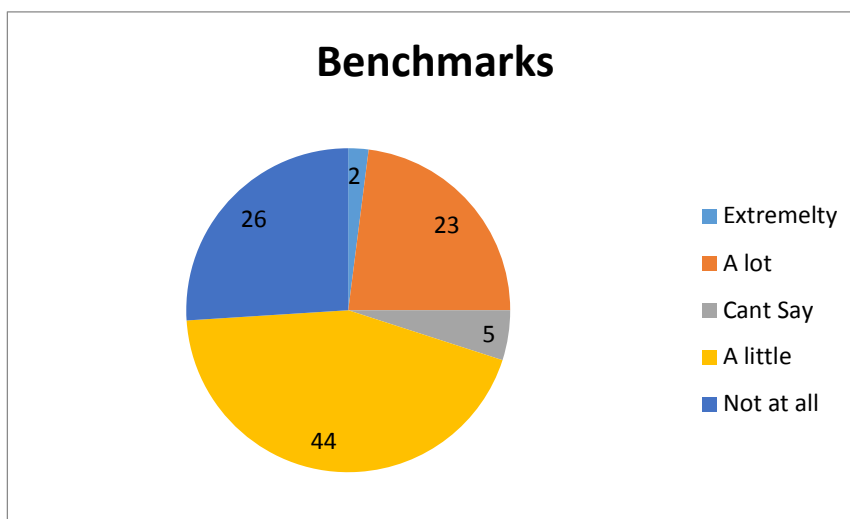
1. Is your work schedule flexible?

No. of Respondents: 48 employees from all the four categories.

4.14 VARIABLE #4 (Flexible work schedule)

To find the answer of this variable all the four

Response: The responses obtained are given below



Question for Management

1. Are work schedules in NCHD rigid or flexible?

Respondents: The respondents of this question were 45 persons from management

Response: The responses obtained are given below.

Benchmarks	Percentages
Very rigid	7

Quite rigid	33
Cannot say / Don't know	7
Quite flexible	53
Very flexible	0
	Total=100

Conclusion

44 % of employees believe that their work schedule is a little flexible, while 23 % think that their work schedules are a lot flexible. 26 % are of the view that their work schedule is not at all flexible. 53 % of management thinks that the work schedules at NCHD are quite flexible, while 33 % are of the view that the work schedules are quite rigid. Since primarily the research was conducted to know the job satisfaction of NCHD

employees therefore I asked the following questions from all categories of employees and the management.

Question For Employees

Presently are you satisfied with your job?

Respondents: The respondents of this question were 48 persons from employees

Response: The responses obtained are given below.

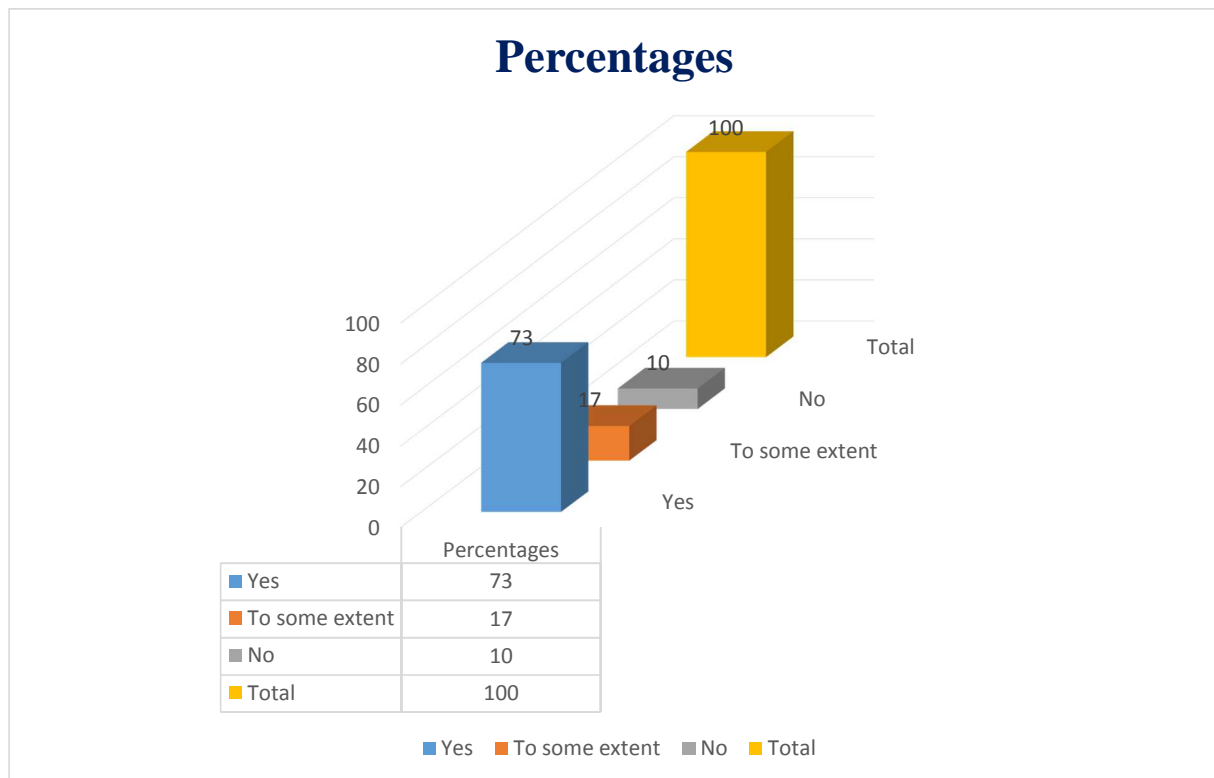
Question for Management

Presently are you satisfied with your job?

