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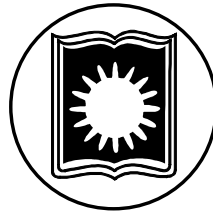
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**HUMAN RESOURCE MANAGEMENT PRACTICES IN SADHARAN
BIMA CORPORATION: A STUDY ON RAJSHAHI ZONE**



M.Phil Dissertation

By

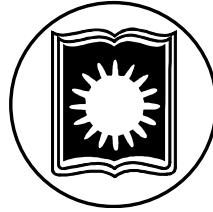
MOST. AKHTER JAHAN

**A Dissertation Submitted to Department of Management Studies, University of
Rajshahi, in fulfillment of the Requirements for the Degree of**

Master of Philosophy
in
Management Studies

**DEPARTMENT OF MANAGEMENT STUDIES
UNIVERSITY OF RAJSHAHI
BANGLADESH
June, 2013**

**HUMAN RESOURCE MANAGEMENT PRACTICES IN SADHARAN
BIMA CORPORATION: A STUDY ON RAJSHAHI ZONE**



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**Dedicated to My
Parents
and Family**

DECLARATION

I do hereby declare that the dissertation on '**Human Resource Management Practices in Sadharan Bima Corporation: A Study on Rajshahi Zone**' submitted to the Department of Management Studies, University of Rajshahi, Rajshahi, Bangladesh for the award of the Degree 'Master of Philosophy' in Management Studies is my original work under the direct supervision of my honorable Supervisor Dr. M. Shah Nowaz Ali, Professor, Department of Management Studies and Co-Supervisor Dr. Shaikh Shamsul Arafin, Professor, Department of Management Studies, University of Rajshahi, Rajshahi. It has not been submitted earlier either partly or wholly to any other University or Institution for any Degree or Diploma.

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CERTIFICATE

We have the pleasure to certify that the dissertation entitled '**Human Resource Management Practices in Sadharan Bima Corporation: A Study on Rajshahi Zone**' submitted by **Most. Akhter Jahan**, M.Phil. Researcher of the Department of Management Studies, University of Rajshahi, Rajshahi, Bangladesh in fulfillment of the requirements for the Degree of 'Master of Philosophy' in Management Studies, is her original work and it has been conducted under our direct supervision.

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Being engaged in teaching profession and with a view to doing something important for the country and for the people especially for the economic and human resource management development of insurance industry in Bangladesh, I engaged myself in a research work entitled “Human Resource Management Practices in Sadaran Bima Corporation: A Study on Rajshahi Zone”.

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Above all, this Thesis will be a successful one when its recommendations are applied for practical purposes. With this expectation, I like to draw my conclusion.

Most. Akhter Jahan

ABSTRACT

The insurance market in Bangladesh now consists of two state owned corporations, forty three non-life private insurance companies, sixteen private life insurance companies and one foreign life insurance company, a total of 62 insurance companies. Thus, the insurance sector in Bangladesh has grown substantially after liberation and depended remarkably with number of companies in both life and non-life segments with the expansion of size of the insurance market, the volume of assets of the industry has also been increased substantially. In respect of reinsurance the prevailing insurance Act provides that fifty percent of company's re-insurance business must be placed with Sadharan Bima Corporation and remaining fifty percent may be reinsured either with SBC or with any other insurer in Bangladesh or abroad. At present most of the non-life insurance companies placing 100% of their re-insurance business with SBC. Though Sadharan Bima Corporation started its operation as a monopoly insurer 40 years ago, it is now playing an important role in the fast changing insurance market of Bangladesh. This sector is also playing a vital role for investing huge amount of money in different investment area and also giving loans to the government and other agencies, like Government Securities, Shares, Debentures and Loans, and Bank Deposits. There are many people engage in this sector. Though this sector is a profitable one, but their services are always questionable because of proper human resources practices, lack of motivation, lack of training, lack of publicity, lack of proper Government policies, etc.

Sadharan Bima Corporation inherited little more than 2,200 employees of the erstwhile 49 unit companies at the start. With the exception of 9 East Pakistani companies and Bangladesh Insurance Corporation, other 39 units were branch establishments. Branch of an insurance company is manned mostly by business development personnel's and other subordinate staff. Technical people like underwriting, claims, re-insurance, finance, and administration are located at the Head Office of the company. During the last decades employment in the officer cadre was insignificant. There are more promote officers than newly recruited and professionally qualified cadres in the strength. In 2010-11 SBC has 728 employees all over the country out of which there was a General Manager, 9 Deputy General Manager, 10 Assistant General Manager, 34 Manager, 66 Deputy Manager, 154 Assistant Manager, 73 Junior Officer and 381 Non Officer employees working there. Education qualification of these 728 officers and employees are as Masters-203, Graduate-96, H.S.C-190, S.S.C-236, and Under S.S.C-03. Major insurance schemes of SBC's are fire, marine, and motor, but in a broader way SBC has 24 categories of insurance policies like, fire insurance policy, marine hull insurance policy, marine cargo insurance policy, motor insurance policy,

house holder's comprehensive insurance policy, product liability insurance policy, burglary insurance policy, contractor's all risk policy, engineering insurance policy, public liability insurance policy, aviation insurance policy, workmen's compensation policy, cash in safe insurance policy, cash in transit insurance policy, personal accident insurance policy, peoples personal accident insurance policy, dread disease insurance policy, overseas medi-claim (business & holiday) insurance, overseas medi-claim (employment & study) insurance, export credit guarantee insurance, livestock insurance policy, crop insurance, all risks insurance policy , and fidelity guarantee policy.

The present study has concentrated on human resources practices of SBC under Rajshahi Zone. There are 15 branch offices of SBC under Rajshahi Zone and all branches were considered for the study. The time span of the study was 11 (Eleven) years beginning from 2001 to 2011. The study also considered overall performance of Sadharan Bima Corporation with special reference to Rajshahi Zone. There are so many areas of human resource management. The researcher has considered only few areas of human resource management like, employee's motivation, job satisfaction, employee-management relations, training, work environment, productivity, job security, commitment, and trade union. The researcher tried to critically evaluate the impact of human resource management practices on job satisfaction, motivation and job performance.

The study is based on both primary and secondary sources of data include 16 SBC branches under Rajshahi Zone. 11 years data have been used for performance measurement and statistical testing of hypotheses. Hypotheses have been formulated to achieve the objectives and ANOVA, correlation, and chi-square are the major tools used for testing the hypotheses. A questionnaire was used for purpose of data collection. In accordance with the main hypotheses of the study, the thesis has been designed into seven chapters.

As the sole government sector general insurance company Sadharan Bima Corporation (SBC) is doing their business and earning profits each and every year. During the year 2011, the main business operation of SBC performed reasonably well despite the Corporation has passed through a year with full of challenges such as worldwide recession and depression, capital and money market instability, slow growth in manufacturing sectors and slow industrial growth due to lack of the above adverse situation SBC has earned taka 175.19 crore net profit in year 2011 as against taka 125.52 crore in the year 2010. In the year 2011, the gross premium income and the overall business volume of SBC grew in accordance with its business plan, the growth was higher than that of preceding year. Gross premium income attained taka 6,017 million as against taka 5,745 million in 2010-an increase of 4.73%. Net

premium income attained taka 3,434 million as against taka 3,182 million in 2010-an increase of 7.93%. Underwriting profit increased to taka 1,159 million from taka 725 million in 2010-an increase of 59.86%. Gross claims incurred taka 2,006 million (Loss ration 33.34%) and net claims incurred taka 1,126 million (Loss ration 32.79%). And investment income increased by 5.82% to taka 672 million from taka 635 million in 2010.

Overall performance of SBC has been analyzed as per gross premium income against direct insurance, income from premium against reinsurance, total income from premium, net claim paid, net profit of loss from underwriting and reinsurance, total business (underwriting and reinsurance) performance of SBC, claim settlement, income from investment, contribution of government exchequer, net profit and training provided to employees by SBC. Growth rates are also analyzed for every business performance. Overall performance of SBC is satisfactory, though their performance was fluctuated during the study period. SBC made loss for fire insurance but they made profit for other policies.

Business performance of Rajshahi Zone has been analyzed on the basis of branch wise business performance, branch wise total number of policies, total policy, total premium income, and claim & claim payment of insurance. Secondary data has been used to analyze these performances.

From analysis secondary data, it was found that there is a significant variation of gross premium income against direct insurance, income from premium against reinsurance, total income from premium, net claim paid, net profit of loss from underwriting and reinsurance, and total business (underwriting and reinsurance) performance of Sadharan Bima Corporation within the study period. On the other hand, there is a significant variation of fire policy, marine policy, motor policy, miscellaneous policy, personal accident policy, and total no. policy among the branches under Rajshahi Zone within the study period and Premium income significantly varied among the branches under Rajshahi Zone during the study period.

To evaluate human resources management of SBC under Rajshahi Zone, different factors have been analyzed according to the opinions given by the interviewed officers and desk employees of the sample branches. Opinions have been collected through structured questionnaire and data have been shown through simple frequency table with percentage. Hypothesis have been formulated and tested. Major variables that have been considered to analyze HRM practices are job satisfaction and motivation, job performance, training, commitment and trade union. Different factors were considered under each variable.

Most of the cases, development officers and desk employees expressed similar opinions regarding different variables and factors within variables. Some of the cases they showed different opinions. Major problems identified from analysis of primary data are, lack of work recognition, lack of fair practice of promotion, lack of proper benefits, lack of opportunity to go ahead in the job, lack of positive attitude of supervisors, delay of salary increase are some of the problems related to job satisfaction and motivation of the employees of SBC. On the other hand, lack of incentive for collection of insurance, political pressure, lack of proper training, lack of commitment, unfair practices of trade union are also the negative side of HRM practices of SBC.

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ABBREVIATIONS

AGR	:	Average Growth Rate
ALICO	:	American Life Insurance Company
ANOVA	:	Analysis of Variance
BIA	:	Bangladesh Insurance Academy
CCI	:	Chief Controller of Insurance
CV	:	Co-efficient of Variance
d.f.	:	Degree of Freedom
DOI	:	Department of Insurance
FY	:	Financial Year
GOB	:	Government of Bangladesh
GR	:	Growth Rate
HRD	:	Human Resource Development
HRM	:	Human Resource Management
IBA	:	Institute of Business Administration
LS	:	Level of Significance
MOC	:	Ministry of Commerce
OE	:	Organizational Effectiveness
PSE	:	Public Sector Enterprises
SBC	:	Sadharan Bima Corporation
SD	:	Standard Deviation
SGR	:	Simple Growth Rate
SOE	:	State Owned Enterprise
SPSS	:	Statistical Package for Social Sciences
SS	:	Sum of Squares
USA	:	United States of America

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CHAPTER ONE

INTRODUCTION

1.1. Prelude

Insurance is nothing but a system of spreading the risk of one into the shoulders of many. Insurance provides the insured with a means of offsetting the burden of financial losses. Insurers protect individuals and businesses from the adverse effects of unfavorable events such as chance of losses by peril, hazard, death, accident and many other unwanted happenings by selling insurance policies and cover notes. By buying insurance policies, the insured's pass on the burden of potential losses of their lives, health, properties and other liabilities to the insurers. Insurance in the developed world has long been recognized as an integral part of the financial market. It is interesting to note that more than 80% of total world's premium volume is attributed to the global markets in a few industrialized countries, namely Japan, USA, Germany, France, and Great Britain.¹

The insurance industry consists mainly of insurance carriers. Insurance carriers assume the risk associated with insurance policies and assign premiums to be paid for the policies. In the policy, the insurer states the length and conditions of the agreement, exactly which losses it will provide compensation for, and how much will be awarded. The premium charged for the policy is based primarily on the amount to be awarded in case of loss, as well as the likelihood that the insurance carrier will actually have to pay. In order to be able to compensate policy holders for their losses, insurance companies re-insure the risk they carry, invest in building up a portfolio of income-producing assets which can then be used to pay off any future claims that may be brought².

Mishra (1998) has identified the following functions which are, generally observed in case of life, social and other general insurance³:

- Insurance is a device to share the financial losses which might behalf on an individual or his family on the happening of a specified event.
- Every insurance plan is the cooperation of large number of persons who, in fact, agree to share financial loss arising due to particular risk which is insured.

- The risk is evaluated before insuring to charge the amount of share of an insured, herein called, consideration or premium.
- The payment is made at a certain contingency insured. If the contingency occurs, payment made.
- The amount of payment depends upon the value of loss occurred due to the particular insured risk provided insurance is there up to the amount.
- To spread the loss immediately, smoothly and cheaply, large number of persons should be insured.
- The uncertainty is changed into certainty by insuring property and life because the insurer promise to pay a definite sum at damaged or death.
- It is a kind of business because in consideration of premium it guarantees the payment of loss.

The insurance market in Bangladesh now consists of two state owned corporations, forty three non-life private insurance companies, sixteen private life insurance companies and one foreign life insurance company, a total of 62 insurance companies. Thus the insurance sector in Bangladesh has grown substantially and depended remarkably with number of companies in both life and non-life segments with the expansion of size of the insurance market, the volume of assets of the industry has also been increased substantially. In respect of reinsurance the prevailing insurance Act provides that fifty percent of company's re-insurance business must be placed with Sadharan Bima Corporation and remaining fifty percent may be reinsured either with SBC or with any other insurer in Bangladesh or abroad. At present most of the non-life insurance companies placing 100% of their re-insurance business with SBC⁴.

Since formation of Sadharan Bima Corporation on 14th May, 1973 with the exclusive monopoly right to carry on all kinds of general insurance and re-insurance business in the country, it has been providing services to the insuring community with a missionary zeal as evident from the fact that it started with a humble business figure of Tk. 12 crore in 1973. This spectacular achievement was possible because of the skilled and dedicated service rendered by the Corporation. In its efforts to develop the insurance industry in the country, Sadharan Bima Corporation geared its activities not only for exploration of traditional classes of insurance but also in innovating and introducing non-traditional business such as peoples personal accident insurance, crop

insurance, cattle insurance and export credit guarantee insurance which opened up a new vista in the insurance history of Bangladesh as these new classes of insurances conveyed fruits of insurance to the men of small means such as shopkeepers, farmers and small businessmen. Besides these, by virtue of scientific risk management and business control, Sadharan Bima Corporation has been able to build up its financial base on a very sound footing and has also been able to contribute substantially to the national exchanger in terms of taxes and profits. It may also be worthwhile to mention here that Sadharan Bima Corporation is the only nationalized enterprise which had been able to make profit consistently since its formation and contribute to Government fund for national development⁵.

Sadharan Bima Corporation inherited little more than 2,200 employees of the erstwhile 49 unit companies at the start. With the exception of 9 East Pakistani companies and Bangladesh Insurance Corporation, other 39 units were branch establishments. Branch of an insurance company is manned mostly by business development personnel's and other sub-ordinate staff. Technical people like underwriting, claims, re-insurance, finance, and administration are located at the Head Office of the company. As a result, the Corporation's inheritance of manpower stock was more in the non-technical strata. During the last decades employment in the officer cadre was insignificant. There are more promote officers than newly recruited and professionally qualified cadres in the strength⁶. In 2010-11 SBC has 728 employees all over the country out of which there was a General Manager, 9 Deputy General Manager, 10 Assistant General Manager, 34 Manager, 66 Deputy Manager, 154 Assistant Manager, 73 Junior Officer and 381 Non Officer employees working there. Education qualification of these 728 officers and employees are as Masters-203, Graduate-96, H.S.C-190, S.S.C-236, and Under S.S.C-03.

Human Resources Management is the framework that focuses on the organisations competencies at the first stage, training, and then developing the employee, through education, to satisfy the organisations long-term needs and the individuals' career goals and employee value to their present and future employers. Human Resources Development can be defined simply as developing the most important section of any business its human resource by, "attaining or upgrading the skills and attitudes of employees at all levels in order to maximise the effectiveness of the enterprise"⁷

The people within an organization are its human resource. Human Resources Management from a business perspective is not entirely focused on the individual's growth and development, "development occurs to enhance the organization's value, not solely for individual improvement. Individual education and development is a tool and a means to an end, not the end goal itself".⁸ A well-organized management of human resources and its proper utilization is an urgent need for the all organization of Bangladesh.

Though Sadharan Bima Corporation started its operation as a monopoly insurer 40 years ago, it is now playing an important role in the fast changing insurance market of Bangladesh along with 43 private non-life insurance companies. Apart from underwriting private sector business, SBC stands as insurer of public sector assets on its own behalf and also on behalf of private sector non-life insurance companies and also playing a role of national re-insurer to the insurance industry. Bangladesh economy faced the challenge of global economic pressure adequately. The economy had relatively mild impact on account of the ongoing global economic slowdown. Sadharan Bima Corporation has contributed its business with increasing growth rate, which helps the development of national economy⁹.

1.2. Statement of the Problem

Sadharan Bima Corporation (SBC) is a sole Government general insurance sector in Bangladesh. Though there are many private general insurance companies in Bangladesh, but government offices and organizations are bound to insure their properties under SBC. This sector is also playing a vital role for investing huge amount of money in different investment areas and also giving loans to the government and other agencies, like Government Securities, Shares, Debentures and Loans, and Bank Deposits. There are many people engaged in this sector. Though this sector is a profitable one, but their services are always questionable because of proper human resources activities. Different researchers identified that there is a shortage of efficient, trained and skilled manpower in SBC due to some reasons. On the other hand, due to lack of motivation, training, publicity, proper Government policies, etc. employees can't properly concentrate and give their efforts to their job.

In view of the problems related to human resources, the question may arise-

- Whether Sadharan Bima Corporation are following effective human resource management practices or not?
- Whether the employees are satisfied and motivated with their job or not?
- Whether they are committed towards their corporation or not?
- What are the factors related to job design and performance of the employees?
- What are the problems related to the practices of human resource management of SBC.

This study is going to answer the questions by investigating different types of primary and secondary data.

1.3. Objectives of the Study

The main purpose of the study is to investigate and evaluate the human resource management practices of Sadharan Bima Corporation (SBC). The specific objectives of the study are stated below:

1. To identify the growth and development of insurance industry in Bangladesh with special reference to SBC.
2. To identify and evaluate the functions and performance of Sadharan Bima Corporation with special reference to Rajshahi Zone.
3. To investigate the impact of HRM practices on job satisfaction and motivation, job design and performance, training, commitment and trade union in Rajshahi Zone.
4. To identify the problems and make some recommendations for necessary improvement related to HRM practices of SBC.

1.4. Hypotheses of the Study

To achieve the research objectives, following hypotheses have been formulated to analyze and evaluate the performance of HRM practices of SBC.

Hypotheses related to secondary data

- Hypothesis-1: There is no significant variation of performance of SBC during the study period.
- Hypothesis-2: There is no variation of business performance among the branches under Rajshahi Zone during the study period.

Hypotheses related to primary data (human resource management practices)

- Hypothesis-3: There is no significant variation of opinions between the development officers and desk employees regarding the issues of job satisfaction and motivation, job design and performance, training, commitment and trade union activities.
- Hypothesis-4: There is a positive correlation among the factors of job satisfaction and motivation, and job design and performance of the sample units.
- Hypothesis-5: Job satisfaction and motivation, job design and performance, training, commitment, and trade union activities are positively related with each other.
- Hypothesis-6: HRM practices are positively correlated with education, designation and work experience of the employee.

1.5. Scope of the Study

The present study concentrated specially on human resources practices of SBC under Rajshahi Zone. SBC has 15 branches under Rajshahi Zone and all branches have been considered for the study. To analyze the performance of SBC and Rajshahi Zone, the study considered 11(Eleven) years data beginning from 2001 to 2011. There are so many areas of human resource management. The researcher has concentrated only few areas of human resource management like, employee's motivation, job satisfaction, employee-management relations, training, work environment, job security, commitment, and trade union. The researcher tried to critically evaluate the impact of human resource management practices on job satisfaction, motivation and job performance.

1.6. Justification of the Study

As a government sector corporation, Sadharan Bima Corporation has some problems related to their human resource practices which have an adverse impact on their employees as well as the corporation also. As a government sector corporation, employees are enjoying some benefits compared to private organization like, job security, increments, promotions etc, but there are some problems related to their productivity, satisfaction, motivation, performance and commitment. Management is facing some problems from unfair trade union practices from their employees. On the other hand, as because government offices, different organizations and in some cases

general public are bound to insure with SBC as per the government rules, employees are not so interested to collect business from the market by their own. So, it is important to investigate what are the major factors which have an impact on the performance of SBC employees. For this consideration, the proposed study is very significant for running the wheels of SBC as well as economic development in Bangladesh. There are some research work related to different issues of general insurance in Bangladesh, but no specific research have been done which is exclusively related to human resource management practices of Sadharan Bima Corporation. So, this research can be an important one to know about the HRM practices of SBC which will help the policy makers to improve the situation related to their employees.

1.7. Limitation of the Study

The present study is not free from limitations. Its scope was limited to Sadharan Bima Corporation-the only government sector general insurance company in Bangladesh. There are 8 zones of Sadharan Bima Corporation, but only Rajshahi Zone is selected which represents the northern area of Bangladesh. As because there are very few numbers of people work in an individual branch that's why researcher had to visit every branches to collect data which was very time consuming. It was very difficult to collect secondary data from individual branches because of their traditional file management system.

1.8. Chapter Design

This thesis has been constituted with eight chapters. The structure of the dissertation is as follows:

Chapter 1: Introduction

Chapter 2: Review of related literature

Chapter 3: Research design

Chapter 4: Conceptual framework and key terms of insurance

Chapter 5: General insurance in Bangladesh: An overview with special reference to SBC

Chapter 6: Data analysis and interpretation

Chapter 7: Testing of Hypothesis

Chapter 8: Major Findings, Problems, Recommendations and Conclusions.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

The researcher has reviewed recent literature related to Human Resources Management and Insurance in Bangladesh. It was thought that an extensive review of various empirical studies on Human Resource Management and Insurance industries would provide a background for understanding the need for proper human resource management practices in Sadharan Bima Corporation. So, an attempt has been made to review the recent and available literature related to human resource management and Insurance industries in Bangladesh. Several research works have been done on various aspects of Insurance industries and Human Resource Management areas by renowned researchers. To the best of my knowledge, no research was conducted on Human Resource Management practices in Sadharan Bima Corporation under Rajshahi Zone. The following relevant literatures are reviewed to find out the research gaps.

Bunyan, Ali, Nurunnabi and Ahmed¹ wrote an article on, “A Study of Relationships among Job Design, Motivation and Performance of the Employees in the Insurance Sector of Bangladesh”. An organizational success is directly dependent on its design, structure and control of jobs for various employees of that organization. The present study attempts to investigate the job design, structure and its relation to the motivation and performance of the employees in insurance of Bangladesh. With a pre-designed interview schedule study was conducted on 40 executives of various levels of two insurance companies in the private and public sectors. The finding of the study reveals that executives of the insurance section in Bangladesh are motivated in their job in terms of tasks variety, job identify, clearly defined authority and responsibility, accountability, information processing, internal coordination and job security. Meanwhile they are de-motivated and dissatisfied with most of the job design factors. These are job autonomy, participation in related decision, recognition and acknowledgement of job, opportunities for promotion and training, status of payment, non-financial incentives, feedback of the job and environment for achievement feeling. Based on the problems identified the study suggested for ensuring job autonomy, reducing internal and external intervention in smooth conduct of operations, providing appropriate salary and incentive package, reducing work stress through counseling and diversification of job and finally implementing all initiatives

by enterprises at the micro level and establishing and facilitating a legal environment by government at the macro level.

Afrin, Yeshmin and Hossain² wrote an article on “Enhancement of Employees’ Satisfaction: A Comparative Study of Foreign Banks and Telecom Sector in Bangladesh.” There was an attempt to evaluate job satisfaction of two emerging sectors centered to foreign banks and telecoms in Bangladesh. This study tried to explore a systematic analysis of satisfaction in both foreign bank and telecom companies. Though foreign bank is promising sector in Bangladesh, the employees of telecom companies is more satisfied than foreign bank. This study identified that telecom offers some benefit like flexible office time, good working environment. The study concludes that for better and qualitative service, job satisfaction is very important. To emphasis this, it is also addressed that the society is how much reacted with the both sectors. Respondents of both sectors satisfy with the handsome salary, training program. Moreover there is a great opportunity for employees of bank regarding swathing the job as the number of banks is now 50, whereas the number of telecom is very few (Only 7) so that there is less scope to expand the career development in telecom sector.

Billah, Prince, and Islam³ had made a study on "Human Resource Management Practice and Employee Turnover: A Study on Private Commercial Banks in Bangladesh.” This study was an attempt to find out the relation between human resource management practices and employees intention to leave. Efficient human resource management practices are inevitable for the overall development of the organization in general as well as for the employees’ intention to stay on and vice versa in particular. The study based on the primary and the secondary data concludes that efficient human resource management practices have significant impact on employees’ retention and vice versa. In this study, the authors considered the major factors representing most of the human resource management practices followed by different organizations at home and abroad. The study reveals that employees’ career advancement is most significantly correlated to employees’ intention to leave. Therefore, employees, career path should be attractive and sustainable to reduce employee turnover.

Akhter⁴ had a study on “The Practice of human resource management in Bangladesh Cable Shilpa Limited: An Appraisal and Suggestions”. This study has descriptive as well as analytical in nature. The main objective of the study is to identify the practice of human resource management in an organization called Bangladesh Cable Shilpa Limited. The study reveals the absence of proper human resource planning, written job descriptions and job specifications, annual confidential report of the non-officer, medical center and personnel research unit. The study also stated that the company has partially written personnel policies, uses external and internal source as important sources of recruitment and also uses intelligence, aptitude and achievement test in an amalgamated form. The company uses job classification method for evaluating jobs, conducts training need assessment and sends their employees to the different institutions for training. The company uses an equitable basis of promotion. The study addressed that the practice of human resource management in Bangladesh Cable Shilpa Limited is good in some respect but not in all respects. The main limitation of the study is that the author does not mention the situational and environmental factors of HRM which has a significant effect on the related HRM practices. To evaluate the HRM practices she uses traditional model only.

Lavinga⁵ has a study on “Best Practices in Public Sector Human Resources: Wisconsin State Government.” The study was conducted on the public sector organizations in Wisconsin State, USA. The study focused on the practices of human resource management in the public sector organizations of Wisconsin State, their performance and reform measures which were taken by the state government. In the USA, public sector organizations are under pressure to radically change the way they do business. At every level of government, HRM / Personnel systems are being criticized as inflexible, unresponsive, slow, rule-bound and user-unfriendly. Critics charge that HRM processes often hinder, rather than help, public sector managers do their jobs. The shortcomings of public sector personnel have been widely catalogued, analyzed and publicized by the National and State organizations. There is widespread agreement that government human resource systems and processes must become more responsive, flexible, and efficient. However, reform remains more a goal than a reality. The Wisconsin Department of Employment Relations, the state government central personnel / HRM office, has aggressively improved the state human resource / civil service system. Improvements which were made include reforming state

personnel laws, delegating decision-making to operating agencies, developing creative and user-friendly ways to evaluate candidates, using technology to improve access, efficiency and timeliness, expanding recruiting activities to attract more and better candidates, creating more flexibility in compensation, expanding affirmative action efforts, and forging partnerships with public employee labor unions. These reforms have resulted in faster hiring, well qualified candidates, improved recruitment and retention, a more diverse work force at all levels and better ways to reward and retain talent. The Wisconsin Department of Employment Relations has implemented the improvements stated above while still preserving fundamental principles of merit, fairness, and openness the author has acknowledged.

Samarth⁶ conducted a study on “Transformation of Indian Insurance Industry in the 21st Century-A case study for SAARC Region Insurance Market”. He states that, for promotion of coordination amidst the potential Insurance sector in the SAARC Region, it will be a useful prelude to understand the trends of respective markets-the strengths and the weakness for evolving common strategy in the development of domestic markets and what cooperation are needed for Reinsurance Markets to reduce to some extent of dependence on the development insurance markets. The study highlighted on various aspects such as, Historical Development of Indian subcontinent’s Insurance sector, Development of Indian Insurance Industry during 1947-1990, Economic Reform decade of 1990’s and transformation of Nationalized Indian Insurance Sector, Indian Insurance Scenario in the 21st Century, Prospects and Problems of Indian Insurance Industry (specially, general insurance market). Scope for Development of business, Current Operational Trends of Indian General Insurance Market etc. This has relevance to present study.

Hossain⁷ has made a study on “Job Satisfaction of Private University Teacher in Bangladesh: A study on Some Private University of Dhaka”. The article investigated the level of job satisfaction of private university teachers in Bangladesh. This study had been undertaken by conduction a survey of 70 faculty members of 10 randomly selected private universities of Bangladesh. Some major characteristics of the sample had been identified in relation to age, gender, experience and inclination to teaching profession in order to get on understanding of the sample units investigated. Then information had been collected through interview method about some factors of jobs,

namely, interest on teaching profession, autonomy, recognition, skill variety, responsibilities, opportunity for career progression and career development. It has been found in the study that, faculty members were most satisfied with their profession, responsibilities and skill variety. The need for improvements in the level of satisfaction has been spotted in areas of autonomy, recognition, career progression and career development. Some recommendations have been made in order to improve the level of satisfaction of teachers and to make the teaching profession more motivating.

Islam⁸ wrote another article on, “Progress and problem of general insurance”. He shows, during the last two decades (1973-1992), SBC earned an average of Tk. 56.08 crore as premium income i.e. an average growth of 4.7% annually. But private general insurance company came into being in 1985, and their average growth rate per year is very impressive i.e. 10%. He observes that, allowing the private general insurance companies have added potentially in the growth of the national economy. He also highlighted on some problems of the two general insurance sub sectors. But it does not deal with the whole aspects of this sub sector.

Taher and Hossain⁹ have an article on “Labor-Management Relations in Bangladesh: An Overview.” At first, the authors have discussed about the meaning of labor-management relations briefly. The main objectives of the study were: (1) to examine the critical factors that affect the labor – management relations in Bangladesh; (2) to identify the reasons for deteriorating labor-management relations in Bangladesh and (3) to provide some suggestions for improving the relations. The study used both primary and secondary sources of data. Primary data was collected through personal observation and direct interview. Open-ended, closed and questions with three options were used for collecting primary data. Government officials, management personnel, Trade Union leaders and general workers/employees from three industrial enterprises in Chittatong were selected in this regard. Samples followed purposive sampling. The study tried to explore the factors affecting labor-management relations in Bangladesh. The study revealed a number of factors responsible for this. These are conflicting govt. decision; anomalies of existing labor laws and the delays in settling disputes and grievances play the most dominant role while attitude of managers and employers towards labor and their unions, level of employment, level of industrialization and

strength of trade unions are the other factors affecting labor-management relations in Bangladesh. The study also observed that the labor-management relation in Bangladesh is very poor which leads to slow industrialization process and large scale unemployment in the country. A number of suggestions have been made in this regard including true democratic practice within the society and at the work-place, good governance, mutual trust, respect and confidence among state, workers and employers, development of honest trade union leadership, introduction of satisfactory wages, profit sharing plan, worker's participation in management, undertaking training and orientation programs and formulation of favorable labor laws and policies etc.

Khan¹⁰ wrote an article on "Human Resources Management: Concept, Scope, Functions, Tools and Techniques." The study is theoretical in nature and encompasses some of the major issues of human resources management. Though management of human resources is an integral part of an organization's day to day activities. so irrespective of the size, the nature and the activities, organizations need to ensure optimum utilization of the available human resources within their domain. The paper attempts to discuss the concept, scope, functions, tools and techniques of HRM and to analyze some of the selected areas of HRM pertaining to public corporations in Bangladesh. The discussion of this article concentrated on the functions of HRM as well as simultaneously takes into consideration tools and techniques used. The four broad functions of HRM, i.e., acquisition, development, motivation and maintenance were discusses in this paper. The acquisition function includes human resources planning, recruitment and selection. The development function can be viewed in terms of training and organization development. The motivation and maintenance functions include such aspects as job satisfaction, motivation and compensation. The paper discussed these functions in detail. Then the author discussed briefly problems which plaque some of the areas of human resources management pertaining to public corporations in Bangladesh. The areas are human resources planning, recruitment, selection, training and compensation. It was observed that human resource management activities of public corporations and of the enterprises under their jurisdiction in Bangladesh had been and were still influenced by the sorrounding socio-politico-economic environment. Policies of successive governments, rules and regulations, political instability, intervention in politics, type of economic policies

pursued and the philosophy behind them, mass illiteracy, nature of labor union leadership and the extent of their commitment to the cause of industrial labor also have significantly moulded the HRM activities. The author also observed some other problems pertaining to PCs which were diagnosed by a reputed foreign consulting firm a decade ago were still persisting to a large extent. Those were: (a) Undefined responsibility and overloading at the top management level of the corporation; (b) inadequate attention to forward planning and personnel policies and procedures; (c) lack of necessary skills, knowledge, experience and expertise on the part of the newly promoted managers and supervisors and dearth of experienced personnel; (d) lack of personnel policies and procedures and those that existed tended to be elaborate and cumbersome; and (e) absence of a comprehensive government policy on labor matters resulting in ad-hocism, confusion and delays. Suggestions and recommendations were provided to remove those problems by the author on the basis of some past research-work. Radical changes in the governmental policy were also suggested. But specific suggestions were not provided by the author in view of the problems.

Bhattacharjee¹¹ had an article on “Planning of Human Resources Development in Bangladesh: The Neglected Aspect”. The paper aims at examining various dimensions of human resources development planning in Bangladesh. An attempt has been made to focus on the magnitude of problems of unemployment, employment patterns and related issues. In view of the resource constraints, low rate of literacy and poor income, there is the need to emphasize upon the development of human resource as a critical factor of economic development. Along with the compulsory primary education and expansion of technical education, the issue of developing training facilities for all categories of personnel is of much significance. It is believed that the use of the unexplored talents of entrepreneurs might immensely help increase production and employment.

Karsh¹² wrote an article on “Human Resources Management in Japanese large-scale industry”. The writer viewed that current interest in Japanese business and industry has produced an opportunity of ‘learning –from-Japan’ prescriptions for meeting the Japanese challenge. But learning from Japan requires a good deal of learning about Japan, about Japanese history, tradition and culture, the economy-aspects of Japan that are hardly expressed in prescription contributions offered to either practitioners or

scholars. The paper is limited to an examination of, first, the corporate group ideology that underlines Japanese strategies for managing human resources in contrast with the norm of individualism, which governs institutional practices in other industrial societies; second, the management and worker actors at the workplace and the relationships that stratify them; and third, the rules for recruiting, training and rewarding regular workers in large-scale private enterprises.

The main purpose of this paper is to examine basic elements of Japan's industrial relations system in an historic and cultural context as well as contemporary arrangements. The discussion is limited to a composite depiction of essential aspects of human resources management in typical Japanese firms employing 500 or more workers.

Human resource management in large-scale Japanese firms is based upon the following characteristics;

- Direct recruitment of school leavers who become the labor force core, the 'regular' workers.
- Heavy investment in initial and recurrent training for these workers.
- Rewarding them essentially for age and length of service rather than for job or occupational performance.
- A reward system essentially based upon education, age and length of service, all social criteria rather than specifics of job or occupation.
- An implicit guarantee of employment for the core workers until age 55 to 57.
- A workplace stratification system that functions to diminish worker-worker and worker-supervisor status distinctions as compared with typical western practices.

Major findings of the study shows that in western industrialized countries, including the United States and Australia, human resource development policies are designed mainly for management and staff level employees' development and not much attention is paid to shop floor workers as an integral part of the industrial elite. In Japan, however, manpower development policies cover not only the managerial and staff personnel but also the blue-collar elite. In addition to employment security for regular workers, they include training and promotion, progressive wage increases, a retirement system, and a range of social and family benefits.

Clements (1998)¹³ wrote an article on “For a Prosperous Asian Insurance Industry.” He observed that, Asia holds out the prospects for rapid development of insurance industry. The pace of Asian growth is expected to outstrip the progress in developed countries, since the markets are encouraged to become more efficient and to offer higher levels of services and better products. In such a pro-growth climates and regulators, the companies, the employees and the customers can be optimistic about the future. It has relevance to the present study.

Islam and Shahabuddin¹⁴ in their article on “Job Satisfaction of Insurance Employees in Bangladesh” examined the level of job satisfaction of insurance employees in Bangladesh. It shows that job satisfaction factors are associated with the overall satisfaction of insurance employees. Factors including recognition, task significance, pride in work, bureaucracy, and conflicts are important for improving job satisfaction of insurance employees in Bangladesh. These factors are significantly related to the overall satisfaction of the employees. The higher level of recognition, task significance, pride in work, and the lower level of bureaucracy and conflicts result in positive overall satisfaction on insurance employees. The results also show significant differences between the job satisfaction level of desk and development employees. The differences are concerned with the attitudes including fair pay, promotion chance, benefits, salary increase, goal clarity, work appreciation, and co-workers relations.

Lin¹⁵ wrote an article on “A Study on the Theories of Insurance Regulation-What Approaches Can We Take?” This study was conducted in the context of Taiwan’s economy. He attempts to get answer to a basic question: What theories in the literature of government regulation can explain the diversity phenomena in the field of insurance regulation? This basic question is also related to certain sub-questions such as “What factors can influence the policy making of insurance regulation? How dose insurance regulation be generated in the process of policy-making? And different interest groups to attain their desired effects can use what measures? This interesting study has relevance to present study.

Islam and Ali¹⁶ in their study on “Empoyees’ job Satisfaction: A Comparative Study Between Commonwealth Bank, Australia and Agrani Bank, Bangladesh” selected 20 employees from the Commonwealth Bank, Monash University Branch, Australia and Agrani Bank, Rajshahi University Branch, Bangladesh. This paper examined the

nature of employees job satisfaction, and its limiting factors along with its causes and remedies. The results revealed that the security, promotion, and recognition for the employees of Commonwealth Bank is less than Agrani Bank while employee of Agrani Bank have less autonomy and are enjoying less salary that of Commonwealth Bank at their workplace. The result also indicated that the remuneration, job security, and interpersonal relations-peers/subordinates are very low according to employee's need importance ranking. These increase dissatisfaction among the employees with their work. Perception study also showed that security, remuneration, training and recognition factors have greater influence on job satisfaction, which are very low in these banks. Besides these other factors such as training, interpersonal relations-supervisors have substantial importance to the employees for their satisfaction. All these factors should be carefully considered by the bank management otherwise this might cause low productivity, less departmental commitment, high absenteeism, and substantial turnover. This study highlights and discusses the relevance of the problem with respect to the Australian and Bangladeshi banking sector.

Huq¹⁷ authored the article named "Human Resource Management in Bangladesh." The paper attempts to review the present HRM scene in Bangladesh, to identify the existing practices of HRM, to unveil the limitations thereof and finally to make some recommendations to improve HRM in Bangladesh. It has been observed that Bangladesh suffers from the shortage of competent managerial manpower. The study revealed that this incompetence was more due to the absence of formal education. Speaking about public sector in particular, it has been observed that the development of human resources in this sector has been adversely affected by defective recruitment and selection policy, insufficient and ineffective training policy and improper compensation policy. Finally he recommended that priority should be given towards human resources development and there should be an integrated approach to human resource management. He also commented that a sizable amount of G.D.P. should be spent on human resource development and the money spent on this head should not be treated as expenditure, rather should be considered as a useful investment. The study is theoretical in nature. Depending mostly on secondary data, the writer tried to present an overall picture of HRM in Bangladesh. But there is no indication of HRM practices in the private enterprises of Bangladesh.

Haque¹⁸ is the author of an article entitled “Human Resource Development and Organizational Effectiveness”. The main objectives of the study are to analyze the major aspects of Human Resource Development (HRD) and organizational Effectiveness (OE) and an attempt was made to examine the impact of HRD on OE in the context of some selected manufacturing enterprises, operating in Bangladesh. For the purpose of such empirical analysis 5 public and 5 private sector manufacturing enterprises all located in Chittagong were selected on the basis of purposive sampling. The period of the study covered 7 financial years ranging from 1983-84 to 1989-90. The enterprises selected from private sector enterprise of 3 textile mills, 1 steel and re-rolling mill and one machine tool factory; whereas, the samples of public sector enterprises consist of one mill from each of the sector viz. machine tool, steel and re-rolling, textile, paper and fertilizer. These enterprises were selected as homogenous as possible in terms of product, ages and methods of production. The study reveals that proper emphasis has not been given on HRD and OE, especially in the selected public sector manufacturing enterprises in Bangladesh; the consequences being low investment in HRD and poor OE in terms of growth and profit in these cases. It is seen both analytically and statistically that HRD has impact on OE of the selected enterprises. This implies that more developed the human resources, the better the organizational effectiveness and vice versa. Finally, the author concluded that for the better organizational effectiveness in the enterprises, especially in the public sector ones their human resources need to be developed, as far as possible through more investment in the forms of emoluments, training and development expenses of the employees of the enterprises.

Murshid¹⁹ wrote another article on, “Nature and Significance of General Insurance”. The author says that, general insurance in its traditional sense is very much a commercial activity, the ultimate success of which is measured in terms of financial strength and viability. Profit and profitability are inter-related. He adds that there are many other social and economic values of insurance but perhaps the greatest value lies in the many benefits flowing from the reduction of risk in the society. It also displays a partial picture of this sub sector.

Azam²⁰ wrote another article on, “Customers’ Attitude Towards General Insurance Service: Contrasting the Public and Private Sectors in Bangladesh”. The major focus of this paper was to examine the customers’ attitude towards the services of public general insurance organization in comparison to privately owned insurance company. It also shows consumers’ belief on various attributed and looks into their respective evaluations. However, it does not deal with the whole aspects of this sun sector. The researcher has reviewed the literature on the basis of Global context, Regional context and Bangladesh context. It is clear that, these studies are different from the present study and there exists knowledge gap.

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CHAPTER THREE RESEARCH DESIGN

3.1. Prelude

Any scientific investigation requires one or more research methods, which enable a researcher to conduct the study systematically. Research is not doubt a disinterested or unbiased search for knowledge.¹ It is a careful inquiry or examination to discover new information or relationship and to expand and to verify existing knowledge². It also means “manipulation of things, concepts or symbols for the purpose of generalizing and to extend, correct or verify knowledge, whether that knowledge aids in the construction of a theory or in the practice of an art”.³ It actually evolves from a genuine desire to know rather than a wish to prove a point of view. This research has to be done through a method, which is the way of doing something.

This study was an attempt to make a critical evaluation of human resource management practices of Sadharan Bima Corporation with special reference to Rajshahi Zone, pinpointing the major flows in the vital areas of human resource management factors, like employee’s motivation, job satisfaction, employee-management relations, benefits, training and development, work environment, productivity, job security and retention, and commitment. In conducting the study, the research methodology has been designed in such a way that accomplishes the research objectives by minimizing the constraints of time and research limitation.

Table-3.1
Manpower profile of branch offices under Rajshahi Zone during 2011-12

Branch Office	Officers		Employees		Total
	Male	Female	Male	Female	
Zonal Office	8	3	22	1	34
Gratter Road Branch	1	1	4		6
Bogra Branch	2	1	1	1	5
Rangpur Branch	2		2		4
Dinajpur Branch	2		1		3
Pabna Branch	1		2		3
Sirajgonj Branch	1		2		3
Gaibandha Branch	1	1			2
Iswardi Branch	1		2		3
Thakurgoan Branch	1	1	2		4
Kurigram Branch	1		1		2
Nilphamari Branch	2		1		3
Joypurhat Branch			2		2
Chapai Nawabgonj Branch	1				1
Natore Branch		1	2		3
Nawgoan Branch	1		2		3
Total	25	8	46	2	81

Source: Zonal and Branch Offices of Sadharan Bima Corporation under Rajshahi Zone

Table-3.2

No. of employees according to their designation and educational qualification under Rajshahi Zone

Designation	No.	Educational Qualification	No.
Manager	2	Masters	19
Deputy manager	6	Honors	4
Assistant Manager	9	Pass	10
Junior Officer	16	HSC	19
Upper Clark	31	SSC	11
Driver	3	Less Than SSC	18
Peon	11		81
Liftman	3		
Total	81		

Source: Zonal and Branch Offices of Sadharan Bima Corporation under Rajshahi Zone

3.2. Sources of Data and Their Collection

Though it was time consuming and expensive yet to collect primary and secondary data by the researcher herself, she personally visited each branch offices for several times for that. Collected data was both quantitative and qualitative. A questionnaire was formulated in the light of research objectives to collect primary and secondary data.

3.2.1. Primary Data: For collection of primary data (opinion survey), personal interviews were performed and it was made possible for the researcher to come in direct personal contact with the informants, which helped to have responses from almost all respondents.

Primary data was collected from all 16 branches under Rajshahi Zone through direct interview method with the help of structured questionnaire, and these were open-ended and closed-ended. The questionnaire were framed in the light of research objectives and presented before embarking on interviews with the development officers and desk employees of the sample units. The respondents were also assured that the collected data will be used only for academic research and their identity and information given by them would be kept completely confidential.

3.2.2. Secondary Data: The main sources of secondary data were MIS reports, organizational manuals, official documents, and publications and office memorandum of Sadharan Bima Corporation and selected branches. Other sources of secondary data were existing literatures, reviews, reports, Ph.D. thesis, and researches on insurance industry. The researcher also visited the libraries of Rajshahi University, Dhaka

University, Institute of Business Administration (IBA), and Bangladesh Insurance Academy.

3.3. Sample Size

It is a survey type research. Sadharan Bima Corporation has 16 branches including zonal office under Rajshahi Zone. Researcher selected all the branches for the study because a few numbers of people work in every branch. Name of the branches under Rajshahi Zone are:

- Zonal Office
- Rajshahi Branch
- Bogra Branch
- Rangpur Branch
- Dinajpur Branch
- Pabna Branch
- Sirajgonj Branch
- Gaibandha Branch
- Iswardi Branch
- Thakurgoan Branch
- Kurigram Branch
- Nilphamari Branch
- Joypurhat Branch
- Chapai Nawabgonj Branch
- Natore Branch
- Nawgoan Branch

Sadharan Bima Corporation has 81 employees in different branches under Rajshahi Zone, out of which 33 are officers (development officers), 31 are desk employees (office staff) and 17 are in other jobs like driver, peon and liftman. To collect the attitudes relating to different factors of human resource management, number of development officers and desk employees of the sample units were interviewed. For this study, 33 development officers out of 33 and 28 desk employees out of 31 were selected for taking interview of the sample branches under Rajshahi Zone. So, total 61 (33+28) employees including officer and staff were surveyed in different branches of SBC, Rajshahi Zone. Employees who engage for the development of insurance

business of the company are defined as development employees. They are directly involved with the expansion of the business. They convince potential customers to buy policies from their company. In fact, they are the most vital people to procure business deal. On the contrary, those who are only involved with the desk activities such as, financial analyst, accountant, etc. are referred to as desk employees. It simply means paper-processing employees. They remain in office and do all paper works relating to policy issues, settlement of claims etc. The nature of these two types of insurance employees is very different, as their purpose of work assignments are different in nature. The sampled respondents were selected purposively and personally interviewed during the study period.

The sample sizes of different branches are as follows:

Table-3.3
Branch wise distribution of sample

Branch Office	Development Officer		Desk Employee/Staff		Total
	Male	Female	Male	Female	
Zonal Office	9	2	11	1	23
Rajshahi Branch	1	1	2		4
Bogra Branch	2	1	1	1	5
Rangpur Branch	2		1		3
Dinajpur Branch	2		1		3
Pabna Branch	1		1		2
Sirajgonj Branch	1		2		3
Gaibandha Branch	1	1			2
Iswardi Branch	1		1		2
Thakurgoan Branch	1	1	2		4
Kurigram Branch	1				1
Nilphamari Branch	2				2
Joypurhat Branch			1		1
Chapai Nawabgonj Branch	1				1
Natore Branch	1		1		2
Nawgoan Branch	1		2		3
Total	27	6	26	2	61

3.4. Technique of Data Analysis

As stated earlier, the informative data collected for the survey have been processed and analyzed through the application of statistical methods. Both primary and secondary data have been analyzed, examined and tested, evaluated and interpreted critically as follows:

- Performance of Sadharan Bima Corporation was analyzed and evaluated highlighting the areas of insurance premium income, investment income, profit and loss, claim settlement, productivity, growth rates, etc. To evaluate

the performance, the researcher considered the statistical techniques of mean, SD, CV, ANOVA, t-test.

- The impact of HRM practices on job satisfaction and motivation analyzed and evaluated by considering the factors of recognition, reward, task significance, pride in work, promotion, and work environment. Here, the researcher considered Crosstabs, Likert Type scaling, correlation and chi-square to evaluate opinions of development officers and desk employees.
- Impact of HRM practice on job design and performance was analyzed and evaluated by considering the factors of job contents, job functions, relationships, and job significance. The researcher also considered Crosstabs, Likert Type scaling, correlation and chi-square to evaluate opinions of development officers and desk employees.
- To test the hypotheses researcher applied the statistical methods of ANOVA, Chi-Square Test, and Correlation. Likert Type scaling scale was also used to help to analyze the hypothesis.
- Excel and SPSS (version 16) software's were used to analyze different types of primary and secondary data.

3.5. Statistical Tools Employed in the Study

In order to analyze and interpret the data of SBC, different statistical tools are used in this study. Those tools are mainly employed to draw analysis of different types of secondary and primary data and testing of hypothesis to measure and evaluate human resource management practices of SBC. All data were processed and analyzed through computer using Statistical Package for Social Sciences (SPSS). Tools that have been used in this study are as follows:

3.5.1. Measures of Growth: the word growth means an increase. In other words, it may be termed as the process of growing. Oxford Advanced Learners Dictionary of Current English defines it as: "an increase in economic activity, profit etc." The study assume the term as an increase in some important general insurance variables such as branches, manpower, gross premium, net premium, net reinsurance premium, net reinsurance commission, net claims settlement, management expenses and underwriting profit.

3.5.2. Simple Growth Rate (SGR): It simply gives the percentage increase over the previous year. The following equation represents this rate:

$$SGR = (Y_t - Y_{t-1}) / (Y_{t-1})$$

Where SGR=Simple Growth Rate, Y_t = Values of the variable Y in the specific Year, Y_{t-1} = Values of the variable Y in the previous specific year. T=Considered year, t-1= Previous year of the considered year.

3.5.3. Mean/Average: The arithmetic mean is a location measure that describes the values in a data set by equal parts of their total. It is computed as the sum of the individual values divided by their numbers⁴. It is also referred to as average or simply arithmetic mean. If x_1, x_2, \dots, x_n are n observation of a statistical series, then the mean of these series, \bar{x} is denoted by-

$$\bar{x} = \frac{\sum x}{n}$$

Where,

\bar{x} = Arithmetic Mean

$\sum x$ = Value of observations

n = Number of observations

3.5.4. Standard Deviation: Standard deviation is the most widely used measure of dispersion of a series and is commonly denoted by the symbol ' σ ' (pronounced as sigma). Standard deviation is defined as the square root of the average of squares of deviations, when such deviations for the values of individual items in a series are obtained from the arithmetic average. It is worked out as under⁵:

$$\sigma = \sqrt{\frac{\sum (x_i - \bar{x})^2}{n}}$$

Where,

σ = Standard Deviation

\bar{x} = Arithmetic Mean

x_i = i th value of the variable x.

n = Number of observations

3.5.5. Coefficient of Variation: When we divide the standard deviation by the arithmetic average of the series, the resulting quantity is known as coefficient of standard deviation that happens to be a relative measure and is often used for comparing with similar measure of other series. When this coefficient of standard is

multiplied by 100, the resulting figure is known as coefficient of variation. Sometimes we work out the square of standard deviation, known as variance, which is frequently used in the context of analysis of variation. It is popularly used in the context of estimation and testing of hypotheses⁶.

$$C.V = \frac{\delta}{\bar{x}} \times 100$$

Where,

C.V = Coefficient of Variation

δ = Standard Deviation

\bar{x} = Arithmetic Mean

3.5.6. Analysis of Variance (ANOVA): ANOVA is essentially a procedure for testing the difference among different groups of data for homogeneity. The basic principle of ANOVA is to test for differences among the means of the population by examining the amount of variation within each of these samples, relative to the amount of variation between the samples. It is a method of analyzing the variance to which a response is subject into its various components corresponding to various sources of variation. Through ANOVA technique we can investigate any number of factors, which are hypothesized or said to influence the dependent variable.⁷.

