

Compensation and Benefits Management: A Case Study on an International Organization

This report is submitted as a partial fulfillment of the degree of Master in International Human Resource Management

Submitted to

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19th November 2020

LETTER OF ACCEPTANCE

This is to certify that **Roselin A. Sarder**, ID No. **115192006**, MIHRM Program, School of Business and Economics, United International University (UIU) has successfully completed her project work under my supervision.

The title of his report is “Compensation and Benefits Management: A study on an International Organization.

I wish her a total success in life.

Dr. Farid A. Sobhani

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DECLARATION

I, the undersigned, hereby declare that I have completed my project under the supervision of Professor Dr. Farid A. Sobhani, Director, School of Business and Economics, United International University (UIU), Dhaka, Bangladesh.

I have prepared a report on “**Compensation and Benefits Management: A Case Study on an International Organization**” that is my own work.

Neither part of this report is copied from elsewhere nor submitted before for any academic qualification, certification, diploma or degree to any other university.

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1.0 INTRODUCTION

1.1 Background of the Study

“Attractive remuneration package attracts best talents”. This statement refers to the employer’s pay package to employees. Compensation and benefits are key elements to an employee. A standard pay organization always cares about its employees, their developments and retention, and the employees’ satisfaction matter to the organization. Such organizations know employees are their best assets and the overall growth of the organization depends on the employees.

I have chosen the International Diarrhoeal Disease Research, Bangladesh (icddr,b), an International non-profit Public Health Research Institute, Headquartered in Dhaka, Bangladesh, as a human resources best practice organization. The icddr,b was established in the year 1960 and after forty years of its journey the department of Human Resources was opened in early 2000. Since then Human Resources Management (HRM) is growing in and actively working as a management business partner in terms of making policies and implementation, regular market salary survey, employee development plan, employees wellness programme, etc. and towards achieving organizational strategic goal.

Based on international standard icddr,b is considered as one of the best pay organizations in Bangladesh. My research study focuses on its compensation and benefits management process; to find if there are areas for further development in the areas of policies, employee development plan, work environment, work life balance, flexible work

arrangements, employees' wellbeing programme, what makes employees of this organization remains motivated to perform better.

1.2 Objective of the Study

The objectives of the study are as follows:

- i. To know icddr,b's compensation and benefits pay elements;
- ii. To understand the managing practices of icddr,b's compensation and benefits system;
- iii. To identify the challenges of icddr,b's compensation and benefits system;
- iv. To suggest necessary measures for the improvement of icddr,b's compensation and benefits system.

1.3 Methodology of the Study

The main research methods selected for this study were survey and secondary data analysis. In fact, this can be considered as a combined method.

Data Sources:

For collection of primary data, I used survey method by developing a questionnaire covering five (5) main areas with several sub-questions on a different rating scale for each area, to get the right information from selected employees of icddr,b. At the end of the questionnaire four (4) descriptive answer sections are designed for employees to express themselves, with either positive or negative or combined of positive and negative feedbacks.

The selected main four areas are –

- i. Overall Employee Satisfaction on Organization – identified 12 situation to be rated
- ii. Employee Satisfaction with Compensation – identified 9 components
- iii. Employees Satisfaction with Non-Monetary Compensation – identified 9 components
- iv. Employee Satisfaction with Retirement Benefits – identified 5 components
- v. Employee Satisfaction with Human Resources Roles – identified 7 components

Selection of respondents:

Thirty five (35) employees from female and male gender group under different pay grades, contract types, employment status etc. were purposively selected. Among the respondents 35 (57%) were male and 20 (43%) were female.

Data analysis:

The survey questionnaire was developed using Google Sheet and sent to the selected employees through emails and respondents submitted their responses through Google Sheet. The data analysis and graphs or charts were generated using Google Sheet.

The data was analyzed based on quantitative and qualitative. All the findings have been described in data analysis and finding section. The survey questionnaire and produced graphs have been shown under Appendix.

1.4 Limitations of the Study

icddr,b is a large organization with a total number of employees is 3833 as of September 2020 payroll date. But the study sample size is 35 only. The analysis was done based on the respondents responses A bigger sample size could have been more appropriate for producing a clear picture of the compensation and benefits management system in the organization. Due to present Covid-19 pandemic situation, face to face interview became one of the major barriers to collect data. The study period is also considered as a limitation of the study.

2.0 ORGANIZATION PROFILE

2.1 History of icddr,b

icddr,b was established in Dhaka in 1960 as the South-East Asia Treaty Organization (SEATO) Cholera Research Laboratory (CRL). For its diarrhoeal disease Research icddr,b achieved international reputation for after its establishment. icddr,b has its main campus in Mohakhali, Dhaka and the second largest campus is in Matlab, Chandpur. Icddr,b became famous for its Oral rehydration solution (ORS). Dhaka Hospital was established by the Cholera Research Laboratory during 1962, where thousands of diarrhoeal patients' are being treated and their lives are being saved every year.

2.2 icddr,b's Mission, Vision and Value Statement

An organization should have a direction for its every employee that where the organization is going and what the organization is trying to achieve, what is happening in the organization and what behavior is expected of its employees. icddr,b has also set its mission, vision and value statement as "A world in which more people survive and enjoy healthy lives"; To solve public health problems through innovative scientific research" and its value statement as "Excellence - We are single-minded in our pursuit of scientific rigour and operational efficiency; Integrity – "We are a responsible and accountable organization, committed to the highest standards of behavior"; Inclusivity – "We collaborate effectively throughout the organization and with our partners".

2.3 Structure of icddr,b

icddr,b is a donor based organization, with a staffing size of 3,833 icddr,b, headed by an Executive Director and Deputy Executive Director. icddr,b's research sector has been divided in to five (5) scientific divisions which are under the direct supervision of Executive Director. These five divisions are – 1) Infectious Diseases Division; 2) Laboratory Sciences and Services Division; 3) Maternal and Child Health Division; 4) Nutrition and Clinical Services Division and 5) Health Systems and Population Studies Division. Internal Oversight and Fund Development units are also directly supervised by the Executive Director. Each Division is headed by a Senior Division Director.

The Central Management Services (CMS) consist of non-scientific departments e.g., Finance, Human Resources, Information Technology (IT), Legal and Regulatory Affairs; Research Administration, Supply Chain and Facilities Management, Communications and Matlab Health Research Centre,. The CMS is headed by the Deputy Executive Director.

2.4 Senior Leadership Team of icddr,b

The organization is led by the top leader the Executive Director along with Senior Leadership team (SLT). The members of the SLT is Executive Director, Deputy Executive Director, all Senior Division Directors and Directors of all departs under CMS. All organizational decisions are discussed and agreed by the SLT and based on the

agreement Executive Director with his authority approves changes. Some major actions, as per policy, are approved by the Board of Trustees.

2.5 Board of Trustees

As per icddr,b Ordinance the Board of Trustees consists of 16 members. The Board meets twice a year.