Respondents: The respondents of this question

were 45 persons from management

Response: The responses obtained are given below.



Conclusion

45 % employees are not satisfied with their job, while 29 % are satisfied and 26 % are satisfied to

some extent. 73 % of the management is satisfied with the job, while 10 % is not satisfied and 17 % are satisfied to some extent.

When management and all four categories were asked the reasons of dissatisfaction then following were the most common responses: Lack of non-financial benefits, lack of growth, non-professional attitude of management, low salary packages, no or lesser overtime bonus and

5.1 RESEARCH QUESTION 2

There were total 93 respondents; among them 45 respondents were the persons from different four categories of employees and 48 respondents were the persons from management. Almost half of the employees (i.e. 53%) were not satisfied with the financial compensation of the company. It is surprising that when the management was asked about it, 73% were unaware about the satisfaction level of employees on financial compensation and only 20% think that the employees are satisfied with the financial compensation. The large percentage of dissatisfied employees indicates that the dissatisfaction level on the financial compensation in NCHD is alarmingly high. The management believes that 50% of the employees working on the BPS system are not satisfied with the financial compensation of the company, these are the government employees who are working side by side with other employees in different departments but they are

5.2 RESEARCH QUESTION 3

This is very interesting to know that almost 50% of management agrees that dissatisfaction of employees becomes noticeable by low productivity and 42% employees leave the organization. Both management and employees know the effects of employees being dissatisfied with their job. Employees believe that dissatisfaction results in the mental stress, low motivation, lesser efficiency and poor service quality. Management says dissatisfaction results in low productivity, delay in work, low

5.3 RESEARCH QUESTION 4

It is strange that the survey results indicate that 47% employees believe that financial compensation plays a little role in the satisfaction and 11% are of the view that it is extremely important. The possible reason for such an unexpected response is that the

very slow promotions.

Study Analysis

In this chapter study analysis of research questions and variables is given.

paid much lesser as compared to NCPG and Contract employees. One of the major causes of dissatisfaction of BPS system employees is the low salary compared to their counterparts. The dissatisfaction level from non-financial compensation is relatively lower, 39% are mostly not satisfied and 34% are satisfied. The findings indicate that 87% employees are not given performance incentives, which are very important for the motivation of employees. NCHD is offering non-financial compensation to almost every employee. On work conditions, 42% of employees believe that the work conditions are not good while 60% of management believes that the work conditions are good. The reason for the difference of opinion is that management is given well-furnished offices while there are many employees who work without even a room cooler. Employees desire for the facilities and work environment as it is in the NCHD Headquarter. Most of the offices do not have the canteen facility and employees have to go out for lunch.

performance and problems for the management. Both the employees and management are well aware of the consequences of dissatisfaction and the management is also aware as how to notice the dissatisfaction among the employees. The major problem lies with the decision making as how to take decisions to eradicate the problems causing dissatisfaction. Management believes in the status quo and has a perception that the system is running since a long time and it needs not to disturb its routine procedures.

employees not only need better compensations but they also need a complete and balanced work environment where they can get opportunities of development and get satisfaction. The multiple package systems within the same company are creating inequalities among the employees resulting in the dissatisfaction.

5.4 RESEARCH QUESTION 5

Since NCHD was a purely government entity and most of the employees were inducted through different ways and they are not much competent. Keeping in view their qualification 64 % of the employees think that NCHD is the best place for them to work, 24 % think that Telenor is the best option and 11 % believe Mobilink to be the best company to work at. The majority of the employees consider NCHD the best for their employment because the job market is tough enough and they cannot survive in the competitive work environment of multinationals.

5.5 RESEARCH QUESTION 6, 7

As far as the out flux of employees is concerned, 71 % of the management believes that there is mostly no out flux of employees from NCHD and 15 % don't know about it. The main reason of the lesser out flux is the Voluntary Separation Scheme (VSS), under which almost 25 thousand employees got retirement from NCHD and the remaining employees are those who don't have a place out in the market or they are not willing to leave the company. Management of NCHD believes that 87 % Contract employees and 23 % daily wages employees are inclined to leave the organization this is because the contract employees are competent. Whenever they find some better opportunity they switch and the daily wages employees don't have a job security and they also leave the company as soon as they get a better pay package from some other company.

