

CHAPTER: I

INTRODUCTION

1.1 Background of the Study

The terms “Human Resource Management” (HRM) and “Human Resources” (HR) have largely replaced the term ‘personnel management’ as a description of the processes involved in managing people in organizations.

Every governmental, non-governmental or private organization has its own goals and objectives. There are limited resources to meet those goals and objectives. In other words to achieve those goals and objectives, organization uses different types of resources. Human resource is the most essential and vital means and in its absence all other resources are left passive. Human presence, role-play and other actions make an organization lively. Only the skilled man power can meet the goals established. Therefore human resource management is completely linked to human aspects. This is a progressive prospect which contributes for useful production through a balance between human resources available and need of the organization.

Human resource management is defined as a strategic and coherent approach to the management of an organization’s most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives.

Human resource management is the process of identifying the employees’ condition and weakness of the organization by properly establishing the relationships between employees of the organization. Human resource management plays an important role in finding the real picture of employees’ condition of any organization. It provides an idea to the management how to manage the employees in an organization.

The ideas of the experts about human resource management vary from each other.

“Human Resource Management can be regarded as a set of interrelated policies with an ideological and philosophical underpinning” (Storey, 1989, http://books.google.com.np/books/about/Human_Resource_Management.html?id=bc8OAAAAQAAJ&redir_esc=y). He suggests four aspects that constitute the meaningful version of Human Resource Management:

1. A particular constellation of beliefs and assumptions;
2. A strategic thrust informing decisions about people management;
3. The central involvement of line managers; and
4. Reliance upon a set of “levers” to shape the employment relationship.

“Employing and managing people who works in organization is called Human Resource Management” (Ken, 2000, 107).

“Human Resource Management is the systematic planning, development and control of a network of inter-related processes affecting and involving all members of an organization” (Wendell, 1994, 93).

“Human Resource Management is a process consisting of four functions – acquisition, development, motivation and maintenance of human resources” (Deceno and Robbins, 1998, 37).

Therefore Human Resource Management refers to the following points:

A. Acquisition/Avail Human Resources:

The foremost thing under the human resource management is finding the skilled man power. Only then the other issues are to be addressed. To find efficient man power, certain procedure is followed that includes admission, selection, post creation, recruitment and so on.

B. Development:

After the skilled manpower is enrolled, the organization should seek for the best use of it and excellent productivity. To make the best use of the employees, an institution shouldn't compromise to training, personal professional development, tours, study and promotion.

C. Proper use:

The success or failure depends upon the use of the man power as well. Therefore an institution should always try for the sake of the goals set. Motivation, evaluation, rewards, respect and some other monetary elements come under human resource management.

1.1.1 Brief Profile of NT

Nepal Telecommunication Company Limited (Nepal Telecom) is registered in the office of the Company Registered according to the Company Act 2053 in 2060 Magh 22 B.S. But it has been providing communication service to people since a century. It had started its service in 1970 B.S by launching magneto telephone. But formally telecom service was provided mainly after the establishment of MOHAN AKASHWANI in B.S. 2005. Later as per the plan formulated in First National Five year plan (2012-2017); Telecommunication Department was established in B.S.2016. To modernize the telecommunications services and to expand the services, during third five-year plan (2023-2028), Telecommunication Department was converted into Telecommunications Development Board in B.S.2026. After the enactment of Communications Corporation Act 2028, it was formally established as fully owned Government Corporation called Nepal Telecommunications Corporation in B.S. 2032 for the purpose of providing telecommunications services to Nepalese People. After serving the nation for 29 years with great pride and a sense of accomplishment, Nepal Telecommunication Corporation was transformed into Nepal Doorsanchar Company Limited from Baisakh 1, 2061. Nepal Doorsanchar Company Limited is a company registered under the companies Act 2053. However the company is known to the general

public by the brand name Nepal Telecom as registered trademark. Since 2060 B.S. it has been working as a public private venture as per the policy of the government.

Telecommunication can have a dramatic impact on achieving specific social and economic development objectives. At this point of time, there are various telecom based company which are actively doing their business. The major telecommunication service providers are Nepal Doorsanchar Company Limited, United Telecom Limited (UTL), Spice Nepal (P) Ltd, Nepal Satellite Telecom (P) Ltd and Smart Tel (P) Ltd. Other small Players are STM Sanchar (P) Ltd and Global Plus. UTL is in the business of fixed basic telephone and limited mobility mobile telephone of wireless technology whereas Spice Nepal has the business of Mobile telephone. Both UTL and Spice Nepal have the focus in urban area only. Nepal Satellite and Smart Tel both have the focus in western remote part of Nepal. STM has got the license to perform the business of V-Sat Telephone of 534 VDCs of eastern development region where as Global plus has been establishing Tele-centers in various part of Mustang District.

Nepal Doorsanchar Company Limited is popularly known with its name as Nepal Telecom as a trade mark. In Telephone service, Nepal Telecom is the key market player as it holds about 64% of totals no of mobile phones and 89 % of total no of Fixed Telephones. It offers various services like Basic telephone, Mobile telephone, Internet, email, ISDN, Leased line etc. The primary objective incorporated by Nepal Telecom is to provide reliable and affordable telecommunication services in every nook and corner of the country. It has been expanding the services in urban as well as rural area to fulfill the socio-economic development objectives. Nepal Telecom is the member of International Telecommunication Union (ITU). It has been able to provide its telephone services with STD and ISD services in all the 75 districts of the country. It has 221 Public Switch Telephone Network (PSTN) exchanges in 72 districts and has covered all VDC with Telephone service. The organization is working hard to build the one million capacity of CDMA based Fixed as well as mobile telephone and 3.5 million of GSM based Mobile telephone within few years. There are more than 20,000 internet users subscribed from the company. There are 3000 International Telephone circuits in operation. East west Optical Fiber link is considered as information

super high way and is expected to bring about IT revolution in the country. Nepal Telecom has high contribution in the total revenue of the nation which is about 4.2 % of total national revenue. Other services provided by Nepal Telecom in various parts of the country are Telegram, Telex, PCC, IVR, IN, HCD, V- SAT, ISDN. The quality of service it has produced is considered to be of international class as the company uses the latest technology of the reputed International brands. The tariff of service it offers is considered to be of high rational as compared to the other Telecommunication operators of the Asian region.

Nepal Telecom has always put its endeavors in providing its valued customers a quality service since its inception. To achieve this goal, technologies best meeting the interest of its customers has always been selected. The nationwide reach of the organization, from urban areas to the economically non- viable most remote locations, is the result of all these efforts that makes this organization different from others.

Definitely Nepal Telecom's widespread reach will assist in the socio-economic development of the urban as well as rural areas, as telecommunications is one of the most important infrastructures required for development. Accordingly in the era of globalization, it is felt that milestones and achievements of the past are not adequate enough to catch up with the global trend in the development of telecommunication sector and the growth of telecommunication services in the country will be guided by Technology, Declining equipment prices, market growth due to increase in standard of life and finally by healthy competition.

1.2 Focus of the Study

Human Resource Management is completely linked to human aspects. So it is very difficult to study the whole human resource management topic. Therefore this study is focus on the motivation of employees in human resource management of Nepal Telecom.

Currently more than six thousand staff has been working in Nepal Telecom. If they are not motivated properly, it is impossible to meet the target of the company. So that motivation is focused as a very important aspect in Nepal Telecom.

1.3 Identification of the Problem

The role of telecommunication is very vital in the modern world. Among various means of communications telecommunication is one of the major means. It has played very important role in globalization too. It is called that telecommunication kill the distance. It means Nepal and America became nearer by telecommunication. World became narrower by the use of telecommunication.

In Nepal, Nepal Telecom has played a prominent role in for the development of telecommunication. It is an autonomous organization that pays highest tax to the Nepal government. Now more than six thousand staff has been working in this company. It is the need of the day that to make the company competent scientific kind of human resource development is seriously needed to manage the staff the central as well as other departmental offices. Since human resource management is very important for the better functioning of the company special concern should be paid in this regard.

Nepal Telecom as a state owned enterprise has involved in providing the cost effective and people friendly telecom services in the nation since long time. The organization has enjoyed monopoly in the telecom market and got policy privilege during long period. The scenario has completely changed after recent entry of telecom operators in the market. As those companies are involved in business of various telecom services the natural monopoly enjoyed by Nepal telecom tends to be ended. In the emerging liberalized policy that the government should not involve in the profit motive business except the sensitive affairs and facilitating jobs, private and multinational companies were established in the various part of the nation. Similarly the public enterprises were made private by making them private company or public limited company.

The days ahead are not easy for Nepal Telecom. Many more service providers are there in the market targeting the same customers. Technology is changing with fast pace, private operators are trying to attract customers with advance technologies. They can make decisions fast but Nepal Telecom being a government owned company has to go through a long way to make decisions regarding planning and implementation of new projects. Lots of challenges are ahead and Nepal Telecom has to cross it.

"The more employee unite, the more organization become strong". Nepal Telecom's workforce is diversified according to their caste, society, culture, education, value, attitude, beliefs and principals. Democratic environment, trade union activity and National political influence are also remarkable points. One employee may differ from another according to his perception and learning. Our personal interest can be different, but overall organizational interest is same. Our personal goals can be different but overall organizational goal is same. We all are members of a family. A family is prosperous, when there is cooperation between members. Nepal Telecom's employees have to co-operate each other and make good relation for a team-work. Only then NT can speed up its progress, because "Human Resources" are the most valuable assets of any organization.

Nepal Telecom should concentrate Human Resource Management because human resource is very important and crucial to drive the organization on proper way.

In this dissertation following problems it has been tried to find out the answers of following questions.

1. What is the scenario of Human Resource management in Nepal Telecom?
2. What is the situation of Employees' Motivation in Nepal Telecom?

1.4 Objective of the Study

Objectives of the study are guidelines by which the study can be conducted in a systematic manner. The main objective is to assess the strengths and weakness of Nepal Telecom.

Although, Nepal Telecom has better performance than other state owned enterprise of Nepal , in the sense that it is such a state owned enterprise which is operating under the net profit margin since the establishment of NTC, coming days are not so easy as earlier because it has to face stiff competition in the future.

The main aim of this study is to observe the theoretical as well as practical perspective of human resource management in Nepal Telecom. Beside that followings are the other scopes of study.

1. To study on the current scenario of Human Resource Management in Nepal Telecom.
2. To study on the Motivation of Employees in Nepal Telecom.

1.5 Significance of the Study

Human resource is the most important means in any organization. This study provides valuable information about employees' motivation in Nepal Telecom. The only living resource, it has the decisive role in the organization. Therefore to make the organization lively and dynamic analysis, research and development is necessary. So that some significances and importance of the study can be listed as follows:

- a. This study shows the existing human resource conditions of Nepal Telecom.
- b. It shows the importance of human resource.
- c. It shows the motivational factors of human resource.
- d. It shows the existing problems in motivating human resource.

This study is related to current situation, problems and solutions of Human Resource Management in Nepal Telecom.

1.6 Limitations of the Study

A complete study needs enough resources and time. It is very difficult to make a useful survey within limited financial, physical, man power and information and time frame. There is a different department to look for human resource management for Nepal Telecom. The

Nepal Telecommunication Company Limited Employees Bylaw 2061 has directed about human resource. The data are related to the fiscal year 062/63 to 068/69.

1.7 Organization of the Study

The study is divided in the following five chapters as prescribed by the university.

Chapter I: Introduction

This Chapter focuses on general background of the study. It deals with major issues to be investigated along with general background of the study, identification of problem, objective of study with organization of the study. This chapter signifies the rational of this study.

Chapter II: Review of Literature

This chapter deals with conceptual consideration and review of related literature which provide a framework with the help of which the study has been accomplished. In this chapter major empirical works has been also discussed.

Chapter III: Research Methodology

This Chapter is devoted to methodological approach employed in this study. This chapter includes research design, nature and sources of data, population and samples, method of analysis and definition of key terms.

Chapter IV: Presentation and Analysis of Data

This chapter deals with the techniques used in analyzing the collected data and its presentation in the descriptive and analytical manner. This chapter also deals with the strengths, weakness, opportunities and challenges faced by Nepal Telecom.

Chapter V: Summary, Conclusion and recommendations

This chapter consists of summary, conclusion, and recommendation of the study.

CHAPTER: II

REVIEW OF LITERATURE

2.1 Conceptual Framework

2.1.1 Human Resource Management

Every governmental, non-governmental or private organization has its own goals and objectives. There are limited resources to meet those goals and objectives. In other words to achieve those goals and objectives, organization uses different types of resources. Human resource is the most essential and vital means and in its absence all other resources are left passive.

For lively and dynamic functioning of any organization the role of human resource is always vital. The goals of the organizations are achieved only because of the competencies of the workers. Therefore, human resource management is inalienable for achieving the goals of the organization.

Human resource is exclusively related to human beings. In reality, it is a kind of conceptual system which can be anchored along with the shaped goals of and finally they are achieved. Human resource management works as a catalyst and facilitator between aims of the organization and people working for it.

In any organization, “The management of Man” is a very important and challenging job; it is important because it is getting a job done, not of managing but of administering a social system. The management of men is a challenging task because of the dynamic nature of the people. People are responsive; they feel, think, and act, therefore, they cannot be like a machine or shifted and altered like a template in a room layout. They, therefore, need a tactful handling by management personnel. If manpower is properly utilized, it may prove a dynamic motive force for running an enterprise at its optimum results and also work as an

excellence output for maximum individual and group satisfaction in relation to the work performed.

Manpower management is a most crucial job because “managing people is the heart and essence of being a manager.” It is concerned with any activity relation to human elements or relations in organization. Material elements, however, are beyond its domain.

2.1.2 Some Definitions of Human Resource Management

“Human Resource Management is a process consisting of four functions – acquisition, development, motivation and maintenance of human resources” (*Deceno and Robbins, 1998, 37*).

“Employing and managing people who works in organization is called Human Resource Management” (*Ken, 2000, 107*).

“Human Resource Management is the systematic planning, development and control of a network of inter-related processes affecting and involving all members of an organization” (*Wendell, 1994, 93*).

“Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal goals are accomplished” (*Flippo, 1976, 34*).

“Human Resource Management is the totality of concern with the human resources of organizations. It is one of the major linkages of originations with its environments” (*Glen, www.google.com/books/glen-stalh/human-resource-management*).

“Human Resource Management is process of stresses mutually between employers and employees in following ways: Mutual goals, mutual influence, mutual respect, mutual

rewards, mutual responsibility” (Walton, 1985,
<http://filer.case.edu/txs122/LHRP421/SHRM%20in%20Australia.pdf>).

The theory is that policies of mutuality will elicit commitment which in turn will yield both better economic performance and greater human development.

2.1.3 Objectives of Human Resource Management

One of the basic principles of management is that: all the work performed in an organization should, in some way, directly or indirectly contribute to the objectives of that organization. This means that the determination of objectives, purposes or goals is of prime importance and is a prerequisite to the solution of most management problems. Objectives are pre determined ends or goals at which individual or group activity in an organization is aimed.

The formations of the objectives of an organization are necessary for the following reasons:

- i) Human beings are goal-directed. People must have a purpose to do some work. Announced organizational goals invest work with meaning.
- ii) Objectives serve as standards, against which performance is measured.
- iii) The setting of goals and their acceptance by employees promotes voluntary co-operation and co-ordination, self-regulated behavior is achieved.
- iv) The objectives stand out as guidelines for organizational performance. They help in setting the pace for action by participants. They also help in establishing the “character” of an organization.

Ralph C, Davis has divided the objectives of an organization into two categories:

- (a) Primary objectives, and
- (b) Secondary objectives.
 - a. Primary objectives, in the first instance, relate to the creation – and distribution of some goods or services. The Personnel Department assists

those who are engaged in production, in sales, in distribution and in finance. The goal of personnel function is the creating of a work force with the ability and motivation to accomplish the basic organizational goals. Secondly, they relate to the satisfaction of the personal objectives of the members of an organization through monetary and non-monetary devices. Monetary objectives include profits for owners; salaries and other compensation for executives; wages and other compensation for employees; rent for the landowners and interest for share/stock-holders. Non-monetary objectives include prestige, recognition, security, status, or some other psychic income. Thirdly, they relate to the satisfaction-of community and social objectives, such as serving the customers honestly promoting a higher standard of living in the community, bringing comfort and happiness to society, protecting women and children, and providing for aged personnel.