3.0 FINDINGS AND DISCUSSIONS

3.1 icddr,b's compensation and benefits pay elements

This has been found from secondary data that there are national and international categories of staff working in icddr,b under different contract types. 1) "Fixed-term" employees with a 1-2 year contract who are considered as permanent employees with full benefits; 2) "Short-term" or Contractual Service Agreement (CSA) employees with a 1-11 month contract with some benefits; 3) Emeritus Scientist contract is for retiree Scientists with a 2 year contract for national and a 3 year for international; "Adjunct Scientist" contract is for 3 year, which is a honorary position with no pay. All contract types are renewable based on satisfactory performance.

icddr,b is managing a standard pay scale, reviewed on yearly basis. The pay scales contain basic salary and pensionable salary.

Besides the basic salary Fixed-term employees are entitled to the following compensations:

- a) Yearly Performance Increment
- b) Special Performance Increment
- c) Increment on Achieving Higher Degree

icddr,b employees also enjoy following benefits:

- a) Group Life Insurance (only Fixed-term employees)
- b) Staff Clinic (only Fixed-term employees)
- c) Provident Fund (only Fixed-term employees)
- d) Children allowance (only Fixed-term employees)
- e) Yearly 2 Festival Bonus (Fixed-term and Short-term employees)
- f) Income Tax paid by paid by icddr,b on salary (all categories of staff)
- g) Mobile phone allowance (only those staff determined by the management)
- h) Washing Allowance (hospital based staff)
- i) Encashment of leave

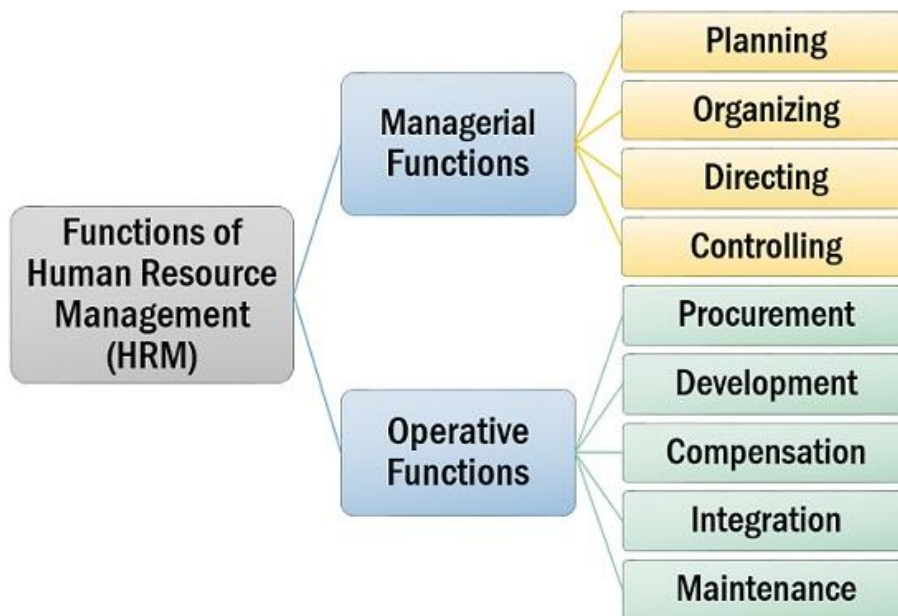
Non-monitory Benefits

- a) Annual Leave @ 2.5 days per month (Fixed-term employees)
- b) Sick Leave (Fixed-term employees)
- c) Staff Pick-up and drop-off
- d) Cafeteria Services
- e) Maternity Leave
- f) Paternity Leave
- g) Daycare

3.2 Managing Practices of icddr,b's Compensation and Benefits System

Human Resources Department is a department of an organization who is managing all the functions related to that organization's employees. Human Resources Department is the heart of an organization.

Figure: 1: Human Resource Management Functions



As a Human Resources best practice organization, icddr,b has its own Human Resources Department who is managing all these functions, being the business partner of the organization. Compensation and benefits management is carefully managed by the Human Resources Team of 25 key employees in icddr,b. From HR planning through retention of employees are managed by the HR team in icddr,b.

Compensation and benefits management is a key function for HR department. Recruiting, developing, appraising, compensating and retaining, all these aspects have direct links with one another. Now a day's employees are not only satisfied with salary only but they want something on the top of salary, which recognition.

3.3 Challenges of icddr,b's compensation and benefits system

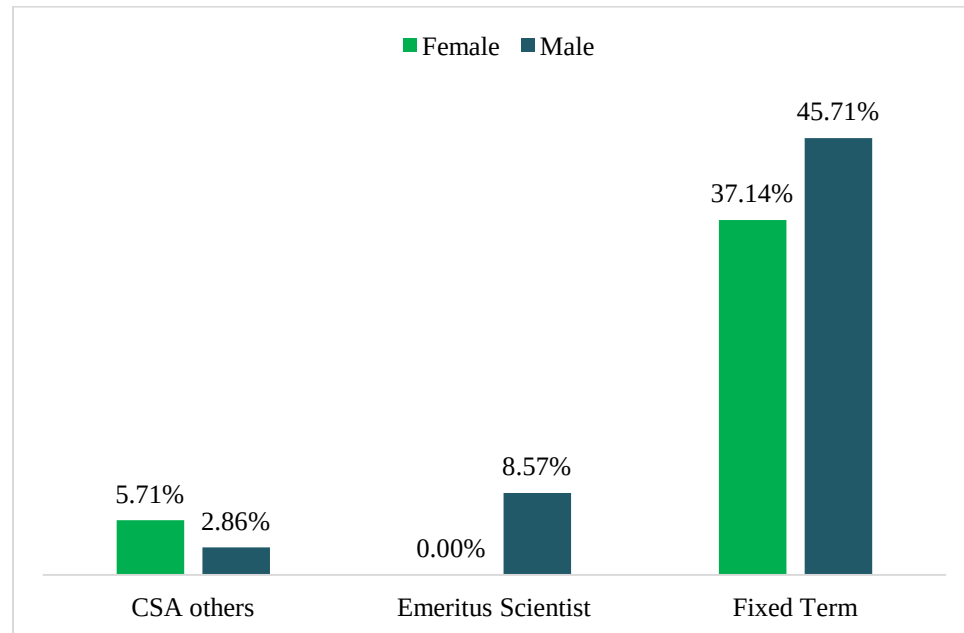
icddr,b's compensation and benefits system fully depends on donors' money. Mainly the donors support the research projects whereas core departments minimally receive donor supports. The compensation and benefits management system being for all employees, sometimes HR team faces difficulty offering same benefits to categories of staff. This has been shown in the data analysis below.

Job Contract wise Respondents with Gender Count

As mentioned earlier in this report that the respondents were selected purposively to know the compensation and benefits package offered to them are equal; their perceptions and experiences are similar to others.

Three contract types employees including Fixed-term, Emeritus Scientist and CSA other (CSA and short-term) were selected. The figure below shows that fixed-term female and male ratio is 37.14% female and 45.71% male; Emeritus Scientist 8.57% male and CSA others contract ratio is 5.71% female and 2.86% male.