In short, we have to make two estimates of population variance viz., one based on between samples variance and the other based on within samples variance. Then the said two estimates of population variance are compared with F-test, wherein we work out-

$$F = \frac{\text{Estimate of population variance based on between samples variance}}{\text{Estimate of population based on within samples variance}}$$

This value of F is to be compared to the F-limit for given degrees of freedom. If the worked out F value is equal or exceeds the F-limit value, we may say that there are significant differences between the sample means⁸.

3.5.7. One-Way ANOVA (or Single Factor): If we take only one factor and investigate the differences amongst its various categories having numerous possible values, we are said to use one-way ANOVA. Under the one-way ANOVA, we may observe that the reason for said factor to be important is that several possible types of

samples can occur within that factor. We then determine if there are differences within that factor.

Analysis of variance table for One-way ANOVA

Source of Variation	SS (Sum of Squares)	Degrees of Freedom (d.f.)	Mean Square (MS)	F-ratio
Between Samples	SSC	(k-1)	SS between/(k-1)	MS between/MS within
Within Samples	SSE	(n-k)	SS within/(n-k)	
Total	SST	(n-1)		

(SSC = Sum of Squares of Column, SSE = Error Sum of Square, n = total number of items in all the samples, k = number of samples.)

3.5.8. T-test: T-test is based on t-distribution and is considered an appropriate test for judging the significance of a sample mean or for judging the significance of difference between the means of two samples in case of small sample(s) when population variance is not known. In case two samples are related, we use paired *t-test* (or what is known as difference test) for judging the significance of the mean of difference between the two related samples. It can also be used for judging the significance of the coefficients of sample and partial correlations. The relevant test statistic, ‘*t*’, is calculated from the sample data and then compared with its probable value based on *t*-distribution at a specific level of significance for concerning degrees of freedom for accepting or rejecting the null hypothesis⁹.

$$t = \frac{\bar{x} - \mu_{H_0}}{\hat{\sigma}_{\bar{x}}}$$

Where,

\bar{x} = Population Mean

μ_{H_0} = Hypothesized values of the population mean

$\hat{\sigma}_{\bar{x}}$ = Standard error of the mean

T-distribution is used in testing of hypothesis about the population mean to decide about the acceptance or rejection of H_0 vis-à-vis H_1 .¹⁰

3.5.9. Confidence Level and Significance Level: The confidence level or reliability is the expected percentage of times that the actual value will fall within the stated precision limits. Precision is the range within which the answer may vary and still be acceptable; confidence level indicates the likelihood that the answer will fall within that range, and the significance level indicates the likelihood that the answer fall outside that range. If the confidence level is 95%, then the significance level will be

(100-95) i.e., 5%, if the confidence level is 99%, the significance level is (100-99) i.e., 1%, and so on¹¹. In case we take the significance level at 5 percent, then this implies that H_0 will be rejected when the sampling result (i.e., observed evidence) has a less than 0.05 probability of occurring then H_0 is true. In other words, the 5 per cent level of significance means that researcher is willing to take as much as a 5 percent risk of rejecting the null hypothesis when it (H_0) happens to be true. Thus the significance level is the maximum value of the probability of rejecting H_0 when it is true and is usually determined in advance before testing the hypothesis¹².

3.5.10. Correlation: Correlation analysis is the statistical tool that we can use describe the degree to which one variable is linearly related to another. Frequently, correlation analysis is used in conjunction with regression analysis to measure how well the regression line explains the variation of the dependent variable; Y. Correlation can also be used by itself, however, to measure the degree of association between two variables¹³.

Karl Pearson's coefficient correlation (or simple correlation) is the most widely used method of measuring the degree of relationship between two variables. This coefficient assumes the following:

- i. That there is linear relationship between the two variables;
- ii. That the two variables are casually related which means that one of the variables is independent and the other one is dependent; and
- iii. A large number of independent causes are operating in both variables so as to produce a normal distribution.

Karl Pearson's coefficient of correlation can be worked out thus,

$$r = \frac{\sum (X_i - \bar{X})(Y_i - \bar{Y})}{n \cdot \sigma_x \cdot \sigma_y}$$

Where,

X_i = ith value of X variable

\bar{X} = mean of X

Y_i = ith value of Y variable

\bar{Y} = mean of Y

n = number of pairs of observations of X and Y

σ_x = Standard deviation of X

σ_y = Standard deviation of Y

3.5.11. Chi-square Test: Chi-square, symbolically written as χ^2 (Pronounced as Ki-square), is a statistical measure used in the context of sampling analysis for comparing a variance to a theoretical variance. As a non-parametric test, it can be used to determine if categorical data show dependency or the two classifications are independent. It can also be used to make comparisons between theoretical populations and actual data when categories are used. Thus, the chi-square test is applicable in large number of problems. The test is, in fact, a technique through the use of which it is possible for all researchers to (i) test the goodness of fit, (ii) test the significance between two attributes, and (iii) test the homogeneity or the significance of population variance¹⁴.

The formula of calculation of chi-square statistics is as follows¹⁵:

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Where,

χ^2 = Chi-square (Chi is a Greek letter)

f_o = Observed Frequency

f_e = Expected Frequency

Calculation of Expected Frequency is as follows:

$$f_e = \frac{RT \times CT}{n}$$

f_e = Expected Frequency in a given cell

RT = Row total for the row containing that cell

CT = Column total for the column containing that cell

n = Total number of observations

In brief, when we have to use chi-square as a test of population variance, we have to work out the value of χ^2 to the null hypothesis (viz, $H_0: \sigma_s^2 = \sigma_p^2$) as under¹⁶:

$$\chi^2 = \frac{\sigma_s^2}{\sigma_p^2} (n-1)$$

Where,

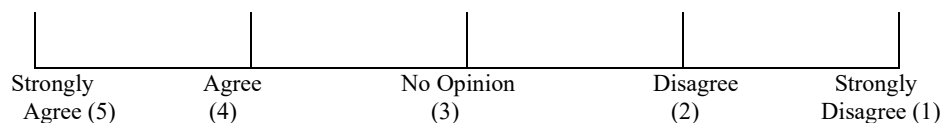
σ_s^2 = Variance of the sample

σ_p^2 = Variance of the population

(n -1) = degrees of freedom, n being the number of items in the sample.

Then by comparing the calculated value with the table value of χ^2 for (n-1) degrees of freedom at a given level of significance, we may either accept or reject the null hypothesis. If the calculated value of χ^2 is less than the table value, the null hypothesis is accepted, but if the calculated value is equal or greater than the table value, the hypothesis is rejected¹⁷.

3.5.12. Likert-Type Scaling: Likert-type (or Summated scales) is developed by utilizing the item analysis approach wherein a particular item is evaluated on the basis of how well it discriminates between those persons whose total scores are high and those whose scores are low. Thus, summated scales consist of a number of statements, which express either a favourable attitude towards the given object to which the respondent is asked to react. Each response is given a numerical score, indicating its favorableness or unfavorableness, and the scores are totaled to measure the respondent's attitude. In Likert-type scales, the respondent is asked to respond to each of the statements in terms of several degrees, usually five degrees of agreement or disagreement. In this study, Data were collected in the form of Likert five weight scaling method. So, there were five optional answers for each question. So, the respondent may respond in any one of the following ways: (i) strongly agree, (ii) agree, (iii) no opinion (iv) disagree, and (v) strongly disagree. That these five points constitute the scale and it may be illustrated as under:



Each point on the scale carries a score. Response indicating the least favorable opinion (strongly disagree) is given the least score (say 1) and the most favorable is given the highest score (say 5). The Likert scaling technique, thus, assigns a scale value to each of the five responses. The same thing is done in respect of each and every statement in the instrument. This way the instrument yields a total score for each respondent/each questions, which would then measure the respondent's favorableness towards the given point of view.

In this study total respondents were 61, which reveal the following scores:

- | | | |
|-----------------------|---|---------|
| 1. Strongly Agreed | = | Score 5 |
| 2. Agreed | = | Score 4 |
| 3. No Opinion | = | Score 3 |
| 4. Disagreed | = | Score 2 |
| 5. Strongly Disagreed | = | Score 1 |

Total score of any individual would fall between 61 and 305. If the score happens to be below 183, it shows unfavorable/insignificant opinion to the given weight of view, a score above 183 would mean favorable/significant attitude to the given weight and a score of exactly 183 would be suggestive of a neutral attitude. i.e., 61 to 182 = Unfavorable/Insignificant opinion, 183 = Neutral opinion and 184 to 305 = Favorable/Significant opinion.

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- ¹⁴ C.R. Kothari, *Op. Cit.*, p.277.
- ¹⁵ Richard I. Levin, and Davis S. Rubin, *Op. Cit.*, pp. 520-524.
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CHAPTER FOUR

CONCEPTUAL FRAMEWORK AND KEY TERMS OF INSURANCE

4.1. Prelude

Human Resource Management (HRM) encompasses those activities designed to provide for and coordinate the human resource of an organization. The human resources (HR) of an organization represent one of its largest investments. In fact, government reports show that approximately 72 percent of national income is used to compensate employees. The value of an organization's human resources frequently becomes evident when the organization is sold. Often the purchase price is greater than the total value of the physical and financial assets. This difference, sometimes called goodwill, partially reflects the value of organization's human resources. In addition to wages and salaries, organizations often make other sizable investments in their human resources. Recruiting, hiring and training represent some of the more obvious examples.

Human resource management is a modern term for what has traditionally been referred to as personnel administration or personnel management. However, some experts believe human resource management differs somewhat from traditional personnel management. They see personnel management as being much narrower and more clerically oriented than human resource management.¹

It is a new discipline, which took its root in the USA during the 1980s. Long before that in the latter part of 1800s, the concept of "welfare personnel" had developed to deal with provisions of new schemes of the organization. The concept of 'personnel administration' emerged between the two world wars. Until 1950s, personnel administration was dealing with recruitment, discipline, payment system, time keeping, training, personal records etc. With the significant increase in the number of staff engaged in personnel work, the concept of personnel management evolved during the 1960s and 70s. However, as a result of the tremendous rise in global competition the role of the traditional personnel departments has greatly changed during the subsequent years.²

4.2. Importance of Human Resource Management

Prior to the mid-1960s, personnel departments in organizations were often perceived as the “health and happiness” crews. Their primary job activities involved planning company picnics, scheduling vacations, enrolling workers for health-care coverage, and planning retirement parties. That has certainly changed during the past three decades.

Federal and state laws have placed many new requirements concerning hiring and employment practices on employers. Jobs have also changed. They have become more technical and require employees with greater skills. Furthermore, job boundaries are becoming blurred. In the past, a worker performed a job in a specific department, working on particular job, tasks with others who did similar jobs. Today’s workers are just as likely, however, to find themselves working on project teams with various people from across the organization. Others may do the majority of their work at home and rarely see any of their coworkers. And, of course, global competition has increased the importance of organizations improving the productivity of their work force. This has resulted in the need for HRM specialists trained in psychology, sociology, organizations and work design, and law. Federal legislation requires organizations to hire the best- qualified candidate without regard to race, religion, color, sex, disability, or national origin and someone has to ensure that this is done. Employee s need to be trained to function effectively within the organization and again, someone has to oversee this. Furthermore, once hired and trained, the organization has to provide for the continuing personal development of each employee. Practices are needed to ensure that these employees maintain their productive affiliation with the organization. The work environment must be structured to induce workers to stay with the organization, while simultaneously attracting new applicants. Of course, the “someone’s” we refer to, those responsible for carrying out these activities, are human resource professionals.

Today, professionals in the human resources area are important elements in the success of any organization. Their jobs require a new level of sophistication that is unprecedented in human resource management. Not surprisingly, their status on the organization has also been elevated. Even the name has changed. Although the terms personnel and human resource management are frequently used interchangeably, it is important to note that the two connote quite different aspects. Once a single individual

heading the personnel function, today the human resource department head may be a vice president sitting on executive boards and participating in the development of the overall organizational strategy. ³

4.3. Human Resource Functions

Human resource functions refer to those tasks and duties performed in both large and small organizations to provide for and coordinate human resources. Human resource functions encompass a variety of activities that significantly influence all areas of an organization. The society for Human Resource Management (SHRM) has identified six major functions of human resource management:

a. Human resource planning, recruitment and selection:

- Conducting job analysis to establish the specific requirements of individual jobs within the organization.
- Forecasting the human resource requirements the organization needs to achieve its objective.
- Developing and implementing a plan to meet these requirements.
- Recruiting the human resources the organization requires to achieve its objectives.
- Selecting and hiring human resources to fill specific jobs within the organization.

b. Human Resources Development:

- Orienting and training employees.
- Designing and implementing management and organizational development programs.
- Building effective teams within the organization structure.
- Designing systems for appraising the performance of individual employees.
- Assisting employees in developing career plans.

c. Compensation and Benefits:

- Designing and implementing compensation and benefit systems for all employees.
- Ensuring that compensation and benefit systems for all employees.

d. Employee and Labor Relations:

- Serving as an intermediary between the organization and its union (s).
- Designing discipline and grievance handling systems.

e. Safety and Health:

- Designing and implementing programs to ensure employee health and safety.
- Providing assistance to employees with personal problems that influence their work performance.

f. Human Resources Research:

- Providing a human resource information base.
- Designing and implementing employee communication systems.⁴

4.4. Company Profits and the Human Resource Manager

Without people, organizations could not function. Even in highly automated plants, such as the one designed and built by Yamazaki (a large Japanese company that makes machine tools) to run smoothly using only 12 workers, people are nevertheless required to coordinate and control the plant's operations. Conversely, people need organizations so that they can satisfy their needs and wants, so that they can maintain their standard of living (by working in organizations), and so that modern society can continue to function. These needs (organizations for people, people for organizations) will be ever more difficult to satisfy in the context of today's competitive business environment.⁵

There is no doubt that human resource managers spend considerable time working on problems and concerns related to the human side of the organization. Because of this, many people perceive human resource managers as being concerned only with matters that relate directly to the human side of the organization. Contrary to this view, human resource managers can have a direct impact on company profits in a number of specific ways:

- Reduce unnecessary overtime expenses by increasing productivity during a normal day.
- Stay on top of absenteeism and institute programs designed to reduce money spent for time not worked.
- Eliminate wasted time by employees through sound job design.
- Minimize employee turnover and unemployment benefit costs by practicing sound human relations and creating a work atmosphere that promotes job satisfaction.

- Install and monitor effective safety and health programs to reduce lost-time accidents and keep medical and workers' compensation costs low.
- Properly train and develop all employees so they can improve their value to the company and do a better job of producing and selling high-quality products and services at the lowest possible cost.
- Decrease costly material waste by eliminating bad work habits and attitudes and poor working conditions that lead to carelessness and mistakes.
- Hire the best people available at every level and avoid overstaffing.
- Maintain competitive pay practice and benefits programs to foster a motivational climate for employees.
- Encourage employees, who probably know more about the nuts and bolts of their jobs than anyone else, to submit ideas for increasing productivity and reducing costs.
- Install human resource information systems to streamline and automate many human resource functions.⁶

4.5. Human Resources Management and Organizational Performance

Human resource management is a mechanism of utilizing the maximum potentials of the employees in line with the organizational policies and goals. It is a distinctive approach to employment management, which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable work force, using an integrated array of cultural, structural and personnel techniques.⁷

The primary goal of human resource management in any organization is to facilitate organizational performance. One of the most effective ways to enhance organizational performance is to increase productivity. The American Productivity Center defines productivity as the efficiency with which an organization uses its labor, capital, material, and energy resources to produce its output. Human resource managers are somewhat limited in the impact they can have on the capital, materials, and energy aspects of productivity. However, they can have a great deal of impact on the labor component. Specially, they can affect the commitment of employees and the management philosophy of the individual managers. Because of this, human resource manager have a unique opportunity to improve productivity and hence organizational performance.⁸

4.6. The Human Resource Management Process

Different organizations are concerned with productivity and cost effectiveness in managing resource. Human resource management is concerned with the effective use of people in order to attain organizational goals and enhance the personal dignity, satisfaction and well-being of employees. Human resource department establishes policies and coordinate functions such as job analysis, personnel planning, recruitment and selection of employees, training and development, performance appraisal, compensation and employee benefits, labor relations, employee discipline and control and occupational health and safety. HRM practices refer to traditional personnel activities including those functions.⁹

4.6.1. Human Resource Planning

There are 3 types of planning. Strategic, Tactical or Operational and Human Resources Planning. Strategic planning is the process of setting objectives and deciding on the actions to achieve them. Tactical or operational planning deals with the normal growth of current operations, as well as with any specific problems that might disrupt the pace of planned, normal growth.¹⁰

Human resources planning (HRP), sometimes referred to as work force planning or personnel planning, has been defined as the process of “getting the right number of qualified people into the right job at the right time.” Put another way, HRP is “the system of matching the supply of people---internally (existing employees)---and externally (those to be hired or searched for)--- with the openings the organization expects to have over a given time frame.” The Tennessee Valley Authority (TVA) defines the HRP process as “the systematic assessment of future HR needs and the determination of the actions required to meet those needs.” As the TVA’s definition indicates, the first challenge of HRP is to translate the organization’s plans and objectives into a timed schedule of employee requirements. Once the employee requirements have been determined, HRP must devise plans for securing the necessary employees. Basically, all organizations engage in human resource planning either formally or informally. Some organizations do a good job and others a poor job. The long – term success of any organization ultimately depends on having the right people in the right jobs at the right time. Organization objectives and the strategies for achieving those objectives are meaningful only when people with the appropriate

talents, skill, and desire are available to carry out those strategies. Poor human resources planning can also cause substantial problems in the short term.¹¹

4.6.2. Job Analysis and Job Design

Sound human resource management practice dictates that through, competent job analyses always is done, for they provide a deeper understanding of the behavioral requirements of jobs.¹²

Job analysis is “the process of determining and reporting pertinent information relating to the nature of a specific job. It is the determination of the tasks which comprise the job and of the skills, knowledge, abilities, and responsibilities required of the holder for successful job performance.” Put another way, job analysis is the process of determining, through observation and study, the pertinent information relating to the nature of a specific job.

Job analysis serves as the cornerstone of all human resource functions. Jobs must be analyzed before many of the other human resource functions can be performed. For example, effective recruitment is not possible unless the recruiter knows and communicates the requirements of the job. Similarly, it is impossible to design basic wage systems without having clearly defined jobs.

4.6.3. Job Description

Job description is a written statement of what the jobholder does, how it is done, and why it is done. It should accurately portray job content, environment and conditions of employment. A common format for a job description includes the job title, the duties to be performed, and the distinguishing characteristics of the job, environmental conditions and the authority and responsibilities of the jobholder.¹³

Job description is a written summary of the duties, tasks, and responsibilities associated with a job. It explains what the job is and what the duties, responsibilities and general working conditions are. The first step in job analysis is to determine what jobs are performed in the enterprise. This is done by a written job description. The first part of a job description states the job title, the department in which the job is located, and the supervisor to whom the applicant would report. The second part briefly describes the job. The third area describes what those functions are.¹⁴ In case

of recruitment, selection and appraisal, job description acts as an important resource for (i) describing the job to potential candidates; (ii) guiding newly hired employees in what they are expected to do; and (iii) providing a point of comparison in appraising whether the activities of the incumbent are familiar with stated duties.¹⁵

4.6.4. Job specification

The job specification states the minimum acceptable qualifications that the incumbent must possess to perform the job successfully. Based on the information acquired through job analysis, the job specification identifies the knowledge, skills, education, experience, certification and abilities needed to do the job effectively. Individuals possessing the personal characteristics identified in the job specification should perform the job more effectively than those lacking these personal characteristics. The job specification, therefore, is an important tool in the selection process, for it keeps the selection's attention on the list of qualifications necessary for an incumbent to perform the job and assists in determining whether candidates are essentially qualified.¹⁶

Job specification concentrates on the characteristics needed to perform a job successfully. It describes the qualifications that the incumbent must possess to perform the job. Human resource professionals classify qualifications into knowledge, skills, training, experience, specific work skills, mental or physical abilities, and personal abilities.¹⁷ The job specification is an important tool in the selection process because it keeps the selector's attention on the list of qualifications necessary for an incumbent to perform the job and assists in determining whether candidates are qualified or not.¹⁸

4.6.5. Job evaluation

In addition to providing data for job descriptions and specifications, job analysis is also valuable in providing the information that makes compensation of jobs possible. If an organization is to have an equitable compensation program, jobs that have similar demands in terms of skills, knowledge, and abilities should be placed in common compensation groups. Job evaluation contributes toward that end by specifying the relative value of each job in the organization. There are four basic methods of job evaluation currently in use: ordering, classification, and factor comparison and point method. Let's review each of these.¹⁹

4.6.6. Recruitment

Organizational effectiveness depends mostly on the effectiveness of its employees. Without a set of qualified labor force, an organization cannot perform its tasks properly. For this reason, the recruitment of human resources is an essential personnel function. Recruitment involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. Recruiting is the process of attracting qualified persons to apply for the jobs that are open. The process begins with new recruits are sought and ends when their applications are submitted. Recruitment is so important to the wellbeing of an organization.

The magnitude of an organization's recruiting effort and the methods to be used in that recruiting effort are determined from the personnel planning process and the recruitment of the specific jobs that are to be filled. Public and private employment agencies, union hiring halls, advertisement in newspapers and professional journals, and colleges and universities are among the sources from which organizations draw applicants²⁰.

Human resources are the most important assets of an organization. It is with people that quality performance begins and ends. Recruitment often represents the first contact that a company has with potential employees.⁵¹ A well-planned and well-managed recruiting effort will result in high quality applicants, where as a haphazard and piece meal effort will result in mediocre ones. Recruitment should inform qualified individuals about employment opportunities, creates a positive image of company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates, so that they will apply for the available positions.

Once management has determined an organization's staffing requirements, the recruitment process begins. The first decision made is whether the company's elects to recruit from internal or external sources, its recruitment activities must be designed and implemented in a manner consistent with all relevant laws and regulations. Normally, firms recruit both internally and externally.

4.6.7. Selection

Once a pool of suitable applicants is created through recruiting, the process of selecting applicants begins. Personnel selection is the process of choosing qualified individuals who are available to fill positions in an organization. In the ideal personnel situation, selection involves choosing the best applicant to fill a position. After the position opens, the personnel manager reviews the available, qualified applicants and fills the position from that pool. The selection process involves a “best guess” process of determining that an individual probably can do job and will be successful on the job.

There is no fail-safe method of determining the best person to fill any position. Many subjective factors are involved in the selection process because there is no perfect test or gauge of applicants. But there are objective techniques available which increase the validity of the process. The selection process is perhaps, the heart of an organization’s human resource program. If the selection process is well administered, the employee will be able to achieve personal career goals and the organization will benefit from a productive, satisfied employee. Research has shown that valid selection tests are very useful in employee selection and implementing an effective staffing process is positively correlated with organizational performance²¹.

4.6.8. Training and Development

Every organization needs to have well-trained and experienced people to perform the activities that have to be done. According to Lloyd L. Byars and Lesile W. Rue²², “Training is a learning process that involves the acquisition of skills, concepts, rules or attitude to increase the performance of employees”. In HRM, training usually refers to teaching operational or technical employees how to do the job for which they were hired²³. Training is continual process of helping employees perform at a high level from the first day they start to work. Training is designed to improve a person’s skills to do the current job. Whether it occurs at the place of work or at a special training facility, training should always be supervised by experts in the educational process²⁴.

The aim of training is to improve job performance by extending knowledge, improving skills and modifying attitudes, so that individuals can work in the most economical, efficient and satisfactory way. It can no longer be taken for granted that employees will arrive at work with all the requisite skills. The most knowledgeable

and skilled worker still requires training to fit into the organization and a valuable contributor to the team²⁵.

4.6.9. Performance Appraisal

Performance appraisal is a process of evaluating the behavior of employees in the workplace, normally including both the quantitative and qualitative aspects of job performance²⁶. Performance appraisal is a formal assessment of how well employees are doing their jobs, then communicate the result of the assessment to the employees²⁷. Performance appraisal is a process that involves determining and communicating to an employee how he or she is performing the job and, ideally, establishing a plan of improvement²⁸. When properly conducted, performance appraisals not only let the employee know how well he or she is performing, but should also influence the employee's future level of efforts and task direction. Performance appraisal is one of the basic personnel functions; it is also called performance review, employee evaluation, performance evaluation, employee appraisal, merit rating and personnel rating. An effective performance appraisal can be helpful when developing a strategic human resource management system by providing (1) an effective criterion for validation of selection methods, (2) benchmarks for the needs assessment and evaluation of training and (3) valid information for performance based compensation²⁹.

4.6.10. Promotions, Transfers, Demotions and Separations

The movement of personnel within an organization-their promotion, transfer, demotion and separation is a major aspect of human resource management. Whom to promote and whom to fire are the most difficult, important and complex decisions, a manager has to execute.

- **Promotions:** A promotion is an advancement granted to an employee to a higher position, greater responsibility, or more prestige. An important aspect of promotion is that it results in an increased salary or rate of pay. A promotion may involve moving an employee to a more skilled job within the same basic job classification. Two basic factors affect promotion-seniority and ability. Labor unions usually believe that seniority should be the basis of promotion. On the other hand, management usually believes that ability should be the key factor in making promotions.

- **Transfer:** Transfer is the movement of an employee to another job at about the same pay and on the same level in the organization. The work done by the employee may change with a transfer. However, there is no significant change in responsibility. Employee transfer may be of various types, including shift transfers, production transfers and remedial transfers.
- **Demotion:** Demotion is the opposite to promotion. The movement of an employee to a lower job is called demotion.
- **Separation:** Separation is the ending of the employment relationship. One form of separation is quitting, an employee's voluntary leaving of a job. Retirement is a form of separation. So too are layoffs, separation caused by the employer's lack of work, which may become permanent. A discharge or termination is a permanent separation initiated by employer, usually for cause, such as absenteeism or poor job performance.

4.6.11. Compensation and Benefits

Compensation is a broad term pertaining to the financial rewards received by persons through their employment relationship with an organization. Generally, speaking, compensation is financial in nature because a monetary outlay is made by the employer. Such monetary outlays may be immediate or deferred. An employee's weekly or monthly pay is an example of an immediate payment, whereas a pension, profit sharing or bonus plan typifies a deferred payment³⁰. Employees work for compensation, the money or benefits or both for which an employee exchanges work. One of the traditional personnel functions is determining employees compensation. In the modern organization, with a variety of costly employee benefit programs and structured pay scales, the compensation task is even more difficult and challenging for a personnel specialist. Employee's compensation affects their productivity and their tendency to work with the organization. Compensation is of great importance. Employee used for income and their desire to be fairly treated by the organization make developing the compensation program all the more important for the personnel department.

A substantial number of research has been developed and examined the impact of incentive compensation on firm performance and a good compensation system attracts more and better candidates and retain essential employees for longer periods of time³¹.

Another fast-rising requirement is a family-friendly environment which includes benefits like daycare, flextime, spousal support, job sharing, telecommunicating opportunities. People will perform well and produce more in a rewarding and enjoyable workplace in which they feel comfortable³².

Organizations have many objectives in designing their compensation systems. The personnel being specialist must keep in mind the goals of the system and what the organization needs to accomplish to obtain these goals. A business's compensation system has three main purposes: attracting qualified employees, retaining those employees and motivating higher levels of performance from them. A firm achieves each of these goals through the various aspects of the compensation system. A compensation system includes base pay, incentives and benefits. The types of compensation can be categorized as follows:

1. Wages and Salary.
2. Incentive Programs.
3. Employee Benefits Programs.
4. Perquisites.
5. Industrial Relation

The term 'Industrial Relations' states the relations among the workers, the employers and the state that relates to industrial work. Primarily the relation is between the worker and the employer but such relations invariably involves the participation of the state. It maintains a climate of mutual trust and confidence between management and the unions so that it results in industrial harmony whereby productivity is maximized. A company's relationship with its union can be critical to its survival, and the better its relationships are the more likely it is to ever gain a competitive advantage³³. Industrial relation is attentively known as labor-management relation which usually refers to relationship between employees or their organizations and their employer or management. Labor-management relation activities promote harmonious relationships among managers and employees. The relationship with unions,

including collective bargaining and contract administration, is the most visible aspect of employee relations³⁴. For some managers, employees' relation means reducing manager and employees' hostilities or at least keeping employee dissatisfaction to a tolerable extent.

For others, it means designing and managing human resource activities to ensure fair and equitable treatment of all employees. Industrial relation includes job security provisions, grievance handling procedures, provisions for welfare facilities, health and safety measures to reduce accidents and health hazards and to promote the physical and mental health of employees³⁵.

Labor and management are the two vital elements in industrial life. Under the capitalist system of economy, their interests are opposing but may be complementary too. Industry cannot survive if there persists a hostile attitude between the two parties. Some countries in the capitalist world, labor and management consider each other as equal partner in their race for higher productivity, higher profitability and higher wages each of which are inter-related³⁶. The objectives of sound and healthy labor-management relation are: (i) to secure great amount of work at the lowest cost and the minimum of friction and unrest; (ii) to gain knowledge about the problems involved in the conflict of interests and the ways of reconciling them; (iii) to introduce fair dealing and establishment of good working conditions; (iv) to attain highest possible level of mutual understanding and good will in the process of production and trade; (v) to ensure industrial peace achieving through mutual confidence and a sense of interdependence³⁷.

4.6.12. Welfare Facilities

Welfare facilities mean those services, facilities and amenities which may be provided outside or in the vicinity of undertakings to enable the persons employed therein to perform their work in healthy and congenial surroundings³⁸. In most countries, government usually takes initiative to provide various welfare facilities in the general interest of workers' community. Welfare facilities have been receiving vital importance to maintain harmonious industrial relations. It is the responsibility of an organization to look after the welfare of its human resources. Welfare facilities are one of the most important ingredients of motivation. Human resource management makes systematic efforts for providing maximum possible welfare benefits to the human resources of an organization with a view to keeping them motivated. Welfare

facilities like medical allowance, housing, benevolent fund, gratuity, group insurance, transport facilities, food subsidy, children's education facility, family pension etc. are the factors that can help the development of human resources. The cost of these facilities is not small. Although many firms have such welfare facilities, the number and extent varies with the size with the company; even small firms with less than a hundred employees often have rather broad welfare programs.

4.6.13. Physical Work Environment

Good and healthy physical environment is a prerequisite for every organization. Maintenance of hygienic environment within an organization is important both for the employees and for the organization. Adequate lighting, absence of disturbing noise, adequate ventilation, adequate number of bathrooms are the important components of good physical environment. Every organization has to maintain healthy physical work environment because, it affects the physical and mental health of employees. Radiation, dust, excess heating are the main causes of various health-related diseases of employees. The physical work environment, which includes factors such as temperature, humidity, noise, light, color and ventilation have an impact on the design of jobs. Research studies show that adverse physical environment has a negative effect on employees' performance, but the degree of influence varies from individual to individual³⁹.

4.6.14. Workers' Participation in Management

Workers' participation in management can be defined as the most significant modes of resolving industrial conflicts and encouraging among workers, a sense of belongingness to their establishments. It is an extension of the political process to work place relations. Participation is the degree of influence that an individual has on the process of organizational decision making and on dimensions related to the variety of subjects discussed and about which decisions is made⁴⁰. This influence is the product of an individual's active participation in the process. Participation can enhance quality, so it can boost productivity. Most researchers found that employee participation positively influences performance and increases the satisfaction and productivity of employees. Results also indicate that profit-sharing programs are more effective when combined with employees' participation in management. Thus, employees' participative working systems enhance employees' motivation as well as their ability to influence the quality and flow of work. The main idea of workers'

participation in the management is to increase employee's influence in the management by giving due recognition to human element in the organization. The concept of workers' participation is an attempt on the part of the employer to build his employees into a team, which works towards the realization of common objectives⁴¹.

Workers' participation in decisions usually takes one of the two forms: the ascending or the descending form. The ascending form of workers participation means the involvement of workers in decisions through their representatives mainly in the institutionalized forums consisting of the representatives of employer and workers. On the other hand, the descending form of workers participation means the direct involvement of workers in decision making, individually or in small groups, generally at the working place or shop-floor level⁴².

Participation puts a man's job in a new light. He sees things differently vis-a-vis management. A competitive relation tends to shift toward a cooperative one. If he is consulted, he becomes aware of a mutual interdependence. Participation brings such awareness perhaps because it results in modifications of management's proposals which accrue to the benefit of both, making the worker more willing to match concession from management. A good number of researches point out that participation of employees in decision-making that affects them has a much higher chance of acceptance by employees and greater chance of success in implement action leading to high morale of employees. In recent times, participative management has come to be viewed more as a positive tool for improving organizational functioning. The involvement of people in decision-making not only makes them feel more satisfied, but the improved information and problem-solving capability resulting from participative process has been found to be more productive and effective⁴³.

4.6.15. Employee Health and Safety

Providing health and safety for employees is an important function in managing human resources. It is shared by all management personnel, especially as it concerns safety within the individual departments. But it is the personnel department that must take the initiative and implement a health and safety program for the business. Health hazards are those aspects of the work environment which slowly and cumulatively lead to deterioration of an employee's health. Typical causes include physical and biological hazards, toxic and cancer-causing dusts and chemicals, and stressful working conditions. Safety hazards are those aspects of the work environment with

the potential of immediate nature and sometimes creates violent harm to an employee⁴⁴.

Totally safe working conditions are impossible to provide, so employee safety is a condition involving relative freedom from danger or injury. The major causes of accidents and illnesses are the job itself, the working conditions, and the employees. Accidents and illnesses are not evenly distributed among jobs. The cause of accident can be generally classified as either human or environmental. Human causes are directly attributable to human error brought about by carelessness, intoxication, daydreaming, and inability to do the job and other human deficiencies. On the other hand, environmental causes are attributable to the working place and include the tools, equipment, physical plant and general working environment⁴⁵. Employees facing serious health and safety dangers include firefighters, miners, construction and transportation workers, roofing and sheet metal workers, vehicle manufacturers and wood workers, and blue collar and first-line supervisors in manufacturing and agriculture⁴⁶. Much industrial work is inherently hazardous because of the extensive use of high-speed and noisy machinery, production processes requiring high temperatures, an increasing reliance on sophisticated chemical compounds, and the nature of such work as underground and undersea tunneling, drilling and mining. Accidents, injuries, and illness are found to occur under these circumstances⁴⁷. Minimizing them has become a major national priority in recent years. Education, skill training, utilizing engineering methods, providing protective equipment and regulation enforcement can be introduced as preventive measures. It is actually more important today for organizations to pay close attention to the health and well-being of all their workers.

4.6.16. Grievance Handling

A grievance is a formal dispute between an employee and management on the conditions of employment. In other words, a grievance is a complaint expressed in written or orally on a company related matter. Virtually, grievance is an employee complaint about wages, hours, working conditions, or disciplinary action for which the collective bargaining agreement provides a procedure to resolve it⁴⁸. The procedure both assures the just resolution of employees' complaints and identifies recurrent problems in a work place. The grievance process is a mechanism for employees to voice their disagreement with the way the contract is enforced. Most of

what is in a contract concerns how management will treat employees. When employees feel that they have not been treated fairly under the contract, they file a grievance to correct the problem. Unions want a well defined procedure for handling the day-to-day conflicts between management and workers. If the employees are not satisfied with the grievance handling procedure, then it creates various problems like employees' unrest, increased turnover, increased absenteeism, decreased production etc. Grievance arises because of ; (i) "Differing interpretations of the contract by employees, stewards, and management; (ii) violation of a contract provision; (iii) Violation of law; (iv) a violation of work procedures or other precedents; or (v) perceived unfair treatment of an employee by management"⁴⁹. The rate of grievance may increase when employees are dissatisfied or frustrated on their jobs or they resent supervisory style or because the union is using grievances as a tactic against management.

An employee starts the grievance process by taking a complaint to the immediate superior. Usually the grievance is resolved at this stage. If the employee thinks that he or she is being mistreated, the grievance can be applied to the next level. A union official may help an aggrieved employee present his or her case. If the manager's decision is also unsatisfactory to the employee, additional appeals to successively higher levels are made, until finally all in –company steps are exhausted. The final step is to submit the grievance to binding arbitration. An arbitrator is a labor-law expert who is paid jointly by the union and management. The arbitrator studies the contract, hears both sides of the case, and renders a decision that must be obeyed by both the parties⁵⁰.

4.6.17. Morale

Morale is the state of motivational drives through which the individual or group members experience confidence in his ability to achieve goals and to cope with future challenges. It is an intriguing variable because it is well known that people will respond according to their general emotional state of readiness. Morale appears both as an individual and as a group phenomenon. Research often attempts to secure measurements of group morale by measuring the individual members of the group. Morale is the sum of satisfactions which the individual or group members experience because of his membership and involvement in an organization. It is the consensus

exhibited by a group in pursuit of group goals⁵¹. These definitions suggest that morale may range from a passive complacency to an eager desire for goal-directed activity.

4.6.18. Motivation

Motivation is an individual's inner force that causes him or her to behave in a way that ensures the accomplishment of some goals. In other words, motivation explains why people behave the way they do. It is a process of getting the needs of the people realized to induce them to work for the accomplishment of organization objectives. Actually, motivation is the willingness to do something and is conditioned by this action's ability to satisfy some need for the individual. Motivating employees is not an easy task. Motivation is influenced by such factors as job satisfaction, financial incentives, nature of supervision and a host of others. It is now widely accepted that unless employees are motivated, efficiency and productivity of an organization will be adversely affected. Motivation is now widely constructed as an acceptable and respectable surrogate and enthusing human beings in organizations to pull their full weight in carrying out their mission. It implies the ability to imbue them with a sense of commitment and dedication to their goals. Motivation is important because of its significance as a determinant of performance and its intangible character⁵².

Motivation is the drive that energizes, sustains, and directs a person's behavior. Motivation derives from perceived relationships between behaviors and the fulfillment of values or needs⁵³. Motivation interacts with ability to affect individual work behavior. It cannot be measured, only inferred by observing behavior; it can fluctuate among individuals and over time in the same individual. The motivation process begins with needs or a deficiency. In response to this needs the worker searches for ways to satisfy it, such as working harder to try to earn a raise or seeking a new job. If the workers' hard work results in a pay raise, he usually feels good and will continue to work hard. The incentives of motivation are of two types: financial and non-financial. Financial incentives include high wages and salaries, bonus, profit distribution, prize, overtime benefits etc. Non-financial incentives are promotion, job security, recognition of work, good supervision, friendly behavior, participation in management etc. In the motivation process, achievement of the objective satisfies the need and reduces the motive. When an objective is achieved, balance is restored. However, other needs arise that can be satisfied through the same sequence of events⁵⁴.

4.6.19. Job Satisfaction

Job satisfaction can be defined as the pleasurable one's emotional state resulting from the perception of one's job as fulfilling important job values, providing these values are compatible with one's needs. Job satisfaction is an individual's general attitude which may be either positive or negative, about the job; usually a function of the difference between what a person wants from a job and what he or she obtains from it⁵⁵. Briefly, it is a pleasurable or positive emotional reaction to a person's job experiences. Job satisfaction is an attitude that reflects the extent to which an individual is gratified by or fulfilled in his or her work. A good number of researches conducted on job satisfaction has addressed that personal factors such as an individual's need and aspirations determine this attitude, along with group and organizational factors such as relationships with co-workers, supervisors and working conditions, work policies, and compensation⁵⁶. Philip Apple White⁵⁷, has enumerated the five major components of job satisfaction which are: (1) attitude towards work group, (2) general working conditions, (3) attitude towards company, (4) monetary benefits and (5) attitude toward supervision. Job satisfaction is a function of the perceived relationship between what one expects and achieves from one's job and how much importance or values one attributes to it. Job satisfaction of an employee is dependent on many interrelated factors. The importance of the various factors, however, changes from one situation to another.

Job satisfaction of the employees working in different occupations is very crucial because of the fact that their performance depends on their job satisfaction to a great extent. A satisfied employee exhibits better performance and more importantly, is likely to speak positive about the organization. A satisfied employee also tends to be absent less often, to make positive contributions, and to stay with the organization. In contrast, a dissatisfied employee may be absent more often, may experience stress that disrupt co-workers, and may be continually looking for another job. Job satisfaction influences employee morale, their commitment and their attitude towards organization. Job satisfaction necessarily leads to higher levels of performance. For many years, managers generally have believed that a satisfied worker is necessarily a good worker. In other words, if management could keep all workers happy, good performance would automatically follow⁵⁸.

4.6.20. Trade Unions

Trade unions are long-term or permanent associations of employees, formed and maintained for the specific purpose of securing concessions from employers by bargaining with them and policing and enforcing such bargains. In other words, trade unions are association of workers and are formed with the intention of protecting the workers against exploitation by the employer and also to improve the conditions of workers. The trade union movement had emerged as a result of the growing complexities of economic structure, growth of class-consciousness and attainment of common objectives among the working class population⁵⁹. Webb defined trade union as “A continues association of wage earners for the purpose of maintaining or improving the conditions of their working lives”. Trade unions are popularly known as workers’ organizations formed for the purpose of safeguarding their interest. A strong and productive role of trade union can influence management to secure justice to the workers. Trade unions are political entities. Unions are sometimes used as agencies for gaining independence or political power. The positive role of trade union can make an industry profitable one. Because trade union leaders have the ability to motivate workers in attaining organizational goals, so cooperative role of trade union is inevitable for the existence of an organization.

4.6.21. Absenteeism

Absenteeism is absence of a worker when he is required to work in a shift. Absenteeism occurs when an individual does not show up for work. Absenteeism is the total manshifts lost because of absence as a percentage of the total number of manshifts scheduled to work. Absenteeism is a regular phenomenon in any industrial establishment. It has a greater propensity to influence the output and has a significant impact on industrial relations. Frequent absenteeism is a serious problem for any industrial undertaking. High rate of labor absenteeism has an adverse impact on discipline, productivity, efficiency and stability of the organization. Absenteeism may be authorized or unauthorized. While authorized absence may not cause any serious problem, unauthorized absence causes dislocation of work and other adverse effects to the organization. When an employee is absent, his or her work does not get done at all or a substitute must be hired to do it. In either case, the quantity or quality of actual output is likely to suffer. The important concern of organizations is to minimize unauthorized absenteeism and reduce legitimate absence as much as possible. If

absenteeism is not controlled by the management, it may pose a serious threat to the organization. The main causes of absenteeism are illness, family trouble, rural attachment of workers, lack of commitment, unfavorable work environment etc. High absenteeism may be a symptom of other problems as well, such as job dissatisfaction and low morale⁶⁰.

4.6.22. Productivity

Productivity is concerned with the overall effectiveness and efficiency of getting things done in time accurately. It means making more from what you have and working smarter than harder.¹¹⁹ Productivity is the efficiency with which outputs are produced and the ratio of output to inputs. Actually output is the result of the combined input of a variety of factors, e.g., materials, machines, labor, capital and management. Productivity designates how efficiently a business uses its resources⁶¹. Thus, productivity is the power to produce and is related to better living standards, growth of the industry and the achievement of happiness of human being.

Productivity may be represented as the ratio of output and input of production or ratio of return and input or it may be the ratio of gross income and gross expenditure. Higher productivity increases production and reduces cost of production per unit and therefore, reduces selling price and increases profitability of the industry. To measure actual factor productivity or overall productivity is a difficult task. Because, productivity of one factor may be affected by the productivity of another factors. Suppose quality of material (like defect tools and machinery) may affect the material productivity. Labor productivity and above all, overall productivity.

4.7. Human Resource Management Practices in Bangladesh

Bangladesh is a densely populated country with natural resources. The country is very rich in human resource but very low in its development. Bangladesh has vast majority of unskilled manpower. So efforts should be taken to develop human resource along with generating productive employment and self-employment opportunities. It is necessary not only to accelerate the pace of development but also to survive in a competitive market economy. For overall economic growth, human quality needs improvements.

Human resource management is a process consisting of functions such as procuring people, accommodating them, preparing them, utilizing them, activating them and

retaining them. In Bangladesh human resource management is a neglected area in management, which is frequently given a back seat in the organization compared to production, marketing and finance. The concept of human resource management is not yet fully understood in proper perspective by many organizations of our country. In fact, both at national and enterprises level, there is human resources development plans, which comprehensively encompass all efforts in developing knowledge, skill, physical ability and capacity for hard work, discipline, work motivation and will to respond to opportunities⁶².

At the enterprises level in Bangladesh, the practice of human resource management is frustrating. At the public enterprise level there is some sort of personnel policy, which includes recruitment and selection, promotion, training, compensation and motivation policies. It has been observed that the development of human resources in this sector has been adversely affected by defective recruitment and selection policy, insufficient and ineffective training policy and improper compensation policy⁶³. Human resource management activities of public enterprises in Bangladesh have been and are still influenced by the socio-politico-economic environment. Political instability in the country, policies of subsequent governments, military intervention in politics, type of economic policies pursued and philosophy behind them, nature of trade union leadership and extent of their commitment to the industrial life have significantly molded the HRM activities in the public enterprises of Bangladesh⁶⁴.

Human resource management is the gatekeeper to track back the organization into professional line when consciously or unconsciously. It operates in a non-professional manner. Now-a-days, it is a distinctive approach to employment management which seeks to achieve competitive advantage through strategic deployment of highly committed and capable workforce using an array of cultural, structural and personnel techniques⁶⁵. But in fact, human resource management is not considered important as we think it should be in our country. Many human resources managers are working as common service manager instead of taking role in the strategic plan and policy of the company. As a result, the company works in a non-professional way and at one stage it becomes non-existent. The wrong placement of employees jeopardizes the smooth and effective operation of the organization. The conceptual idea of human resource management is also absent among some senior officials of the company including some chief executives officer. Many industries of Bangladesh have been because of

destructive role of trade unions. Trade union leaders are given enormous personal advantages unlawfully to keep the peace in industries. As a result, these union leaders become greedier and take the wheel of administration in their hand. On the other hand, some dishonest and greedy executives keep their hand with those so-called corrupt trade union leaders to grave their personal gain thus these industries become sick. Bad personnel management and non-professional attitude of the managers are also responsible for this kind of industrial sickness. In some organizations the top team of management does not fully understand the importance and implication of human resource management. In some organizations the personnel manager does not have adequate skill and professional expertise to command and respect of other functional areas. For various reasons the job of human resource manager has become highly challenging. And naturally high caliber people with positive and creative attitude are needed to discharge the responsibilities of this job.

The picture of job market reveals that a huge number of educated youth are not getting job, but appropriate personnel for specific jobs are scarce to find. The overall situation regarding management vacuum in the country has been observed that a large number of persons carrying out management roles in Bangladesh have no formal training in management⁶⁶. It has also been observed that Bangladesh suffers from the shortage of competent managerial talent. This incompetence is more due to absence of training but not due to the absence of formal education. In Bangladesh present literacy rate is still low and the quality of education is not up to the mark. Planned investment in human capital is still absent. Heavy investment in human capital builds a strong reserve of trained and skilled personnel who can be utilized for development of the country.

4.8. Some key Terms of Insurance

4.8.1. Insurance: The definition of insurance can be made from two points: (i) Functional Definition and, (ii) Contractual Definition.

- **Functional Definition:** Insurance is a co-operative device to spread the loss caused by a particular risk over a number of persons, who are exposed to it and who agree to insure themselves against the risk. Thus, the insurance is (a) a co-operative device to spread the risk; (b) the system to spread the risk over a number of persons who are insured against the risk; (c) the principle to

share the loss of each member of the society on the basis of probability of loss to their risk; and (d) the method to provide security against losses to the insured.

- **Contractual Definition:** Insurance has been defined to be that in which a sum of money as a premium is paid in consideration of the insurers incurring the risk of paying a large sum upon a given contingency. The insurance, thus, is a contract whereby (a) certain sum, called premium, is charged in consideration, (b) against the said consideration, a large sum is guaranteed to be paid by the insurer who received the premium, (c) the payment will be made in a certain definite sum, i.e., the loss or the policy amount whichever may be, and (d) the payment is made only upon a contingency. More specific definition can be given as follows-Insurance may be defined as a consisting one party (the insurer) agrees to pay to the other party (the insured) or his beneficiary, a certain sum upon a given contingency (the risk) against which insurance is sought.⁶⁷

4.8.2. Insured: Those who care for making secure their future with respect to their lives and properties propose transfer of risks to the insurer by paying an amount popularly known as premium being the consideration as proportionate to the risks transferred. They are known as insured.

4.8.3. Insurer: The pooling of risks is done by a specialized organization called the insurer. The insurer compensates the loss sustained by any insurer on account of occurrence of risk insured.

4.8.4. Reinsurance: This means insurance of insurance. The original insurer gets the risk, assumed from the original insured (primary insured), covered (reinsured) with another insurer (known as reinsurer) for the same reason as the primary insured does. The primary insurer, here, infact becomes the insured (known as reinsured) and the person or body or company giving the protection becomes the insurer (known as reinsurer).

4.8.5. Reinsured: All these terms relate to or indicate or identify the insurer who primarily assumes the risk from the primary insured and then gets the same reinsured

according to need. When, therefore, an insurer reinsures the risk becomes known as reinsured original or primary insurer.

4.8.6. Retrocession: Means reinsurance of reinsurance. A reinsurer may like to get interest protected by further reinsurance and so on.

4.8.7. Retention: This refers to the amount of risk retained by the ceding company. The balance is usually reinsured. The amount of retention is basically dependent on the financial strength of refined figure of another term known as limit. Normally limit is a rough guide of the ceding company and depending on the quality and nature of the risk the ceding co. may decide to enhance or reduce the limit for the purpose of actual retention.

4.8.8. Line: A line is equivalent to retention, i.e., the amount retained by the ceding co. A reinsurance arrangement is usually expressed in terms of line meaning that if a ceding company has got a ten-line or twelve-line reinsurance arrangement (treaty) it can automatically cede or reinsure up to ten times or twelve times of the amount retained.

4.8.9. Primary Insured: This refers to the primary insured (assured) originally insuring the risk at the first instance. It is one of the parties to the insurance contract and not in the reinsurance contract.

4.8.10. Reciprocity: This is a widely used term in the transaction of the business of reinsurance, indicating a situation involving desire for the satisfaction of mutual interest. Normally, the direct insurers, at one time or the other, do transact reinsurance business also in addition to insurance business. When they cede reinsurance business as such to another company they also expect that at different times that company also would cede reinsurance business to them. This understanding of looking after each other's interest is expressed by the term "reciprocity".

4.8.11. Reinsurer: Meaning the person, body or company giving reinsurance cover. They protect the interest of the insurer in case of loss/damage of the property or

subject matter insured and for which the insurer is liable under the policy of insurance.⁶⁸

4.8.12. Kinds of Insurance: The insurance can be divided from two angles: first, from the business point of view and the second, from the risk point of view.

4.8.13. Business point of view: the insurance can be classified into three categories from business point of view: (i) Life Insurance, (ii) General Insurance, and (iii) Social Insurance.