- b. The secondary objectives aim at achieving the primary objectives economically, efficiently and effectively.

2.1.4 Importance of Human Resource Management

Yodder, Heneman had discussed about the importance of Human Resource Management from three standpoints, viz, social, professional and individual enterprise.

(A) **Social Significance:** Proper management of personnel's, enhances their dignity by satisfying their social needs, this it does by:

- (a) maintain a balance between the jobs available and the jobseekers. According to the qualifications and needs;
- (b) providing suitable and most productive employment, which might bring them psychological satisfaction;

(c) making maximum utilization of the resource in an effective manner and paying the employee a reasonable compensation in proportion to the contribution made by him;

(d) eliminating waste or improper use of human resources, through conservation of their normal energy and health; and

(e) by helping people make their own decisions, that are in their interests.

(B) Professional Significance: By providing healthy working environment it promotes team work in the employees. This it does by:

(a) maintaining the dignity of the employee as a 'human-beings'

(b) providing maximum opportunities for personnel development;

(c) providing healthy relationship between different work groups so that work is effectively performed

(d) improving the employee's working skill and capacity; (e) correcting the errors of wrong postings and proper reallocation work.

(C) Significance for Individual Enterprise: It can help the organization in accomplishing its goals by;

(a) creating right attitude among the employees through effective motivation;

(b) utilizing effectively the available human resources; and

(c) securing willing co of the employees for achieving goals of the enterprise and fulfilling their own social and other psychological needs of recognition, love, affection, belongingness, esteem and self-actualization.

2.1.5 Functions of Human Resource Management

On the basis of the various functions which the Human Resource Management generally undertakes, the main functional areas of human resource management on Motivation may be set forth as below:

- i) Organizational Planning, Development and Task Specification
- ii) Training and Development
- iii) Compensation, Wage and Salary Administration
- iv) Employee Services and Benefits
- v) Employee Records
- vi) Labour Relations
- vii) Personnel Research and Personnel Audit

2.1.6 Motivation

Motivation is a process that starts with physiological or psychological needs that activates a behavior or a drive that is aimed at a goal. Motivation is also a combination of needs that influence behavior and action. If an employee is to successfully accomplish a task in any organization, he or she needs motivation, performance capacity and development potential in order to activate skills, experiences, talents and creative energies, and reach company goals.

Every employee is expected to show increased and qualitative productivity by the manager. To achieve this, the behavior of the employee is very important. The behavior of the employees is influenced by the environment in which they find themselves. Finally, an employee's behavior will be a function of that employee's innate drives or felt needs and the opportunities he or she has to satisfy those drives or needs in the workplace. If employees are never given opportunities to utilize all of their skills, then the employer may never have the benefit of their total performance. Work performance is also contingent upon employee

abilities. If employees lack the learned skills or innate talents to do a particular job, then performance will be less than optimal. A third dimension of performance is motivation.

Organizations can influence the behavior of workers and activate their motives, whether it is about specific tasks, or the achievement of particular goals. One has to bear in mind that there is no definitive motivation technique or a reliable and effective method that works for everyone in every situation. It should be adapted to fit the circumstances.

Motivation can be influenced by personal or situational factors and it can change with changes in personal, social, or other factors. One can be motivated by belonging to a group, or by feeling connected to the business objectives, as well as by the value systems and interactions taking place in a company. Motivation can also be governed by a need to please others. Negative motivation or frustration arises when people are not treated equally. For instance, it happens when someone is paid less than another person for the same job. Frustration leads to avoidance and refusal.

The following are the features of motivation:

- Motivation is an act of managers
- Motivation is a continuous process
- Motivation can be positive or negative
- Motivation is goal oriented
- Motivation is complex in nature
- Motivation is an art
- Motivation is system-oriented
- Motivation is different from job satisfaction

2.1.6.1 Motivational Factors

There are several factors that motivate a person to work. The motivational factors can be broadly divided into two groups:

I. Monetary Factors

a. Salaries or wages:

Salaries or wages is one of the most important motivational factors. Reasonable salaries must be paid on time. While fixing salaries the organization must consider such as:

- Cost of living
- Company ability to pay
- Capability of company to pay etc,

b. Bonus:

It refers to extra payment to employee over and above salary given as an incentive. The employees must be given adequate rate of bonus.

c. Incentives:

The organization may also provide additional incentives such as medical allowance, educational allowance, allowance, etc.

d. Special individual incentives:

The company may provide special individual incentives. Such incentives are to be given to deserving employees for giving valuable suggestions.

II. Non Monetary Factors

a. Status or job title:

By providing a higher status or designations the employee must be motivated. Employees prefer and proud of higher designations.

b. Appreciation and recognition:

Employees must be appreciated for their services. The praise should not come from immediate superior but also from higher authorities.

c. Delegation of authority:

Delegation of authority motivates a subordinate to perform the tasks with dedication and commitment. When authority is delegated, the subordinate knows that his superior has placed faith and trust in him.

d. Working conditions:

Provision for better working conditions such as air-conditioned rooms, proper plant layout, proper sanitation, equipment, machines etc, motivates the employees.

e. Job security:

Guarantee of job security or lack of fear dismissal, etc can also be a good way to motivate the employees. Employees who are kept temporarily for a long time may be frustrated and may leave the organization.

f. Job enrichment:

Job enrichment involves more challenging tasks and responsibilities. For instance an executive who is involved in preparing and presenting reports of performance, may also asked to frame plans.

g. Workers participation:

Inviting the employee to be a member of quality circle, or a committee, or some other form of employee participation can also motivate the workforce.

h. Cordial relations:

Good and healthy relations must exist throughout the organization. This would definitely motivate the employees.

i. Good superiors:

Subordinates want their superiors to be intelligent, experienced, matured, and having a good personality. In fact, the superior needs to have superior knowledge and skills

than that of his subordinates. The very presence of superiors can motivate the subordinates.

j. Other factors:

There are several other factors of motivating the employees:

- Providing training to the employees.
- Proper job placements.
- Proper promotions and transfers.
- Proper performance feedback.
- Proper welfare facilities.
- Flexible working hours.

2.1.6.2 Importance of motivation

Motivation offers several importances to the organization and to the employees:

-) Higher efficiency
-) Reduce absenteeism.
-) Reduces employee turnover.
-) Improves a corporate image.
-) Good relations.
-) Improved morale.
-) Reduced wastages and breakages.
-) Reduced accidents.
-) Facilitates initiative and innovation.

Individuals work for many different reasons. Workers in any organization need something to keep them working. Financial rewards are frequently a key factor in influencing why individuals undertake certain jobs. Most of the time, the [salary](#) of the employee is enough to keep him or her working for an organization. However, money is not everything. Employees want to enjoy their work, be challenged by it and achieve personal fulfillment. An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee's quality of work or all work in general will deteriorate.

For many people, their careers are on motivation. When individuals are intrinsically motivated, they are interested in their work. Put simply, it creates enjoyment whilst enabling them to achieve and contribute to desired goals. However, individuals also need extrinsic motivation. This is motivation arising from factors outside the immediate work that an individual undertakes. For example, this might include pay, conditions, grades and promotional opportunities.

2.1.6.3 Some Motivational Theories

Maslow's-Hierarchy of Needs Theory: This theory was proposed by Abraham Maslow and is based on the assumption that people are motivated by a series of five universal needs. These needs are ranked, according to the order in which they influence human behavior, in hierarchical fashion.

- Physiological needs are deemed to be the lowest- level needs. These needs include the needs such as food & water.
- Safety needs are the needs for shelter and security.
- Social needs include the need for belongingness and love.
- After social needs have been satisfied, ego and esteem needs become the motivating needs. Esteem needs include the desire for self-respect, self-esteem, and the esteem of others. When focused externally, these needs also include the desire for reputation, prestige, status, fame, glory, dominance, recognition, attention, importance, and appreciation.
- The highest need in Maslow's hierarchy is that of self-actualization; the need for self-realization, continuous self-development, and the process of becoming all that a person is capable of becoming.

Alderfer's Hierarchy of Motivational Needs: Clayton Alderfer reworked Maslow's Need Hierarchy to align it more closely with empirical research. Alderfer's theory is called the ERG theory -- Existence, Relatedness, and Growth.

- Existence refers to our concern with basic material existence requirements; what Maslow called physiological and safety needs.
- Relatedness refers to the desire we have for maintaining interpersonal relationships; similar to Maslow's social/love need, and the external component of his esteem need.
- Growth refers to an intrinsic desire for personal development; the intrinsic component of Maslow's esteem need, and self-actualization

McClelland's Theory of Needs: According to David McClelland, regardless of culture or gender, people are driven by three motives:

- Achievement,
- Affiliation, and
- Power.

The need for achievement is characterized by the wish to take responsibility for finding solutions to problems, master complex tasks, set goals, get feedback on level of success.

The need for affiliation is characterized by a desire to belong, an enjoyment of teamwork, a concern about interpersonal relationships, and a need to reduce uncertainty.

The need for power is characterized by a drive to control and influence others, a need to win arguments, a need to persuade and prevail

2.2 Review of Journals/Articles

This review provides a quick view of previous research because in recent years limited attempts have been about employee motivation. As a result, new researchers and organizations are facing problems to get knowledge about the key factors which motivate employee. The paper aims to provide a wealthy description of various factors which contribute to employee motivation. It contributes theoretically by providing detailed explanation of different causes that contribute to employee motivation.

Srivastava & Barmola (2011) published an article “*Role of Motivation in Higher Productivity*”. They focused that, Employees are an organization’s most valuable assets. This highlights the importance of understanding the theory and application of motivation to manage human resources. One then wonders what the basic prerequisites of workers’ productivity are. Although this question cannot be answered with a definite statement, but among other factors, motivation is important for enhancing level of job commitment of workers, which invariably leads to a higher productivity of the workers. It is then necessary for motivation of the workers in organization to be enhanced in order to increase productivity. Some points focused on their article are as follows:

A) Gender Differences: It is found in research that women were mainly motivated by other factors in the workplace not by job role itself and had fewer primary needs met at work. Women were also more dissatisfied in their job than men.

(B) Age Differences: The research indicated that the older generation was more productive than their younger colleagues.

(C) Caring Responsibilities: It is investigated in that those with no dependants spent more hours on work, and consequently had higher counts than their colleagues with caring responsibilities. Those with dependants were far less interested in work for its own sake, had less satisfaction from working as output was less important and felt less need of work in order to succeed.

(D) Hours Spent on Work: The results of researches clearly indicate that those that spent more hours on work were mostly those that were motivated by their job role, and had greater job satisfaction than those spending less time on work (either because they were not motivated by their job role or because their job role did not permit it).

Javed (2012) in his article “*Employee Motivation in Modern Organization*” highlights that Employees’ Motivation is a set of external and internal forces that commence the behavior related to work and establish its direction, form, duration and intensity. The definition identifies the effect of the external forces (e.g., nature of the work to be performed, reward system of the organization) and the innate forces of an individual (e.g. motives and needs of a person) on the behaviors related to work.

Chaudhary (2012) published an article “*Impact of Employee Motivation on Performance In Private Organization*”. She pointed out that, Motivation is the process of inspiring people to actions to achieve the goals. In the work goal background the psychological factors motivating the people’s behavior can be:

- Job-Satisfaction
- Achievement
- Term Work
- Need for Money
- Respect

One of the most important functions of management is to create enthusiasm amongst the employees to execute in the best of their abilities. Therefore the role of a leader is to arouse interest in presentation of employees in their jobs.

Regmi (2066 BS) on his article “*Motivation for Result Oriented Management*” stated that motivation is the willingness and degree of readiness of an individual to pursue some designed goal and it is the process of liberating the will to work. For the maximization of Human potential at work he formulate as:

Motivation = Ability x Desire x Commitment

Productivity = Ability x Motivation

He also focused some important points for the motivation of employees which are stated as follows:

- i) Good relation between management and personnel
- ii) Stability of Rule and Regulations
- iii) Guarantee of physical security/social security
- iv) Fulfill of basic needs
- v) Recognition for Good work/ Result
- vi) Increased job security
- vii) Create working environment in organization
- viii) Job enrichment and rotation
- ix) Right person in Right place
- x) Apply Good governance in management activities
- xi) Objective and merit oriented performance valuation and linkage with reward, growth and punishment,
- xii) Succession plan (Long term career plan)
- xiii) Equal opportunity for training/ study/exposure visit

Mahat (2067 BS) has wrote an article on “*Necessity of Motivating Employees in NTC*”. He focused that the management of NTC is responsible for employees’ motivation. NTC should able to make an employee to think that ‘this company is my company’.

Aryal (2068 BS) on his article “*Basics of Employees’ Motivation in NTC*” pointed that the employees’ motivation is being very much challenging in NTC because human resource plays key role for productivity improvement in NTC. So, correct and fair evaluation system is necessary for motivating employees in NTC.

K.C. (2069 BS) has wrote an article on “*Challenges of Employees’ Motivation in NTC*”. She stated that the motivated, qualified, capable, skilled and experienced manpower is major source of Nepal Telecom. Therefore NTC is responsible for the salary, incentives, career development, work environment, performance appraisal, prizes and rewards, promotion and gratuity of the employees and hence they are motivated. There should be the good relationship between management and employees. Top level management should prepare proper strategy, middle level employees should responsible for high productivity and operational level employees should responsible for customer service and satisfaction.

2.4 Review of Thesis

Shrestha (2011) conducted the study on “*HRM Practices and Employee Commitment in Nepalese Commercial Banks*”. His main objectives of this study are:

1. To identify the HRM practices those are used in commercial banks in Nepal.
2. To examine the relationship between HRM practices and employee commitment of Nepalese commercial banks.
3. To explore the impact of HRM practices on employee commitment of Nepalese commercial banks.
4. To suggest some measures in order to enhance the HR practices of the Nepalese commercial banks.

The major findings of the study were:

-) There is close relationship between HRM practices and employee commitment of Nepalese commercial banks. Employees consider HRM practice is an important dimension prior to their commitment toward the organization.
-) There exists the significant relation between Employee Commitment with salary, compensation, career development, proper information sharing, performance appraisal and discipline.
-) The employees of Nepalese commercial banks have a committed attitude towards their organization and they show the satisfactory response with HRM practice of the organization.

) The motivated employees are more committed towards the organization.

Maharjan (2011) conducted the study on “*Employee Perception on Human Resource Management in Nepalese Organizations*”. His major objective is to find out employee perception on HRM, based on the factor such as employee age, level of education, gender, tenure, social group, accessibility of information to employee and market condition. The other objectives are:

1. To study about the affect of job position, age, gender, tenure or experience and qualification on the employee perception of HRM policies.
2. To study about effects of training on employee development.
3. To study about role of compensation in employee job satisfaction.
4. To study about the effect of tenure on compensation and performance appraisal.

The major findings of the study were:

-) Most of the employees perceived that the organizations gave priority to the qualification while recruiting. After qualification priority was given to the experience. Employees thought only reference was not enough to get the job without having adequate qualification and experience. They also thought that the organizations whom they belong to had not made any recruitment error till date.
-) Basic salary was most important for them. After that their preference went towards allowances. Employees didn't think that there was gender bias in the compensation policy of the organization. Also they accepted that increase in the compensation was not good enough to cover the inflation of the market.
-) For employees training was the opportunity to enhance their skill. They felt that training had helped them to increase their skill to do job more effectively. Training was not a burden or any extra job for them.
-) Majority of the employees thought that experience was the major criteria for the promotion. Also employees thought that age was not the factors that influenced their daily performance. It was found that employees had the difficulty to understand the rules and regulations of performance appraisal system.