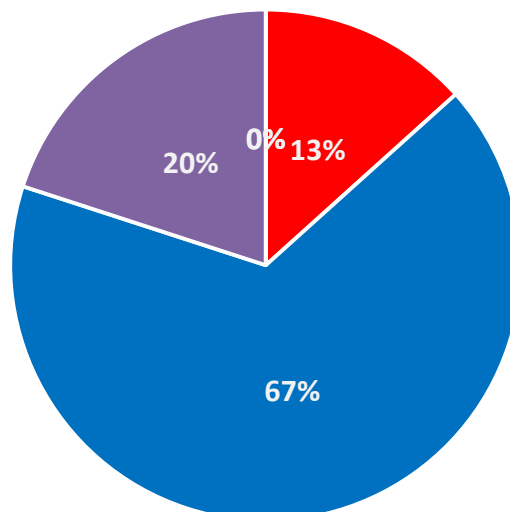
Figure 2: Job Contract wise Participants with Gender Count



Gender wise Education Level

Figure 3: Education Level of Respondents

■ Intermediate ■ Graduate ■ Masters ■ Post graduate ■ Ph.D

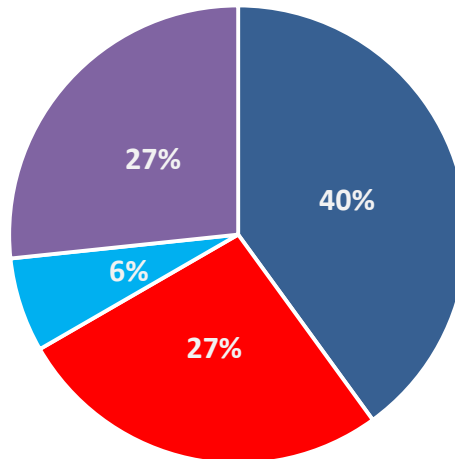


Intermediate: Female=0, Male=1; Graduate: Female=2, Male=1; Masters: F=10, M=8
Post Graduate (10): F=3, M=7; PhD: F=0; M=3

Length of Service wise analysis

Figure 4: Respondents' Length of Service with icddr,b

■ 0-5 Years ■ 16-25 Years ■ 26 and above Years ■ 6-15 Years



The duration of service of respondents with icddr,b also were taken into account to know the overall satisfaction of employees in icddr,b. Of the respondents 6% have been with icddr,b for 26 years plus; 27% for 16-25 years; 40% for 6-15 years and 27% for below 5 years. Out of this analysis, it seems that employees are satisfied with icddr,b's overall service condition and pay package.

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Compensation elements as follows:

a) Basic Salary; b) House Rent allowance; c) Conveyance Allowance; d) Festival Bonus; e) Salary Scale; f) Performance increment; g) Cost of living adjustment; d) Income Tax; e) Overtime payment

Agree = 70%; Neutral= 20%; Disagree = 10%

There is a scope to address disagreement of respondents who disagreed on overall compensation.

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Non-Monetary Benefit elements as follows:

a) Leave policy b) Flexible Working hours c) Life Insurance; d) Medical facilities; e) Career Advancement opportunity; f) Acquire New skills and Knowledge; g) Tea-Coffee; h) Transport facility; i) Cafeteria Facility; j) Work Life Balance h) Children Benefits.

Agree = 70%; Neutral= 20%; Disagree = 10%

There is a scope to address for 10% of respondents who disagreed on overall non monetary benefits.

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Human Resources Rules

a) Existence of Human Resource Department; b) Timely disbursement of salary; c) Automation of process; d) Timely Salary Survey; e) Timely communicate contract issues; f) Easy access to HR; g) Retirement procedure;

Average Disagreement rate is 10%

Percentage (%) of Overall Feedback Received on Employee Satisfaction on Retirement benefit elements as follows:

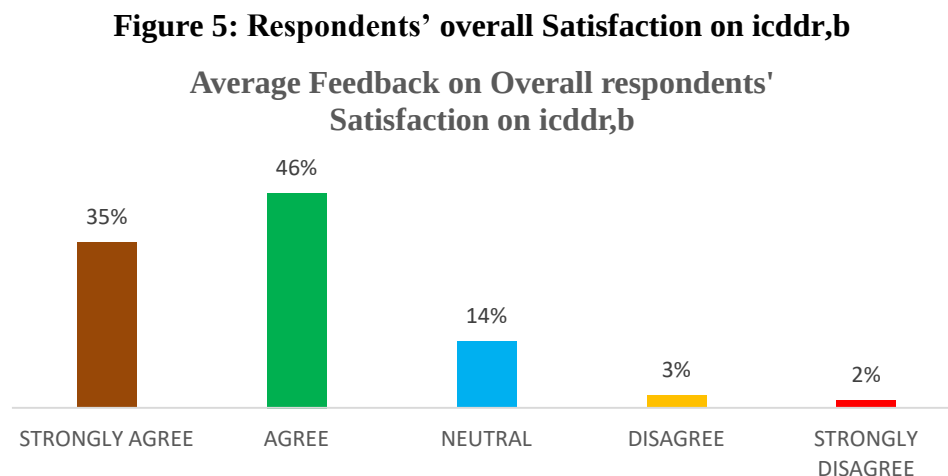
a) Provident Fund; b) Gratuity/End of Service Benefits; c) Leave Encashment; d) Post Retirement Medical Benefits; e) Alumni Association.

Findings: A good number of respondents disagreed on Gratuity/End of Service Benefits and a moderate number disagreed on Leave Encashment.

Average percentage of respondents' satisfaction

The respondents were ask to give their ratings on the followings areas:

_Overall Employee Satisfaction on Organization; Employee Satisfaction with Compensation; I am happy with following Non-Monetary Compensation Variables; Employee Satisfaction with Retirement Benefits and Employee Satisfaction with Human Resources Rules with a number of variable factors. The data produced and shown in the Figure 4 below;



This has been found that only 5% of the respondents are not satisfied on icddr,b. On the other hand, 81% of overall respondents are satisfied with icddr,b's pay elements and overall conditions in icddr,b. There might have some factors for 5% of the respondents whose benefits are less than the fixed-term employees.

4.0 SUMMARY AND CONCLUSION

4.1 Major Findings

The major findings from this research study are as follows:

- Employee contract types currently are enforced in icddr,b are not similar in terms of benefits package;
- Pay package and benefits are satisfactory for Fixed-term employees;
- The “CSA other” contract type employees are assumed to have job insecurity due to the length of their contract periods;
- The “CSA others” contract type employees are deprived of a number of benefits, e.g., provident fund, leave encashment, children benefits, medical benefits; life insurance, performance increments etc.
- Absent of Gratuity/ End of Service Benefits for all contract types of staff.

