

Driving Forces Behind the Retention of Dohatec Employees

Dohatec New Media

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



January, 2022

Letter of Transmittal

25th January, 2022

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Subject: Internship report on “The Driving Forces Behind the Retention on Dohatec Employees”

Dear Sir,

With due respect, this is Syeda Esha (ID#181011047) from the USB department, majoring in Human Resource Management. I would like to submit my internship report on “The driving forces behind the retention of Dohatec employees”. It was a great pleasure and privilege for me to get the opportunity, given by Dohatec New Media, to experience the working environment in real life for 60 working days (17th October, 2021 to 6th January, 2022). In the report I have tried to frame the driving forces Dohatec New Media has which makes their employee retention rate high. I have tried my level best to follow all the guidance and instruction provided by you.

I am really sorry for bothering you during my internship period and I would like to express my sincere appreciation and respect to you by thanking you for your help and special guidance during internship.

I, therefore, pray and hope that my report will be accepted and also, I would be very highly grateful if you could give your precious advice on the report.

Sincerely yours,



Syeda Esha

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Internship Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

Internship

Organization: Dohatec New Media

Internship /Project Report Topic: Driving Forces Behind the Retention of Dohatec Employees

Term (Tick one): ☐ Spring 2021 ☐ Summer 2021 ☒ Fall 2021

SUPERVISOR APPROVAL

(Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

Remarks (For Not Approved): _____

Signature: _____

Date: _____

Name: _____

E-mail: _____

Phone: _____

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5. I have not allowed, nor will I in the future allow, anyone to copy my work with the intention of passing it off as their own work.

Name: SYEDA ESHA

ULAB ID # 181011047



Signature _____

Date: 25/01/2022

Executive Summary

This internship report is based on Dohatec New Media, which is an independent software vendor (ISV) and technology firm developing solutions for enterprise clients in North America, Asia and Europe for nearly 25 years. It provides enterprise software and IT services.

It consists of 4 teams- Business Development team of Marketing Department, e-GP training team, finance department and inHR team and throughout my internship I worked with each of those teams for 45 days.

The internship report attempts to find out the reasons behind the company's employee retention by factoring possible scopes, such as- career progression, employee-employer relationship, working environment, work-life balance and, incentives and rewards. For this the quantitative survey consisting a sample size of 36 respondents, and a qualitative survey through in-depth interviews of 8 respondents of Dohatec has been done.

The results were so positive regarding all the five scopes that it overshadowed the two drawbacks of the company and revealed its working environment as the major driving factor.

Acknowledgements

First and foremost, I wish to express my full gratitude to Almighty Allah, the most merciful and the most beneficent, for helping and guiding me in every single thing. Also, by giving me the opportunity and enabling me to complete this internship report and make it through the completion of my internship course.

After that, I'd want to express my gratitude to my respected supervisor, Mr. Muhammad Hasibul Hasan, whose guidance as well as efforts have convinced me that I can complete my internship assignment. I'm grateful to have him as my supervisor and thank him from the bottom of my heart.

Also, I would like to thank my host organization, Dohatec New Media, **Mr. A.K.M Shamsuddoha** (President, and current Chairman on behalf of Late Ms. Luna Shamsuddoha), **Mr. Nazmul Huda** (CEO), **Ms. Taslima Akter** (Project Manager) for giving me the opportunity to work here as an intern and letting me attain an amazing work experience. I would also like to express my gratitude to my organizational supervisor, **Mr. Tousif Khan** (Business Development and Finance Manager), for supporting, helping and guiding me throughout my internship period.

Last but not the least, I would like to thank all my senior colleagues, my respected faculties and well-wishers who have been so supportive and kind to me. And of course, my beloved parents and family who were always there for me for moral support and blessings.

I see this internship opportunity as a significant step forward in my career. I would make every effort to put my newfound knowledge and abilities to the greatest possible use in order to attain my long-term career goals.

Sincerely,



Syeda Esha

ID#181011047

BBA program

University of Liberal Arts Bangladesh

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Part A: Internship Experience

Chapter: One

Organizational Profile

Dohatec New Media, founded 1992, provides Software Solutions Design and Development services to institutions, government agencies and corporations globally. We specialize in Web Applications, Database Development, Custom Multimedia and Electronic Publishing applications. Our teams of expert engineers, project managers and support staff have decades of experience to develop, deploy and service these applications for commercial clients in the United States, Canada, Europe and Asia. The industry segments to which services are delivered include Education, Healthcare, International Institutions, Government, Life Sciences, Media, Manufacturing, Publication, Retail, Sports and Leisure. ASP, ERP, CRM, SCM, MIS, e-Commerce, e-Government Solutions for Intranet and Internet are developed for international clients. Dohatec New Media has an Information Security (IS) and a Bank Information Security Practice and can provide use of our on-premise security-certified Data Centre for immediate use.

Since its inception, Dohatec products and services have maintained a global and demanding client base which includes international organizations such as the World Bank, Pan American Health Organization (PAHO), World Health Organization (WHO) and United States Postal Service (USPS) in Washington, D.C., World Intellectual Property Organization (WIPO) in Geneva and United Nations Development Programme in Dhaka. Periodic major electronic publications of the World Bank and WHO in Washington DC were developed on Dohatec software.

Since 2006 Dohatec has been in the Identity and Biometric space. A key accomplishment was the Voter Enrolment Software with implementation of biometric face and finger matching. Dohatec developed for the Bangladesh Army. In this engagement our detailed understanding of multi-language forms, web and back-end databases, biometric systems and project management expertise was crucial, and facilitated completion on time. Using Dohatec's solution and support, the Bangladesh Army implemented the project and completed the registration of over 80 million voters, capturing their photographs and fingerprints, for the first time in Bangladesh history, in 11 months. To read more about this project, [click here](#). For each of the over 80 million persons registered, Dohatec computed de-duplication matching using Biometric Fusion Server on distributed systems.

Dohatec New Media is a Certifying Authority (CA) and issues digital certificates, web SSL certificates and public key infrastructure (PKI) enablement tools and services in Bangladesh. We are the chosen security solution for a number of government institutions in Bangladesh. For a number of years, Dohatec has worked in many e-Governance projects, internationally and in Bangladesh. Our Electronic

Government Procurement (e-GP) system solution was showcased by the World Bank and other development agencies worldwide in 2005. Subsequently, we were the nominated Sub-Consultant for the Public Procurement Reform Project II funded by the World Bank. Dohatec implemented the Public Procurement Management Information System (PROMiS) for the Government of Bangladesh, CPTU. Our e-GP system along with the PROMiS management and monitoring system has been the central public electronic procurement system in Bangladesh since 2006.

It is known to many large international IT Companies because of their position as an ISV and it is able to access technology and resources globally. Dohatec is a Microsoft Partner, IBM Partner and Intel Partner.

Two international awards for software were received from Swiss Interactive Media and Software Association (SIMSA). (*Dohatec New Media*, n.d.)

Vision:

A world standard software source fueled by professional competence and pride in a networked world, enhancing earnings from the global marketplace and enriching the workforce intellectually, professionally and economically.

Management Structure (Organogram)

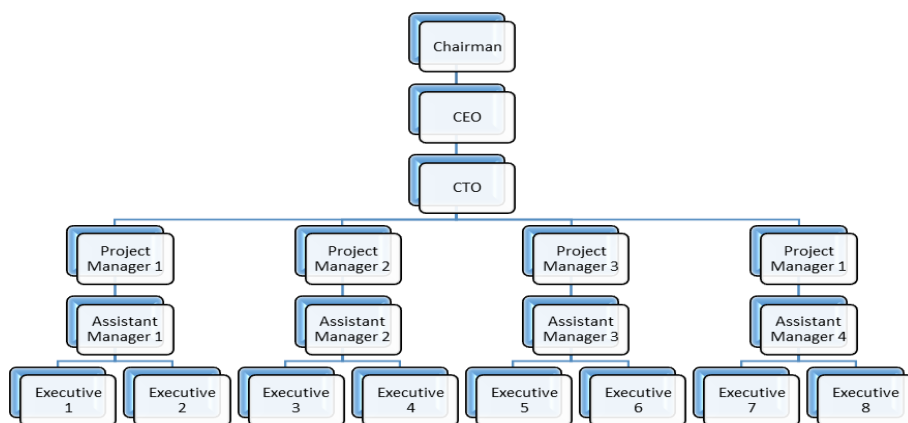


Figure :1.1 (Management Structure of Dohatec)

Five Forces Model Analysis

Threat of new entrants:

As the IT industry is huge in Bangladesh and coming up with new ideas and innovations creates a large scope for the enthusiastic entrepreneurs who are interested in technologies and IT sectors. Moreover, it is utterly true that this industry is the future of our digital Bangladesh. According to (Islam, 2019), every year, around 20,000 new Computer Science and Engineering (CSE) students graduating in Bangladesh successfully. So, the threat of new entrants seems to be very **high**.

Bargaining power of suppliers:

The suppliers in this industry are the computer hardware and tools vendors, basically the local market of hardware industries. Hardware could be considered as the raw material for the companies who build and provide software solutions. The bargaining power of suppliers is **moderate** regarding the fact that the size of hardware suppliers is huge. But the bargaining power of suppliers could go higher if the supplier market unitedly comes to the decision for high pricing or the manufacturer companies raise the price.

Bargaining power of buyers:

Industries which build and develop software solutions, like Dohatec, are totally client-based companies. They provide solutions and fulfill the demand of the buyers. As a result, the buyers actually have the bargaining power as there is more rivalry in the market. Especially for Dohatec, as their main client is the Government organizations of home and abroad, negotiations could not happen, and it is fixed by the government itself. Rather than that, it is **moderate to high** in bargaining power regarding the other clients.

Threats of substitute products or services:

In this industry the threats of substitute services or products is **medium to low**, because the substitutes of these software solutions happen to be the offline type manual or handwritten or fieldwork services which are much more complicated than the online way of working. And as we know software companies are always trying to bring new innovation and ideas with the easiest way to apply, it's a substitute itself.

Rivalry among existing competitors:

There are many competitors of Dohatec New Media, like: TigerIT Bangladesh LTD, Southtec Group, data edge limited, Kaz Software, DataSoft Systems Bangladesh Limited, BJIT Limited who are also providing software solutions and development service. Dohatec's position is crucial because they are mainly working on projects with the Government of Bangladesh, for example, Electronic Government

Procurement (e-GP) system and biometric voter registration and ID card System, and any competitor would be privileged to take this opportunity, as the market of this industry is very huge. This makes the rivalry among the existing competitors **high**.