2.5 Research Gap

Probably, there are no researches that have been made in exactly the area of “Employees’ Motivation in Nepal Telecom: An Unalienable Aspect of Human Resource Management” and related topics. May be this is my first try and so, I hope that this will be very useful and beneficial for Nepal Telecom and Tribhuvan University as well.

CHAPTER: III

RESEARCH METHODOLOGIES

The main objective of this study is to receive a detailed picture of employees' motivation in Nepal Telecom and necessary recommendations for the improvements. The study requires an appropriate research methodology so as to achieve its objectives. Therefore in this study, purposeful methodology i.e. questionnaire and exploratory has been followed for the fulfillment of the stated objectives.

3.1 Research Design

This research is based on recent historical data as well as primary source of information. The study will explore the human resource position of Nepal Telecom. To conduct the study both descriptive and analytical research approaches has been adopted. Descriptive approach is utilized for conceptualization, problem identification, conclusion and recommendations of the study whereas analytical approach will be followed for the presentation and analysis of data. Thus the study is analytical as well as exploratory in nature.

The data collected from the officials of different offices are clearly put in tables and clear picture is presented using descriptive, comparative and analytical methods.

3.2 Nature and Source of Data

Incomplete data and data of similar nature can't meet the expectations of the survey. Therefore to make this research managed and effective different kinds of data are assembled.

a. Quantitative nature:

The data that can be expressed in to quantity are brought together under this topic such as salary, remuneration, allowance etc.

b. Qualitative nature:

The data that can't be measured in number, incomparable and abstract ideas are compiled under this topic.

3.2.1 Primary data

Some of the necessary data for this survey are collected from the employees and managers through interview and questionnaire. In many cases, while collecting primary data, necessary questionnaire is provided to people involved.

3.2.2 Secondary data

Some data are collected directly from official records and published statements. The researcher has consulted concerned officials for data and information. Verification and clarification of data has been done through discussion with the concerned authority.

The newspapers, books, journals, monthly and yearly reports, souvenirs that have published articles about human resource management and employees' motivation are used for the collection of data.

3.3 Method of Collecting Data

In this particular research two groups of employees are taken into consideration. The first group consists of officer level employees, while the second group consists of assistant level employees. The total number of 60 officer level and 240 assistant level employees are selected in collection of the data through questionnaire method. It means total 300 employees are involved. The questionnaires were distributed randomly among the employees.

This sample size means that 5% of the total working employees on both categories, officer level and assistant level.

3.4 Data Analysis method

Primarily collected data are presented in table systematically. Initially raw data are collected from different sources as mentioned above. Then the raw data are processed and presented in tabular form with the help of simple arithmetic rules. Entire raw data are converted into approximate and condensed in the form of consolidated format. Most of the data have been

compiled in one form and processed and interpreted as per the need of the study. This type of data processing will help to present the clear situation of human resource position as well as employees' motivation condition of Nepal Telecom.

Simple methods of analysis i.e. percentage, comparison and Chi-Square test have been used. Every result has been tabulated and clear interpretation of it has been given simultaneously. Tables are used to make report clear and easily understandable. Percentage has been calculated and compared with each other and then result has been pointed. Finally, Chi-Square test is done for the significance of data.

CHAPTER: IV

DATA PRESENTATION AND ANALYSIS

This chapter of study presents the data and facts about the employees' motivation in Nepal Telecom. These are collected from various sources. These available data are tabulated, analyzed and interpreted as a final result. The collected data are analyzed and interpreted by using simple percentage and comparison tools.

4.1 Current scenario of Human Resource in Nepal Telecom

The main objective of this company is to link all the corners of the country to the world through telecommunication. In order to fulfill this objective different levels of human resource are working in Nepal Telecom.

According to the directives of Employees Bylaws 2061 Man Power Management Department is completely responsible for assignments of the duties to the employees. Its functions, duties and rights can be listed as follows:

1. Plan and recruitment of necessary employees
2. Arrange trainings for the professional development of the employees
3. Manage transfer, promotion, rewards etc
4. Maintain discipline and manage penalties
5. Prepare work report of the employees
6. Bridging between management and employees' union

The following departments work under the human Resource Management:

1. Personnel administration department
2. Man power plan department
3. Work sheet department
4. Department of laws
5. Department of transportation
6. Management development department
7. Performance evaluation department

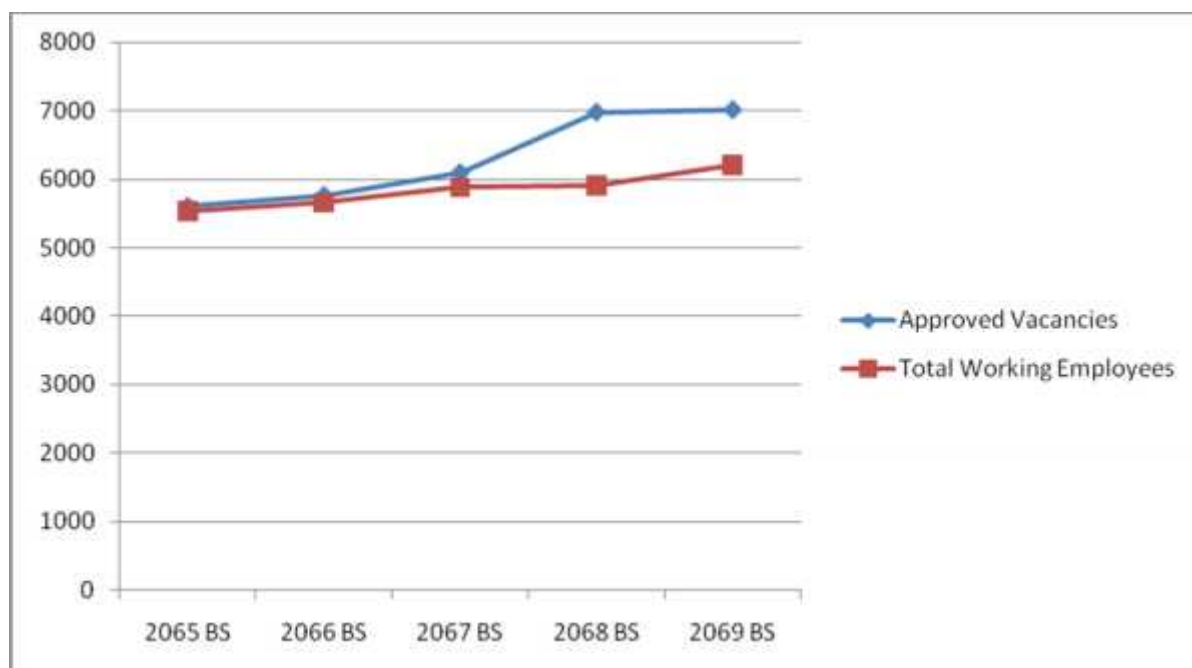
Table: 4.1

Current Scenario of Human Resource in Nepal Telecom:

S.No.	Particulars	2065 BS	2066 BS	2067 BS	2068 BS	2069 BS
1	Approved Vacancies	5600	5759	6095	6984	7020
	Officer Level	890	998	1116	1179	1234
	Assistant Level	4710	4761	4979	5805	5786
2	Total Working Employee Numbers	5525	5650	5878	5908	6206
	Officer Level	865	900	922	980	1127
	Assistant Level	4660	4750	4956	4928	5079

Source: Human Resource Department, Nepal Telecom

Figure: 4.1
Current scenario of Human Resource in Nepal Telecom:



According to the record by Nepal Telecom, 5525 employees were working till 2065 BS for PSTN, GSM, ADSL and all of the existing networks.

On 2066 BS, Post-Paid CDMA System and EVDO System came into operation. For these systems 125 more employees were added.

NGN Project and SIP (Session Initiation Protocol) Service were launched on 2067 BS. For this purpose 228 more employees were involved.

On 2068 BS, WiMAX Project as well as 3G Data Only (GSM) System came into operation with 30 more employees added.

298 more employees were added for 10 Million GSM Project and 2 Million IPCDMA Project.

Therefore, till 2069 BS total numbers of employees working are 6206.

Table: 4.2

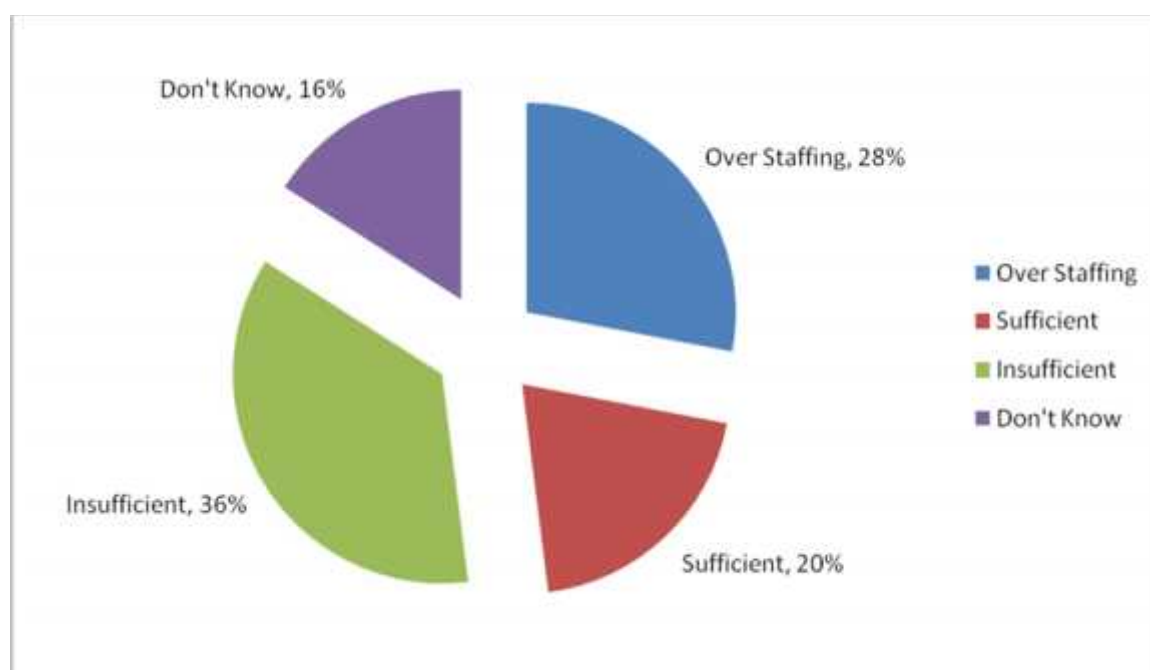
Employees' opinion on current Human Resource of Nepal Telecom:

Employee		Over Staffing	Sufficient	Insufficient	Don't Know	Total
Officer Level (Technical)	Female	6	3	3	3	15
	Male	3	6	3	3	15
Officer Level	Female	6	0	6	3	15

(Administration)	Male	3	3	9	0	15
Total (Officer Level)		18	12	21	9	60
Assistant Level (Technical)	Female	18	15	21	9	63
	Male	21	12	9	15	57
Assistant Level (Administration)	Female	12	6	24	15	57
	Male	15	15	33	0	63
Total (Assistant Level)		66	48	87	39	240
Grand Total		84	60	108	48	300
Percentage (%)		28	20	36	16	100

Source: Field Survey, 2069

Figure: 4.2



4.1.1 Hypothetical Test for current scenario of Human Resource in NT (χ^2 Test)

Table: 4.3

Observed Frequency Table

Employee	Opinion				Total
	Over Staffing	Sufficient	Insufficient	Don't Know	
Officer Level	18	12	31	9	70
Assistant Level	66	48	77	39	230
Total	84	60	108	48	300

Expected Frequency Table

Employee	Opinion				Total
	Over Staffing	Sufficient	Insufficient	Don't Know	
Officer Level	19.6	14	25.2	11.2	70
Assistant Level	64.4	46	82.8	36.8	230
Total	84	60	108	48	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
18	19.6	-1.6	2.56	0.130612245
66	64.4	1.6	2.56	0.039751553
12	14	-2	4	0.285714286
48	46	2	4	0.086956522
31	25.2	5.8	33.64	1.334920635
77	82.8	-5.8	33.64	0.406280193
9	11.2	-2.2	4.84	0.432142857
39	36.8	2.2	4.84	0.131521739
				2.84790003

χ^2 (Calculated)	2.84790003	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of current scenario of Human Resource in Nepal Telecom. Different level of people has no feeling of overstaffing and works as usual their daily activities in the organization.

4.2 Planning of Human Resource in Nepal Telecom

Human resource planning is the process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Through planning, a management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long-range benefit.

According to human resource department of Nepal Telecom, human resource planning is as follows:

1. Management Committee can create and/or reshuffle positions of various posts.

2. The post can be transformed from one office to another office according to the principle of necessity.
3. The organizational schedule of the company shall be sanctioned by the management committee.
4. Job description of the employees' level-10 or above shall be fixed by the management committee, but the managing director shall fix for the rest of the posts.
5. There will be altogether 11 levels in the company (5 in assistant level and 6 in officer level), but the level can be added or reduced with the decision of the committee.

Table: 4.4

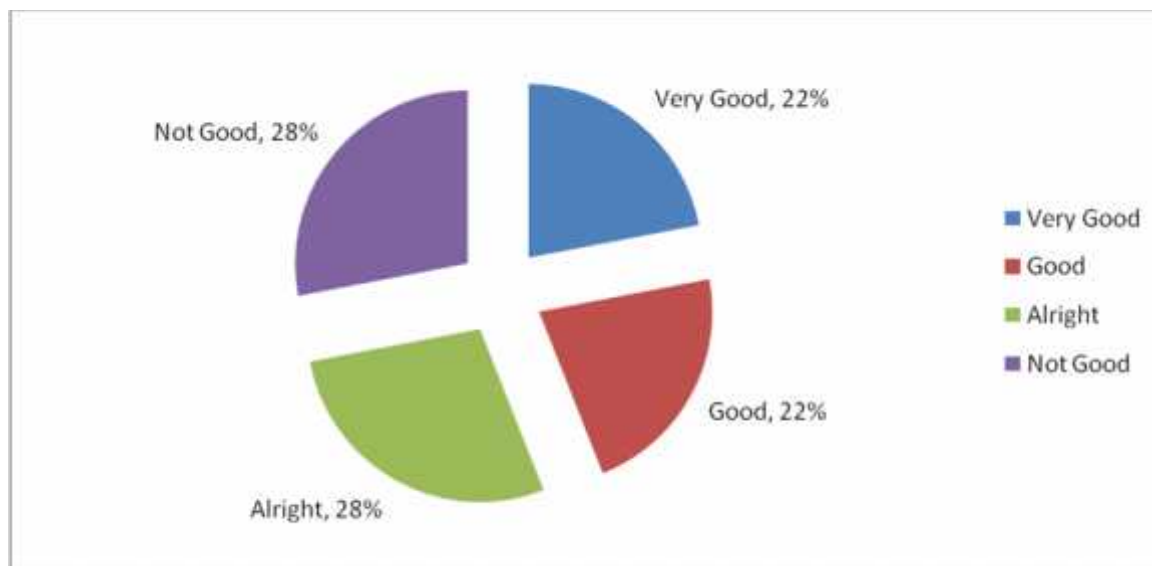
Opinion of the Employees' on Human Resource Planning:

Employee		Very Good	Good	Alright	Not Good	Total
Officer Level (Technical)	Female	3	3	6	3	15
	Male	3	3	3	6	15
Officer Level (Administration)	Female	3	3	3	6	15
	Male	0	3	6	6	15
Total (Officer Level)		9	12	18	21	60
Assistant Level (Technical)	Female	21	15	12	15	63
	Male	15	9	15	18	57
Assistant Level (Administration)	Female	9	15	15	18	57
	Male	12	15	24	12	63
Total (Assistant Level)		57	54	66	63	240

Grand Total	66	66	84	84	300
Percentage (%)	22	22	28	28	100

Source: Field Survey, 2069

Figure: 4.3



4.2.1 Hypothetical Test for Employees' Opinion on Human Resource Planning (χ^2 Test)

Table: 4.5

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	9	12	18	21	60
Assistant Level	57	54	66	63	240
Total	66	66	84	84	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	13.2	13.2	16.8	16.8	60
Assistant Level	52.8	52.8	67.2	67.2	240
Total	66	66	84	84	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
9	13.2	-4.2	17.64	1.336363636

57	52.8	4.2	17.64	0.334090909
12	13.2	-1.2	1.44	0.109090909
54	52.8	1.2	1.44	0.027272727
18	16.8	1.2	1.44	0.085714286
66	67.2	-1.2	1.44	0.021428571
21	16.8	4.2	17.64	1.05
63	67.2	-4.2	17.64	0.2625
				3.226461039

χ^2 (Calculated)	3.226461039	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Human Resource Planning in Nepal Telecom. Level of Employees is independent on their opinion.