4.2 Recommendations

icddr,b is a reputed international health research organization where Human Resources practice is present and enriched with policies and procedures. I would recommend the followings as a part of best HR practice to make the organization’s employees happy and secured:

- To update/change the policy for all employees contract types in one category;
- The one standard contract type will have all the benefits that currently are entitled by the Fixed-term contract type employees;
- To introduce Gratuity/ End of Service Benefits, as per Bangladesh Labour Act 2006 “a worker is entitled under section 2(10) of the Act the wages of at least 30

(thirty) days, at the rate of the wages he received last, for every completed year of his service or for a period of his service exceeding 06 (six) months or, in the case of his service of more than 10 (ten) years, the wages of 45 (forty five) days at the rate of the wages he received last, which is payable to such worker on the termination of her/his employment”.

4.3 Concluding Remarks

icddr,b should address the findings of the study and recommendations made in this report to minimize gap identified in its pay elements for the contract types other than fixed-term contract employees.

REFERENCES

- 1) icddr,b's Human Resources Report to the Board, November 2020;
- 2) icddr,b's Human Resources Policies and Procedures Manual;
- 3) icddr,b's Achieved Data.

APPEXDICES

Appendix-I: Compensation and Benefits: Employee Satisfaction Survey

Appendix-II: Compensation and Benefits Survey Data

Appendix-III: Respondents' Comments

Appendix – I

Compensation and Benefits: Employee Satisfaction Survey

This survey will be conducted to understand the employee's satisfaction level towards the compensation and benefits practices in the organization. **The following questions are designed only for research purpose.** The information will be kept confidential. Please do not mention your name.

1. Name of organization:

3. Department:

4. Grade pay:

54. Types of employment

Personal Information : (Tick on marks the appropriate answer)

1. Gender: Male: Female:

2. Education: High School: Intermediate: Graduate: Post graduate: Diploma: Ph.D:

65. Length of Employment: 0-5 years: 5-15 years: 15-25 years: 25 years and above:

I. Overall Employee Satisfaction on Organization (Tick on appropriate answer)

SL NO	I am happy with following factors	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	Work environment					
2.	HR Policies and Procedures					
3.	Human Resources Rules					
4.	Communications					
5.	Leadership					
6.	Performance Appraisal System					
7.	Promotion Policy					
8.	Occupational Health and Safety					
9.	Training and Development					
10.	Gender Equity					
11.	Equal Opportunity					
12.	Working hours					

II. Employee Satisfaction with Compensation (Tick on appropriate answer)

SL NO	I am happy with following Compensation Variables	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	Basic Salary					
2.	House Rent Allowance					
3.	Conveyance Allowance					
4.	Festival Bonus					
5.	Salary scale					
6.	Performance Increment					
7.	Cost of Living Adjustment					
8.	Income Tax					
9.	Overtime Payment					

III. Employees Satisfaction with Non-Monetary Compensation (Tick on appropriate answer)

SL NO	I am happy with following Non-Monetary Compensation Variables	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	Leave Policy					
2.	Flexible Working Hours					
3.	Life Insurance					
4.	Medical facility					
5.	Career Advancement Opportunity					
6.	Acquire New Skills and Knowledge					
7.	Benefits (like tea, coffee) provided by company					
8.	Transport Facility					
9.	Cafeteria Facility					
10.	Work life balance					
11.	Children benefits					

IV. Employee Satisfaction with Retirement Benefits

SL NO	I am happy with following Retirement Benefits Variables	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	Provident Fund					
2.	Gratuity/End of Service Benefit					
3.	Leave Encashment					
4.	Post Retirement Medical Benefits					
5.	Alumni Association					

V. Employee Satisfaction with Human Resources Rules

SL NO	I am happy with following Human Resources Rule	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1.	Existence of Human Resources Department					
2.	Recruitment Procedure					
3.	Easy access to HR					
4.	Appropriately communicates contract issues					
5.	Timely Salary Survey					
6.	Automation of processes					
7.	Timely disbursement of salary					

I. What I like best about working for organization is.....

--

II. Things that need little change in organization is.....

--

III. What I like best about The Company's Compensation policy is...

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IV. Things that need little change in organization Compensation system is.....

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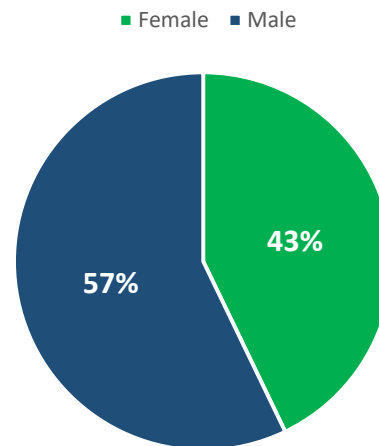
Appendix – II

Compensation and Benefits: Employee Satisfaction Survey

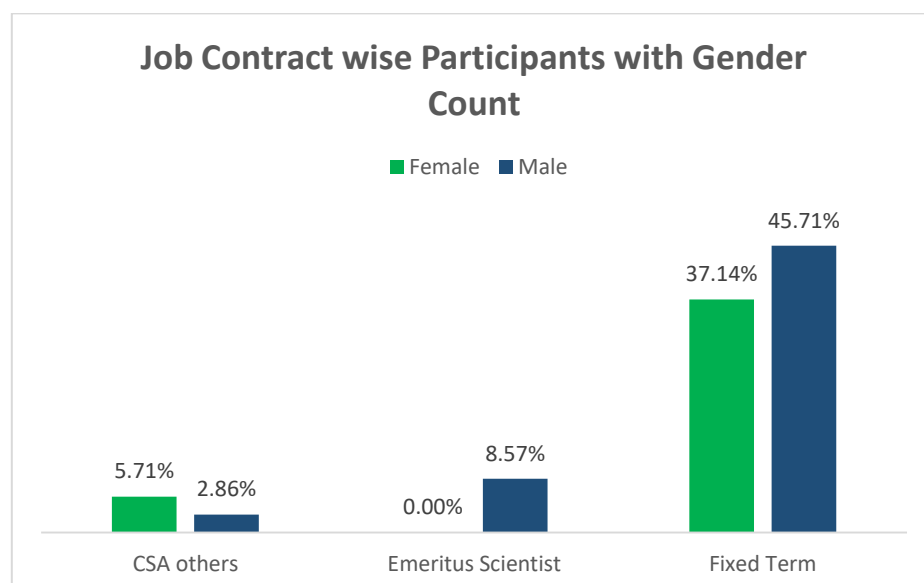
Participants' Classification:

Gender	Number
Female	15
Male	20
Grand Total	35

Gender wise Participants



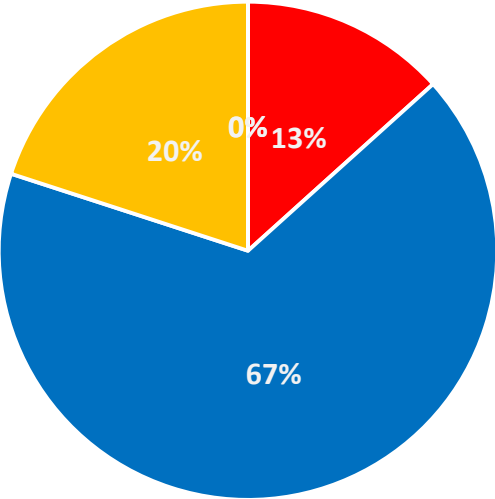
Job Contract Type	Female	Male	Grand Total
CSA others	2	1	3
Emeritus Scientist		3	3
Fixed Term	13	16	29
Grand Total	15	20	35



