(b) Are you satisfied with your placement in the WPS? (Please tick the relevant one)

Not at all Not so Somewhat Satisfied Very much satisfied

( ) ( ) ( ) ( ) ( )

(c) If you are not satisfied, please state reasons (Please tick the relevant answers)

i. Compensation is not adequate in view of high cost of living.

ii. Compensation is not comparable to job duties and responsibilities

iii. Compensation of higher grades is inequitable compared to lower grades.

iv. Professional and technical qualification have not been given due importance.

v. Job experience and seniority have not been considered.

vi. Possibility of getting increments is stopped since ceiling of the grade reached.

vii. Fringes are more with higher grades.

viii. Salary has reduced compared to previous salary.

4(a) Were you in service in 1969? ( ) Yes ( ) No.

(b) If yes, what was your gross salary at that time? Tk.

(c) Have you been promoted to higher position during the period between 1969 and 1982? ( ) Yes ( ) No.

(d) How many times you have been promoted during the period?

(e) What was your gross salary according to National Pay Commission Report, 1973? ______

5. What is your gross salary at present? Tk. ______

6. In your opinion by what percentage your basic salary should be increased? ______ percent.

7(a) Do you get bonus? ( ) Yes ( ) No

(b) If yes, whether it is fixed or dependent on some elements of the operation of the organisation?

8. Do you feel it desirable to link bonus of an executive with his performance?
9. Please tick ( ) the merits and demerits of linking bonus with performance of an executive.

**Merits**

i. It will help boosting up production.

ii. Encourage managers to develop their skill.

iii. Improve supervisor-worker relationship.

iv. Increase job satisfaction of efficient performer.

v. Ensure job stability.

**Demerits**

i. Generate jealousy and resentment.

ii. In some cases, inadequate measurement may create a sense of injustice.

iii. Uncontrollable factors hindering production may not be considered.

iv. Nepotism and favouritism may guide evaluation process.

v. Profitability and sales of the product may be ignored.

10(a) Is there any provision for special increment for outstanding performance to the executives in your organisation? ( ) Yes ( ) No.

(b) In your opinion what is the desirability of giving special increments of pay to an executive whose performance is excellent?

<table>
<thead>
<tr>
<th>Not at all desirable</th>
<th>Not so much desirable</th>
<th>To some extent desirable</th>
<th>Desirable</th>
<th>Very much desirable</th>
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</tbody>
</table>

(c) On what criterion of performance should such increment be given?

11(a) In your opinion what system of incentive will produce better result in your organisation?

(b) Please state reasons in favour of your suggestion.
12. Executives should be promoted mainly on the basis of (Please tick one):
   a) Performance/Efficiency
   b) Loyalty
   c) Seniority
   d) Qualification

13(a) There is a common belief among the people that some of the executives are corrupt. Do you agree?
   (  ) Yes (  ) No.

   (b) Do you think that this corruption is due to poor compensation? (  ) Yes (  ) No.

14(a) In your opinion what is the status of the executives in our society? (  ) High (  ) Moderate (  ) Low

   (b) What is the role of status and prestige making executives to work hard?
      Not at all Not so Somewhat Effective Effective Very Effective
      (  ) (  ) (  ) (  ) (  ) (  )

   (c) Please tick (✓) which of the following status symbols would incentivate the executives.
      1. Car
      2. Provision of lunch
      3. Entertainment (Expense Account)
      4. Holidays
      5. Gifts (on 25 years service or retirement)
      6. Telephone
      7. Well furnished room
      8. Prizes and medals for outstanding performance
      9. Any other (please specify)
15. How satisfied are you with regard to the following needs?

<table>
<thead>
<tr>
<th>Need</th>
<th>Level of Satisfaction</th>
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<tbody>
<tr>
<td></td>
<td>Not at all</td>
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<tr>
<td></td>
<td>Unsatisfied to some</td>
</tr>
<tr>
<td></td>
<td>Satisfied to extent</td>
</tr>
<tr>
<td></td>
<td>Fully satisfied</td>
</tr>
</tbody>
</table>

1. Present salary & allowances
2. Fringe benefits
3. Non Financial benefits (status, power delegation of authority)
4. Job security