4.3 Recruitment and Selection of Human Resource

1. There is a recruitment committee for fulfilling the vacant posts.
2. The committee will decide the process, the nature of competition and also find out the percentage of promotion and open competition.
3. According to the percentage of promotion and open competition, the committee will do advertisement, examination, result, selection and recruitment.

Table: 4.6
Recruitment percentage identification:

Service		Post		Level	Open	Promotion	
Technical	Administration	Officer	Assistant			I.C.	I.E.P.
Technical		Officer		8 or Up	-	-	100%

Administration	Officer	7 or Up	-	25%	75%
Technical	Officer	7	75%	-	25%
Administration	Officer	6	50%	15%	35%
Technical/ Administration	Assistant	5-Jan	50%	25%	25%

Source: Employees' Bylaw, 2061

I.C. : Internal Competition

I.E.P. : Internal Evaluation Promotion

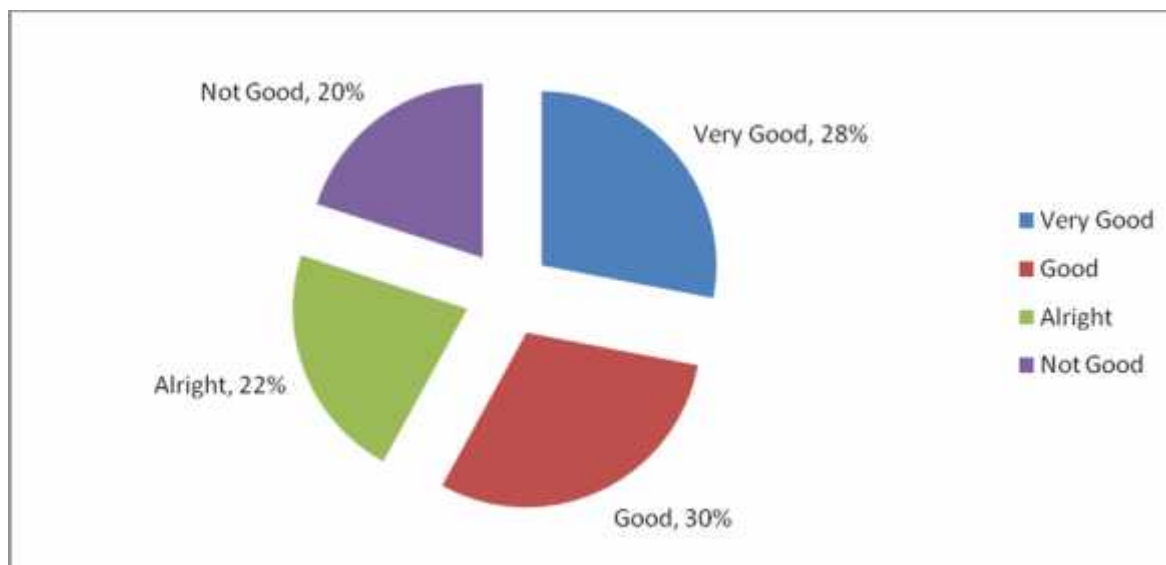
Table: 4.7

Employees' Opinion on Recruitment and Selection:

Employee		Very Good	Good	Alright	Not Good	Total
Officer Level (Technical)	Female	6	3	3	3	15
	Male	3	6	3	3	15
Officer Level (Administration)	Female	3	6	3	3	15
	Male	3	6	6	0	15
Total (Officer Level)		15	21	15	9	60
Assistant Level (Technical)	Female	18	15	9	21	63
	Male	21	18	9	9	57
Assistant Level (Administration)	Female	15	18	15	9	57
	Male	15	18	18	12	63
Total (Assistant Level)		69	69	51	51	240
Grand Total		84	90	66	60	300
Percentage (%)		28	30	22	20	100

Source: Field survey, 2069

Figure: 4.4



4.3.1 Hypothetical Test for Employees' Opinion on Recruitment and Selection (χ^2 Test)

Table: 4.8

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	15	21	15	9	60
Assistant Level	69	69	51	51	240
Total	84	90	66	60	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	16.8	18	13.2	12	60
Assistant Level	67.2	72	52.8	48	240
Total	84	90	66	60	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
15	16.8	-1.8	3.24	0.192857143
69	67.2	1.8	3.24	0.048214286
21	18	3	9	0.5
69	72	-3	9	0.125
15	13.2	1.8	3.24	0.245454545
51	52.8	-1.8	3.24	0.061363636
9	12	-3	9	0.75

51	48	3	9	0.1875
				2.11038961

χ^2 (Calculated)	2.11038961	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Recruitment and Selection in Nepal Telecom. Level of Employees is independent on their opinion. Most of the Employees are positive on Recruitment and Selection.

4.4 Motivation of Employees in Nepal Telecom

Though planning, selection and recruitment of human resource is a vital part of the organization but motivation of the employees is also equally important. The organization can achieve its goal only through the trained and enthusiastic staffs that are always oriented to the result.

If an employee is to successfully accomplish a task in any organization, he or she needs motivation, performance capacity and development potential in order to activate skills, experiences, talents and creative energies, and reach company goals. Organizations can influence the behavior of workers and activate their motives, whether it is about specific tasks, or the achievement of particular goals.

One has to bear in mind that there is no definitive motivation technique or a reliable and effective method that works for everyone in every situation. It should be adapted to fit the circumstances. Nepal Telecom has been applying various tools for the motivation of the employees. Some of these are as follows:

1. Salary
2. Allowance and incentives
3. Loan facility
4. Insurance facility
5. Training
6. Leave facility

7. Performance appraisal
8. Rewards
9. Promotion
10. Health facility
11. Discipline
12. Provision of gratuity and pension

4.4.1 Salary

The employee will get his salary from the beginning of his work in the company. The salary will be related to his post and level. The company will pay according to the Government rule of Nepal. The employee will get his past salary from the company at any cost, if he left the company. The festival allowance is generally given to the employee at the time of BADA DASHAIN which is equal to the salary of one month. One grade will be added at the end of every fiscal year.

The salary sheet of employees in Nepal Telecom is as follows:

Table: 4.9

Effective from : 2068/04/01

Level	Basic Salary	Grade			Net Salary
		Numbers	Rate	Total	
1 (First Class)	10000	4	80	320	10320
1 (Second Class)	10610	4	88	352	10962
1 (Third Class)	11290	4	100	400	11690
1 (Fourth Class)	12230	4	110	440	12670
1 (Fifth Class)	13640	7	120	840	14480
1 (Helper Tech.)	10000	10	80	800	10800
2	10610	15	90	1350	11960
3	11290	15	100	1500	12790
4	13650	15	110	1650	15300
5	14480	17	120	2040	16520
6	18790	15	160	2400	21190
7	19940	15	178	2670	22610
8	21080	12	195	2340	23420
9	22910	11	213	2343	25253
10	24740	11	230	2530	27270
11	28210	9	268	2412	30622
Managing Director	40000	0	0	0	40000

Source: Employees Bylaws 2061

4.4.2 Allowance and incentives

Beside the salary, Nepal Telecom will pay the monthly allowance and incentives for each employee as follows:

Table: 4.10

Post	Level	Monthly Allowance
Managing Director	12	100,000
Officer	11	18,100
Officer	10	15,500
Officer	9	10,300
Officer	8	9,650
Officer	7	9,000
Officer	6	8,350
Assistant	5	7,700
Assistant	4	6,550
Assistant	3	6,100
Assistant	2	5,800
Assistant	1	5,450
Assistant	1	5,450
Assistant	1	5,450

Source: Employees Bylaws 2061

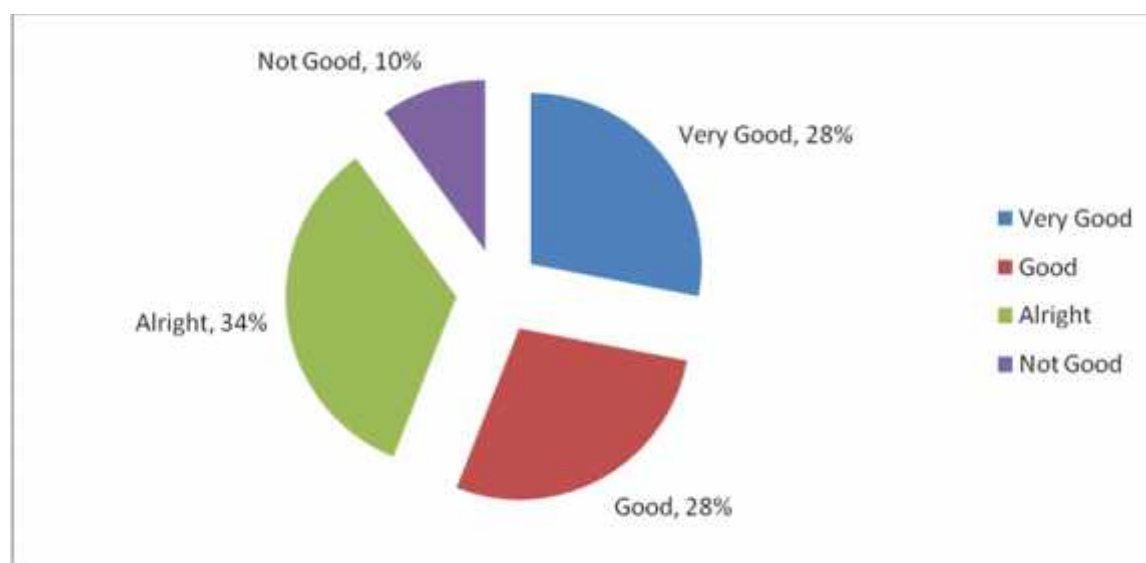
Table: 4.11**Employees' opinion on Salary and Allowance:**

Employee		Very Good	Good	Alright	Not Good	Total
Officer Level	Female	6	3	6	0	15

(Technical)	Male	3	6	3	3	15
Officer Level (Administration)	Female	3	6	6	0	15
	Male	3	3	6	3	15
Total (Officer Level)		15	18	21	6	60
Assistant Level (Technical)	Female	18	15	24	6	63
	Male	21	18	15	3	57
Assistant Level (Administration)	Female	15	18	18	6	57
	Male	15	15	24	9	63
Total (Assistant Level)		69	66	81	24	240
Grand Total		84	84	102	30	300
Percentage (%)		28	28	34	10	100

Source: Field Survey, 2069

Figure: 4.5



4.4.2.1 Hypothetical Test for Employees' Opinion on Salary and Allowance (χ^2 Test)

Table: 4.12

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	15	18	21	6	60
Assistant Level	69	66	81	24	240
Total	84	84	102	30	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	16.8	16.8	20.4	6	60
Assistant Level	67.2	67.2	81.6	24	240
Total	84	84	102	30	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
15	16.8	-1.8	3.24	0.192857143
69	67.2	1.8	3.24	0.048214286
18	16.8	1.2	1.44	0.085714286
66	67.2	-1.2	1.44	0.021428571
21	20.4	0.6	0.36	0.017647059
81	81.6	-0.6	0.36	0.004411765
6	6	0	0	0
24	24	0	0	0
				0.370273109

χ^2 (Calculated)	0.370273109	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Salary and Allowance in Nepal Telecom. Level of Employees is independent on their opinion. Most of the Employees are positive on Salary and Allowance.

4.4.3 Loan Facility

1. Home Loan:

The employee who has completed 3 years as a permanent staff and one who has at least 5 years working tenure get this facility. They can withdraw 200,000 NRs.

2. Six Month Loan:

This facility can be utilized by the employees who have completed the probation period. The amount is equal to the salary of six months.

3. One Year Loan:

This facility can be enjoyed by the employees who have completed 3 years as a permanent staff. This type of loan will be given at most 3 times of total working period/life in the company. The amount of this loan is equal to the salary of one year.

4. Three Years Loan:

The employee who has completed 5 years as a permanent staff and has not crossed 53 years can get this facility. The amount of this loan is equal to the salary of three years.

5. Ten Year Loan:

The employee who has completed 7 years as a permanent staff and one who has at least 10 years working tenure get this facility. The amount of this loan is equal to 1,000,000 NRs.

Table: 4.13

The record of employees who had taken different loan in last 5 fiscal years:

Employee		064/65	065/66	066/67	067/68	068/69
Officer Level (Technical)	Female	20	27	33	38	46
	Male	30	43	46	47	48
Officer Level (Administration)	Female	25	28	32	35	37
	Male	35	55	59	57	48

Assistant Level (Technical)	Female	78	87	91	47	56
	Male	98	108	103	107	99
Assistant Level (Administration)	Female	49	56	56	65	67
	Male	101	105	106	123	144
Grand Total		436	509	526	519	545

Source: Employee welfare section

Table: 4.14

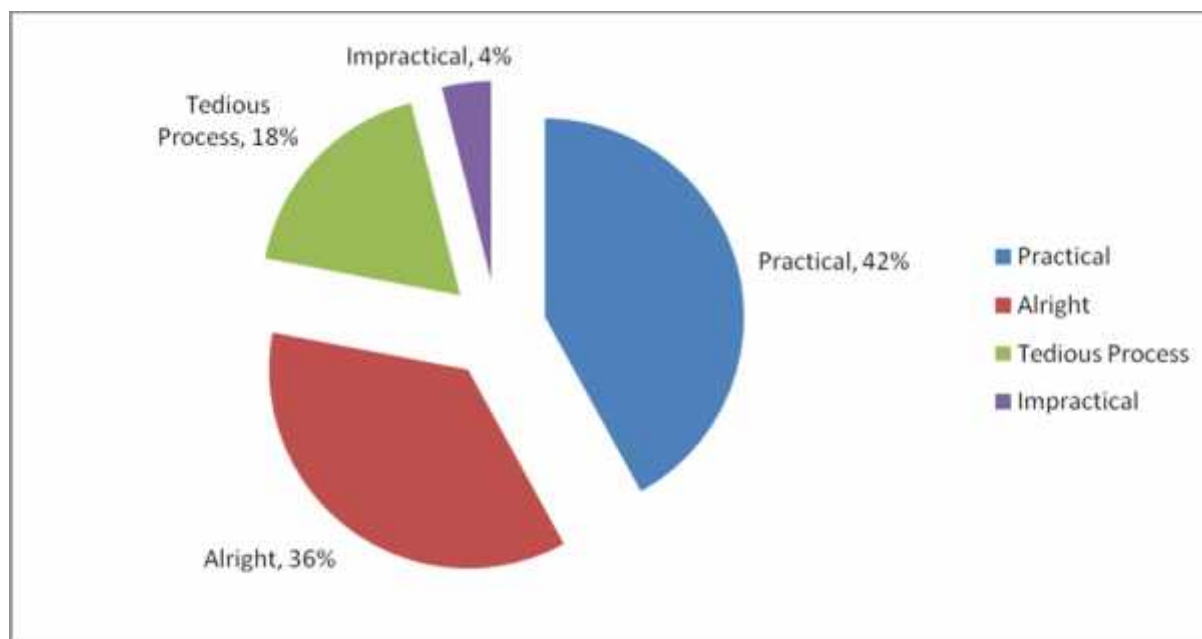
Employees' opinion on Loan:

Employee		Practical	Alright	Tedious Process	Impractical	Total
Officer Level (Technical)	Female	9	3	3	0	15
	Male	6	3	3	3	15
Officer Level (Administration)	Female	3	6	6	0	15
	Male	6	3	6	0	15
Total (Officer Level)		24	15	18	3	60
Assistant Level (Technical)	Female	21	33	9	0	63
	Male	24	15	9	9	57
Assistant Level (Administration)	Female	27	24	6	0	57
	Male	30	21	12	0	63
Total (Assistant Level)		102	93	36	9	240
Grand Total		126	108	54	12	300

Percentage (%)	42	36	18	4	100
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Source: Field Survey, 2069

Figure: 4.6



4.4.3.1 Hypothetical Test for Employees' Opinion on Loan (χ^2 Test)

Table: 4.15

Observed Frequency Table

Employee	Opinion				Total
	Practical	Alright	Tedious Process	Impractical	
Officer Level	24	15	18	3	60
Assistant Level	102	93	36	9	240
Total	126	108	54	12	300

Expected Frequency Table

Employee	Opinion				Total
	Practical	Alright	Tedious Process	Impractical	
Officer Level	25.2	21.6	10.8	2.4	60
Assistant Level	100.8	86.4	43.2	9.6	240
Total	126	108	54	12	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
24	25.2	-1.2	1.44	0.057142857

102	100.8	1.2	1.44	0.014285714
15	21.6	-6.6	43.56	2.016666667
93	86.4	6.6	43.56	0.504166667
18	10.8	7.2	51.84	4.8
36	43.2	-7.2	51.84	1.2
3	2.4	0.6	0.36	0.15
9	9.6	-0.6	0.36	0.0375
				8.779761905

χ^2 (Calculated)	8.779761905	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) > χ^2 (Tabulated), so null hypothesis is rejected.

