



Inspiring Excellence

INTERNSHIP REPORT

On

“Employee Engagement”

Of

Grameenphone Ltd.

Date of submission: April 30, 2017

Submitted To

Zaheed Hussein Md Al Din

Lecturer

BRAC Business School

BRAC University

PREPARED BY:

Sumaila Tasneem

ID: 13204101

Major in Human Resource Management (HRM)

BRAC Business School

BRAC University

LETTER OF TRANSMITTAL

30th April, 2017

To

Zaheed Hussein Md Al Din

Lecturer, BBS

BRAC University

Subject: **Submission of Internship Report.**

Dear Sir,

I would like to convey to you my heartiest thanks for your precious guidance and support for me to prepare my internship report. With immense pleasure, I am submitting my internship report on “**Grameenphone Limited**” which was assigned me as a part of my BBA Program. I have tried my level best to complete this report with the necessary information and suggested proposals that you have provided me with.

I hope that the report will meet your expectations and would really appreciate it if you would enlighten me with your thoughts and views regarding the report. I will be always available for answering any query related to this paper.

Thank you for your support and patience.

Yours Sincerely,

.....

Sumaila Tasneem

ID: 13204101.

BRAC Business School

BRAC University

Acknowledgement

This report would have been impossible without the valuable contributions and limitless help of several individuals. I have been benefited by many people in the completion of this report. They have generously supplied insightful comments, helpful suggestions, and contributions all of which has progressively enhanced the quality of this report.

First, my thank goes to the Almighty Allah for giving me the grace to finish this report. I would like to thank all the authors of the journals, books and articles that are secondary sources from where we have collected necessary information regarding this project.

I would like to thank my respectable supervisor **Md. Kaushik Ahamed** for giving me the opportunity to perform my internship program under his supervision in the Grameenphone Ltd. I would also like to express my humble gratitude to all of the colleagues of my team who not only helped me to prepare this report but also helped me with their guidance and by sharing their valuable knowledge. During my preparation, I did not face any major difficulty rather I enjoyed my each & every moment.

I would like to express my deepest gratitude to my respected internship supervisor **Zaheed Hussein Md Al Din**, Lecturer of BBS in BRAC University, for giving me the proper guidelines to prepare this Internship Report. Without your help, this report would not have been possible to complete properly. Your support and guidance gave me the courage to make this report.

Finally thanks to **BRAC University** for arranging an excellent opportunity to make an internship course work where the students are getting the ultimate benefit to make their academic learning into the experience.

Executive Summary

Grameenphone Ltd (referred to as GP) is the leading telecom service provider in Bangladesh. It has better network with better services. Its wide coverage of network and flawless Customer service makes it the pioneer. To reach this position the most important is the workforce of Grameenphone. The skilled workforce and their tremendous work make a difference with the telecommunication service provider companies. This report is the result of three months long internship program conducted in Grameenphone Limited and is prepared as a requirement for the completion of the BBA program of BRAC University. The report is prepared to fulfill the partial requirement of the course Human Resource Management. The different aspects of Human Resource Management, which we learn in theory, should be compared with the real life scenario on the basis of practical implications. The aspects of Grameenphone that have been focused on are the issues of on the **Employee's Engagement**, and **Effectiveness**. These were the areas of focus due to the nature of the issues that have been observed during my tenure at Grameenphone. Previous Literature was reviewed on the aforementioned issues and their implications were studied and further recommendation was given.

Some of the implications focus on improving aspects of other social engagement of employees to keep them happy, better incentives and to bring out the best productive performance from the employees at Grameenphone.

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CHAPTER 1.0

1.1 Historical Background

Grameenphone the leading telecommunications operator of Bangladesh is part of Telenor Group which has presence in 13 markets across Europe and Asia.

Before Grameenphone's inception, the phone was for a selected urbanized few. The cell phone was a luxury: a flouting accessory for the select elite. The mass could not contemplate mobile telephony as being part of their lives.

Grameenphone started its journey with the Village Phone program: a pioneering initiative to empower rural women of Bangladesh. The name Grameenphone translates to "Rural phone".

Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameenphone was the first operator to introduce GSM Technology in this country. Grameenphone pioneered the then breakthrough initiative of mobile to mobile telephony and became the first operator to cover 99% of the country's people with network

Since its inception Grameenphone has built the largest cellular network in the country with over 9700 base stations. Presently, nearly 99 percent of the country's population is within the coverage area of the Grameenphone network. Grameenphone has always been a pioneer in introducing new products and services in the local telecom market.

Grameenphone was also the first telecommunication operator in Bangladesh to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services. In October 2013 the company launched 3G services commercially. The entire Grameenphone network is 3G/EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently over 2.2 million Internet users in the Grameenphone network.0.

Today, Grameenphone is the leading and largest telecommunications service provider in Bangladesh with more than 55 million subscribers as of October, 2016.

The Financial Position of Grameenphone has solidified over the years. They have gone from strength to strength and particularly in 2016 there has been a percentage increase in most of their financial divisions.