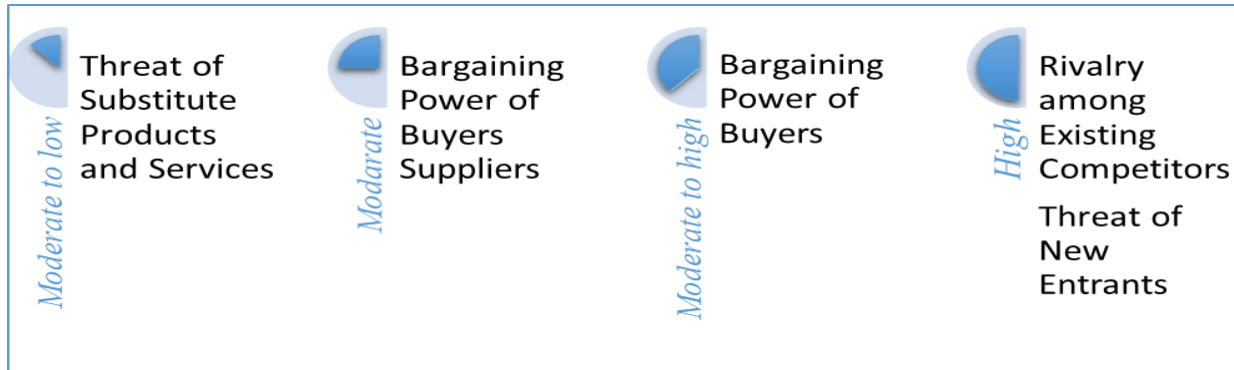


Figure :1.2 (Five forces model)

SWOT Analysis

Strengths:

- As Dohatec is Solely owned by Mr.A.K.M Shamsuddoha, there is no involvement of other parties. This fact allows the company to take the full freedom of decision making and also contributing to the flexible, family-like organizational culture of Dohatec. Even the employees have full freedom and authority to use their working hours productively.
- Dohatec New Media is the only company who is directly involved with the projects of the Government of Bangladesh
- The company is one of the digital certifying authorities, which is the future of Bangladesh, indicating they are ahead of time.
- Small company, so it is easy to handle office issues
- The employees have direct access to their supervisors, CEO and the owner.
- The retention rate of the employees is high which is a positive indicator of healthy employee-employer relationship.
- Vast knowledge of taking care of the client demands.

Weaknesses:

- The number of clients is quite limited, though there are international clients from USA, Canada and Switzerland and in South Asian regions the Government of Bangladesh itself, the Government of Bhutan and the Government of Bhutan is our clients and we are working in big projects but these percentage of clients are not enough for the growth of the company. Currently no new clients are adding up in this list.
- As I mentioned above, we have the least number of clients and it is a sole proprietorship company. The growth of this company is very slow compared to others.
- The management system is not up to the mark.
- They are not very much concerned about the promotion.
- High operation cost. Dohatec provides training as well which costs a lot in a day based on the contract payments they receive after a month by the government, but first they need to bear the expenses.

Opportunities:

- Dohatec has been working on government projects for so long that there is a possibility that they might get more of the new opportunities from the government.
- This organization is the center of new talents and skilled engineers in Bangladesh which also creates an opportunity for the company to succeed in the long term.
- They are not just superior in the software development and solutions firm, but they also have their own data storage center which could be seen as a competitive advantage and the clients might be more interested regarding the service.
- They do their operation on a large scale.

Threats:

- Since Dohatec New Media is a sole proprietorship company, not a LLC or partnership company, the capital and all the investment is supported by the owner solely. So there is always a financial pressure on the owner and God forbid if any negative consequences happen in the future it will have a great impact on the company.
- The HR department is newly built and also with very few members of 2-3 people. And it could be fully functioned by these small numbers of people. As we know it is a small company, so they are

somehow managing it but there is still no exact decorum performed by the management. So, in the future when the company grows, they may face many challenges.

- Political situations could affect the business, as it is solely dependent on the government projects.
- Previously mentioned that the threat of new entrance and the existing competition is so high, they can also take away our future projects if they could manage to do some innovative initiative.

Chapter: Two

My roles and responsibilities:

Working in Dohatec New Media has been a great experience for me. I started my internship here on the 17th of October, 2021. I consider myself lucky enough to have the opportunity to pursue my first job in such an amazing, overwhelming, family-like organization. Though I was only an intern for a limited 3 months, the people of this organization behaved in such a way that made me feel that I was a part of them. Dohatec New Media is a small company with a total of around 110 employees and staff. There are not too many departments here, instead, there are some small departments like teams. For example, the Research and development department (business development and finance team), Marketing department, e-GP Training department, NOC, IT department and the HR team consisting of 3 employees from other departments and an HR admin. As I am a business student, but was lucky enough to get the chance to work in all the departments except the NOC and IT department as I am not an engineering student. I have gained some of the transferable skills which would boost my career skills for the future jobs by receiving practical training from my helpful supervisors. And senior colleagues. Joining an office was itself a new learning experience for me. I have even learned so much only by observing things, for example, knowing the office etiquette, it might look obvious but by observing these little yet detailed actions and responses of the environment and the people of the office could be a very impactful output. My works that I have performed as my role and responsibilities here in the organization, are given below on weekly basis:

Week 1-2: The first two days were kind of my introduction period. For the first two days I was a part of the marketing team, they asked me to type some of the documents for them. Marking the seal of the company on those papers and showing it to my supervisor. Then afterwards they gave the task of checking the test script of the trainees of e-GP (Electronic Government Procurement) training. A senior colleague showed me how to evaluate and mark the test script. Then gave the test script sets of 10 batches, each batch consisting of 18-20 participants which means there were approximately 180-200

trainees. This trainee evaluation script or the test includes multiple questions as well as one short question where total marking was 20 points. I checked all these scripts manually. After that along with the trainee's evaluation test script they gave the pre-assessment, feedback and trainers evaluation script of the same batch. They also gave the list of names of the participants according to the batch and their serial number. I had to organize these scripts according to the participant's name and serial number. Then I had to input the marks, written comments, and feedback in the excel sheets separating the page of 10 different batches of these four scripts.

Week 3-4: After that I worked for the HR team, my supervisor gave me the task of collecting the information for the new visiting cards of all the employees. I made a google form asking for the information we will be needing in the visiting card then with the help of my supervisor, I sent it to all the employees via email. Then I waited for a day, and the employees who didn't fill up the form and forgot about it, I had to call every one of them and request them to fill the form as soon as possible. Then I called up two of the printers who could get the contract for printing the cards. I also emailed them asking for quotations. As soon as I got the full list of the employees' information and the quotations from the printers, I reported it to my supervisor and accomplished my task. After that I started working for the finance and marketing team. As I mentioned before Dohatec is working under a government project of e-GP (Electronic Government Procurement) software system and training of tendering on behalf of CPTU (Central Procurement Technical Unit), they need to send the contract package including the expenses of every single training session to the government. So, they gave me the task of checking the accounts and the errors in the billing as it is a crucial government matter. A little mistake could lead to bigger disasters.

Week 5-6: for the next two weeks I also remain checking the billing of the contact papers as the audit happened to be in the month of December, and they had no time in hand. Since, there are 5 kinds of training, four kinds of them were done on a daily basis and one kind of training which was Procurement Entity (PE) was a five days training, each and every training bill represents different expenses and as well as the signatures in the attendance sheet to see rather the participants had attended the all-day sessions or not. The team had to check each and every training session's billing of a year in this period of the month of November to December.

Week 7-8: Besides keeping checking the contract bills and accounts, I also started checking the honorarium sheets of these official documents. These sheets contain the signatures of the participants who receive an amount of money as the conveyance. Along with that, we had to check the honorarium sheets which were sent to CPTU (Central Procurement Technical Unit), stamping the documents and checking the amounts for every batch.

Week 9-10: After we were done with the work of auditing. I was sent to the training department. For the first week I was sent to another training center situated in “Hossain Tower” near the headquarters under a coordinator to see how the training works and what are the responsibilities, duties and the task of the coordinator. That week my only task was to observe the training system, the rules and regulation and of course the work of a coordinator. The next week, I was sent back to the headquarters “Doha House” again to work under the supervision of another coordinator. This time I learned how to operate the system and organize the training center. Knowing about how the equipment as well as the food or meals of the participants and trainers are arranged, how to take care of the center and most importantly, learning about the rules and regulations of the training center which is created by the planning ministry, strictly to be followed by the host organization. I worked as an assistant coordinator.

Week 11-12: Learning and observing about operating this training, now it was my turn to practice it. With the help of my coordinator, I started performing the task of his under his supervision. For example, the task of a coordinator includes, register the participants on the first day, announcing the rules and regulation of the training to the participants, addressing them, ask them whether they need anything or any help or not, making attendance sheets, making honorarium sheet, inputting the information in the Central Data System (CDS), making bills of expense according to the number of participants, checking of the cleanliness of the rest rooms and all the other rooms that the participants use, checking the participants have got their equipment and manuals or not etc.

Chapter: Three

Observations

After joining Dohatec, the first thing I observed as an intern is their organizational structure and culture. As I mentioned before, it is a sole proprietorship company, the culture and structure are quite different from other limited companies, it is more personal, soft and family-like, and could be described as people oriented. The relationship between the coworkers as well as their supervisors are very good. The colleagues share a good relationship with each other. The first positive thing that I noticed beside the employee relationship is the high retention rate of the employees. Moreover, the working hours are fixed, not the work schedule except for the trainers. The trainers as well as the training coordinator have to be present at 8:30 A.M. to 5 P.M., and all the other employees must maintain eight long working hours, whether they arrive at 9 o'clock or 10 o'clock. And as a digitalized organization the office is secured with high security. To access every building and office room one has to punch an ID card in the door lock. The

attendance system is also digitized, every employee needs to give their fingerprints in the machines after arriving and also before leaving the office, so the attendance records are very precise and could easily be stored.

Here is a complication that I considered to be a huge problem, that is there is no fully formed HR department, recently about few months ago, the management built an HR department or team consisting of only 3 members (a manager, a project manager and an HR admin joined a month ago), as it is a small software development company, one major part of human resource management which is recruitment and selection has been done by the project managers and the trainers beside their main role of the job. Actually, every employee has been doing some of the tasks of the HR occasionally beside their job responsibilities. But unfortunately, some of the tasks that must require an HR manager are not done properly. For example, I observed that there is no fixed management system, in some cases employees are confused about whom to ask and whom to report. They really need a fully formed and functional HR team. Nobody follows any specific organogram or has any specific person to discuss, they don't know if they have any problem then whom to address. Though it is a small company, they still need an HR team for the betterment of their functionality. For example, my supervisor as well as a senior colleague addressed the same issue, that when an employee needs to take a leave, he/she needs to follow several steps as there is no HR to make this work done on behalf of him. First, they have to write an application of their own, then take permission from the HR person, then ask to the project manager, then go the CEO, ask his permission, get his signature on the application, then came back to the project manager to show that he/she has got approval from the CEO, then get the project managers signature, make a copy of that letter then give it to the new HR person. I found this process very hustling and lengthy. Some of the colleagues also admitted that they really need a functional HR team so that they don't have to do the HR tasks off record their own responsibilities.