5.6 RESEARCH QUESTION 9, 10, 11

As far as the salaries are concerned 53 % of the management is of the opinion that given the output of the employees there should be 50 % increase in the salary, 20 % say there should 20 % increase. Increment in the salary can be one of the ways to increase the satisfaction of the employees. 60 % management thinks that employees working under BPS system are not getting appropriate salary commensurate to their job. 7 % is of the view that all employees are not getting appropriate pay packages, 17 % think that contract employees are not getting appropriate pay packages 10 % believe that employees working on daily wages are not getting appropriate pay packages. The management is

As far as the annual raises in salary is concerned 47 % employees perceive that the annual raises in the salary is a little comparable to the other telecom organizations, while 11 % believe that annual raises at NCHD are extremely comparable to other organizations. Since a large number of employees are still working on the BPS system and their salaries are much lesser as compared to other telecom companies, they are at right to say that, the contract employees are given well of salaries and they are quite satisfied with their salaries.

believes that NCHD has the necessary resources to satisfy the short falls in the pay packages.

5.7 Non-Financial Compensation

Non-financial compensations play a very important role in the job satisfaction of employees. In NCHD 39 % employee are mostly not satisfied with the non-financial compensation of the company, while 34 % are mostly satisfied, this percentage should be much higher. Most of the employees who are working in higher hierarchy are getting non-financial compensations while the employees who are working in lower ranks are not getting sufficient non-financial benefits from the company. In the study findings 80% of management was of the view that the employees are not satisfied with the non-financial compensation. While 7 % were of the view that the employees are definitely satisfied.

5.8 Annual Raises and Job Security

Analysis on the annual rises and the options for the job indicate that most of the employees (64 %) feel that the best option for them to work is NCHD. Despite of the fact that 47 % employees think that the annual raises in the salary is a little comparable to the other telecom organizations, they consider NCHD the best place. The reason for their choice is that they cannot work in other organizations due to lack of proper education and competence. Almost 60 % employees feel a sense of job security in NCHD, while 24 % are mostly don't and 13 % are not sure. On the other hand 87 % management is of the view that employees mostly don't feel a sense of security. The role of different unions in the

organization has a vital role in creating perceptions in the minds of management.

5.9 Leave/Vocations71

As far as the leaves are concerned the ratio is 45 % to 34 % in case of employees and the management believes that 67 % employees are satisfied with the leave entitlement. This shows that management does not have a clear picture of the situation.

5.10 Flexible Work Schedule

Analysis on the work schedule indicates that the employees who are working in the lower positions have a comparatively tougher work schedule while the employees working on the upper positions have relatively flexible schedules of work. In the opinion of 44 % of employees their work schedule is a little flexible, while 23 % think that their work schedules are a lot flexible. 26 % are of the view that their work schedule is not at all flexible. The way employees work in the offices show that they don't have very tough

CONCLUSION

According to this research study lesser compensations and unsupportive work environment is causing dissatisfaction among the employees of NCHD. Previously when it was the only market giant compensations and work environment did not matter much but after the boom of telecom sector in the country the private multinational companies have provided better work environment and better compensation

Recommendations

As the study findings indicate that financial compensation is very important for the employees to be satisfied with their job therefore the high authorities should increase the financial compensations of the employees to the level offered by other organizations. Another important finding of the study shows that the different pay package systems persisting in organization are creating a sense of inequality among the employees resulting in the dissatisfaction. Therefore these different systems of pay

work schedules. For management the work schedules at NCHD are quite flexible, 53 % thing that the work schedules are flexible, while 33 % are of the view that the work schedules are quite rigid.

5.11 Satisfaction with the Job

Since primarily the research was conducted to know the job satisfaction of NCHD employees therefore all categories of employees and the management were asked whether they are satisfied with their job. Among employees 45 % were not satisfied with their job, while 29 % were satisfied and 26 % were satisfied to some extent. The management is satisfied with the job (73 %), while 10 % is not satisfied and 17 % are satisfied to some extent. When management and all four categories were asked the reasons of dissatisfaction then following were the most common responses:

Lack of non-financial benefits, lack of growth, non- professional attitude of management, low salary packages, no or lesser overtime bonus and very slow promotions.

packages to their employees which has created dissatisfaction in the NCHD. Now the employees have benchmarks to measure their company with others in the market. Being a semi government entity NCHD has its own limitations due to which it cannot provide such facilities as the other telecom companies do. Therefore the problem of dissatisfaction with the job has emerged over a period of time. Hence my hypothesis is supported and is proven.

packages should be eliminated and all employees should be given equal benefits according to their rank and nature of work. Cafeterias should be constructed in each office to facilitate the employees. Overtime bonus should be given to the employees and it should be equal to the one offered by other organizations. The majority of the employees are working under BPS system and their salaries are low, which should be increased to the salaries of contract and other employees. This will improve their motivational level and improve their job satisfaction. Management seems to be unaware of the

concerned of the problems of the employees, which causes negative impacts on the employees. Therefore management should work like a team

with the employees and help to solve their problems through a mutual effort.

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