- (i) **Life Insurance:** Life Insurance is different from other insurance in the sense that, here, the subject matter of insurance is life of human being. The insurer will pay the fixed amount of insurance at the time of death or at the expiry of certain period. At present, life insurance enjoys maximum scope because the life is the most important property of the society or an individual. Each and every person requires the insurance. This insurance provides protection to the family at the premature death or gives adequate amount at the old age when earning capacities are reduced. Under personal insurance a payment is made at the accident. The insurance is not only a protection but is a sort of investment because a certain sum is returnable to the insured at the death or at the expiry of a period. The Life Insurance Corporation of India wholly does the business of life insurance.
- (ii) **General Insurance:** the general insurance includes property insurance, liability insurance and other forms of insurance. Fire and marine insurances are strictly called property insurance. Motor, theft, fidelity and machine insurances include the extent of liability insurance to a certain extent. This strictest form of liability instance is fidelity insurance, whereby the insurer compensates the loss to the insured when is under the liability of payment to the third party.
- (iii) **Social Insurance:** The social insurance is to provide protection to the weaker section of the society who is unable to pay the premium for adequate insurance. Pension plans, disability benefits, unemployment benefits, sickness insurance and industrial insurance are the various forms of social insurance. With the increase of the socialistic ideas, the social insurance is an obligatory

duty of the nation. The government of a country must provide social insurance to its masses.

Risk Point of View: Insurance is divided into property liability and other form from high point of view:

a. Property Insurance: under the property insurance property of a person/persons are insured against a certain specified risk. The risk may be fire or marine perils, theft of property or goods, damage to property at accident.

(i) Marine Insurance: Marine insurance provides protection against loss of marine perils. The marine perils are collision with rock, or ship attacks by enemies, fire and capture by pirates, etc. these perils cause damage, destruction or disappearance of the ship and cargo and non-payment of freight. So, marine insurance ship (Hull), cargo and freight. Previously only certain nominal risks were insured but now the scope of marine insurance had been divided into two parts: (i) Ocean Marine Insurance and (ii) Inland Marine Insurance. The former insurers only the marine perils while the latter covers inland peril, which may arise with the delivery of cargo (goods) from the godown of the insured and may extend up to the receipt of the cargo by the buyer (importer) at godown.

(ii) Fire Insurance: Fire insurance covers risks of fire. In the absence of fire insurance, the fire waste will increase not only to the individual but to the society as well. With the help of fire insurance, the losses, arising due to fire are compensated and the society is not losing much. The individual is protected from such losses and property or business or industry will remain approximately in the same position in which it was before the loss. The fire insurance does not protect only losses but it provides certain consequential losses also. War risk, turmoil, riots, etc., can be insured under this insurance, too.

(iii) Miscellaneous Insurance: The property, goods, machine, furniture, automobile, valuable articles, etc., can be insured against the damage or destruction due to accident or disappearance due to theft. There are different forms of insurances for each type of the said property whereby not only property insurance exists but liability insurance and personal injuries are also insured.

b. Liability Insurance: The general insurance also includes liability insurance whereby the insured is liable to pay the damage of property or to compensate the loss of personal injury or death. This insurance is soon on the form of fidelity insurance, automobile insurance and machine insurance, etc.

c. Other Forms: Besides the property and liability insurances, there are certain other insurances, which are included under general insurance. The examples of such insurances are export-credit insurance, State employees insurance, etc., whereby the insurer guarantees to pay certain amount at the certain events. This insurance is extending rapidly these days.

4.8.14. Guarantee Insurance: The guarantee insurance covers the loss arising due to dishonestly, disappearance and disloyalty of the employers or second party. The party must be a party of the contract. Its failure causes loss to the first party. For example, in export insurance, the insurer will compensate⁶⁹ the loss at the failure of the importers to pay the amount of debt.

4.8.15. Premium: Insurance is as a contract between insurer and insured whereby insurer undertakes, in exchange for a fixed sum called premium, to pay the insured a fixed amount of money on the happening of a certain event. The general insurance companies earn premium from the direct underwriting and reinsurance business.

The premium income may be estimated as under:

$$V = \sum_{i=1}^n QiPi + \sum_{i=1}^n Ri$$

Where, V = Premium income

Q = Amount of ith types of risk undertaken in Tk.

P = Rate of premium per Tk. of ith types of risks.

R = Balance of premium income due to reinsurance of ith types of insurance.

4.8.16. Gross Premium: Gross premium is the main revenue source of insurance business, which earned through direct underwriting. In other word, gross premium income has been defined as an amount received from the clients before deduction of reinsurance expenses and management expenses. Actually, gross premium is computed by deducting the amount of net reinsurance premium from sum of net premium and net reinsurance commission.

Gross Premium = (net Premium + Net Reinsurance Commission) – Net Reinsurance Premium.

Net Premium: Net premium is calculated by deducting the amount of net reinsurance ceded premium from sum of gross premium and net reinsurance Commission.

Net Premium = (Gross Premium + Net Reinsurance Premium) – Net Reinsurance Commission.

Reinsurance premium is such premium in which the original insurer has to earn from another insurer for the same insured subject matter. On the other hand, reinsurance ceded premium is such premium in which the original insurer has to give another insurer the same subject matter. So, net reinsurance premium is accounted by deducting the amount of reinsurance ceded premium from the amount of reinsurance premium.

Reinsurance commission is such commission in which the original insurer has to receive the particular amount from another insurer's particular reinsurance premium for the same insured subject matter. But, reinsurance ceded commission is such commission in which the original insurer has to provide the particular amount from another insurer's particular reinsurance premium for the same insured subject matter. So, net reinsurance ceded commission is calculated by subtracting the amount of reinsurance ceded commission from the amount of reinsurance commission.

4.8.17. Claims Settlement: In general insurance, the insurer compensates the clients only when loss is incurred. If the risk for which insurance coverage is taken, actually occurs and the client sustains loss or damage the insured has to submit his claim asking for compensation along with documentary evidences of the occurrence of loss or damage. The insurer examines these documents and gets the amount of loss and damage estimated by independent surveys and on the basis of surveyors' report the claim is settled.

4.8.18. Management Expenses: They particularly interest the government in the safety of promoters of insurance companies who do not plough-back to them financial benefits more than what they actually deserved for the services rendered. The insurance Act 1938 stipulated the proportion of gross premium obtained from each class of insurance business that could be spent for managing the affairs of

insurance business. Limitation of expenses of management in general insurance business is set by Rule 40 of the insurance Rule 1958.

4.8.19. Contribution to National Exchequer: The general insurance companies play a vital role in the contribution to national exchequer. The GOB receives benefits from these companies directly in two ways: (a) there is a payment of income tax; and (b) There is the payment of the share of profit which the GOB takes after to retain reasonable amount as revenue in various forms for meeting contingencies (in case of public sector) and GOB gets particular percentages of total dividend declared as government's share in the total paid up capital (in case of private sector).

4.8.20. Portfolio Management/Inflow-Outflow Statement: A business which deals with inflow of money and outflow of money in an organization is called Port-folio Management and which statement shows it is called Inflow-Outflow statement. For the purpose, a unit of general insurance company engaged in two types of operations: (a) there is continues creation if liabilities through the sale of policies; (b) there is continuous investment of premium income into assets to offset the liabilities. It has a continuous flow of excess of premium receipts over the management expenses and claim entertained. On the other hand, an investment also generates funds in the form of interest and dividends.

4.8.21. Policy Innovation: Innovation is a complex and integrated process that constitutes the conceptualization of a new idea to a solution of the problem and then-to-then actualization of a new item of economy or social value. It is the managed effort to develop new products or service or new uses for existing products or services that can help on enterprise to survive in the competition.

4.8.22. Composition of Assets: An insurance company has different types of assets ranging from non-earning assets like cash, accounts receivable, stamps in hand and stationary stock to earning assets like government securities, shares, debentures, bonds, loans, fixed deposits and short-term deposits with the banks.

4.8.23. Investment Pattern: The investment pattern of general insurance business in Bangladesh is divided in two categories. Open market investments and other direct investments. Open market investments include Government securities, bonds, shares

and debentures while other direct investments are inclusive of bridge finance, mortgage loan, real estate and deposit with schedule banks etc.

4.8.24. Risk: There is no single definition of risk. Economists, behavioral scientists, risk theorists, statisticians, and actuaries each have their own concept of risk. However, risk traditionally has been defined in terms of uncertainty. Based on this concept, risk is defined here as uncertainty concerning the occurrence of a loss. The risk of lung cancer for smokers is present because uncertainty is present. The risk of flunking a college course is present because uncertainty is present.

Although risk is defined as uncertainty in this text, employees in the insurance industry often use the term risk to identify the property or life being insured. Thus, in the insurance industry, it is common to hear statements such as “that driver is a poor risk” or “that building is an unacceptable risk.”

Finally, when risk is defined as uncertainty, some authors make a careful distinction between objective risk and subjective risk.⁷⁰

In insurance terminology risk refers to pronable disadvantageous, undesirable or unprofitable outcome of a fortuitous event, an event that is not desired, but nevertheless is taking place. Basically, insurance is a protection against the consequences of ‘risk’. The term ‘risk’ may be defined as ‘uncertainty regarding a loss’. The term is to be distinguished from ‘chance’. The latter refers to the probable, desirable or profitable consequence of a fortuitous event. It is customary to speak of a ‘chance’ of making a profit and of a ‘risk’ of losing one’s capital. Both these concepts are expressed in a single term ‘probability’ which is a mathematical term used to measure the occurrence of a fortuitous event. Probability occurs between ‘certainty’ and ‘impossibility’. The problem of ‘risk’ is economic and commercial activities are dealt with in four (4) different ways: acceptance of risks, minimization of risks, spreading of risks and insurance. It is important to bear in mind that not all risks are insurable. A distinction between a risk of trade and a trade risk must be drawn. A risk of trade is the risk of loss by a specified fortuitous event, e.g., fire, burglary, etc., the incidence and frequency of which may be assessed from past experience. A trade risk is a risk of loss inherent in the trade itself, such as loss of profits as a result of changes in fashions or higher taxation or the operation of similar social economic or political

factors. Whereas risk of trade is insurable, cover is not available for a majority of trade risks. It has been already mentioned that, the rate of premium for any risk is determined on the basis of past loss experience. To arrive at this rate it is necessary to give a mathematical value to the risks. For example, if the accident experience of a large number of motorcars is examined over a period of, say, the results will indicate the sum total of the losses resulting from damage to the vehicles. If this amount of loss is expressed as a percentage of the total value of motorcars examined we are in a position to fix 'the mathematical value' of risk. This may be expressed in the formula:

$$\frac{L}{V} \times 100$$

(L refers to the sum total of the losses and V refers to the total values).

This mathematical value is determined by examining a large number of cases the better will be the ability to forecast the future losses. This is the 'law of large numbers'. It is also called the 'law of average' or the 'doctrine of probability'. This law emphasizes the vital importance of statistics in insurance operations.

4.8.25. Risk Management: Risk management is a process that identifies loss exposures faced by an organization and selects the most appropriate techniques for treating such exposures. Because the term "risk" is a ambiguous and has different meanings, many risk managers use the term "loss exposure" to identify potential losses. A loss exposure is any situation or circumstance in which a loss is possible, regardless of whether a loss occurs. Examples of loss exposures include manufacturing plants that may be damaged in an earthquake or flood, defective products that may result in lawsuits against the company, and the possible theft of company property because of inadequate security. in the past, risk managers generally considered only pure loss exposures faced by the firm,. However, newer forms of risk management are emerging that consider both pure and speculative loss exposure faced by the firm.⁷¹

Risk may also be classified as 'pure risks' and 'speculative risks'. Pure risks involve either a loss or no loss; speculative risks involve either gain or a loss. The risk of fire destroying goods in a factor is a pure risk whereas the risk of manufacturing and marketing a new product is a speculative risks which to be dealt with by the

entrepreneur according to business principles and commercial techniques. For example, a through market research before manufacturing a new product may be a good way of ensuring success of the venture. The term 'risk management' relates to the management function, which is concerned with the control of accidental or fortuitous losses in a business firm. In other words, it is management of 'pure' risks. So, risk management is the handling of risk for the purpose of finding and carrying out adequate of a systematic risk management process. The process of risk management involves the following steps:

- **Risk identification:** Identification of risks to which a business firm is exposed.
- **Risk analysis:** Analysis of these risks from the point of view of frequency and severity of the losses that risks may produce.
- **Risk evaluation/Risk assessment:** To identify and evaluate/assess the alternative methods available which would protect the risks.
- **Risk selection:** Selection of the best alternative method for a given risks.
- **Risk implementation:** Implementation of the selected method of protection.
- **The principal methods of risk management are:**
 - i. Loss prevention and reduction.
 - ii. Self-insurance.
 - iii. Transfer of risk to insurance companies, i.e., Purchase of insurance protection.
- **Steps in the risk management process:**

There are four steps in the risk management process:

 - i. Identify loss exposures.
 - ii. Analyze the loss exposures.
 - iii. Select appropriate techniques for treating the loss exposures.
 - iv. Implement and monitor the risk management program.⁷²

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CHAPTER FIVE

GENERAL INSURANCE IN BANGLADESH: AN OVERVIEW WITH SPECIAL REFERENCE TO SADHARAN BIMA CORPORATION

5.1. Prelude

Insurance is not a new business in Bangladesh. Almost a century back, during British rule in India, some insurance companies started transacting business, both life and general in Bangal. Insurance business gained momentum in East Pakistan during 1947 to 1971, when 49 insurance companies transacted both life and general insurance schemes. These companies were of various origins like British, Australian, Indian, West Pakistan and local. Ten insurance companies had their head offices in East Pakistan, 27 in West Pakistan, and rest elsewhere in the world. These were mostly limited liability companies. Some of these companies were specialized on dealing in a particular class of business, while others were composite companies that dealt in more than one class of business. However, the history and development of general insurance in Bangladesh before and after liberation is described as follows:

5.1.1. Pre-Liberation Period Scenario: The Pakistan government controlled insurance business through the Insurance Act, 1938 and all insurance companies were regulated through the Department of Insurance headed by the Controller of Insurance. After the partition of 1947, the insurance industry in Pakistan faced a great depression and disaster as well as the whole industry was on the verge of extinction. Before the partition as many as 300 National Companies and foreign companies were running their business in the subcontinent. But since the birth of Pakistan, majority of the companies closed their business, whereas, only a few companies run by the Muslims carried on with their business. But they had very little competence to tackle the complicated problems of a nascent state. At a later stage, when these companies found a greater scope for roaring insurance business, they again started their business in Pakistan. In 1948, of the total 76 insurance companies operating in Pakistan, only 8 were under the management of the Muslims¹. But insurance companies of both East and West Pakistan were worse-off in competition with the foreign companies for various reasons. In order to stabilize their financial position, the government took up distribution of all general insurance business relating to different government departments and autonomous organization amongst the companies enlisted as member

of Insurance Association of Pakistan². With a view to bringing discipline and customizing the insurance sector in the country, the government of Pakistan in 1952 established the Pakistan Insurance Corporation (PIC)³. The PIC started functioning from April, 1953. The PIC was entrusted with the functions of providing re-insurance facilities in the country, assisting the promotion of new insurance companies and giving technical advice and administering the National Co-insurance Scheme. The central government held 51 percent of its share capital as well as the insurance companies and the general public paid the rest 49 percent⁴. The Corporation was empowered to administering life and general as well as other non-life insurance business in Pakistan.

At that time of partition, there were a number of problems in the way of development of insurance business in Pakistan: the government had given full freedom to the insurance companies to expand their business as far as possible. There was no restriction on the private companies and incentives had been provided to encourage insurance. But, the condition of insurance in Pakistan compared to that of India looked very depressing. The East Pakistan suffered at the hands of those unscrupulous companies and owing to an ignominious policy of disparity; she was deprived of her due to economic share. Most of the insurance companies were engaged in business in East Pakistan but they had their headquarters in the then West Pakistan. Only a few companies were then engaged in insurance business in East Pakistan and managed by the Board of Directors of East Pakistan. All the Pakistan-based companies as well as the foreign companies had their head offices either at Karachi or at Lahore and their offices in Bangladesh were mainly concerned with the bringing of proposals, collection of premiums. Policy records, investment scripts, service records, surplus profits and all other relevant and important official documents were maintained by the head offices. Both the West Pakistani and foreign companies had little fund in East Pakistan⁵.

This derogatory situation came to such a pass when the Bangalees lost all hopes of a bond of economic rapport with West Pakistan. This deceptive policy actuated the Bangalees to float Bengali companies run by the Banalees. But that was not an easy task, the policy of economic aggression perpetrated by the West Pakistanis stood as a positive hindrance to any Bengali venture. There was a lack of entrepreneurs willing to take risk their investments in the face of heavy odds; it was Bangabandhu Shiek

Mujibur Rahman who came forward to float a Bangalee company. He tried his best to encourage the Bangalee entrepreneurs to launch their drives in covetous field, but the response was poor. But he was undaunted by the hostile circumstances and almost by his individual effort set up the Bangalee Company here in 1958; it was the 'Homeland Insurance Company Limited. As a results a few other Bangalee companies were set up; the 'Eastern Insurance Company Limited' and the 'East Pakistan Co-operative Insurance Society Limited' were set up at Chittagong and Dhaka in 1959, and 1961 respectively. In 1966, the 'Great Eastern Insurance Company' was established and in 1967, two other companies run by the Bangalee-the 'East Bengal Mutual' and the 'Eastern Mercantile' were floated⁶. But the progress of these companies was not steady, because by the time Pakistani companies had already stricken root everywhere. Even politically conscious members of the intelligentsia preferred to patronize Pakistani companies because of their large size and importance, so the Bangalee companies could not make much headway. The total number of insurers registered in Pakistan up to 1968 was 81. Of these, 40 were constituted and incorporated in Pakistan and the rest 41 in different foreign countries. Of the 40 indigenous companies, 10 were registered in East Pakistan and 30 in West Pakistan. Out of foreign companies, 21 originated in the UK, 8 in India, 5 in USA, 3 in New Zealand, and one each in Australia, Canada, France and Hong Kong. Ten of the 40 Pakistani companies were exclusively engaged in the life insurance business, 21 in life and other business, and 9 in other business only. On the other hand, foreign companies had concentrated more on non-life insurance. Only two of them exclusively did life insurance, one did life as well as general insurance⁷.

5.1.2. After-Liberation Period Scenario: A number of ordinances were promulgated by the Government of Bangladesh with a view to streamlining the different anomalies prevalent in the insurance industries after independence. In 1972, the Government felt the necessity of a national insurance corporation to look after the affairs of insurance and accordingly the president passed the Bangladesh Insurance Corporation Order (Order no. 18 of 1972, dated 1 March, 1972)⁸. With the promulgation of the order, the regional office of Pakistan Insurance Corporation was dissolved and Bangladesh Insurance Corporation was formed. On the 26 March, 1972, Presidential Order No. 30 was declared. The President promulgated the Bangladesh Insurance (Emergency Provision) order with a view to taking over the management of certain insurance

companies. By this order, the management of the companies, other than foreign companies was taken over by the Government of Bangladesh, but they were not nationalized. The nationalization of insurance industry was effected by another declaration of the Presidential Order No.95, promulgated on 8 August, 1972. It is known as the Bangladesh Insurance (Nationalization) Order 1972. As a matter of fact, insurance industry was nationalized from that date. Under the Bangladesh Insurance (Nationalization) Order, 1972, five corporations was established, of which four were subsidiary corporations and one was controlling corporation known as Jatiya Bima Corporation. Of the subsidiary corporations, two were for general insurance namely Teesta Bima Corporation and Karnaphuli Bima Corporation and two other were for life insurance, i.e., Surma Jiban Bima Corporation and Rupsha Bima Corporation. The Jatiya Bima Corporation was established in order to coordinate and supervises the activities of these subsidiary corporations⁹. Thus, although these corporations were established on 8 August, 1972, the subsidy corporations were allowed to use the name and seal of the insurance companies, whose undertakings were vested in them up to 31 December, 1972 whereby the unit companies retained their separate identity and functioned in their own name under the control of management but where terminated on 13 December 1972. The idea was that the work of integration of the unit companies under each subsidiary corporations would be completed by December, 1972 and the newly established corporations would start functioning from the 1 of January, 1973. The integration work of the offices and employees suffered a lot due to various reasons and the liquid assets were being rapidly depleted. Such being the position, the Government decided to reorganized the nationalized insurance industry and promulgated the Insurance Corporation Ordinance (Ordinance No. VII of 1973) which was later on converted into a Bill and passed by the Parliament as the Insurance Corporation Act, 1973 (act VI of 1973). The Act was enacted by then Parliament in session on 14 May 1973 and this Act of Parliament received the assent of the President on the 23 June 1973. Jatiya Bima Corporation was abolished under this Act and two new corporation; one for general insurance business and the other for life insurance business, i.e., Sadharan Bima Corporation and Jiban Bima Corporation, replaced the erstwhile four subsidiary corporations. Thus, the Sadharan Bima Corporation came into being for dealing with general insurance business of the country. By merging 49 general insurance companies and also Bangladesh Insurance Corporation was set up as the only insurer having monopoly to underwrite the entire

general insurance needs in the country. The Jiban Bima Corporation comprises 37 life insurance companies except the postal life insurance and the foreign life insurance companies operating in the country before independence¹⁰. Other than these two nationalized insurance corporations, the then British Government also established the Postal Life Insurance in 1884 for the employees of post office only, which also served Government employees later on. The Postal Life Insurance was more popular in the sense that Government servants, with fixed income, found it convenient and easy to but the postal life policies during the entire period since 1974 along with other life insurance companies. Subsequent to the establishment of Jiban Bima Corporation in the year 1973, the Government of Bangladesh granted registration to the American Life Insurance Company (ALICO) to operate here while all other foreign life insurance companies did not come up for registration. Later on foreign general insurance companies were taken over by Sadharan Bima Corporation¹¹.

5.1.3. Impact of Nationalization of Insurance Companies: The nationalization took place in a very haphazard way and the situation was such as the authorities could hardly view the matter from all perspectives and it was not possible to follow any strictly scientific defined line for the purpose to meet the emergency. Nationalization assumes certain basic requirements before laying hands on taking over the assets and liabilities of certain industry. The Government declared overnight, taking over administration of insurance and then nationalization without assessing the financial position, assets and liabilities of the insurance companies. The results were that corrupt practices went on rampant in some of the companies of which no notice was taken of every person who felt that he could go caught tree. Nobody knows the exact position-even the company's management could not possibly give a correct position of accounts including assets and liabilities as on December 16, 1972, i.e., the date of the country's liberation. During the war of Liberation, the insurance industry progressively declined and at the time of war it had virtually collapsed. Most of the senior officers of Pakistani Companies were from West Pakistan and when the country won the independence, none of Pakistani executives was available in Bangladesh which virtually left the companies without any administrative set up. As a result, the Administrator custodians were appointed from amongst the local junior officers. Then as on March 26, 1972 the date when the Government took over administration of the companies, no attempt was made to assess correctly the

account's position and the position of assets and liabilities. The same process was repeated on August 8, 1972 when complete Nationalization was ordered. The period between March 26 and August 8, 1972, owing to change of administration and as an after-effect of Liberation War, was a period of chaos and confusion. In the absence of effective control, the companies had no sense of direction and as a result, a lot of irregularities took place. Indiscriminate promotions, increments etc., were given, such as 49 persons were given double promotions, 322 were given single promotions and remaining staff excluding some not-so-fortunate 43 were given abnormal increments in 29 components units of one subsidiary corporation with a total staff of 836. Pay scales were created on changed overnight and a large number of new appointments were made¹².

The result was hopelessness, as never at a subsequent stage any account of assets and liabilities was prepared. The game was as through free all and almost everybody installed himself in good position by manipulating records as best as he could which eventually the administration could not resist on avoid although under P.O. 30 and P.O. 95 all such situations were void or voidable. Thus nationalized industry suffered heavily from the already inherited burden. One can thus conclude that the Government took over more liabilities than assets, which created a great imbalance in the finance of the industry on the public sector. Eventually when the previous nationalized order repealed the same old process was repeated as without giving a fair trial of .O. 95 dated August 1972 a new P.O. No. VII dated 14.05.1973 was promulgated scrapping the entire exercises made for more than eight months. This was duly repealed by Act VI of 1973 under which the two insurance corporations were established¹³.

The insurance Act, 1938 as amended up to 1970, was still the only legal weapon and only piece of legislation to control insurance business in the country. The Controller of Insurance became a hapless on looker as perhaps, its office was not allowed to function properly and Corporation did not favor this office functioning duly probably owing to certain misgiving that the office of the Controller of Insurance became redundant on as much as the corporation as public bodies were exempted from the operation of Insurance Act. The position has now, however, taken a new dimension and the authority of the office of the Controller of Insurance is vigorously felt. According to some experts it was another flow to include the erstwhile East Pakistan

co-operative insurance society in the list of nationalized insurers and thus depriving a mighty co-operative institution to serve the people and to abolish the Bangladesh Insurance Corporation which created a great vacuum in the field of re-insurance. The two Corporations, however, soon faced a lot of tremendous odds. The Government gave a guarantee to life policyholders of the former companies, but no such assurance was given to the insureds on general side. In the absence of such a guarantee many insureds incurred a heavy loss for their claims on properties. The authorities did not consider perhaps that for general insurance the situation became a case of monopoly and compulsion whether the insured wants it or not. In this way two state-owned corporations namely Sadharan Bima Corporation (SBC) for general insurance business and other Jiban Bima Corporation (JBC) for life insurance have been operating their business since 1972¹⁴.

5.2. Present Scenario of Sadharan Bima Corporation

The Head Office of Sadharan Bima Corporation is located at 33, Dilkusha Commercial Area, Dhaka. In order to give efficient service to the insuring community, the management setup 8 Zonal offices at Dhaka, Chittagong, Rajshahi, Khulna, Narayanganj, Sylhet, Mymensingh and Comilla. Corporation also set-up offices in various places, especially in the Muffassol Area. Sadharan Bima Corporation has now 81 branch offices under different zones throughout the country which are listed below:

Table-5.1
Name of Zone and Branches of Sadharan Bima Corporation

Name of the Zone		Name of the Branches under the Zone	Name of the Zone		Name of the Branches under the Zone
Dhaka	1.	Local Office	Khulna	1.	Local Office
	2.	Branch No-1: Motijheel C/A		2.	Jessore
	3.	Branch No-2: Motijheel C/A		3.	Kushtia
	4.	Branch No-3: Motijheel C/A		4.	Barisal
	5.	Branch No-4: Motijheel C/A		5.	Faridpur
	6.	Branch No-5: Bangabandhu Avenue		6.	Patuakhali
	7.	Branch No-6: Hall Road		7.	Rajbari
	8.	Branch No-7: Mitford Road		8.	Madaripur
	9.	Branch No-8: Farm Gate		9.	Bhola
	10.	Branch No-9: Mirpur Road		10.	Pirojpur
	11.	Branch No-10: Tangi		11.	Jhalkathi
	12.	Branch No-11: Mirpur-1		12.	Gopalganj
	13.	Branch No-12: Nowabpur		13.	Bagerhat
	14.	Branch No-13: Jartra Bari		14.	Satkhira
	15.	Branch No-14: Siddeswary Road		15.	Jhinaidah

Name of the Zone		Name of the Branches under the Zone	Name of the Zone		Name of the Branches under the Zone
Rajshahi	16.	Branch No-15: Mohakhali	Chittagong	16.	Magura
	17	Savar Unit		17	Meherpur
	1.	Gratter Road		1.	Branch-1: Agrabad
	2.	Bogra		2.	Branch-2: Laldighi
	3.	Rangpur		3.	Branch-3: Jubily Road
	4.	Dinajpur		4.	Chowkbazar
	5.	Pabna		5.	Rangamati
	6.	Sirajgonj		6.	Cox's Bazar
	7.	Gaibandha		7.	Potia
	8.	Iswardi	Mymensingh	1.	Mymensingh
	9.	Thakurgoan		2.	Tangail
	10.	Kurigram		3.	Jamalpur
	11.	Nilphamari		4.	Kishoregonj
	12.	Joypurhat		5.	Netrokona
	13.	Chapai Nawabgonj		6.	Muktagacha
	14.	Natore		7.	Sherpur
	15.	Nawgoan		8.	Mirzapur
Narayanganj	1.	Narsingdi	Comillah	1.	Mogoltuli
	2.	Mirkadim		2.	Chandpur
	3.	Gudnail		3.	Feni
	4.	Shitalakhya		4.	Brahmanbaria
Sylhet	1.	Station Road		5.	Chowmuhani
	2.	Sreemangal		6.	Majdee
	3.	Moulavi Bazar		7.	Sonagazi
	4.	Habigonj		8.	Lazmipur
				9.	Akhaura

Source: Sadharan Bima Corporation, Annual Report, 2011

5.3. Present Management Pattern of Sadharan Bima Corporation

From the present organizational set up it appears that there is a Board of Directors headed by a Chairman who presides over the meeting of the board and conducts its discussion. The Sadharan Bima Corporation (SBC) has a policy making board consisting of seven members, all of whom are part timers except the Managing Director who is also a member of the board. The Managing Director is the chief executive. As a full time executive, he is responsible for placing before the board the policy directives, if any, received from the Government. He is also responsible for its smooth running and executing the policies and guidelines given by the Board of Directors from time to time. The directors including the managing director are appointed by the Government. In selecting the members for the board, it seems that the Government is motivated to make the board a professional one. The Government has so far include in the board persons having practical experience of business and also practical experience of utilizing insurance services as clients. For instance, the Chamber of Commerce and Industry has always been represented in the board of SBC. At times, individuals having wide knowledge of insurance business and having

practical insight into the technicalities of selling insurance policies and meeting insurance claims are included¹⁵.

Sometimes, political leaders having business expertise were also selected for SBC board. It has been the policy of the Government to nominate to SBC board, the university teachers having exposure to the principles of accounting, management, finance, economics, marketing etc. Apparently, the Government tries to combine in the board individuals having varied experiences. The object is to make the board a balance one. However, in order to keep the Managing Director free from routine office works and affording him time to concentrate on major administrative and policy matters, eight General Managers and seven Deputy General Managers are there who are second and third in command respectively in the organization¹⁶.

Table-5.2
No. of board meeting held from 2001 to 2011

Year	No. of Meeting Held
2001	15
2002	33
2003	28
2004	39
2005	29
2006	25
2007	22
2008	40
2009	36
2010	25
2011	36

Source: Sadharan Bima Corporation, Annual Report, 2001-2011

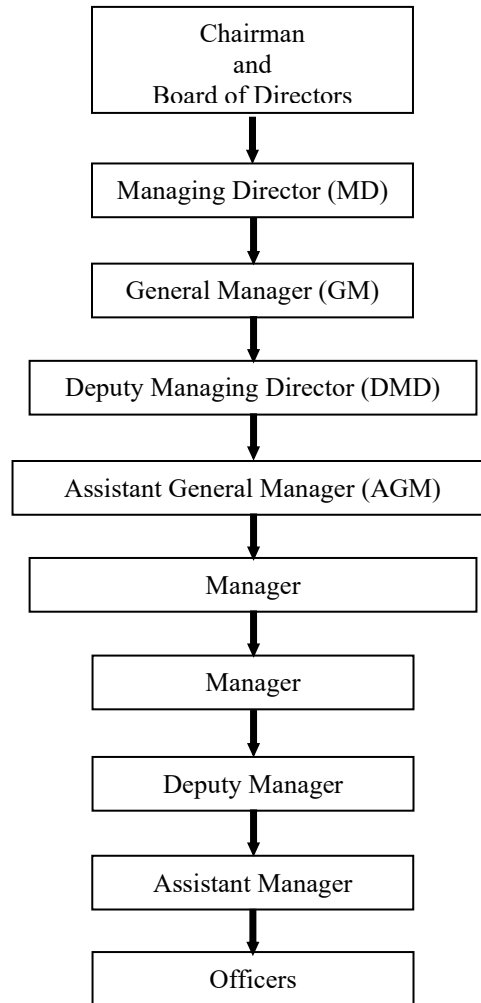
The main functions at the Head Office of SBC fall into eight broad categories viz. (i) Administration (ii) Claims (iii) Central Accounts (iv) Establishment (v) Finance (vi) Internal Audit (vii) Re-insurance, and (viii) Underwriting. Administration, central accounts, establishment, finance, reinsurance, and underwriting divisions are headed by one General Manager and claims and internal audit divisions are headed by one Deputy General Manager. The other functions at the Head Office of SBC are run by seven departments, viz. (i) Crops and Cattle Insurance (ii) Internal Training (iii) Law (iv) Public Relation (v) Real Estate (vi) Export Credit Guarantee Insurance and (vii) Record and Dead Stock. Crops and cattle insurance and public relation departments are headed by one Manager as well as law and export credit guarantee departments are headed by one Assistant General Manager. The rest two departments are headed by one Deputy Manager. In order to keep the day to day works of the corporation

undisturbed five cells have been set up and each cell is placed one Manager. These are (i) House Building Advance Cell (ii) Investment Cell (iii) Kalyan Cell (iv) Motor Pool Cell and (v) Plant Room Cell¹⁷.

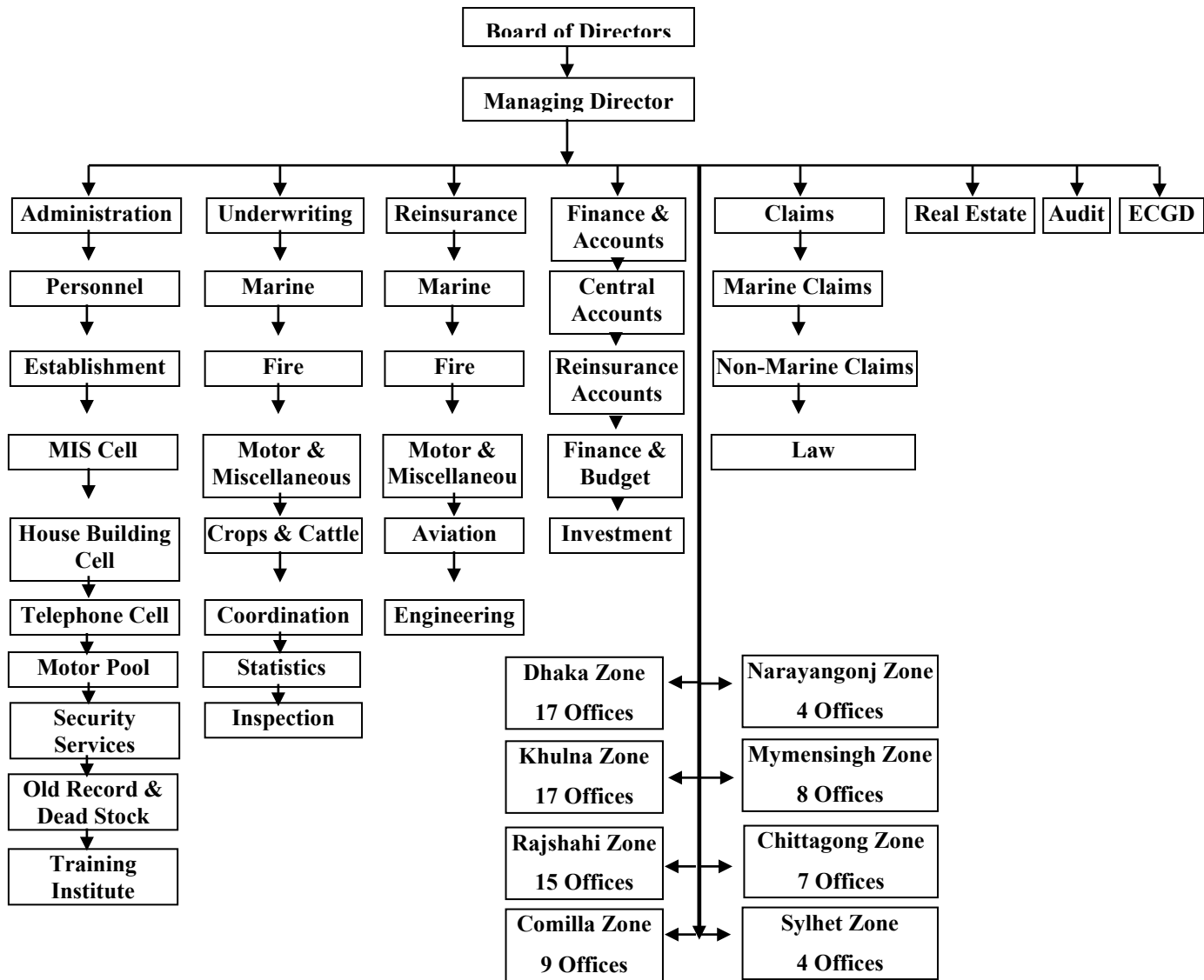
The Sadharan Bima Corporation at present has, besides the Head Office and eight Zonal Offices, 81 branch offices all over the country. Because of the pivotal position it occupies, the branches, under the Dhaka Zone of SBC are placed under a General Manager. The branches, under Khulna Zone are positioned under a Deputy General Manager as well as the branches under the Narayanganj Zone, the Chittagong Zone, the Rajshahi Zone and the Comilla Zone are positioned each under an Assistant General Manager and the rest of the branches are placed each under one Manager. However, these branches are given the power of underwriting and meeting claims up to certain limit. Transactions exceeding the limit are to be referred to the Head Office for approval. The pattern of management and control of branch offices shows that emphasis has been given on the principle of unitary control by the Head Office over all the other offices and branches. It is observed that each of the branches irrespective of its size and location is directly accountable to the Head Office and can transact or settle claims up to a certain limit which can be called decentralization to a limited extent and according to the authorities of SBC it is the first step towards decentralization. The limit of settlement of claims by the branches may be extended further on the basis of their performance¹⁸.

5.4. Organization Structure of Sadharan Bima Corporation

Organization structure shows the different higher management positions and departments of the related enterprise. Chart 5.1 shows the organization structure of SBC.



Organizational Structure of SBC in Details:



5.5. Existing Insurance Schemes and Services of Sadharan Bima Corporation

Though Sadharan Bima Corporation started its operation as a monopoly insurer 40 years ago, it is now playing an important role in the fast changing insurance market of Bangladesh along with 43 private non-life insurance companies. Apart from underwriting private sector business, SBC stands as insurer of public sector assets on its own behalf and also on behalf of private sector non-life insurance companies and also playing a role of national re-insurer to the insurance industry.

Major insurance schemes of SBC's are fire, marine, and motor, but in a broader way SBC has 23 categories of insurance policies which are described as follows¹⁹:

- 5.5.1. Fire Insurance Policy
- 5.5.2. Marine Hull Insurance Policy
- 5.5.3. Marine Cargo Insurance Policy
- 5.5.4. Motor Insurance Policy
- 5.5.5. House Holder's Comprehensive Insurance Policy
- 5.5.6. Product Liability Insurance Policy
- 5.5.7. Burglary Insurance Policy
- 5.5.8. Contractor's All Risk Policy
- 5.5.9. Engineering Insurance Policy
- 5.5.10. Public Liability Insurance Policy
- 5.5.11. Aviation Insurance Policy
- 5.5.12. Workmen's Compensation Policy
- 5.5.13. Cash In Safe Insurance Policy
- 5.5.14. Cash In Transit Insurance Policy
- 5.5.15. Personal Accident Insurance Policy
- 5.5.16. Peoples Personal Accident Insurance Policy
- 5.5.17. Dread Disease Insurance Policy
- 5.5.18. Overseas Medi-Claim (Business & Holiday) Insurance
- 5.5.19. Overseas Medi-Claim (Employment & Study) Insurance
- 5.5.20. Export Credit Guarantee Insurance
- 5.5.21. Livestock Insurance Policy
- 5.5.22. Crop Insurance
- 5.5.23. All Risks Insurance Policy
- 5.5.24. Fidelity Guarantee Policy

5.5.1. Fire Insurance Policy: All policies issued under the heading of Fire Insurance. It primarily aims at providing protection against financial losses arising out of the operation of fire or certain other specified perils. The subject matter of insurance is usually building, plant & machinery, furniture, fixture and fittings, goods and merchandise, and stocks of all kinds.

The perils covered by the policy in its normal terms are:-

- a) Fire: Whether resulting from explosion or otherwise.
- b) Lightning: Whether fire results or not.
- c) Explosion: Boiler used or gas used for domestic purpose only.

In addition to the above, this Policy also generally covers the following forms of damage:-

- Damage during or immediately following a fire caused by a) smoke b) scorching c) falling walls.
- Damage caused by a fire brigade or other competent authority in discharge of their duty including a) damage caused by water or other extinguishing agents employed b) damage caused by the blowing up of buildings to prevent the spread of a configuration.
- Damage to property while being removed from a building or immediately after its removal from burning building caused by exposure to weather, provided the removal was justified.

Additional risks covered on payment of additional premium are i) Riot and strike damage ii) Explosion damage iii) Malicious damage iv) Earthquake v) Spontaneous combustion. vi) Cyclone vii) Flood. viii) Busting or overflowing of tanks, pipes etc. ix) Subsidence x) Land slide, xi) Articles dropping from aircraft xii) Subterranean fire xiii) Sprinkler leakage

5.5.2. Marine Hull Insurance Policy: Hull means the insurance of ship. The ship is always at the risk of the perils of the seas and therefore, the shipowner can insure it against probable losses as such. The subject matter of hull insurance is usually i) Hull ii) Plant & Machinery iii) Refrigeration Machinery etc. iv) Freight (if the freight is after paid when at the risk of the ship owner).

Direct risk covered under Marine Hull Insurance:

Fire, theft, jettison, collision, contact, heavy weather, Stranding/ foundering, sinking, General average, Sue & labour charges. The Marine Hull policy may include liability hazards such as collision or running down.

5.5.3. Marine Cargo Insurance Policy: Cargo meaning the insurance or goods being conveyed. This refers to goods or merchandises that one being carried from one place to another or ore being imported or exported. Such goods or merchandise may be lost damaged or destroyed by perils of the seas whilst in course of transit and therefore, the owner of such goods can always insure against the possible losses.

For the purpose of Marine Insurance goods/cargo carried by the following three ways:

(a) By ship or steamer or powered vessel

Risk covered by ship or steamer or powered vessel against following three categories:-

Institute Cargo Clause 'A' (ICC 'A'): The insurance covered all risks of loss of on damaged to the subject matter insured except as willful misconduct, ordinary leakage, ordinary loss in weight wear and tear, loss or damage caused by unsuitability of packing, inherent vice, delay, arising from insolvency or financial default of the owners of the vessel.

Institute Cargo Clause 'B' (ICC 'B'): This insurance covered loss or damage caused by fire or explosion, stranded, grounded, sunk or capsized, overturning or derailment of land conveyance, collision or contact of vessel craft, discharge of cargo at a post of distress, earthquake, volcanic irruption of lightning. This policy also covered general average sacrifice, jettison or washing overboard, entry of sealake or river water, total loss of any package lost overboard or dropped whilst loading on to or unloading from vessel. This policy does not cover willful misconduct ordinary leakage ordinary loss is weight wears and tear loss damage or expense caused arising from insolvency of the owner of the vessel or unsuitability of packing, inherent vice, delay, un seaworthiness and un fitness.

Institute Cargo Clause 'C' (ICC 'C'): This insurance covered loss or damage caused by fire or explosion, stranded, grounded, sunk or capsized, overturning or derailment of land conveyance, collision or contact or vessel craft,

discharge of cargo at a port of distress, earthquake, volcanic eruption on lighting. This policy also covered general average sacrifice, jettison. This policy does not cover willful misconduct ordinary leakage ordinary loss is weight wears and tear loss damage or expense caused by insufficiency or unsuitability of packing, inherent vice, delay, arising from insolvency or financial default or the owners of the vessel.

(b) By land conveyance (Truck/ Lorry / Rail)

Goods or cargo covered by above transports may be covered as under

1. By Rail/Lorry/Truck Risk only
2. By Rail/Lorry/Truck All Risks.

(c) By Air.

Goods or cargoes conveyed by above transport may be covered as under:

1. Air Risk Only
2. Air All Risks

5.5.4. Motor Insurance Policy: Motor Insurance: Different types or policies may be issued for different types of motor vehicles, Motor vehicles are usually classified in the following manner:- Private Cars, Commercial vehicles, Motor Cycles, Agricultural vehicles, Motor Trade vehicles.

Motor policies issued are usually of the following types irrespective of the class of vehicles:

- a) Comprehensive policy
- b) Act liability only policy.

Definition of private vehicle: The Vehicles under private registration & used for private purposes only.

Direct risks covered under private motor comprehensive insurance policy

Fire, explosion, burglary and theft, riot & civil commotion, earthquake, flood & cyclone, storm, any type of accidental loss and Act liability (Life & property)

Extra benefits which may be included on payment of additional premium

- Loss of Rugs, Coats and Luggage against fire and theft within a limit of Tk. 1,500 for any one loss
- Accident to insured and any named passenger between 16-65 years of age (other than the insured and the paid driver)

- Accident to unnamed passenger between 16-65 years of age (other than the insured and the paid driver)
- Accident to insured and his/her/wife/husband
- Legal liability under workmen's compensation Act. 1923, Fatal Accident Act. 1855 and at common law to person's employed in connection with the operation or maintenance of the vehicle
- Legal liability of passengers for act of negligence
- Electrical or electronic fitting fitted to the vehicle

Definition of commercial vehicle: The vehicle used for hire or reward and which are not provided for under the scope of private vehicle or motor cycle and registered as commercial vehicle.

Direct risks covered under commercial motor comprehensive insurance policy

Fire, explosion, burglary and theft, riot & civil commotion, earthquake, flood & cyclone, storm, any type of accidental loss and Act liability (Life & property)

Extra benefits which may be included on payment of additional premium

- Electrical & Electronics appliances.
- Approved Tachometer
- Legal liability to non-fare paying passengers who are employees of the insured but not workman as per workmen's compensation Act.
- Legal liability to non-fare paying passenger who are not employees of the insured.
- Legal liability to person employed in connection with the operation and maintenance and/or for loading and unloading of the goods carrying vehicle excluding drivers.
- Legal liability to paid driver and /or conductor in connection with the operation of Buses only.
- Legal liability under workmen's compensation Act. In respect of carrying of more than 7 (Seven) persons of such employees including driver in a goods carrying vehicle.
- Indemnity to Hirers.

In addition in respect of a commercial vehicle which is used for carriage of passenger for hire or reward and in respect of which legal liability to passenger is required to be covered in terms of the motor vehicles Act 1991 is subject to additional premium (Passenger risk coverage is compulsory) of liability to passenger in accordance with the premium of the motor tariff.

5.5.5. House Holder's Comprehensive Insurance Policy

This policy consists of 11 sections:

- Section –I: A – Building B - Contents (Excluding Jewellery & Valuables)
- Section –II: Burglary and Housebreaking Including larceny or theft ((Excluding Money & Valuables)
- Section –III: All risks (Jewellery & valuables)
- Section –IV: Plate Glass
- Section –V: Breakdown of domestic appliances
- Section –VI: Television set
- Section –VII: Pedal Cycle
- Section –VIII: Baggage
- Section –IX: Personal Accident
- Section –X: Public Liability
- Section –XI: Workmen's Compensation

This policy covered the following Risks

The Corporation will indemnify the insured in respect of loss of or damage to the contents/building whilst contained in the insured premises by:

- Fire, Lighting, Explosion of gas in domestic appliance
- Bursting and overflowing of water tanks, apparatus or pipes.
- Aircraft or articles dropped therefore.
- Riot, Strike or Malicious Act.
- Earthquake Fire and/or Shock, Subsidence and Landslide (including Rockslide) damage.
- Flood, Inundation, Storm, Tempest, Typhoon, Hurricane, Tornado or Cyclone.
- Impact damage.

This Policy shall not cover:

- loss of or damage to articles of consumable nature.

- loss of or damage to money, securities, stamps, stamp collection, bullion, livestock, motor
- vehicles and pedal cycles.
- loss of or damage to deeds, bonds, bills of exchange, promissory notes, shares and stock certificates, business books, manuscripts, documents of any kind, unset precious stones and jewellery and valuables unless specifically declared.
- No one article other furniture is deemed to be more than 5% of the sum insured under this section unless separately specified and value stated.

5.5.6. Product Liability Insurance Policy: Product liability means liability arising out of the handling or use of the existence of any condition in or warranty of goods or products manufactured, sold, handled or distributed by the named insured, other than equipment, rented to or located for use of others but not sold after the insured has relinquished possession thereof to others and away from premises owned, rented or controlled by the insured

Liability arising from operations, if the occurrence occurs after such operations have been completed or abandoned at the place of occurrence thereof and away from premises owned, rented or controlled by the Insured, except (a) pick-up and delivery, (b) the existence of tools: uninstalled equipment and abandoned or unused materials; performed or because further operations may be required pursuant to a service or maintenance agreement.

Direct risk covered under product liability insurance

This types of policies provide cover in respect of the legal liabilities of the manufacturers, suppliers etc. And losses arising out of any defect in the product, manufactured, sold or supplied.

5.5.7. Burglary Insurance Policy

Description of Burglary Insurance Business:

- Burglary Insurance: This policy aims at providing cover in respect of the property of business premises of private dwelling and / or commercial premises.
- Direct Risk Covered under Burglary Insurance Policy:
- Arising out of theft committed therein by actual forcible entry.

- Additional risks covered on payment of additional premium:
- Larceny

5.5.8. Contractor's All Risk Insurance Policy: Normally the contract in between the principal and the contractor may require the contractor to take out a policy of insurance to protect the contract work from unforeseen contingencies. The policy aims at covering the entire contract work including construction, materials, plants, equipment's, machinery's etc. at site during the contract period and maintenance period.

Direct risk covered under Contractor's All Risk Insurance:

Fire, Burglary & Theft, Storm, Flood, Cyclone, Earthquake, subsidence collapse
Accidental damage.

5.5.9. Engineering Insurance Policy: This insurance is to protect the Engineering Machine from unforeseen contingencies. This type of insurance embraces, steam, boilers, lifts, hoists, cranes, electrical plants, engines, refrigeration plants etc. Various types of policies are issued in Engineering Insurance:-

- Erection all risks policy
- Machinery break down policy
- Deterioration of stock (DOS) policy
- Boiler and pressure vessel (BPV) policy.

Direct risk covered under engineering insurance:

- Fire, accidental damage, collapse, electrical and mechanical breakdown, burglary, theft and malicious damage.
- Act of God (Earthquake, flood, Cyclone), liability of third party (death or bodily injury and third party property).

5.5.10. Public Liability Insurance Policy: Public liability Insurance: Public liability insurance is designed to afford an indemnity to the insured in respect of his legal liability to the public for accidental bodily injury or property damage happening out of certain events. Like other classes of general insurance business, public liability policy embraces the principles of utmost good faith, insurable interest, subrogation & contribution. In order to grant public liability insurance a duly completed proposal

form needs to obtain from the proposer. The following features should be considered in charging the premium:

- the amount of indemnity
- whether any extension of the usual cover is required
- the business
- the general nature of risk

The limit per incident & total number of incident in a year must be fixed. The premium is calculated on the basis of annual turnover.

Direct risk covered under public liability insurance:

- Accidental death or bodily injury to third party (Including illness or disease) not being persons in his employment's due to the negligent act of the insured or for which he is responsible.
- Accidental damage caused to the property of third party due to the negligent act of the insured or for which he is responsible.

5.5.11. Aviation Insurance Policy: The Aviation Insurance referred to the universally recognized insurance for aircraft with standard conditions accepted by the underwriters. An airline operator purchases these insurance policies. In general aviation refers to the aircraft, that is to say, hull and machinery of the aircraft. The following types of covers are given:- (a) Insurance of the aircraft itself against loss or damage. (b) Insurance of legal liability to third parties and passengers. (c) Insurance of pilots, crews and ground staff for personal accident. (d) Insurance of pilots against loss of professional license, (e) loss or damage to cargo carried.