From the data, Employees are difference on the issues of Loan in Nepal Telecom. Different levels of Employees think that there are some problems on Loan system on Nepal Telecom. Further improvement is necessary.

4.4.4 Insurance facility

Following insurance policies are introduced for all the employees.

1. Accidental insurance
2. Life insurance

i. Accidental insurance:

The sum of money of accidental insurance is two hundred thousand (200,000 NRs) per employee. The sum of premium is paid by the company. The insurance always begins only on the 1st of Bhadra every year.

ii. Life insurance:

All the permanent employees will have life insurance. 10% of the insurance sum is paid by the employee and rest 90% will be paid by the company.

Table: 4.16

Insurance sum of the personnel of different Post and Rank:

S.No.	Level	Insurance Sum (NRs)
-------	-------	---------------------

1	1	250,000
2	2	275,000
3	3	300,000
4	4	330,000
5	5	370,000
6	6	470,000
7	7	505,000
8	8	550,000
9	9	595,000
10	10	645,000
11	11	700,000

Source: Employees Bylaws, 2061

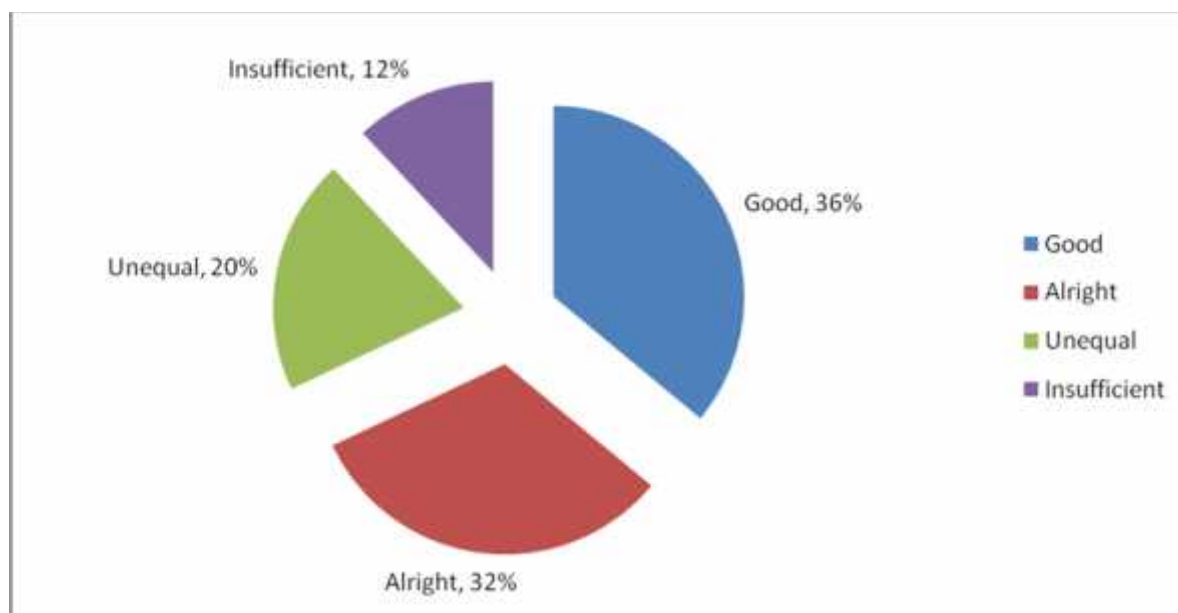
Table: 4.17

Employees' opinion on Insurance:

Employee		Good	Alright	Unequal	Insufficient	Total
Officer Level (Technical)	Female	3	6	3	3	15
	Male	6	3	3	3	15
Officer Level (Administration)	Female	6	3	6	0	15
	Male	6	3	6	0	15
Total (Officer Level)		21	15	18	6	60
Assistant Level (Technical)	Female	15	24	9	15	63
	Male	24	15	15	3	57
Assistant Level (Administration)	Female	24	21	6	6	57
	Male	24	21	12	6	63
Total (Assistant Level)		87	81	42	30	240
Grand Total		108	96	60	36	300
Percentage (%)		36	32	20	12	100

Source: Field Survey, 2069

Figure: 4.7



4.4.4.1 Hypothetical Test for Employees' Opinion on Insurance (χ^2 Test)

Table: 4.18

Observed Frequency Table

Employee	Opinion				Total
	Good	Alright	Unequal	Insufficient	
Officer Level	21	15	18	6	60
Assistant Level	87	81	42	30	240
Total	108	96	60	36	300

Expected Frequency Table

Employee	Opinion				Total
	Good	Alright	Unequal	Insufficient	
Officer Level	21.6	19.2	12	7.2	60
Assistant Level	86.4	76.8	48	28.8	240
Total	108	96	60	36	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
21	21.6	-0.6	0.36	0.01666667
87	86.4	0.6	0.36	0.00416667
15	19.2	-4.2	17.64	0.91875
81	76.8	4.2	17.64	0.2296875
18	12	6	36	3
42	48	-6	36	0.75

6	7.2	-1.2	1.44	0.2
30	28.8	1.2	1.44	0.05
				5.169270833

χ^2 (Calculated)	5.169270833	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Insurance in Nepal Telecom. Most of the Employees are positive on Insurance.

4.4.5 Training

There is Telecommunication Training Centre (TTC) in Babarmahal, Kathmandu for providing necessary training to the employees. The table below shows the synopsis of trainings provided by the centre in last 5 fiscal years.

Table: 4.19

The synopsis of trainings provided by the training centre in last 5 fiscal years:

Employee	064/65	065/66	066/67	067/68	068/69
Officer Level (Technical)	102	134	122	153	190
Officer Level (Administration)	53	60	62	90	108
Assistant Level (Technical)	135	150	165	176	183

Assistant Level (Administration)	346	380	403	507	605
Grand Total	636	724	752	926	1086

Source: Telecommunication Training Centre (TTC)

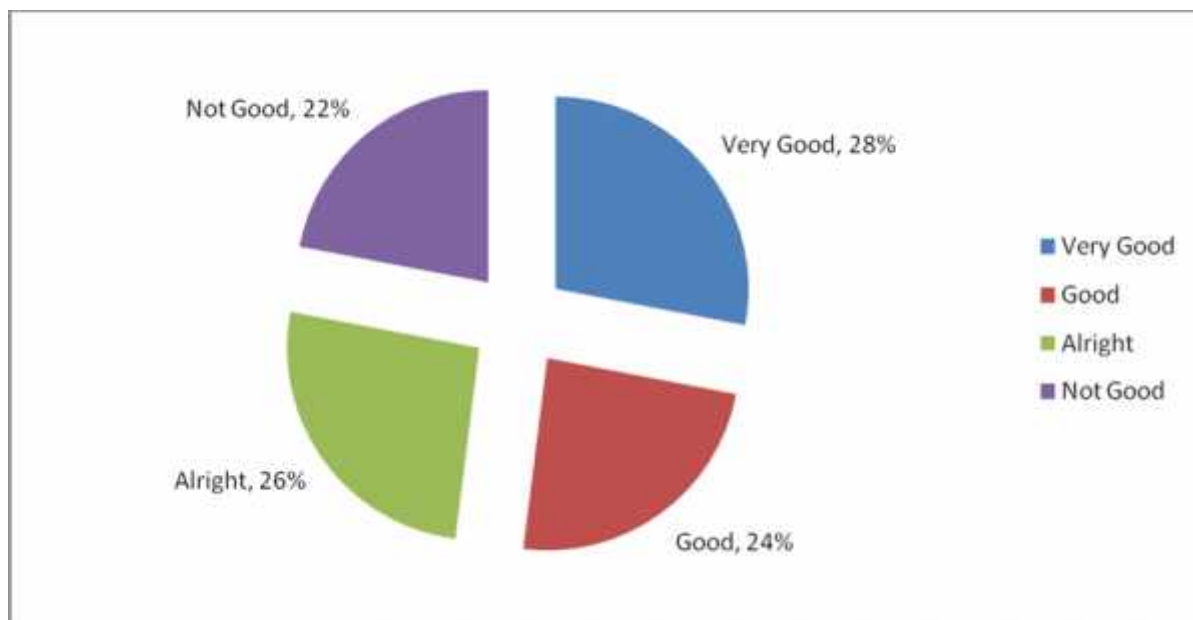
Table: 4.20

Employees' opinion on Training:

Employee		Very Good	Good	Alright	Not Good	Total
Officer Level (Technical)	Female	6	3	3	3	15
	Male	3	6	3	3	15
Officer Level (Administration)	Female	3	3	3	6	15
	Male	3	3	3	6	15
Total (Officer Level)		15	15	12	18	60
Assistant Level (Technical)	Female	18	15	15	15	63
	Male	21	12	15	9	57
Assistant Level (Administration)	Female	15	15	15	12	57
	Male	15	15	21	12	63
Total (Assistant Level)		69	57	66	48	240
Grand Total		84	72	78	66	300
Percentage (%)		28	24	26	22	100

Source: Field Survey, 2069

Figure: 4.8



4.4.5.1 Hypothetical Test for Employees' Opinion on Training (χ^2 Test)

Table: 4.21

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	15	15	12	18	60
Assistant Level	69	57	66	48	240
Total	84	72	78	66	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	16.8	14.4	15.6	13.2	60
Assistant Level	67.2	57.6	62.4	52.8	240
Total	84	72	78	66	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
15	16.8	-1.8	3.24	0.192857143
69	67.2	1.8	3.24	0.048214286
15	14.4	0.6	0.36	0.025
57	57.6	-0.6	0.36	0.00625
12	15.6	-3.6	12.96	0.830769231

66	62.4	3.6	12.96	0.207692308
18	13.2	4.8	23.04	1.745454545
48	52.8	-4.8	23.04	0.436363636
				3.492601149

χ^2 (Calculated)	3.492601149	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Insurance in Nepal Telecom. Different levels of people have no feeling of negative opinion. Most of the Employees are positive on Training.

4.4.6 Leave Facility

1. Casual Leave: Each employee of this company will get 6 days casual leave per annum.
2. Festival Leave: This type of leave consists of 3 days per annum which is given to the employees.
3. Home Leave: 30 days per annum home leave can be enjoyed by the employees. This type of leave can be stored up to 180 days.
4. Sick Leave: 12 days per annum sick leave can be utilized by the employees.
5. Funeral Ritual Leave: Each employee of this company will get 15 days funeral ritual leave for father's or mother's death.
6. Delivery Leave: This type of leave will be given only for female staffs. It consists of 90 days at a time and only two times in total service tenure.
7. Delivery Care Leave: This type of leave will be given only for male staffs while his wife is in delivery phase consisting 15 days at a time and only two times in total service tenure.
8. Extra-Ordinary Leave: The employees who have completed 6 years as a permanent staff can get this type of leave. The period of this leave is 3 years.
9. Study Leave: The employees who have completed 5 years as a permanent staff can get this type of leave. The period of this leave is 3 years.

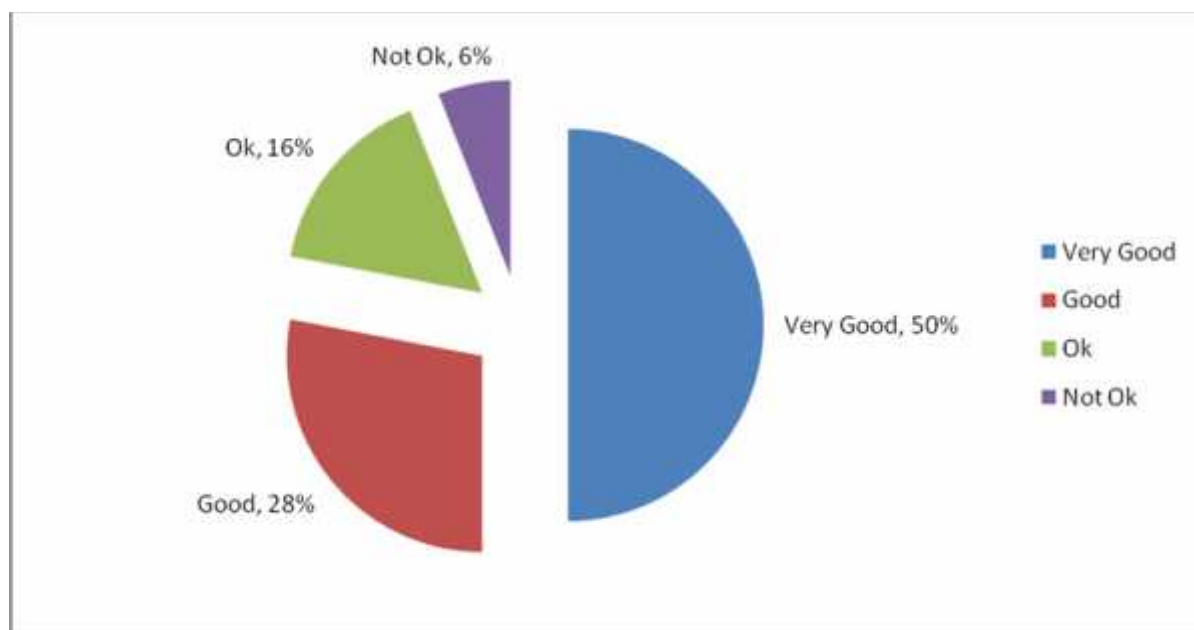
10. Disability Leave: The employee who became disable due to working in the company can get this type of leave.