There has been a 9.65% increase in profits over 2015. Their Market Share has increased as well as their operating profit, Earnings per share as well as Net Operating Cash flow. The only decline that they have faced from the previous year is the decline in Total assets. The decrease is of a 1.5% and is a slight problem facing Grameenphone which I'm confident that they can overcome.

1.1.1 Mission, Vision, and Values at Grameenphone Ltd

Mission: We exist to help our customers get the full benefit of being connected. Our success is measured by how passionately they promote us.

Vision: We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all.

Values:

Make it Easy

Everything we produce should be easy to understand and use. We should always remember that we try to make customers' lives easier.

Keep Promises

Everything we do should work perfectly. If it doesn't, we're there to put things right. We're about delivery, not over-promising. We're about actions, not words.

Be Inspiring

We are creative bringing energy and imagination to our work. Everything we produce should look fresh and modern.

Be Respectful

We acknowledge and respect local cultures. We want to be a part of local communities wherever we operate. We want to help customers with their specific needs in a way that suits way of their best

1.1.2 Corporate divisions

- ✚ **Commercial:** Commercial is one of the largest divisions in Grameenphone. It forms as the bridge flanked by the Grameenphone and its customers. This division includes marketing, distribution and retails sale, and customer experience
- ✚ **Finance:** The finance department monitors and controls companywide finance and procurement activities. They prepare financial statements while complying with requirements of International Financial Reporting Standard, Bangladesh Accounting Standard and other related local legislations experience e.tc.
- ✚ **Corporate Affairs:** Comprised of the Legal and Compliance department and Regulatory Affairs Department, Corporate Affairs is responsible for ensuring that Grameenphone is complying with the current legal obligations and requirements set by BTRC and other government bodies. It develops, maintains and implements company strategies, policies and procedures for its functional area.
- ✚ **Technology:** The functions of the Technology department are very crucial as it is involved providing the core product of Grameenphone. Are include with Implementation, operation, planning, Design and Dimensioning.
- ✚ **People & Organization:** This is responsible for all the HR functions of Grameenphone, such as HR planning, recruitment and selection, training and development, compensation, support and maintenance. There are various administrative functions under the scope of P&O. HSSE is another department, which is responsible for ensuring Grameenphone appropriate systems are in place to mitigate risk in relation to health, safety, security and environment

1.1.3 Details of the services

Grameenphone was the first operator to introduce the pre-paid mobile phone service in Bangladesh in September 1999. It offers the pre-paid subscription under the name Easy Prepaid which is currently called "Nishchinto, Amontron, Shohoj, Bondhu, Aapon, Smile, Spondon, Business Solution prepaid". Besides Nishchinto, Amontrito, Shohoj, Bondhu, Aapon, Smileys, Spondon, Business Solution, Grameenphone also offered a youth based mobile to mobile connectivity within Bangladesh named djuice.

Grameenphone offers postpaid mobile service. Xplore Postpaid & Xplore Legend is the name of its post paid service. Grameenphone provides several other packages which can be selected based on the type of tariff or features like pulse, sms, and internet. Detailed information about packages provided by Grameenphone can be found dialling 121 from your Grameenphone number and can also be found using the official Grameenphone android app available for free download on Google Play Store.

Other services are mentioned below.

Internet

Grameenphone provides Internet service in its coverage area. As it has EDGE/GPRS/3G enabled network, any subscriber can access to internet through this network. Grameenphone was the first mobile operator in Bangladesh to offer EDGE and 3G services to its subscribers

G-Pay

To make the lives of its customers easier, Grameenphone Ltd. has re-launched its wallet service with a new brand name 'GPAY' – a digitized and smart way to avail GP's existing range of payment services. GPAY Wallet lets customers pay their utility bills, Flexi Load to their own or other GP numbers, and purchase train tickets right from their handset. To avail these services customers can now refill their GPAY Wallets from nearby MobiCash retail outlets or from selected GPAY partner bank accounts: DBBL Rocket Mobile Banking Account, AB Bank core banking account, and Islami Bank mCash account or internet banking. They can also refill their wallets from any Grameenphone Center.

Bioscope

Bioscope allows the users to enjoy Live TV and on-demand Video contents.

Wow Box

Wow Box is the number one lifestyle application of the Country which can be browsed for free without any data charge. Moreover Wow Box offers 20 MB free for its users every week.

In addition to browsing the full range of content offered in the app: including daily news updates, lifestyle tips, games, sports, horoscopes, jokes and competitions - you can earn tokens (which are reward points) that you can use to purchase internet offers.

GP Krishi Sheba Service

In Bangladesh, about 80% people indulged themselves with cultivating or have a lifestyle directly or indirectly dependent on cultivating. With an increasing number of population growth, the importance of cultivators and agricultural production is also increasing. Even though land is limited, the cultivators are bound to increase the production. For such large population of people who are highly dependent on cultivations, the importance of techniques and technologies extreme. It is such a sector, where the internet based data on making agriculture easier are not yet available.