Sadharan Bima Corporation solely underwrites all types of Aviation Risks of Bangladesh Biman Corporation (the National Flag Carrier). And also underwrites other Aircraft risks of local private aircraft operators. SBC also covers insurance of pilots, crews and ground staffs for Personal Accident and insurance of pilots against Loss of Professional License(LOL).

The following major policies are available to cover the Aviation Risk in Sadharan Bima Corporation :

- Aviation hull all risks insurance: It covers 'All Risks' of physical loss or damage to an aircraft (except exclusions provided in the policy). Covers also

include pilot error, theft, all natural causes, damage during maintenance, ground fires/ taxiing accidents etc. Coverage does not include groundings due to FAA or manufacturer defectives or consequential loss of revenues, radioactive contamination / nuclear war and allied perils and mechanical breakdown.

- Aviation hull war and allied perils insurance: This policy covers loss of or damage to an aircraft resulting from war and associated perils including confiscation, terrorist acts, strikes, riots, sabotage and hijacking. Exclusions are: losses arising from nuclear war, War between the five major powers and UN geographical exclusions are some time imposed.
- Spares all risk insurance: It covers ‘All Risks’ of physical loss or damage to spares including spares engines when not fitted to an aircraft.
- Aviation legal liability insurance : This insurance covers operators liabilities to passenger, passenger’s baggage, cargo and mail and legal liabilities to the third parties. Deductibles are normally applied only in respect of baggage claim.
- Deductible insurance : This insurance designed to reduce the standard level of deductible imposed under the main Hull All Risk Insurance. It is normally a separate policy and subject to aggregate limit for all claims.
- Aviation war, hijacking and other perils excess liability insurance: This insurance policy covers damages for bodily injury or property damage, caused by an occurrence in excess of the limitation of liability contained. This policy attached in the Aviation policies after the terrorism activities of 09.11.2001 World Trade Centre (USA).
- Total loss only insurance (TLO) : This insurance provides the protection of an additional insured amount payable in the event of total loss of the aircraft

5.5.12. Workmen’s Compensation Insurance Policy: This type of policy are designed to provide protection to the employer (Insured) in respect of the legal liabilities that might devolve on him arising out of accidental death or bodily injury to his employees in course of work. All such financial liabilities are covered by this policy. This type of insurance provides covers death & or personal injury by accident or disease arising out of & in the course of his employment by the insured in the

business & if the insured shall be liable to pay compensation for such injury either under the Law (s) set out in the schedule or at common law.

- Direct Risk Covered under Workmen's Compensation Insurance:
- Accidental death or bodily injury, Occupational diseases

5.5.13. Cash in Safe Insurance Policy: It is essential that all case a fully completed proposal form to be obtained from the proposer. The policy schedule must also be fully completed so that no discrepancy exists and the cover provided is specifically and exactly. The premium for this type of insurance is to be calculated using the insured's estimate of the amount of cash in transit (turn-over) annually. The turn-over is to be ascertained by multiplying approximately the numbers of carriages which the insured expects to make in the year with the agreed single carry which shall be maximum liability of the insurer in the event of any one loss at one time. It is, however, mentioned here that this types of policies should not be issued on declaration basis. Care should be taken that limit per single carry is not unduly excessive. As per practice the cover should be granted in respect of areas which are prove by the insured.

Cash and currency notes whilst in transit in between the Branches, Sub-Branche, Booths, collection and or/payment and/ or Purchasing centers should be in the custody of minimum one responsible officer and / or Cashier of the bank and escorted by minimum one Guard with Fire-arms, whilst carried by conventional mode of transport such as Car/Jeep/Pick-up/Auto Rickshaw/Micro-bus/Mini-bus/Staff-bus/Passenger-bus/Private-bus/Commercial Truck/Private Truck/Van (All sorts)/ Rail (Passenger)/Helicopter/Steamer/Speed Boat/Sea Truck and Launch (Other than passenger).

All other modes of transport are to be treated as non-conventional. In case of multiple modes of transport, the mode of transport which consumed the major part shall have to be considered for the concerned transit.

5.5.14. Cash in Transit Insurance Policy: It is essential that all case a fully completed proposal form to be obtained from the proposer. The policy schedule must also be fully completed so that no discrepancy exists and the cover provided is specifically and exactly. The premium for this type of insurance is to be calculated

using the insured's estimate of the amount of cash in transit (turn-over) annually. The turn-over is to be ascertained by multiplying approximately the numbers of carriages which the insured expects to make in the year with the agreed single carry which shall be maximum liability of the insurer in the event of any one loss at one time. It is, however, mentioned here that this types of policies should not be issued on declaration basis. Care should be taken that limit per single carry is not unduly excessive. As per practice the cover should be granted in respect of areas which are proving by the insured.

Cash and currency notes whilst in transit in between the Branches, Sub-Branchees, Booths, collection and or/payment and/ or Purchasing centers should be in the custody of minimum one responsible officer and / or Cashier of the bank and escorted by minimum one Guard with Fire-arms, whilst carried by conventional mode of transport such as Car/Jeep/Pick-up/Auto Rickshaw/Micro-bus/Mini-bus/Staff-bus/Passenger-bus/Private-bus/Commercial Truck/Private Truck/Van (All sorts)/ Rail (Passenger)/Helicopter/Steamer/Speed Boat/Sea Truck and Launch (Other than passenger).

All other modes of transport are to be treated as non-conventional. In case of multiple modes of transport, the mode of transport which consumed the major part shall have to be considered for the concerned transit.

5.5.15. Personal Accident Insurance Policy: This is the basic type of policy providing cover in respect of accidental death or bodily injury to the insured and also providing benefit in respect of temporary total or temporary partial or permanent total or partial disablement of the insured arising out of accident.

Direct risk covered under personal accident insurance:

- Death, permanent, total, partial & temporary disablement
- Death, permanent, total & partial disablement
- Death only.

5.5.16. People's Personal Accident Insurance Policy: People's Personal Accident Policy provides benefit for the death and disablement arising out of accidental bodily injury. If the shall sustain any bodily injury resulting solely and directly from accident

caused by outward, violent and visible means, then the Corporation shall pay to the insured the sum set forth in the following schedule of compensation.

Schedule of compensation:

- Death (within 6 calendar months of injury) Capital sum insured
- Total permanent loss of sight of both eyes/ total permanent loss of both hands/both feet/ one eye and one limb/ one hand Capital sum insured and one foot. (Within 6 calendar months of injury)
- Total permanent loss of sight of one eye/ total permanent loss 50% of capital sum insured of one hand/ one foot. (within 6 calendar months of injury)
- Permanent total and absolute disablement caused by injury. Capital sum insured within 12 calendar months of injury)

The Capital sum insured of this policy is Tk. 40,000/-

Premium is only Tk. 28.75 (including VAT)

5.5.17. Dread Disease Insurance Policy: Dread Disease Insurance policy aims to cover medical expenses of the insured if the insured suffers from any of the dread diseases after issuance of the policy. Dread disease means any of the following which is directly covered under Dread disease insurance policy.

Sum Insured: The insured selects a sum (ranging from a minimum sum Insured of Tk. 5,00,000.00 to Tk.25,00,000.00 per insured) that he feels comfortable with, both in terms of its premium cost and the cover offered.

Condition: Insured person should be diagnosed during the period of Insurance as suffering from a Dread Disease, symptoms (and / or the treatment) of which were not present in such Insured person at any time prior to inception of the policy or the date on which cover was granted to such Insured person and if the Insured person survive the Diagnosis for a period of 30 (thirty) successive days there after SADHARAN BIMA CORPORATION shall pay the Insured as compensation “the Sum insured” set against such Insured person’s name in the schedule. Diagnosis means, Diagnosis by a registered medical practitioner, supported by clinical radiological, histological and laboratory evidence, acceptable to SADHARAN BIMA CORPORATION.

5.5.18. Overseas Medi-Claim (Business & Holiday) Insurance Policy: Overseas Mediclaim Insurance for Business and Holiday is available for Bangladesh nationals visiting abroad for the purpose of business and holiday tour.

Direct risk covered under overseas medi-claim (Business & Holiday) Insurance:

Intended only for use of insured person in the event of a sudden and unexpected sickness or accident arising when the insured is staying out side Bangladesh.

5.5.19. Overseas Medi-Claim (Employment & Studies) Insurance Policy: Overseas Mediclaim Insurance for (Employment & Studies): Overseas Mediclaim Insurance for Employment and studies is available for Bangladeshi Nationals temporarily residing outside Bangladesh having been posted by their Bangladesh Employer to work in that country or for the purpose of furthering their education or solely engage on research projects.

Direct risk covered under medi-claim (Employment & Studies) Insurance:

Intended only for use of insured person in the event of a sudden and unexpected sickness or accident arising when the insured is staying out side Bangladesh.

Remarks:

The policy is divided into two plans:

Plan-C: For Bangladeshi's staying in countries other than USA and Canada limit of maximum liability is US\$ 75,000.

Plan-D: For Bangladeshi's staying in USA and Canada limit of maximum liability is US \$ 75,000. Coverage is on monthly basis, with the subject to age and plan.

5.5.20. Export Credit Guarantee Insurance: Sadharan Bima Corporation introduced Export Credit Guarantee Scheme with effect from 01.01.78 through its Export Credit Guarantee Wing as per order of the Government of the People's Republic of Bangladesh in order to promote national exports. The primary objective of Export credit department is to boost up and strengthen the export promotion drive in Bangladesh by offering guarantees to banks and financial institutions to enable exporters to obtain easily better loan facilities from them both at the pre-shipment & post-shipment stage.

Direct risk covered under Export Credit Guarantee Scheme:

By providing a credit risk insurance covers to exporters against losses resulting from both commercial and non-commercial (political) risks in respect of goods sold to foreign buyers on credit. Broadly speaking, the objective of Export credit guarantee is to encourage exporters to export more, attract newcomers to export business, promote new export products, to open up new market.

At present the following finance guarantee and policy are issued by ECGW:-

1. Export finance (Pre-shipment) Guarantee
2. Export finance (Post-shipment) Guarantee
3. Whole turnover Export finance (Pre-shipment) Guarantee
4. Export Payment Risks Policy.

5.5.21. Live Stock Insurance/Cattle Insurance: This insurance basically relates to cattle and horses and provides protection against loss, of animals.

Direct risk covered under Live Stock Insurance

Under this policy the corporation will indemnify the policyholder(insured) against loss sustained as a result of the death occurring during the period of insurance of any animal described in the schedule attached to the policy from accident or disease, sustained or contractor during the period of insurance, subject to the terms, exceptions and conditions incorporated on the policy.

5.5.22. Crop Insurance: The policy provides protection to the insured in respect of loss or damage to his crops.

Direct Risk Covered under Crop Insurance:

Strom, tempest, cyclone, hail-storm, flood, insecticide, draught and crop diseases.

5.5.23. All Risks Insurance Policy: This type of policy affords a very wide protection with regard to all contents including valuable properties in private dwelling house and the building itself.

There are two types of policy i.e.

- All risk policy on contents
- All risk policy on Building.

Direct Risk Covered under All Risk Insurance:

- Fire, accidental losses or damages arising out of theft committed therein by actual forcible entry.
- Additional risks covered on payment of additional premium:

Servants goods, loss of rent, Tenants liability, accidents to servants.

5.5.24. Fidelity Guarantee Policy: This type of policy covers the insured in respect of the loss sustained by him arising out of fraud, defalcation or dishonesty caused by the employee of the insured. Usually those employees are covered by this type of insurance who either handle cash or hold positions of trust.

There are following types of policies:-

- Individual policy
- Collective policy
- Floating policy
- Excess Floating policy
- Position policy
- Blanket policy.

Direct Risk Covered under Fidelity Insurance:

Fraud, defalcation, dishonesty

5.6. Services Provided by Sadharan Bima Corporation

Following services are provided by Sadharan Bima Corporation

- Reinsurance service: Sadharan Bima Corporation in its role as a re-insurer has lent support to the private insurance companies in Bangladesh in a big way. In view of the huge network and retention capacity, SBC has accepted both treaty and facultative businesses from the private insurance companies. SBC also accepts reinsurance business from overseas market through its intermediaries and as well as directly.
- Industrial development through equity participation: SBC plays a vital role in the industrial development of Bangladesh. SBC is the sponsor shareholder of Investment Corporation of Bangladesh, Industrial Development and Leasing Company, National Tea Company Limited, National Housing Finance and Investment Ltd, Aramit Ltd, Central Depository BD Ltd.etc. SBC has huge

amount of fixed deposit reserve with various commercial banks in Bangladesh.

- Risk improvement services: SBC would always endeavor to deliver the best customer services for the fulfillment of insurance, reinsurance and risk management needs and problems to the insurance market in Bangladesh. On the other hand, SBC provides risk improvement services to its valued clients through Pre-underwriting inspection services. SBC has the opportunity to take the necessary help and advice from the foreign reinsurer regarding risk improvement techniques.
- Human resources development for insurance industry: To develop the human resource for the insurance industry in Bangladesh. SBC has arranged professional training for its officers & staffs both within the country and abroad. SBC also arranged professional training for the officers of the private insurance companies operating in Bangladesh

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- ¹⁵ Biplop Kumar Mozumder, “Performance of General Insurance Companies in the Public and Private Sectors in Bangladesh: A Comparative Study”, PhD Thesis Submitted to Institute of Bangladesh Studies, Rajshahi University, (December, 2006), p.80.
- ¹⁶ *Ibid.* pp.80-81.
- ¹⁷ *Ibid.* p.81.
- ¹⁸ *Ibid.* p.81-82.
- ¹⁹ Extracted from www.sbc.gov.bd.

CHAPTER SIX

DATA ANALYSIS AND INTERPRETATION

6.1. PERFORMANCE EVALUATION OF SBC WITH SPECIAL REFERENCE TO RAJSHAHI ZONE THROUGH SECONDARY DATA ANALYSIS.

As the sole government sector general insurance company Sadharan Bima Corporation (SBC) is doing their business and earning profits each and every year. During the year 2011, the main business operation of SBC performed reasonably well despite the Corporation has passed through a year with full of challenges such as worldwide recession and depression, capital and money market instability, slow growth in manufacturing sectors and slow industrial growth due to lack of the above adverse situation SBC has earned taka 175.19 crore net profit in year 2011 as against taka 125.52 crore in the year 2010. In the year 2011, the gross premium income and the overall business volume of SBC grew in accordance with its business plan, the growth was higher than that of preceding year. Gross premium income attained taka 6,017 million as against taka 5,745 million in 2010-an increase of 4.73%. Net premium income attained taka 3,434 million as against taka 3,182 million in 2010-an increase of 7.93%. Underwriting profit increased to taka 1,159 million from taka 725 million in 2010-an increase of 59.86%. Gross claims incurred taka 2,006 million (Loss ration 33.34%) and net claims incurred taka 1,126 million (Loss ration 32.79%). And investment income increased by 5.82% to taka 672 million from taka 635 million in 2010. This chapter is going to analysis and discuss about the overall performance of SBC with special reference to Rajshahi Zone by analysis of secondary data.

6.1.1. Overall Business Performance of SBC

As a non life insurance organization, SBC has so many functions and insurance policies, but their main areas of business are fire insurance, marine insurance and motor insurance.

The overall business performance of Sadharan Bima Corporation is described as per following areas:

- 6.1.1.1. **Gross premium income** against direct insurance (category wise) and its growth rates.

- 6.1.1.2. ***Income from premium against reinsurance*** (category wise) and its growth rates.
- 6.1.1.3. ***Total income from premium*** (category wise) and its growth rates.
- 6.1.1.4. ***Net claim paid*** (category wise) and its growth rates.
- 6.1.1.5. ***Net profit or loss from underwriting and reinsurance*** (category wise) with growth rates.
- 6.1.1.6. ***Total business (underwriting and reinsurance) performance*** of SBC and its growth rates.
- 6.1.1.7. ***Claim settlement*** and its growth rates.
- 6.1.1.8. ***Income from investment*** and its growth rates.
- 6.1.1.9. ***Contribution of government exchequer*** and its growth rates.
- 6.1.1.10. ***Net profit*** and its growth rates.
- 6.1.1.11. ***Training provided*** to employees by SBC and its growth rates.

6.1.1.1. Gross premium income against direct insurance (category wise) of SBC:

Table-6.1
Gross premium income against direct insurance (category wise) of SBC and its growth rates during the year 2001 to 2011
(taka in crore)

Year	Fire	Growth Rates (%)	Marine	Growth Rates (%)	Miscellaneous	Growth Rates (%)	Total	Growth Rates
2001	18.34		21.56		36.01		75.91	
2002	17.19	-6.27	23.86	10.67	40.81	13.33	81.86	7.84
2003	12.17	-29.20	22.27	-6.66	42.22	3.46	76.66	-6.35
2004	10.74	-11.75	29.4	32.02	37.72	-10.66	77.86	1.57
2005	12.33	14.80	34.42	17.07	41.86	10.98	88.61	13.81
2006	14.54	17.92	36.02	4.65	53.89	28.74	104.45	17.88
2007	17.72	21.87	40.99	13.80	67.87	25.94	126.58	21.19
2008	14.98	-15.46	54.47	32.89	72.45	6.75	141.9	12.10
2009	22.16	47.93	66.08	21.31	73.11	0.91	161.35	13.71
2010	22.99	3.75	66.9	1.24	76.1	4.09	165.99	2.88
2011	20.21	-12.09	87.94	31.45	89.33	17.39	197.48	18.97
Total	183	31	484	158	631	101	1299	104
Average	17	3	44	16	57	10	118	10
SD	4.10	22.72	21.93	13.76	18.86	11.88	43.12	8.78
CV	24.62	721.40	49.86	86.83	32.86	117.69	36.52	84.72
Min	10.74	-29.20	21.56	-6.66	36.01	-10.66	75.91	-6.35
Max	22.99	47.93	87.94	32.89	89.33	28.74	197.48	21.19
t-value	13.472*	0.438	6.652*	3.642*	10.094*	2.687*	9.082*	3.734*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.1 shows gross premium income against direct insurance (category wise) and their growth rates of SBC during the period from 2001 to 2011. We know insurance

companies charge premium against the policy. In that sense, it is the only source of income for insurance companies. SBC has major three categories of insurance i.e. fire, marine and miscellaneous insurance. Total gross premium income from direct insurance during the study period was taka 1299 crore (fire-183 crore, marine-484 crore and miss-631 crore). Growth rates of premium income show a positive trend during the period except in the year 2003. Premium income was increased year after year, but it was not increased in a consistent way. There was a fluctuating trend of premium income during the study period. T-values also indicate that there was a significant fluctuation among the insurance premium income of SBC. Highest premium income from fire insurance came in the year 2010 (22.99 crore taka), marine insurance in the year 2011 (87.94 crore) and miscellaneous insurance in the year 2011 (89.33 crore). On the other hand, lowest income came from fire insurance in 2004 (10.74 crore), marine insurance in the year 2001 (21.56 crore) and miscellaneous insurance in the year 2001 (21.56 crore). Highest growth rates of fire, marine and miscellaneous were highest 47.93 in 2009, 32.89 in 2008, and 28.74 in 2006 respectively. On the other hand, growth rates were lowest for fire, marine and miscellaneous were -29.20 in 2003, -6.66 in 2003 and -10.66 in 2004 respectively.

6.1.1.2. Income from premium against reinsurance (category wise) of SBC:

Table-6.2

Income from premium against reinsurance (category wise) of SBC and its growth rates during the year 2001 to 2011

(taka in crore)

Year	Fire	Growth Rates (%)	Marine	Growth Rates (%)	Miscellaneous	Growth Rates (%)	Total	Growth Rates
2001	101.65		34.45		46.12		182.22	
2002	109.02	7.25	37.11	7.72	45.05	-2.32	191.18	4.92
2003	114.38	4.92	52.86	42.44	61.81	37.20	229.05	19.81
2004	134.76	17.82	51.26	-3.03	46.01	-25.56	232.03	1.30
2005	151.13	12.15	58.87	14.85	57.66	25.32	267.66	15.36
2006	157.97	4.53	64.95	10.33	68.48	18.77	291.4	8.87
2007	181.37	14.81	67.43	3.82	80.36	17.35	329.16	12.96
2008	192.3	6.03	78.61	16.58	88.53	10.17	359.44	9.20
2009	212.44	10.47	79.1	0.62	87.73	-0.90	379.27	5.52
2010	218.74	2.97	86.11	8.86	103.68	18.18	408.53	7.71
2011	204.97	-6.30	98.42	14.30	100.86	-2.72	404.25	-1.05
Total	1779	75	709	116	786	95	3274	85
Average	162	7	64	12	71	10	298	8
SD	43.01	6.82	20.09	12.53	21.95	17.85	83.51	6.33
CV	26.60	91.41	31.15	107.56	30.71	186.95	28.06	74.84
Min	101.65	-6.30	34.45	-3.03	45.05	-25.56	182.22	-1.05
Max	218.74	17.82	98.42	42.44	103.68	37.20	408.53	19.81
t-value	12.470*	3.460*	10.646*	2.940*	10.80*1	1.692	11.821*	4.225*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.2 shows income from premium against reinsurance (category wise) and its growth rates of SBC during the year 2001 to 2011. Reinsurance is one of the major sources of premium of SBC because as per the government rule 50% reinsurance must be done with SBC and 50% can be done with SBC. Table indicates that total 3274 crore taka was earned by SBC from reinsurance during the study period. During the study period, highest reinsurance premium income from fire, marine and miscellaneous insurance was 218.74 crore in 2010, 98.42 crore in 2011 and 103.68 crore in 2010 respectively. On the other hand, lowest reinsurance premium income from fire, marine and miscellaneous insurance was 101.65 crore in 2001, 34.45 crore in 2001 and 45.05 crore in 2002 respectively. In most of the cases, the growth rates of reinsurance premium income was positive, and it was highest 17.82% for fire insurance in 2004, 42.44% for marine insurance in 2004, and 37.20 for miscellaneous insurance in 2003. T-values indicate that there is a significant variation among the premium income by SBC during the study period.

6.1.1.3. Total income from premium (category wise) of SBC:

Table-6.3
Total income from premium (category wise) of SBC and its growth rates during the year 2001 to 2011

(taka in crore)

Year	Fire	Growth Rates (%)	Marine	Growth Rates	Miscellaneous	Growth Rates (%)	Total	Growth Rates
2001	119.99		56.01		82.13		258.13	
2002	126.21	5.18	60.97	8.86	85.86	4.54	273.04	5.78
2003	126.55	0.27	75.13	23.22	104.03	21.16	305.71	11.97
2004	145.5	14.97	80.66	7.36	83.73	-19.51	309.89	1.37
2005	163.46	12.34	93.29	15.66	99.52	18.86	356.27	14.97
2006	172.51	5.54	100.97	8.23	122.37	22.96	395.85	11.11
2007	199.09	15.41	108.42	7.38	148.23	21.13	455.74	15.13
2008	207.28	4.11	133.08	22.74	160.98	8.60	501.34	10.01
2009	234.6	13.18	145.18	9.09	160.84	-0.09	540.62	7.84
2010	241.73	3.04	153.01	5.39	179.78	11.78	574.52	6.27
2011	225.18	-6.85	186.36	21.80	190.19	5.79	601.73	4.74
Total	1962	67	1193	130	1418	95	4573	89
Average	178	7	108	13	129	10	416	9
SD	45.59	7.20	41.45	7.15	40.46	12.99	125.21	4.51
CV	25.56	107.16	38.22	55.13	31.40	136.39	30.12	50.57
Min	119.99	-6.85	56.01	5.39	82.13	-19.51	258.13	1.37
Max	241.73	15.41	186.36	23.22	190.19	22.96	601.73	15.13
t-value	12.977*	2.950*	8.678*	5.736*	10.564*	2.319*	11.012*	6.255*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.3 shows total income from premium (category wise) of SBC and its growth rates during the year 2001 to 2011. Total premium income of fire insurance during the study period was 1962 crore, which was highest 241.73 crore in 2010, total marine insurance income was 1193 crore, and it was highest 186.36 crore in 2011 and total miscellaneous insurance income was 1418 crore, it was highest 190.19 crore in 2011 also. Growth rates also show a very fluctuating but a positive trend on total premium income. Growth rates of fire, marine and miscellaneous premium income were highest in 2007 (15.41%), 2003 (23.22%) and 2006 (22.96%) respectively. But growth rate was lowest for fire, marine and miscellaneous premium income in 2011 (-6.85%), 2010 (5.39%), and 2004(-19.51%) respectively. T-values represent a significant variation among the premium income by SBC during the study period.

6.1.1.4. Net claim paid (category wise) of SBC:

Table-6.4
Net claim paid (category wise) of SBC and its growth rates during the year 2001 to 2011
 (taka in crore)

Year	Fire	Growth Rates (%)	Marine	Growth Rates (%)	Miscellaneous	Growth Rates (%)	Total	Growth Rates
2001	-11.27		-20.11		-4.01		-35.39	
2002	-44.32	293.26	-0.66	-96.72	-6.91	72.32	-51.89	46.62
2003	46.77	-205.53	1.65	-350.00	0.47	-106.80	48.89	-194.22
2004	38.65	17.36	4.4	166.67	9.72	1968.09	52.77	7.94
2005	62.3	61.19	6.47	47.05	17.52	80.25	86.29	63.52
2006	54.47	-12.57	29.54	356.57	18.53	5.76	102.54	18.83
2007	82.95	52.29	31.61	7.01	18.63	0.54	133.19	29.89
2008	96.61	16.47	36	13.89	1.42	-92.38	134.03	0.63
2009	101.31	4.86	23.33	-35.19	7.58	433.80	132.22	-1.35
2010	143.07	41.22	0.45	-98.07	7.82	3.17	151.34	14.46
2011	124.48	-12.99	14.37	3093.33	3.24	-58.57	142.09	-6.11
Total	695	221	127	3105	74	2306	896	-20
Average	63	22	12	310	7	231	81	-2
SD	55.81	121.32	17.09	994.71	8.88	629.35	70.97	71.06
CV	88.33	549.37	147.95	320.41	132.03	272.90	87.12	-3591.50
Min	-44.32	-205.53	-20.11	-350.00	-6.91	-106.80	-51.89	-194.22
Max	143.07	293.26	36.00	3093.33	18.63	1968.09	151.34	63.52
t-value	3.755*	0.670	2.242*	0.987	2.512*	1.159	3.807*	-0.088

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed))

Table 6.4 represents net claim paid (category wise) of SBC and its growth rates during the year 2001 to 2011. We know every insurance company's main expenditure is to settle the claim and paid the compensation money to the policy holder. SBC also have to pay a significant amount of money every year for fire, marine and other insurance claim. Total amount of claim paid for fire, marine and miscellaneous

insurance during the study period were 695crore, 127 crore and 74 crore respectively. Most of the claim came from fire insurance and highest amount of money was paid in every year. Net claim paid growth rates shows a fluctuating trend with negative ones. T-values also show the significant variations among claim paid by SBC during study period.

6.1.1.5. Net profit or loss from underwriting and reinsurance (category wise) of SBC

Table-6.5
Net profit or loss from underwriting and reinsurance (category wise) of SBC with growth rates during the year 2001 to 2011

(taka in crore)

Year	Fire	Growth Rates (%)	Marine	Growth Rates (%)	Miscellaneous	Growth Rates (%)	Total	Growth Rates
2001	1.65		10.86		5.62		18.13	
2002	-22.2	-1445.45	25.04	130.57	1.24	-77.94	4.08	-77.50
2003	-19.72	-11.17	21.65	-13.54	9.37	655.65	11.3	176.96
2004	-17.39	-11.82	27.31	26.14	2.72	-70.97	12.64	11.86
2005	-26.1	50.09	39.19	43.50	0.42	-84.56	13.51	6.88
2006	-2.39	-90.84	19.93	-49.15	-0.36	-185.71	17.18	27.17
2007	-10.53	340.59	24.39	22.38	13.65	-3891.67	27.51	60.13
2008	-5.45	-48.24	35.14	44.08	12.85	-5.86	42.54	54.63
2009	-5.59	2.57	54.26	54.41	14.67	14.16	63.34	48.90
2010	-54.71	878.71	91.02	67.75	36.17	146.56	72.48	14.43
2011	-30.34	-44.54	85.23	-6.36	60.97	68.57	115.86	59.85
Total	-193	-380	434	320	157	-3432	399	383
Average	-18	-38	39	32	14	-343	36	38
SD	16.07	575.26	26.63	49.48	18.63	1268.26	34.53	63.54
CV	-91.68	-1513.38	67.49	154.72	130.27	-369.56	95.30	165.77
Min	-54.71	-1445.45	10.86	-49.15	-0.36	-3891.67	4.08	-77.50
Max	1.65	878.71	91.02	130.57	60.97	655.65	115.86	176.96
t-value	-3.618*	-0.209	4.915*	2.044*	2.546*	-0.856	3.480*	1.908*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed))

Table 6.5 shows net profit or loss from underwriting and reinsurance (category wise) of SBC with growth rates during the year 2001 to 2011. As because most of the claim came from fire insurance, that's why SBC suffered a loss from fire insurance every year. On the other hand, SBC made a profit from marine and miscellaneous insurance every year, which makes them profitable. During the study period, SBC made a profit of taka 399 crore where 434 crore came from marine and 157 crore came from miscellaneous insurance. Highest profit earned for marine insurance was in 2010, i.e. taka 91.02 crore and for miscellaneous in 2011, i.e. taka 60.97 crore. Growth rate of net profit was highest 130.57% in 2002 and 355.65% in 2003 for marine and

miscellaneous insurance during the study period. T-values show that, there was a significant variation of net profit and loss of SBC during the study period.

6.1.1.6. Total business (underwriting and reinsurance) performance of SBC

Table-6.6
Total business (underwriting and reinsurance) performance of SBC and its growth rates
(according to the category of insurance) during the year 2001 to 2011
(taka in crore)

Year	Fire Revenue	Growth Rates (%)	Marine Revenue	Growth Rates (%)	Miscellaneous Revenue	Growth Rates (%)	Total	Growth Rates
2001	1.64		10.86		5.61		18.13	
2002	-22.21	-1454.27	25.04	130.57	1.24	-77.90	4.08	-77.50
2003	-19.72	-11.21	21.65	-13.54	9.36	654.84	11.3	176.96
2004	-17.39	-11.82	27.31	26.14	2.72	-70.94	12.64	11.86
2005	-26.09	50.03	39.19	43.50	.41	-84.93	13.51	6.88
2006	-2.39	-90.84	19.93	-49.15	-.37	-190.24	17.18	27.17
2007	-10.53	340.59	24.39	22.38	13.65	-3789.19	27.51	60.13
2008	-5.45	-48.24	35.14	44.08	12.85	-5.86	42.54	54.63
2009	-5.59	2.57	54.25	54.38	14.67	14.16	63.34	48.90
2010	-53.67	860.11	91.01	67.76	35.12	139.40	72.47	14.41
2011	-30.34	-43.47	85.23	-6.35	60.96	73.58	115.85	59.86
Total	-192	-407	434	320	156	-3337	399	383
Average	-17	-41	39	32	14	-334	36	38
SD	15.82	574.40	26.63	49.48	18.51	1236.16	34.53	63.54
CV	-90.79	-1412.84	67.48	154.72	130.33	-370.43	95.30	165.77
Min	-53.67	-1454.27	10.86	-49.15	-.37	-3789.19	4.08	-77.50
Max	1.64	860.11	91.01	130.57	60.96	654.84	115.85	176.96
t-value	-3.653*	-0.224	4.915*	2.044*	2.545*	-0.854	3.480*	1.908*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.6 shows total business (underwriting and reinsurance) performance of SBC and its growth rates (according to the category of insurance) during the year 2001 to 2011. From the table, we can say that, except fire insurance, SBC had a good business performance during the study period in marine and miscellaneous insurance. For fire insurance it made a loss every year, and it was highest 53.67 crore in 2010 and lowest -2.39 crore in 2006. Only one year i.e. 2001, SBC made a profit from fire insurance. In case of marine insurance, SBC made a good performance throughout the period and it was highest 91.01 crore in 2010 and lowest 10.86 crore in 2001, though growth rates are showing a fluctuation trends of business. If we consider miscellaneous insurance then we can say that, only in the year 2006, it made a loss for SBC, but other years it made a profit which was highest 60.96 crore in 2011. T-values show a significant fluctuation among the business of SBC during the study period.

6.1.1.7. Claim settlement of SBC

The strongest way to serve the insured and the reinsured is to settle the claims as quickly as possible. With sincere and prudent direction of Board of Directors' SBC had settled its outstanding re-insurance claims up to 2006. Besides, SBC also recovered all claims due from its foreign re-insurers. In addition, SBC have taken effective initiative to address the pending law cases. Following table discuss the overall situation of insurance claim and settle of SBC from 2001 to 2011.

Table-6.7
Claim settlement of SBC during the year 2001 to 2011

Year	Heads								
	Outstanding claims up to 31 December	Claims lodged	Total Claim comes up to 31 December	Claims disposed		Total disposed (i+ii)	Outstanding claims (Up to 31 December)	Claims under litigation	Net Claim amount (Crore)
				(i) Paid	(ii) Repudiated				
2001	3683	1838	5521	1526	218	1744	3777	655	35.39
2002	1943	1736	3679	2081	214	2295	1812	428	51.89
2003	1812	623	2435	915	373	1288	1147	495	48.89
2004	1147	578	1725	328	168	496	1229	500	52.77
2005	1229	521	1750	423	101	524	1226	491	86.29
2006	977	361	1338	196	54	250	1142	456	102.54
2007	510	454	964	252	393	645	319	407	133.19
2008	725	125	849	497	62	559	290	212	134.03
2009	308	558	866	398	93	491	375	329	132.22
2010	304	313.63	1010	550	34	584	426	298	151.34
2011	426	741	1167	600	21	621	546	275	112.58
Total	13064	7849	21305	7766	1731	9498	12289	4546	1041
Average	1188	714	1937	706	157	863	1117	413	95
SD	1002.14	556.41	1459.25	589.06	130.33	636.17	1012.86	126.78	41.60
CV	84.38	77.98	75.34	83.44	82.80	73.68	90.66	30.68	43.95
Min	304	125.34	849.96	196	21	250	290.36	212.08	35.39
Max	3683	1838	5521	2081	393	2295	3777	655	151.34
t-value	3.931*	4.253*	4.402*	3.975*	4.006*	4.501*	3.658*	10.811*	7.547*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.7 shows claim settlement of SBC during the year 2001 to 2011. From the table it is seen that, total outstanding claim, claim lodged, total claim comes, claim disposed, outstanding claim, claim under litigation and net claim amount were 13064, 7849, 21305, 9498, 12289, 4546 and taka 1041 crore respectively. No of outstanding claim was highest in 2001, i.e. 3683 and it was lowest in 2010, i.e. only 304. Total no claim comes was highest in 2001 also which was 5521 and it was lowest in 2008, i.e. 849. Out of total disposed claim, it was highest 2295 in 2002 and lowest 250 in 2006. Net amount paid for claim was highest 151.34 crore in the year 2010 and it was

lowest 35.39 crore in 2001. T-values of claim settlement indicate a fluctuating trend among them during the study period.

6.1.1.8. Income from investment of SBC

Sadharan Bima Corporation always invests their surplus money to different areas of investment, by which they earned a significant amount of money every year. Investment income comes from interest on FDR, dividend on investments in various shares and debentures of joint stock companies. Moreover since 2009, SBC started investing idle money to secondary capital market. Investment portfolio is increasing every year. However, the situation of income from investment of SBC is describing below from the year 2001 to 2011.

Table-6.8
Income from investment and its growth rates of SBC during the year 2001 to 2011
(taka in crore)

Year	Heads									
	Interest on fixed term deposit	GR(%)	Investment income	GR(%)	Rent collected on real estate	GR(%)	Miscellaneous income	GR(%)	Total Income	GR(%)
2001	23.15		2.89		2.08		1.45		29.57	
2002	20.66	-10.76	2.98	3.11	2.19	5.29	7.19	395.86	33.02	11.67
2003	19.87	-3.82	3.4	14.09	2.19	0.00	1.05	-85.40	26.44	-19.93
2004	17.88	-10.02	4.42	30.00	2.36	7.76	1.8	71.43	26.46	0.08
2005	19.03	6.43	4.07	-7.92	2.51	6.36	1.56	-13.33	27.17	2.68
2006	20.51	7.78	2.69	-33.91	2.94	17.13	3.58	129.49	29.72	9.39
2007	25.15	22.62	3.15	17.10	4.37	48.64	5.45	52.23	38.12	28.26
2008	26.92	7.04	3.58	13.65	4.59	5.03	5.39	-1.10	40.47	6.16
2009	29.72	10.40	6.65	85.75	4.55	-0.87	3.41	-36.73	44.33	9.54
2010	31.08	4.58	10.56	58.80	4.94	8.57	16.94	396.77	63.52	43.29
2011	37.53	20.75	18.03	70.74	8.21	66.19	3.45	-79.63	67.22	5.82
Total	272	55	62	251	41	164	51	830	426	97
Average	25	6	6	25	4	16	5	83	39	10
SD	6.11	11.31	4.71	36.96	1.87	22.55	4.51	177.97	14.47	16.75
CV	24.77	205.60	82.93	146.99	50.14	137.40	96.83	214.53	37.36	172.71
Min	17.88	-10.76	2.69	-33.91	2.08	-0.87	1.05	-85.40	26.44	-19.93
Max	37.53	22.62	18.03	85.75	8.21	66.19	16.94	396.77	67.22	43.29
t-value	13.387*	1.539	3.999*	2.151*	6.614*	2.301*	3.425*	1.474	8.877*	1.831

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.8 represents income from investment and its growth rates of SBC during the year 2001 to 2011. In every year, SBC invest a huge amount of money for different areas of investment and they earn significant amount of money from there. Mainly

there are four areas from where SBC earned extra amount of money, i.e. investment on fixed deposit, investment on other area, investment on real estate, and others. Total income came from investment during the study period was taka 426 crore out of which taka 272 crore came from investment on fixed deposit, taka 62 crore came from investment on other area, taka 41 crore came from investment on real estate, and other taka 51 crore came from miscellaneous income. Table also indicates that, earning of SBC's from investment was increased every year in case of investment on fixed deposit, investment on other area, investment on real estate, but earning from miscellaneous income shows a fluctuating trend during the study period. T-values represent a significant variation among the income of SBC during the study period.

6.1.1.9. Contribution of government exchequer of SBC

Sadharan Bima Corporation recognizes that the corporation has certain responsibilities for the development of the nation as a whole. For this, corporation made significant contribution to the Government each year by payment, tax, non-tax revenue, VAT, stamp duty etc. Contribution of SBC to government is discussed and analyzed as follows:

Table-6.9
Contribution of government exchequer and its growth rates by SBC during the year 2001 to 2011

(taka in crore)

Year	Taka in Crore	Growth Rates (%)
2001	32.82	
2002	29.43	-10
2003	30.94	5
2004	32.22	4
2005	33.76	5
2006	38.04	13
2007	35.61	-6
2008	40.65	14
2009	47.75	17
2010	87.4	83
2011	112.6	29
Total	521	153
Average	47	15
SD	27.10	26.35
CV	57.20	171.68
Min	29.43	-10.33
Max	112.6	83.04
t-value	2.091*	2.291*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.9 shows the contribution of government exchequer and its growth rates by SBC during the year 2001 to 2011. Total contribution of SBC to the government was 521 crore, which was highest 112.6 crore in the year 2011 and lowest 29.43 crore in the year 2002. From 2010, SBC contributed a significant amount of money to the government which is taka 87.4 crore in 2010 and taka 112.6 crore in 2011. Growth rate was highest in 2010, i.e. 83%. But t-value indicates that contribution to the government was varied significantly during the study period.

6.1.1.10. Net profit of SBC:

Table-6.10
Net profit and its growth rates of SBC during the year 2001 to 2011

Year	Taka in Crore	Growth Rates (%)
2001	43.17	
2002	32.88	-23.84
2003	33.34	1
2004	34.84	4
2005	36.38	4
2006	42.04	16
2007	60.61	44
2008	77.37	28
2009	101.51	31
2010	125.51	24
2011	175.19	40
Total	763	168
Average	69	17
SD	46.76	20.64
CV	67.43	122.66
Min	32.88	-23.84
Max	175.19	44.17
t-value	2.369*	2.326*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.10 shows net profit and its growth rates of SBC during the year 2001 to 2011. Net profit of SBC increased consistently every year and it became 175.19 crore in 2011. Total profit earned by SBC during the period was 763 crore. Growth rates of net profit also increased throughout the period, except year 2002, which was negative. T-value shows a significant variation among the profit earned by SBC during the study period.

6.1.1.11. Training provided by SBC:

Table-6.11
Training provided to employees by SBC and its growth rates during the year 2001 to 2011

Year	Training Provided	Growth Rates
2001	222	
2002	209	-6
2003	62	-70
2004	28	-55
2005	63	125
2006	58	-8
2007	79	36
2008	22	-72
2009	120	445
2010	54	-55
2011	75	39
Total	992	379
Average	90	38
SD	67.18	155.91
CV	74.49	410.90
Min	22	-72.15
Max	222	445.45
t-value	2.618*	2.196*

Source: Annual Reports of Sadharan Bima Corporation from 2001 to 2011.

*Variation is Significant (2-tailed)

Table 6.11 shows training provided to employees by SBC and its growth rates during the year 2001 to 2011. Training is an important factor to increase employee's ability and skill to perform. Regular training is a necessarily for every organization. Though the table shows that SBC provided training to their employees every year, but the amount is very insignificant compared to their total employees. Total 992 employees were trained by SBC during the study period, which was highest in the year 2001, i.e. 222 employees. On the other hand, only 28 employees were trained in 2004 which is the lowest figure during the study period. T-value shows a significant variation of training provided by SBC during the study period.

6.1.2. Overall Business Performance of Rajshahi Zone

Business performance of Rajshahi Zone is discussed as per following areas:

6.1.2.1 **Branch wise business performance** under Rajshahi Zone during the year 2001-2011.

- a. Fire insurance policy
- b. Marine insurance policy
- c. Motor insurance policy
- d. People personal accident insurance policy
- e. Miscellaneous insurance policy

6.1.2.2. **Branch wise total number of policies** under Rajshahi Zone.

6.1.2.3. **Total policy under Rajshahi Zone** according to the category of Insurance.

6.1.2.4. **Total premium income** by the branches under Rajshahi Zone

6.1.2.5. **Claim & claim payment of insurance** by Rajshahi Zone.

6.1.2.1. Branch wise business performance under Rajshahi Zone

A. Fire Insurance Policy

Table-6.12
Branch wise performance (number of fire insurance policy) under Rajshahi Zone from 2001-2011

Year	Chapai Nawabgoni	Nawgaon	Natore	Bogra	Rangpur	Rajshahi	Zonal Office	Dinajpur	Pabna	Sirajgonj	Gaibandha	Iswardi	Thakurgoan	Kurigram	Nilphamari	Joypurhat	Total
2001		56	56	13	48	32	23	22	14	14	21	4	17	13	1	24	358
2002		55	57	78	53	31	26	18	15	12	29	4	15	23	1	36	453
2003		38	23	28	36	5	9	4	7	13	13	2		1		26	205
2004		37	31	10	18	7	4	8	6	13	5	10	13	11	1	1	175
2005		41	28	14	16	21	9	4	8	11	9	12	17	10	1	9	210
2006		33	26	19	17	13	7	8	13	15	16	29	13	5		9	223
2007		44	21	28	22	24	8	9	17	12	5	55	16	9	1	10	281
2008		23	25	20	11	22	6	5	11	13	8	64	13	7		6	234
2009		19	27	11	9	26	7	7	15	17	9	40	9	4		5	205
2010		21	28	7	7	30	6	5	13	13	7	36	10	5		3	191
2011		29		10	8	27	3	10	11	13	5	22	4	5		3	150
Total		396	322	238	245	238	108	100	130	146	127	278	127	93	5	132	2685
Average		36	32	22	22	22	10	9	12	13	12	25	13	8	1	12	244
SD		12.63	13.10	20.00	16.19	9.41	7.52	5.82	3.57	1.62	7.69	21.44	4.08	5.96	.00	11.43	88.99
CV		35.09	40.70	92.42	72.68	43.47	76.60	64.04	30.23	12.19	66.57	84.83	32.16	70.45	.00	95.23	36.46
Min		19	21	7	7	5	3	4	6	11	5	2	4	1	1	1	150
Max		56	57	78	53	32	26	22	17	17	29	64	17	23	1	36	453

Source: Branches under Rajshahi Zone of SBC.

Table 6.12 shows number of fire insurance policy business of SBC under Rajshahi Zone from 2001-2011. During the study period total fire policies was 1685 out of which highest number of fire insurance was under Nawgoan i.e. 396, and lowest insurance was made with Nilpharary branch, i.e., only 5. Total year wise insurance was highest in the year 2002, i.e. 453 and lowest in the year 2011, i.e. 150. Table indicates that there was a decreasing trend of fire insurance business under Rajshahi Zone.

B. Marine Insurance Policy

Table-6.13
Branch wise performance (number of marine insurance policy) under Rajshahi Zone from 2001-2011

Year	Chapai Nawabgoni	Nawgaon	Natore	Bogra	Rangpur	Rajshahi	Zonal Office	Dinajpur	Pabna	Sirajgonj	Gaibandha	Iswardi	Thakurgoan	Kurigram	Nilphamari	Joypurhat	Total
2001		52	2		1	45		5		69	15	28					217
2002	8	48	2	15	6	42		1		64	17	31					234
2003	10	46	4	10	18	40		27		47	30						232
2004	9	55		5	5	32		22		54	40	13					235
2005		39	2		8	29		21		45	32	28					204
2006		57	1		8	25		23		27	58	4					203
2007		1	5	9	2	21		19		19	13	50					139
2008		64		9	6	8		14		15	5	14					135
2009		57		8	4	6		9		9	6	20					119
2010	5	15	1	1	3	4		6		7	7	5					54
2011		4		1	1	3		2		10	3	4					28
Total	32	438	17	58	62	255		149		366	226	197					1800
Average	8	40	2	6	6	23		14		33	21	20					164
SD	2.16	22.51	1.70	5.05	4.80	15.92		9.32		23.18	17.45	14.80					73.88
CV	27.	56.52	100.1	78.40	85.19	68.66		68.81		69.67	84.96	75.10					45.15
Min	5	1			1	3		1		7	3	4					28
Max	10	64	5	15	18	45		27		69	58	50					235

Source: Branches under Rajshahi Zone of SBC.

Table 6.13 shows number of marine insurance policy business of SBC under Rajshahi Zone from 2001-2011. Marine insurance policy was not done by all the branches under Rajshahi zone, only 10 branches out of 16 did marine insurance during the study period. Total number of marine insurance was 1800 within the study period. Highest number of marine insurance was done with Sirajgong, i.e. 366 and lowest marine insurance was done with Natore branch, i.e. 17. From 2001 to 2011 highest number of marine insurance was in 2004, i.e. 235 and lowest insurance was in 2011, i.e. only 28. Trends of marine insurance show a decreasing trend after 2004.

C. Motor Insurance Policy

Table-6.14
Branch wise performance (number of motor insurance policy) under Rajshahi Zone from 2001-2011

Year	Chapai Nawabgonj	Nawgaon	Natore	Bogra	Rangpur	Rajshahi	Zonal Office	Dinajpur	Pabna	Sirajgonj	Gaibandha	Iswardi	Thakurgoan	Kurigram	Nilphamari	Joypurhat	Total
2001		1001	203	203	384	502	201	239	111	213	345	332	91	329	732	560	5446
2002		942	207	195	475	582	234	299	134	310	302	587	102	384	708	627	6088
2003		1042	168	227	436	496	208	274	137	244	241	499	128	554	647	425	5726
2004		959	168	204	453	480	207	270	132	322	182	594	127	639	704	370	5811
2005		1043	199	216	416	537	179	267	119	259	195	548	168	725	745	433	6049
2006		1055	205	217	431	605	179	231	154	272	246	693	192	1020	855	363	6718
2007		1348	275	293	520	489	235	301	189	225	486	1397	211	933	905	587	8394
2008		1291	301	303	497	582	262	278	177	342	655	2074	178	1922	877	763	10502
2009		1289	327	322	489	611	278	303	195	311	588	1928	209	1836	1025	713	10424
2010		1366	387	377	500	565	316	294	185	437	686	2031	228	2092	1043	650	11157
2011		1354	317	286	464	498	309	211	157	358	563	1902	176	1980	895	599	10069
Total		12690	2757	2843	5065	5947	2608	2967	1690	3293	4489	12585	1810	12414	9136	6090	86384
Average		1154	251	258	460	541	237	270	154	299	408	1144	165	1129	831	554	7853
SD		173.38	73.85	60.50	41.02	49.77	48.49	30.85	29.41	65.87	191.46	717.75	46.16	689.89	133.10	137.21	2277.99
CV		15.03	29.47	23.41	8.91	9.21	20.45	11.44	19.14	22.00	46.92	62.74	28.05	61.13	16.03	24.78	29.01
Min		942	168	195	384	480	179	211	111	213	182	332	91	329	647	363	5446
Max		1366	387	377	520	611	316	303	195	437	686	2074	228	2092	1043	763	11157

Source: Branches under Rajshahi Zone of SBC.

Table 6.14 shows number of motor insurance policy business of SBC under Rajshahi Zone from 2001-2011. Total number of motor insurance policy by Rajshahi Zone was 86384 within the study period. Highest number of motor insurance was collected by Chapai Nawabgonj branch, i.e. 12690 on the other hand lowest number of motor insurance was collected by Thakurgoan branch, i.e. 1810. Maximum number of motor insurance was 11157 in 2010 where as it was minimum 5446 in 2001. Out of 5 categories of insurance, this is the only insurance which shows a positive trend within the study period, which means number of motor insurance was increased year after year.

D. People Personal Accident Insurance Policy

Table 6.15 shows number of people personal accident insurance policy business of SBC under Rajshahi Zone from 2001-2011. Though SBC is involved with general insurance business, but they have some sort of accident policy for general people. Rajshahi Zone has collected total 8088 policies related to people personal accident insurance policy during the study period, out of which it was minimum 3 by Dinajpur branch and maximum 4392 by Nilphamary branch. Highest number of insurance was collected in the year 2002, i.e. 973 and lowest number was insurance was collected in

2010, i.e. 312. Trend of collecting people personal accident policy shows a fluctuating trend during the study period.

Table-6.15
Branch wise performance (number of people personal accident insurance policy)
under Rajshahi Zone from 2001-2011

Year	Chapai Nawabgoni	Nawgaon	Natore	Bogra	Rangpur	Rajshahi	Zonal Office	Dinajpur	Pabna	Sirajgonj	Gaibandha	Iswardi	Thakurgoan	Kurigram	Nilphamari	Joypurhat	Total
2001		70	17	19	25		2		87	6	12	52	7	177	477	10	961
2002		64	13	42	30				102	5	7	56	6	158	490		973
2003		58	4	21	11		1		46	2	7	5	5	206	449		815
2004		52	5	20	11		3		34	2	5	27	1	141	496		797
2005		36	7	25	6		1		28	5	33	14	2	149	478	22	806
2006		72	13	17	12		4	1	119	3	14	13	7	132	409	8	824
2007		34	18	14	11		1		24	3	226	10	5	101	389	2	838
2008		27	32	15	7			1	35	4	43		4	72	305		545
2009		23	29	13	3				54	6	49	2	3	45	265		492
2010		17	38	9	1			1	35	8	55	2	1	22	123		312
2011		14	56		2				27	9	72	1		33	511		725
Total		467	232	195	119		12	3	591	53	523	182	41	1236	4392	42	8088
Average		42	21	20	11		1	1	54	5	48	17	4	112	399	4	735
SD		21.49	16.10	9.12	9.18		1.38	.00	33.33	2.32	63.42	20.14	2.49	61.92	121.75	7.01	203.89
CV		50.61	76.35	46.77	84.90		126.05	.00	62.03	48.07	133.39	121.73	66.90	55.10	30.49	183.64	27.73
Min		14	4	9	1			1	24	2	5			22	123		312
Max		72	56	42	30		4	1	119	9	226	56	7	206	511	22	973

Source: Branches under Rajshahi Zone of SBC.