Table: 4.22
Employees' opinion on Leave:

Employee		Very Good	Good	Ok	Not Ok	Total
Officer Level (Technical)	Female	9	3	3	0	15
	Male	6	3	3	3	15
Officer Level (Administration)	Female	6	6	3	0	15
	Male	6	6	3	0	15
Total (Officer Level)		27	18	12	3	60
Assistant Level (Technical)	Female	33	15	15	0	63
	Male	24	15	9	9	57
Assistant Level (Administration)	Female	36	18	3	0	57
	Male	30	18	9	6	63
Total (Assistant Level)		123	66	36	15	240
Grand Total		150	84	48	18	300
Percentage (%)		50	28	16	6	100

Source: Field Survey, 2069

Figure: 4.9



4.4.6.1 Hypothetical Test for Employees' Opinion on Leave (χ^2 Test)

Table: 4.23

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Ok	Not Ok	
Officer Level	27	18	12	3	60
Assistant Level	123	66	36	15	240
Total	150	84	48	18	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Ok	Not Ok	
Officer Level	30	16.8	9.6	3.6	60
Assistant Level	120	67.2	38.4	14.4	240
Total	150	84	48	18	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
27	30	-3	9	0.3
123	120	3	9	0.075
18	16.8	1.2	1.44	0.085714286
66	67.2	-1.2	1.44	0.021428571
12	9.6	2.4	5.76	0.6

36	38.4	-2.4	5.76	0.15
3	3.6	-0.6	0.36	0.1
15	14.4	0.6	0.36	0.025
				1.357142857

χ^2 (Calculated)	1.357142857	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Leave in Nepal Telecom. Different levels of people have no feeling of negative opinion. Most of the Employees are positive on Leave.

4.4.7 Performance Appraisal

Employees are responsible to fulfill and submit the performance appraisal form in a desire format per year. Performance appraisal will carry 40 marks which is used to find out the candidate for promotion.

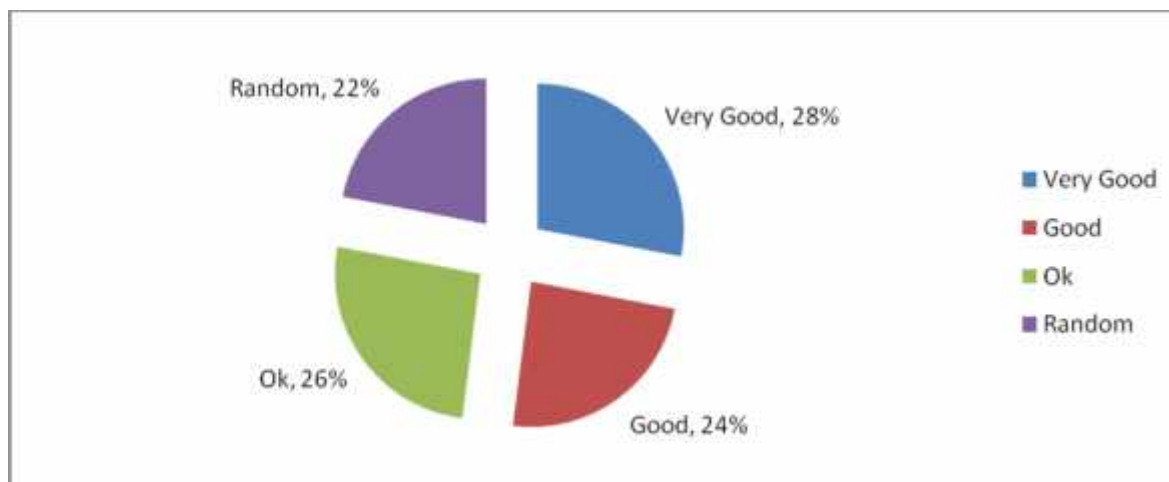
Table: 4.24

Employees' opinion on Performance Appraisal:

Employee		Very Good	Good	Ok	Random	Total
Officer Level (Technical)	Female	6	3	3	3	15
	Male	3	6	3	3	15
Officer Level (Administration)	Female	3	3	3	6	15
	Male	3	3	3	6	15
Total (Officer Level)		15	15	12	18	60
Assistant Level (Technical)	Female	18	15	15	15	63
	Male	21	12	15	9	57
Assistant Level (Administration)	Female	15	15	15	12	57
	Male	15	15	21	12	63
Total (Assistant Level)		69	57	66	48	240
Grand Total		84	72	78	66	300
Percentage (%)		28	24	26	22	100

Source: Field Survey, 2069

Figure: 4.10



4.4.7.1 Hypothetical Test for Employees' Opinion on Performance Appraisal (χ^2 Test)

Table: 4.25

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Ok	Random	
Officer Level	15	15	12	18	60
Assistant Level	69	57	66	48	240
Total	84	72	78	66	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Ok	Random	
Officer Level	16.8	14.4	15.6	13.2	60
Assistant Level	67.2	57.6	62.4	52.8	240
Total	84	72	78	66	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
15	16.8	-1.8	3.24	0.192857143
69	67.2	1.8	3.24	0.048214286
15	14.4	0.6	0.36	0.025
57	57.6	-0.6	0.36	0.00625
12	15.6	-3.6	12.96	0.830769231
66	62.4	3.6	12.96	0.207692308
18	13.2	4.8	23.04	1.745454545
48	52.8	-4.8	23.04	0.436363636
				3.492601149

χ^2 (Calculated)	3.492601149	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Performance Appraisal in Nepal Telecom. Different levels of people have no feeling of negativity. Most of the Employees are positive on Performance Appraisal.

4.4.8 Rewards

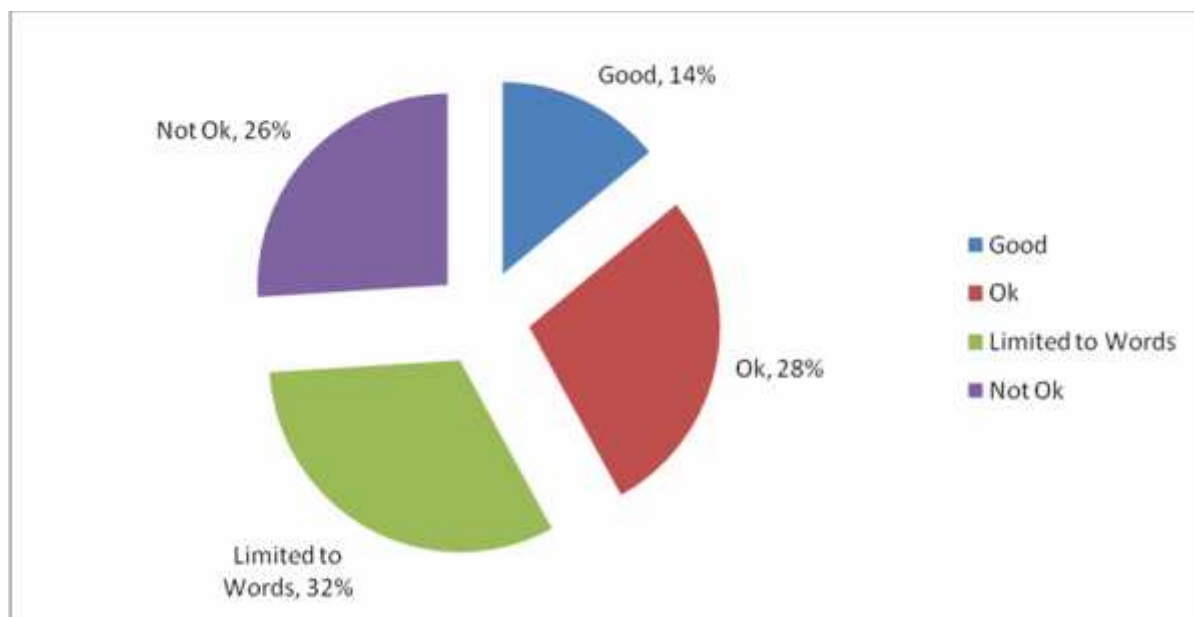
1. 10 employees are awarded in every fiscal year with 5 grades or 10,000 NRs according to their performance.
2. If any employee receives any awards from the government, the company also provides equal amount to the employee.
3. To motivate the employees there will a award recommendation committee under the leadership of managing director.
4. The committee with comprise:
 - i) Managing Director : President
 - ii) Representative, Human Resource Department : Member
 - iii) Representative, Operation & Maintenance Department : Member
 - iv) Representative, Finance Department : Member
 - v) Representative appointed by the management committee : Member
5. If the employee has received more than one reward from the government the company will provide the amount equal to the highest one.
6. This facility is also for the retired employees.

Table: 4.26
Employees' opinion on Rewards:

Employee		Good	Ok	Limited to Words	Not Ok	Total
Officer Level (Technical)	Female	0	3	9	3	15
	Male	3	3	6	3	15
Officer Level (Administration)	Female	0	6	3	6	15
	Male	3	3	6	3	15
Total (Officer Level)		6	15	24	15	60
Assistant Level (Technical)	Female	6	21	21	15	63
	Male	9	15	18	15	57
Assistant Level (Administration)	Female	12	18	15	12	57
	Male	9	15	18	21	63
Total (Assistant Level)		36	69	72	63	240
Grand Total		42	84	96	78	300
Percentage (%)		14	28	32	26	100

Source: Field Survey, 2069

Figure: 4.11



4.4.8.1 Hypothetical Test for Employees' Opinion on Rewards (χ^2 Test)

Table: 4.27

Observed Frequency Table

Employee	Opinion				Total
	Good	Ok	Limited to Words	Not Ok	
Officer Level	6	15	24	15	60
Assistant Level	36	69	72	63	240
Total	42	84	96	78	300

Expected Frequency Table

Employee	Opinion				Total
	Good	Ok	Limited to Words	Not Ok	
Officer Level	8.4	16.8	19.2	15.6	60
Assistant Level	33.6	67.2	76.8	62.4	240
Total	42	84	96	78	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
6	8.4	-2.4	5.76	0.685714286
36	33.6	2.4	5.76	0.171428571
15	16.8	-1.8	3.24	0.192857143
69	67.2	1.8	3.24	0.048214286
24	19.2	4.8	23.04	1.2

72	76.8	-4.8	23.04	0.3
15	15.6	-0.6	0.36	0.023076923
63	62.4	0.6	0.36	0.005769231
				2.62706044

χ^2 (Calculated)	2.62706044	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Rewards in Nepal Telecom. Different levels of people have no feeling of negativity.

4.4.9 Promotion

According to the following point distribution the decision of promotion will be taken by the management for employees.

1. Performance Appraisal : 40
2. Geographical Region : 20
3. Academic Qualification : 15
4. Seniority : 22
5. Office In-charge : 3

By calculating the total points, the highest point holders are selected for promotion, according to the vacant posts.

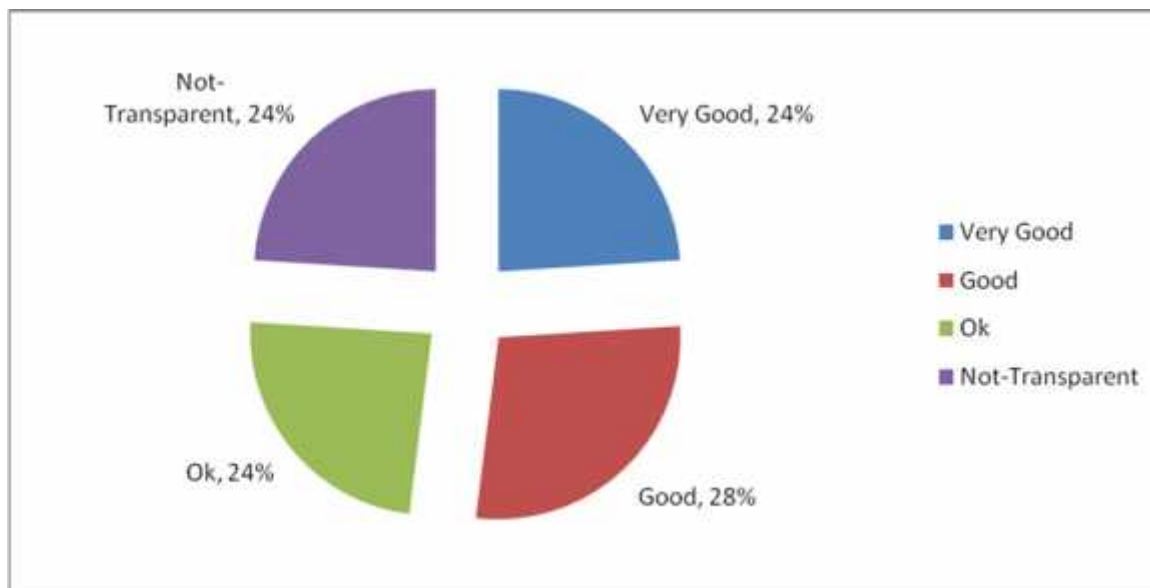
If someone is not able to get chance for promotion according to above criteria, then he will automatically upgraded to upper post after finishing 8 fiscal year.

Table: 4.28
Employees' opinion on Promotion:

Employee		Very Good	Good	Ok	Not Transparent	Total
Officer Level (Technical)	Female	3	6	3	3	15
	Male	3	3	3	6	15
Officer Level (Administration)	Female	3	6	0	6	15
	Male	3	6	3	3	15
Total (Officer Level)		12	21	9	18	60
Assistant Level (Technical)	Female	15	24	9	15	63
	Male	21	9	15	12	57
Assistant Level (Administration)	Female	15	18	12	12	57
	Male	9	12	27	15	63
Total (Assistant Level)		60	63	63	54	240
Grand Total		72	84	72	72	300
Percentage (%)		24	28	24	24	100

Source: Field Survey, 2069

Figure: 4.12



4.4.9.1 Hypothetical Test for Employees' Opinion on Promotion (χ^2 Test)

Table: 4.29

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Ok	Not Transparent	
Officer Level	12	21	9	18	60
Assistant Level	60	63	63	54	240
Total	72	84	72	72	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Ok	Not Transparent	
Officer Level	14.4	16.8	14.4	14.4	60
Assistant Level	57.6	67.2	57.6	57.6	240
Total	72	84	72	72	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
12	14.4	-2.4	5.76	0.4
60	57.6	2.4	5.76	0.1
21	16.8	4.2	17.64	1.05
63	67.2	-4.2	17.64	0.2625
9	14.4	-5.4	29.16	2.025
63	57.6	5.4	29.16	0.50625

18	14.4	3.6	12.96	0.9
54	57.6	-3.6	12.96	0.225
				5.46875

χ^2 (Calculated)	5.46875	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Promotion in Nepal Telecom. Different levels of people have no feeling of negativity about Promotion.

4.4.10 Health Facility

The personnel of Nepal Telecom are provided with certain health facilities according to the following policies.

1. The employees are given the medical benefit equal to the recent salary of two months. Half of the amount is given away in the beginning of the financial year. The rest of the amount is deposited on their bank account. The amount is paid only after the retirement.
2. The employees appointed or retired in the middle of the financial year or temporary employees or employees on daily wage basis are paid the sum of money every month.