GP is taking this opportunity to combine and introduce different services related to cultivation together in order to aid the population involved with cultivating as they will find all the relevant information they need from the same place.

Customers will be able to get a direct voice conversation by dialing 27676 for updated agro information and advice on agricultural service from agro-specialists.

Customer will get below information/advice from the call center by dialing 27676 which is BDT 3 per minute:

- Crop Cultivation
- Soil Information
- Fertilizer Information
- Poultry, Livestock, Fisheries farming

Customer will also be able to get everyday tips through SMS on Gardening (Flower, Fruit, vegetable), weather update, and various tips on plant, Dairy & Fisheries. Customer can browse through IVR menu by dialing 27676.

1.1.4 Operational details

Grameenphone is the leading and largest telecommunications company in the country with the farthest-reaching network in Bangladesh. The company operates a digital mobile telecommunications network based on the GSM standard in the 900 MHz, 1800 MHz and 2100 MHz frequency bands, under license granted by the Bangladesh Telecommunication Regulatory Commission (BTRC).

Being one of the oldest competitors in the Telecommunications industry in Bangladesh, Grameenphone has continually had to adapt and lead the way against newly emerging telecommunication giants in Bangladesh such as Banglalink, Robi, Airtel etc

The operation details of Grameenphone cover an immense scope considering the size of the customer base that it caters to. The operations at Grameenphone include, Telephone and Internet Services as well as intimate customer care options such as Grameenphone Centers (GPC), Service points etc. They also have a System similar to bKash called MobiCash which can be used as a means for e-ticketing as well as bill payment.

As well as the above-mentioned operations that make up the major part of Grameenphone's operations they have a departmental wise operation system within their office. This includes all the relevant departments you would expect at a Multination company with departments including Human Resource Department, Engineering Department, IT department, Marketing Department, etc.

Key facts

- The largest of six mobile operators in the country
- Offers core voice services and a number of value-added services on both a contract and prepaid basis
- 57.954 million mobile subscriptions (Q4 2016)
- 3576 employees (Q4 2016)
- Total revenues of NOK 12.339 million (2016)
- Monthly Mobile ARPU: NOK 18 (Q4 2016)
- Telenor holds a 55.8 % ownership interest in Grameenphone (as of 31 March 2011)
- Grameenphone is listed on the Dhaka Stock Exchange (DSE) Ltd. and the Chittagong Stock Exchange (CSE) Ltd
- CEO: Petter Børre Furberg

1.1.5 Corporate social responsibility

Safe Internet Workshop

As a part of its continuous endeavor to spread awareness among the parents and the children regarding safe use of Internet, Grameenphone has started a countrywide Safe Internet Workshop initiative in association with BRAC. Under this program, 470 workshops were arranged in 470 schools around the country. Grameenphone also published a Safe Internet Guidebook for parents and distributed among the parents and teachers across the country.

Online School

With a view to improving access and quality of education for the underprivileged, Grameenphone in partnership with Jaago Foundation and Agni Systems Ltd. launched an online school in 2011. The online school is a unique idea where the teacher conducts class from a distant location using video conferencing technology with the aid of moderators in the actual class room. Currently, there are 693 students in 10 schools located in Gazipur, Gaibandha, Rajshahi, Madaripur, Bandarban, Teknaf, Rangpur, Dinajpur, Hobigonj and Laxmipur.

Online Child Safety

Along with its endeavor to spread the light of education across the country, Grameenphone is also working for online safety which is a big concern to many parents now. For the first time in Bangladesh, Grameenphone has started various initiatives to enlighten the parents and teachers who find it a real challenge to monitor and limit their children's online behavior while cybercrimes are increasing. To find out the actual scenario of the young internet users in Bangladesh, Grameenphone conducted an Online Child Safety Study among a mix of 1500 urban and rural students. The study shows that more than 30 percent of these users have either been bullied on the internet or have received inappropriate messages..

Localizing Khan Academy

To help the Bangla-speaking students enjoy the global classroom, Grameenphone has come forward to remove the language barrier by localizing the contents of Khan Academy, world renowned digital learning organization that provides 'a free, world-class education for anyone, anywhere'. These contents will help the Bangla-speaking population, around the globe, to study at their own pace in and outside of the classroom. It will also empower the teachers to better understand what their students are up to and how best to help them using modern technology that identifies strengths and learning gaps. Grameenphone partnered with Agami who has been working with Khan Academy since 2011 to localize Khan Academy

Child Help Line 1098 extended to support more vulnerable children

To facilitate building a child-friendly nation that guarantees the rights and protection of all children, Grameenphone has partnered with UNICEF to support the extension of the 'Child Help Line-1098' in Bangladesh. The project is being administered under the overall guidance of UNICEF and the Ministry of Social Welfare and is part of a wider global partnership among Telenor ASA and UNICEF. The Help Line operates a 24-hour toll-free telephone line and provides emergency support services to children at risk. Grameenphone is supporting the extension of the child help line to 11 upazilas along with Dhaka and Khulna City Corporation.