E. Miscellaneous Insurance Policy

Table-6.16
Branch wise performance (number of miscellaneous insurance policy) under
Rajshahi Zone from 2001-2011

Year	Chapai Nawabgoni	Nawgaon	Natore	Bogra	Rangpur	Rajshahi	Zonal Office	Dinajpur	Pabna	Sirajgonj	Gaibandha	Iswardi	Thakurgoan	Kurigram	Nilphamari	Joypurhat	Total
2001		28	14	40	25	32	22	23	68	13	32	4	2	5		3	311
2002		37	11	43	9	35	27	27	67	15	34	5	2	5		6	323
2003	21	29	6	18	9	31	31	15	35	14	18	6	3	3		5	244
2004	19	20	10	14	7	34	25	20	35	21	18	5	1	2		4	235
2005		21	12	20	10	26	32	24	42	25	15	5	5	4		3	244
2006		22	15	12	7	31	20	21	39	17	10	4	8	3		1	210
2007		32	18	19	7	21	23	23	33	19	11	4	12			2	224
2008		24	21	21	10	16	18	11	27	23	10	48	29	1		2	261
2009		21	26	13	9	13	15	17	35	37	12	4	37	1		4	244
2010	37	20	29	9	11	11	16	15	30	19	9	8	50	1		3	268
2011	43	17	22		2	11	14	13	14	45	9	4	28			2	224
Total	120	271	184	209	106	261	243	209	425	248	178	97	177	25		35	2788
Average		25	17	21	10	24	22	19	39	23	16	9	16	3		3	253
SD		6.10	7.14	11.53	5.64	9.58	6.20	5.12	16.02	9.99	8.94	13.05	17.02	1.78		1.47	35.57
CV		24.77	42.70	55.18	58.57	40.38	28.08	26.94	41.46	44.33	55.26	148.02	105.78	71.18		46.23	14.03
Min		17	6	9	2	11	14	11	14	13	9	4	1			1	210
Max		37	29	43	25	35	32	27	68	45	34	48	50	5		6	323

Source: Branches under Rajshahi Zone of SBC.

Table 6.16 shows number of miscellaneous insurance policy business of SBC under Rajshahi Zone from 2001-2011. SBC has so many types of policies except their major policies, i.e. Fire, Marine, Motor, and People Personal Accident insurance policy. All policies except these four are considered as miscellaneous insurance. Total miscellaneous insurance was collected by Rajshahi Zone was 2788 which was highest 425 by Pabna branch and lowest 25 by Kurigram branch. Highest number of miscellaneous policy was in the year 2002, i.e., 323 and lowest was in the year 2006, i.e. 210. The trend of miscellaneous policy was quite consistent during the study period.

6.1.2.2. Total Policy Business under Rajshahi Zone

Table-6.17
Branch wise total number of policies under Rajshahi Zone

Year	Chapai Nawabgonj	Nawgaon	Natore	Bogra	Rangpur	Rajshahi	Zonal Office	Dinajpur	Pabna	Sirajgonj	Gaibandha	Iswardi	Thakurgoan	Kurigram	Nilphamari	Joypurhat	Total
2001	0	1207	292	275	483	611	248	289	280	315	425	420	117	524	1210	597	7293
2002	8	1146	290	373	573	690	287	345	318	406	389	683	125	570	1199	669	8071
2003	31	1213	205	304	510	572	249	320	225	320	309	512	136	764	1096	456	7222
2004	28	1123	214	253	494	553	239	320	207	412	250	649	142	793	1201	375	7253
2005	0	1180	248	275	456	613	221	316	197	345	284	607	192	888	1224	467	7513
2006	0	1239	260	265	475	674	210	284	325	334	344	743	220	1160	1264	381	8178
2007	0	1459	337	363	562	555	267	352	263	278	741	1516	244	1043	1295	601	9876
2008	0	1429	379	368	531	628	286	309	250	397	721	2200	224	2002	1182	721	11677
2009	0	1409	409	367	514	656	300	336	299	380	664	1994	258	1886	1290	772	11484
2010	42	1439	483	403	522	610	338	321	263	484	764	2082	289	2120	1166	656	11982
2011	43	1418	395	297	477	539	326	236	209	435	652	1933	208	2018	1406	604	11196
Total	152	14262	3512	3543	5597	6701	2971	3428	2836	4106	5543	13339	2155	13768	13533	6299	101745
Average	14	1297	319	322	509	609	270	312	258	373	504	1213	196	1252	1230	573	9250
SD	18.2	132.78	88.77	53.25	36.71	50.69	41.35	32.54	44.92	60.75	203.56	725.04	58.41	627.15	81.58	134.47	2000.27
CV	131	10.24	27.81	16.53	7.21	8.32	15.31	10.44	17.42	16.27	40.40	59.79	29.81	50.11	6.63	23.48	21.63
Min	0	1123	205	253	456	539	210	236	197	278	250	420	117	524	1096	375	7222
Max	43	1459	483	403	573	690	338	352	325	484	764	2200	289	2120	1406	771	11982

Source: Branches under Rajshahi Zone of SBC.

Table 6.17 shows total number of policies (Branch wise) of SBC under Rajshahi Zone from 2001-2011. Total number of policies collected by Rajshahi Zone was 101745 within the study period which was highest 13768 by kurigram branch, and lowest 152 by Chapai Nawabgonj branch. Out of 101745 total insurance policies, highest number of policy was collected in 2010, i.e. 11982 and lowest number of policy was collected in 2003, i.e. 7222. Total number of policy shows basically an increasing trend during the study period. Out of total 101745 insurance policies, 8088 policies came from only motor insurance.

Table-6.18
Total Policy and their growth rates according to the category of insurance by the branches under Rajshahi Zone

Year	Fire	GR (%)	Marine	GR (%)	Motor	GR (%)	Miss	GR (%)	Acci	GR (%)	Total	GR (%)
2001	358		217		5446		311		961		7293	
2002	453	27	234	8	6088	12	323	4	973	1	8071	11
2003	205	-55	232	-1	5726	-6	244	-24	815	-16	7222	-11
2004	175	-15	235	1	5811	1	235	-4	797	-2	7253	
2005	210	20	204	-13	6049	4	244	4	806	1	7513	4
2006	223	6	203	-	6718	11	210	-14	824	2	8178	9
2007	281	26	139	-32	8394	25	224	7	838	2	9876	21
2008	234	-17	135	-3	10502	25	261	17	545	-35	11677	18
2009	205	-12	119	-12	10424	-1	244	-7	492	-10	11484	-2
2010	191	-7	54	-55	11157	7	268	10	312	-37	11982	4
2011	150	-21	28	-48	10069	-10	224	-16	725	132	11196	-7
Total	2685	-48	1800	-154	86384	69	2788	-24	8088	39	101745	48
Average	244	-5	164	-15	7853	7	253	-2	735	4	9250	5
SD	88.99	25.25	73.88	21.85	2277.9	11.72	35.57	12.92	203.89	47.50	2000.2	10.07
CV	36.46	-525.49	45.15	-141.49	29.01	169.68	14.03	-531.63	27.73	1219.1	21.63	209.16
Min	150	-54.75	28	-54.62	5446	-9.75	210	-24.46	312	-36.59	7222	-10.52
Max	453	26.54	235	7.83	11157	25.11	323	16.52	973	132.37	11982	20.76

Source: Branches under Rajshahi Zone of SBC.

Table 6.18 shows total policy and their growth rates according to the category of insurance by the branches under Rajshahi Zone. Table shows a fluctuating trend during the study period, sometimes growth rate was negative and sometimes it was positive. Highest growth rate was earned in 2007, i.e. 20.76% and lowest growth was in 2003, i.e. 10.52%. Highest growth was earned by Rajshahi Zone in fire, marine, motor, miscellaneous and people personal accident policy were 26.54% in 2007, 7.83% in 2002, 25.11% in 2006, 16.52% in 2008 and 132.37% in 2012 respectively during the study period. On the other hand lowest growth rate was earned by Rajshahi Zone in fire, marine, motor, miscellaneous and people personal accident policy were -54.75% in 2003, -54.62% in 2010, -9.75% in 2011, -24.46% in 2003 and -36.59% in 2010 respectively.

6.1.2.3. Total premium Income by Rajshahi Zone

Table-6.19
Total premium income by the Branches under Rajshahi Zone from 2001- to 2011
(taka in lacs)

Year	Chapai Nawabgoni	Nawgaon	Natore	Bogra	Rangpur	Rajshahi	Zonal Office	Dinajpur	Pabna	Sirajgonj	Gaibandha	Iswardi	Thakurgoan	Kurigram	Nilphamari	Joypurhat	Total
2001	2.76	5.04	10.86	19.2	9.93	42.8	14.31	15.85	12.1	11.31	1.96	23.95	10.21	2.02	6.51	9.01	197.82
2002	3.48	4.26	10.17	21.37	16.66	33.78	15.05	16.76	11.68	11.43	1.97	24.31	10.5	1.94	7.58	9.12	200.06
2003	2.6	4	7.9	22.22	13.33	42.59	13.19	15.06	12.7	11.52	1.88	24.07	9.25	2.1	6.24	10.04	198.69
2004	2.59	3.17	8.46	14.35	14.16	34.25	7.23	24.05	6.78	11.63	1.75	21.78	7.36	1.86	3.57	10.68	173.67
2005	2.37	3.21	10.13	14.31	15.48	41.74	78.56	27.86	7.54	12.07	2.1	24.01	10.14	2.01	5.44	7.75	264.72
2006	2.55	3.09	6.97	13.6	14.1	36.68	6.58	30.91	8.24	10.45	2.03	20.91	11.05	1.85	3.61	12.48	185.1
2007	2.35	2.98	11.48	18.42	16.68	37.4	15.46	33.67	8.38	8.89	2.08	19.1	11.56	4.09	4.35	15.22	212.11
2008	3.31	2.73	12.19	14.73	15.66	37.85	14.67	41.53	9.15	9.32	2.28	23.6	12.2	3.31	6.45	17.54	226.52
2009	2.83	2.76	11.78	11.54	17.01	47.08	12.59	25.48	7.97	8.96	1.71	19.9	9.22	2.65	6.24	17.27	204.99
2010	2.73	2.79	11.54	13.36	17.9	48.06	5.45	25.36	8.59	12.76	1.79	19.67	12.1	3.07	5.94	16.37	207.48
2011	2.72	2.71	11.08	16.1	15.95	59.37	15.3	27.06	6.42	23.54	1.51	23.16	11.65	2.81	5.71	20.47	245.56
Total	30	37	113	179	167	462	198	284	100	132	21	244	115	28	62	146	2317
Average	3	3	10	16	15	42	18	26	9	12	2	22	10	3	6	13	211
SD	.35	.76	1.73	3.50	2.22	7.48	20.42	8.00	2.15	4.04	.22	2.01	1.47	.73	1.27	4.28	26.23
CV	12.8	22.84	16.88	21.49	14.64	17.83	113.24	31.05	23.80	33.72	11.24	9.03	13.99	29.17	22.63	32.25	12.45
Min	2.35	2.71	6.97	11.54	9.93	33.78	5.45	15.06	6.42	8.89	1.51	19.1	7.36	1.85	3.57	7.75	173.67
Max	3.48	5.04	12.19	22.22	17.9	59.37	78.56	41.53	12.7	23.54	2.28	24.31	12.2	4.09	7.58	20.47	264.72

Source: Branches under Rajshahi Zone of SBC.

Table 6.19 shows total premium income by the branches under Rajshahi Zone from 2001- to 2011. Total income of Rajshahi Zone from premium income was taka 2317 lacs during the study period, which was highest in the year 2005, i.e. 264.72 lacs and lowest was in the year 2004, i.e. 173.67 lacs. Among the branches, highest premium income was earned by Rajshahi branch which was taka 462 lacs and lowest income was earned by Gaibandha branch, i.e. taka 21 lacs only during the study period.

6.1.2.4. Claim & Claim Payment of Insurance by Rajshahi Zone.

Table-6.20
Claim & Claim Payment of Insurance and its growth rates by Rajshahi Zone from 2001-2011

	Total claim	Growth Rates (%)	Total Claim Payment	Growth Rates (%)
2001	22		10	
2002	39	77	22	120
2003	47	21	18	-18
2004	7	-85	6	-67
2005	25	257	22	267
2006	12	52	8	-64
2007	14	17	9	13
2008	15	7	9	0
2009	9	-40	16	78
2010	14	56	14	-13
2011	18	29	12	-14
Total	222	286	146	302
Average	20	29	13	30
SD	12.54	94.36	5.59	101.00
CV	62.16	330.19	42.10	334.78
Min	7	-85.11	6	-66.67
Max	47	257.14	22	266.67

Source: Branches under Rajshahi Zone of SBC.

Table 6.20 shows claim & claim payment of insurance and its growth rates by Rajshahi Zone from 2001-2011. Table indicates that total number of claims was 222 during the study period out of which 146 claims was paid. Highest number of claim came in 2003, i.e. 47 and lowest number of claim came in 2004, i.e. 7. Total claim paid was highest in 2002 i.e. 22 and lowest claim paid in 2004, i.e. only 6.

6.1.3. Other Performance of Sadharan Bima Corporation

- **Corporate Governance:** Awareness of Corporate Government has grown rapidly worldwide in recent years due to increased legislative and regulatory activities as well as evolving best practice recommendations. As a government owned non-life Insurance Corporation in Bangladesh led by professional people, SBC is committed in adopting the highest governance standard and adjusting them as required in protecting the interest of policyholders and stakeholders. Good corporate governance system is vital for efficient and effective business operation to achieve the set goal. In line with the best practice, the corporate governance systems and practices in SBC are designed to ensure adequate internal control in operational process, transparency and accountability. The board of directors always put emphasis on and agreed to the point that the corporation conducts itself as a good corporate entity and comply with corporate behavior and guidelines as well as adherence to rules and regulations etc. It is also ensured that duties and responsibilities are appropriately segregated between the board and management to provide sufficient check and balance and flexibility for smooth business operations. The board provides leadership and direction to the management, approves strategic and major policy decisions and oversees management to attain predetermined goals and objectives of the corporation.
- **Corporate Social Responsibility:** Sadharan Bima Corporation has continued its endeavors to deliver economic and social benefits to the community in discharge of its CSR and has extended financial assistance to different Mosques, Orphanage and other Religious and Social welfare establishments. SBC also provides scholarships for the meritorious children of the employees of SBC.
- **SBC's Risk Management:** The business of insurance involves assumption of risks of many types –physical as well as moral. Physical risks are identified as those caused by natural catastrophes, accidental losses and manmade disasters. The key to proper management of insurance business risks is to ensure proper selection of risks as well as of the client through a vetting process known as prudent underwriting. Non-life insurance

business also closely follows the country's economic development and any slowdown in the economic activities also has adverse impact on the insurance industry's growth. SBC, being aware of these business risks, practices the following to protect its interest:

- (i) Selection of risk which have the potential of making underwriting profit.
- (ii) Diversification into many segments of business-product wise as well as client wise so that the company is not over reliant on any particular segment.
- (iii) The corporation arranges adequate reinsurance back up the risks assumed by it's with good quality securities.
- (iv) The corporation maintains a conservative reserving policy and its various technical reserves have been created adequately to cater to unforeseen events in the future.
- **Promotional Schemes of SBC:** As a fully government owned insurance organization SBC has undertaken some promotional schemes for the benefit of the society as well as economic development of the country. These schemes are:
 - Crop Insurance
 - Cattle Insurance
 - Shrimp Culture Insurance
 - Peoples personal Accident Insurance
 - Medi-claim and Dread Disease Insurance
 - Export Credit Guarantee Insurance

The above insurance schemes are financially not rewarding. However, considering their social desirability and to meet SBC's national obligations, it has been operating these schemes solely out of its own fund i.e. without any subsidy from government or central bank.

- **Formation of a new subsidiary company for dealing stocks:** Sadharan Bima Corporation Brokerage Division has transformed into a separate company named SBC Securities and Investment Ltd. (A subsidiary Company of Sadharan Bima Corporation) in 23 September 2010. It is registered in the Registrar of Joint Stock Companies and Firms. Its authorized capital is taka 50 crore and paid up capital is taka 20 crore only.

6.2. EVALUATION OF HUMAN RESOURCE MANAGEMENT PRACTICES OF SBC WITH SPECIAL REFERENCE TO RAJSHAHI ZONE THROUGH PRIMARY DATA.

In this section, different factors of human resources management have been analyzed according to the opinions given by the interviewed officers and desk employees of the selected branches of Sadharan Bima Corporation under Rajshahi Zone. Opinions have been collected through structured questionnaire and data have been shown through simple frequency table with percentage. The variables under which human resource management of SBC have been analyzed are:

6.2.1. Job satisfaction and motivation factors:

- 6.2.1.1. Recognition
- 6.2.1.2. Rewards and benefits
- 6.2.1.3. Task significance
- 6.2.1.4. Pride in work
- 6.2.1.5. Promotion
- 6.2.1.6. Work environment

6.2.2. Job Design and Performance Factors:

- 6.2.2.1. Job contents
- 6.2.2.2. Job functions
- 6.2.2.3. Relationships
- 6.2.2.4. Job significance

6.2.3. Factors related to Training

6.2.4. Factors related to Commitment

6.2.5. Factors related to Trade Union

6.2.1. JOB SATISFACTION AND MOTIVATION FACTORS

Job satisfaction is an individual's general attitude which may be either positive or negative, about the job; usually a function of the difference between what a person wants from a job and what he or she obtains from it. Job satisfaction of an employee is dependent on many interrelated factors. The importance of the various factors, however, changes from one situation to another. A satisfied employee exhibits better performance and more importantly, is likely to speak positive about the organization. A satisfied employee also tends to be absent less often, to make positive contributions, and to stay with the organization. In contrast, dissatisfied employee may be absent more often, may experience stress that disrupt co-workers, and may be continually looking for another job. Job satisfaction influences employee morale, their commitment and their attitude towards organization. Job satisfaction necessarily leads to higher levels of performance. The researcher tried to analyzed job satisfaction and motivation between development officers and desk employees among the sample units based on the factors of recognition, reward, task significance, pride in work, promotion and work environment.

6.2.1.1. Recognition

Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations. To be really effective in the job, managers need to understand the psychology of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships. Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work. This study considered the following factors to judge the opinion of employees regarding the recognition of their work and the factors are: concerned with payment of fair amount for the work, recognition for good job, fair promotion, benefits as compared to other companies, people advancement at the workplace, supervisors' interests on the feeling of employees, chances of salary increase, and the chances of getting promotion.

Table: 6.21
Fair amount for the job

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	2 (66.7)	6.1	1 (33.3)	3.6	3 (100)	4.9
Disagree	20 (57.1)	60.6	15 (42.9)	53.6	35 (100)	57.4
Agree	8 (40.0)	24.2	12 (60.0)	42.9	20 (100)	32.8
Strongly Agree	3 (100)	9.1			3 (100)	4.9
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.21 indicates that 20 development officers (60.6%) and 15 (53.6%) desk employees disagreed that they are not getting fair amount for job that they are doing. On the other hand 8 (24.2%) of development offices and 12 (42.9%) desk employees agree that they are getting fair amount for their job. So, it is a mix attitude towards the salary that the employees are receiving from the organization.

Table: 6.22
Work recognition

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	20 (57.1)	60.6	15 (42.9)	53.6	36 (100)	57.4
Disagree	10 (50)	30.3	10 (50)	35.7	20 (100)	32.8
No Opinion			3 (100)	10.7	3 (100)	4.9
Agree	2 (100)	6.1			2 (100)	3.3
Strongly Agree	1 (100)	3.0			1 (100)	1.6
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.22 shows the frequencies of employee's opinion regarding work recognition when they do a god job. Table indicates that total 36 employees strongly disagree that organization recognize their job, out of which 20 (60.6%) were development officers and 15 (53.6%) were desk employees. 20 employees (10 development officers and 10 desk employees) also disagree about the issue. Very insignificant employees were satisfied regarding the issue.

Table: 6.23
Fair chance of promotion

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	8 (57.1)	24.2	6 (42.9)	21.4	14 (100)	23
Disagree	15 (50)	45.5	15 (50)	53.6	30 (100)	49.2
Agree	10 (100)	30.3			10 (100)	16.4
Strongly Agree			7 (100)	25.0	7 (100)	11.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.23 shows the opinion of SBC employees regarding their satisfaction on fair chance of promotion which indicate that most of employees (44 out of 61) disagreed about their fair chance of promotion. They think that corporation does some unfair means in case of promotion. But some employees 17(out of 61 employees) do agree that corporations are practicing fair for promotion.

Table: 6.24
More benefits than other companies

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	2 (33.3)	6.1	4 (66.7)	14.3	6 (100)	9.8
Disagree	8 (61.5)	24.2	5 (38.5)	17.9	13 (100)	21.3
Agree	20 (57.1)	60.6	15 (42.9)	53.6	35 (100)	57.4
Strongly Agree	3 (53.9)	9.1	4 (57.1)	14.3	7 (100)	11.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.24 indicates that 20 (57.1%) development offices and 15 (42.9%) desk employees thought that corporation provides sufficient benefits from private organization like increment, fair promotion, freedom of job etc. But 19 employees (6 strongly disagreed and 13 disagreed) about the opinion. 7 employees (11.5%) out of 61 strongly agreed that corporation has provided more benefits than other private companies.

Table: 6.25
Go ahead in the job than other company

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	20 (57.1)	60.6	15 (42.9)	53.6	35 (100)	57.4
Disagree	10 (47.6)	30.3	11 (52.4)	39.3	21 (100)	34.4
Agree	3 (60)	9.1	2 (40)	7.1	5 (100)	8.2
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

From the above table 6.25, it is shown that 35 employees (57.4%) out of 61 strongly disagreed that they can go ahead as fast in SBC they do in other places. Only 5 (8.2%) persons (3 development officer and 2 desk employees) agreed with the statement. On the other hand, 21 employees (34.4%) simply agreed with the statement.

Table: 6.26
Lack of supervisor interest on subordinate

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree	2 (33.3)	6.1	4 (66.7)	14.3	6 (100)	9.8
Agree	16 (53.3)	48.5	14 (46.7)	50	30 (100)	49.2
Strongly Agree	15 (60)	45.5	10 (40)	35.7	25 (100)	41
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.26 shows the opinion of development officers and desk employees regarding the statement of ‘My supervisor shows too little interest in the feeling of subordinates’. From the table it is seen that 30 (49.2%) employees (16 Officers and 14 desk employees) simply agreed, 25 (41%) (15 officers and 10 desk employees) strongly agreed with the statement that their supervisor shows too little interest in the feeling of subordinate. Only 6 employees disagreed with the statement.

Table: 6.27
Satisfaction for chance of salary increase

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	3 (23.1)	9.1	10 (76.9)	35.7	13 (100)	21.3
Disagree	10 (55.6)	30.3	8 (44.4)	28.6	18 (100)	29.5
No Opinion			2 (100)	7.1	2 (100)	3.3
Agree	13 (61.9)	39.4	8 (38.1)	28.6	21 (100)	34.4
Strongly Agree	7 (100)	21.2			7 (100)	11.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.27 shows the opinion of development officers and desk employees regarding the statement of ‘I feel satisfaction with my chances for salary increases’. There is a mixed opinion showed with this issue. Total 31 employees (13 officers and 18 desk employees) disagreed with this statement, out of which 13 (21.3%) strongly disagreed and 18 (29.5%) disagreed. On the other hand 28 employees (20 officers and 8 desk employees) agreed and they believe that they are satisfied with the chances of salary increases, out of which 21(34.4%) simply agreed and 7(11.5%) strongly agreed with the statement.

Table: 6.28
Satisfaction for the chance of promotion

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	6 (66.7)	18.2	3 (33.3)	10.7	9 (100)	14.8
Disagree	10 (66.7)	30.3	5 (33.3)	17.9	15 (100)	24.6
Agree	14 (41.2)	42.4	20 (58.8)	71.4	34 (100)	55.7
Strongly Agree	3 (100)	9.1			3 (100)	4.9
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.28 shows the opinion of development officers and desk employees regarding the statement of ‘I am satisfied with my chances for promotion’. Out of 61 employees, 34 (55.7%) agreed that they are satisfied with the chance for promotion. Only 3 (4.9%) development officers strongly agreed with this statement. 24 employees (16

officers and 8 desk employees) disagreed with this issue, out of which 9 (14.8%) strongly disagreed and 15 (24.6%) simply disagreed with it. Total 37 employees shown their satisfaction on the chance of promotion and 24 employees are not satisfied with their promotion issue.

Table: 6.29
Analysis of recognition related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
6	Lack of supervisor interest on subordinate	143	Highly Significant	1
4	More benefits than private companies	113	Significant	2
7	Satisfaction for chance of salary increase	110	Significant	3
8	Satisfaction for the chance of promotion	97	Insignificant	4
1	Fair amount for the job	89	Insignificant	5
3	Fair chance of promotion	78	Insignificant	6
2	Work recognition	53	Insignificant	7
5	Go ahead in the job than other company	52	Insignificant	8
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.29 indicates an analysis of recognition related factors among development officers of the sample units and ranking the factors as per Likert's five-point scale. Table and the respected score shows that the factor 'lack of supervisor interest on subordinate' has highly significant impact on development officer's satisfaction issue because its score is more than 132 which is greater than highly significant score of 132. On the other hand, the impact of 'more benefits than private companies' and "satisfaction for chance of salary increase' factors has also a significant impact on satisfaction and motivation, because their scores (113 and 110) are greater than significant score (132). But the impact of other factors has no significant impact on officer's satisfaction and motivation because their score are less than insignificant score of 100.

Table: 6.30
Analysis of recognition related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
6	Lack of supervisor interest on subordinate	114	Highly Significant	1
4	More benefits than private companies	94	Significant	2
8	Satisfaction for the chance of promotion	93	Significant	3
1	Fair amount for the job	79	Insignificant	4
3	Fair chance of promotion	71	Insignificant	5
7	Satisfaction for chance of salary increase	64	Insignificant	6
5	Go ahead in the job than other company	45	Insignificant	7
2	Work recognition	44	Insignificant	8
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.30 shows an analysis of recognition related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. Table and the

respected score shows that the factor ‘lack of supervisor interest on subordinate’ has highly significant impact on desk employees satisfaction issue because its score is 114 which is greater than the highly significant score of 112. On the other hand, the impact of ‘more benefits than private companies’ and “satisfaction for chance of salary increase’ factors has also a significant impact on satisfaction and motivation because their score is less than 112 but greater than 84 (insignificant score). But the impact of other factors has no significant impact on desk employee’s satisfaction and motivation, because their scores are less than insignificant score (84).

Table: 6.31
Analysis of recognition related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
6	Lack of supervisor interest on subordinate	257	Highly Significant	1
4	More benefits than private companies	207	Significant	2
8	Satisfaction for the chance of promotion	190	Significant	3
7	Satisfaction for chance of salary increase	174	Insignificant	4
1	Fair amount for the job	168	Insignificant	5
3	Fair chance of promotion	149	Insignificant	6
2	Work recognition	97	Insignificant	7
5	Go ahead in the job than other company	97	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.31 shows an analysis of recognition related factors of the sample units and ranking the factors as per Likert’s five-point scale. Similar as previous two table here we can also found that, the factor ‘lack of supervisor interest on subordinate’ has highly significant impact on all employees satisfaction issue because its score is 257 which is greater than the highly significant score of 245. On the other hand, the impact of ‘more benefits than private companies’ and “satisfaction for chance of salary increase’ factors has also a significant impact on employee’s satisfaction and motivation because their scores are less than 245 but greater than 183 (insignificant score). But the impact of other factors has no significant impact on employee’s satisfaction and motivation, because their scores are less than insignificant score (183).

Hypothesis on recognition related factors:

There is no significant variation among the opinions of development officers and desk employees regarding recognition related factors of the sample units.

Table: 6.32
Variations of recognition related factors between development officers and desk employees

Factors		Sum of Squares	df	Mean Square	F	Sig.
Fair amount for the Job	Between groups	.235	1	.235	.184	.669
	Within groups	75.077	59	1.272		
	Total	75.311	60			
Work recognition	Between groups	.018	1	.018	.024	.878
	Within groups	44.736	59	.758		
	Total	44.754	60			
Fair chance of promotion	Between groups	.449	1	.449	.253	.617
	Within groups	104.601	59	1.773		
	Total	105.049	60			
More benefits than private companies	Between groups	.068	1	.068	.044	.834
	Within groups	90.489	59	1.534		
	Total	90.557	60			
Go ahead in the job than other company	Between groups	.015	1	.015	.020	.889
	Within groups	44.739	59	.758		
	Total	44.754	60			
Lack of supervisor interest on subordinate	Between groups	1.039	1	1.039	1.357	.249
	Within groups	45.190	59	.766		
	Total	46.230	60			
Satisfaction for chance of salary increase	Between groups	16.625	1	16.625	9.707	.003
	Within groups	101.048	59	1.713		
	Total	117.672	60			
Satisfaction for the chance of promotion	Between groups	2.211	1	2.211	1.388	.244
	Within groups	93.986	59	1.593		
	Total	96.197	60			
Degree of freedom: Between group=1, within group=59. Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59						

Table 6.32 shows the variations among the opinions of development officers and desk employees regarding recognition issue of sample units. It is shown from the table that calculated 'F' values of the factors of fair amount for the job (0.184), work recognition (0.024), fair chance of promotion (0.253), more benefits than private companies (0.044), go ahead in the job than other company (0.020), lack of supervisor interest on subordinate (1.357), and satisfaction for the chance of promotion (1.388) are less than 'F' critical value 4.00 at 5% LS. On the other hand, as because calculated 'F' value (9.707) of the factor satisfaction for chance of salary increase is greater than the critical 'F' value 4.00 at 5% LS.

As a result, it is ratified that the null hypothesis is accepted in all of the cases except satisfaction for chance of salary increase factor but null hypothesis is rejected and alternative is accepted for the opinion of 'satisfaction for chance of salary increase'.

So, we can conclude that, there is no significant variation of opinions between development officers and desk employees about the recognition related factors except one issue.

6.2.1.2. Rewards and Benefits

Employee reward system is not just a positive thing to do with people but communicating it effectively is an efficient tool in encouraging them to create and bring business for the organization. Treating employees like assets and maintaining harmonious relationships with them doesn't only yield business in present but also an effective strategy for future. Employers and management need to be pro-active to develop a talented and dedicated workforce that can take organization's goals. Fulfilling employees' needs, recognizing their efforts and presenting them with monetary and non-monetary rewards help you create a right workforce for your organization that can be your partner in success. Recognition of their efforts and boosting their morale results in increased productivity and decreased attrition rate. It is a proven fact that the motivated and dedicated workforce can change the fate of a company. After all, human effort is the biggest contributing factor in success of any organization. It is just next to impossible to achieve organizational goals only by the efforts of top management. It's the workforce who executes their plans and helps them achieve their financial as well as non-financial aims. In this study the researcher tried to analyze the factors regarding rewards in the workplace of SBC employees by considering appreciation of work, lack of rewards, lack of benefits, lack of rewards for job effort, and commission system.

Table: 6.33
Appreciation of work

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	3 (100)	9.1			3 (100)	4.9
Disagree	5 (100)	15.2			5 (100)	8.2
No Opinion			3 (100)	10.7	3 (100)	4.9
Agree	15 (60)	45.5	10 (40)	35.7	25 (100)	41.0
Strongly Agree	10 (40)	30.3	15 (60)	53.6	25 (100)	41.0
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.33 shows the opinion of development officers and desk employees regarding the statement of ‘I do not feel that the work I do is appreciated’. Out of 61 respondents, 25 (41%) strongly agreed and also 25(41%) simply agreed that they don’t feel their work is appreciated. Only 8 (13.1%) respondents disagreed with the statement and they believe that their work is appreciated.

Table: 6.34
Lack of rewards

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree	3 (60)	9.1	2 (40)	7.1	5 (100)	8.2
Agree	14 (51.9)	42.4	13 (48.1)	46.4	27 (100)	44.3
Strongly Agree	16 (55.2)	48.5	13 (44.8)	46.4	29 (100)	47.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.34 shows the opinion of development officers and desk employees regarding the statement of ‘there are few rewards for those who work here’. Out of 61 respondents, 27 (44.3%) agreed and believed that there is a lack of rewards and 29 (47.5%) strongly believe about the statement. Very few respondents (only 5) disagreed with this issue and they believe that they are getting proper rewards from the corporation.

Table: 6.35
Lack of benefits

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	18 (60)	54.5	12 (40)	42.9	30 (100)	49.2
Strongly Agree	15 (48.4)	45.5	16 (51.6)	57.1	31 (100)	50.8
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.35 shows the opinion of development officers and desk employees regarding the statement of ‘there are benefits we do not have which we should have’. All respondents agreed with this statement, out of which 30 (49.2%) simply agreed and 31 (50.8%) strongly believe that they should have more benefits that the corporation are still provided to them. There are no respondents who disagreed with this statement.

Table: 6.36
Lack of rewards for job effort

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree	4 (66.7)	12.1	2 (33.3)	7.1	6 (100)	9.8
No Opinion	1 (33.3)	3	2 (66.7)	7.1	3 (100)	4.9
Agree	16 (53.3)	48.5	14 (46.7)	50.0	30 (100)	49.2
Strongly Agree	12 (54.5)	36.4	10 (45.5)	35.7	22 (100)	36.1
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.36 shows the opinion of development officers and desk employees regarding the statement of ‘I do not feel my efforts are rewarded the way they should be’. Out of 61 respondent, 30 (49.2) agreed and 22 (36.1%) strongly agreed with this statement and they believe that they are not properly rewarded by the organization. On the other hand, only 6 (9.8%) disagreed with this statement and 3 (4.8%) did not give any opinion on this issue.

Table: 6.37
Commission system

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	17 (58.6)	51.5	12 (41.4)	42.9	29 (100)	47.5
Strongly Agree	16 (50)	48.5	16 (50)	57.1	32 (100)	52.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.37 shows the opinion of development officers and desk employees regarding the statement of ‘I do feel that commission system can increase the productivity for premium income’. All respondents believe that proper commission system can significantly increase the policy and income from premium because 29 (47.5%) agreed and 32 (52.5%) strongly agreed with the statement. There are no respondents who disagreed with this.

Table: 6.38
Analysis of rewards and benefits related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
13	Commission system	148	Highly Significant	1
11	Lack of benefits	147	Highly Significant	2
10	Lack of rewards	142	Highly Significant	3
12	Lack of rewards for job effort	135	Highly Significant	4
9	Appreciation of work	123	Significant	5
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.38 shows an analysis of rewards and benefits related factors among development officers of the sample units and ranking the factors as per Likert's five-point scale. From the table we can say that out of five statements 4 of them have highly significant impact on reward issue, because their Likert's scores are more than highly significant score (132). On the other hand, appreciation of work also has a significant impact on reward factor because its score is 123 which is less than 132. So, we can say that, all factors of recognition have an impact on employee's job motivation and satisfaction.

Table: 6.39
Analysis of rewards and benefits related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
11	Lack of benefits	128	Highly Significant	1
13	Commission system	128	Highly Significant	1
9	Appreciation of work	124	Highly Significant	2
10	Lack of rewards	121	Highly Significant	3
12	Lack of rewards for job effort	116	Highly Significant	4
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.39 shows an analysis of rewards and benefits related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. The scores of all factors related to reward and benefits according to desk employees are more than high significant score (112). So, we can conclude that, lack of benefits, commission system, appreciation of work, lack of rewards, lack of rewards for job effort have highly significant impact on rewards and benefits issue.

Table: 6.40
Analysis of rewards and benefits related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
13	Commission system	276	Highly Significant	1
11	Lack of benefits	275	Highly Significant	2
10	Lack of rewards	263	Highly Significant	3
12	Lack of rewards for job effort	251	Highly Significant	4
9	Appreciation of work	247	Highly Significant	5
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.40 shows an analysis of rewards and benefits related factors of the sample units and ranking the factors as per Likert's five-point scale. All statement under rewards and benefits factor seems highly significant because the scores of commission system (276), lack of benefits (275), lack of rewards (263), lack of rewards for job effort (251) and appreciation of work (247), are higher than the highly significant score (245).

Hypothesis on rewards and benefits related factors:

There is no significant variation among the opinions of development officers and desk employees regarding rewards and benefits related factors of the sample units.

Table: 6.41
Variation among the opinions of development officers and desk employees regarding rewards and benefits related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Appreciation of work	Between groups	7.450	1	7.450	6.521	.013
	Within groups	67.403	59	1.142		
	Total	74.852	60			
Lack of rewards	Between groups	.005	1	.005	.007	.933
	Within groups	43.077	59	.730		
	Total	43.082	60			
Lack of benefits	Between groups	.207	1	.207	.812	.371
	Within groups	15.039	59	.255		
	Total	15.246	60			
Lack of rewards for job effort	Between groups	.041	1	.041	.050	.824
	Within groups	48.156	59	.816		
	Total	48.197	60			
Commission system	Between groups	.114	1	.114	.444	.508
	Within groups	15.100	59	.256		
	Total	15.213	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.41 shows variation among the opinions of development officers and desk employees regarding rewards and benefits related factors of the sample units. It is shown from the table that calculated 'F' values of the factors of lack of rewards (0.007), lack of benefits (0.812), lack of rewards for job effort (0.050), and commission system (0.444) are less than critical 'F' value for 5% LS is 4.00 and 1% LS is 7.08. So, we can accept null hypotheses for these factors and conclude that development officers and desk employees have similar views regarding the issues of lack of rewards, lack of benefits, lack of rewards for job effort, and commission system. But hypothesis is rejected only for the statement of appreciation of work, because its Likert's score is 6.521 which is greater than 4.00 at 5% LS and we can

conclude that development officers and desk employees does not have similar views regarding appreciation of work.

6.2.1.3. Task Significance

Task significance is the extent to which an identifiable piece of work (job) affects, or is important to, others within or outside the organization. An employee's knowledge of other people's dependence on the work he or she is doing is an important factor in his or her job satisfaction. Task significance is the impact of one's work on others. People may desire to feel that they are making a significant contribution to the organization. Making a significant contribution to an organization may foster a sense of purpose and meaning. Greater perceived meaningfulness of work has been found to be associated with greater task significance. The researcher considered lack of supervisor competency, meaningless job, lack of good communication, and unfairness of supervisor as the factors to evaluate the opinions of employees regarding their task significance.

Table: 6.42
Lack of supervisor competency

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	2 (40)	6.1	3 (60)	10.7	5 (100)	8.2
Disagree	10 (71.4)	30.3	4 (28.6)	14.3	14 (100)	23
No Opinion			2 (100)	7.1	2 (100)	3.3
Agree	19 (54.3)	57.6	16 (45.7)	57.1	35 (100)	57.4
Strongly Agree	2 (40)	6.1	3 (60)	10.7	5 (100)	8.2
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.42 shows the opinion of development officers and desk employees regarding the statement of 'My supervisor is quite competent in doing his/her job'. Out of 61 respondents, 35 (57.4) out of which 19 development officers and 16 desk employees agreed the statement, on the other hand 14 (23%) respondents disagreed with the statements. 5 respondents strongly disagreed and 5 respondents strongly agreed that their supervisor is quite competent in doing his/her job. So, we can conclude that there is there is mixed opinions about the ability of the supervisor.

Table: 6.43
Meaningless job

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	6 (42.9)	18.2	8 (57.1)	28.6	14 (100)	23
Disagree	20 (71.4)	60.6	8 (28.6)	28.6	28 (100)	45.9
No Opinion			3 (100)	10.7	3 (100)	4.9
Agree	3 (33.3)	9.1	6 (66.7)	21.4	9 (100)	14.8
Strongly Agree	4 (57.1)	12.1	3 (42.9)	10.7	7 (100)	11.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.43 shows the opinion of development officers and desk employees regarding the statement of ‘I sometimes fell my job is meaningless’. Out of 61 respondents 14 (23%) strongly disagreed and 28 (45.9%) simply disagreed with the statement, which means they believe that their job is meaningful to them. On the other hand 9 (14.8%) simply agreed and 7 (11.5%) respondents strongly agreed with the statement, which means they think that their job is meaningless to them.

Table: 6.44
Communication is good within the company

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	16 (50)	48.5	16 (50)	57.1	32 (100)	52.5
Disagree	15 (60)	45.5	10 (40)	35.7	25 (100)	41
No Opinion			2 (100)	7.1	2 (100)	3.3
Agree	2 (100)	6.1			2 (100)	3.3
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.44 shows the opinion of development officers and desk employees regarding the statement of ‘Communications seem good within the company’. Most of the respondents did not agree with this statement, because 32 strongly disagreed and 25 simply agreed with the statement. SBC has still not implemented computer based information system for their corporation, that’s why there is a dissatisfaction regarding this issue.

Table: 6.45
Unfairness of supervisor

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree	5 (62.5)	15.2	3 (37.5)	10.7	8 (100)	13.1
No Opinion	2 (100)	6.1			2 (100)	3.3
Agree	16 (51.6)	48.5	15 (48.4)	53.6	31 (100)	50.8
Strongly Agree	10 (50)	30.3	10 (50)	35.7	20 (100)	32.8
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.45 shows the opinion of development officers and desk employees regarding the statement of ‘My superior is unfair to me’. From the table it is seen that, 31 (50.8%) respondents agreed and 20 (32.8%) strongly agreed with the statement. Only 8 employees disagreed with the statement. So, we can conclude that, respondents do not think that their superior is fair to them. Only 8 respondents disagreed with the statement means they believe that their supervisor is fair to them.

Table: 6.46
Analysis of task significance related factors of Development Officers

Q. No	Questions	Total Score	Significant or Not	Rank
17	Unfairness of supervisor	130	Significant	1
14	Lack of supervisor competency	108	Significant	2
15	Meaningless job	78	Insignificant	3
16	Communication is good within the company	54	Insignificant	4
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.46 shows an analysis of task significance related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. From the table we can see that, out of four task significance related factors, two of them have a significant impact and two of them does not have any significant impact on employee’s job satisfaction and motivation. Because, total Likert’s scores of unfairness of supervisor (130), and lack of supervisor competency (108) are greater than the total significant score (100). On the other hand, as because total scores of meaningless job (78), and communication is good within the company (54) are less than significant score 100 that’s why their impact is not significant on motivation and satisfaction on employees.

Table: 6.47
Analysis of task significance related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
17	Unfairness of supervisor	116	Highly Significant	1
14	Lack of supervisor competency	96	Significant	2
15	Meaningless job	72	Insignificant	3
16	Communication is good within the Company	42	Insignificant	4
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.47 shows an analysis of task significant related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. According to the opinions of desk employees, table shows that, unfairness of supervisor has a highly significant impact on their motivation and job satisfaction issue because total score of this statement is 116 which is greater than highly significant score 112. Lack of supervision has 96 points which is less than 112 but greater than 85, that's why we can say it has a significant impact on motivation and job satisfaction issue. But as because other two factors total scores are less than 85, we can conclude that, meaningless job and communication is good within the company have no significant impact on employees motivation and satisfaction issue.

Table: 6.48
Analysis of task significance related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
20	Unfairness of supervisor	246	Highly Significant	1
17	Lack of supervisor competency	204	Significant	2
18	Meaningless job	150	Insignificant	3
19	Communication is good within the Company	96	Insignificant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.48 shows an analysis of task significant related factors of the sample units and ranking the factors as per Likert's five-point scale. If we combine both development officers and desk employees opinions, then we can see that, unfairness of supervisor factor (score 246>245) has a highly significant impact on employees motivation and job satisfaction, and lack of supervisor competency (score 204>184) has significant impact on employees job satisfaction and motivation. On the other hand meaningless job (score 150<184), and communication is good within the company (score 96<184) have no significant impact on employees job satisfaction and motivation issue.

Hypothesis on task significant related factors:

There is no significant variation among the opinions of development officers and desk employees regarding task significant related factors of the sample units.

Table: 6.49
Variation among the opinions of development officers and desk employees regarding task significant related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Lack of supervisor competency	Between groups	.368	1	.368	.267	.608
	Within groups	81.403	59	1.380		
	Total	81.770	60			
Meaningless job	Between groups	.654	1	.654	.376	.542
	Within groups	102.494	59	1.737		
	Total	103.148	60			
Communication is good within the Company	Between groups	.282	1	.282	.542	.464
	Within groups	30.636	59	.519		
	Total	30.918	60			
Unfairness of supervisor	Between groups	.627	1	.627	.694	.408
	Within groups	53.307	59	.904		
	Total	53.934	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.49 shows the variation among the opinions of development officers and desk employees regarding task significance related factors of the sample units. It is shown from the table that calculated 'F' values of lack of supervisor competency, meaningless job, communication is good within the company, and unfairness of supervisor are 0.267, 0.376, 0.542 and 0.694 respectively which are less than the critical 'F' value 4.00 at 5% LS and 7.08 at 1% LS. So, we can accept null hypothesis and conclude that there is a no significant variation among the opinions of development officers and desk employees regarding task significance issue.

6.2.1.4. Pride in Work

Pride turns out to have a strong effect on organizational success. When a team or organization exhibits pride, the result is genuine commitment and consistently successful projects. Because pride is intimately linked with purpose, we'll look first at how the purpose statement is used and how it differs from a mission statement. Then we'll explore how leadership teams can tap into pride to accelerate their strategic planning process and achieve top results. Pride is an incredibly powerful tool that allows leaders to tap into team members' energy and intrinsic motivation and to harness that pride in the service of achieving top business results. The factors which

were considered for this purpose are comfort of doing the job, sense of pride, and enjoy the job

Table: 6.50
Comfort of doing the job

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	4 (57.1)	12.1	3 (42.9)	10.7	7 (100)	11.5
Disagree	10 (50)	30.3	10 (50)	35.7	20 (100)	32.8
Agree	10 (47.6)	30.3	11 (52.4)	39.3	21 (100)	34.4
Strongly Agree	9 (69.2)	27.3	4 (30.8)	14.3	13 (100)	21.3
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.50 shows the opinion of development officers and desk employees regarding the statement of ‘I like doing the things I do at work’. Feeling comfort with the job is an important element for satisfaction which can motivate employees also to do their job more effectively. There is mixed attitudes regarding this issue. 7 (11.5%) respondents strongly disagreed and 20 (32.8%) respondents simply disagreed that they do like the things that they are doing at work. On the other hand, 21 (34.4%) agreed and 13 (21.3%) respondents strongly agreed that they like the work that they are doing.

Table: 6.51
Sense of pride

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree			6 (100)	21.4	6 (100)	9.8
Disagree	19 (61.3)	57.6	12 (38.7)	42.9	31 (100)	50.8
Agree	8 (44.4)	24.2	10 (55.6)	35.7	18 (100)	29.5
Strongly Agree	6 (100)	18.2			6 (100)	9.8
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.51 shows the opinion of development officers and desk employees regarding the statement of ‘I feel a sense of pride in doing my job’. Out of 61 respondents, 6 (9.8%) strongly disagreed and 31 (50.8%) simply disagreed with the statement, which

means they do not feel pride with their job. On the other hand, 18 (29.5%) respondents agreed and only 6(9.8%) strongly agreed with the statement which means they feel pride with their job.

Table: 6.52
Enjoy the job

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	17 (53.1)	51.5	15 (46.9)	53.6	32 (100)	52.5
Disagree	16 (55.2)	48.5	13 (44.8)	46.4	29 (100)	47.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.52 shows the opinion of development officers and desk employees regarding the statement of ‘My job is enjoyable’. No respondents enjoy their job at all. 32 (52.5%) respondents strongly disagreed and 29 (47.5%) simply disagreed with the statement which indicate that they are not enjoying the job.

Table: 6.53
Analysis of pride in work related factors of Development Officers

Q. No	Questions	Total Score	Significant or Not	Rank
18	Comfort of doing the job	109	Significant	1
19	Sense of pride	100	Significant	2
20	Enjoy the job	49	Insignificant	3
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.53 shows an analysis of pride in work related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. Out of three factors, two of them have a significant impact on employee’s motivation and job satisfaction related to their work. Two factors are comfort of doing the job and sense of pride because their scores are 109 and 100 respectively which are higher than 100 (significant score). In case of enjoy the job issue; it does not have significant impact because its total score is 49 which is less than 100. So, enjoy the job has no significant impact on employees motivation and job satisfaction.

Table: 6.54
Analysis of pride in work related factors of Desk Employees

Q. No	Questions	Total Score	Significant or Not	Rank
18	Comfort of doing the job	87	Significant	1
19	Sense of pride	70	Insignificant	2
20	Enjoy the job	41	Insignificant	3
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.54 shows an analysis of pride in work related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. According to desk employees opinions, out of three factors only comfort of doing job (score 87) has a significant impact on motivation and job satisfaction. On the other hand, sense of pride and enjoy the job have no significant impact on employees motivation and job satisfaction, because their total scores are less than 84.

Table: 6.55
Analysis of pride in work related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
18	Comfort of doing the job	196	Significant	1
19	Sense of pride	170	Insignificant	2
20	Enjoy the job	90	Insignificant	3
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.55 shows an analysis of pride in work related factors of the sample units and ranking the factors as per Likert's five-point scale. If you consider the opinions of development officers and desk employees we can conclude that, only the factor of comfort of doing the job has a significant impact on employees motivation and job satisfaction as because its total score is 196 which is higher than 184. On the other hand sense of job (score 170) and enjoy the job (score 90) does not have any significant impact on motivation and satisfaction because their total scores are less than the significant score 184.

Hypothesis on work related factors:

There is no significant variation among the opinions of development officers and desk employees regarding pride in work related factors of the sample units.

Table: 6.56
Variation among the opinions of development officers and desk employees regarding pride in work related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Comfort of doing the job	Between groups	.581	1	.581	.291	.591
	Within groups	117.648	59	1.994		
	Total	118.230	60			
Sense of pride	Between groups	4.260	1	4.260	2.793	.100
	Within groups	89.970	59	1.525		
	Total	94.230	60			
Enjoy the job	Between groups	.006	1	.006	.025	.875
	Within groups	15.207	59	.258		
	Total	15.213	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.56 shows the variation among the opinions of development officers and desk employees regarding pride in work related issues of sample units. It is shown from the table that calculated 'F' values of comfort of doing the job (0.581), enjoy the job (0.025), and sense of pride (2.793) are less than 'F' critical value 4.00 at 5% LS. So, we can accept null hypothesis and conclude that there is no significant variation of opinions among development officers and desk employees regarding the factors of comfort of doing the job, enjoy the job, and sense of pride.

6.2.1.5. Promotion

Promotion is a major aspect of human resource management within an organization. The actual decision about whom to promote and whom to fire is the most difficult task but important for a manager. The possibility of advancement often serves as a major incentive for superior managerial performance, and promotion is the most significant way to recognize superior performance. Therefore, it is extremely important that promotions be fair and untouched. Still, even fair and appropriate promotions can create a number of problems. One major problem is that organization members who are bypassed for promotion frequently feel resentful, which may affect their morale and productivity. Another major problem is discrimination. Most people accept the need, or at least the legal obligation, to avoid racial, sex, or age discrimination in the hiring process, but less attention has been paid to discrimination against women, the aged, and minority groups in proposition decisions. Consequently,

affirmative action programs have been introduced to be sure for that typical victims of discrimination are groomed for advancement. Here the researcher tried to judge the opinion of SBC employees regarding different issues related to promotion and the factors she considered are: lack of promotion, delay of salary increase, fair practice for promotion, promotion is given as per performance, and political consideration for promotion.