Education Level	Female	Male	Grand Total
Intermediate		1	1
Graduate	2	1	3
Masters	10	8	18
Post graduate	3	7	10
Ph.D		3	3
Grand Total	15	20	35

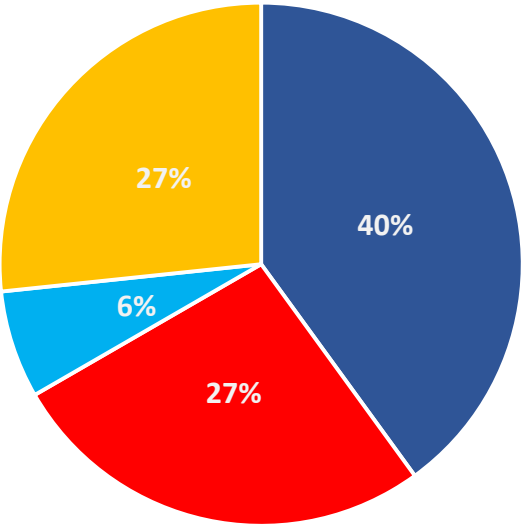
Education Level

■ Intermediate ■ Graduate ■ Masters ■ Post graduate ■ Ph.D

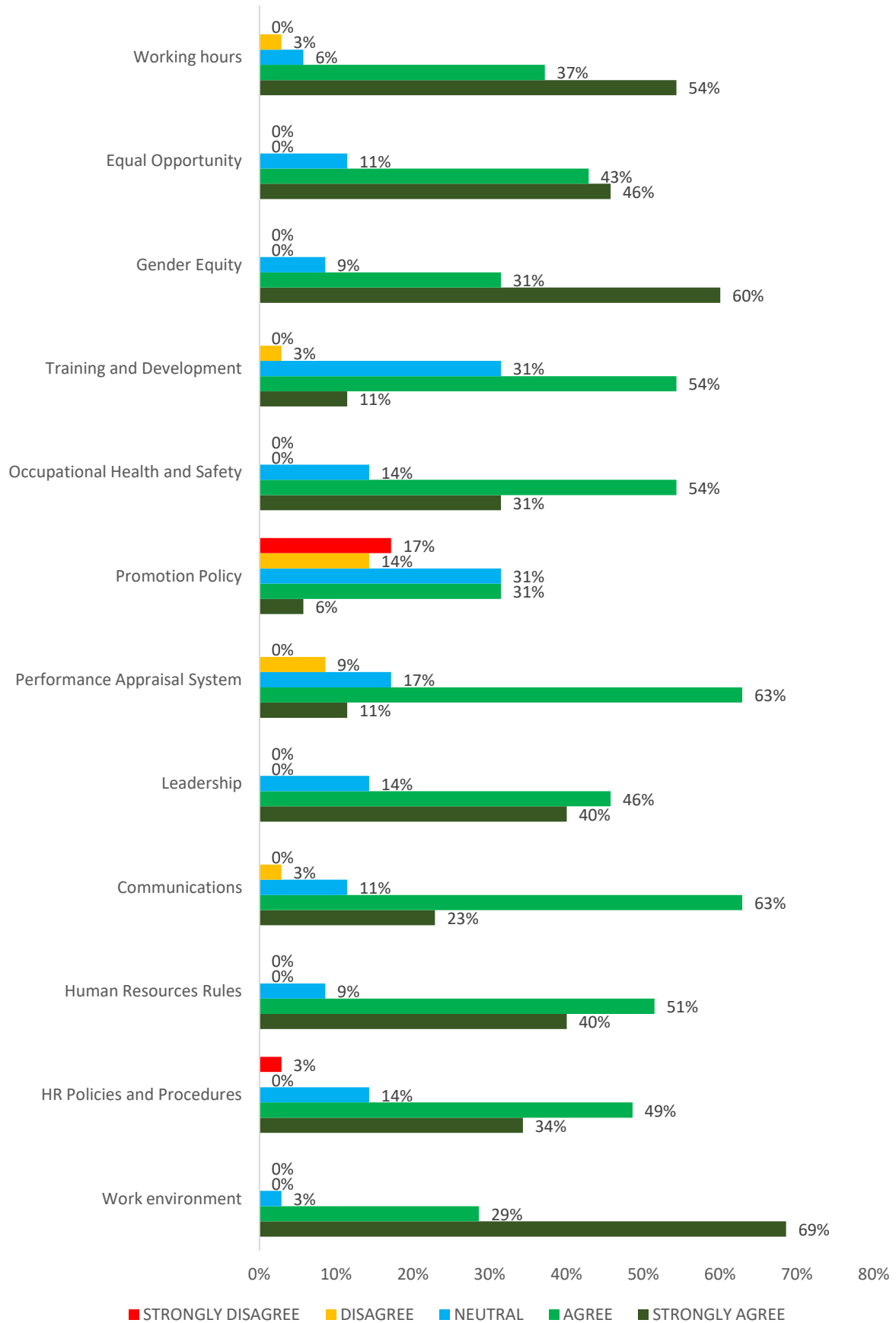


Length of Service

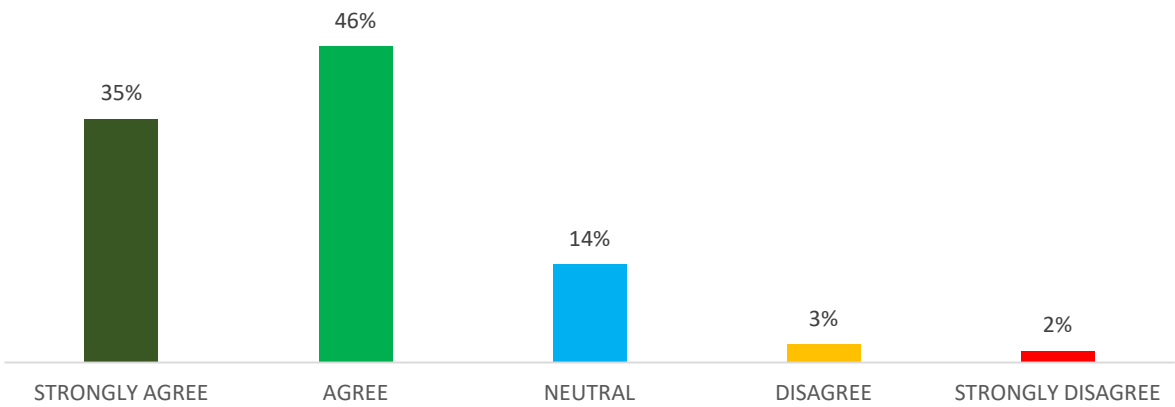
■ 0-5 Yeas ■ 16-25 Years ■ 26 and above Years ■ 6-15 Yeas