Recommendations

- The working hours should be fixed with working schedule, or in this age some employees are arriving early and also leaving early and other employees are arriving late and leaving late. In my opinion, if they all follow a fixed schedule then the company could save some of their electricity bills. An extra hour, considering the arrival and the leaving, sums up a total of two extra hours daily as the employees are increasing the use of electricity resulting extra electricity expenses.

- The company needs to build a fully functioning HR team and include more HR managers. Although the company is small in size, it can't function properly and need more HR personals.
- The HR department should create a structured plan regarding all the aspects of the HR activities. Every task of the HRM should be planned thoroughly and should be distributed specifically to the HR managers.
- The company needs to form a perfect organogram for the low and the mid-level employees. So that they know who their immediate superior is.
- They should create a structural leave policy, where the employee should not go through such hustle, as mentioned in the previous section. There should be a leave form provided by the HR department. The employees should only fill the form up with the cause and number of days and the other tasks should be done by the HR.
- The HR department should keep a good relationship with the employees. They must sit and have a 5-minute conversation with them every week at least, so that if the employees have any problem regarding their workplace or job even their personal issues related to the job, they can easily share. This secession would help in employee satisfaction as well as creating company values.

Conclusion

The recommendations given above is fully based on my observations and the information I got from my seniors. It has been seen that, if any employee is having an issue, s//he addresses it directly to the top management, which seems unprofessional to me. Though the employees have access to top management because of the family-like organizational culture, but there should be some professionalism too. An HR professional should be considered as a bridge between the top management and the employees. So, I strongly believe that such a homely and people-oriented organization like Dohatec must have a strong and functional HR team for their workplace for the betterment of the organization.

Part B: Research Project

Chapter: One

Research Design

Introduction

I have successfully completed my internship at Dohatec New Media. And I'm very thankful to the host organization for giving me the opportunity to pursue a corporate career in real life and helping me to experience the corporate world by actually practicing it, besides theoretical knowledge that I tried to gain academically. Although this is my BBA program requirement, the main motive behind this internship program is to become acquainted with the job world. As a student of business school, I could really imagine the significance of this program where we could apply the theoretical studies that we have been taught by our respected faculties all these years as much as possible with the real-life business world and to understand how an organization works. I needed to choose a topic which is related to theoretical studies as well as a proper topic that I could really relate to the real-life experience in this organization. That is why for my internship report, I have chosen the topic titled "The Driving Forces Behind the Retention of Dohatec Employees" which I found suitable for my research. I have done some research and analysis based on the topic to find out more information about the organization which might help me to get insights about the organizational practice.

Rationale Behind the Report

When I joined the organization, one thing was very noticeable. I realized that some employees are senior citizens, as it is their retirement period but still, they are working for Dohatec, and the number of young employees is also quite high. Recognizing the matters, I asked about it to my supervisor Mr. Tousif Khan (Business development and HR manager). He answered that "Yes, though ours is a small company but our retention rate is quite high, very few people left their job at Dohatec, most of the employees who joined the company never left", I added that, there are also few employees who have passed their retirement age long ago but still working here. He replied that, "Yes, the culture of the company has always been like that, Dohatec never sacked its employees' and they would never do that", which I really found as an amazing gesture of employee appreciation and it is rare to find in other companies. Hearing this I started wondering what could be the reasons that made the employees stay in this organization for this long? Although the statement was on behalf of the management or the owner that they practice such

organizational culture. But it also clicked my thought that it was answered from the management's point of view. I wonder what was an employee's point of view, what was their thought on this? So, this factor made me curious about choosing my internship topic based on the driving forces behind the retention of the employees of Dohatec New Media.

Objective

The main objective of this research basically aims to achieve the in-depth details of the business development strategy of Dohatec New Media related to their employee retention, to find out the main factors or the driving forces behind the high retention of Dohatec employees. The reasons or the factors that made the employees stay in this organization from their perspective. Basing on these, to be more specific about the objectives, the highlights of this research report are:

- To find out the driving factors of employee retention.
- To perceive the employees' point of view about what made them stay for so long.
- To gain inside knowledge and suggest possible recommendations if needed.

Scopes and Sources

My main task regarding this internship research was to find out the main reason for their high employee retention, how the employer is motivating them and how satisfied they are that make them dedicated to this organization. As we know the reason behind employee retention and its driving forces could be innumerable in size because this field of study itself must be huge. Therefore, I have divided the whole essence of the topic into five main possible scopes: 1. *Career progression*, 2. *Employee-employer relationship*, 3. *Working environment*, 4. *Work- life balance* and 5. *Incentive and rewards*. Dividing the driving forces into these factors makes the research easier and more understandable. And helps to find out the possible outcome regarding the main topic as these scope covers almost every aspect of employee retention. Of course, the scope of the topic was limited due to some stage of barrier regarding this independent research because of the organization's code of conduct.

Methodology

The research study that I have executed has followed a systematic approach starting from the selection of the topic to composing the final report. The fundamental part of this research was to identify as well as collecting the data, classifying them, most importantly analyzing, interpreting and presenting the data in such a systematic way that I could get the significant outcome. This report is thoroughly based on the primary data, apart from this, I have also used the secondary source of data.

Data collection

Primary Data:

As I mentioned, my report is entirely based on the primary data. Besides being on the job and observing, communicating with my supervisors and senior colleagues, I have conducted quantitative surveys on the employees with a structured questionnaire as well as the qualitative survey with few people for the purpose of getting insightful results so that I can receive accurate findings as much as possible.

Secondary Data:

Secondary data is usually the data that was not directly collected by myself but using other sources that already have the data related to my topic. To collect the required data from the secondary sources, I have got help from the following sources to fulfill the research needs:

- The official website of Dohatec New Media
- For theoretical background I have taken help from the journals, newspapers, text books

Sampling

For my research survey I have chosen the convenience sampling technique, it is a non-probability sampling method where we can select our sample size who are near us to convince, in short, who are easy to reach. Dohatec has its headquarters in Purana Paltan, where most of the employees come to work, but there are also 4 more training centers where some employees are appointed as coordinators, trainers and service staff, so it was not possible for me to get all the respondents physically. Another reason to choose the convenience sampling method is that I have not surveyed the lower-level employees such as peons,

service staff and securities as they are always at work and they have got no time to invest in my survey because they are very busy. Although, I have conducted my quantitative research using google form and with the help of my supervisor all the employees got the survey form that I requested to fill. I got 36 respondents from the total of 110 employees (including the service staff and peons and security guards). Then after getting the results from the quantitative survey, I did my qualitative survey which was an in-depth interview with four non managerial position employees and four managerial position employees, which would help me to get the better knowledge about the perception of the employees as the answer might vary due to the organizational designations.

Chapter: Two

Theoretical Background

Literature review

This part of the report is presented with the intention of providing an evident literature review related to the research topic “The Driving Forces Behind the Retention of Dohatec Employees”. The main purpose of this section is to cover and justify the aspects that I have used in the research points and its relativity.

Employee Retention:

Retention means the longevity of a job tenure, for How long an employee has been working in the organization. It is the organization’s aptitude to retain its employees. Employee retention is described as an organization's capacity to prevent employee turnover, or the number of employees who quit their work, either voluntarily or involuntarily, within a given time period. Employee retention has a direct impact on the performance and success of a firm (Holliday, 2021).

Employee Turnover:

Employee turnover is the opposite results of employee retention, it means when the employee leaves the company for good. Employee turnover is bad for the organization which indicates that employees are not satisfied with their job as well as the organization. According to Robbins & Judge (2013), when qualified and experienced individuals leaves the company and successors much be found to assume positions of responsibilities, a high turnover rate can affect the efficient operation of the organization (Robbins & Judge, 2013).

Factors of Employee Retention:

According to Dessler (2017), employers can boost employee retention by: recognizing rewards and raising their pay, hiring the right person for the right job, discussing career development, preferences with their employees, providing the employees the guidance and direction about what is expected from them, offering flexibility at their workplace and impact of organization's culture, and using high performance HR practice (Dessler, 2017).

According to Mullins (2005), concerning the employee commitment pyramid, the hierarchical dimension represents a relation between the employees and the employers which connects them with the purpose of employee retention and employee commitment. The hierarchy of five levels of this workforce is: safety/security, rewards, affiliation, growth and work/life harmony. In the textbook he also added that, by enhancing the quality of working life, workplace partnership and more impactful relationship between the management and the employees, organization can reduce issues like absenteeism, workforce recruitment and increase employee retention (Mullins, 2005).

According to Armstrong and Taylor (2014), employee retention strategies should be based on the factors that make an understanding about what are the reasons that make the employees whether stay or leave the organization. For example, for the early career employees who are at /under their 30's are much more concerned about their career advancement, mid-career employees who are 30 up are concerned about their career management abilities as well as job satisfaction and late career employees who are aged above 50 are interested in security. Besides that, the other important factors that affect the employee retention are: company image, fitting people into the jobs that suits them, the leadership style, giving the employees learning and career opportunities, recognizing their performance and rewarding them. Employees usually leave the organization and join other organizations for many reasons, for example, for more rewards and pay, better prospective of career move, better opportunity for skill development, if they are unable to cope with the current job, for better working condition, poor employee-employer relationship with the current management, poor relationship with their coworkers, unethical behaviors like harassment or bullying and lastly personal reasons, e.g., moving away from that area, sickness (Armstrong & Taylor, 2014).

Employee retention factors and the IT industry:

According to a research titled as "Factors Driving Turnover and Retention of Information Technology Professionals" done with the purpose of finding out the organization and job related factors based on what makes the employees leave and stay in the company on private IT companies of Lithuania by (Korsakienė et al., 2014), with the sample size of 143 respondents. And the findings were: the reasons the employees stay in the company were good interrelationship with the coworkers, an opportunity to maintain work-life balance, competitive financial rewards and interesting work content and the reasons to

leave the company for the employees were: inadequate financial rewards, unacceptable leadership style, lack of advancement opportunities, lack of learning opportunities, inability to maintain work-life balance and lack of recognition (Korsakienė et al., 2014).

Research was done in 2008 in order to present the employee retention survey with the sample size of 362 respondents who were software development employee, namely software engineers, project leaders and assistant managers in Taiwan, titled as “The Retention of Software Development Employees in the IT Industry in Taiwan” by Mr. Chin-Yao Tseng. In the research finding, it was discovered that there was total 10 factors which influenced the retention of the IT professionals of Taiwan. The factors were: training and development, promotion, recognition, scope of innovation and creativity, leadership style of the employer, autonomy, work-life balance, job satisfaction could be positively related to software development employees’ retention as well as financial compensation and challenging work could be partially related to retention of software development employees (Tseng, 2009).

Employee Retention and Career Progression

“Career development is the lifelong series of activities that contribute to a person’s career exploration, establishment, success, and fulfillment” and “Career management is the process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively”(Dessler, 2017). He also added that the employee’s career improvement needs are related to the employee retention. Apart from career development, goal achievement, improvements and gaining skills, employees want to be valued and deserve appraisals based on their fair evaluation. Robbins & Judge (2013) added that, performance-based incentives must be placed, and the employees of the organization must understand the link between these two. Regardless matter how strong the relationship is, if employees consider it to be weak then low performance, loss in job satisfaction and in increase in turnover and absenteeism will happen (Robbins & Judge, 2013).