Table: 6.57
Lack of promotion

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	2 (100)	6.1			2 (100)	3.3
Disagree	13 (92.9)	39.4	1 (7.1)	3.6	14 (100)	23
Agree	6 (35.3)	18.2	11 (64.7)	39.3	17 (100)	27.9
Strongly Agree	12 (42.9)	36.4	16 (57.1)	57.1	28 (100)	45.9
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.57 shows the opinion of development officers and desk employees regarding the statement of ‘There is really too little chance for promotion on my job’. Promotion of SBC is done according to the corporation’s rules and regulations. But most of the respondents seem that they have a little chance for promotion. 17 (27.9%) respondents agreed and 28 (45.9%) strongly agreed with the statement. That means they believe that they have a little opportunity for promotion. On the other hand, 2 (3.3%) of them strongly disagreed and 14 (23%) simply disagreed with the statement and believe that they have sufficient change for promotion.

Table: 6.58
Delay of salary increase

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	13 (59.1)	39.4	9 (40.9)	32.1	22 (100)	36.1
Strongly Agree	20 (51.3)	60.6	19 (48.7)	67.9	39 (100)	63.9
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.58 shows the opinion of development officers and desk employees regarding the statement of ‘Raises in salary are too few and far between’. From the table we can see that, out of 61 respondents, 22 (36.1%) simply agreed and 39(63.9%) strongly agreed with this statement. Actually salary increase is depended on government decision and we know government increase salary after specific time period and it is always less than the private sector corporation. That’s why all respondents think that there is a little chance to increase their salary and it happens after a long time.

Table: 6.59
Fair practice for promotion

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree			4 (100)	14.3	4 (100)	6.6
Disagree	8 (57.1)	24.2	6 (42.9)	21.4	14 (100)	23
Agree	9 (47.4)	27.3	10 (52.6)	35.7	19 (100)	31.1
Strongly Agree	16 (66.7)	48.5	8 (33.3)	28.6	24 (100)	39.3
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.59 shows the opinion of development officers and desk employees regarding the statement of ‘There is a fair practice for promotion’. Out of 61 respondents, 24(39.3%) of them strongly agreed and 19(31.1%) simply agreed that corporation practicing fair for promotion. However, 4 (6.6%) respondent strongly disagreed and 14 (23%) simply disagreed with the statement which means they think that corporation are not practicing fair for promotion. Table shows a mixed opinion regarding this issue.

Table: 6.60
Promotion is given as per performance.

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	4 (66.7)	12.1	2 (33.3)	7.1	6 (100)	9.8
Disagree	4 (57.1)	12.1	3 (42.9)	10.7	7 (100)	11.5
Agree	20 (55.6)	60.6	16 (44.4)	57.1	36 (100)	59
Strongly Agree	5 (41.7)	15.2	7 (58.3)	25	12 (100)	19.7
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.60 shows the opinion of development officers and desk employees regarding the statement of ‘Performance is given priority for promotion’. 36 (59%) respondents agreed and 12 (19.7%) strongly agreed that promotion is done on the basis of performance. There is a delay and some malfunction for promotion, but most of the cases corporation gives emphasis on performance. On the other hand, 6(9.8%) respondents strongly disagreed and 7 (11.5%) simply disagreed with the statement. According to them corporation are not emphasize performance as a basis of promotion.

Table: 6.61
Political consideration for promotion

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	10 (55.6)	30.3	8 (44.4)	28.6	18 (100)	29.5
Disagree	12 (57.1)	36.4	9 (42.9)	32.1	21 (100)	34.4
Agree	5 (45.5)	15.2	6 (54.5)	21.4	11 (100)	18
Strongly Agree	6 (54.5)	18.2	5 (45.5)	17.9	11 (100)	18
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.60 shows the opinion of development officers and desk employees regarding the statement of ‘Political Consideration is more important for promotion’. Out of 61 respondents 18 (29.5%0 of the strongly disagreed and 21 (34.4%) simply disagreed that promotion is done on political consideration. But on the other hand, 11 (18%)

respondents agreed and 11(18%) strongly agreed the statement, which means they do agree that promotion is done on the basis of political consideration.

Table: 6.62

Analysis of promotion related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
22	Delay of salary increase	152	Highly Significant	1
23	Fair practice for promotion	132	Significant	2
24	Priority for promotion	117	Significant	3
21	Lack of promotion	112	Significant	4
25	Political consideration for promotion	84	Insignificant	5
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.62 shows an analysis of promotion related factors among development officers of the sample units and ranking the factors as per Likert's five-point scale. Out of five promotion related factors, delay of salary increase has highly significant impact on employees motivation and satisfaction because its Likert's score is 152 which is greater than highly significant score 132. There are significant impacts of fair practice for promotion (score 132), priority for promotion (score 117) and lack of promotion (score 223) on employees motivation and satisfaction because their scores are less than 133. But, political consideration for promotion has no significant impact on motivation and satisfaction because its score is less than 100.

Table: 6.63

Analysis of promotion related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
22	Delay of salary increase	131	Highly Significant	1
21	Lack of promotion	126	Highly Significant	2
24	Priority for promotion	107	Significant	3
23	Fair practice for promotion	96	Significant	4
25	Political consideration for promotion	75	Insignificant	5
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.63 shows an analysis of related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. According to desk employee's opinion, delay of salary increase (score 131) and lack of promotion (score 126) have highly significant impact on employees motivation and satisfaction, because their Likert's scores are greater than highly significant score 112. On the other hand, priority for promotion and fair practice for promotion have significant impact on motivation and job satisfaction because their scores are less than 112 but higher than 84 (which is insignificant score). According to the opinions of desk employees political consideration for promotion has no significant impact on employee's motivation and job satisfaction.

Table: 6.64
Analysis of promotion related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
22	Delay of salary increase	283	Highly Significant	1
21	Lack of promotion	238	Significant	2
23	Fair practice for promotion	228	Significant	3
24	Priority for promotion	224	Significant	4
25	Political consideration for promotion	159	Insignificant	5
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.64 shows an analysis of promotion related factors of the sample units and ranking the factors as per Likert's five-point scale. Table shows that, according to development officers and desk employees opinions, delay of salary increase (score 283 which is greater than highly significant score 245) has highly significant impact and lack of promotion (score 238<245), fair practice for promotion (score 228<245), priority for promotion (score 224<245) have significant impact on employees motivation and satisfaction. Only political consideration for promotion (score 159<183) has no significant impact on employee's motivation and satisfaction.

Hypothesis on promotion related factors:

There is no significant variation among the opinions of development officers and desk employees regarding promotion related factors of the sample units.

Table: 6.65
Variation among the opinions of development officers and desk employees regarding promotion related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Lack of promotion	Between groups	18.531	1	18.531	13.192	.001
	Within groups	82.879	59	1.405		
	Total	101.410	60			
Delay of salary increase	Between groups	.080	1	.080	.336	.564
	Within groups	13.986	59	.237		
	Total	14.066	60			
Fair practice for promotion	Between groups	4.946	1	4.946	2.731	.104
	Within groups	106.857	59	1.811		
	Total	111.803	60			
Priority for promotion	Between groups	1.154	1	1.154	.789	.378
	Within groups	86.289	59	1.463		
	Total	87.443	60			
Political consideration for promotion	Between groups	.268	1	.268	.115	.736
	Within groups	138.289	59	2.344		
	Total	138.557	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.65 shows the variation among the opinions of development officers and desk employees regarding promotion related factors of the sample units. It is shown from the table that calculated 'F' values of delay of salary increase (0.336), fair practice for promotion (2.731) priority for promotion (0.789) and political consideration for promotion (0.115) are less than 'F' critical value 4.00 at 5% LS. So, we can accept null hypothesis and conclude that, there is no significant variation among the opinions of development officers and desk employees regarding promotion related factors of the sample units. On the other hand, calculated 'F' value of lack of promotion (13.192) is greater than the critical 'F' value 4.00 at 5% LS. As a result, we can reject null hypothesis and conclude that opinions regarding lack of promotion varies significantly between development officers and desk employees.

6.2.1.6. Work Environment

A work environment can be identified as the place that one works. i.e. -in an office building in a cube, at home at the kitchen table, from a car or truck, at a construction site. All are work environments. We tend, however, to hear about "healthy work environments." This can point to other factors in the work environment, such as co-workers, air quality, ergonomic seating, management (the boss!), child care, parking, noise, and even the size of one's cube. A work environment doesn't require a job. It requires that work has to be done in some place. Here, the researcher considered the factors under 'work environment' are payment status, job security, stress free environment, and work place environment

Table: 6.66
Payment status

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	14 (60.9)	42.4	9 (39.1)	32.1	23 (100)	37.7
Strongly Agree	19 (50)	57.6	19 (50)	67.9	39 (100)	62.3
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.66 shows the opinion of development officers and desk employees regarding the statement of 'Do you agree that payment status is a factor of motivation and job satisfaction?' Out of 61 respondents 23 (37.7%) agreed and 39 (62.3%) strongly agreed about the statement and they believe that proper payment can enhance

motivation and job performance. There is no respondent who disagreed with the statement.

Table: 6.67
Job security

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	7 (46.7)	21.2	8 (53.3)	28.6	15 (100)	24.6
Strongly Agree	26 (56.5)	78.8	20 (43.5)	71.4	46 (100)	75.4
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.67 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that job security is a factor of motivation and job satisfaction?’ 15 (24.6) respondents simply agreed and 46 (75.4%) strongly agreed that job security has a positive impact on their motivation and job satisfaction. There is no employee who disagreed with this statement.

Table: 6.68
Stress free environment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	16 (57.1)	48.5	18 (52.9)	64.3	34 (100)	55.7
Strongly Agree	17 (63)	51.5	10 (37)	35.7	27 (100)	44.3
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.68 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that stress free environment is a factor of motivation and job satisfaction?’ Table indicate that, 34 (55.7%) respondents agreed and 27 (44.3%) strongly agreed that stress free environment is a factor of motivation and job satisfaction of employees. Nobody disagreed with this statement.

Table: 6.69
Work place environment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	13 (44.8)	39.4	16 (55.2)	57.1	29 (100)	47.5
Strongly Agree	20 (62.5)	60.6	12 (37.5)	42.9	32 (100)	52.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.69 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that Work place environment is a factor of motivation and satisfaction?’ All respondents agreed with this statement, out of which 29 (47.5%) simply agreed and 32 (52.5%) strongly agreed that work place environment is a factor of motivation and job satisfaction of employees. No respondents disagreed with this statement.

Table: 6.70
Analysis of work environment related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
27	Job security	158	Highly Significant	1
29	Work place environment	152	Highly Significant	2
26	Payment status	151	Highly Significant	3
28	Stress free environment	149	Highly Significant	4
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.70 shows an analysis of related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. It is seen from the table that job security (score 158), work place environment (score 152), payment status (score 151), stress free environment (score 149) factors have highly significant impact on motivation and job satisfaction because their scores are more than highly significant score 132.

Table: 6.71
Analysis of work environment related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
27	Job security	132	Highly Significant	1
26	Payment status	131	Highly Significant	2
29	Work place environment	127	Highly Significant	3
28	Stress free environment	122	Highly Significant	4
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.71 shows an analysis of related factors among desk employees of the sample units and ranking the factors as per Likert’s five-point scale. According to desk employees opinion, it is seen from the table that job security (score 132), work place

environment (score 131), payment status (score 127), stress free environment (score 122) factors have highly significant impact on motivation and job satisfaction because their scores are more than highly significant score 112.

Table: 6.72
Analysis of work environment related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
27	Job security	290	Highly Significant	1
26	Payment status	282	Highly Significant	2
29	Work place environment	279	Highly Significant	3
28	Stress free environment	271	Highly Significant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.72 shows an analysis of work environment related factors of the sample units and ranking the factors as per Likert's five-point scale. As because Likert's scores are higher than the highly significant score 245 for all factors, so we can conclude that job security (score 290), work place environment (score 282), payment status (score 279), stress free environment (score 271) have highly significant impact on employees motivation and job satisfaction.

Hypothesis on work environment related factors:

There is no significant variation among the opinions of development officers and desk employees regarding work environment related factors of the sample units.

Table: 6.73
Variation among the opinions of development officers and desk employees regarding work environment related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Payment status	Between groups	.160	1	.160	.667	.417
	Within groups	14.168	59	.240		
	Total	14.328	60			
Job security	Between groups	.082	1	.082	.431	.514
	Within groups	11.229	59	.190		
	Total	11.311	60			
Stress free environment	Between groups	.378	1	.378	1.521	.222
	Within groups	14.671	59	.249		
	Total	15.049	60			
Work place environment	Between groups	.477	1	.477	1.911	.172
	Within groups	14.736	59	.250		
	Total	15.213	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.73 shows the variation among the opinions of development officers and desk employees regarding work environment related factors of the sample units. It is shown from the table that, calculated 'F' values of payment status (0.667), job security (0.431), stress free environment (1.521), work place environment (1.911) are

less than critical ‘F’ value 4.00 at 5% LS. So, we can reject null hypothesis for work environment related factors and conclude that, there is no significant variation among the opinions of development officers and desk employees regarding work environment related factors of the sample units.

6.2.2. JOB DESIGN AND PERFORMANCE FACTORS

The researcher has analyzed job design and performance by considering the factors of job contents, job functions, relationships, job significance.

6.2.2.1. Job Contents

Job content is what is directly related to a person job and it can be controlled by the person itself such as performance, type of work etc. The factors under ‘job contents’ are job autonomy, tasks and activity variety, job identify and completeness, and job procedure.

Table: 6.74
Job autonomy

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	6 (75)	18.2	2 (25)	7.1	8 (100)	13.1
Disagree	8 (66.7)	24.2	4 (33.3)	14.3	12 (100)	19.4
Agree	9 (42.9)	27.3	12 (57.1)	42.9	21 (100)	34.4
Strongly Agree	10 (50)	30.3	10 (50)	35.7	20 (100)	32.8
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.74 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that job autonomy is a factor of good performance?’ Out of 61 respondents, 8 (13.1%) strongly disagreed and 12 (19.4%) disagreed with the statement and they don’t think that job autonomy is a factor of good performance. On the other hand, 21 (34.4%) respondents agreed and 20 (32.8%) strongly agreed that there is an impact of job autonomy on job performance. So, we can conclude that most of the respondents agreed that there in an impact of job autonomy of their performance.

Table: 6.75
Tasks and activity variety

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	10 (30.3)	30.3	10 (35.7)	35.7	20 (100)	32.8
Disagree	9 (52.9)	27.3	8 (47.1)	28.6	17 (100)	27.9
Agree	10 (71.4)	30.3	4 (28.6)	14.3	14 (100)	23
Strongly Agree	4 (40)	12.1	6 (60)	21.4	10 (100)	16.4
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.75 shows the opinion of development officers and desk employees regarding the statement of “Do you agree that tasks and activity variety is a factor of good performance?” 20 (32.8%) strongly disagreed and 17 (27.9%) simply disagreed with the statement and they think that tasks and activity variety have no impact on their performance. On the other hand, 14 (23%) respondents agreed and 10 (16.4%) strongly agreed that task and activity variety have an impact of job performance. There is a mixed opinion but most of the respondents have negative attitude about this issue.

Table: 6.76
Job identify and completeness

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	9 (37.5)	27.3	15 (62.5)	53.6	24 (100)	39.3
Strongly Agree	24 (64.9)	72.7	13 (35.1)	46.4	37 (100)	60.7
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.76 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that job identify and completeness is a factor of good performance?’ 24 (39.3%) respondents agreed and 37 (60.7%) strongly agreed with the statement which means job identity and completeness is a positive factor for job performance. No respondent express negative opinion regarding this issue.

Table: 6.77
Job procedure

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	14 (53.8)	42.4	12 (46.2)	42.9	26 (100)	42.6
Strongly Agree	19 (54.3)	57.6	16 (45.7)	57.1	35 (100)	57.4
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.77 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that job procedure is a factor of good performance?’ Out of 61 respondents, 26 (42.6%) agreed and 35 (57.4%) strongly agreed about the statement which indicate that job procedure plays an important factor for the performance of employees.

Table: 6.78
Analysis of job contents related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
32	Job identify and completeness	156	Highly Significant	1
33	Job procedure	151	Highly Significant	2
30	Job autonomy	108	Significant	3
31	Tasks and activity variety	88	Insignificant	4
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.78 shows an analysis of job contents related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. Among four job content related factors, job identity and completeness (score 156) and job procedure (score 151) have more Likert’s score than highly significant score 132. So, we can say that they have highly significant impact on job performance. As because job autonomy has 108 score which is less than 132 but bigger than 100, so it is rectified that it has significant impact on performance. But tasks and activity variety has no significant impact on performance, because its score is 88 which is below then significant score 100.

Table: 6.79
Analysis of job contents related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
33	Job procedure	128	Highly Significant	1
32	Job identify and completeness	125	Highly Significant	2
30	Job autonomy	108	Significant	3
31	Tasks and activity variety	72	Insignificant	4
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.79 shows an analysis of related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. According to the desk employees opinion, job procedure (score 128) and job identity and completeness (score 125) have highly significant impact on job performance, because their scores are higher than highly significant score 112. On the other hand, job autonomy (score 108) has significant impact on performance because of its score. But there is no significant impact of task and activity variety (score 72<84) on job design and performance.

Table: 6.80
Analysis of job contents related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
32	Job identify and completeness	281	Highly Significant	1
33	Job procedure	279	Highly Significant	2
30	Job autonomy	216	Significant	3
31	Tasks and activity variety	160	Insignificant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.80 shows an analysis of job contents related factors of the sample units and ranking the factors as per Likert's five-point scale. From the table it is seen that, there is a highly significant impact of job identity and completeness (score 281) and job procedure (score 279) on job design and performance, because their scores are higher than highly significant score 245. Job autonomy has only significant impact on performance, because its score is 216, which is less than 245 but bigger than insignificant score 183. As because the score of tasks and activity variety score is 160, so can say that there is no significant impact of this factor on job design and performance.

Hypothesis on job contents related factors:

There is no significant variation among the opinions of development officers and desk employees regarding job contents related factors of the sample units.

Table: 6.81
Variation among the opinions of development officers and desk employees regarding job contents related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Job autonomy	Between groups	5.174	1	5.174	2.502	.119
	Within groups	121.974	59	2.067		
	Total	127.148	60			
Tasks and activity variety	Between groups	.137	1	.137	.057	.812
	Within groups	142.190	59	2.410		
	Total	142.328	60			
Job identify and completeness	Between groups	1.048	1	1.048	4.575	.037
	Within groups	13.510	59	.229		
	Total	14.557	60			
Job procedure	Between groups	.000	1	.000	.001	.973
	Within groups	14.918	59	.253		
	Total	14.918	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.81 shows the variation among the opinions of development officers and desk employees regarding job contents related factors of the sample units. It is shown from the table that calculated 'F' values of job autonomy (2.502), tasks and activity variety (0.057), job procedure (0.001) are less than critical 'F' value 4.00 at 5% LS and the tabulated value of job identify and completeness (4.575) is less than critical 'F' value at 1% LS, so we can reject null hypothesis for all factors and conclude that there is no significant variation among the opinions of development officers and desk employees regarding job contents related factors of the sample units.

6.2.2.2. Job Functions

The factors under ‘job functions’ are authority and responsibility, processing of information, and internal coordination.

Table: 6.82
Authority and responsibility

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	13 (56.5)	39.4	10 (43.5)	35.7	23 (100)	37.7
Strongly Agree	20 (52.6)	60.6	18 (47.4)	64.3	38 (100)	62.3
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.82 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that authority and responsibility is a factor of good performance?’ Out of 61 respondents, 23 (37.7%) of them agreed and 38 (62.3%) strongly agreed that authority and responsibility is a factor of good performance. No respondents disagreed with this statement.

Table: 6.83
Processing of information

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	10 (55.6)	30.3	8 (44.4)	28.6	18 (100)	29.5
Strongly Agree	23 (53.5)	69.7	20 (46.5)	71.4	43 (100)	70.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.83 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that processing of information is a factor of good performance?’ Out of 61 respondents, 18 (29.5%) agreed and 43 (70.5%) strongly agreed that processing of information is a factor of good performance. No respondents disagreed with this statement.

Table: 6.84
Internal coordination

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	7 (41.2)	21.2	10 (58.8)	35.7	17 (100)	27.9
Strongly Agree	26 (59.1)	78.8	18 (40.9)	64.3	44 (100)	72.1
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.84 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that internal coordination is a factor of good performance?’ All respondent agreed with this statement. Out of 61 respondents, 17 (27.9%) agreed and 44 (72.1%) strongly agreed with this statement, which means they think that, internal coordination is an important factor of job design and performance.

Table: 6.85
Analysis of job functions related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
36	Internal coordination	158	Highly Significant	1
35	Processing of information	155	Highly Significant	2
34	Authority and responsibility	152	Highly Significant	3
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.85 shows an analysis of job functions related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. According to development employees opinion, all factors under job functions have highly significant impact on job design and performance, because their Likert’s scores are higher than highly significant score 132.

Table: 6.86
Analysis of job functions related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
35	Processing of information	132	Highly Significant	1
34	Authority and responsibility	130	Highly Significant	2
36	Internal coordination	130	Highly Significant	2
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.86 shows an analysis of job functions related factors among desk employees of the sample units and ranking the factors as per Likert’s five-point scale. There is similar positive impact of job functions related factors according to desk employee’s opinion. Because, the scores of processing of information (132), authority and

responsibility (130), and internal coordination (130) are higher than the highly significant score 112.

Table: 6.87
Analysis of job functions related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
36	Internal coordination	288	Highly Significant	1
35	Processing of information	287	Highly Significant	2
34	Authority and responsibility	282	Highly Significant	3
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.87 shows an analysis of job functions related factors of the sample units and ranking the factors as per Likert's five-point scale. Likert's scores of processing of information (287), authority and responsibility (282), and internal coordination (288) are higher than the highly significant score 245. So, we can conclude that all job functions related factors have highly significant impact on employee's job design and performance.

Hypothesis on job functions related factors:

There is no significant variation among the opinions of development officers and desk employees regarding job functions related factors of the sample units.

Table: 6.88
Variation among the opinions of development officers and desk employees regarding job functions related factors of the sample units

Factors		Sum of Squares	df	Mean Square	F	Sig.
Authority and responsibility	Between groups	.021	1	.021	.085	.772
	Within groups	14.307	59	.242		
	Total	14.328	60			
Processing of information	Between groups	.005	1	.005	.021	.885
	Within groups	12.684	59	.215		
	Total	12.689	60			
Internal coordination	Between groups	.319	1	.319	1.574	.215
	Within groups	11.944	59	.202		
	Total	12.262	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.88 shows variation among the opinions of development officers and desk employees regarding job functions related factors of the sample units. It is shown from the table that calculated 'F' values of processing of information (0.021), authority and responsibility (0.085), and internal coordination (1.574) are higher than the critical 'F' value 4.00 at 5% LS. So, we can reject null hypothesis and conclude that, there is no significant variation among the opinions of development officers and desk employees regarding job functions related factors of the sample units.

6.2.2.3. Relationships

The factors under ‘relationships’ are social interrelation, accountability, participation in decision making, relationship with coworker, and recognition

Table: 6.89
Social interrelation

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	9 (50)	27.3	9 (50)	32.1	18 (100)	29.5
Strongly Agree	24 (55.8)	72.7	19 (44.2)	67.9	43 (100)	70.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.89 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that social interrelation is a factor of good performance?’ Out of 61 respondents, 18 (29.5%) agreed and 43 (70.5%) strongly agreed that social interrelation is a factor of employee performance. It also works as a motivational factor. No respondents disagreed with this statement.

Table: 6.90
Accountability

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	19 (54.3)	57.6	16 (45.7)	57.1	35 (100)	57.4
Strongly Agree	14 (53.8)	42.4	12 (46.2)	42.9	26 (100)	42.6
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.90 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that accountability is a factor of good performance?’ Out of 61 respondents, 35 (57.4%) agreed and 26 (42.6%) strongly agreed that accountability is a factor of employee performance. No respondents disagreed with this statement.

Table: 6.91
Participation in decision making

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	13 (52)	39.4	12 (48)	42.9	25 (100)	41
Strongly Agree	20 (55.6)	60.6	16 (44.4)	57.1	36 (100)	59
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.91 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that participation in decision is a factor of good performance?’ Out of 61 respondents, 25 (41%) agreed and 36 (59%) strongly agreed that participation in decision is a factor of employee performance. No respondents disagreed with this statement.

Table: 6.92
Relationship with coworker

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	7 (43.8)	21.2	9 (56.3)	32.1	16 (100)	26.2
Strongly Agree	26 (57.8)	78.8	19 (42.2)	67.9	45 (100)	73.8
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.92 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that relationship with coworker is a factor of good performance?’ It is seen from the table that, out of 61 respondents, 16 (26.2%) agreed and 45 (73.8%) strongly agreed that relationship with coworker is a factor of employee performance. No respondents disagreed with this statement.

Table: 6.93
Recognition

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	4 (18.2)	12.1	18 (81.8)	64.3	22 (100)	36.1
Strongly Agree	29 (74.4)	87.9	10 (25.6)	35.7	39 (100)	63.9
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.93 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that recognition is a factor of good performance?’ It is seen from the table that, out of 61 respondents, 22 (36.1%) agreed and 39 (63.9%) strongly agreed that recognition is a factor of employee performance. No respondents disagreed with this statement.

Table: 6.94
Analysis of relationships related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
41	Recognition	161	Highly Significant	1
40	Relationship with coworker	158	Highly Significant	2
37	Social interrelation	156	Highly Significant	3
39	Participation in decision making	152	Highly Significant	4
38	Accountability	146	Highly Significant	5
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.94 shows an analysis of relationship related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. As because the Likert’s scores of recognition (161), relationship with coworker (158), social interrelation (156), participation in decision making (152), and accountability (146) factors are higher than the high satisfaction score 132, we can conclude that all relationship factors have highly significant impact on employees job design and performance according to the opinions of development officers.

Table: 6.95
Analysis of relationships related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
37	Social interrelation	131	Highly Significant	1
40	Relationship with coworker	131	Highly Significant	1
39	Participation in decision making	128	Highly Significant	2
38	Accountability	124	Highly Significant	3
41	Recognition	122	Highly Significant	4
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.95 shows an analysis of relationship related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. As because the Likert's scores of recognition (122), relationship with coworker (131), social interrelation (131), participation in decision making (128), and accountability (124) factors are higher than the high satisfaction score 112, we can conclude that all relationship factors have highly significant impact on employees job design and performance according to the opinions of desk employees.

Table: 6.96
Analysis of relationships related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
40	Relationship with coworker	289	Highly Significant	1
37	Social interrelation	287	Highly Significant	2
41	Recognition	283	Highly Significant	3
39	Participation in decision making	280	Highly Significant	4
38	Accountability	270	Highly Significant	5
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.96 shows an analysis of relationships related factors of the sample units and ranking them as per Likert's five-point scale. As because the Likert's scores of recognition (283), relationship with coworker (289), social interrelation (287), participation in decision making (280), and accountability (270) factors are higher than the high satisfaction score 245, we can conclude that all relationship factors have highly significant impact on employees job design and performance according to the opinions of development officers and desk employees.

Hypothesis on relationships related factors:

There is no significant variation among the opinions of development officers and desk employees regarding relationships related factors of the sample units.

Table 6.97 shows variation among the opinions of development officers and desk employees regarding relationships related factors of the sample units. It is shown from the table that calculated 'f' values of social interrelation (0.168), accountability (0.001) participation in decision making (0.073) relationship with coworker (0.919) are less than 'F' critical value 4.00 at 5% LS. So, we can reject null hypothesis and conclude that there is no significant variation among the opinions of development officers and desk employees regarding relationships related factors of the sample units. But, as because the tabulated 'F' value of recognition factor (24.457) is greater than critical 'F' value 4.00 at 5% LS and 7.08 at 1% LS, we can accept null

hypothesis and conclude that there is a significant variation among the opinions of development officers and desk employees regarding the statement of recognition factor.

Table: 6.97
Variation among the opinions of development officers and desk employees regarding relationships related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Social interrelation	Between groups	.036	1	.036	.168	.684
	Within groups	12.653	59	.214		
	Total	12.689	60			
Accountability	Between groups	.000	1	.000	.001	.973
	Within groups	14.918	59	.253		
	Total	14.918	60			
Participation in decision making	Between groups	.018	1	.018	.073	.788
	Within groups	14.736	59	.250		
	Total	14.754	60			
Relationship with coworker	Between groups	.181	1	.181	.919	.342
	Within groups	11.622	59	.197		
	Total	11.803	60			
Recognition	Between groups	4.122	1	4.122	24.457	.000
	Within groups	9.944	59	.169		
	Total	14.066	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

6.2.2.4. Job Significance

The factors under ‘job significance’ are impression of significance and growth, learn and growth opportunities, opportunities for promotion, and achievement

Table: 6.98
Impression of significance and growth

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree			6 (100)	21.4	6 (100)	9.8
No Opinion	2 (100)	6.1			2 (100)	3.3
Agree	19 (61.3)	57.6	12 (38.7)	42.9	31 (100)	50.8
Strongly Agree	12 (54.5)	36.4	10 (45.5)	35.7	22 (100)	36.1
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.98 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that impression of significance and growth is a factor of good performance?’ 31 (50.8%) respondents agreed and 22 (36.1%) strongly

agreed that impression of significance and growth is a factor of good performance. But only 6 (9.8%) respondents did not agree with this statement.

Table: 6.99
Learn and growth opportunities

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	4 (28.6)	12.1	10 (71.4)	35.7	14 (100)	23
Strongly Agree	29 (61.7)	87.9	18 (38.3)	64.3	48 (100)	77
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.99 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that learn and growth opportunities is a factor of good performance?’ Out of 61 respondents, 14 (23%) of them agreed and 48 (77%) strongly agreed that learn and growth opportunities is a factor of good performance. No respondents disagreed with this statement.

Table: 6.100
Opportunities for promotion

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	3 (27.3)	9.1	8 (72.7)	28.6	11 (100)	18
Strongly Agree	30 (60)	90.9	20 (40)	71.4	50 (100)	82.0
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.100 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that an opportunity for promotion is a factor of good performance?’ Out of 61 respondents, 11 (18%) of them agreed and 50 (82%) strongly agreed that an opportunity for promotion is a factor of good performance. No respondents disagreed with this statement.

Table: 6.101
Achievement

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	13 (43.3)	39.4	17 (56.7)	60.7	30 (100)	49.2
Strongly Agree	20 (64.5)	60.6	11 (35.5)	39.3	31 (100)	50.8
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.101 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that achievement is a factor of good performance?’ Out of 61 respondents, 30 (49.2%) of them agreed and 31 (50.8%) strongly agreed that achievement is a factor of good performance. No respondents disagreed with this statement.

Table: 6.102
Analysis of job significance related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
44	Opportunities for promotion	162	Highly Significant	1
43	Learn and growth opportunities	161	Highly Significant	2
45	Achievement	152	Highly Significant	3
42	Impression of significance and growth	142	Highly Significant	4
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.102 shows an analysis of significance of work related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. As because the Likert’s scores of opportunities for promotion (162), learn and growth opportunities (161), achievement (152), and impression of significance and growth (142) factors are higher than the high satisfaction score 132, we can conclude that all relationship factors have highly significant impact on employees job design and performance according to the opinions of development officers.

Table: 6.103
Analysis of job significance related factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
44	Opportunities for promotion	132	Highly Significant	1
43	Learn and growth opportunities	130	Highly Significant	2
45	Achievement	123	Highly Significant	3
42	Impression of significance and growth	110	Highly Significant	4
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.103 shows an analysis of significance of work related factors among desk employees of the sample units and ranking the factors as per Likert’s five-point scale.

As because the Likert's scores of opportunities for promotion (132), learn and growth opportunities (130), achievement (123), and impression of significance and growth (110) factors are higher than the high satisfaction score 112, we can conclude that all relationship factors have highly significant impact on employees job design and performance according to the opinions of desk employees.

Table: 6.104
Analysis of job significance related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
44	Opportunities for promotion	294	Highly Significant	1
43	Learn and growth opportunities	291	Highly Significant	2
45	Achievement	275	Highly Significant	3
42	Impression of significance and growth	252	Highly Significant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.104 shows an analysis of significance of work related factors of the sample units and ranking them as per Likert's five-point scale. As because the Likert's scores of opportunities for promotion (294), learn and growth opportunities (291), achievement (275), and impression of significance and growth (252) factors are higher than the high satisfaction score 245, we can conclude that all relationship factors have highly significant impact on employees job design and performance according to the opinions of development officers and desk employees.

Hypothesis on job significance related factors:

There is no significant variation among the opinions of development officers and desk employees regarding significance of work related factors of the sample units.

Table: 6.105
Variation among the opinions of development officers and desk employees regarding significance of work related factors of the sample units

Factors		Sum of Squares	df	Mean Square	F	Sig.
Impression of significance and growth	Between groups	2.124	1	2.124	2.796	.100
	Within groups	44.827	59	.760		
	Total	46.951	60			
Learn and growth opportunities	Between groups	.843	1	.843	5.003	.029
	Within groups	9.944	59	.169		
	Total	10.787	60			
Opportunities for promotion	Between groups	.575	1	.575	4.018	.050
	Within groups	8.442	59	.143		
	Total	9.016	60			
Achievement	Between groups	.689	1	.689	2.791	.100
	Within groups	14.557	59	.247		
	Total	15.246	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.105 shows variation among the opinions of development officers and desk employees regarding significance of work related factors of the sample units. It is shown from the table that calculated 'F' values of impression of significance and growth (2.796), and achievement (2.791) are less than 'F' critical value 4.00 at 5% LS. So, we can reject null hypothesis and conclude that there is no significant variation among the opinions of development officers and desk employees regarding impression of significance and growth, and achievement factors of the sample units. On the other hand, the table that calculated 'F' values of learn and growth opportunities (5.003), and opportunities for promotion (4.018) are less than 'F' critical value 7.08 at 1% LS. So we can reject hypothesis for this two cases also and can conclude that there is no significant differences of opinion of development officers and desk employees.

6.2.3. TRAINING

Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, and performance. Training is the systematic development of the knowledge, skills, and attitudes required by a person in order to effectively perform a given task or job. Training has been found to link with improving job satisfaction and employee intention to stay. Training programs are directed towards maintaining and improving current job design and performance, while development programs seek to develop skills for future jobs. Both offices and desk employees may receive help from training and development programs, but the mix of experiences is likely to vary. Non-managers are much more likely to be trained in the technical skills required for their current jobs, while managers frequently receive assistance in developing the skills-particularly conceptual and human relations skills-required in future jobs. During the interview period, most of the employees answered that they did not take sufficient formal training for a long time. All of the interviewed opined that they can perform better on the job if organization provides effective training for them. However, human resource practices of SBC under 'training' are training can help increase efficiency of work, training can increase productivity, effective training provided by SBC, performance measurement for training needs, training helps to do the job better,

training can motivate to concentrate on the job, regular training can increase performance, and training is essential for carrier advancement

Table: 6.106
Training can help increase efficiency of work

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	4 (25)	12.1	12 (75)	42.9	16 (100)	26.2
Strongly Agree	29 (64.4)	87.9	16 (35.6)	57.1	45 (100)	73.8
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.106 shows the opinion of development officers and desk employees regarding the statement of ‘I think training can increase the efficiency of my work.’ Out of 61 respondents, 16 (26.2%) of them agreed and 45 (73.8%) strongly agreed that training can increase the efficiency of their work. No respondents disagreed with this statement.

Table: 6.107
Training can increase productivity

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree			8 (100)	28.6	8 (100)	13.1
Agree	13 (56.5)	39.4	10 (43.5)	35.7	23 (100)	37.7
Strongly Agree	20 (66.7)	60.6	10 (33.3)	35.7	30 (100)	49.2
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.106 shows the opinion of development officers and desk employees regarding the statement of ‘I think training can increase my productivity.’ Out of 61 respondents, 23 (37.7%) of them agreed and 30 (49.2%) strongly agreed that training can increase their productivity. Only 8 (13.1%) respondents disagreed that training can increase their productivity.

Table: 6.108
Effective training provided by SBC

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	12 (50)	36.4	12 (50)	42.9	24 (100)	39.3
Disagree	11 (52.4)	33.3	10 (47.6)	35.7	21 (100)	34.4
Agree	10 (62.5)	30.3	6 (37.5)	21.4	16 (100)	26.2
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.108 shows the opinion of development officers and desk employees regarding the statement of ‘SBC provides effective training for their employees.’ Out of 61 respondents, 21 (34.4%) of them disagreed and 24 (39.3%) strongly disagreed that SBC provides effective training for their employees. Only 16 (26.2%) respondents agreed that SBC provides effective training for their employees.

Table: 6.109
Performance measurement for training needs

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	16 (50)	48.5	16 (50)	57.1	32 (100)	52.5
Disagree	17 (58.6)	51.5	12 (41.4)	42.9	29 (100)	47.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.109 shows the opinion of development officers and desk employees regarding the statement of ‘There is a performance measurement functions to realize needs for training.’ Out of 61 respondents, 32 (52.5%) of them strongly disagreed and 29 (47.5%) disagreed that there is a performance measurement functions to realize needs for training. No employees agreed with this statement.

Table: 6.110
Training helps to do the job better

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	8 (30.8)	24.2	18 (69.2)	64.3	26 (100)	42.6
Strongly Agree	25 (71.4)	75.8	10 (28.6)	35.7	35 (100)	57.4
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.110 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think after taking the training you can perform your job in a better way?’ Out of 61 respondents, 26 (42.6%) of them agreed and 35 (57.4%) strongly agreed that after taking training they can perform their job in a better way. No respondents disagreed with this statement.

Table: 6.111
Training can motivate to concentrate on the job

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree			5 (100)	17.9	5 (100)	8.2
Agree	7 (35)	21.2	13 (65)	46.4	20 (100)	32.8
Strongly Agree	26 (72.2)	78.8	10 (27.8)	35.7	36 (100)	59
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.111 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think that proper training will motivate you to concentrate your job more?’ Out of 61 respondents, 20 (32.8%) of them agreed and 36 (59%) strongly agreed that proper training will motivate them to concentrate their job more. Only 5 (8.2%) respondents disagreed that proper training will motivate them to concentrate their job more.

Table: 6.112
Regular training can increase performance

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	3 (25)	9.1	9 (75)	32.1	12 (100)	19.7
Strongly Agree	30 (61.2)	90.9	19 (38.8)	67.9	49 (100)	80.3
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.112 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that regular training is needed for increase performance?’ Out of 61 respondents, 12 (19.7%) of them agreed and 49 (80.3%) strongly agreed that regular training is needed for increase performance. No respondents disagreed with this statement.

Table: 6.113
Training is essential for carrier advancement

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	13 (41.9)	39.4	18 (58.1)	64.3	31 (100)	50.8
Strongly Agree	20 (66.7)	60.6	10 (33.3)	35.7	30 (100)	49.2
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.113 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think proper training is essential for your carrier advancement?’ Out of 61 respondents, 31 (50.8%) of them agreed and 30 (49.2%) strongly agreed that proper training is essential for their carrier advancement. No respondents disagreed with this statement.

Table: 6.114
Analysis of training factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
52	Regular training can increase performance	162	Highly Significant	1
46	Training can help increase efficiency of work	161	Highly Significant	2
51	Training can motivate to concentrate on the job	158	Highly Significant	3
50	Training helps to do the job better	157	Highly Significant	4
47	Training can increase productivity	152	Highly Significant	5
53	Training is essential for carrier advancement	152	Highly Significant	5
48	Effective training provided by SBC	74	Insignificant	6
49	Performance measurement for training needs	50	Insignificant	7
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.114 shows an analysis of training related factors among development officers of the sample units and ranking the factors as per Likert's five-point scale. From the table it is seen that the Likert's scores of regular training can increase performance (162), training can help increase efficiency of work (161), training can motivate to concentrate on the job (158), training helps to do the job better (157), training can increase productivity (152), training is essential for carrier advancement (152) are higher than the highly significant score 132. But on the other hand, the scores of effective training provided by SBC (74), and performance measurement for training needs (50) are less than the significant score 100. So, we can conclude that, out of 7 training related factors, 5 of them have highly significant impact, and 2 of them have no significant impact on employee's performance and motivation.

Table: 6.115
Analysis of training factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
52	Regular training can increase performance	131	Highly Significant	1
46	Training can help increase efficiency of work	128	Highly Significant	2
50	Training helps to do the job better	122	Highly Significant	3
53	Training is essential for carrier advancement	122	Highly Significant	3
51	Training can motivate to concentrate on the job	112	Significant	4
47	Training can increase productivity	106	Significant	5
48	Effective training provided by SBC	56	Insignificant	6
49	Performance measurement for training needs	40	Insignificant	7
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.115 shows an analysis of training related factors among desk employees of the sample units and ranking the factors as per Likert's five-point scale. From the table it is seen that the Likert's scores of regular training can increase performance (131), training can help increase efficiency of work (128), training helps to do the job

better (122), and training is essential for carrier advancement (122) are higher than the highly significant score 112. So we can say that they have significant impact on employee's motivation, satisfaction and performance. On the other hand, the scores of training can motivate to concentrate on the job (112) and training can increase productivity (106) are less than highly significant score 112 but higher than significant score 85, so we can say that they have significant impact. But the total scores of effective training provided by SBC (56) and performance measurement for training needs (40) are less than significant score, so we can say that they don't have any significant impact on employee's performance.

Table: 6.116
Analysis of training related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
52	Regular training can increase performance	293	Highly Significant	1
46	Training can help increase efficiency of work	289	Highly Significant	2
50	Training helps to do the job better	279	Highly Significant	3
53	Training is essential for carrier advancement	274	Highly Significant	4
51	Training can motivate to concentrate on the job	270	Highly Significant	5
47	Training can increase productivity	258	Highly Significant	6
48	Effective training provided by SBC	130	Insignificant	7
49	Performance measurement for training needs	90	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.116 shows an analysis of training related factors of the sample units and ranking them as per Likert's five-point scale. From the table it is seen that the Likert's scores of regular training can increase performance (293), training can help increase efficiency of work (289), training helps to do the job better (279), training is essential for carrier advancement (274), training can motivate to concentrate on the job (270) and training can increase productivity (258) are higher than the highly significant score 245. On the other hand, the scores of effective training provided by SBC(130) and performance measurement for training needs (90) are less than significant score 183, so we can say that they don't have any significant impact on employee's performance.

Hypothesis on training related factors:

There is no significant variation among the opinions of development officers and desk employees regarding training related factors of the sample units.

Table: 6.117
Variation among the opinions of development officers and desk employees regarding training related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Training can help increase efficiency of work	Between groups	1.431	1	1.431	8.140	.006
	Within groups	10.372	59	.176		
	Total	11.803	60			
Training can increase productivity	Between groups	10.194	1	10.194	12.377	.001
	Within groups	48.593	59	.824		
	Total	58.787	60			
Effective training provided by SBC	Between groups	.890	1	.890	.610	.438
	Within groups	86.061	59	1.459		
	Total	86.951	60			
Performance measurement for training needs	Between groups	.114	1	.114	.444	.508
	Within groups	15.100	59	.256		
	Total	15.213	60			
Training helps to do the job better	Between groups	2.429	1	2.429	11.474	.001
	Within groups	12.489	59	.212		
	Total	14.918	60			
Training can motivate to concentrate on the job	Between groups	9.403	1	9.403	15.621	.000
	Within groups	35.515	59	.602		
	Total	44.918	60			
Regular training can increase performance	Between groups	.805	1	.805	5.376	.024
	Within groups	8.834	59	.150		
	Total	9.639	60			
Training is essential for carrier advancement	Between groups	.939	1	.939	3.870	.054
	Within groups	14.307	59	.242		
	Total	15.246	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.117 shows the variation among the opinions of development officers and desk employees regarding training related factors of the sample units. It is shown from the table that calculated 'F' values of effective training provided by SBC (0.610), performance measurement for training needs (0.444), regular training can increase performance (5.376), and training is essential for carrier advancement (3.870) are less than 'F' critical value 4.00 at 5% LS and 7.08 at 1% LS. So we can reject null hypothesis and conclude that there is no significant variation of opinions between development officers and desk employees regarding these factors.

On the other hand, as because calculated 'F' values of training can help increase efficiency of work (8.104), training can increase productivity (12.377), training helps to do the job better (11.474), training can motivate to concentrate on the job (15.621)

are greater than the critical 'F' value 4.00 at 5% LS and 7.08 at 1% LS. So we can accept null hypothesis for these factors and can conclude that there is a significant differences of opinion between development officers and desk employees regarding these factors.

6.2.4. COMMITMENT

Organizational commitment is the individual's psychological attachment to the organization. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. Researcher consider the factor to analysis organizational commitment of employees are commitment towards the organization, financial benefits is a factor for commitment, motivation is a factor for commitment, loyalty towards the organization, job security is a factor of commitment, good behavior is a factor of commitment, working environment is a factor of commitment, and good salary is a factor of commitment

Table: 6.118
Commitment towards the organization

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree	12 (54.5)	36.4	10 (45.5)	35.7	22 (100)	36.1
Agree	11 (52.4)	33.3	10 (47.6)	35.7	21 (100)	34.5
Strongly Agree	10 (55.6)	30.3	8 (44.4)	28.6	18 (100)	29.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.118 shows the opinion of development officers and desk employees regarding the statement of 'Do you agree that you are properly committed to your organization?' Out of 61 respondents, 22 (36.1%) of them disagreed the statement which indicate that they are not committed to the organization. On the other hand, 21 (34.5%) of them agreed and 18 (29.5%) strongly agreed that they are committed to the corporation. There is a mixed opinion regarding this issue.

Table: 6.119
Financial benefits is a factor for commitment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	3 (27.3)	9.1	8 (72.7)	28.6	11 (100)	18
Strongly Agree	30 (60)	90.9	20 (40)	71.4	50 (100)	82.0
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.119 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that the financial benefit is a factor of commitment?’ Out of 61 respondents, 11 (18%) of them agreed and 50 (82%) of them highly agreed that financial benefit is a factor of commitment. No respondents disagreed with this statement.

Table: 6.120
Motivation is a factor for commitment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	7 (36.8)	21.2	12 (63.2)	42.9	19 (100)	31.1
Strongly Agree	26 (61.9)	78.8	16 (38.1)	57.1	42 (100)	68.9
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.120 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that motivation is factor of commitment?’ Out of 61 respondents, 19 (31.1%) of them agreed and 42 (68.9%) of them highly agreed that motivation is a factor of commitment. No respondents disagreed with this statement.

Table: 6.121
Loyalty towards the organization

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Disagree	15 (51.7)	45.5	14 (48.3)	50	29 (100)	47.5
Agree	10 (55.6)	30.3	8 (44.4)	28.6	18 (100)	29.5
Strongly Agree	8 (57.1)	24.2	6 (42.9)	21.4	14 (100)	23
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.121 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that you are sufficiently loyal to your organization?’ Out of 61 respondents, 29(47.5%) respondents said that they are not sufficiently loyal to the organization. But, 18 (29.5%) of them agreed and 14 (23%) of them highly agreed that they are sufficiently loyal to their organization. No respondents disagreed with this statement.

Table: 6.122
Job security is a factor of commitment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	8 (72.7)	24.2	3 (27.3)	10.7	11 (100)	18
Disagree	12 (50)	36.4	12 (50)	42.9	24 (100)	39.3
Agree	10 (52.6)	30.3	9 (47.4)	32.1	19 (100)	31.1
Strongly Agree	3 (42.9)	9.1	4 (57.1)	57.1	7 (100)	11.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.122 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think that job security is enough for organizational commitment?’ Out of 61 respondents, 11 (18%) of them strongly disagreed and 24 (39.3%) disagreed that job security is enough for commitment. But, 19 (31.1%) agreed and 7 (11.5%) strongly agreed that job security is enough for commitment to the organization.

Table: 6.123
Good behavior is a factor of commitment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree			1 (100)	3.6	1 (100)	1.6
Disagree	4 (50)	12.1	4 (50)	14.3	8 (100)	13.1
Agree	15 (48.4)	45.5	16 (51.6)	57.1	31 (100)	50.8
Strongly Agree	14 (66.7)	42.4	7 (33.3)	25	21 (100)	34.4
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.123 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think that good behavior can be a factor of commitment?’ Regarding this issue, out of 61 respondents, only 1 (1.6%) strongly disagreed and 8 (13.1%) disagreed that good behavior can be a factor of commitment. But most of them agreed with the statement, because we found from the table that, 31 (50.8%) respondents agreed and 21 (34.4%) strongly agreed that good behavior is a factor of commitment.

Table: 6.124
Working environment is a factor of commitment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree			2 (100)	7.1	2 (100)	3.3
Disagree	6 (40)	18.2	9 (60)	31.2	15 (100)	24.6
Agree	16 (61.5)	48.5	10 (38.5)	35.7	26 (100)	42.6
Strongly Agree	11 (61.1)	33.3	7 (38.9)	25	18 (100)	29.5
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.124 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think that good working environment can be a factor of commitment?’ It is seen from the table that, only 2 (3.3%) of them strongly disagreed and 15 (24.6%) disagreed that working environment is a factor of commitment. But on the other hand, 26 (42.6%) of them agreed and 18 (29.5%) strongly agreed that working environment is a factor of commitment.

Table: 6.125
Good Salary is a factor of commitment

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	19 (54.3)	57.6	16 (45.7)	57.1	35 (100)	57.4
Strongly Agree	14 (53.8)	42.4	12 (46.2)	42.9	26 (100)	42.6
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.125 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think that good salary can be a factor of commitment?’ Out of 61 respondents, 35 (57.4 %) of them agreed and 26 (42.6 %) of them highly agreed that good salary is a factor of commitment. No respondents disagreed with this statement.

Table: 6.126
Analysis of commitment related factors of development officers

Q. No	Questions	Total Score	Significant or Not	Rank
55	Financial benefits is a factor for commitment	162	Highly Significant	1
56	Motivation is a factor for commitment	158	Highly Significant	2
61	Good salary is a factor of commitment	146	Highly Significant	3
59	Good behavior is a factor of commitment	138	Highly Significant	4
60	Working environment is a factor of commitment	131	Significant	5
54	Commitment towards the organization	118	Significant	6
57	Loyalty towards the organization	110	Significant	7
58	Job security is a factor of commitment	87	Insignificant	8
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.126 shows an analysis of commitment related factors among development officers of the sample units and ranking them as per Likert’s five-point scale. From the table we can see that, as because the scores of the factors ‘financial benefits is a factor for commitment’ (162), ‘motivation is a factor for commitment’ (158), ‘good salary is a factor of commitment’ (146) and ‘good behavior is a factor of commitment’ (138) are higher than the highly significant score 132, so they have highly significant impact of commitment of the development officers to the organization. On the other hand, as because the scores of the factors ‘working environment is a factor of commitment’ (131), ‘commitment towards the organization’ (118), and ‘loyalty towards the organization’ (110) are less than 132 but higher than insignificant score 100, so we can say that they have significant impact on

commitment. But the factor ‘job security’ has no significant impact on commitment because its score is less than insignificant score 100.