Online Teaching Excellence Centre quality education for anyone, anywhere

Grameenphone treads into virtual education with the launch of the Online Teaching Excellence Centre (OTEC), a knowledge sharing hub which enables increased reach throughout the nation using internet. This platform brings together teachers from various reputed educational institutions- who deliver lectures on different subject

Digitizing school monitoring System strengthening evaluation

To strengthen the school monitoring system through digitization of the existing monitoring process of the Directorate of Primary Education (DPE), Grameenphone has joined hands with Save the Children to create an android-enabled school monitoring application, in collaboration with the monitoring and evaluation section of DPE. As a part of digitizing school monitoring System, the Upazila Education Officers have been equipped with Tabs and internet connections to report online.

Chapter 2

2.1 Job Responsibilities

Internship is a crucial part of the Bachelor of Business Administration Program of the BRAC University. It is considered as an interface between academic working hours of the job was 8.00 a.m. to 5 p.m.

In my internship program, I was assigned in the Shared services department under People and Organization division and I am under in Recruitment Services and On-Boarding team. Recruitment is a very important part of Grameenphone HR management area. Within this internship period, I have done various multi tasks. Sometimes it made me under pressure but I am thankful to my supervisor and other team member to give me chance for working various types of works which teaches me a lot.

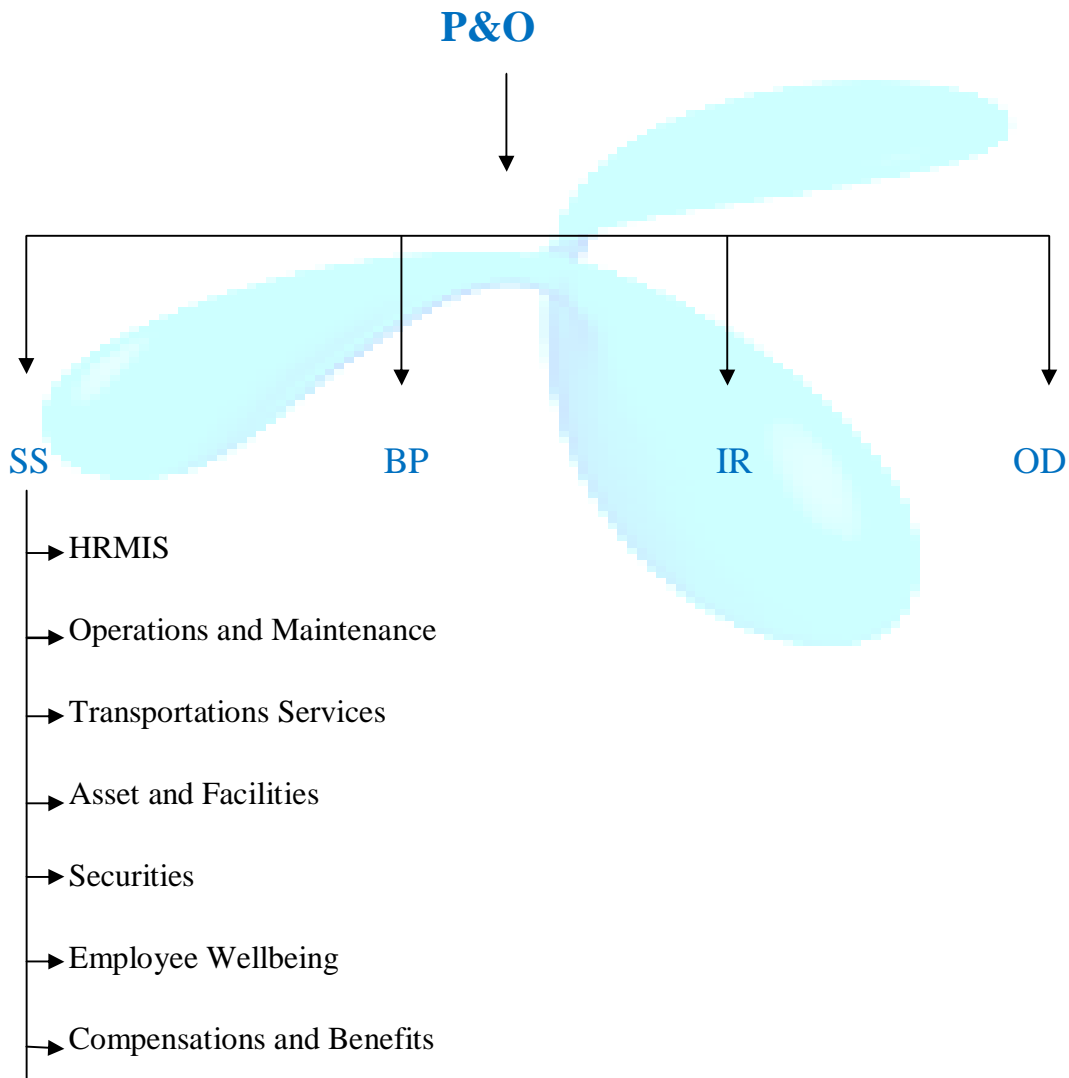
My Assignments	Contributions
<ul style="list-style-type: none"> ▪ My assignments were given to me on monthly/periodic basis. When I joined GP House. ✓ I was briefed that I would need to assist Zabin Khan and Tawhidul Islam (Sr. Executive; RS&O team) as my primary assignment. Any process that came on way would be my tasks. ✓ Maintaining the Recruitment Portal of Grameenphone Ltd. was one of my main focuses ✓ Making interview calls. ✓ Storing CVs. ✓ Sorting down CVs. ✓ Preparing interview Boards. ✓ Readyng and Handing out documents. ✓ Keeping tabs of Interns ID Card returns. ✓ Extra assignments. 	<ul style="list-style-type: none"> ▪ I tried my best to give the best outcome and definitely maintained deadline. Some of my contributions were ✓ When I joined the recruitment portal had more than 1400 due emails. But after my joining I checked every email individually and made the inbox zero. ✓ When I handed recruitment portal to next intern the inbox was zero as I checked emails regularly along with my other duties. ✓ Reducing the time of interview calls. ✓ Preparing interview schedule for May session interns within mid April which resulted in gaining best resources at the first week of May. ✓ Preparing the documents schedule and making joiners comfortable.