Retention and Employee - Employer Relationship:

Employee engagement is really important, it has the power to impact the degree of employee retention (Dessler, 2013). The more the employer and the employees are engaged, the more they share a professional bonding which keep them connected to each other. When employees have great communication practice and work involvement with the employers, they feel that they are part of the organization, which makes them loyal to the company.

Employee Retention and Working Environment:

According to Armstrong and Taylor (2014), workplace design, working condition, and how people are treated at work by their managers and coworkers, as well as the work system, are all part of the work environment (Armstrong & Taylor, 2014). Employer as well as the employees, both the parties have expectations towards each other, employers expect the employees to be productive, just like the employees expect fairness and great working environment from their employers, it is an unwritten psychological agreement between them (Dessler, 2017). Working environment not only includes work place safety and working conditions but also the organizations' culture like corporate ethics. Robbins and Judge stated in their text book that, the office politics or the organizational politics and unethical behavior leads to decreasing job satisfaction as well as decreasing employee retention (Robbins & Judge, 2013).

Employee Retention and Work-Life Balance:

Work-life balance and the employee retention are related to one another which includes work load/stress, job content, flexibility and job satisfaction. Flexibility in work is becoming a substantial matter of the employees of these days, for them it reflects the significance of their work-life balance. For the companies too, this has become like a part of talent war because, they look at the matter as the solution to increasing employee productivity and employee retention (Mullins, 2005). Armstrong and Taylor (2014), stated in their textbook that, "through stressing employees can loss their working days, and this can be attributed to work load of the employees, their poor working conditions, shift work or unsuitable job content, role ambiguity or conflict, relationship and their poor organizational climate"(Armstrong & Taylor, 2014). These factors could cause job dissatisfaction for the employee and eventually encourage them to leave the organization.

Retention and Incentive - Rewards

Incentive and rewards are one of the main factors related to the employee retention. Why we do job? to lead a financially stable life. If employee stay in an organization, then of course one of the reasons is their compensation. Rothwell and Kazanas stated in their textbook (2003), "The purpose of a total compensation program seems simple enough: paying people what they are worth"(Rothwell & Kazanas, 2003). If the employees are given the worth deserve by their compensation system, then it motivates them to stay. They, also added that, as high turnover rate is the weakness for the organization, whereas high employee retention is a strength for them, possible automation can be a threat to employee morale, high salary or the compensation provided by the firm is an opportunity for remaining the employees to stay (Rothwell & Kazanas, 2003). To retain the talent employees organization must aligning pay strategies, like: base pay, bonus or nonconsolidated pay and long term incentive plan as their talent management process in order increase employee retention (Berger & Berger, 2008).

Chapter: Three

Analysis and Findings

Data Analysis

As I mentioned, I have divided the whole research topic of the driving forces behind the employee retention of Dohatec, into five main scopes: 1. Career progression, 2. Employee-employer relationship, 3. Working environment, 4. Work- life balance and 5. Incentive and rewards. So that I could get the most appropriate results that would possibly cover the whole topic and describe the driving forces that made them stay in this organization.

For my quantitative research, I made a questionnaire of a total 25 questions which was in both Bengali and English language, so that the respondents could easily understand the questions, which included close-ended, multiple choices and some open-ended questions based on the variables of these scopes. For example:

- To cover the aspects of *career progression*, I asked the employees about their career goal achievement in the organization, the achievement of their skills, their professional growth, and the satisfaction based on the evaluation system.
- For the scope “*Employee-employer relationship*”, I asked questions related to the participation, motivation, communication and leadership style of the employer or of their superiors with them.
- To find out about how happy and satisfied the employees are with their *working environment*, which is another scope of employee retention, I asked questions related to safety, organizational culture, their productivity, coworkers, flexibility in the workplace and office politics.
- Under the scope of “*work- life balance*”, the related topics which I included in the questionnaire was: workload stress, the flexibility of the working hours and their psychological well-being.
- To know about their *incentive and rewards*, I tried to find out about how satisfied they are with their monetary and non-monetary benefits they get from the company under this scope of my research topic.

For my qualitative research, I made some unstructured question patterns for the in-depth interview. But some of the questions, more or less, were asked to all the 8 participants. For example: what is the management philosophy behind this high retention in their point of view, the process or technique the management is using to motivate them, based on the survey if there are any failings or suggestions they want to add up in their opinion, their thoughts on the management system and HR department. I divided the participants in two different groups, the managerial position employees and the non-managerial

position employees. I have done this because I thought the answers might slightly vary, as the non-managerial employees would answer in a way in which a normal employee would have an answer but an employee who is in a managerial position would have an answer thinking about the organization or the employer's perspective as their position would make them think on behalf of the employer. Because the managerial position employees have many responsibilities and they are much more concerned about the organization as they are closest to the top-level authorities like CEO and the chairman.

Data Findings

Quantitative Data Findings:

Regarding my qualitative survey, I have got 36 respondents using the electronic medium google form. All these respondents were the employees of Dohatec. The survey was anonymous, so that I could get as many honest answers as possible.

To know about the employee tenure, first I found out how long these employees have been working in Dohatec, so that I could have an idea about their retention. From the sample size of 36, in figure 2.1, we can measure the retention rate by getting the idea of the tenure of the employees.

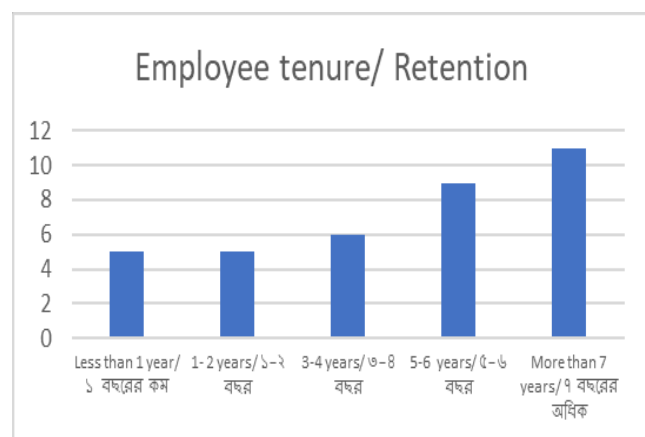


Figure: 2.1

No. of years	No. of respondents
Less than 1 year	5
1- 2 years	5
3-4 years	6
5-6 years	9
More than 7 years	11
Total respondents	36

The table above elaborates the figure:2.1, which indicates that most of the employees from the samples size are working in Dohatec for quite long.

For the “**Career Progression**” scope regarding the topic high retention drivers of Dohatec employees, first, I wanted to find out if they believe that they would reach there able to reach their career goal in this organization (see figure:2.2), secondly, working in Dohatec if they have achieved some special or transferable skills (see Figure: 2.3), do they feel that they are growing professionally here in this organization (see figure:2.4), do they feel valued at work (see figure: 2.5), and last but not least are they happy with their performance appraisal system or not (see figure: 2.6)

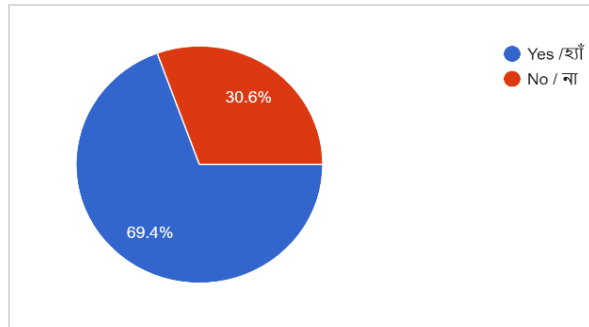


Figure: 2.2

Reaching career goals	No. of respondents
Yes	25
NO	11
Total respondents	36

In figure: 2.2, we can see that 69.4% of the sample size have achieved their career goal in this organization and the rest 30.6% did not achieve their desirable career goals.

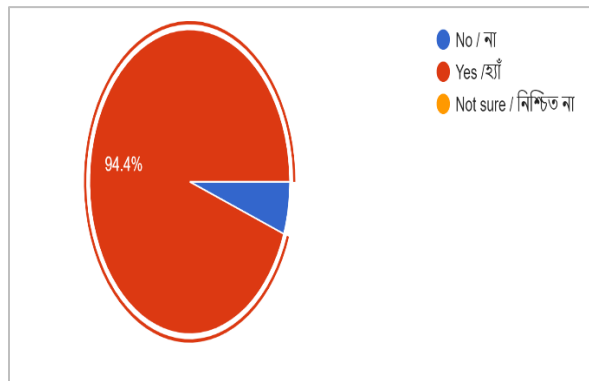


Figure: 2.3

Gaining skills	No. of respondents
Yes	34
NO	2
Not sure	0
Total respondents	36

Figure: 2.3, represents the 34 respondents who agreed that they have gained some special or transferable skills working in Dohatec, while other 5.6% which means 2 of the respondents agreed that they did not gain any skills here.

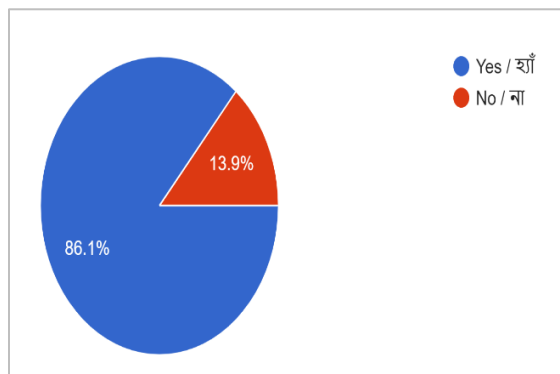


Figure: 2.4

Professional growth	No. of respondents
Yes	31
NO	5
Total respondents	36

Asking the employees about their professional growth here at Dohatec, 31 (86.1%) employees out of 36 agreed that they are growing in a professional manner but 5 (13.9%) of them disagreed to the fact, they consider that they are not growing professionally here which can be seen in figure: 2.4.

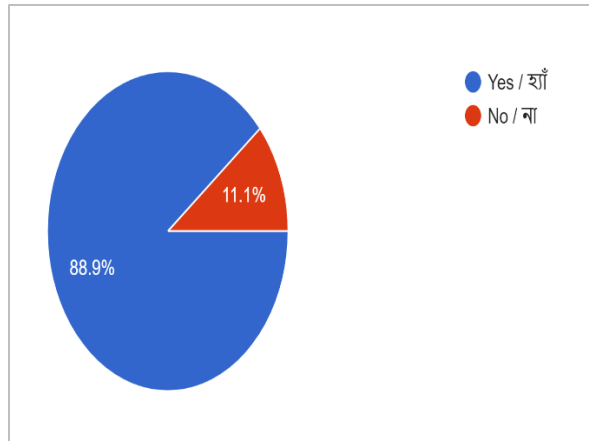


Figure: 2.5

Valued at work	No. of respondents
Yes	32
No	4
Total respondents	36

Regarding the scope of career progression, the employees were asked in the quantitative survey if they feel valued at work or not, because feeling valued or being given importance at the work boost their willingness to perform and motivate their career development. From the sample size of 36, 32(88.9%) answered yes and 4 employees (11.1%) said they are not valued at work.