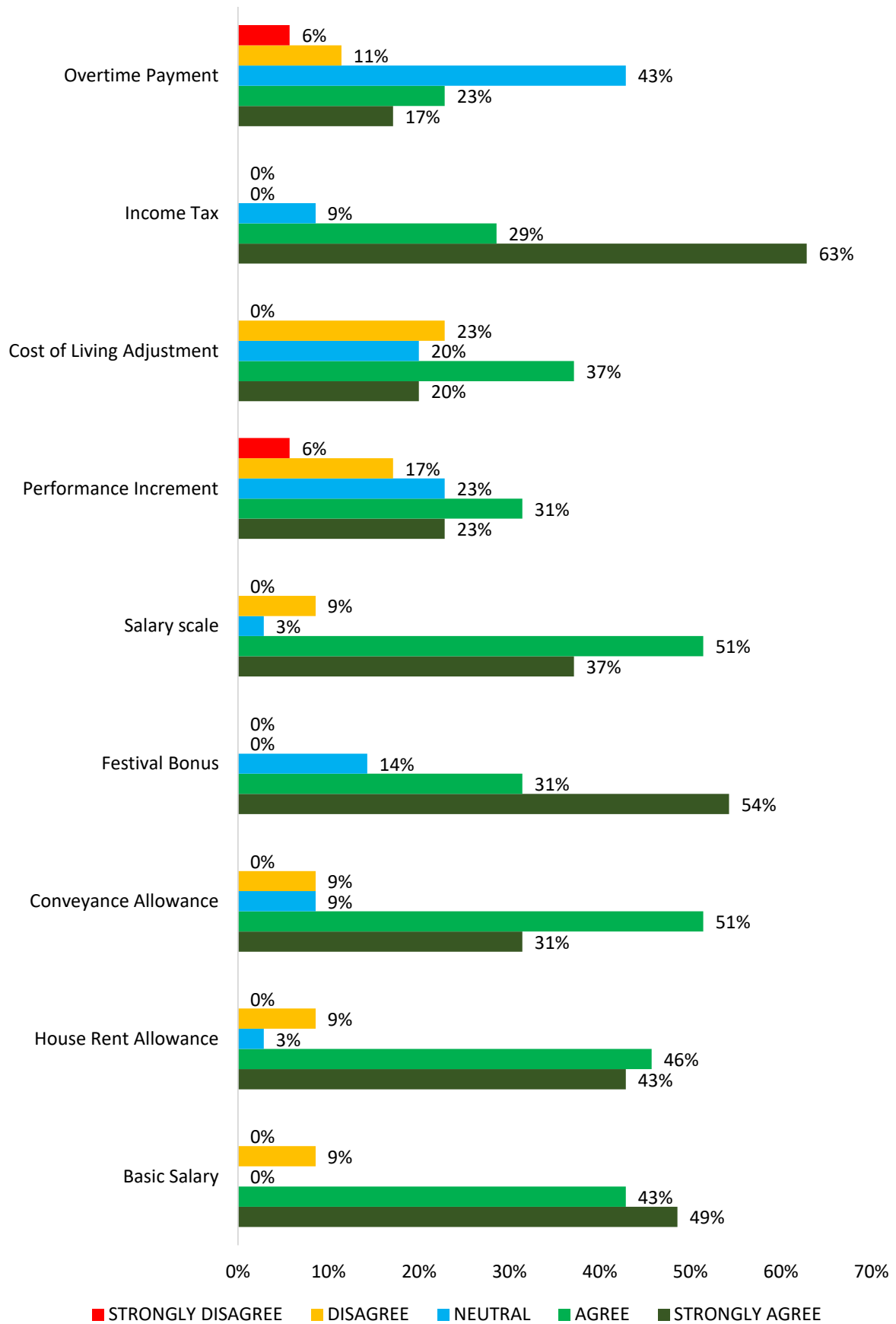
Overall Employee Satisfaction on Organization



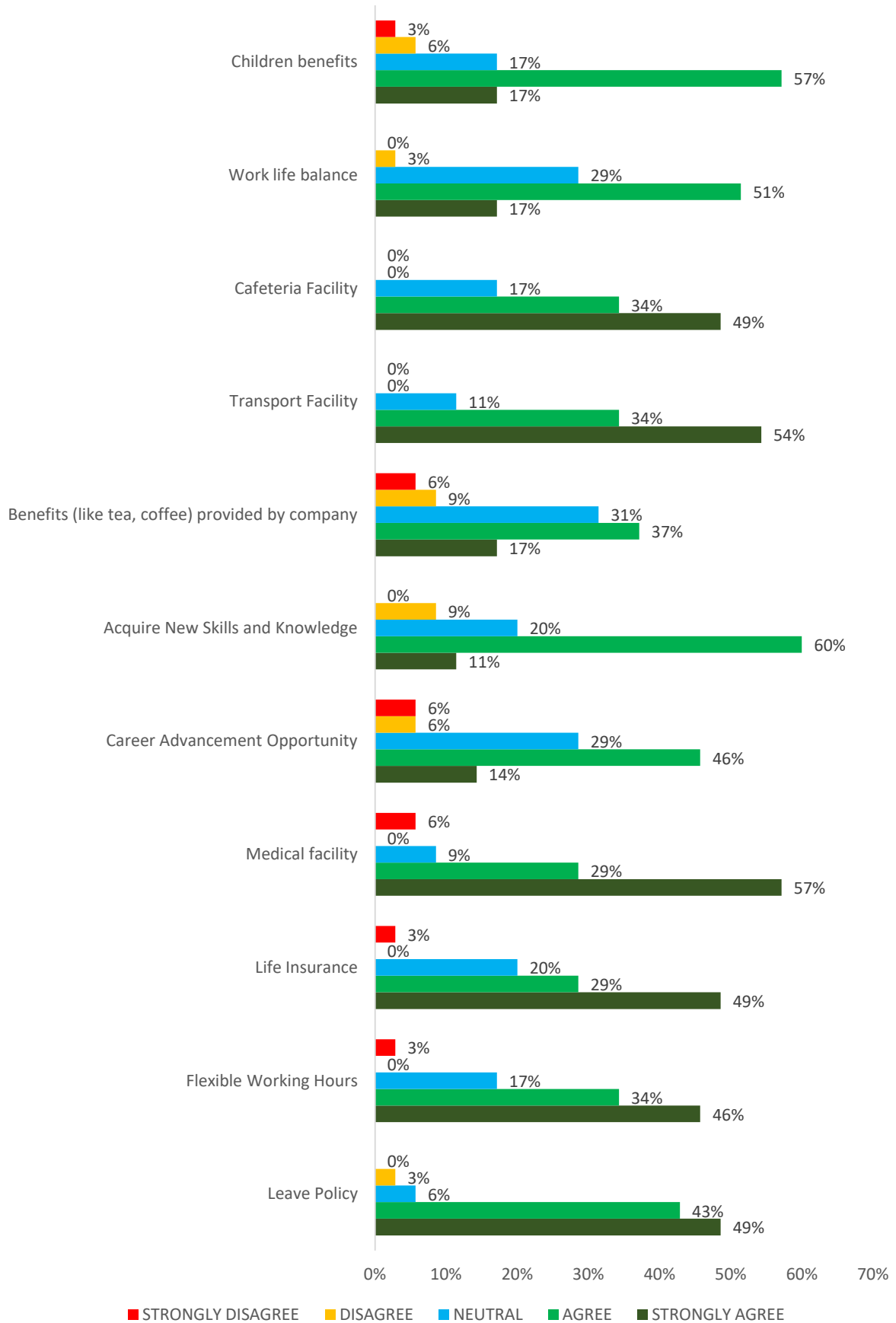
Average Feedback on Overall Employee Satisfaction on Organization