2.2 The department – People & Organization

The department I worked in is called “People & Organization”. It is basically what the world calls “Human Resource Department”. The department is sub-sectored to 4 sections-

- ✚ Shared Services
- ✚ Organizational Development
- ✚ Business Partner
- ✚ Industrial Relations

These sections have sub-sections that are called teams. A hierarchy of the department is given below-



As seen on the graph above, Shared Service & Organizational Development sections have respectively 7 & 4 sub-sections. Business Partner and Industrial Relations are teams mainly with no branches of them.

Chapter 3

3.1 Limitations

During the internship period there are various problems I faced almost every day. Though it started at the 1st day I joined but at the end problem was solved. But I was unable to learn many things due to the following reasons:

- ✚ Being an intern I wasn't allowed to use the printing machine when the need arose.
- ✚ All the employees helped whenever I needed but they did not share much internal information about HRD. As a result I could not collect sufficient information pertaining to this report.
- ✚ The company does not have sufficient source of secondary data and collection of data was not smooth.
- ✚ As compliance was very implicit and confidential it was difficult for me to get these data for my research.

3.2 Purpose of the Report

Broad Objective:

The main objective of this study is to determine the level of Employee Engagement and its Effectiveness of the employees at Grameenphone Ltd.

Specific Objectives:

- To know Grameenphone's strategies in terms of increasing employee engagement.
- To know their process to maintain the employee effectiveness.
- To know how they arrange all the events and social engagements for the employees.
- To know how they measure employee engagement on what basis.
- To know how Grameenphone take care of their employees and keep them motivated and happy.

3.3 Analyzing Issue

3.3.1 Employee Engagement

Grameenphone plays very nice and successful role in terms of engaging employees towards achieving the organization's objectives and goals. They try to manage employee engagement in 2 streams. One is through focused drive with action plan formulated based on EES, culture survey results and other available analytics. Each year, the results help us identify areas of focus and action plans are formulated, implemented and followed-up for those areas. On the other hand different business, cultural, traditional, inspirational, creative and fun events are organized in the organization throughout the year to engage and energize the people.

- ❖ Employees of Grameenphone are always committed and motivated and give their best effort at work. To maintain this motivation and effectiveness, Grameenphone follows a strategy named "**Hay Group**" model which ensures the effectiveness of employees by the combination of engagement and enablement.

Engagement + Enablement = Effectiveness

Hay Group Model of Employee Effectiveness

Engagement:

In this part, employee's engagements are measure by their 'commitment' and 'discretionary effort'. The more people are motivated the more they will be strongly loyal and give their very best effort to the organization.

➤ Commitment

Grameenphone always ensure the commitments from the employees to bring out the effectiveness of them. Employee's needs , desires, happiness and satisfaction are always the first priority in Grameenphone, according to organization's structure and goals, to make them more dedicated towards their job responsibilities and organization's objectives.

➤ Discretionary Effort

Engagement is also measure by employee's discretionary effort which means extra effort, work and other activities above or beyond the working hours and job responsibilities. When employees get motivated by facilities, working environment and people of organization, the discretionary effort are automatically kept coming from the employees. So, discretionary effort is one of the important factor in terms of

employees engagement. Grameenphone take this “discretionary effort” on the strong priority base issue to measure engagement of employees.

Enablement:

In this part, Employee’s enablement is the main focus area. To get best effort from any employee, an organization must have to give a suitable environment, power, proper resources, authorization, equipment etc. which helps to make an employee most effective. Otherwise employees will be least effective and frustrated in any moment. So as a result employee can play best optimized roles of them with supportive environment where employee can feel safe, healthy and can see future development scope as well.