Table: 6.127
Analysis of commitment factors of desk employees

Q. No	Questions	Total Score	Significant or Not	Rank
55	Financial benefits is a factor for commitment	132	Highly Significant	1
56	Motivation is a factor for commitment	128	Highly Significant	2
61	Good salary is a factor of commitment	124	Highly Significant	3
59	Good behavior is a factor of commitment	108	Significant	4
54	Commitment towards the organization	100	Significant	5
60	Working environment is a factor of commitment	95	Significant	6
57	Loyalty towards the organization	90	Significant	7
58	Job security is a factor of commitment	83	Insignificant	8
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.127 shows an analysis of commitment related factors among desk employees of the sample units and ranking them as per Likert’s five-point scale. From the table we can see that, as because the scores of the factors ‘financial benefits is a factor for commitment’ (132), ‘motivation is a factor for commitment’ (128), and ‘good salary is a factor of commitment’ (124) are higher than the highly significant score 112, so they have highly significant impact of commitment of desk employees to the organization. On the other hand, as because the scores of the factors ‘good behavior is a factor of commitment’(108), ‘commitment towards the organization’ (100), ‘working environment is a factor of commitment’ (95), and ‘loyalty towards the organization’ (90) are less than 112 but higher than insignificant score 84, so we can say that they have significant impact on commitment. But the factor ‘job security’ has no significant impact on commitment because its score is less than insignificant score 84.

Table: 6.128
Analysis of commitment related factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
55	Financial benefits is a factor for commitment	294	Highly Significant	1
56	Motivation is a factor for commitment	286	Highly Significant	2
61	Good salary is a factor of commitment	270	Highly Significant	3
59	Good behavior is a factor of commitment	246	Highly Significant	4
60	Working environment is a factor of commitment	226	Significant	5
54	Commitment towards the organization	218	Significant	6
57	Loyalty towards the organization	200	Significant	7
58	Job security is a factor of commitment	170	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.128 shows an analysis of commitment related factors of the sample units and ranking them as per Likert's five-point scale. From the table we can see that, as because the scores of the factors 'financial benefits is a factor for commitment' (294), 'motivation is a factor for commitment' (286), 'good salary is a factor of commitment' (270) and 'good behavior is a factor of commitment' (246) are higher than the highly significant score 245, so we can say they have highly significant impact of commitment of employees to the organization. On the other hand, as because the scores of the factors 'working environment is a factor of commitment' (226), 'commitment towards the organization' (218), and 'loyalty towards the organization' (200) are less than 245 but higher than insignificant score 183, so we can say that they have significant impact on commitment. But the factor 'job security' has no significant impact on commitment because its score is less than insignificant score 183.

Hypothesis on commitment related factors:

There is no significant variation among the opinions of development officers and desk employees regarding commitment related factors of the sample units.

Table: 6.129
Variation among the opinions of development officers and desk employees regarding commitment related factors of the sample units.

Factors		Sum of Squares	df	Mean Square	F	Sig.
Commitment towards the organization	Between groups	.000	1	.000	.000	.989
	Within groups	94.918	59	1.609		
	Total	94.918	60			
Financial benefits is a factor for commitment	Between groups	.575	1	.575	4.018	.050
	Within groups	8.442	59	.143		
	Total	9.016	60			
Motivation is a factor for commitment	Between groups	.710	1	.710	3.384	.071
	Within groups	12.372	59	.210		
	Total	13.082	60			
Loyalty towards the organization	Between groups	.215	1	.215	.129	.721
	Within groups	98.048	59	1.662		
	Total	98.262	60			
Job security is a factor of commitment	Between groups	1.629	1	1.629	.869	.355
	Within groups	110.601	59	1.875		
	Total	112.230	60			
Good behavior is a factor of commitment	Between groups	1.597	1	1.597	1.561	.216
	Within groups	60.338	59	1.023		
	Total	61.934	60			
Working environment is a factor of commitment	Between groups	5.040	1	5.040	3.472	.067
	Within groups	85.648	59	1.452		
	Total	90.689	60			
Good salary is a factor of commitment	Between groups	.000	1	.000	.001	.973
	Within groups	14.918	59	.253		
	Total	14.918	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.129 shows the variation among the opinions of development officers and desk employees regarding commitment related factors of the sample units. It is shown from the table that calculated 'F' values of the factors 'commitment towards the organization' (0.000), 'financial benefits is a factor for commitment' (4.018), 'motivation is a factor for commitment' (3.384), 'loyalty towards the organization' (0.129), 'job security' (0.869), 'good behavior is a factor of commitment' (1.561), 'working environment is a factor of commitment' (3.472), and 'good salary is a factor of commitment' (0.001) are higher than the critical 'F' value 4.00 at 5% LS and 7.08 at 1% LS. So, we can accept null hypothesis and can conclude that there is no significant variation among the opinions of development officers and desk employees regarding commitment related factors of the sample units.

6.2.5. TRADE UNION

A trade union is an organization of workers who have banded together to achieve common goals such as protecting the integrity of its trade, achieving higher pay, increasing the number of employees an employer hires, and better working conditions. The trade union, through its leadership, bargains with the employer on behalf of union members and negotiates labour contracts with employers. The most common purpose of these associations or unions is "maintaining or improving the conditions of their employment". This may include the negotiation of wages, work rules, complaint procedures, rules governing hiring, firing and promotion of workers, benefits, workplace safety and policies.

Researcher considered the factors under ‘trade union’ are role of trade union, union leader think about them, management use union leaders for their benefits, proper trade union practices can improve situation, practice of trade union is not good for the company, employees are taking undue benefits from trade union, management give unions opinion regarding decision making for employees, and management is cooperative with trade union.

Table: 6.130
Role of trade union

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	16 (61.5)	48.5	10 (38.5)	35.7	26 (100)	42.6
Disagree	12 (57.1)	36.4	9 (42.9)	32.1	21 (100)	34.4
Agree	4 (40)	12.1	6 (60)	21.4	10 (100)	16.4
Strongly Agree	1 (25)	3	3 (75)	10.7	4 (100)	6.6
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.130 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think that trade union is playing satisfactory role for the employees?’ Out of 61 respondents, 26 (42.6%) strongly disagreed and 21 (34.4%) disagreed that believe that trade union is not playing satisfactory role for them. But some of them think in different way because, 10 (16.4%) agreed and 4 (6.6%) strongly agreed that trade union is playing satisfactory role for the employees.

Table: 6.131
Union leader think about them

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree			6 (100)	21.4	6 (100)	9.8
Disagree	3 (42.9)	9.1	4 (57.1)	14.3	7 (100)	11.5
Agree	16 (50)	48.5	16 (50)	57.1	32 (100)	52.5
Strongly Agree	14 (87.5)	42.4	2 (12.5)	7.1	16 (100)	26.2
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.131 shows the opinion of development officers and desk employees regarding the statement of ‘Do you think that union leaders think about them rather than general employees?’ Out of 61 respondents, 6 (9.8%) strongly disagreed and 7 (11.5%) disagreed that believe that union leaders think about them rather than general employees. But 32 (52.5%) agreed and 16 (26.2 %) strongly agreed that union leaders think about them rather than general employees.

Table: 6.132
Management use union leaders for their benefits

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	5 (62.5)	15.2	3 (37.5)	10.7	8 (100)	13.1
Disagree	6 (54.5)	18.2	5 (45.5)	17.9	11 (100)	18
Agree	12 (38.7)	36.4	19 (61.3)	67.9	31 (100)	50.8
Strongly Agree	10 (90.9)	30.3	1 (9.1)	3.6	11 (100)	18
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.132 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that management use union leaders to manage their function?’ 8 (13.1%) of the respondents strongly disagreed and 11 (18%) disagreed that management use union leaders to manage their function. But most of them think that management use union leaders to manage their function because 31 (50.8%) agreed and 11 (18%) strongly agreed about the statement.

Table: 6.133
Proper trade union practices can improve situation

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Agree	16 (45.7)	48.5	19 (54.3)	67.9	35 (100)	57.4
Strongly Agree	17 (65.4)	51.5	9 (34.6)	32.1	26 (100)	42.6
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.133 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that proper trade union practices can help employee’s motivation and satisfaction?’ Out of 61 respondents, 35 (57.4 %) of them agreed and 26 (42.6 %) of them highly agreed that proper trade union practices can help employee’s motivation and satisfaction.

Table: 6.134
Practice of trade union is not good for the company

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	4 (20)	12.1	16 (80)	57.1	20 (100)	32.8
Disagree	6 (42.9)	18.2	8 (57.1)	28.6	14 (100)	23
Agree	19 (82.6)	57.6	4 (17.4)	14.3	23 (100)	37.7
Strongly Agree	4 (100)	12.1			4 (100)	6.6
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.134 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that trade union practices are not good for your company?’ Out of 61 respondents, 20 (32.8%) strongly disagreed and 14 (23 %) disagreed that believe that trade union practices are good for their company. But 23 (37.7 %) agreed and 4 (6.6 %) strongly agreed that trade union practices are not good for their company.

Table: 6.135
Employees are taking undue benefits from trade union

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree			6 (100)	21.4	6 (100)	9.8
Disagree			14 (100)	50	14 (100)	23.0
Agree	19 (70.4)	57.6	8 (29.6)	28.6	27 (100)	44.3
Strongly Agree	14 (100)	42.4			14 (100)	23
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.135 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that employees are taking undue benefits as a member of trade union?’ Out of 61 respondents, 6 (9.8 %) strongly disagreed and 14 (23 %) disagreed that employees are taking undue benefits as a member of trade union. But 27 (44.3 %) agreed and 14 (23 %) strongly agreed that employees are taking undue benefits as a member of trade union

Table: 6.136
Management gives emphasis of union opinions regarding decision making for employees

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	4 (33.3)	12.1	8 (66.7)	28.6	12 (100)	19.7
Disagree	9 (57.1)	24.2	6 (42.9)	21.4	14 (100)	23
Agree	11 (44)	33.3	14 (56)	50	25 (100)	41
Strongly Agree	10 (100)	30.3			10 (100)	16.4
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.136 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that management give emphasis trade union while they make decisions regarding employees? Out of 61 respondents, 12 (19.7 %) strongly disagreed and 14 (23%) disagreed and believe that management do not give emphasis of trade union while they make decisions regarding employees. But 25 (41 %) agreed and 10 (16.4 %) strongly agreed that management give emphasis of trade union while they make decisions regarding employees.

Table: 6.137
Management is cooperative with trade union

Opinion	Development Officer	% Within Development Officers	Desk Employee	% Within Desk Employees	Total	%
Strongly Disagree	3 (23.1)	9.1	10 (76.9)	35.7	13 (100)	21.3
Disagree	9 (39.1)	27.3	14 (60.9)	50	23 (100)	37.7
Agree	18 (81.8)	54.5	4 (18.2)	14.3	22 (100)	36.1
Strongly Agree	3 (100)	9.1			3 (100)	4.9
Total	33 (54.1)	100	28 (45.9)	100	61 (100)	100

Source: Field Survey. Figures in the parentheses indicate the percentages within the variable/factor

Table 6.137 shows the opinion of development officers and desk employees regarding the statement of ‘Do you agree that management is cooperative enough to trade union and their problems?’ Out of 61 respondents, 13 (21.3 %) strongly disagreed and 23 (37.7%) disagreed the statement and believe that management is not cooperative enough to trade union and their problems. But 22 (36.1 %) agreed and 3 (4.9 %) strongly agreed that management is cooperative enough to trade union and their problems.

Table: 6.138
Analysis of trade union factors of Development Officers

Q. No	Questions	Total Score	Significant or Not	Rank
65	Proper trade union practices can improve situation	149	Highly Significant	1
67	Employees are taking undue benefits from trade union	146	Highly Significant	2
63	Union leaders think about themselves	140	Highly Significant	3
64	Management use union leaders for their benefits	115	Significant	4
68	Management give emphasis of trade union opinions regarding decision making for employees	114	Significant	5
66	Practice of trade union is not good for the company	112	Significant	6
69	Management is cooperative with trade union	108	Significant	7
62	Role of trade union	61	Insignificant	8
Below 100=Insignificant, From 100 to 132= Significant, Above 132= Highly Significant				

Table 6.138 shows an analysis of trade union related factors among development officers of the sample units and ranking the factors as per Likert’s five-point scale. From the table, we can see that the total Likert’s scores of the factors ‘proper trade union practices can improve situation’ (149), ‘employees are taking undue benefits

from trade union' (146), and 'union leaders think about themselves' (140) are higher than the highly significant score 132. So we can say that these factors have highly significant impact on trade union related issue. On the other hand, the scores of the factors 'management use union leaders for their benefits'(115), 'management give unions opinion regarding decision making for employees' (114), 'practice of trade union is not good for the company' (112), and 'management is cooperative with trade union' (108) are less than 132 but higher than insignificant score 100, so we can say they have significant impact on trade union issue. But as because the score of role of trade union is 61 which is less than 100, so we can say it has no impact on trade union issue.

Table: 6.139
Analysis of trade union factors of Desk Employees

Q. No	Questions	Total Score	Significant or Not	Rank
65	Proper trade union practices can improve situation	121	Highly Significant	1
64	Management use union leaders for their benefits	94	Significant	2
63	Union leader think about themselves	88	Significant	3
68	Management give emphasis of trade union opinions regarding decision making for employees	76	Insignificant	4
62	Role of trade union	67	Insignificant	5
67	Employees are taking undue benefits from trade union	66	Insignificant	6
69	Management is cooperative with trade union	54	Insignificant	7
66	Practice of trade union is not good for the company	48	Insignificant	8
Below 84=Insignificant, From 85 to 112= Significant, Above 112= Highly Significant				

Table 6.139 shows an analysis of trade union related factors among development and desk employees of the sample units and ranking the factors as per Likert's five-point scale. According to the opinions of desk employees, we can say that the factor 'proper trade union practices can improve situation' has highly significant impact on trade union issue because its score is more than Likert's highly significant score 112. There is a significant impact on the factors 'management use union leaders for their benefits' and 'union leaders think about themselves' on trade union issue because their total scores are less than highly significant score 112 but higher than insignificant score 84. On the other hand, the factors of 'employees are taking undue benefits from trade union' (66), 'management give emphasis of trade union opinions regarding decision making for employees' (76) 'practice of trade union is not good for the company', (48) 'management is cooperative with trade union' (54) and 'role of

trade union' (67) have no significant impact as because their scores are less than 84 which is insignificant score.

Table: 6.140
Analysis of trade union factors (Development and Desk employees)

Q. No	Questions	Total Score	Significant or Not	Rank
65	Proper trade union practices can improve situation	270	Highly Significant	1
63	Union leader think about themselves	228	Significant	2
67	Employees are taking undue benefits from trade union	212	Significant	3
64	Management use union leaders for their benefits	209	Significant	4
68	Management give emphasis of trade union opinions regarding decision making for employees	190	Significant	5
69	Management is cooperative with trade union	162	Insignificant	6
66	Practice of trade union is not good for the company	160	Insignificant	7
62	Role of trade union	128	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant				

Table 6.140 shows an analysis of trade union related factors of the sample units and ranking the factors as per Likert's five-point scale. According to total respondents (development officers and desk employees), total Likert's score of proper trade union practices can improve situation is 270 which is greater than highly significant score 245, so we can say this factor has highly significant impact on trade union activity. As because the total scores of union leader think about themselves (228), employees are taking undue benefits from trade union (212), management use union leaders for their benefits (209), and management give emphasis of trade union opinions regarding decision making for employees (190) are less than highly significant score 248 but higher than insignificant score 183, so we can say they have significant impact on trade union issue. But as because the total scores of Management is cooperative with trade union (162), Practice of trade union is not good for the company (160) and Role of trade union (128) are less than insignificant score 183 so we can conclude that these factors have no impact on trade union issue.

Hypothesis on trade union related factors:

There is no significant variation among the opinions of development officers and desk employees regarding trade union factors of the sample units.

Table: 6.141
Variation among the opinions of development officers and desk employees regarding trade union factors of the sample units

Factors		Sum of Squares	df	Mean Square	F	Sig.
Role of trade union	Between groups	4.489	1	4.489	2.733	.104
	Within groups	96.921	59	1.643		
	Total	101.410	60			
Union leaders think about themselves	Between groups	18.314	1	18.314	14.314	.000
	Within groups	75.489	59	1.279		
	Total	93.803	60			
Management use union leaders for their benefits	Between groups	.247	1	.247	.137	.713
	Within groups	106.671	59	1.808		
	Total	106.918	60			
Proper trade union practices can improve situation	Between groups	.568	1	.568	2.337	.132
	Within groups	14.350	59	.243		
	Total	14.918	60			
Practice of trade union is not good for the company	Between groups	42.735	1	42.735	30.902	.000
	Within groups	81.593	59	1.383		
	Total	124.328	60			
Employees are taking undue benefits from trade union	Between groups	64.724	1	64.724	89.875	.000
	Within groups	42.489	59	.720		
	Total	107.213	60			
Management give emphasis of trade union opinions regarding decision making for employees	Between groups	8.301	1	8.301	4.154	.046
	Within groups	117.896	59	1.998		
	Total	126.197	60			
Management is cooperative with trade union	Between groups	27.368	1	27.368	21.702	.000
	Within groups	74.403	59	1.261		
	Total	101.770	60			

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 6.141 shows the variation among the opinions of development officers and desk employees regarding trade union factors of the sample units. It is shown from the table that calculated 'F' values of role of trade union (2.733), management use union leaders for their benefits (0.137), proper trade union practices can improve situation (2.337) and , management give emphasis of trade union opinions regarding decision making for employees (4.154) are greater than the critical 'F' value 4.00 at 5% LS and 7.08 at 1% LS, so we can accept null hypothesis and conclude that there is no significant variation among the opinions of development officers and desk employees regarding trade union factors of the sample units. On the other hand as because the calculated 'F' values of union leaders think about themselves (14.314), practice of

trade union is not good for the company (30.902), employees are taking undue benefits from trade union (89.875) and management is cooperative with trade union (21.702) are greater than critical 'F' value 4.00 at 5% LS and 7.08 at 1% LS, so we can reject null hypothesis and conclude that there is a significant variation among the opinions of development officers and desk employees regarding trade union factors of the sample units.

CHAPTER SEVEN

HYPTHEISIS TESTING

Hypothesis testing begins with preconceived ideas based on existing stock of knowledge. This is made for a population parameter. Then we collect sample data, produce sample statistics, and use this information to decide how likely it is that our hypothesized population parameter is correct. Say that we assume a certain value for a population mean. To test the validity of our assumption, we gather sample data and determine the differences between the hypothesized value and the actual value of the sample mean. Then we judge whether the difference is significant. The smaller the difference, the greater the likelihood that our hypothesized value for the mean is correct¹.

Hypothesis is a presupposition based on some facts and it is a statement subject to verification. Thus, a hypothesis directs and guides a researcher towards proper direction and assists him in the collection of necessary and relevant information/data pertaining to the problem under investigation². Therefore, hypothesis is usually considered as the cardinal instrument in research and helps the creation of new ideas and enriches the research techniques. Its main function is to suggest new experiments and observations. Thus, hypothesis testing enables us to make probability statements about population parameters³.

Taking into consideration of statistical analysis, we often talk about null hypothesis and alternative hypothesis. In this section, some of the relevant alternative and null hypotheses have been used to prove or disprove the supposition.

Hypothesis Testing based on Secondary Data

Hypothesis-1: There is no significant variation of performance of SBC during the study period.

Table-7.1
Variations of performance of SBC during the study period

Policy		Sum of Squares	df	Mean Square	F	Sig.
Gross premium income against direct insurance (category wise) of SBC	Between Groups	60583.775	3	20194.592	29.779	.000
	Within Groups	27125.570	40	678.139		
	Total	87709.345	43			
Income from premium against reinsurance (category wise) of SBC	Between Groups	389550.406	3	129850.135	53.498	.000
	Within Groups	97088.263	40	2427.207		
	Total	486638.669	43			
Total income from premium (category wise) of SBC	Between Groups	662094.197	3	220698.066	41.816	.000
	Within Groups	211113.520	40	5277.838		
	Total	873207.718	43			
Net claim paid (category wise) of SBC	Between Groups	45879.271	3	15293.090	7.178	.001
	Within Groups	85221.506	40	2130.538		
	Total	131100.777	43			
Net profit of loss from underwriting and reinsurance (category wise) of SBC	Between Groups	22753.020	3	7584.340	12.103	.000
	Within Groups	25066.499	40	626.662		
	Total	47819.519	43			
Total business (underwriting and reinsurance) performance of SBC	Between Groups	22686.619	3	7562.206	12.128	.000
	Within Groups	24941.013	40	623.525		
	Total	47627.632	43			

Table 7.1 shows the variation of performance of SBC during the study period. It is seen from the table that, calculated 'F' values of gross premium income against direct insurance, income from premium against reinsurance, total income from premium, net claim paid, net profit of loss from underwriting and reinsurance, and total business (underwriting and reinsurance) performance are 29.779, 53.498, 41.816, 7.178, 12.103 and 12.128 respectively which are greater than tabulated 'F' value 2.84 at 5% LS and 4.31 at 1% LS. So, we can reject null hypothesis and conclude that there is a significant variation of gross premium income against direct insurance, income from premium against reinsurance, total income from premium, net claim paid, net profit of loss from underwriting and reinsurance, and total business (underwriting and reinsurance) performance of Sadharan Bima Corporation within the study period.

Hypothesis-2: There is no variation of business performance among the branches under Rajshahi Zone during the study period.

Table-7.2
Variations of business performance among the branches under Rajshahi Zone during the study period

Policy		Sum of Squares	df	Mean Square	F	Sig.
Fire Policy	Between Groups	16868.972	15	1124.598	9.500	.000
	Within Groups	18703.700	158	118.378		
	Total	35572.672	173			
Marine Policy	Between Groups	28084.727	15	1872.315	15.039	.000
	Within Groups	19920.182	160	124.501		
	Total	48004.909	175			
Motor Policy	Between Groups	2.338	15	1558362.158	22.296	.000
	Within Groups	1.118	160	69893.161		
	Total	3.456	175			
Miscellaneous Policy	Between Groups	16187.000	15	1079.133	10.729	.000
	Within Groups	16092.545	160	100.578		
	Total	32279.545	175			
Personal Accident Policy	Between Groups	1610483.273	15	107365.552	68.243	.000
	Within Groups	251724.364	160	1573.277		
	Total	1862207.636	175			
Total No. Policy under Rajshahi Branch	Between Groups	29924415.55	15	1994961.036	30.940	.000
	Within Groups	10316690.18	160	64479.314		
	Total	40241105.73	175			

Table 7.2 shows the variations of business performance among the branches under Rajshahi Zone during the study period. It is seen from the table that, calculated 'F' values of fire policy, marine policy, motor policy, miscellaneous policy, personal accident policy, and total no. policy under Rajshahi Zone are 9.5, 15.04, 22.296, 10.729, 68.243, and 30.940 respectively which are greater than tabulated 'F' value 1.52 at 5% LS and 2.18 at 1% LS. So, we can reject null hypothesis and conclude that there is a significant variation of fire policy, marine policy, motor policy, miscellaneous policy, personal accident policy, and total no. policy among the branches under Rajshahi Zone within the study period.

Hypothesis Testing based on Primary Data

Hypothesis-3: There is no significant variation of opinions between the development officers and desk employees regarding the issues of job satisfaction and motivation, job design and performance, training, commitment and trade union activities.

Job satisfaction and motivation factors:

Table-7.3 shows the variations of opinions regarding job satisfaction and motivation factors between development officers and desk employees which indicate that calculated 'F' values of recognition, reward, task significance, pride of work and promotion factors are 1.010, 3.047, 0.488, 2.387 and 1.391. All these values are less than 'F' critical values for 5% LS is 4.00 and 1% LS is 7.08 which indicates insignificant variations among the factors. As a result, it is ratified that the null hypothesis is accepted in all the cases of job satisfaction and motivation factors. So, we can conclude that development officers and desk employees have similar views regarding recognition, reward, task significance, pride of work and promotion issues.

Table-7.3
Variations of opinions regarding job satisfaction and motivation factors between development officers and desk employees

Factors	Employee Category	N	Mean	SD	Std. Err.	Min.	Max.	F Value	Sig.
Recognition	Development Officer	33	22.27	1.957	.341	19	28	1.010	.319
	Desk Employee	28	21.57	3.404	.643	17	27		
	Total	61	21.95	2.717	.348	17	28		
Reward	Development Officer	33	21.06	2.277	.396	15	23	3.047	.086
	Desk Employee	28	22.04	2.045	.387	17	24		
	Total	61	21.51	2.211	.283	15	24		
Task Significance	Development Officer	33	11.21	1.364	.237	8	13	.488	.488
	Desk Employee	28	11.64	3.223	.609	5	17		
	Total	61	11.41	2.390	.306	5	17		
Pride of Work	Development Officer	33	7.82	2.157	.376	5	11	2.387	.128
	Desk Employee	28	7.07	1.489	.281	5	9		
	Total	61	7.48	1.903	.244	5	11		
Promotion	Development Officer	33	18.09	3.521	.613	13	24	1.391	.243
	Desk Employee	28	19.11	3.143	.594	13	24		
	Total	61	18.56	3.364	.431	13	24		
Environment	Development Officer	33	18.48	.667	.116	18	20	2.078	.155
	Desk Employee	28	18.18	.983	.186	17	20		
	Total	61	18.34	.834	.107	17	20		

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Job design and performance factors:

Table-7.4
Variations of opinions regarding job design and performance factors between development officers and desk employees

Factors	Employee Category	N	Mean	SD	Std. Err.	Min.	Max.	F Value	Sig.
Job Content	Development Officer	33	15.24	1.091	.190	14	17	.312	.579
	Desk Employee	28	15.46	1.953	.369	12	18		
	Total	61	15.34	1.537	.197	12	18		
Job Function	Development Officer	33	14.09	.723	.126	13	15	.226	.636
	Desk Employee	28	14.00	.770	.145	13	15		
	Total	61	14.05	.740	.095	13	15		
Relationship	Development Officer	33	23.42	1.521	.265	21	25	5.252	.026
	Desk Employee	28	22.71	.659	.124	22	24		
	Total	61	23.10	1.248	.160	21	25		
Job Significance	Development Officer	33	18.70	.585	.102	17	19	5.977	.017
	Desk Employee	28	17.68	2.310	.437	14	20		
	Total	61	18.23	1.687	.216	14	20		

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 7.4 shows the variations of opinions regarding job design and performance factors between development officers and desk employees. It is seen from the table that, tabulated value of 'F' for job content and job function are 0.312 and 0.226 respectively which is less than 'F' critical value (4.00 for 5% LS and 7.08 for 1% LS). So, we can accept hypothesis for this two cases and conclude that, there is no variation of opinions regarding job content and job function factors between development officers and desk employees. But on the other hand, in case of relationship and job significance issues the calculated 'F' values (5.252 and 5.977 respectively) are more than critical 'F' values for 5% LS which is 4.00. So, we can reject null hypothesis for this two factors and conclude that there is a significant variation of opinions regarding relationship and job significance issues between development officers and desk employees.

Training, commitment and trade union factors:

Table-7.5
Variations among training, commitment and trade union factors between development officers and desk employees

Factors	Employee Category	N	Mean	SD	Std. Err.	Min.	Max.	F Value	Sig.
Training	Development Officer	33	32.30	1.237	.215	30	34	21.972	.000
	Desk Employee	28	29.18	3.591	.679	24	34		
	Total	61	30.87	3.014	.386	24	34		
Commitment	Development Officer	33	31.82	4.369	.761	25	38	1.067	.306
	Desk Employee	28	30.71	3.895	.736	24	36		
	Total	61	31.31	4.161	.533	24	38		
Trade Union Activities	Development Officer	33	28.64	6.837	1.190	16	39	16.430	.000
	Desk Employee	28	21.93	5.938	1.122	14	33		
	Total	61	25.56	7.222	.925	14	39		

Degree of freedom: Between group=1, within group=59.

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08 between degree of freedom 1 and 59

Table 7.5 represents the variations among training, commitment and trade union factors between development officers and desk employees. Calculated 'F' values of training (21.972) and trade union activities (16.430) are greater than Critical 'F' values for 5% LS (4.00) and 1% LS (7.08). So, we can reject the hypothesis and conclude that there is a significant variation of opinion between development officers and desk employees regarding the issues of training and trade union. Actually we know development officers need more training than desk employees and desk employees are more involve with trade union activity. That's why their opinions vary regarding these two issues. But on the other hand, their opinions are similar in case of commitment issue because 'F' calculated value is less than 'F' critical value and for this reason we can accept null hypothesis for this factor.

In case of overall opinions of development officers and desk employees regarding the issues of job satisfaction and motivation, and job design and performance, training, commitment and trade union activity, it is seen from the table 7.6 that calculated 'F' values of job design and performance (8.705), training (5.585) and trade union activity (11.407) are higher than the critical 'F' values (4.00 for 5%LS). So, we can reject null hypothesis for these issues and conclude that there is a significant variations between the development officers and desk employees regarding the overall issues of job design and performance, training, and trade union activity. But in case of job satisfaction and motivation, and commitment, development officers and desk

employees had similar opinions, because ‘F’ calculated values are less than the ‘F’ Critical values and we can accept hypothesis for that two cases.

Table-7.6
Variations of overall job satisfaction and motivation, and job design and performance, training, commitment and trade union activity between development officers and desk employees

Factors	Employee Category	Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction and Motivation	Between Groups	.002	1	.002	.028	.868
	Within Groups	3.736	59	.063		
	Total	3.738	60			
Job Design and Performance	Between Groups	.696	1	.696	8.705	.005
	Within Groups	4.714	59	.080		
	Total	5.410	60			
Training	Between Groups	1.886	1	1.886	5.585	.021
	Within Groups	19.918	59	.338		
	Total	21.803	60			
Commitment	Between Groups	.000	1	.000	.001	.975
	Within Groups	16.918	59	.287		
	Total	16.918	60			
Trade Union Activities	Between Groups	5.684	1	5.684	11.407	.001
	Within Groups	29.398	59	.498		
	Total	35.082	60			

Critical value of F-distribution for 5% LS is 4.00 and 1% LS is 7.08
between degree of freedom 1 and 59

Hypothesis-4: There is a positive correlation among the factors of job satisfaction and motivation, and job design and performance of the sample units.

Table-7.7
Correlations among job satisfaction and motivation factors of the sample units

Factors	Recognition	Reward	Task Significance	Pride of Work	Promotion	Work Environment
Recognition	1	-.196	-.546**	-.302*	-.281*	-.500**
Reward		1	-.040	.270*	.237	-.069
Task Significance			1	.107	.350**	.638**
Pride of Work				1	.653**	.347**
Promotion					1	.316*
Work Environment						1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 7.7 indicates the correlations among job satisfaction and motivation factors of the sample units. The table shows that, recognition is negatively related with all other factors and reward is negatively related with task significance and work environment factors. Task significance is positively correlated with pride of work, promotion and

work environment factors, but relationship is significant with promotion and work environment factors. Pride of work is significantly correlated with promotion and work environment factors. Promotion and work environment is also significantly related with each other.

Table-7.8
Correlations among job design and performance factors of the sample units

Factors	Job Content	Job Function	Relationship	Job Significance
Job Content	1	.000	.373**	.734**
Job Function		1	.392**	-.103
Relationship			1	.385**
Job Significance				1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 7.8 shows the correlations among job design and performance factors of the sample units. All factors are positively correlated with each other except job function and job significance. Job content is positively correlated with relationship and job significance. Job function is significantly correlated with relationship and relationship is significantly correlated with job significance. So, we can conclude that, job content is positively related with relationship and job significance, job function is positively related with relationship and relationship is also positively related with job significance.

Hypothesis-5: Job satisfaction and motivation, job design and performance, training, commitment, and trade union activities are positively related with each other.

Table-7.9
Relationship of job satisfaction and motivation with job design and job performance

Job Design and Job performance	Job Satisfaction and Motivation			Calculated Value	Tabulated Value: LS=0.01 d.f. = 1 $\chi^2 = 3.841$ Comment: Calculated χ^2 >Tabulated χ^2 Result: Hypothesis Accepted
	Strongly Agreed	Agreed	Total	$\chi^2 = 7.786$ d.f. = 1 Pearson = .005	
Agreed	2	4	6 (9.8%)		
Disagreed	2	53	55 (90.2%)		
Total	4	57	61 (100%)		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table-7.9 represents the relationship of job satisfaction and motivation with job design and job performance. From the table, it is seen that the calculated chi-square is 7.786 which is greater than tabulated chi-square which is 3.841. As because the

calculated chi-square is greater than tabulated chi-square, we can accept the hypothesis and conclude that job satisfaction and motivation is positively correlated with job design and performance.

Table-7.10
Relationship of job satisfaction and motivation with training

Training	Job Satisfaction and Motivation			Calculated Value	Tabulated Value: LS=0.01 d.f. = 2 $\chi^2 = 9.210$ Comment: Calculated χ^2 >Tabulated χ^2 Result: Hypothesis Accepted
	Strongly Agreed	Agreed	Total	$\chi^2 = 10.641$ d.f. = 2 Pearson = 0.005	
Strongly Agreed	2	3	5 (8.2%)		
Agreed	2	33	35 (57.4%)		
Disagreed	0	21	21 (34.4%)		
Total	4	57	61 (100%)		

Figures in the parentheses indicate expected frequencies
Source: Employees' opinions of the sample units.

It is shown from the table 7.10 that calculated chi-square 10.41 is greater than tabulated chi-square 9.210 at 0.01 LS. So, we can accept hypothesis and conclude that job satisfaction is significantly correlated with training. That means training can make employees satisfied and motivated.

Table-7.11
Relationship of job satisfaction and motivation with trade union activity

Trade Union	Job Satisfaction and Motivation			Calculated Value	Tabulated Value: LS=0.10 d.f. = 2 χ^2 = 4.61 Comment: Calculated χ^2 <Tabulated χ^2 Result: Hypothesis Rejected
	Strongly Agreed	Agreed	Total	χ^2 = 4.423 d.f. = 2 Pearson = 0.110	
Strongly Agreed	4	26	30 (49.2%)		
Agreed	0	20	20 (32.8%)		
Disagreed	0	11	11 (11%)		
Total	4	57	61		

Figures in the parentheses indicate expected frequencies
Source: Employees' opinions of the sample units.

Table 7.11 shows the relationship of job satisfaction and motivation with trade union activity. From the table we can say that as because calculated chi-square (4.423) is less than tabulated chi-square (4.61) at 0.10 LS that why we can reject the hypothesis and conclude that job satisfaction and motivation is not related with trade union activity.

Table-7.12
Relationship of job satisfaction and motivation with commitment

Commitment	Job Satisfaction and Motivation			Calculated Value	Tabulated Value: LS=0.01 d.f. = 2 $\chi^2 = 9.210$ Comment: Calculated χ^2 >Tabulated χ^2 Result: Hypothesis Accepted
	Strongly Agreed	Agreed	Total		
Strongly Agreed	1	0	1 (1.6%)	$\chi^2 = 16.490$ d.f. = 2 Pearson = 0.000	
Agreed	3	30	33 (54.1%)		
Disagreed	0	27	27 (44.3%)		
Total	4	57	61		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.12 shows the relationship of job satisfaction and motivation with commitment. From the table we see that calculated chi-square is greater than tabulated chi-square (cal 16.490 > tabu 9.210) at 0.01 LS. So, we can accept hypothesis which indicated the positive relationship between job satisfaction and motivation with commitment.

Table-7.13
Relationship of job design and performance with training

Training	Job Design and Performance			Calculated Value	Tabulated Value: LS=0.01 d.f. = 2 $\chi^2 = 9.210$ Comment: Calculated χ^2 >Tabulated χ^2 Result: Hypothesis Accepted
	Strongly Agreed	Agreed	Total		
Strongly Agreed	5	0	5 (8.2%)	$\chi^2 = 50.046$ d.f. = 2 Pearson = 0.000	
Agreed	1	34	35 (54.4%)		
Disagreed	0	21	21 (34.4%)		
Total	6	55	61 (100%)		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.13 shows the relationship of job design and performance with training. As because the value of calculated chi-square (50.046) is greater than tabulated chi-square (9.210) at 0.01 LS that why we can accept the hypothesis and conclude that there is a positive relationship between job design and performance with training. That means if employees are given proper training then they can server better.

Table-7.14
Relationship of job design and performance with commitment

Commitment	Job Design and Performance			Calculated Value	Tabulated Value: LS=0.01 d.f. = 2 $\chi^2 = 9.210$ Comment: Calculated χ^2 > Tabulated χ^2 Result: Hypothesis Accepted
	Strongly Agreed	Agreed	Total	$\chi^2 = 13.163$ d.f. = 2 Pearson = 0.001	
Strongly Agreed	1	0	1 (1.6%)		
Agreed	5	28	33 (54.1%)		
Disagreed	0	27	27 (44.3%)		
Total	6	55	61 (100%)		

Figures in the parentheses indicate expected frequencies
Source: Employees' opinions of the sample units.

Table 7.14 shows the relationship of job design and performance with commitment. From the table it is seen that calculated chi-square (13.163) is greater than the tabulated chi-square (9.210) at 0.01 LS. So, we can accept hypothesis and conclude that there is a positive relationship between job design and performance with commitment. So, we can say that, proper job design can make employees committed and committed employees can perform better for the organization.

Table-7.15
Relationship of job design and performance with trade union activity

Trade Union	Job Design and Performance			Calculated Value	Tabulated Value: LS=0.05 d.f. = 2 $\chi^2 = 7.824$ Comment: Calculated χ^2 <Tabulated χ^2 Result: Hypothesis Rejected
	Strongly Agreed	Agreed	Total	$\chi^2 = 6.876$ d.f. = 2 Pearson = 0.032	
Strongly Agreed	6	24	30 (49.2%)		
Agreed	0	20	20 (32.8%)		
Disagreed	0	11	11 (18.0%)		
Total	6	55	61 (100%)		

Figures in the parentheses indicate expected frequencies
Source: Employees' opinions of the sample units.

Table 7.15 shows the Relationship of job design and performance with trade union activity. From the table it can conclude that there is no positive relationship between job design and performance, and trade union activity in the sample units as because calculated chi-square (6.876) is less than tabulated chi-square (7.824).

Table-7.16
Relationship of training with commitment

Commitment	Training				Calculated Value	Tabulated Value: LS=0.01 d.f. = 4 $\chi^2=13.277$ Comment: Calculated χ^2 >Tabulated χ^2 Result: Hypothesis Accepted
	Strongly Agreed	Agreed	Disagreed	Total	$\chi^2=18.986$ d.f. = 4 Pearson = 0.001	
Strongly Agreed	1	0	0	1 (1.6%)		
Agreed	4	22	7	33 (54.1%)		
Disagreed	0	13	14	27 (44.3%)		
Total	5	35	21	61 (100%)		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.16 indicated the relationship of training with commitment. As because calculate chi-square (18.986) is greater than tabulated chi-square (13.277) at 0.01 LS that's why we can accept hypothesis.

From table 7.9 to 7.16 we can conclude that job satisfaction and motivation is positively related with job design and performance, training, and commitment. But there is no relationship of job design and satisfaction with trade union activities. Job design and performance is positively related with training and commitment but it is negatively related with trade union activities. On the other hand, there is a positive relationship with training and commitment. That means properly trained employees can be more committed for the organization.

Hypothesis-6: HRM practices are positively correlated with education, designation and work experience of the employee.

Table-7.17
The relationship of job satisfaction and motivation with education

Job Satisfaction and Motivation	Educational Qualification						Calculated Value	Tabulated Value: LS=0.50 d.f. = 4 $\chi^2 = 3.357$ Comment: Calculated χ^2 >Tabulated χ^2 Result: Hypothesis Accepted	
	Masters	Honors	Pass	HSC	SSC	Total	$\chi^2 = 4.410$ d.f. = 4 Pearson = 0.353		
	Strongly Agreed	3	0	0	1	0			4 (6.6%)
	Agreed	16	4	10	16	10			57 (93.4%)
	Total	19	4	10	17	11			61 (100%)

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.17 shows the relationship of job satisfaction and motivation with education. From the table we can conclude that there is a positive relationship between job satisfaction and motivation, and education because calculated chi-square (4.410) is greater than tabulated chi-square (3.357) at 0.50 LS. This indicates that properly educated employees are more satisfied and motivated on the company.

Table-7.18
The relationship of job satisfaction and motivation with designation of job

Job Satisfaction and Motivation	Designation of Job						Calculated Value	Tabulated Value: LS=0.95 d.f. = 4 $\chi^2 = 0.711$ Comment: Calculated χ^2 > Tabulated χ^2 Result: Hypothesis Accepted	
	Manager	Deputy Manager	Assistant Manager	Junior Officer	Head Clerk	Total	$\chi^2 = 2.131$ d.f. = 4 Pearson = 0.712		
	Strongly Agreed	0	0	0	2	2			4 (6.6%)
	Agreed	2	6	9	14	26			57 (93.4%)
	Total	2	6	9	16	28			61 (100%)

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.18 depicts the relationship of job satisfaction and motivation with designation of job. From the table is it seen that the calculated chi-square (2.131) is greater than the tabulated chi-square (0.711). So, we can accept the hypothesis and conclude that job satisfaction and motivation is positively related with designation of job.

Table-7.19
The relationship of job satisfaction and motivation with work experience

Job Satisfaction and Motivation	Work Experience					Calculated Value	Tabulated Value: LS=0.50 d.f. = 3 $\chi^2 = 2.366$ Comment: Calculated χ^2 > Tabulated χ^2 Result: Hypothesis Accepted	
	More than 30 Years	21 to 30 Years	11 to 20 Years	0 to 10 Years	Total	$\chi^2 = 4.197$ d.f. = 3 Pearson =0.241		
	Strongly Agreed	0	1	0	3			4 (6.6%)
	Agreed	23	10	6	18			57 (93.4%)
	Total	23	11	6	21			61 (100%)

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.19 shows the relationship of job satisfaction and motivation with work experience, which indicated that the calculated chi-square (4.197) is greater than the tabulated chi-square (2.366). So, we can accept the hypothesis and conclude that job satisfaction and motivation is positively related with work experience.

Table-7.20

The relationship of job design and performance with education

Job Satisfaction and Motivation	Educational Qualification						Calculated Value	Tabulated Value: LS=0.50 d.f. = 4 $\chi^2 = 3.357$ Comment: Calculated χ^2 > Tabulated χ^2 Result: Hypothesis Accepted	
	Masters	Honors	Pass	HSC	SSC	Total	$\chi^2 = 4.009$ d.f. = 4 Pearson = 0.405		
	Agreed	1	0	0	3	2			6 (9.8%)
	Disagreed	18	4	10	14	19			55 (90.2%)
	Total	19	4	10	17	11			61 (100%)

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.20 shows the relationship of job design and performance with education. It is shown from the table that, calculated chi-square (4.009) is greater than tabulated chi-square (3.357). So, we can accept the hypothesis and conclude that job design and performance is positively related with education of the employees.

Table-7.21

The relationship of job design and performance with designation of job

Job Satisfaction and Motivation	Designation of Job						Calculate d Value	Tabulated Value: LS=0.10 d.f. = 4 $\chi^2 = 7.779$
	Manager	Deputy Manager	Assistant Manager	Junior Officer	Head Clerk	Total	$\chi^2 = 7.843$ d.f. = 4 Pearson = 0.098	Comment: Calculated χ^2 > Tabulated χ^2 Result: Hypothesis Accepted
	Agreed	0	0	0	0	6 (9.8%)		
	Disagreed	2	6	9	16	22 (90.2%)		
	Total	2	6	9	16	28 (100%)		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.21 shows the relationship of job design and performance with designation of job. As because the calculated chi-square (7.843) is greater than the tabulated (7.779) chi-square, so we can accept hypothesis and conclude that job design and performance is positively related with designation of job of the employees.

Table-7.22
The relationship of job design and performance with experience

Job Satisfaction and Motivation	Work Experience					Calculated Value	Tabulated Value: LS=0.01 d.f. = 3 $\chi^2 = 11.341$ Comment: Calculated χ^2 > Tabulated χ^2 Result: Hypothesis Accepted	
	More than 30 Years	21 to 30 Years	11 to 20 Years	0 to 10 Years	Total	$\chi^2 = 11.894$ d.f. = 3 Pearson = 0.008		
	Agreed	0	4	0	2			6 (9.8%)
	Disagreed	23	7	6	19			55 (90.2%)
	Total	23	11	6	21			61 (100%)

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.22 shows the relationship of job design and performance with experience. It is shown from the table that calculated chi-square (11.894) is greater than tabulated chi-square (11.341) at 0.01 LS. So, we can conclude that job design and performance is positively related with job experience of the employees.

Table-7.23
The relationship of commitment with education

Commitment	Educational Qualification						Calculated Value	Tabulated Value: LS=0.95 d.f. = 8 $\chi^2 = 2.733$ Comment: Calculated χ^2 >Tabulated χ^2 Result: Hypothesis Accepted
	Masters	Honors	Pass	HSC	SSC	Total	$\chi^2 = 4.770$ d.f. = 8 Pearson = 0.782	
Strongly Agreed	0	0	0	1	0	1 (1.6%)		
Agreed	11	3	4	8	7	33 (54.1%)		
Disagreed	8	1	6	8	4	27 (44.3%)		
Total	19	4	10	17	11	61 (100%)		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.23 shows the relationship of commitment with education. As because calculated chi-square (4.770) is greater than the tabulated chi-square (2.733), so we can accept hypothesis and conclude that there is positive relationship between commitment and education.

Table-7.24
The relationship of commitment with designation of job

Commitment	Designation of Job						Calculated Value	Tabulated Value: LS=0.50 d.f. = 8 χ^2 = 7.344 Comment: Calculated χ^2 < Tabulated χ^2 Result: Hypothesis Rejected
	Manager	Deputy Manager	Assistant Manager	Junior Officer	Head Clerk	Total	χ^2 = 6.892 d.f. = 8 Pearson = 0.548	
Strongly Agreed	0	0	0	0	1	1 (1.6%)		
Agreed	0	3	4	12	14	33 (54.1%)		
Disagreed	2	3	5	4	13	27 (44.3%)		
Total	2	6	9	16	28	61 (100%)		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.24 depicts the relationship between commitment and designation of job of the employees. From the table we can say that, as because calculated chi-square (6.982) is less than tabulated chi-square (7.344), so we can reject hypothesis and conclude that there is no relationship between commitment and designation of job.

Table-7.25
The relationship of commitment with work experience

Commitment	Work Experience					Calculated Value	Tabulated Value: LS=0.50 d.f. = 6 $\chi^2 = 5.348$ Comment: Calculated χ^2 > Tabulated χ^2 Result: Hypothesis Accepted
	More than 30 Years	21 to 30 Years	11 to 20 Years	0 to 10 Years	Total	$\chi^2 = 7.121$ d.f. = 6 Pearson = 0.310	
Strongly Disagreed	0	1	0	1	1 (1.6%)		
Agreed	12	5	2	14	33 (54.1%)		
Disagreed	11	5	4	7	27 (44.3%)		
Total	23	11	6	21	61 (100%)		

Figures in the parentheses indicate expected frequencies

Source: Employees' opinions of the sample units.

Table 7.25 shows the relationship between commitment and work experience of the employees. Calculated chi-square (7.121) is greater than tabulated chi-square (5.348). So, we can accept hypothesis and conclude that commitment is positively related with work experience.

From table 7.17 to 7.25 we can conclude that job satisfaction and motivation, and job design and performance is positively related with education, designation and work experience of the employees. On the other hand, commitment is positively related with education and job experience but negatively related with job designation. That means higher educated and experienced employee is more committed with the organization than less educated and experienced employees.

Reference:

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- ² Abedin, M. Zainul, *A Handbook of Research for the Fellows of M.Phil and Ph.D. Programmes*, (Dhaka: Book Syndicate, 1996), p.23.
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CHAPTER EIGHT

FINDINGS, RECOMMENDATIONS AND CONCLUSION

This chapter deals with findings from primary and secondary data analysis, problems identified from research and suggest remedial measures related to human resource management practices of general insurance sector in Bangladesh specially Sadharan Bima Corporation.

8.1. FINDINGS FROM THE STUDY

8.1.1. Findings from the Analysis of Secondary Data:

8.1.1.1. Overall Performance of Sadharan Bima Corporation

As a sole government sector general insurance company, Sadharan Bima Corporation (SBC) is doing their business and earning profits each and every year. SBC has so many insurance policies, but their main businesses are fire insurance, marine insurance and motor insurance. They have different types of miscellaneous insurance like house holder's comprehensive insurance policy, product liability insurance policy, burglary insurance policy, contractor's all risk policy, engineering insurance policy, public liability insurance policy, aviation insurance policy, workmen's compensation policy, cash in safe insurance policy, cash in transit insurance policy, personal accident insurance policy, peoples personal accident insurance policy, dread disease insurance policy, overseas medi-claim (business & holiday) insurance, overseas medi-claim (employment & study) insurance, export credit guarantee insurance, livestock insurance policy, crop insurance, all risks insurance policy, and fidelity guarantee policy. Performance of SBC has analyzed by considering gross premium income, income from reinsurance, total income from premium, net claim paid, net profit and loss from underwriting and reinsurance, total business performance, claim settlement, income from investment, contribution to government, net profit and training provided by SBC.

Total gross premium income from direct insurance during the study period was taka 1299 crore (fire-183 crore, marine-484 crore and miss-631 crore). Growth rates of premium income show a positive trend during the period except in the year 2003. Premium income was increased year after year, but it was not increased in a consistent way. There was a fluctuating trend of premium income during the study

period. T-values also indicate that there was a significant fluctuation among the insurance premium income of SBC. Highest premium income from fire insurance came in the year 2010 (22.99 crore taka), marine insurance in the year 2011 (87.94 crore) and miscellaneous insurance in the year 2011 (89.33 crore). On the other hand, lowest income came from fire insurance in 2004 (10.74 crore), marine insurance in the year 2001 (21.56 crore) and miscellaneous insurance in the year 2001 (21.56 crore).

During the study period, highest reinsurance premium income from fire, marine and miscellaneous insurance was 218.74 crore in 2010, 98.42 crore in 2011 and 103.68 crore in 2010 respectively. On the other hand, lowest reinsurance premium income from fire, marine and miscellaneous insurance was 101.65 crore in 2001, 34.45 crore in 2001 and 45.05 crore in 2002 respectively. In most of the cases, the growth rates of reinsurance premium income was positive, and it was highest 17.82% for fire insurance in 2004, 42.44% for marine insurance in 2003, and 37.20% for miscellaneous insurance in 2003. T-values indicate that there is a significant variation among the premium income by SBC during the study period.

Total premium income (income from direct insurance and income from reinsurance) of fire insurance during the study period was 1962 crore, which was highest 241.73 crore in 2010 and lowest 119.99 in 2001. Total marine insurance income was 1193 crore during the study period, which was highest 186.36 crore in 2011 and lowest in 56.01 crore in 2001. Total miscellaneous insurance income was 1418 crore, which was highest 190.19 crore in 2011 and lowest 82.13 crore in 2001. Out of three insurance, SBC earned maximum from fire insurance (1962 crore) followed by miscellaneous insurance (1418 crore) and marine insurance (1193 crore). Growth rates also show a very fluctuating but a positive trend on total premium income. Growth rates of fire, marine and miscellaneous premium income were highest in 2007 (15.41%), 2003 (23.22%) and 2006 (22.96%) respectively. But growth rate was lowest for fire, marine and miscellaneous premium income in 2011 (-6.85%), 2010 (5.39%), and 2004(-19.51%) respectively. T-values represent a significant variation among the premium income by SBC during the study period.

During the study period, total amount paid for settlement of claim was taka 896 crore. Out of three category of insurance highest amount was paid for fire insurance, i.e. taka 695 crore followed by marine (127 crore) and miscellaneous insurance (74 crore). Most of the claim came from fire insurance and highest amount of money was paid in every year for fire insurance also. Net claim paid growth rates shows a fluctuating trend with negative ones. T-values also show the significant variations among claim paid by SBC during study period.