16. Please rank three factors which are related with your job in order of their importance:

i. Job Security ( )
ii. Working condition ( )
iii. Promotional facilities ( )
iv. Handsome salary and fringe benefit ( )
v. Value of suggestion and commendations regarding organizational activities ( )
vi. Opportunity for further development ( )
vii. Harmonious boss-subordinate Relationship ( )
viii. Effective treatment of grievances ( )
ix. Challenging/creative job ( )
x. Freedom to deal with subordinates in one's own way ( )
xi. Adequate authority to get the job done ( )
{xii. Responsibility ( )
xiii. Recognition etc. ( )
17. Would you please like to offer certain valuable suggestion to improve the existing executive compensation structure on the following points:

i. Number of Scales

ii. Span of Scale

iii. The ratio between the lowest and the highest pay

iv. Deferred Compensation

v. Possibility of introducing profit sharing

vi. Criteria for determining the rewards based on executive performance

vii. Proportion of Fringe benefits to total compensation

viii. Choosing fringe benefits according to own choice

ix. Any other (Please specify)
Bio-data of the Respondents

1. Name .................................................. Deptt./Corporation
2. Designation .............................................
3. Age (as on 30.6.1982) ..................................
4. Experience .............................................
5. (a) Educational Qualification:  
   (b) Which institution you have studied:  
      i. School: ..........................................
      ii. College: .........................................
      iii. University: ......................................
6. Special training, if any: .............................
7. Place of Birth: City ________, Town ________, Village ________
8. Please indicate the size of your family:  ............
9. Parental Background:  
   a) Father's Occupation: ...............................  
   b) Father's Education: .................................  
   c) Father's monthly income: High ( ) Moderate ( ) Low ( )  
   d) Father's landed property ( ) Yes ( ) No. ........
10. a) Please specify the positions held by you in any  
    other organisation in the past:  .....................
    b) Would you please mention the reasons for such change?  
       (Please rank three important reasons for such change)  
       i. Better Pay and Fringe Benefits ( )  
       ii. Job Security ( )  
       iii. Opportunity for Promotion/Development ( )  
       iv. More challenging Job ( )  
       v. Better working condition/environment ( )  
       vi. More responsibility ( )  
       vii. Power to make independent decision ( )  
       viii. Peer group attraction ( )  
       ix. Family reasons ( )  
       x. Any other (Please specify)  


APPENDIX 1.2

Questionnaires for Executives/Officers of National Private Sector Industries and Multi National Corporations

Topic: Executive Compensation Pattern in Industry and Government in Bangladesh

1. (a) Do you have any pay scales for different level of executives/officers in your organisation? Yes ( ) No ( )
    (b) If yes, please give the detail of the pay scales.
    (c) Do you know about the salary and fringes admissible to your superior, peers, and subordinates? Yes ( ) No ( )
    (d) If there are pay scales, whether the scales are followed strictly, or whether there are contractual pay fixation also?

2. What criteria are used for fixing pay in your organisation? (Please rank the relevant answers)
   (a) Pay structure of the Government of Bangladesh ( )
   (b) Pay structure of other organisations in the industry/region/sector ( )
   (c) Enterprise capacity to pay ( )
   (d) Executives' performance ( )
   (e) Cost of living in the country ( )
   (f) Pay structure of the Parent company ( )
   (g) Sweet-will of the employer ( )
   (h) Any other (please specify)

3. (a) How do you view your compensation on the basis of the nature and complexity of your task compared to other executives in your organisation?
    
    | Much higher | Little higher | Similar | Little lower | Much lower |
    |-------------|---------------|---------|--------------|------------|
    | Salary      | ( )           | ( )     | ( )          | ( )        |
    | Fringe benefits | ( )       | ( )     | ( )          | ( )        |

   (b) In your opinion, how your compensation structure compared with the compensation structure prevalent in the Govt./nationalised industrial enterprises for similar work/position?
(c) How would you judge your compensation with that of other private industrial enterprises for similar work/position?

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<thead>
<tr>
<th></th>
<th>Much higher</th>
<th>Little higher</th>
<th>Similar</th>
<th>Little lower</th>
<th>Much lower</th>
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<tr>
<td>i. Salary</td>
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<tr>
<td>ii. Fringe benefits</td>
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</table>

(d) How do you compare your compensation structure with that of other MNC's operating in Bangladesh for similar work/position?

<table>
<thead>
<tr>
<th></th>
<th>Much higher</th>
<th>Little higher</th>
<th>Similar</th>
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4. a) In what respect your service is superior to other organisation?
   b) In what respect your service is inferior compared to other organisation?