➤ Optimized roles

Grameenphone ensures the optimized roles of each and every people by giving proper resources, training, organized working structure, and information. Employees of Grameenphone are always in their optimized forms, there are hardly any employees who don’t feel like giving their optimized effort. Grameenphone maintains its strong enablement in every situation for every employee.

➤ Supportive Environment

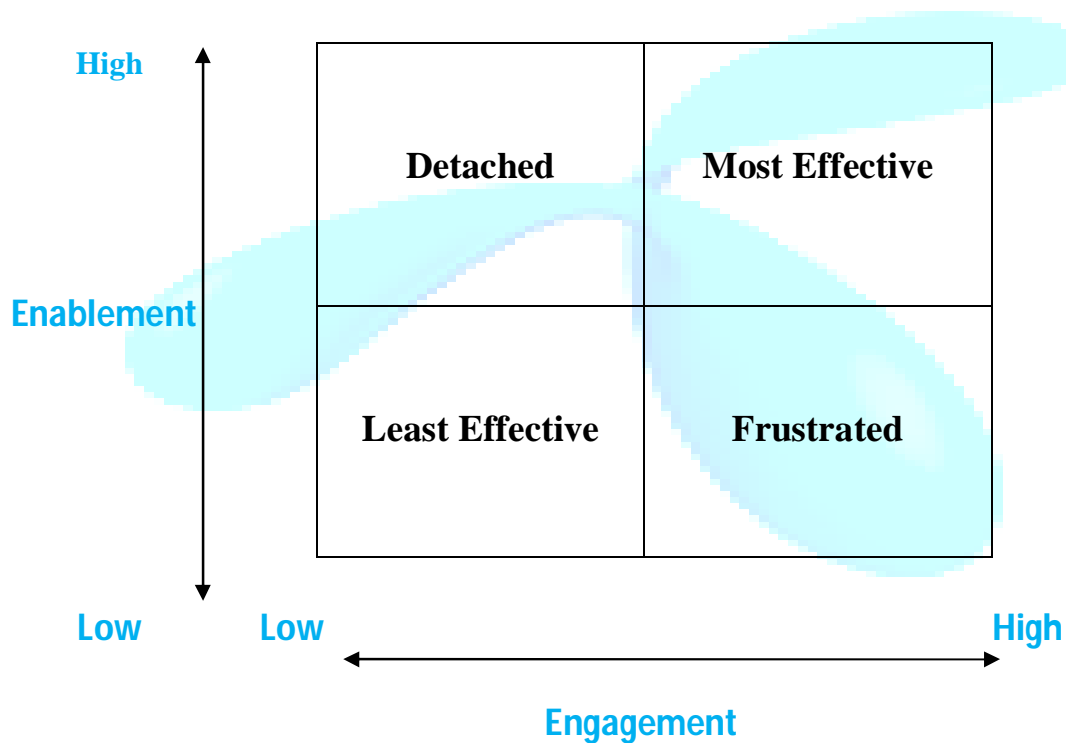
Grameenphone has the most beautiful environment which differentiates itself from the other organization, by which people of Grameenphone and also from other organizations are attracted and want to eagerly start their career here. GP make all the employees feeling safety in terms of their health, their future development, opportunities, scopes etc. according to their organization’s structure. Grameenphone ensures much enough that each and every employee gets the supportive environment like comfortable work zone with flexibility besides the organized work structure, empowerment, resources etc.

Employee's Effectiveness:

Grameenphone approve the employee effectiveness by measuring addition of engagement and enablement. When, engagement and enablement fulfill its requirement then the effectiveness of employees comes as a result of it, with staying motivated and dedicated to their job duties and responsibility.

Employee effectiveness is shown by employee's productivity, their creativity, innovation loyalty, corporate reputations and their hard working as well.

❖ Measuring Level Of Employee Effectiveness



➤ **Detached**

In this quarter, employee effectiveness is found as “detached”, because, here level of enablement is high but the level of engagement is low. That's mean; despite of getting good enablement, employees is poorly being engaged, is not giving proper effort and becomes less committed.

➤ **Least Effective**

In this quarter, employee effectiveness has placed at the low level of both enablement and engagement. So, here employees don't get proper enablement as a result he feels de motivated in terms of engagement. This quarter is called "Least Effective".

➤ **Frustrated**

This quarter indicates the time when an employee want to give effort and to be engaged in their work but can't because of low enablement, that time is measured as "Frustrated".

➤ **Most Effective**

Here, the level of Enablement and Engagement are both high which means, organization maintains the strong enablement and employees are highly committed and giving best effort as well. This quarter is known as "Most Effectiveness".

This is how Grameenphone measure the level of employee effectiveness by for quarters, associated with high/low level of enablement and engagement.