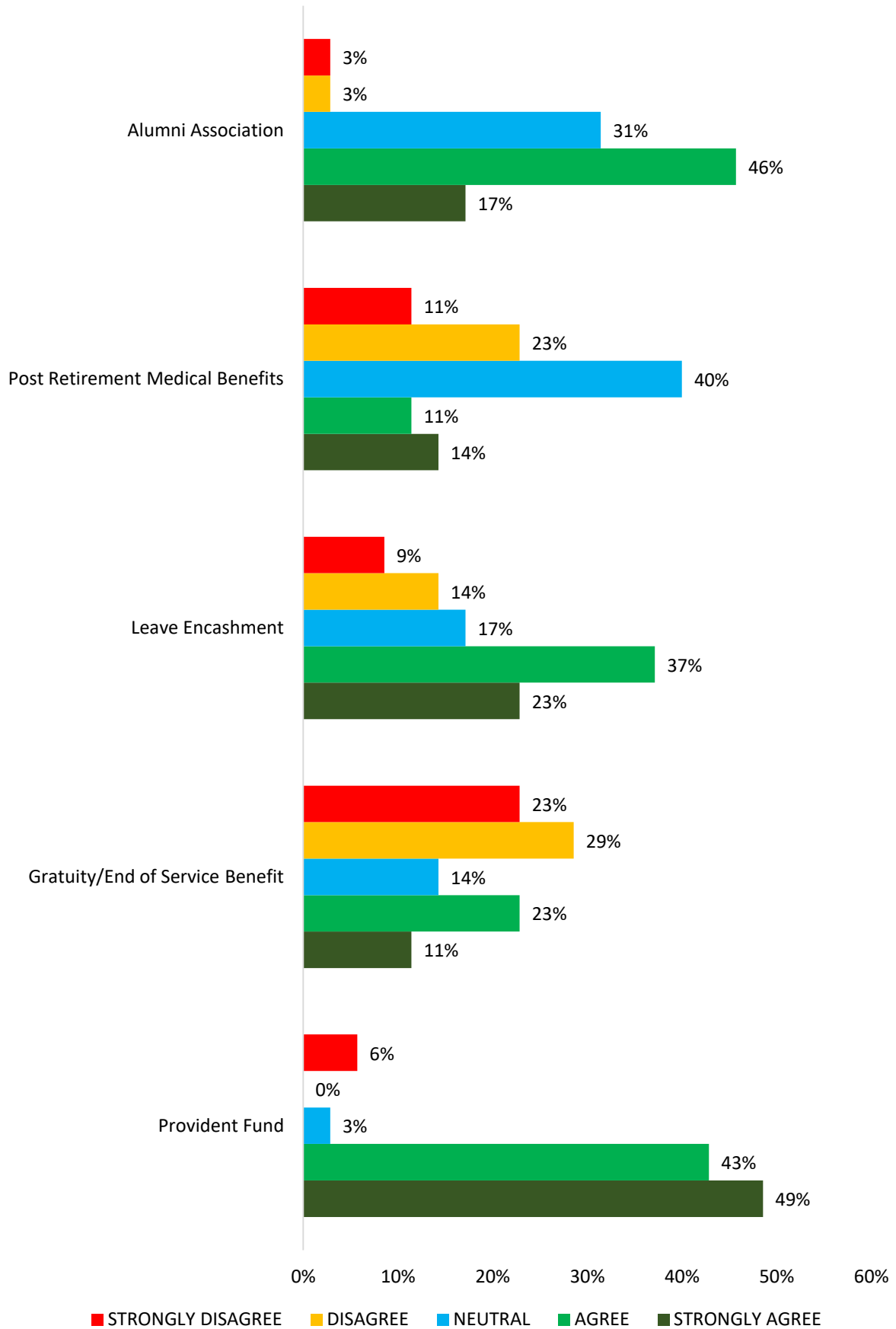
Employee Satisfaction with Compensation



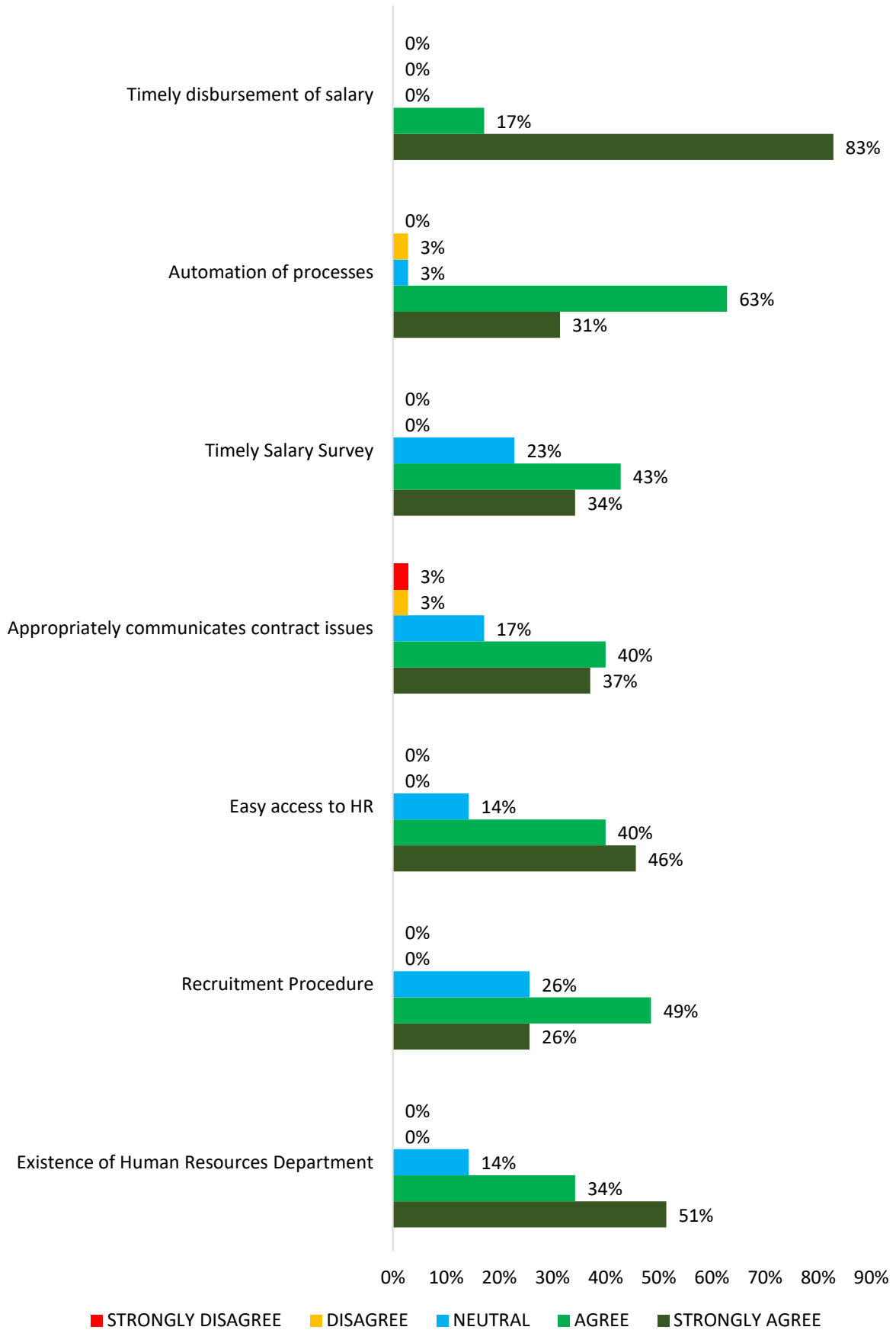
Employees Satisfaction with Non-Monetary Compensation