5. a) Were you in service in 1969? ( ) Yes ( ) No
   b) If yes, what was your gross salary at that time? Tk _______
   c) Have you been promoted to higher position during the period between 1969 and 1982? ( ) Yes ( ) No
   d) How many times have you been promoted? _______
   e) What is your gross salary at present? Tk _______

6. In your opinion by what percentage your basis salary should be increased? _______ percent.

7. a) Is there any system of bonus in your organisation? ( ) Yes ( ) No.
   b) If yes, on what basis it is given?
   f) What is the rate of such bonus?
8. In addition to salary and bonus, what other financial benefits are given to you?

<table>
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<th>Benefits</th>
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<td>iii.</td>
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<tr>
<td>iv.</td>
<td></td>
</tr>
<tr>
<td>v.</td>
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</table>

9. Do you feel it desirable to link bonus of an executive with his performance?

<table>
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10. Please tick ( ) the merits and demerits of linking bonus with performance of an executive.

**Merits:**

i. It will help boosting up production.

ii. Encourage managers to develop their skill.

iii. Improve supervisor-worker relationship.

iv. Increase job satisfaction of efficient performer.

v. Satisfy ego and social needs.

vi. Ensure job stability.

**Demerits:**

i. Generate jealousy and resentment

ii. In some cases, inadequate measurement may create a sense of injustice.

iii. Uncontrollable factors hindering production may not be considered.

iv. Nepotism and favouritism may guide evaluation process.

v. Profitability and sale of the product may be ignored.

(a) Is there any provision for special increment for outstanding performance to the executives in your organisation? ( ) Yes ( ) No.

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12. Executives should be promoted mainly on the basis of (Please tick one):
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13. (a) There is a common belief among the people that some of the executives are corrupt. Do you agree?
    ( ) Yes ( ) No

(b) Do you think that this corruption is due to poor compensation? ( ) Yes ( ) No

14. (a) In your opinion what is the status of the executives in our society? ( ) High ( ) Moderate ( ) Low

(b) What is the role of status and prestige making executives to work hard?
    Not at all Not so Somewhat Effective Very effective effective effective effective
    ( ) ( ) ( ) ( ) ( )

(c) Please tick (✓) which of the following status symbols would incentivise the executives.
   1. Car
   2. Provision of lunch
   3. Entertainment (Expense Account)
   4. Holidays
   5. Gifts (on 25 years service or retirement)
   6. Telephones
   7. Well furnished room
   8. Prizes and medals for outstanding performance
   9. Any other (please specify)
15. How satisfied are you with regard to the following needs?

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<th>Fully</th>
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<td>fied</td>
<td>satis-</td>
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</table>

1. Present
   salary &
   allowances

2. Fringe
   benefits

3. Non -
   Financial
   benefits
   (status,
   power dele-
   gation of
   authority)

4. Job
   security

16. Please rank three factors which are related with your job
    in order of their importance:
    i. Job security ( )
    ii. Working condition ( )
    iii. Promotional facilities ( )
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i. Number of Scales:

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iii. The ratio between the lowest and the highest pay:

iv. Deferred Compensation:

v. Possibility of introducing profit sharing:

vi. Criteria for determining the rewards based on executive performance:

vii. Proportion of Fringe benefits to total compensation:

viii. Choosing fringe benefits according to own choice:

ix. Any other (Please specify)
Bio-data of the Respondents

1. Name
2. Designation
3. Age (as on 30.6.1982)
4. Experience
5. (a) Educational qualification:
   (b) Which institution you have studied:
      i. School:
      ii. College:
      iii. University:
6. Special training, if any:
7. Place of Birth: City _______, Town ________, Village ______
8. Please indicate the size of your family:
9. Parental Background:
   a. Father's occupation:
   b. Father's Education:
   c. Father's monthly income: High ( ), Moderate ( ), Low ( )
10. (a) Please specify the positions held by you in any other organisation in the past:
    (b) Would you please mention the reasons for such change?
        (Please rank three important reasons for such change)
           i. Better Pay and Fringe Benefits ( )
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           vi. More responsibility ( )
           vii. Power to make independent decision ( )
           viii. Peer group attraction ( )
           ix. Family reasons ( )
           x. Any other (Please specify)