There are some other ways Grameenphone follows for measuring employee engagement. Such as – **GPMT** - GP Management team, **EMT**- Extended Management Team, **GPPC** - GP People Counseling, **EES**- Employee Engagement Survey etc.

❖ **Social Engagement**

- Grameenphone Ltd. uses many techniques to engage its employees. Some of these strategies include having mini restaurants like "**Kiva Han**", "**Capricorn**" within GP House. In this era, where people go to cafes and restaurants just to give a check- in , or to relax on their free time. It keeps the employees engaged with work place at the same time giving them the opportunity to relax. It makes employees re-energized to go back to their assigned work.
- Another strategy that Grameenphone uses is celebrating various Occasions like – "**Pohela Falgun**", "**Pohela Boishakh**", "**New Year**" etc. Celebrating various occasions also increase employee morale and engagement as it gives the feeling of belonging in the organization. People generally save time from their work schedule to enjoy and celebrate such occasions. They usually try to various locations, but when there is grand celebration occurring in their own workplace, they feel unique and tries not to leave the premises. It also increases the loyalty of employees.

- Along with all these GP House facilitates **ATM Booth, Cobbler Corner** (where employees can mend their shoes), **Gym** .These arrangements prevents turnover, absentness of employees, helps to make them interested and increases their engagement .
- GP House also facilitates two **Kitchens** at every floor. In the Kitchen, employees can keep their own mugs to drink tea, coffee (all the ingredients are provided by Grameenphone Ltd.). It not only helps employees relaxing but also provides them with the feeling of belonging.
- Apart from these there are Play zone and Game centers on different level of GP House where you can play Fifa 2017 on big TV screen or soccer on small dais. They also provide beautiful chatting area decorated with chairs, tables and sofas on rooftop even this arrangement is on every floor corridor area. These things actually increase employee engagement physically, emotionally and psychologically as well.

❖ **Celebration of Inspiration**

All the programs are designed keeping the principle- 'for the people, by the people' and also budget constraint

Most of the programs are organized at head office and at regional offices (in smaller scale)

Many of the programs have photo engagements through photo booths, photo competitions, posts at FB@Work

- GP Night
A grand companywide celebration (bringing all employees together including regions) at big convention center/ open space with glamorous concert setup, performances from both external artists & internal people, grand dinner & lots of fun engagements.
- GP Birthday
A grand celebration of Grameenphone's birthday with inters divisional competition of performing art (singing/dancing/drama/fashion show etc.). CXOs along with people from their division need to come up with a group performance of their choice and

compete with other divisions which are then judged by randomly selected judges from the audience. It's celebrated at head office & regions.

- GP Stage

An internal performing art (singing, dancing, instrumental music) talent hunt program for GP People. A 'Britain's Got Talent' kind of program with auditions several rounds & voting modality for internal people & external judges. The winners of the GP Stage then become the performers of several internal and external companies' events such as GP Lounge/Music.

- GP Lounge/ Music

A quarterly evening program which is held on GP Stage and announce winners on the basis of performance. The program is held after office with informal lounge kind of setup.

- GPPL

Grameenphone Premier League is highly engaging & energetic cricket tournament with similar modality of international cricket premier leagues. There are teams, team owners, supporters from each division of Grameenphone. Matches are organized at proper cricket fields with all necessary ceremonies.

- Indoors Games Tournament

A competition among employees based on registration on Table Tennis, Pool, Chess, and International Bridge. The tournaments are organized at head office & regions.

- Family Day/ Parents Day

A day long program with lots of fun engagements for employee's family members .There is another day long program for employee's parents at head office & regions.

- Long Service Award

A special program organized each year for employees who complete the service length of 10 years. Employees are recognized in front of their family at the gala night with special gifts.

- ❖ **Local & International Days of Significance**

- Falgun Uthsob (13th Feb) - Pohela Falgun or the 1st day of Falgun (Bengali Month) holds local traditional significance. As this is the start of spring, the season of colors, thus office premises gets decorated with colors and all the employees were colorful attire to office to celebrate the day. In-house performances are organized, popular food stalls are arranged inside the office and some more festivities
- Intl. Women's Day Celebration (8th Mar) - The day starts with welcoming female colleagues at work place with flower and a gift as small token of appreciation. Both men and women follow a pre-communicated dress code. Management team expresses their appreciation to female colleagues through town hall or common gathering. Some photo and other engagements are also organized for the day.
- Baishakhi Mela (14th Apr) - Pohela Baishakh (1st day of Bengali Month) holds local traditional significance. Thus office premises gets decorated with the Baishakhi Uthshob props (employees go through a competition of 'decorate your floor'), Baishakhi fair is organized at head office and regions (employees gets stalls based on registration and brings interesting items around the festival to sale and other employees buy from them for family and friends), musical program is also organized.
- Click Green (5th Jun) - A photo competition is organized among employees with a theme 'Click Green' create environmental awareness and inspire people to take positive actions for the environment. The result of the competition is announced on World Environment Day with proper ceremony and then the photographs are used to decorate office premises.