Table: 4.30

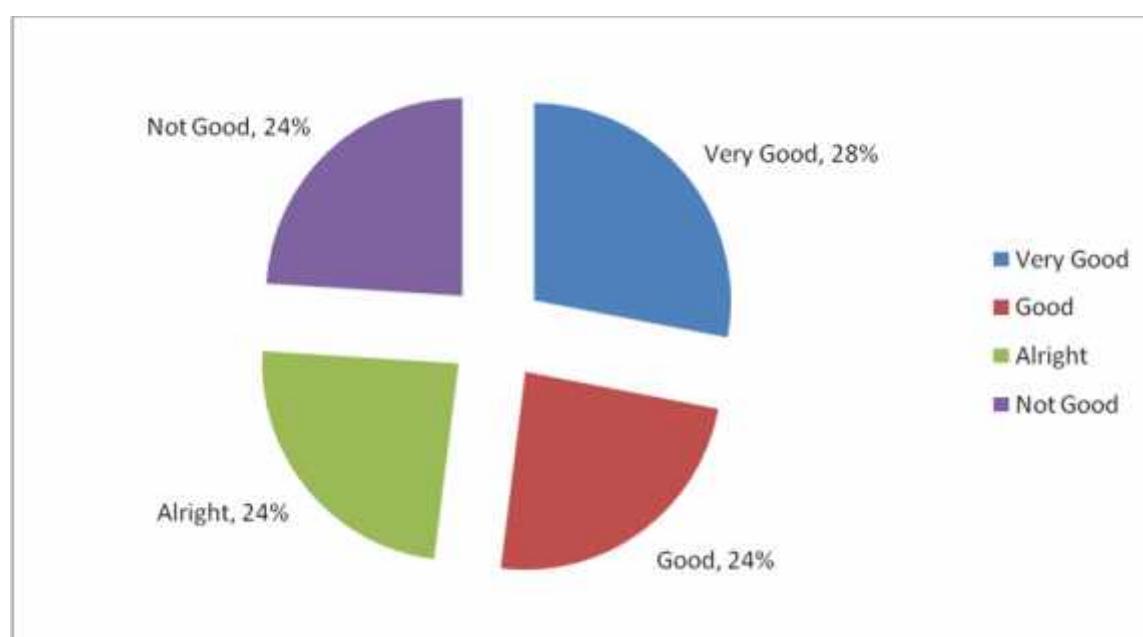
Views of Employees on Health Benefits:

Employee		Very Good	Good	Alright	Not Good	Total
Officer Level (Technical)	Female	3	3	3	6	15
	Male	3	3	6	3	15
Officer Level (Administration)	Female	6	3	3	3	15
	Male	3	3	3	6	15
Total (Officer Level)		15	12	15	18	60
Assistant Level (Technical)	Female	15	15	15	18	63
	Male	15	15	12	15	57

Assistant Level (Administration)	Female	18	15	15	9	57
	Male	21	15	15	12	63
Total (Assistant Level)		69	60	57	54	240
Grand Total		84	72	72	72	300
Percentage (%)		28	24	24	24	100

Source: Field Survey, 2069

Figure: 4.13



4.4.10.1 Hypothetical Test for Employees' Opinion on Health Benefits (χ^2 Test)

Table: 4.31

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	15	12	15	18	60
Assistant Level	69	60	57	54	240
Total	84	72	72	72	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	16.8	14.4	14.4	14.4	60
Assistant Level	67.2	57.6	57.6	57.6	240
Total	84	72	72	72	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
15	16.8	-1.8	3.24	0.192857143
69	67.2	1.8	3.24	0.048214286
12	14.4	-2.4	5.76	0.4
60	57.6	2.4	5.76	0.1
15	14.4	0.6	0.36	0.025
57	57.6	-0.6	0.36	0.00625
18	14.4	3.6	12.96	0.9
54	57.6	-3.6	12.96	0.225
				1.897321429

χ^2 (Calculated)	1.897321429	
χ^2 (Tabulated)	7.815	(d.f.=3 & α =5%)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Health Facility in Nepal Telecom. Different levels of people have no feeling of negativity about Health Facility. Most of the Employees are positive on Health Facility.

4.4.11 Discipline

Provision of discipline mentioned in the chapter-8 of the employees' bylaw of the company, which are as follows:

1. Gift: The Employee should not receive any gifts that influence the function of the company.
2. Donation: The Employees should not ask for donation without consent of the managing committee.
3. Business: The employee should not be involved in any business without consent of the company.

4. Description of property: The employee should submit the details of property any time asked.
5. Restriction of publication of internal affair and news.
6. Should not establish relation with radio and press.
7. Should not criticize the policies of the company.
8. Should not be involved in election and politics.
9. Restriction in demonstration, strike and protests.
10. Should not work against the interest of the company.

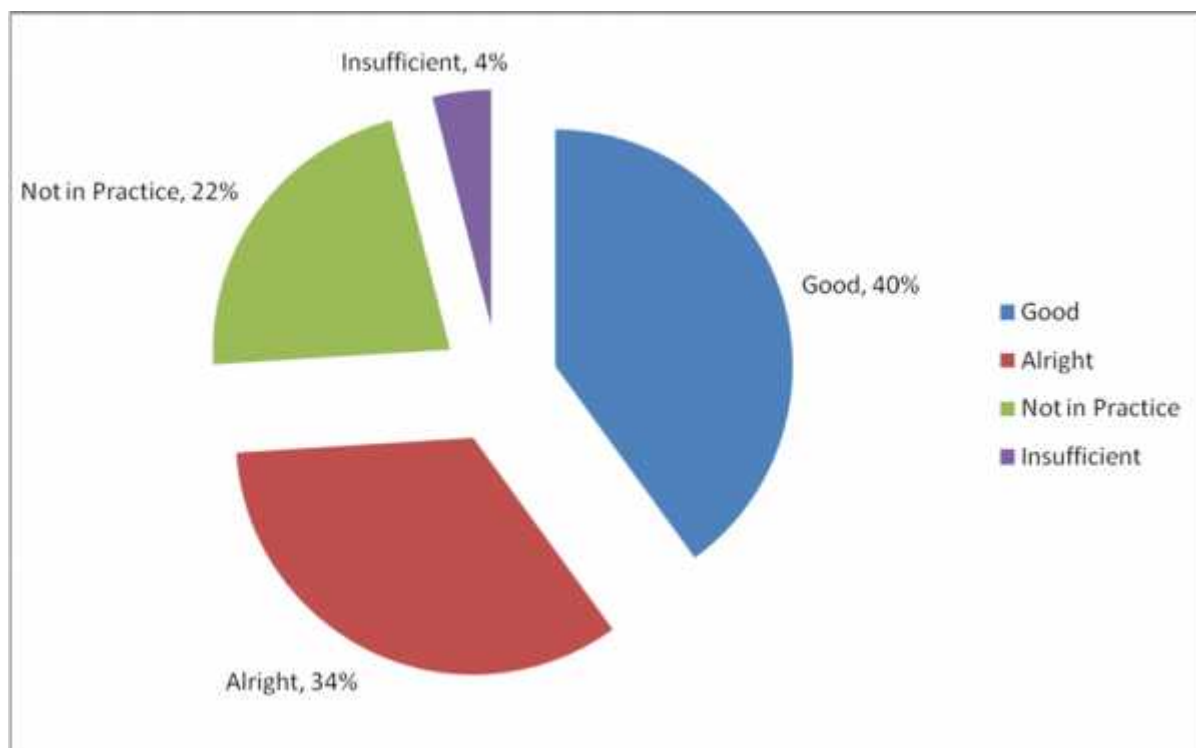
Table: 4.32

Employees' opinion on Discipline:

Employee		Good	Alright	Not in Practice	Insufficient	Total
Officer Level (Technical)	Female	9	3	3	0	15
	Male	6	3	3	3	15
Officer Level (Administration)	Female	3	6	6	0	15
	Male	6	3	6	0	15
Total (Officer Level)		24	15	18	3	60
Assistant Level (Technical)	Female	21	21	21	0	63
	Male	24	15	9	9	57
Assistant Level (Administration)	Female	27	24	6	0	57
	Male	24	27	12	0	63
Total (Assistant Level)		96	87	48	9	240
Grand Total		120	102	66	12	300
Percentage (%)		40	34	22	4	100

Source: Field Survey, 2069

Figure: 4.14



4.4.11.1 Hypothetical Test for Employees' Opinion on Discipline (χ^2 Test)

Table: 4.33

Observed Frequency Table

Employee	Opinion				Total
	Good	Alright	Not in Practice	Insufficient	
Officer Level	24	15	18	3	60
Assistant Level	96	87	48	9	240
Total	120	102	66	12	300

Expected Frequency Table

Employee	Opinion				Total
	Good	Alright	Not in Practice	Insufficient	
Officer Level	24	20.4	13.2	2.4	60
Assistant Level	96	81.6	52.8	9.6	240
Total	120	102	66	12	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
24	24	0	0	0
96	96	0	0	0
15	20.4	-5.4	29.16	1.429411765
87	81.6	5.4	29.16	0.357352941
18	13.2	4.8	23.04	1.745454545
48	52.8	-4.8	23.04	0.436363636
3	2.4	0.6	0.36	0.15
9	9.6	-0.6	0.36	0.0375
				4.156082888

χ^2 (Calculated)	4.15608289	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Discipline in Nepal Telecom. Different levels of people have no feeling of negativity about Discipline. Most of the Employees are positive on Discipline.

4.4.12 Provision of gratuity and pension

Gratuity

1. Only the employees who have served at least for five years and more than that get the gratuity as per following rules when they resign from the post or are retired.
 - a) 50% of the salary of last month of every year of the tenure to the employees who have served 5 to 10 years
 - b) 100% of the salary of last month of every year of their tenure to the employees who have served 10 to 15 years.
 - c) 100% of the salary of last one and half month of every year of their tenure to the employees who have served 15 to 20 years.
2. If the post is collapsed and any employee who has served for at least for three years has to leave, he or she will be provided gratuity or pension by adding 5 years at most according to the bylaws.

Pension

a) Employees who have served for more than 20 years as permanent employee before the Employees Bylaws 2061 receive pension.

b) The amount of pension is as follows:

$$\frac{\text{Total service year} \times \text{last month salary}}{40}$$

c) When the salary of incumbent employees increases the pension increases by two third of the increment.

d) If an employee dies while in office or 7 years before the retirement, his family will be given the pension according to the provision made in the bylaws.

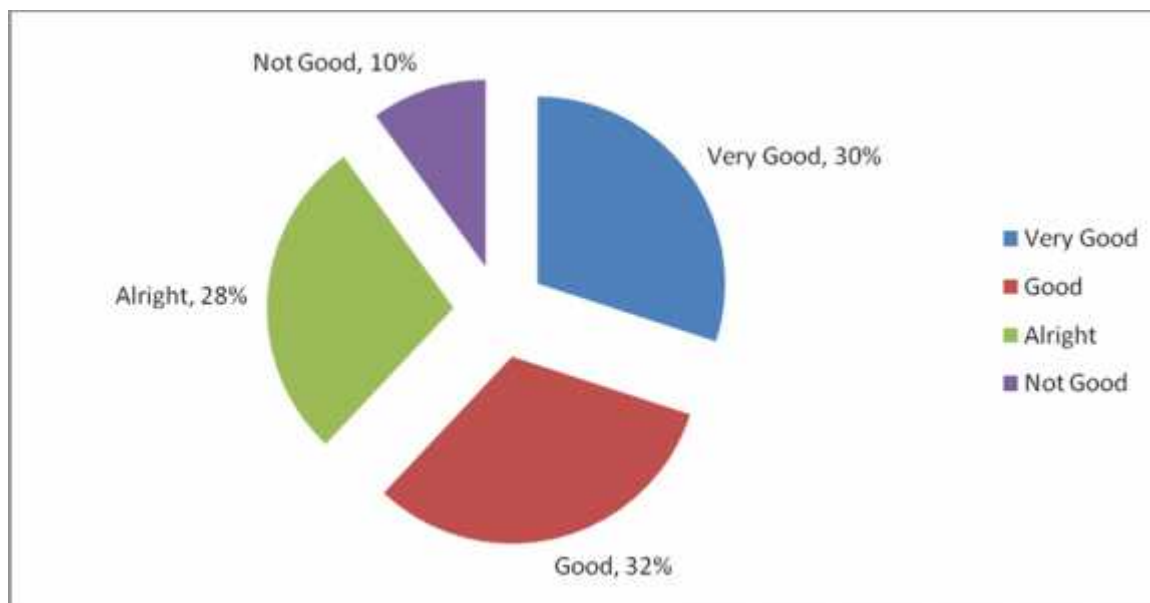
Table: 4.34

The feelings of the employees about Gratuity and Pension:

Employee		Very Good	Good	Alright	Not Good	Total
Officer Level (Technical)	Female	6	6	3	0	15
	Male	6	3	6	0	15
Officer Level (Administration)	Female	6	3	3	3	15
	Male	6	3	3	3	15
Total (Officer Level)		24	15	15	6	60
Assistant Level (Technical)	Female	24	18	15	6	63
	Male	18	15	18	6	57
Assistant Level (Administration)	Female	12	21	21	3	57
	Male	12	27	15	9	63
Total (Assistant Level)		66	81	69	24	240
Grand Total		90	96	84	30	300
Percentage (%)		30	32	28	10	100

Source: Field Survey, 2069

Figure: 4.15



4.4.12.1 Hypothetical Test for Employees' Opinion on Gratuity and Pension (χ^2 Test)

Table: 4.35

Observed Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	24	15	15	6	60
Assistant Level	66	81	69	24	240
Total	90	96	84	30	300

Expected Frequency Table

Employee	Opinion				Total
	Very Good	Good	Alright	Not Good	
Officer Level	18	19.2	16.8	6	60
Assistant Level	72	76.8	67.2	24	240
Total	90	96	84	30	300

Computation of χ^2

Observed (O)	Expected (E)	O - E	(O - E) ²	(O - E) ² /E
24	18	6	36	2
66	72	-6	36	0.5
15	19.2	-4.2	17.64	0.91875
81	76.8	4.2	17.64	0.2296875
15	16.8	-1.8	3.24	0.192857143

69	67.2	1.8	3.24	0.048214286
6	6	0	0	0
24	24	0	0	0
				3.889508929

χ^2 (Calculated)	3.889508929	
χ^2 (Tabulated)	7.815	(d.f.=3 & $\alpha=5\%$)

χ^2 (Calculated) < χ^2 (Tabulated), so null hypothesis is accepted.

From the data, Employees are indifference on the issues of Gratuity and Pension in Nepal Telecom. Different levels of people have no feeling of negativity about Gratuity and Pension. Most of the Employees are positive on Gratuity and Pension.

4.5 Study Results

In order to find the current situation of employees' motivation in Nepal Telecom, opinions of various employees on different topic are collected. By using the opinion poll table the following results can be found:

1. Most of the employees think that human resource System and planning is beneficial and good, but some of the employees believe that it is unnecessary and not good. Overall this is the positive result (Table: 4.2, 4.3, 4.4 & 4.5, Figure: 4.2 & 4.3).
2. Majority of the employees are positive on recruitment and selection process. Few of them i.e. 20% have negative opinion. Overall this is the positive result (Table: 4.7 & 4.8, Figure: 4.4).
3. Most of the employees are satisfied with current salary standard. So that we can say that employees are financially motivated. Very few employees are unsatisfied which is negligible (Table: 4.11 & 4.12, Figure: 4.5).
4. About loan, majority of the employees are found positive. 42% employees said it to be practical, 36% of the employees said it to be alright while 18% of employees said it to be tedious process and 4% of the employees aren't satisfied. Reduction of tedious process is further beneficial (Table: 4.14 & 4.15, Figure: 4.6).
5. About insurance, 20% employees said it to be unequal, 12% of the employees said it to be incomplete while 68% of employees said it to be satisfactory. 32% of the employees aren't satisfied. This isn't a small number and it can't be ignored. So improvement in insurance policy is necessary (Table: 4.17 & 4.18, Figure: 4.7).

6. The opinion poll on training shows that most of the employees are happy with current situation of training. But 22% of employees are unhappy with existing pattern of training. The concerned authority should revise the training pattern as per the demand of time (Table: 4.20 & 4.21, Figure: 4.8).
7. The opinion poll shows that most of the employees are satisfied with existing pattern of leave. Only 6% employees are not satisfied which can be neglected (Table: 4.22 & 4.23, Figure: 4.9).
8. The study shows that 22% of employees are not happy with the performance appraisal which cannot be neglected. So that further improvement in performance appraisal will be better (Table: 4.24 & 4.25, Figure: 4.10).
9. The opinion poll shows a poor scenario that employees are not satisfied with existing mechanism of rewards. They are not motivated by rewards. Serious concern should be shown by the related stakeholders in this regard. Thus proper management of rewards system is necessary (Table: 4.26 & 4.27, Figure: 4.11).
10. The opinion poll on promotion shows that majority of the employees are positive to the mechanism of promotion but 24% of them have blamed it to be in-transparent, this is not a small number, which is a serious matter (Table: 4.28 & 4.29, Figure: 4.12).
11. Majority of the employees are found positive about the health benefits policies. The views of 24% of employees are not good so it should be addressed to make it complete satisfactory (Table: 4.30 & 4.31, Figure: 4.13).
12. The opinion poll shows that majority of the employees are positive to the discipline i.e. 74% of employees are positive but 26% of them have blamed it negatively, which needs to be improved (Table: 4.32 & 33, Figure: 4.14).
13. In the study on gratuity and pension 30% of the employees have said very good, 32% have said it to be good and 28% of them have said it to be alright. Overall 90% of the employees have positive comments. So it makes us clear that majority of the employees have positive impression of gratuity and pension (Table: 4.34 & 4.35, Figure: 4.15).