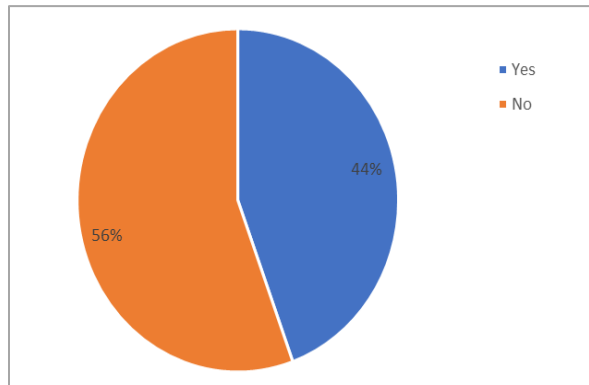


Figure: 2.6

Satisfaction regarding performance evaluation system	No. of respondents
Yes	16
No	20
Total respondents	36

From the table of figure:2.6, we can see that, 44% of the respondents are satisfied with the performance appraisal system and other 56% are not, I have also put “other” options in the question if anyone needed to add something.

13 out of 20 respondents replied with short words about why they are not satisfied with the performance appraisal system, the answers were like: “irrational”, “no appraisal system”, “moderate” by 3 respondents, “deserving appraisal system should be given instead of recommendation”, “not satisfied with the appraisal system” by 4 respondents, “can’t see others’ report so ca not compare”, “need to improve the system” by 2 respondents.

For justifying the driving forces behind the employee retention regarding the **“Working Environment”** of Dohatec, I asked about their value contribution indicating the productivity as it is a sign of good working environment (see figure: 2.7), how happy they are with their work place (see figure: 2.8), describing the organizational culture of Dohatec in 3 words in their point of view, comfortableness with their coworker (see figure:2.12), the flexibility level of working environment (see figure:2.10), office hygiene and safety measures (see figure:2.11) and about office politics (see figure:2.9).

Asking about the organizational culture of Dohatec in 3 words, the employees responded with mostly positive and similar replies, in particular: “flexible”, “friendly environment”, “family- alike”, “liberal”, “collaborative”, “supportive”, “corporative”, “secure”, “results oriented”.

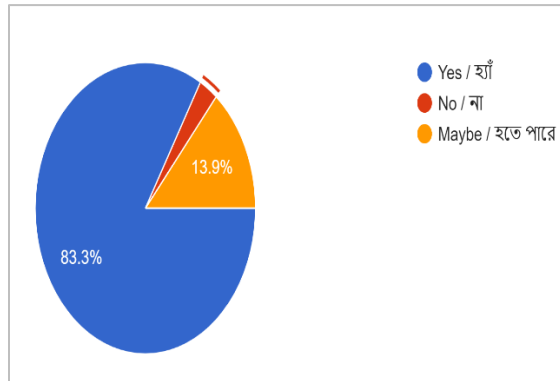


Figure: 2.7

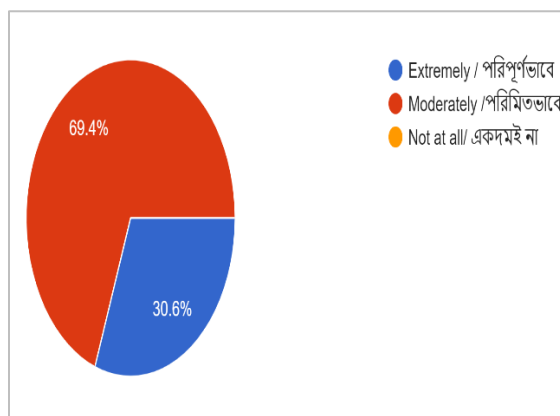


Figure: 2.8

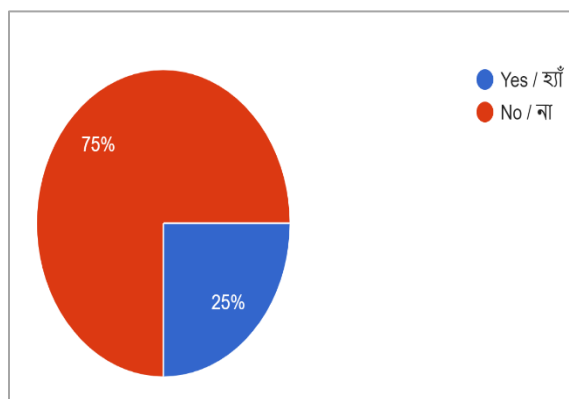


Figure: 2.9

Value contribution	No. of respondents
Yes	30
No	1
Maybe	5
Total respondents	36

From the figure: 2.7, we can see that 30 employees (83.3%) agreed that they have contributed a value at Dohatec, which means they were productive. 5 of the employees (13.9%) responded with “maybe” and only 1 respondent (2.8%) said “no”.

Workplace satisfaction	No. of respondents
Extremely	11
Moderately	25
Not at all	0
Total respondents	36

Figure: 2.8, is indicting how happy or satisfied the employees are with the work place. Which shows that, 11 out of 36 (69.4%) are extremely happy and 30.6% or 25 out of 36 are moderately happy. Therefore, we can say that they are happy with their workplace.

Being a victim of office politics	No. of respondents
Yes	9
No	27
Total respondents	36

Figure: 2.9 illustrates the how many of the employees have been a victim to the office politics, from the survey we can make sure that 9 out of 36 (25%) respondents were the victim and the 27 out of 36 (75%) said that they did not face anything like that.

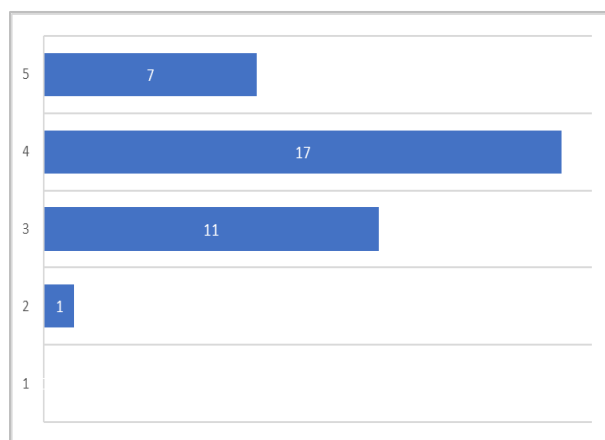


Figure: 2.10

Flexible work environment	No. of respondents
1	0
2	1
3	11
4	17
5	7
Total respondents	36

To know about the employees' satisfaction level regarding the working environment, we can look at figure: 2.10 and the table. It is clearly show that, employees are very satisfied about their work environment.

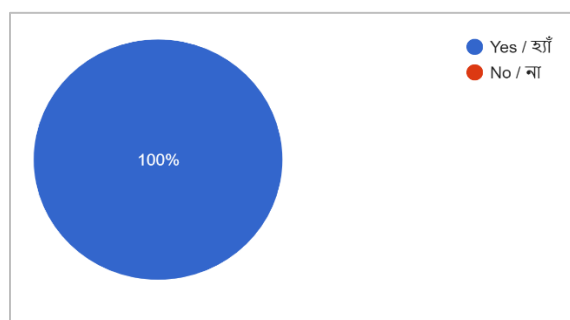


Figure: 2.11

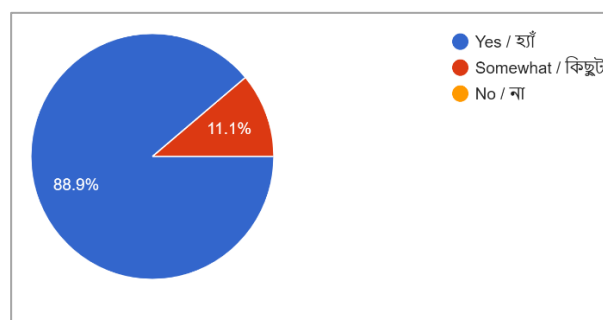


Figure: 2.12

In figure: 2.11 which indicates the hygiene and safety measures of the office, we can see that all of the 36-respondents said “yes”, the office is very hygienic and also has safety measures. The figure: 2.12 illustrates the relationship with the coworkers where 88.9% (32 out of 36) respondents agreed that they have a good relationship with their coworkers and another 11.1% which means 4 of the respondents agreed that they somewhat have a good relationship or comfort level with their coworkers.

Regarding the “*Employee-employer relationship*”, which is also one of the main driving factors of high employee retention, I asked the employees about the communication level with their superior (see figure: 2.13), how motivating and supportive the employer with them (see figure: 2.14), employees' participation in decision (see figure: 1.15), the leadership style of the organization (See figure: 2.16) through my internship survey to have better idea of how Dohatec New Media takes care of its' employees which might be another reason of their high employee retention.

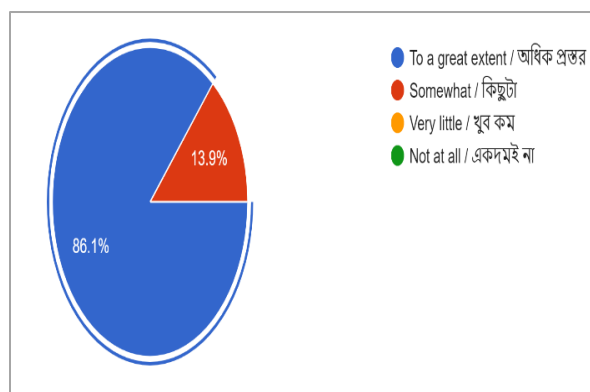


Figure: 2.13

From the figure: 2.13, we can see that, out of 36 respondents, 31 (86.1%) have great communication level with their superiors, and the rest of the 5 respondents (13.9%) have somewhat good communication with their employers which is a decent indication of well relationship with the employees.

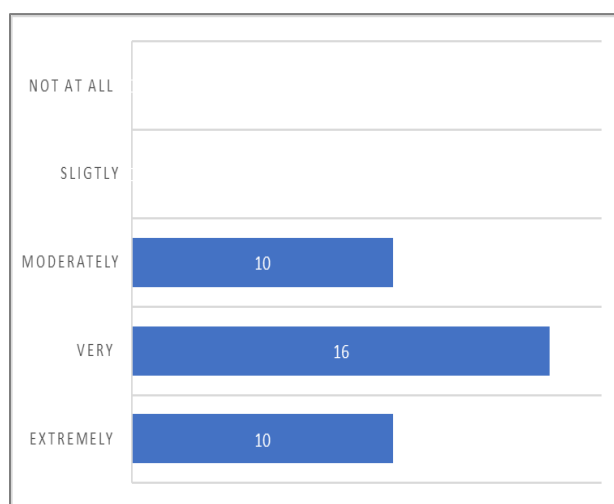


Figure: 2.14

Figure: 2.14 illustrates how motivating and supportive the employer is to the employees, in which we can see a positive outcome, which says, 10 respondents agreed that the employer is extremely motivating and supportive. 16 of them answered “very” and rest of the 10 employees said “moderately”.