As because most of the claim came from fire insurance, SBC suffered a loss from fire insurance every year. On the other hand, SBC made a profit from marine and miscellaneous insurance every year, which makes them profitable. During the study period, SBC made a profit of taka 399 crore where 434 crore came from marine and 157 crore came from miscellaneous insurance. Highest profit earned for marine insurance was in 2010, i.e. taka 91.02 crore and for miscellaneous in 2011, i.e. taka 60.97 crore. Growth rate of net profit was highest 130.57% in 2002 and 355.65% in 2003 for marine and miscellaneous insurance during the study period. T-values show that, there was a significant variation of net profit and loss of SBC during the study period.

SBC had a good business performance during the study period in marine and miscellaneous insurance. For fire insurance it made a loss every year, and it was highest 53.67 crore in 2010 and lowest -2.39 crore in 2006. Only one year i.e. 2001, SBC made a profit from fire insurance. In case of marine insurance, SBC made a good performance throughout the period and it was highest 91.01 crore in 2010 and lowest 10.86 crore in 2001, though growth rates are showing a fluctuation trends of business. If we consider miscellaneous insurance then we can say that, only in the year 2006, it made a loss for SBC, but other years it made a profit which was highest 60.96 crore in 2011. T-values show a significant fluctuation among the business of SBC during the study period.

Total 9498 claims were settled during the study period which was highest 2295 in the year 2002 and lowest 250 in the year 2006. After settle a huge number of claims during the study period SBC have 12289 outstanding claims to settle. Settlement of claims is not satisfactory and SBC should take some immediate action to settle the

claim and they should minimize total outstanding claims as soon as possible. Total 1041 crore taka was paid to settle claims during the study period.

Income from premium is the major source of income of SBC, but they have some addition sources to income money. In every year, SBC invest a huge amount of money for different areas of investment and they earn significant amount of money from there. Mainly there are four areas from where SBC earned extra amount of money, i.e. investment on fixed deposit, investment on other area, investment on real estate, and others. Total income came from investment during the study period was taka 426 crore out of which taka 272 crore came from investment on fixed deposit, taka 62 crore came from investment on other area, taka 41 crore came from investment on real estate, and other taka 51 crore came from miscellaneous income. Earning of SBC's from investment was increased every year in case of investment on fixed deposit, investment on other areas, and investment on real estate, but earning from miscellaneous income shows a fluctuating trend during the study period. T-values represent a significant variation among the income of SBC during the study period.

Sadharan Bima Corporation recognizes that the corporation has certain responsibilities for the development of the nation as a whole. For this, corporation made significant contribution to the Government each year by payment, tax, non-tax revenue, VAT, stamp duty etc. Total contribution of SBC to the government was 521 crore, which was highest 112.6 crore in the year 2011 and lowest 29.43 crore in the year 2002. From 2010, SBC contributed a significant amount of money to the government which is taka 87.4 crore in 2010 and taka 112.6 crore in 2011. Growth rate was highest in 2010, i.e. 83%. But t-value indicates that contribution to the government was varied significantly during the study period.

Net profit of SBC increased consistently every year and it became 175.19 crore in 2011. Total profit earned by SBC during the period was 763 crore. Growth rates of net profit also increased throughout the period, except year 2002, which was negative. T-value shows a significant variation among the profit earned by SBC during the study period.

Training is an important factor to increase employee's ability and skill to perform. Regular training is a necessarily for every organization. SBC provided training to their employees every year, but the participation of employees are very insignificant compared to total employees. Total 992 employees were trained by SBC during the study period, which was highest in the year 2001, i.e. 222 employees. On the other hand, only 28 employees were trained in 2004 which is the lowest figure during the study period. T-value shows a significant variation of training provided by SBC during the study period.

8.1.1.2. Performance of Sadharan Bima Corporation, Rajshahi Zone

Business performance of Sadharan Bima Corporation, Rajshahi Zone has analyzed on the basis of branch wise business (fire insurance, marine insurance, motor insurance, people personal accident insurance, and miscellaneous insurance), branch wise total number of policies, and total policy under Rajshahi Zone, total premium income and claim and claim paid during the study period.

During the study period, total number of fire insurance policies under Rajshahi Zone was 1685. Total year wise insurance was highest in the year 2002, i.e. 453 and lowest in the year 2011, i.e. 150. By considering total number of fire insurance policies during the study period, it has found that, highest number of insurance collected by Nawgoan branch (396) followed by Natore br. (322), Iswardi br. (278), Rangpur br. (245), Rajshahi and Bogra br. (238), Sirajgonj br. (146), Joypurhat br. (132), Pabna br. (130), Gaibandha and Thakurgaon br. (127), Zonal Office br. (108), Dinajpur br. (100), Kurigram br. (93) and Nilphamary br. (5).

During the study period, total number of marine insurance policies under Rajshahi Zone was 1800. From 2001 to 2011 highest number of marine insurance was in 2004, i.e. 235 and lowest insurance was in 2011, i.e. only 28. Trends of marine insurance show a decreasing trend after 2004. By considering total number of marine insurance policies during the study period, it has found that, highest number of insurance collected by Nawgoan branch (438) followed by Sirajgonj br.(366), Rajshahi br.(255), Gaibandha br.(226), Iswardi br.(197), Dinajpur br.(149), Rangpur br.(62), Bogra br.(58), Chapai nawabgonj br. (32), and Natore br.(17).

Total number of motor insurance policy under Rajshahi Zone was 86384. Maximum number of motor insurance was 11157 in 2010 where as it was minimum 5446 in 2001. Under Rajshahi Zone maximum number of insurance was collected in this category. During the study period, Nawgoan branch collected highest number of motor insurance, i.e. 12690 followed by Iswardi br.(12585), Kurigram br. (12414), Nilphamary br. (9136), Joypurhat br. (6090), Rajshahi br.(5947), Rangpur br.(5065), Gaibandha br. (4489), Sirajgonj br.(3293), Dinajpur br.(2967), Bogra br.(2843), Natore br.(2757), Zonal Office br. (2608), Thakurgaon br. (1810), and Pabna br. (1690). Out of 5 categories of insurance, this is the only insurance which shows a positive trend within the study period, which means number of motor insurance was increased year after year.

During the study period, total number of people personal accident insurance policy collected by Rajshahi Zone was 4392 which was highest in the year 2002, i.e. 973 and lowest in the year 2010, i.e. 312. According to individual branch performance, Nilphamary branch collected highest number of policy during the study period which was 4392 followed by Kurigram br. (1236), Pabna br. (591), Gaibandha br.(523), Nawgoan br. (467), Natore br.(232), Bogra br.(195), Rangpur br.(119), Iswardi br.(182), Sirajgonj br. (53), Joypurhat br. (42), Thakurgaon br. (41), Zonal Office br. (12), and Dinajpur br.(3).

During the study period, total number of miscellaneous insurance policy collected by Rajshahi Zone was 2788 which was highest in the year 2002, i.e. 323 and lowest in the year 2006, i.e. 210. According to individual branch performance, Pabna branch collected highest number of policy during the study period which was 425 followed by Nawgoan br. (271), Rajshahi br. (261), Sirajgonj br. (248), Zonal Office br. (243), Bogra br. (209), Dinajpur br. (209), Gaibandha br. (178), Natore br. (184), Thakurgaon br. (177), Chapai nawabgonj br. (120), Rangpur br. (106), Iswardi br. (97), Joypurhat br. (35), and Kurigram br. (25).

If we consider total number of insurance policy collected by Rajshahi Zone then we see that it was 101745, which was highest in the year 2010 and lowest in the year 2003. According to individual branch performance, Nawgoan branch collected highest number of policy during the study period which was 14262 followed by Kurigram br. (13768), Iswardi br. (13339), Rajshahi br. (6701), Joypurhat br. (6299),

Rangpur br. (5597), Gaibandha br. (5543), Sirajgonj br. (4106), Bogra br. (3543), Nilphamary br. (3533), Natore br. (3512), Dinajpur br. (3428), Zonal Office br. (2971), Pabna br. (2836), Thakurgaon br. (2155), and Chapai nawabgonj br. (152). From the performance we can say Nawgoan branch have done well among all 16 branches under Rajshahi Zone and Chapai nawabgonj has lowest position among all. Total premium income by Rajshahi Zone was taka 2317 lacs, during the study period, which was highest 264.72 lacs in the year 2005 on the other hand it was lowest 173.67 lacs in the year 2004. Highest premium income was earned by Rajshahi Branch i.e., taka 462 lacs followed by Dinajpur br. (284 lacs), Iswardi br. (244 lacs), Zonal Office br. (198 lacs), Bogra br. (179 lacs), Rangpur br. (167 lacs), Joypurhat br. (146 lacs), Sirajgonj br. (132 lacs), Thakurgaon br. (115 lacs), Natore br. (113 lacs), Pabna br. (100 lacs), Nilphamary br. (62 lacs), Nawgoan br. (37 lacs), Chapai nawabgonj br. (30 lacs), Kurigram br. (28 lacs), Gaibandha br. (21 lacs), Though the performance of Nawgaon branch was highest to collect number of premium but, to earn premium Rajshahi branch stands the first position and Gaibandha holds last position during the study period.

During the study period, total number of claims under Rajshahi Zone was 222 out of which 146 claims was paid. Highest number of claim came in 2003, i.e. 47 and lowest number of claim came in 2004, i.e. 7. Total claim paid was highest in 2002 i.e. 22 and lowest claim paid in 2004, i.e. only 6.

8.1.2. Findings from the Analysis of Primary Data

To collect the attitudes relating to different factors of human resource management, number of development officers and desk employees of the sample units have been interviewed. The employees who are engaged in the development of insurance business of the company such as, field worker, field supervisor, development assistant, development officer etc. are defined as development employees. They are directly involved with the expansion of the business. They convince potential customers to buy policies from their company. In fact, they are the most vital people to procure business deal. On the contrary, those who are only involved with the desk activities such as, financial analyst, accountant, etc. are referred to as desk employees. It simply means paper-processing employees. They remain in office and done all paper works relating to policy issues, settlement of claims etc. The nature of these two

types of insurance employees is very different, as their purpose of work assignments are different in nature.

For this study, 33 development officers out of 33 and 28 desk employees out of 31 were selected for taking interview of the sample branches under Rajshahi Zone. So total 61 (33+28) employees including officers and staffs were surveyed in different branches of SBC, Rajshahi Zone. Major variables under which human resource management practices of SBC have been analyzed are: job satisfaction and motivation, job design and performance, training, commitment, and trade union. Every variable has been analyzed, evaluated and tested through hypothesis. Findings of these variables are as follows:

8.1.2.1. Findings from Job Satisfaction and Motivation Related Factors

To analyze job satisfaction and motivation between development officers and desk employees among the sample units based on the factors of recognition, reward, task significance, pride in work, promotion and work environment. Several questions were asked to the respondents related to the factors under job satisfaction and motivation issue.

Recognition factors:

- 38 (62.3%) respondents disagreed that they are not getting fair amount for job that they are doing. On the other hand, 23 (37.7%) respondents agreed that they are getting fair amount for the job.
- 36 employees strongly disagree and 20 disagreed that the corporation recognizes their job. On the other hand, only 3 (4.9%) respondents agreed that corporation recognizes their job.
- Most of employees (44 out of 61) disagreed about their fair chance of promotion. They think that corporation does some unfair means in case of promotion. 17 (27.9%) agreed that there is a fair chance of promotion in the corporation.
- 42 respondents (23 development officers and 19 desk employees) believe that, corporation provides sufficient benefits from private organization like increment, fair promotion, freedom of job etc.
- 56 respondents (91.8%) out of 61 strongly disagreed that they can go ahead as fast in SBC they do in other places.

- 30 (49.2%) employees (16 Officers and 14 desk employees) simply agreed, 25 (41%) (15 officers and 10 desk employees) strongly agreed with the statement that their supervisor shows too little interest in the feeling of subordinate.
- Total 31 employees (13 officers and 18 desk employees) disagreed, out of which 13 (21.3%) strongly disagreed and 18 (29.5%) disagreed that they are satisfied with the chances of salary increases.
- 34 (55.7%) agreed that they are satisfied with the chance for promotion but 24 employees (16 officers and 8 desk employees) disagreed with this issue. So, there is mixed opinion regarding this factor.

From hypothesis testing of ‘recognition’ related factors, we can conclude that there is no significant variation of opinions between development officers and desk employees about the recognition related factors except one issue.

Reward factors:

- Out of 61 respondents, 25 (41%) strongly agreed and also 25(41%) simply agreed that they don’t feel their work is appreciated.
- Out of 61 respondents, 27 (44.3%) agreed and 29 (47.5%) strongly agreed that there are few rewards for those who work there.
- All respondents agreed with this statement, out of which 30 (49.2%) simply agreed and 31 (50.8%) strongly believe that they should have more benefits that the corporation are still provided to them.
- Out of 61 respondent, 30 (49.2) agreed and 22 (36.1%) strongly agreed with that they are not properly rewarded by the organization as per their efforts.
- All respondents believe that proper commission system can significantly increase the policy and income from premium because 29 (47.5%) agreed and 32 (52.5%) strongly agreed with the statement.

From hypothesis testing of ‘reward’ related factors, we can conclude that development officers and desk employees have similar views regarding the issues of lack of rewards, lack of benefits, lack of rewards for job effort, and commission system, but there opinion varies on the issue appreciation of work.

Task significance factors:

- 35 (57.4) respondents, out of which 19 development officers and 16 desk employees agreed that their supervisor is quite competent in doing his/her job, on the other hand 14 (23%) respondents disagreed with the statements.
- Out of 61 respondents, 14 (23%) strongly disagreed and 28 (45.9%) simply disagreed with the statement of 'I sometimes fell my job is meaningless', which means they fell their job is meaningful to them.
- Most of the respondents did not agree that 'communication is good within the company' because 32 strongly disagreed and 25 simply agreed with this issue.
- Out of 61 respondents, 31 (50.8%) respondents agreed and 20 (32.8%) strongly agreed that their supervisor is unfair to them.

From hypothesis testing of 'task significance' related factors, we can conclude that there is a no significant variation among the opinions of development officers and desk employees regarding task significance factors which indicate that they have similar views on task significant factors.

Pride in work factors:

- There is mixed attitudes regarding the statement of 'I like doing the things I do at work' because 20 (32.8%) respondents simply disagreed and 21 (34.4%) agreed the statement.
- 31 (50.8%) simply disagreed that they fell sense of pride in doing their job on the other hand, 18 (29.5%) respondents agreed and only 6(9.8%) strongly agreed with the statement which means they feel pride with their job.
- 32 (52.5%) respondents strongly disagreed and 29 (47.5%) simply disagreed with the statement of 'My job is enjoyable', which indicate that they are not enjoying the job.

From hypothesis testing of 'pride in work' related factors, we can conclude that there is no significant variation of opinions among development officers and desk employees regarding the factors of comfort of doing the job, enjoy the job, and sense of pride.

Promotion factors:

- 17 (27.9%) respondents agreed and 28 (45.9%) strongly agreed with the statement of 'There is really too little chance for promotion on my job', which means they think that there is a little opportunity for promotion in their job.
- Out of 61 respondents, 22 (36.1%) simply agreed and 39(63.9%) strongly agreed with the statement of 'Raises in salary are too few and far between'. Actually salary increase is depended on government decision and we know government increase salary after specific time period.
- Out of 61 respondents, 24(39.3%) of them strongly agreed and 19(31.1%) simply agreed that corporation practicing fair for promotion.
- 36 (59%) respondents agreed and 12 (19.7%) strongly agreed that promotion is done on the basis of performance.
- Out of 61 respondents 18 (29.5%) of the strongly disagreed and 21 (34.4%) simply disagreed that promotion is done on political consideration.

From hypothesis testing of 'promotion' related factors, we can conclude that, there is no significant variation among the opinions of development officers and desk employees regarding all promotion related factors except lack of promotion.

Work environment factors:

- Out of 61 respondents 23 (37.7%) agreed and 39 (62.3%) strongly agreed that proper payment can enhance motivation and job performance.
- 15 (24.6) respondents simply agreed and 46 (75.4%) strongly agreed that job security has a positive impact on their motivation and job satisfaction.
- 34 (55.7%) respondents agreed and 27 (44.3%) strongly agreed that stress free environment is a factor of motivation and job satisfaction of employees.
- 29 (47.5%) simply agreed and 32 (52.5%) strongly agreed that work place environment is a factor of motivation and job satisfaction of employees.

From hypothesis testing of 'promotion' related factors, we can conclude that, there is no significant variation among the opinions of development officers and desk employees regarding work environment related factors of the sample units.

8.1.2.2. Findings from Job Design and Performance Related Factors

The researcher has analyzed job performance by considering the factors of job contents, job functions, relationships, job significance.

Job contents:

- Out of 61 respondents, 21 (34.4%) respondents agreed and 20 (32.8%) strongly agreed that there is an impact of job autonomy on job performance. 20 (32.5%) respondents disagreed that job autonomy has any impact of job performance.
- 20 (32.8%) respondents strongly disagreed and 17 (27.9%) simply disagreed with the statement of “Do you agree that tasks and activity variety is a factor of good performance?” and they think that tasks and activity variety have no impact on their performance. 24 (39.4%) respondents agreed with the statement.
- 37 (58.7%) respondents disagreed with the statement of “Do you agree that tasks and activity variety is a factor of good performance?” which means they do not believe that there is no impact of task and activity variety on performance. On the other hand, 24 (39.4%) respondents disagreed with this statement.
- 24 (39.3%) respondents agreed and 37 (60.7%) strongly agreed that job identity and completeness has an impact on job performance.
- Out of 61 respondents, 26 (42.6%) agreed and 35 (57.4%) strongly agreed that job procedure plays an important factor for the performance of employees.

From hypothesis testing of ‘job contents’ related factors, we can conclude that, there is no significant variation among the opinions of development officers and desk employees regarding job contents related factors of the sample units.

Job functions:

Out of 61 respondents, 23 (37.7%) of them agreed and 38 (62.3%) strongly agreed that authority and responsibility is a factor of good performance. 18 (29.5%) respondents agreed and 43 (70.5%) strongly agreed that processing of information is a factor of good performance.

Out of 61 respondents, 17 (27.9%) agreed and 44 (72.1%) strongly agreed with this statement, which means they think that, internal coordination is an important factor of job performance.

From hypothesis testing of 'job functions' related factors, we can conclude that, there is no significant variation among the opinions of development officers and desk employees regarding job functions related factors of the sample units.

Relationships:

Out of 61 respondents, 18 (29.5%) agreed and 43 (70.5%) strongly agreed that social interrelation is a factor of employee performance.

Out of 61 respondents, 35 (57.4%) agreed and 26 (42.6%) strongly agreed that accountability is a factor of employee performance.

25 (41%) agreed and 36 (59%) strongly agreed that participation in decision is a factor of employee performance.

16 (26.2%) agreed and 45 (73.8%) strongly agreed that relationship with coworker is a factor of employee performance.

From hypothesis testing of 'relationships' related factors, we can conclude that, there is a significant variation among the opinions of development officers and desk employees regarding the statement of recognition factor.

Job significance:

- 31 (50.8%) respondents agreed and 22 (36.1%) strongly agreed that impression of significance and growth is a factor of good performance. But only 6 (9.8%) respondents did not agree with this statement.
- Out of 61 respondents, 14 (23%) of them agreed and 48 (77%) strongly agreed that learn and growth opportunities is a factor of good performance.
- Out of 61 respondents, 11 (18%) of them agreed and 50 (82%) strongly agreed that an opportunity for promotion is a factor of good performance.
- 30 (49.2%) respondents agreed and 31 (50.8%) strongly agreed that achievement is a factor of good performance.

From hypothesis testing of 'job significance' related factors, we can conclude that there is no significant variation among the opinions of development officers and desk employees regarding job significance related factors.

8.1.2.3. Findings from Training Related Factors

- 16 (26.2%) respondents agreed and 45 (73.8%) strongly agreed that training can increase the efficiency of their work.
- 23 (37.7%) respondents agreed and 30 (49.2%) strongly agreed that training can increase their productivity. Only 8 (13.1%) respondents disagreed that training can increase their productivity.
- 21 (34.4%) respondents disagreed and 24 (39.3%) strongly disagreed that SBC provides effective training for their employees. Only 16 (26.2%) respondents agreed that SBC provides effective training for their employees.
- 32 (52.5%) respondents strongly disagreed and 29 (47.5%) disagreed that there is a performance measurement functions to realize needs for training.
- 26 (42.6%) respondents agreed and 35 (57.4%) strongly agreed that after taking training they can perform their job in a better way.
- 20 (32.8%) respondents agreed and 36 (59%) strongly agreed that proper training will motivate them to concentrate their job more. Only 5 (8.2%) respondents disagreed that proper training will motivate them to concentrate their job more.
- 12 (19.7%) respondents agreed and 49 (80.3%) strongly agreed that regular training is needed for increase performance.
- 31 (50.8%) respondents agreed and 30 (49.2%) strongly agreed that proper training is essential for their carrier advancement.

From hypothesis testing of ‘training’ related factors, we can conclude that, there is no significant variation of opinions between development officers and desk employees regarding these factors of effective training provided by SBC, performance measurement for training needs, regular training can increase performance, and training is essential for carrier advancement but opinion varies between development officers and desk employees regarding the issues of training can help increase efficiency of work, training can increase productivity, training helps to do the job better, and training can motivate to concentrate on the job.

8.1.2.4. Findings from Commitment Related Factors

- 22 (36.1%) respondents disagreed with the statement of ‘Do you agree that you are properly committed to your organization?’ but 39 (64%) of them agreed that they are committed to the corporation.
- 11 (18%) respondents agreed and 50 (82%) of them highly agreed that financial benefit is a factor of commitment.
- 19 (31.1%) respondents agreed and 42 (68.9%) of them highly agreed that motivation is a factor of commitment.
- 29(47.5%) respondents said that they are not sufficiently loyal to the organization. But, 18 (29.5%) of them agreed and 14 (23%) of them highly agreed that they are sufficiently loyal to their organization.
- 35 (57.3%) respondents disagreed and 26 (42.6%) of them agreed with the statement of ‘Do you think that job security is enough for organizational commitment?’
- 52 (85.2%) respondents agreed and only 9 (14.7%) of them disagreed with the statement of ‘Do you think that good behavior can be a factor of commitment?’
- 44 (72.1%) respondents agreed and only 17 (27.9%) of them disagreed with the statement of ‘Do you think that good working environment can be a factor of commitment?’
- 35 (57.4 %) respondents agreed and 26 (42.6 %) of them highly agreed that good salary is a factor of commitment.

From hypothesis testing of ‘commitment’ related factors, we can conclude that, there is no significant variation among the opinions of development officers and desk employees regarding commitment related factors of the sample units.

8.1.2.5. Findings from Trade Union Related Factors

- Out of 61 respondents, 26 (42.6%) strongly disagreed and 21 (34.4%) disagreed that believe that trade union is not playing satisfactory role for them. But, 14 (23%) respondents agreed that trade union is playing satisfactory role.
- 48 (78.7%) respondents agreed that union leaders think about their own interest rather than general employees' interest. But, only 13 (21.3%) respondents think in different way.
- 42 (68.8%) respondents agreed that management use union leaders to manage their function. But, 19 (31.1%) respondents disagreed with this issue.
- 35 (57.4 %) respondents agreed and 26 (42.6 %) of them highly agreed that proper trade union practices can help employee's motivation and satisfaction.
- 20 (32.8%) strongly disagreed and 14 (23 %) disagreed that believe that trade union practices are good for their company. But 23 (37.7 %) agreed and 4 (6.6 %) strongly agreed that trade union practices are not good for their company.
- 43 (67.3%) respondents agreed that employees are taking undue benefits as a member of trade union. But, 20 (32.8%) disagreed with it.
- 35 (57.4%) respondents agreed that management give emphasis trade union while they make decisions regarding employees. On the other hand, 26 (42.7%) disagreed with this issue.
- 13 (21.3 %) respondents strongly disagreed and 23 (37.7%) disagreed that management is not cooperative enough to trade union and their problems. But 22 (36.1 %) agreed and 3 (4.9 %) strongly agreed that management is cooperative enough to trade union and their problems.

From hypothesis testing of 'trade union' related factors, we can conclude that, there is no significant variation among the opinions of development officers and desk employees regarding trade union factors of the sample units regarding the issues of role of trade union, management use union leaders for their benefits, proper trade union practices can improve situation, and management give emphasis of trade union opinions regarding decision making for employees. On the other hand, there is a significant variation of opinion regarding the issues of union leaders think about themselves, practice of trade union is not good for the company, employees are taking undue benefits from trade union, and management is cooperative with trade union.

8.1.2.6. Findings from Likert's Five-Scale Analysis (All respondents)

Recognition related factors

Questions	T. Score	Significant or not	Rank
My supervisor shows too little interest in the feeling of subordinates	257	Highly Significant	1
The benefits I receive are as good as most private companies offers	207	Significant	2
I am satisfied with my chances for promotion	190	Significant	3
I feel satisfaction with my chances for salary increases	174	Insignificant	4
I feel I am paid a fair amount for the work I do	168	Insignificant	5
Those who do well on the job stand a fair chance of being promoted	149	Insignificant	6
When I do a good job, I receive the recognition for it that I should receive	97	Insignificant	7
People get ahead as fast here they do in other places	97	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Rewards and benefits related factors

Questions	T. Score	Significant or not	Rank
I do feel that commission system can increase the productivity for premium income	276	Highly Significant	1
There are benefits we do not have which we should have	275	Highly Significant	2
There are few rewards for those who work here	263	Highly Significant	3
I do not feel my efforts are rewarded the way they should be	251	Highly Significant	4
I do not feel that the work I do is appreciated	247	Highly Significant	5
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Task significance related factors

Questions	T. Score	Significant or not	Rank
My superior is unfair to me	246	Highly Significant	1
My supervisor is quite competent in doing his/her job	204	Significant	2
I sometimes feel my job is meaningless	150	Insignificant	3
Communications seem good within the company	96	Insignificant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Pride in work related factors

Questions	T. Score	Significant or not	Rank
I like doing the things I do at work	196	Significant	1
I feel a sense of pride in doing my job	170	Insignificant	2
My job is enjoyable	90	Insignificant	3
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Promotion related factors

Questions	T. Score	Significant or not	Rank
Raises in salary are too few and far between	152	Highly Significant	1
There is a fair practice for promotion	132	Significant	2
Performance is given priority for promotion	117	Significant	3
There is really too little chance for promotion on my job	112	Significant	4
Political Consideration is more important for promotion	84	Insignificant	5
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Work environment related factors

Questions	T. Score	Significant or not	Rank
Do you agree that Job Security is a factor of motivation and satisfaction?	290	Highly Significant	1
Do you agree that Payment status is a factor of motivation and satisfaction?	282	Highly Significant	2
Do you agree that Work place environment is a factor of motivation and satisfaction?	279	Highly Significant	3
Do you agree that Stress Free Environment is a factor of motivation and satisfaction?	271	Highly Significant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Job contents related factors

Questions	T. Score	Significant or not	Rank
Do you agree that Job Identify and Completeness is a factor of good performance?	281	Highly Significant	1
Do you agree that Job Procedure is a factor of good performance?	279	Highly Significant	2
Do you agree that Job Autonomy is a factor of good performance?	216	Significant	3
Do you agree that Tasks and activity variety is a factor of good performance?	160	Insignificant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Job functions related factors

Questions	T. Score	Significant or not	Rank
Do you agree that Internal Coordination is a factor of good performance?	288	Highly Significant	1
Do you agree that Processing of Information is a factor of good performance?	287	Highly Significant	2
Do you agree that Authority and Responsibility is a factor of good performance?	282	Highly Significant	3
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Relationships related factors

Questions	T. Score	Significant or not	Rank
Do you agree that Relationship with coworker is a factor of good performance?	289	Highly Significant	1
Do you agree that Social Interrelation is a factor of good performance?	287	Highly Significant	2
Do you agree that Recognition is a factor of good performance?	283	Highly Significant	3
Do you agree that Participation in Decision Making is a factor of good performance?	280	Highly Significant	4
Do you agree that Accountability is a factor of good performance?	270	Highly Significant	5
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Job significance related factors

Questions	T. Score	Significant or not	Rank
Do you agree that an Opportunity for Promotion is a factor of good performance?	294	Highly Significant	1
Do you agree that Learn and Growth Opportunities is a factor of good performance?	291	Highly Significant	2
Do you agree that Achievement is a factor of good performance?	275	Highly Significant	3
Do you agree that Impression of Significance and Growth is a factor of good performance?	252	Highly Significant	4
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Training related factors

Questions	T. Score	Significant or not	Rank
Do you agree that regular training is needed for increase performance?	293	Highly Significant	1
I think training can increase the efficiency of my work	289	Highly Significant	2
Do you think after taking the training you can perform your job in a better way?	279	Highly Significant	3
Do you think proper training is essential for your carrier advancement?	274	Highly Significant	4
Do you think that proper training will motivate you to concentrate your job more?	270	Highly Significant	5
I think training can increase my productivity	258	Highly Significant	6
SBC provides effective training for their employees	130	Insignificant	7
There is a performance measurement functions to realize needs for training	90	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Commitment related factors

Questions	T. Score	Significant or not	Rank
Do you agree that the financial benefit is a factor of commitment?	294	Highly Significant	1
Do you agree that motivation is factor of commitment?	286	Highly Significant	2
Do you think that good salary can be a factor of commitment?	270	Highly Significant	3
Do you think that good behavior can be a factor of commitment?	246	Highly Significant	4
Do you think that good working environment can be a factor of commitment?	226	Significant	5
Do you agree that you are properly committed to your organization?	218	Significant	6
Do you agree that you are sufficiently loyal to your organization?	200	Significant	7
Do you think that job security is enough for organizational commitment?	170	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Trade Union

Questions	T. Score	Significant or not	Rank
Do you agree that proper trade union practices can help employee's motivation and satisfaction?	270	Highly Significant	1
Do you think that Union leaders think about them rather than general employees?	228	Significant	2
Do you agree that employees are taking undue benefits as a member of trade union?	212	Significant	3
Do you agree that management use union leaders to manage their function?	209	Significant	4
Do you agree that management give emphasis trade union while they make decisions regarding employees?	190	Significant	5
Do you agree that management is cooperative enough to trade union and their problems?	162	Insignificant	6
Do you agree that management is cooperative enough to trade union and their problems?	160	Insignificant	7
Do you think that Trade Union is playing satisfactory role for the employees?	128	Insignificant	8
Below 183=Insignificant, From 184 to 244= Significant, Above 245= Highly Significant			

Table 8.1
Analysis of HRM variables according to Development Officer's Opinion

Variables	Factors	Number of Questions	Total Score	Weight	Rating	Weighted Score	Comments
Motivation and Satisfaction	Recognition	8	735	0.23	3	0.68	Insignificant
	Reward	5	695	0.21	5	1.06	Highly Significant
	Task Significance	4	370	0.11	3	0.34	Insignificant
	Pride in Work	3	258	0.08	3	0.24	Insignificant
	Work Environment	4	610	0.19	5	0.93	Highly Significant
	Promotion	5	597	0.18	4	0.73	Significant
	Total		3265	1		3.98	
Job Design and Performance	Job Contents	4	503	0.21	4	0.85	Significant
	Job Functions	3	465	0.20	5	0.99	Highly Significant
	Relationships	5	773	0.33	5	1.64	Highly Significant
	Job Significance	4	617	0.26	5	1.31	Highly Significant
	Total		2358	1		4.79	
Other Variables	Training	8	1066	0.35	5	1.74	Highly Significant
	Commitment	8	1050	0.34	4	1.37	Significant
	Trade Union	8	945	0.31	4	1.23	Significant
	Total		3061	1		4.35	

According to development officer's opinion, reward, and work environment have highly significant impact on their motivation and job satisfaction, on the other hand, promotion has only significant impact on their motivation and satisfaction, but there is not significant impact of recognition, task significance and pride of work on their motivation and satisfaction. If we consider job design and performance factors, then we can conclude that, job functions, relationships and job significance have highly significant impact on job design and performance. On the other hand, job contents have only significant impact on job design and performance. Training has highly significant impact on HRM activities and commitment and trade union have significant impact on HRM activities. Corporation should emphasize highly significant impact first to improve the overall HRM situation of SBC, and then they should go for significant impact factors. Weighted score mention that, job design and performance should give more priority among the variables, because its score is 4.79 (out of 5), then other variables should be considered (score 4.35) and at last corporation should go for job satisfaction and motivation variable (score 3.98).

Table 8.2
Analysis of HRM variables according to Desk Employee's Opinion

Variables	Factors	Number of Questions	Total Score	Weight	Rating	Weighted Score	Comments
Motivation and Satisfaction	Recognition	8	604	0.22	3	0.65	Insignificant
	Reward	5	617	0.22	5	1.11	Insignificant
	Task Significance	4	326	0.12	3	0.35	Insignificant
	Pride in Work	3	198	0.07	3	0.21	Insignificant
	Work Environment	4	509	0.18	5	0.91	Highly Significant
	Promotion	5	535	0.19	4	0.77	Significant
	Total		2789	1		4.00	
Job Design and Performance	Job Contents	4	433	0.22	4	0.89	Significant
	Job Functions	3	392	0.20	5	1.00	Highly Significant
	Relationships	5	636	0.33	5	1.63	Highly Significant
	Job Significance	4	495	0.25	5	1.27	Highly Significant
	Total		1956	1		4.78	
Other Variables	Training	8	817	0.36	4	1.43	Significant
	Commitment	8	860	0.38	4	1.50	Significant
	Trade Union	8	614	0.27	3	0.80	Insignificant
	Total		2291	1		3.73	

According to desk employee's opinion, work environment have highly significant impact on their motivation and job satisfaction, on the other hand, promotion has only significant impact on their motivation and satisfaction, but there is not significant impact of recognition, reward, task significance and pride of work on their motivation and satisfaction. If we consider job design and performance factors, then we can conclude that, job functions, relationships and job significance have highly significant impact on job design and performance. On the other hand, job contents have only significant impact on performance. Training and commitment have significant impact on HRM activities but trade union has highly significant impact on HRM activities. Weighted score mention that, job design and performance should give more priority among the variables, because its score is 4.78 (out of 5), then job satisfaction and motivation variable should be considered (score 4.00). At last other variables should be considered (score 3.73).

Table 8.3
Analysis of HRM variables according to all respondent's opinion

Variables	Factors	Number of Questions	Total Score	Weight	Rating	Weighted Score	Comments
Motivation and Satisfaction	Recognition	8	1339	0.22	3	0.66	Insignificant
	Reward	5	1312	0.22	5	1.08	Highly Significant
	Task Significance	4	696	0.11	3	0.34	Insignificant
	Pride in Work	3	456	0.08	3	0.23	Insignificant
	Work Environment	4	1119	0.18	5	0.92	Highly Significant
	Promotion	5	1132	0.19	4	0.75	Significant
	Total		6054	1		3.99	
Job Design and Performance	Job Contents	4	936	0.22	4	0.87	Significant
	Job Functions	3	857	0.20	5	0.99	Highly Significant
	Relationships	5	1409	0.33	5	1.63	Highly Significant
	Job Significance	4	1112	0.26	5	1.29	Highly Significant
	Total		4314	1		4.78	
Other Variables	Training	8	1883	0.35	4	1.41	Significant
	Commitment	8	1910	0.36	4	1.43	Significant
	Trade Union	8	1559	0.29	4	1.17	Significant
	Total		5352	1		4.00	

According to all respondent's opinion (development officers and desk employees), reward, and work environment have highly significant impact on their motivation and job satisfaction. On the other hand, promotion has only significant impact on their motivation and satisfaction, but there is not significant impact of recognition, task significance and pride of work on their motivation and satisfaction. If we consider job performance factors, then we can conclude that, job functions, relationships and job significance have highly significant impact on performance. On the other hand, job contents have only significant impact on job design and performance. Training, commitment and trade union have significant impact on HRM activities. Corporation should emphasize highly significant impact first to improve the overall HRM situation of SBC, and then they should go for significant impact factors. Weighted score mention that, job design and performance should give more priority among the variables, because its score is 4.78 (out of 5), then other variables should be considered (score 4.00) and at last corporation should go for job satisfaction and motivation variable (score 3.99).

At last we can conclude that, to improve SBC's HRM activities they should give first priority for reward, work environment, job functions, relationships, and job significance. Then they should consider promotion, job content, training, commitment and trade union factors. They can ignore recognition, task significance, and pride in work factors to improve their HRM activities.

8.1.3. Findings from Hypothesis Testing

8.1.3.1. Findings from analysis of secondary data

- There is a significant variation of gross premium income against direct insurance, income from premium against reinsurance, total income from premium, net claim paid, net profit or loss from underwriting and reinsurance, and total business (underwriting and reinsurance) performance of Sadharan Bima Corporation within the study period.
- There is a significant variation of fire policy, marine policy, motor policy, miscellaneous policy, personal accident policy, and total no. policy among the branches under Rajshahi Zone within the study period.

8.1.3.2. Findings from analysis of primary data

- Development officers and desk employees have similar views regarding recognition, reward, task significance, pride of work and promotion issues.
- There is no variation of opinions regarding job content and job function factors between development officers and desk employees but there is a significant variation of opinions regarding relationship and job significance issues between development officers and desk employees.
- There is a significant variation of opinion between development officers and desk employees regarding the issues of training and trade union but they have similar views regarding commitment issues.
- Recognition is negatively related with all other factors and reward is negatively related with task significance and work environment factors. Task significance is positively correlated with pride of work, promotion and work environment factors, but relationship is significantly correlated with promotion and work environment factors. Pride of work is significantly correlated with promotion and work environment factors. Promotion and work environment is also significantly related with each other.
- Job content is positively correlated with relationship and job significance. Job function is significantly correlated with relationship and relationship is significantly correlated with job significance.

- Job satisfaction and motivation is positively related with job design and performance, training, and commitment. But there is no relationship of job design and satisfaction with trade union activities. Job design and performance is positively related with training and commitment but it is negatively related with trade union activities. On the other hand, there is a positive relationship with training and commitment. That means properly trained employees can be more committed for the organization.
- Job satisfaction and motivation, and job design and performance are positively related with education, designation and work experience of the employees. On the other hand, commitment is positively related with education and job experience but negatively related with job designation. That means higher educated and experienced employee is more committed with the organization than less educated and experienced employees.

8.2. PROBLEMS RELATED TO HRM PRACTICES OF SBC

From analysis of primary and secondary data and reviewing related literature, the researcher identified some problems related to human resource management practices of Sadharan Bima Corporation as well as general insurance sector in Bangladesh. These are discussed below.

- Lack of work recognition, lack of fair practice of promotion, lack of proper benefits, lack of opportunity to go ahead in the job, lack of positive attitude of supervisors, delay of salary increase are some of the problems related to job satisfaction and motivation of the employees of SBC.
- Employees do not think that their work is properly appreciated and they are not getting benefits compare to other organizations. There is no incentive for collection of business.
- Political pressure is one of the major problems identified by the respondents. Trade union activities are questionable.
- Training is not sufficiently and regularly provided by SBC.
- There is a lack of commitment among the employees towards corporation.
- Human being contributes in the organization if he or she is provided with stimulating environment and other supporting facilities relating to job requirements.

- Properly designed job is not only helpful for increasing the motivation of the employees in job rather it is inevitable to execute the employees towards expected performance and best satisfaction.
- Fair treatment to the employees in the job increases the productivity of the human factor in the organization. Reverse of the application of this principle will de-motivate the employees.
- Making dynamic of the organization through continuous designing and redesigning of the job makes a stimulating environment where all can contribute in considering with strategy, structure and people of the organization.

Other problems to General Insurance in Bangladesh

- As per the provisions of the Insurance Corporation Act, 1973, it is compulsory for the general insurance to reinsurance 50% must be placed with SBC and the remaining 50% may be placed either with SBC or elsewhere within or outside the country. Reinsurance such a big amount of risk with SBC causes problems. Bureaucratic bottleneck often makes it difficult to settle claims. Moreover, when approving settlement of claims exceeding a particular limit, SBC makes inordinate delays which in turn cause delays in settlement of claims resulting in customer dissatisfaction. In fact, SBC is neither functioning properly nor can it render services as a professional reinsurer. To add fuel to the flame most of the qualified and experienced officers of SBC is left or retired from the organization leaving a great vacuum in the corporation particularly at its senior management level for which it cannot professionally and satisfactorily handle reinsurance business.
- The consequence of the shortage of skilled and experienced professionals in some branches of SBC, most of them are unable to underwrite and manage their risks on a scientific basis.
- Like Bangladesh Bank, which oversees the activities of the banking industry, the Office of Chief Controller of Insurance (CCI) regulates insurance companies. But this CCI lacks necessary skilled manpower and professionalism as well as cannot take effective policy-related decisions in due

time. So, it cannot control appropriately the activities of insurance sector including general insurance.

- Most of the insurers think that they have no well recognized training institute for creating skilled manpower so that they could fulfill the present demands. They also add that, they have an Insurance Academy but it plays a very negligible role in creating skilled manpower. It is just offering diploma courses which are nothing but rudimentary. They lament that, they have as Insurance Association which also lacks professionals.
- Lack of surveillance from government ministry encourages many insurance companies to follow some unethical practices like make harassment to policy holder and showing less in the financial statement. This not only destroying the reputation of the well known insurance companies but also creates negative impact in the mind of the people about insurance. Besides this, government sometimes imposes some conflicting rules and regulation without discussing with insurance companies governing body. It creates conflict among insurance companies with government and act as one of the main hindrances of growing insurance business.
- To take an insurance policy there are great number of rules and regulations which must be compelled by the insured person. And into those rules a vast number of complexities are present there. Therefore the people are discouraged to take insurance policy because they think that the complexities will create extra pressure on their mind which may hamper other jobs.
- A large number of populations are completely unaware about the insurance policy. Another problem is that the insurance company does not provide adequate information in the company's websites which can fulfill the queries of their potential customers and satisfy themselves to buy an insurance policy.
- Some insurance companies create harassment on the policy holders or sometimes on the dependents of the policy holders when they want back their money after death or maturity. The insurance companies show different causes in order to make delay to return back the money at expected time. Sometimes they are eager to pay less than the desired amount by creating various circumstances such as they try to say that the disaster of the subject matter of the policy is not responsible due to their activities. Besides this some field

officials also create some illegal acts. They often try to give false information to the people for buying a policy. And these kind of illegal acts create bad reputation to the insurance companies and hindrance the overall insurance business. Those who are harassed by the insurance companies discourage other not to take an insurance policy.

8.3. RECOMMENDATIONS

From the presiding discussions of the report, we can realize that the policy makers within the government and Sadharan Bima Corporation should adopt effective measures in order to make good use of the opportunities and to tackle threats for ensuring a healthy development of the insurance industry.

Following recommendations have been made on the basis of the data analysis and findings:

- For the objectives of organizational development, productive work environment and excellent performance it is essential to build a supportive atmosphere through appropriate job design and its proper implementation.
- Ensuring environment where executives of all levels can play their role with full job autonomy and utilize their full potential in their operations. It is possible through participative decision, seeking opinions from subordinate employee in relevant operations, accepting their spontaneous innovative and creative suggestions and allowing them work with their discretion in appropriate cases.
- Arranging modernized, electronic and computer based information system in the organization to increase communication and productivity of the employees.
- Goal should be cleared to the employee that what they are doing and why.
- Following equity and fairness in promotion and other type of pecuniary and non-pecuniary incentives for making the employees more contributing to the organization.
- Increasing salary and other financial benefits for the employees of all levels in the organization.
- Reducing work stress in the job by reducing work load, diversifying the work consistent with the respective employees psychological set up and continuing counseling to the respective employees.

- Communication can be improved by implementing enterprise resource planning system to the organization.
- Strengthening the feedback system so that executives/officers can get proper information about the effectiveness of their job and get prepared and upgrade him or her to meet the requirement of the job.
- Proper and effecting training is very important for the successfulness of an organization. So, performance can significantly increase if employees can get proper training. Adequate training should be provided by the corporation as regular basis.
- Widening the training facilities for the employees and distributing this opportunities fairly, so that their skills and efficiency can be raised.
- Reducing political and other types of outside intervention to ensure the proper role of executives in the organization.
- Employees should be given some targets to achieve and they should also be rewarded according to their target achievement. This will make them competitive also.
- Maintaining dynamism in the organizational job design to keep balance with the needs of time for all the position in the organizational set up and applying the tool of redesign in essential case.
- Trade union practice should be fair. Management should handle them an effective way and union leader should work for the wellbeing of their employees not only for undue practices.
- Proper salary, benefits, recognition, work environment, job satisfaction can make employees committed to the company which is very important for the organization and also to increase the productivity.

8.5. CONCLUSION

Insurance sector, especially Sadharan Bima Corporation is playing an important role for the economic development of Bangladesh by providing funds to development initiatives of the government and industrialization process from independence. It has never incurred loss during the study period. Though SBC is making profit, but their overall performance on managing human resource is not satisfactory. Any success of an organization, especially service related organization totally depends on employee's efficiency, experience, knowledge, training, motivation, and satisfaction. If employees

are motivated and satisfied to their job and if they are committed to their organization, then it becomes easier to achieve the goal. As a government Sector Corporation, it is not possible to change anything over the night. But policy makers should start to take initiative to develop their HR properly. Before that, policy makers should realize the importance of HR in their organization. They should prepare their subordinates to take responsibilities properly. As an employee of government Sector Corporation, employees are getting government benefits, job security, freedom, but they have some limitations. So, SBC has to give emphasis on proper and effective HRM practices to improve their overall business performance which can help them to become more successful in insurance industry.

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Department of Management Studies
University of Rajshahi, Rajshahi

Questionnaire for Data Collection

(Data will be used for research purpose only. Data will not use for any other purpose)

Title of M.Phil Thesis: Human Resource Management Practices in Sadharan Bima Corporation: A Study on Rajshahi Zone

Researcher : Most. Akhter Jahan, M. Phil Researcher, Department of Management Studies,
University of Rajshahi
Principal Supervisor : Professor Dr. Shah Nowaz Ali, Department of Management Studies,
University of Rajshahi, Rajshahi
Co-Supervisor : Professor Dr. Shaikh Shamsul Arafin, Department of Management Studies,
University of Rajshahi, Rajshahi

Name of the respondent :

Name of the branch :

Designation :

Age :

Date of first joining :

Date of last promotion :

Educational Qualification :

Opinions related to Recognition

1. I feel I am paid a fair amount for the work I do

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

2. When I do a good job, I receive the recognition for it that I should receive

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

3. Those who do well on the job stand a fair chance of being promoted

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

4. The benefits I receive are as good as most private companies offers

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

5. People get ahead as fast here they do in other places

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

6. My supervisor shows too little interest in the feeling of subordinates

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

7. I feel satisfaction with my chances for salary increases

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

8. I am satisfied with my chances for promotion

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Reward

9. I do not feel that the work I do is appreciated

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

10. There are few rewards for those who work here

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

11. There are benefits we do not have which we should have

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

12. I do not feel my efforts are rewarded the way they should be

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

13. I do feel that commission system can increase the productivity for premium income

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Task Significance

14. My supervisor is quite competent in doing his/her job

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

15. I sometimes feel my job is meaningless

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

16. Communications seem good within the company

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

17. My superior is unfair to me

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Pride in Work

18. I like doing the things I do at work

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

19. I feel a sense of pride in doing my job

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

20. My job is enjoyable

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Promotion

21. There is really too little chance for promotion on my job
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
22. Raises in salary are too few and far between
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
23. There is a fair practice for promotion
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
24. Performance is given priority for promotion
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
25. Political Consideration is more important for promotion
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Work Environment

26. Do you agree that Payment status is a factor of motivation and satisfaction?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
27. Do you agree that Job Security is a factor of motivation and satisfaction?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
- 28.. Do you agree that Stress Free Environment is a factor of motivation and satisfaction?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
29. Do you agree that Work place environment is a factor of motivation and satisfaction?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Job Contents

30. Do you agree that Job Autonomy is a factor of good performance?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
31. Do you agree that Tasks and activity variety is a factor of good performance?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
32. Do you agree that Job Identify and Completeness is a factor of good performance?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
33. Do you agree that Job Procedure is a factor of good performance?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Job Functions

34. Do you agree that Authority and Responsibility is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

35. Do you agree that Processing of Information is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

36. Do you agree that Internal Coordination is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Relationships

37. Do you agree that Social Interrelation is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

38. Do you agree that Accountability is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

39. Do you agree that Participation in Decision Making is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

40. Do you agree that Relationship with coworker is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

41. Do you agree that Recognition is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Significance of Work

42. Do you agree that Impression of Significance and Growth is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

43. Do you agree that Learn and Growth Opportunities is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

44. Do you agree that an Opportunity for Promotion is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

45. Do you agree that Achievement is a factor of good performance?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Training

46. I think training can increase the efficiency of my work

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

47. I think training can increase my productivity

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

48. SBC provides effective training for their employees

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

49. There is a performance measurement functions to realize needs for training
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
50. Do you think after taking the training you can perform your job in a better way?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
51. Do you think that proper training will motivate you to concentrate your job more?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
52. Do you agree that regular training is needed for increase performance?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
53. Do you think proper training is essential for your carrier advancement?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Commitment

54. Do you agree that you are properly committed to your organization?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
55. Do you agree that the financial benefit is a factor of commitment?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
56. Do you agree that motivation is factor of commitment?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
57. Do you agree that you are sufficiently loyal to your organization?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
58. Do you think that job security is enough for organizational commitment?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
59. Do you think that good behavior can be a factor of commitment?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
60. Do you think that good working environment can be a factor of commitment?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
61. Do you think that good salary can be a factor of commitment?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

Opinions related to Trade Union

62. Do you think that Trade Union is playing satisfactory role for the employees?
☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree
63. Do you think that Union leaders think about them rather than general employees?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

64. Do you agree that management use union leaders to manage their function?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

65. Do you agree that proper trade union practices can help employee's motivation and satisfaction?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

66. Do you agree that trade union practices are not good for your company?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

67. Do you agree that employees are taking undue benefits as a member of trade union?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

68. Do you agree that management give emphasis trade union while they make decisions regarding employees?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

69. Do you agree that management is cooperative enough to trade union and their problems?

☐ 1 Strongly Disagree ☐ 2 Disagree ☐ 3 No Opinion ☐ 4 Agree ☐ 5 Strongly Agree

70. According to you, what are the main problems of your origination?

71. What can be your suggestions for overcome the problems?

72. What are your suggestions to improve management employee relationship?

73. What are your suggestions to improve trade union activities?

74. What are your suggestions to improve employee satisfaction?

75. What are your suggestions to improve employee's commitment towards organization?

76. What are your suggestions regarding the practices of human resource management?

This part is only for Branch Manager to collect secondary data

77. Please mention the total premium income (government and private) of your branch from 2001 to 2011.

78. Please mention the premium income (government and private) according to different types of insurance of your branch from 2001 to 2011.

79. Please mention total number of claims (government and private) of your branch from 2001 to 2011.

80. Please mention number of claims (government and private) according to different types of insurance of your branch from 2001 to 2011.

- 81.** Please mention the total number of claims (government and private) settle down of your branch from 2001 to 2011.
- 82.** Please mention the number of claims (government and private) settle down according to different types of insurance of your branch from 2001 to 2011.
- 83.** Please mention total amount paid (government and private) for settlement of claims of your branch from 2001 to 2011.
- 84.** Please mention amount paid (government and private) for settlement of claims according to different types of insurance of your branch from 2001 to 2011.
- 85.** Please mention the number of training and employees took training from 2001 to 2011.