CHAPTER: V

Summary, Conclusions and Recommendations

5.1 Summary

Among the resources available in an organization, Human Resource is the most distinct one. The role of Human Resource is crucial to make the best use of other resources. Human Resource is the only living source of an organization and so it is the heart of any organization because other sources get motion through human power. Man power is essential for the utmost use of raw materials and technology used in manufacturing. Man power alone is not enough. The right management and motivating them is most important issue.

I have tried to introduce well all the theoretical aspects, motivation, development and its elements of Human Resource in this analysis - "Employees' Motivation in Nepal Telecom: An Unalienable Aspect of Human Resource Management". In the same way, the brief scenario of this company, development, situation of Human Resource at present, its achievements, motivation of employees', have been illustrated in this survey. Main telecommunication service provider is Nepal Telecom. Therefore the most important prerequisite of development telecommunication and its Human Resource must be well managed.

Without excellent management of its Human Resource, it seems impossible to provide the service to 7.5 million customers. Three crore people are directly and indirectly beneficial by this company. Therefore, both strong points and drawbacks of this company are studied here in this survey.

5.2 Conclusions

The study of "Employees' Motivation in Nepal Telecom: An Unalienable Aspect of Human Resource Management" has led to following conclusions:

1. Overall scenario of Human Resource System is satisfactory in Nepal Telecom.
2. Despite some attempts this company hasn't been able to regulate Recruitment and Selection process according to the bylaws.
3. Necessary departments are established and assigned duties to promote its goals.

4. Post and Ranks are created conventionally. The company has failed to manage scientifically.
5. Some employees have blamed that Promotion is not transparent.
6. Salary and Allowances provided have Motivated the Employees but some drawbacks are found.
7. Loan policy is far good. But time consuming and tedious process has made it difficult for most of the employees.
8. The Insurance Policy should address the vast gap seen between senior and junior personnel.
9. Training center has been established to train the personnel but some of the officials have pinpointed some drawbacks.
10. Leaves policy is updated.
11. Performance Appraisal has not been made effective yet.
12. The policy of Rewards and Prizes are far better but the implementation is not quite satisfactory.
13. Issues about Behavior and Discipline are found satisfactory.
14. Some amendments are to be made in Health Facilities provided to all the workers.
15. Provision of Gratuity system is quite good.

5.3 Recommendations

1. Modern approaches should be initiated for human resource management in place of conventional policies.
2. Recruitment and selection process should be made transparent and scientific.
3. Promotion should be made regular.
4. Ditto implementation of Employees Bylaws.
5. Reduce the gap between senior and junior employees.
6. Some departments are in short of employees whereas some have more than enough employees. Equal distribution of employees is advised.
7. Performance appraisal should be made effective.

8. Arrange reasonable trainings for professional development of the employees.
9. Leaves shouldn't be claimed as right though they are facilities provided.
10. The gap of the sum of insurance between higher and lower posts should be reduced.
11. Discipline and Behavioral problems should be strictly checked.
12. The policies of Loan should be made easier and flexible.
13. New and attractive policies should be introduced to motivate and make the employees regular and devoted.
14. Zero tolerance to political interference is advised.
15. Ministry of Information shouldn't interfere and create difficulties in minor decisions.

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Appendix-I

Nepal Telecom Employee' Motivation Questionnaire

(Only for employees of Nepal Telecom)

I am a student of MBS (Masters in Business Study) and going to prepare a thesis on “EMPLOYEES’ MOTIVATION IN NEPAL TELECOM: AN UNALIENABLE ASPECT OF HUMAN RESOURCE MANAGEMENT” for the partial fulfillment of the required for the degree of MBS. You are kindly requested to answer all the following questions prepared for the survey to complete my thesis.

A. Personal details:

Name (If interested):

M / F :

Office:

Department:

Post / Rank:

Academic qualification:

Service Type: Permanent / Temporary

Service period:

Age:

B. Questions related to Subject Matter

(Please tick the intended answer)

1. What do you say about current scenario of Human Resource in Nepal Telecom?

i. Over Staffing ii. Sufficient iii. Insufficient iv. Don't know

2. What do you think about the Human Resource Planning of Nepal Telecom?

i. Very Good ii. Good iii. Alright iv. Not Good

3. What is your evaluation of the Employee Recruitment and Selection practice of Nepal Telecom?
 - i. Very Good
 - ii. Good
 - iii. Alright
 - iv. Not good

4. What do you think about the Salary and Allowances of the Employees?
 - i. Very Good
 - ii. Good
 - iii. Alright
 - iv. Not good

5. What do you think about Loan System?
 - i. Practical
 - ii. Alright
 - iii. Tedious process
 - iv. Impractical

6. How do you rate the Insurance Policy?
 - i. Good
 - ii. Alright
 - iii. Unequal
 - iv. Insufficient

7. How do you feel on Training System?
 - i. Very Good
 - ii. Good
 - iii. Alright
 - iv. Not good

8. What about the Leaves System?
 - i. Very Good
 - ii. Good
 - iii. Ok
 - iv. Not Ok

9. What do you say on Performance Appraisal?
 - i. Very Good
 - ii. Good
 - iii. Ok
 - iv. Random

10. How do you feel about Prizes and Rewards?
 - i. Good
 - ii. Ok
 - iii. Limited to words
 - iv. Not Ok

11. What is your take on Promotion?

- i. Very Good
- ii. Good
- iii. Ok
- iv. Not transparent

12. What is your take on Health Benefits?

- i. Very Good
- ii. Good
- iii. Alright
- iv. Not good

13. How is the Discipline System?

- i. Good
- ii. Alright
- iii. Not in practice
- iv. Insufficient

14. What do you say about Gratuity and Pension?

- i. Very Good
- ii. Good
- iii. Alright
- iv. Not good

15. Please write if there are any other problems?

.....

.....

.....

.....

.....

16. Could you please suggest some measures for improvement?

.....

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Appendix-II

(1) Calculation of employees' opinion poll on Human Resource Planning according to Table No. 4.3

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	66
Employees' opinion on the option 'Good'	:	66
Employees' opinion on the option 'Alright'	:	84
Employees' opinion on the option 'Not Good'	:	84

$$\text{Percentage of option 'Very Good'} = \frac{66}{300} \times 100\% = 22\%$$

$$\text{Percentage of option 'Good'} = \frac{66}{300} \times 100\% = 22\%$$

$$\text{Percentage of option 'Alright'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Not Good'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Hence, Positive Opinion} = 22\% + 22\% + 28\% = 72\%$$

$$\text{Negative Opinion} = 28\%$$

(2) Calculation of employees' opinion poll on selection and recruitment according to Table No. 4.5

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	84
Employees' opinion on the option 'Good'	:	90
Employees' opinion on the option 'Alright'	:	66
Employees' opinion on the option 'Not Good'	:	60

$$\text{Percentage of option 'Very Good'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Good'} = \frac{90}{300} \times 100\% = 30\%$$

$$\text{Percentage of option 'Alright'} = \frac{66}{300} \times 100\% = 22\%$$

$$\text{Percentage of option 'Not Good'} = \frac{60}{300} \times 100\% = 20\%$$

$$\text{Hence, Positive Opinion} = 28\% + 30\% + 22\% = 80\%$$

$$\text{Negative Opinion} = 20\%$$

(3) Calculation of employees' opinion poll on salary and allowance according to Table No. 4.8

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	84

Employees' opinion on the option 'Good'	:	84
Employees' opinion on the option 'Alright'	:	102
Employees' opinion on the option 'Not Good'	:	30

$$\text{Percentage of option 'Very Good'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Good'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Alright'} = \frac{102}{300} \times 100\% = 34\%$$

$$\text{Percentage of option 'Not Good'} = \frac{30}{300} \times 100\% = 10\%$$

$$\text{Hence, Positive Opinion} = 28\% + 28\% + 34\% = 90\%$$

$$\text{Negative Opinion} = 10\%$$

(4) Calculation of employees' opinion poll on loan according to Table No. 4.10

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Practical'	:	126
Employees' opinion on the option 'Alright'	:	108
Employees' opinion on the option 'Tedious Process'	:	54
Employees' opinion on the option 'Impractical'	:	12

$$\text{Percentage of option 'Practical'} = \frac{126}{300} \times 100\% = 42\%$$

$$\text{Percentage of option 'Alright'} = \frac{108}{300} \times 100\% = 36\%$$

$$\text{Percentage of option 'Tedious process'} = \frac{54}{300} \times 100\% = 18\%$$

$$\text{Percentage of option 'Not Good'} = \frac{12}{300} \times 100\% = 4\%$$

$$\text{Hence, Positive Opinion} = 42\% + 36\% = 78\%$$

$$\text{Negative Opinion} = 18\% + 4\% = 22\%$$

(5) Calculation of employees' opinion poll on insurance according to Table No. 4.12

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Good'	:	108
Employees' opinion on the option 'Alright'	:	96
Employees' opinion on the option 'Unequal'	:	60
Employees' opinion on the option 'Insufficient'	:	36

$$\text{Percentage of option 'Good'} = \frac{108}{300} \times 100\% = 36\%$$

$$\text{Percentage of option 'Alright'} = \frac{96}{300} \times 100\% = 32\%$$

$$\text{Percentage of option 'Unequal'} = \frac{60}{300} \times 100\% = 20\%$$

$$\text{Percentage of option 'Insufficient'} = \frac{36}{300} \times 100\% = 12\%$$

$$\begin{aligned} \text{Hence, Positive Opinion} &= 36\% + 32\% = 72\% \\ \text{Negative Opinion} &= 20\% + 12\% = 32\% \end{aligned}$$

(6) Calculation of employees' opinion poll on training according to Table No. 4.14

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	84
Employees' opinion on the option 'Good'	:	72
Employees' opinion on the option 'Alright'	:	78
Employees' opinion on the option 'Not Good'	:	66

$$\text{Percentage of option 'Very Good'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Good'} = \frac{72}{300} \times 100\% = 24\%$$

$$\text{Percentage of option 'Alright'} = \frac{78}{300} \times 100\% = 26\%$$

$$\text{Percentage of option 'Not Good'} = \frac{66}{300} \times 100\% = 22\%$$

$$\begin{aligned} \text{Hence, Positive Opinion} &= 28\% + 24\% + 26\% = 78\% \\ \text{Negative Opinion} &= 22\% \end{aligned}$$

(7) Calculation of employees' opinion poll on leave according to Table No. 4.15

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	150
Employees' opinion on the option 'Good'	:	84
Employees' opinion on the option 'Ok'	:	48
Employees' opinion on the option 'Not Ok'	:	18

$$\text{Percentage of option 'Very Good'} = \frac{150}{300} \times 100\% = 50\%$$

$$\text{Percentage of option 'Good'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Ok'} = \frac{48}{300} \times 100\% = 16\%$$

$$\text{Percentage of option 'Not Ok'} = \frac{18}{300} \times 100\% = 6\%$$

$$\begin{aligned} \text{Hence, Positive Opinion} &= 50\% + 28\% + 16\% = 94\% \\ \text{Negative Opinion} &= 6\% \end{aligned}$$

(8) Calculation of employees' opinion poll on performance appraisal according to Table No. 4.16

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	84
Employees' opinion on the option 'Good'	:	72
Employees' opinion on the option 'Ok'	:	78
Employees' opinion on the option 'Not Ok'	:	66

$$\text{Percentage of option 'Very Good'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Good'} = \frac{72}{300} \times 100\% = 24\%$$

$$\text{Percentage of option 'Ok'} = \frac{78}{300} \times 100\% = 26\%$$

$$\text{Percentage of option 'Not Ok'} = \frac{66}{300} \times 100\% = 22\%$$

$$\text{Hence, Positive Opinion} = 28\% + 24\% + 26\% = 78\%$$

$$\text{Negative Opinion} = 22\%$$

(9) Calculation of employees' opinion poll on rewards according to Table No. 4.17

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Good'	:	42
Employees' opinion on the option 'Ok'	:	84
Employees' opinion on the option 'Limited to words'	:	96
Employees' opinion on the option 'Not Ok'	:	78

$$\text{Percentage of option 'Good'} = \frac{42}{300} \times 100\% = 14\%$$

$$\text{Percentage of option 'Ok'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Limited to words'} = \frac{96}{300} \times 100\% = 32\%$$

$$\text{Percentage of option 'Not Ok'} = \frac{78}{300} \times 100\% = 26\%$$

$$\text{Hence, Positive Opinion} = 14\% + 28\% = 42\%$$

$$\text{Negative Opinion} = 32\% + 26\% = 58\%$$

(10) Calculation of employees' opinion poll on promotion according to Table No. 4.18

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	72
Employees' opinion on the option 'Good'	:	84
Employees' opinion on the option 'Ok'	:	72
Employees' opinion on the option 'In-transparent'	:	72

$$\text{Percentage of option 'Very Good'} = \frac{72}{300} \times 100\% = 24\%$$

Percentage of option 'Good'	=	$\frac{66}{300} \times 100\%$	= 28%
Percentage of option 'Ok'	=	$\frac{84}{300} \times 100\%$	= 24%
Percentage of option 'In-transparent'	=	$\frac{84}{300} \times 100\%$	= 24%

Hence, Positive Opinion = 24% + 28% + 24% = 76%
 Negative Opinion = 24%

(11) Calculation of employees' opinion poll on health benefits according to Table No. 4.19

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	84
Employees' opinion on the option 'Good'	:	72
Employees' opinion on the option 'Alright'	:	72
Employees' opinion on the option 'Not Good'	:	72

Percentage of option 'Very Good'	=	$\frac{84}{300} \times 100\%$	= 28%
Percentage of option 'Good'	=	$\frac{72}{300} \times 100\%$	= 24%
Percentage of option 'Alright'	=	$\frac{72}{300} \times 100\%$	= 24%
Percentage of option 'Not Good'	=	$\frac{72}{300} \times 100\%$	= 24%

Hence, Positive Opinion = 28% + 24% + 24% = 76%
 Negative Opinion = 24%

(12) Calculation of employees' opinion poll on discipline according to Table No. 4.20

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Good'	:	120
Employees' opinion on the option 'Alright'	:	102
Employees' opinion on the option 'Not in practice'	:	66
Employees' opinion on the option 'Insufficient'	:	12

Percentage of option 'Good'	=	$\frac{120}{300} \times 100\%$	= 40%
Percentage of option 'Alright'	=	$\frac{102}{300} \times 100\%$	= 34%
Percentage of option 'Not in practice'	=	$\frac{66}{300} \times 100\%$	= 22%

$$\text{Percentage of option 'Insufficient'} = \frac{12}{300} \times 100\% = 4\%$$

$$\begin{aligned} \text{Hence, Positive Opinion} &= 40\% + 34\% = 72\% \\ \text{Negative Opinion} &= 22\% + 4\% = 26\% \end{aligned}$$

(13) Calculation of employees' opinion poll on gratuity and pension according to Table No. 4.21

Total number of employees involved in survey	:	300
Employees' opinion on the option 'Very Good'	:	90
Employees' opinion on the option 'Good'	:	96
Employees' opinion on the option 'Alright'	:	84
Employees' opinion on the option 'Not Good'	:	30

$$\text{Percentage of option 'Very Good'} = \frac{90}{300} \times 100\% = 30\%$$

$$\text{Percentage of option 'Good'} = \frac{96}{300} \times 100\% = 32\%$$

$$\text{Percentage of option 'Alright'} = \frac{84}{300} \times 100\% = 28\%$$

$$\text{Percentage of option 'Not Good'} = \frac{30}{300} \times 100\% = 10\%$$

$$\begin{aligned} \text{Hence, Positive Opinion} &= 30\% + 32\% + 28\% = 90\% \\ \text{Negative Opinion} &= 10\% \end{aligned}$$