Employee Satisfaction with Retirement Benefits



Employee Satisfaction with Human Resources Rules



Appendix – III: Comments of the Respondents:

Things that need little change in the organization is ...

• Flexible working environment with freedom of decision making
• Safety and equity
• the working environment.
• Friendly and healthy environment.
• Pride of the organization
• Work Environment is good booth Female & Male staff members
• Reputation
• Fellow feelings
• working environment
• Working environment.
• I can do exercise my knowledge for innovative research idea implementation and execute the project as per my expectation
• The working environment is wonderful specially for females. The Mosque for prayers, in-house Daycare system, and large cafeteria, staff clinic made the working environment more attractive.
• Working hour, working environment and transportation
• Health, medical, retirement, paid time off, compensation plans, and other benefits that employees receive.
• Working environment and staff benefits
• Friendly working environment
• Working Environment
• I like to work with icddr,b because the environment of icddr,b is best.
• There are so many wonderful things about working for the organization. My favorite is probably the flexibility I have with my hours. I also love the organization culture and enjoy working with everyone. A lot of employees love their jobs because it looks great on a resume and allows them to gain a lot of knowledge.
• Working environment
• Outstanding working environment and salary with other facilities.
• Well equipment fasciitis
• The vision of the organization
• Good environment & secure enough for female employees.
• I think everyone shares the same vision and is dedicated to the mission.
• Working Environment, Equal opportunity, Diversity and Leadership of the organization
• working environment
• I can contribute per
• Working environment and gender equality.
• Overall working environment and Staff members attitude towards help and cooperation
• IN icddr,b i have get to work with amazing team member, which I like so far.

As in nursing profession I can utilize my knowledge , skills here independently, which enhance my professional satisfaction.
The working environment and carrier build up opportunity of the organization.
Working environment
working atmosphere

What I like best about The Company's Compensation policy is

Performance based pay should introduce instead of flat increment
Overtime and flexible working hour, salary scale
manual approval systems, which is sometimes very time consuming and person dependent.
Job security.
Job nature
Staff Benefits
Clear promotion policy and transport implementation
Promotion police for Admin
Need to fix Career path of staff
Non- scientific staffs should get the scope of training to develop their professional skills.
Organization should have strong policy to retain talented scientist in icddr,b
I don't see much change needs to be made for the organizational context, however, i must suggest paying heed in the organizational branding. We are doing such noble and wonderful work but all the achievements of our scientists are not exposed to the outer world. That underestimates the success of the organizations. We have hundreds of cars including tourist coaches. We can brand all the cars and buses with icddr,b stickers which will increase the employer as well as employee branding. Each month few success stories need to be published in national daily newspapers.
Salary structure, Promotion policy and dependent policy
Discuss skills and knowledge the individual will gain if they work for the company.
Renovate effective succession policy and promotion policy at all levels.
Staff promotion policy.
Celebrate Festival Day
Things that need little change in the organization is promotion policy
N/A
Promotion and priority of internal candidate
More improvement in salary scales.
Promotion policy
Career progression for the support staff
Easy access if required
To be Implementation of a new technology, leadership and organizational culture in a crisis.
Unbiased performance rating
promotion policy

• Provident facility
• Overtime policy
• some flexibility of recruitment of Project staff
• Career growth
• In any vacant nursing position there is no auto promotion as a seniority basis, a senior nurse should go through recruitment process, but sometimes although senior nurse is expert practically but can't get higher score in written. So in vacant senior nursing position should fill up as seniority basis for their dedicated works.
• Increase of manpower in HR department
• Ensure health benefits based on market trend and also ensure to enjoy leave on yearly basis
• Support for senior researcher

Things that need little change in the organization's Compensation system is.....

• Gratuity system should introduce
• Bonus
• Medical benefits.
• Need to withdrawal monthly subscription from staff members for health benefits purpose.
• Work life balance
• Integration between different modules of the IT
• Compensation to extra and additional work
• Leave benefit
• Need to focus on performance linked with reward
• A strong promotion policy.
• referral system
• I have said that salary structure is same for all type of staff but benefits need to be same as well. ie: CSA & Daily wages may get Maternity and sick leave with festival bonus and medical expense reimbursement. We have PF system but gratuity need to be implemented as well.
• Promotion policy, salary increasing and increment
• Paid time off, compensation plans at retiring.
• Introduce Gratuity
• Try to up grade child allowance (it should equal to their educational expenses)
• Quick response
• Things that need little change in the organization's Compensation system is CSA DW and fixed term policy
• By implementing gratuity for staff and increase retention rate by providing staff expected other compensation package of staff satisfaction.
• Full gratuity and increase of children allowance
• Salary scales may be improved.
• Gratuity facilities after release from organization
• Introduce Gratuity
• Available not for all staffs
• Being a well-defined and balanced compensation system gives the organization an

advantage of maintaining internal as well as external equity. It is a powerful tool for attracting employees that is motivating them to work in achieving the strategic organizational goals and retaining them in the long run.
• No comment
• Yearly increment
• Effective performance based evaluation
• Nothing
• No comment
• no complaints
• We should get gratuity. It is not compensation but another issue, now it is very difficult to enter the center after retirement . A staff spends more than 30 yrs here so they have their Ex colleagues here and want to have social visiting, but now management is very rude for their entry permission.
• It would be better if the compensation and other retirement fund can be deposited in the Bangladesh Bank if possible.
• To incorporate gratuity
• Retirement fund can be given to the employees for life long period instead to giving them once at a time. Of course there should be an option.