- Victory Day (16th Dec) - The Victory Day of Bangladesh is celebrated in both GP premises (for internal people) and outside GP premises (commercial campaign) to inspire the people GP cares about.
- EID Reunion/ EID Fair (Jul & Sep) - 2 EIDs hold both local traditional and religious significance for Muslims. Thus EID fair or EID reunion is organized before or after the EID for all the employees.

❖ Business Engagement Events

- 4 Q-awards/ CEO Town halls - Quarterly recognition program engaging all employees across regions with the help of live broadcasting. The recognition program modality has recently been changed and has become an engaging story telling program that people can relate than a formal award giving ceremony. Business updates and some fun engagements are also part of this program.
- Strategy Drive/ Transformation Project Updates - With the new ambition and strategy, the need of more engaging cascade/communication became prominent. Thus the management team and the transformation project teams are engaging all the employees to this drive through quarterly town halls/project updates sessions
- Blue Wave - Customer 1st day, Retail Day Out or any other kind of company wide market visit programs are managed under the people engaging platform Blue Wave. Such programs reengage people to the company ambitions.
- B2B (Business to Business) Fest - An employee engagement program that not only engages the people inside the organization but also critical commercial

clients who gets the opportunity to exhibit and sale their products/services with exclusive discounts for GP employees at GP head office. This is a 3 days festival that follows fair kind modality.

- Culture or EES Awareness Sessions/ Town halls - Companywide town halls or sessions that are conducted at GP head office and regional offices covering all employees to onboard them and engage them in the Culture & Employee Engagement drives.
- Learning Week - A week dedicated for several functional and cross functional learning sessions where a number of sessions are offered & conducted based on registration & interest of GP employees.
- Quarterly Commercial Calendar Support - Other than above mentioned program/events any other commercial campaigns/initiatives that requires employee engagement is supported by this platform

Impact Area	Percent of Employers Indicating a "positive" or "somewhat positive" Impact
Quality of personal/family life	84%
Engagement	80%
Retention	75%
Intent to stay	74%
Productivity	67%
Company culture	63%
Recruitment	61%
Quality of work	59%
Absenteeism rates	56%
Turnover	52%
Health and wellness	52%
Public image as employer of choice	52%

Source: SHRM's 2014 Workplace Flexibility- Strategic Use of Flexible Work Arrangements

Figure: Workplace Flexibility

3.4 Recommendation

- Grameenphone needs to bring more creative ideas in terms of employee engagements, Such as -
 - People are hardly known each other from different divisions in Grameenphone. Most of the events, program, or any business related arrangements are occurred within division at most of the time. So they should arrange at least any one event of two divisions together. As a result, communications will be strong and people will be socially engaged.
 - Case solutions or any problem should be given to the employees in a team. The team members must be from different divisions.
 - In terms of Internship program, if they want, they can arrange this program more organized, interns are assigned for the each individual different department, but sometimes there should be some work which intern from other departments can complete together. Actually there are lots of task an intern has to do on daily basis, but this internship program completely unpaid, so for the motivations interns should be paid I think.

Chapter 4

4.1 Conclusion

Grameenphone Ltd. is a leading provider of telecommunication services of Bangladesh. The company operates a digital mobile telecommunication network based on the GSM standard in the 900 MHz, 1800 MHz and 2100 MHz frequency bands, under license granted by the Bangladesh Telecommunication Regulatory Commission (BTRC) Grameenphone Ltd. is the largest mobile telecommunication operator in Bangladesh in terms of revenue, coverage and subscriber base.

Grameenphone is an internationally renowned corporation boasting of an elite workforce and a very successful business venture in Bangladesh. Working at Grameenphone has been a truly enlightening experience and I have learnt a lot about the working environment. Although in my paper I have levied some criticism upon Grameenphone such as the inequality when it comes to the ratio of males and females in the work place or the inflexibility in the recruitment section, the fact is that the Grameenphone Corporation is leaps and bounds ahead of any of its competitors. This is not just only in counting the market shares in the telecommunication agency but also in terms of working environment and professionalism.

The purpose of Grameenphone and the secret to its success is the targeted audience that it reaches. Grameenphone has always been the little guy's friend. Reaching far and wide throughout Bangladesh at cheap and affordable rates, there isn't a corner of the country where their services aren't rendered or their numbers found. It is this whole approach and not a targeted approach that has made Grameenphone the telecommunication leader that it is right now.

My internship at Grameenphone went pretty smooth and there was no real issue that I had a complaint with. With all that's been said and done, I believe that no other company in Bangladesh can provide a working environment like Grameenphone. Everybody is very professional as well as friendly and I had absolutely no problem adapting to the office. My internship days at Grameenphone Ltd have been one of the best so far, memories that I will cherish for the rest of my life. In a working environment so top notch, there really is not much to dislike there. I will never forget the Happy Faces of my seniors, their helpfulness and the knowledge that they have shared will indeed be helpful in the days to come

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