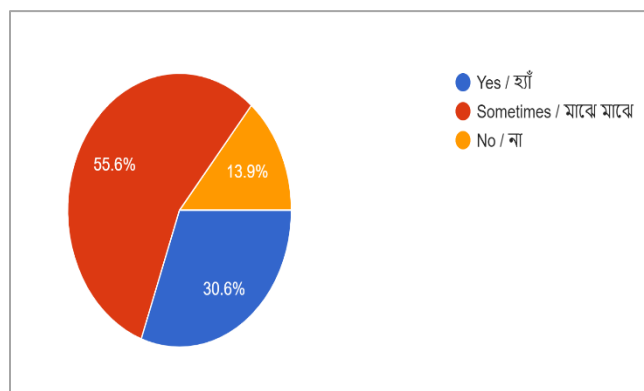


Figure: 2.15

The table above shows the data of figure: 2.15, which is the outcome of whether the employees are able to take part in decision making or not, as we can see, 30.6% said they can, other 55.6% agreed that sometimes they can whilst rest of the 13.9% responded that they cannot.

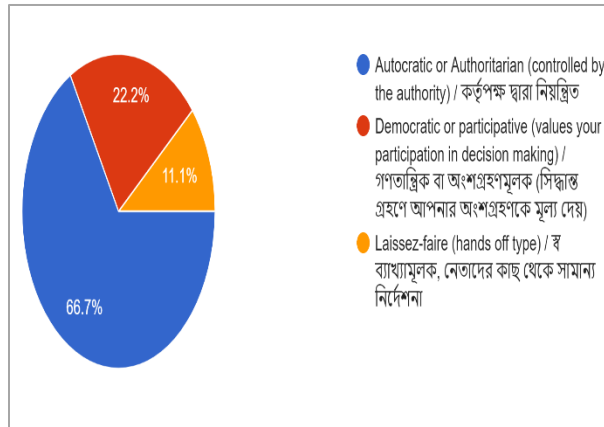


Figure: 2.16

Leadership style of the organization	No. of respondents
Autocratic	24
Democratic	8
Laissez-faire	4
Total respondents	36

Figure: 2.16 shows that, from total respondents of 36, 24 employees (66.7%) answered that the Dohatec follows autocratic leadership style, while 8 of them (22.2%) said it is democratic, and 4 of the employees (11.1%) think its laissez-faire.

“Work-Life Balance” is one of the foremost scopes which contributes to employee retention of an organization. Work-life balance is a concept where the company is much concerned about balancing the professional life with the personal life of the employees. To find out Dohatec’s employee retention driver concerning the work-life balance I set a questionnaire where I surveyed about how much their psychological well-being is affected by their job (see figure: 2.17). their work stress level (see figure: 2.18) and flexibility regarding working hours (see figure: 2.19).

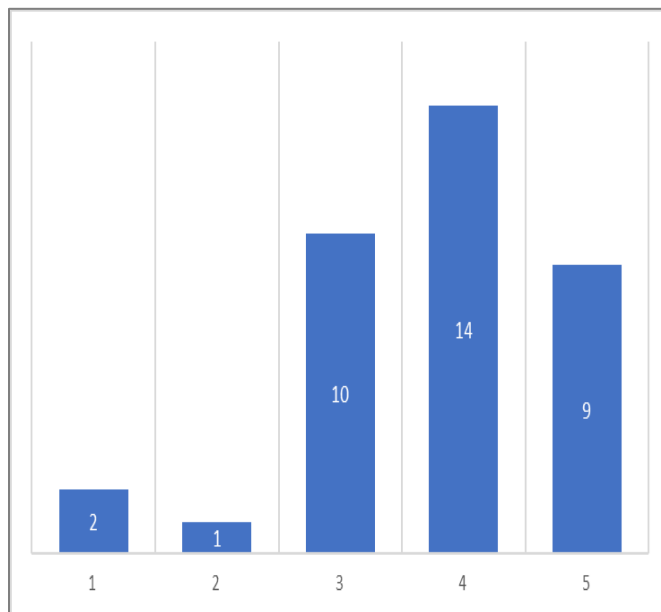


Figure: 2.17

Job affecting psychological well-being	No. of respondents
1	2
2	1
3	10
4	14
5	9
Total respondents	36

The table of figure: 2.17, shows that the employees have rated their psychological well-being affected by their job such as “moderately high” since 14 of the respondents rated 4 out of 5, and 10 respondents rated 3 out of 5 which could be considered as “average”. 9 of the respondents answered that they are highly affected by the job regarding their psychological wellbeing.

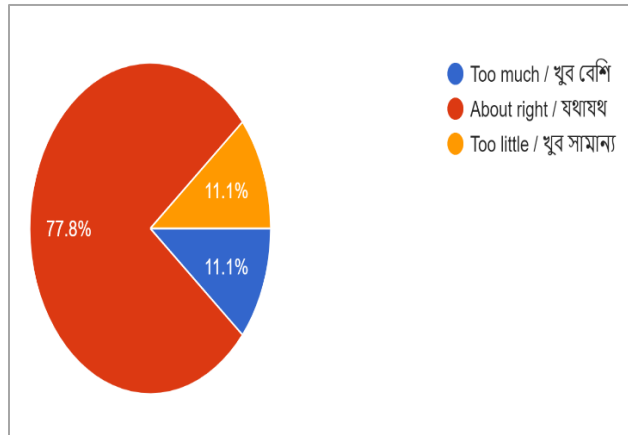


Figure: 2.18

Level of work stress	No. of respondents
Too much	4
About right	28
Too little	4
Total respondents	36

Figure: 2.18 outlines the work stress of the employee of Dohate. From the sample size of 36, 28 respondents (77.8%) said the work stress is “about right”, 4 of them (11.1%) said that the work stress is “too high”. And the rest 11.1% felt that the work stress is “too little”.

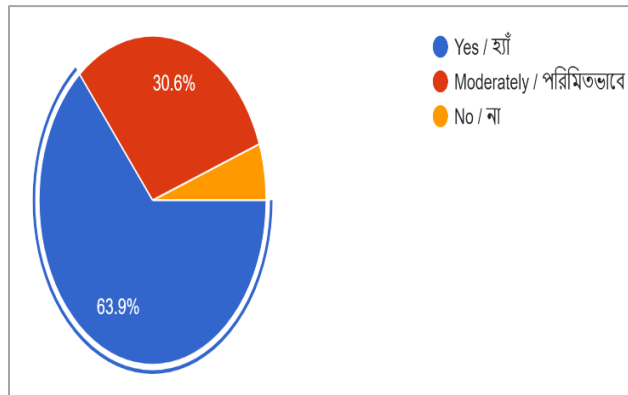


Figure: 2.19

Flexibility concerning working hours	No. of respondents
Yes	23
Moderately	11
No	2
Total respondents	36

The table above illustrates the figure: 2.19. when the employees were asked do they feel that their working works are flexible? 23 out of 36 (63.9%) people responded with “yes”, other 11 respondents (30.6%) said it’s moderate and 2 of them (5.6%) respondents

The last scope behind Dohatec’s high employee retention factors apropos of my research is the **“Incentive and Rewards”**. Compensation could be another reason employees remain with the company and don’t leave their job. To know about the Dohatec’s employees’ point of views or how happy they are about their incentive and reward system provided by the employer, I made survey question on: how satisfied they are with their salary (see figure: 2.20), does the organization provides any non-monetary benefits e.g., refreshments, service stuff, transportation service etc. (see figure: 2.21), and do they think there should any benefit added in their opinion (see figure: 2.2).

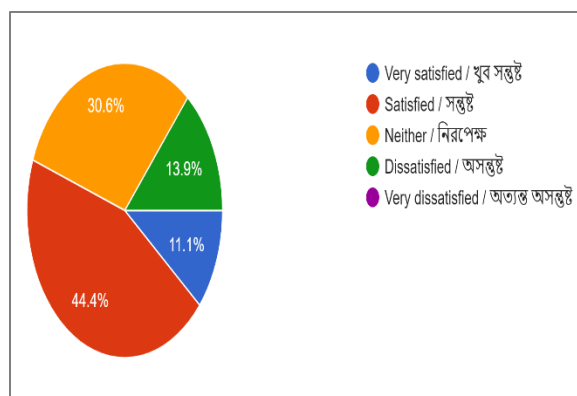


Figure: 2.20

Satisfaction regarding salary	No. of respondents
Very satisfied	4
Satisfied	16
Neither	11
Dissatisfied	5
Very dissatisfied	0
Total respondents	36

The table above represents the figure: 2.20, where we can see those responses or survey results of employee satisfaction concerning their salary. 4 out of 36 employees (11.1%) are very much satisfied and 16 of the respondents which is 44.4% are satisfied. 11 employees are neither satisfied or dissatisfied about their salary which can be seen as positive sign.

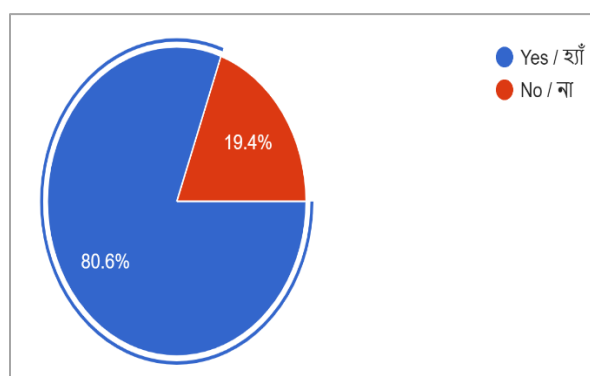


Figure: 2.21

Satisfaction regarding non-monetary benefits	No. of respondents
Yes	29
No	7
Total respondents	36

Figure: 2.21, demonstrates the outcome of the survey when I asked the question, If Dohatec provides non-monetary benefits or not or indicating the fact that how happy employees are with the current provided benefits. From the sample size of 36, 29 employees (80.6%) responded with “yes” and rest of the 19.4%, which means 7 of them answered “no”.

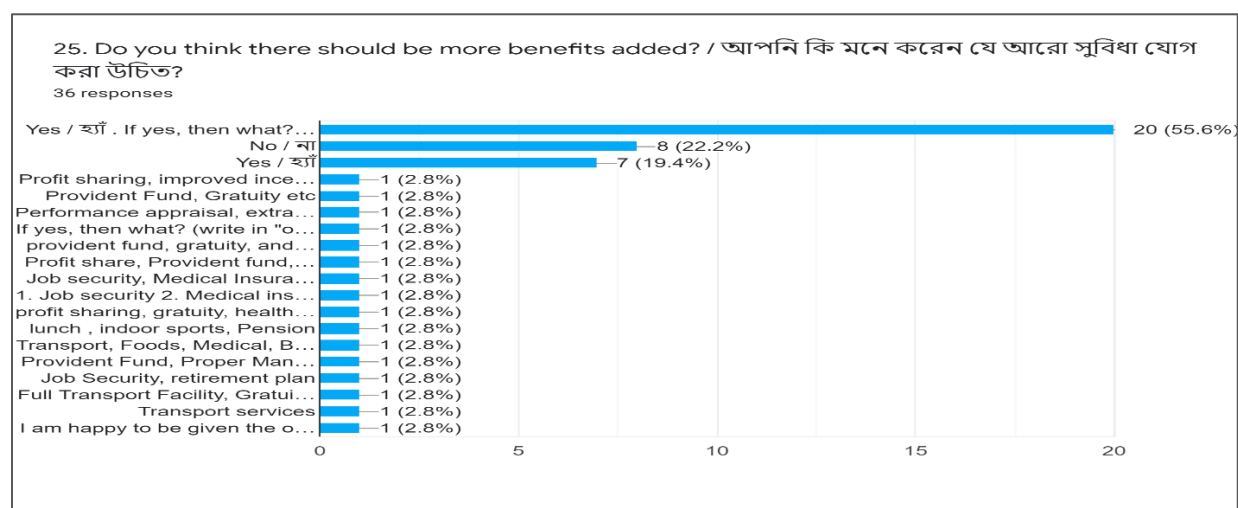


Figure: 2.22

The figure: 2.22 above, denotes the outcome of one of the quantitative survey questions regarding the matter, if the employees need any added benefits in their point of view. 8 out of 35 (22.2%) respondents said “no”, they don’t want any added benefits but rest of the 77.8% respondents agreed that they want added benefits, and most of them remarked with their opinion about what kind of benefits they want from the organization. From the figure:2.22 we can see that most of them want benefits like: provident fund, retirement plan, medical insurance, refreshments/ meals, common or the rest room etc.

I added some additional questions in the survey questionnaire about the research topic as a whole, which will help to indicate what scope is much needed by the employees, so that I could have a big picture of the driving factors of high retention of the Dohatec’s employees. Firstly, I asked them to suggest 3 sectors or scopes where the company can improve from the given 5 scopes of the research topic (see figure: 2.23) and what are the possible reasons that they stayed in this organization this long (see figure:2.24).

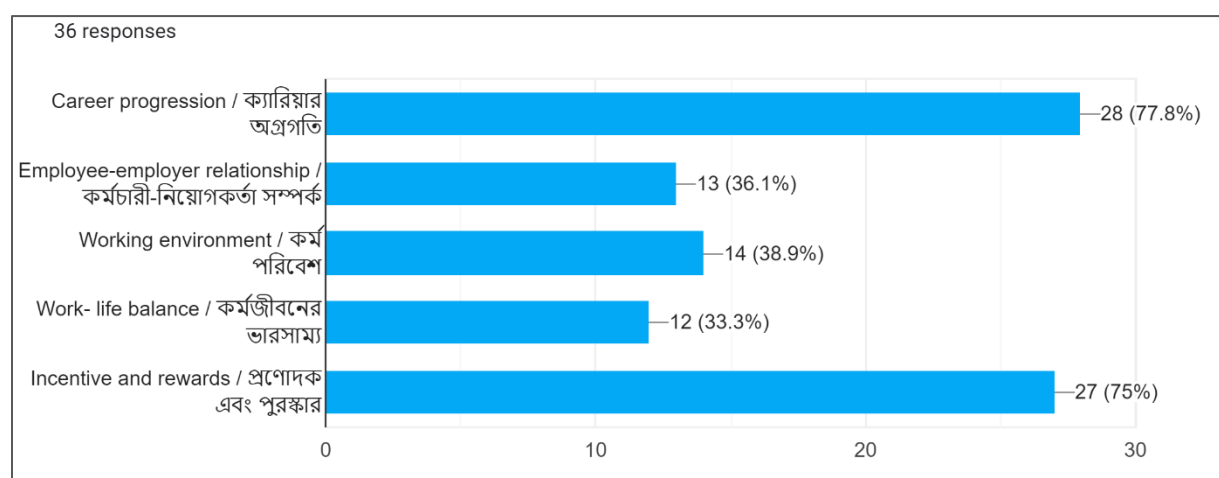


Figure :2.23

The figure: 2.23, illustrates the results signifying which of 3 scopes of the 5 scopes should be improved and taken care of by the organization. We can clearly understand from the figure above that about 77.8% (28 respondents) want the organization to improve the field of their “career progression” scope. After that, the second most needed scope is compensation. 27 respondents (75%) suggested they want improvement regarding their “incentive and reward” scope of field.

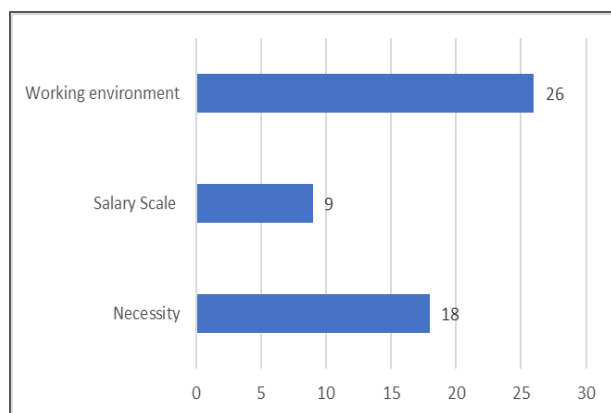


Figure: 2.24

Total respondents: 36	
Reason behind the job tenure	No. of responds
Necessity	18
Salary Scale	9
Working environment	26

Figure: 2.24 demonstrates the reason behind the stay of the employees in this organization for a long time. It was a multiple-choice question and there was “other” option too, where the employees were allowed to write their additional answer.

The figure above evidently shows that, the first and most important reason the employees are staying in this organization is the working environment. Then comes the “necessity” of doing the job for a financially stable life. After that “salary” was the one of the aspects to remain with the organization.

To conclude, the quantitative research I did to find out the driving forces behind the retention of Dohatec employees, from the help of survey results we can state that, career progression, working environment, employee- employer relationship, work-life balance and incentive and rewards are the main driving factors behind the high employee retention of Dohatec. As per we can evidently see that, Dohatec has possibly done a remarkable job in these 5 scopes as the outcomes from the employees’ point of view through this survey prove so. Specially, the employees have appreciated their working environment the most. But through this survey results we have also found that, employees are not satisfied with their performance appraisal system and also expressed their need of added benefits which could be considered as an issue.

Qualitative Data Findings:

As for collecting the qualitative data for my research topic, I have done in-depth interviews with both managerial and non-managerial employees which includes: a coordinator, a data operator, two of the e-GP trainers, two of the project managers, a finance & business development manager, and an HR and business development manager. The interview questionnaire was unstructured but it was quite similar. Basically, more or less I asked them about the management philosophy/ organizational culture, what kind of managerial /process or technique the company is using for which it is causing high employee retention,

how management is motivating or supporting the employees. Mainly, the performance appraisal system as well as their opinion about demanding the added benefits and the importance of the newly promising HR team. I did the qualitative survey after the quantitative survey so that I could discuss the issues I have found from the survey with both the managerial and the non-managerial employees to know about their opinion.

Non-managerial employees' point of view:

When I asked them to say something about management philosophy or the organizational culture, 4 of the participants agreed to one thing that summarized the whole concept as: Dohatec is a small organization with a small number of employees which makes them connected like a family. The organization is people-oriented as it is a sole proprietorship type organization. The theme here is not so like a typical corporate kind, there is flexibility in work. Though employees work under their employers and have to follow their orders but at the same time they are given freedom of work and a certain level of authority which is much appreciated by them. Even one of the respondents, the data operator, was a female. She also added that, “as a female employee I can say that Dohatec is a secure and great work place environment for women”. One of the coordinators that I interviewed added that, “Dohatec does not follow any strict decorum like a contemporary software firm so that everybody has the freedom to express their opinion and this is making us more connected to each other”. One of the trainers added that “our salary scale and the involvement with the top management are the reasons for our retention”.

Asking about the reason behind the high retention, one of the coordinators who is currently working on the e-GP tendering training project said, one of the reasons for this retention is the project itself, because Dohatec has a contractual agreement with the Government of this long-term project and the organization need more people to work for them. He also added that, “mainly it is the working environment, we work as a team and they are very easy going, we have a strong communication and all the employees are very much corporative”, two of the e-GP trainers and the coordinator agreed to the fact that, as a company Dohatec is much concern about its' employees, their safety and hygiene, though it runs a government project where the company had to maintain government instructed rules and regulation but not only for the clients/trainees, but they are concerned about employees' hygiene too. The company treated like their employee as would do to the themselves., for example, one of the trainers said that, “the office paused their physical office works before the government declaration in this pandemic situation, even when the office reopened after the lockdown, every employee had sanitizers on their desk, there is a sanitizing booth with a sink on the entry gate, the facilities of spare masks, caps were available even still we have those facilities”. One of the trainers said, “there is no particular process or technique that the management follows, I can say that they motivate us by helping us in need, for example, one of the employee's needed

money for personal reason/ family need, and Dohatec financially supported him. This organizations really help us in our financial crisis by providing loans or advanced payments of salary”. Beside that Dohatec encourages the employees to attend online courses as well as training sessions for their personal career growth by paying those session fees. Besides that, they also get festival bonus and increment of average 5% to 10% every year, extra payment for working on off days, extra paid leaves for training and study purposes.

When they are asked about the “performance appraisal system. The data operator said “there is no such constructed system like that”, and the rest of the 3 respondents were a coordinator and 2 trainers who were directly working at the training center. One trainer said “there is no proper performance evaluation system, so sometimes it becomes unfair when one trainer gets paid more than others by giving the same efforts”. The coordinator said “the amount of performance appraisal we get is a sound amount, I won’t say it’s outstanding but sound”, and one of the trainers said “recently they have started this system before that there was only yearly increment, they have taken this initiative that the team leader would initially do the appraisal, then they would discuss it with the top-level management and come to a final decision”. When I discussed about the added benefits employees wants, they all agreed it would be great if they have refreshments or food for them besides the facilities of tea and coffee, though the coordinator and trainers are getting refreshments and food benefit as it is a part of government contract but employees who are not working in training centers are much interested, they all agreed that it will be very great if they have a common room or an indoor play room, they added that, it will make them a less stressed about work and help them be more productive after a short work break there. They also agreed that, if the company provide them with the benefits of provident funds and medical insurance, I also added if they will be okay with the fact that if the company cut the amount from their current salary from now, and save it for these benefits, three of the respondents agreed that it will be better for them and one of the respondents disagreed. Asking about the HR department, they all agreed that there is a need of a fully functional HR department though the company has formed a team recently. They believe that the HR department fills the gap between the top management and them, one of the respondents added, “sometimes when we have a problem regarding office policy, we don’t know whom to ask, from where to get the information, it creates a communication gap between us and the top levels”.

Managerial employees’ point of view:

I asked the managerial positioned employees only about the issues that I have found in the quantitative survey so that I could have better knowledge about their thoughts on behalf of the top levels.

When I asked about the issue of performance appraisal informing that, according to my quantitative survey, about 56% from the sample size of 36 stated that, they are not satisfied with the performance appraisal system. The HR and business development manager said that, “I would say that, it is difficult for the employees to get satisfaction regarding this matter because first of all as a human being we never agree that we work less, we always thought that we always work a lot, it is our common human psychology that we think that we are not appreciated enough. But at some point, I would also agree that we need to be more concerned about these things, we need be more careful about this and work on our gaps and ensure the appraisal system in a more specific way rather than increment appraisal”. He also added that, “the performance appraisal system is initially moderated and controlled by the project managers and we basically have 4 project managers in Dohatec who follows different ways of evaluation, which is also one of the reasons that sometimes creates unequal results”. The finance and business development manager as well as two of the project managers said that, the evolution is done by the project managers then they discuss their observations and feedback with the top management, after that they come to a decision. The finance and business development manager added that, “actually we will always face these kinds of issues, employees might feel that we didn’t do the evaluation fairly, they deserve more, it’s their personal thinking. But we are always fair to them, we always provide them what they actually deserve because we observe them very closely”.

When I told the managerial employees about 77.8% of 36 sample sizes wanted added benefits like refreshments, provident fund, medical issuance, indoor games, restroom etc. The HR and business development manager answered, “This organization is still growing, we didn’t have much facilities or benefits 5 years before compared to what benefits we have today, thus we are changing with time. So, we are looking forward to that, and hopefully we could bring these benefits to our employees in future”. The finance and business development manager said that, “actually the main plan of this company is, it would give a very handsome amount of salary to the employees and then it’s up to the employees how they want to use it. Other organizations may provide the salary after cutting these fees but we give them the whole amount, so they can also personally do the savings, it’s their choice. I would definitely agree that if we could do so it will be a very good decision for the wellbeing of the employees but as Dohatec is not a limited company, it’s a sole proprietorship organization, so here we don’t have that high level or well framed structure to do so, manage couldn’t take that extra responsibility or we can say “hustle” in this case”. He also added that, “yes, if we could have the benefits of meal or refreshments provided by the company, an indoor game and a restroom it would be very great, but currently we don’t have any”. And two of the project managers agreed that these facilities are needed to provide by the company to the employees, it will be beneficial for the employees and could positively affect their performance.

Charter: Four

Recommendations and Conclusion

Recommendations

Here are some recommendations that I would like to portray based on the research outcome I have got from the quantitative as well as qualitative survey:

- To start with the issue of performance appraisal system, from the research I found that employees are not really satisfied regarding their evaluation or performance appraisal system. However, these evaluations are done by their superiors or immediate bosses, but we also found the fact that, the superiors or the project managers are following different ways to evaluate, which might be the cause of differentiation. I would recommend that, they should set a fixed system of evaluation, so that every employee is assessed on the same standard which will bring fairness, and employees would get what they really deserve.
- Secondly, regarding the issue of adding benefits like provident fund/ medical insurance, it would be better if the HR manager or the manager could set a meeting with all the employees, asking them what if they decrease their salaries from now on and add the compensation to this added benefit. Or, from the next year the specific amount of their increment would be cut and added to the account of these added benefits? If most of the employees agree to that, then the management should do this for the sake of their employee satisfaction.
- In the scope of the working environment, from the research outcomes we can get an idea that the working environment of Dohatec New Media is very good. Also from the qualitative research, we get to know that it is a great place to work. But there was a question in the survey asking the employees about office politics where 9 of the 36 respondents said that they were a victim to it. Though the number is small yet it can't be ignored because it is a big issue. In my opinion it might be the cause of bad retention. Though, it is not Dohatec's culture to sack their people but sometimes it is also important to downsize to keep the productivity up to the level as well as not giving some employees over power.
- Lastly, I would recommend that, Dohatec must have a fully formed HR department and have more HR admins. If HR department was strong and fully functional, then there wouldn't be any office politics, it might have supported the employees regarding their psychological well-being, there would have been proper hierarchy, employees would have known whom to inform and

whom to talk if they have any problem. The HR team needs to be bigger and should work on their policies like appraisal system and leave policy.

Conclusion

The research conducted on the employees of Dohatec New Media has provided the evidence that, career progression, working environment, employee-employer relationship, work-life balance and, incentive and reward are the main driving forces behind the retention of the employees of Dohatec. Specially their working environment and their organizational culture is so great that it made the employees stay for so long. In my opinion, it is the perks of sole proprietorship organization that the environment and culture is unbelievably good because the owner takes care of the organization personally.

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Survey Questionnaire (Quantitative)

1. For how long have you been working in Dohatec New Media?
 - a. Less than 1 year / ১ বছরের কম
 - b. 1 - 2 years / ১ - ২ বছর
 - c. 2-3 years / ২-৩ বছর
 - d. 4-5 years / ৪- ৫ বছর
 - e. 5-6 years / ৫- ৬ বছর
 - f. More than 6 years / ৬ বছরের অধিক
2. Do you believe you'll be able to reach your career goal here? / আপনি কি বিশ্বাস করেন যে আপনি এখানে আপনার ক্যারিয়ারের লক্ষ্যে পৌঁছাতে সক্ষম হবেন?
 - a. Yes /হ্যাঁ
 - b. No / না
3. Working in Dohatec do you think that you have achieved or gained some special or transferable skills? / . Dohatec এ কাজ করে আপনি কি মনে করেন যে আপনি কিছু বিশেষ বা হস্তান্তরযোগ্য দক্ষতা অর্জন করেছেন ?
 - a. No / না
 - b. Yes /হ্যাঁ
 - c. Not sure / নিশ্চিত না
4. Do you feel that you are growing professionally? / আপনি কি মনে করেন যে আপনি পেশাগত ভাবে বেড়ে উঠছেন?
 - a. Yes / হ্যাঁ
 - b. No / না
5. Do you think your work has contributed a value for Dohatec? / আপনি কি মনে করেন আপনার কাজ দোহাটেকের জন্য একটি মূল্যবান অবদান রেখেছে?
 - a. Yes / হ্যাঁ
 - b. No / না
 - c. Maybe / হতে পারে
6. Do you feel valued at work? / কর্মক্ষেত্রে আপনার গুরুত্ব আছে কি না ?
 - a. Yes / হ্যাঁ
 - b. No / না
7. How happy are you with your workplace? / আপনি আপনার কর্মক্ষেত্রে কতটা খুশি?
 - a. Extremely / পরিপূর্ণভাবে
 - b. Moderately /পরিমিতভাবে
 - c. Not at all/ একদমই না
8. What are the three words would you use to describe the organizational culture of Dohatec? / Dohatec এর সাংগঠনিক সংস্কৃতি বর্ণনা করতে আপনি তিনটি শব্দ কি ব্যবহার করবেন?
 - a. _____
 - b. _____
 - c. _____

9. Are you comfortable with your coworkers? / আপনি কি আপনার সহকর্মীদের সাথে স্বাচ্ছন্দ্য বোধ করেন?
- Yes / হ্যাঁ
 - Somewhat / কিছুটা
 - No / না
10. Are you able to take part in decision making? / আপনি কি সিদ্ধান্ত গ্রহণে সক্ষমভাবে অংশ নিতে পারেন?
- Yes / হ্যাঁ
 - Sometimes / মাঝে মাঝে
 - No / না
11. On a scale of 1 to 5, how flexible is your working environment? / 1 থেকে 5 স্কেলে, আপনার কাজের পরিবেশ কতটা নমনীয়?
- 1
 - 2
 - 3
 - 4
 - 5
12. What leadership style does the organization follow? / সংগঠনটি কোন নেতৃত্ব শৈলী অনুসরণ করে থাকে?
- Autocratic or Authoritarian (controlled by the authority) / স্বৈরাচারী বা কর্তৃত্ববাদী (কর্তৃপক্ষ দ্বারা নিয়ন্ত্রিত)
 - Democratic or participative (values your participation in decision making) / গণতান্ত্রিক বা অংশগ্রহণমূলক (সিদ্ধান্ত গ্রহণে আপনার অংশগ্রহণকে মূল্য দেয়)
 - Laissez-faire (hands off type) / মোটামুটি স্ব ব্যাখ্যামূলক, নেতাদের কাছ থেকে সামান্য নির্দেশনা
13. Are you satisfied with the performance appraisal system? / আপনি কি কর্মক্ষমতা মূল্যায়ন পদ্ধতিতে সন্তুষ্ট?
- Yes / হ্যাঁ
 - No / না
- If No, then why? / যদি না, তাহলে কেন?
-
14. Rate how easily can you communicate with your supervisor? / আপনি আপনার সুপারভাইজার এর সাথে কত সহজে যোগাযোগ করতে পারেন তা রেট করুন?
- To a great extent / অধিক প্রস্তুত
 - Somewhat / কিছুটা
 - Very little / খুব কম
 - Not at all / একদমই না
15. Rate how motivating and supportive your employer is with you? / আপনার নিয়োগকর্তা আপনার সাথে কতটা অনুপ্রেরণামূলক এবং সহায়ক তা রেট করুন?
- Extremely / সর্বাধিকভাবে

- b. Very / সম্পূর্ণভাবে
 - c. Moderately / পরিমিতভাবে
 - d. Slightly / সামান্য
 - e. Not at all / একদমই না
16. Is your office hygienic and has safety measures? / আপনার অফিস কি স্বাস্থ্যকর এবং এতে কি নিরাপত্তা ব্যবস্থা আছে?
- a. Yes / হ্যাঁ
 - b. No / না
17. Have you ever been a victim of office politics? / আপনি কি কখনো অফিস রাজনীতির শিকার হয়েছেন?
- a. Yes / হ্যাঁ
 - b. No / না
18. Rate your work stress
- a. Too much
 - b. About right
 - c. Too little
19. Do you feel that your working hours are flexible?
- a. Yes
 - b. Moderately
 - c. No
20. On a scale of 1 to 5, how does your job affect your psychological wellbeing?
- a. 1
 - b. 2
 - c. 3
 - d. 4
 - e. 5
21. Suggest 3 sectors where the company should improve:
- a. Career progression
 - b. Employee-employer relationship
 - c. Working environment
 - d. Work- life balance
 - e. Incentive and rewards
22. What made you stay in the organization this long?
- a. necessity,
 - b. salary scale,
 - c. working environment,
 - d. others: _____
23. How satisfied are you with your salary?
- a. Very satisfied
 - b. Satisfied
 - c. Neither
 - d. Dissatisfied
 - e. Very dissatisfied
24. Does the organization provide non-monetary benefits? (For example, transportation service, refreshments, service staff etc.)

- a. Yes
- b. No

25. Do you think there should be more benefits added?

- a. Yes
- b. No

If yes, then what? _____