



Inspiring Excellence

Internship Report

Employee perception of Engagement Activities and its effects on organizational pride at Banglalink

Course code: BUS400

Submitted to:

Shamim Ehsanul Haque

Assistant Professor

BRAC Business School

BRAC University

Submitted by:

Md. Faiyaz Alam

ID: 14104054

BRAC Business School

Date of submission: 17th December, 2018



Employee perception of Engagement Activities and its effects on organizational pride at Banglalink

17th December, 2018

Shamim Ehsanul Haque

Assisant Professor

BRAC Business School

BRAC University

Subject: **Submission of internship report**

Sir,

With due regard, I want to present to you sir, the internship report of my three-month long entry level internship program in the Human Resource branch of Banglalink Digital Communications Limited. This report is made as a major aspect of the prerequisite of the Bachelors in Business Administration degree at BRAC Business School, BRAC University. Doing my apprenticeship at this association has been an extraordinary learning opportunity and has truly given me unique knowledge into the workings of a corporate.

I am appreciative to you, sir, for aiding me throughout the entirety of the three months. I have put in my fullest endeavors in compiling this report. I have been cautious while compiling the report, still there may have been some accidental omissions or mistakes. I hope you will be considerate towards me and pardon any mistakes that I might have made.

Best regards

Md. Faiyaz Alam

ID: 14104054

BRAC Business School

Letter of endorsement by the Supervisor faculty

This is to certify that, Md. Faiyaz Alam, ID: 14104054, BBA Program, BRAC Business School, BRAC University, has written this report titled “**Employee perception of engagement activities and its effects on organizational pride at Banglalink**” for the purpose of completing the internship programme initiated by BRAC Business School. I have accepted this paper as the final internship report and wish him every success and prosperity in life.

Shamim Ehsanul Haque

Assistant Professor

BRAC Business School

BRAC University

Acknowledgment

The internship report that I am submitting is an accumulation of the contributions of many individuals who have spared their precious time and helped me put together my report. Before I begin, I would like to first express a heartfelt thanks to the Almighty Allah, for giving me the ability to finish writing the report. First and foremost, I would like to thank my faculty supervisor, Mr. Shamim Ehsanul Haque, Assistant Professor, BRAC Business School, BRAC University, for sparing time from his busy schedule and helping me in every step of the process. From the organization where I did my three months of internship, I would like to express my gratitude and thanks to my line manager, Mr. Md. Mahbubul Islam, Employee Relations Senior Specialist for being my mentor and guide throughout the entirety of the three months at Banglalink. Without his help, this internship report would not have been possible and my internship experience would not be as smooth as it was. I would like to especially thank Ms. Sharmeen Neelia, Internal Communication Senior Manager, for being a patient and observant mentor and for providing direction and insight in every task that I was assigned. The experience I have had at the organization is one of a kind and it has really given me an idea of how the corporate world operates.

Executive summary

Being one of the leaders of the digital revolution, Banglalink Digital Communications Limited plays a very significant role in providing positive change for the youth of Bangladesh. As a workplace, it provides for a very pleasant and open working environment where everyone shares the same sense of mutual respect. As an intern, I got the opportunity to work first-hand with the marvels who made mobile communication affordable to the masses of Bangladesh with their innovative ways. To this day, with assistance from its parent company, VEON Limited, Banglalink takes an innovative approach in all the projects that it undertakes. It ensures that people are satisfied, both inside and outside the organization.

The Human Resource department, specifically, the Employee Relations team, where I was placed as an intern, takes care of the various aspects of employee engagement. One of the primary aim of the team is to make sure that employees are well aligned with the company goals, mission, vision, values, culture etc. Additionally, the team also organizes major events and activities in an attempt to engage employees with the organization. The team is also in charge of regulating and transforming the office culture and maintaining a two-way communication channel between the top management and employees, both of which are very important functions and crucial to the proper functioning of a company. Employee engagement as a concept is very broad and cannot be entirely covered in a single report, but I have attempted to discuss certain important aspects of it that I have experienced and worked with at Banglalink and further, tried to statistically substantiate the theoretical model that I constructed.

The primary focus of this report is to establish a link between the aspects of employee engagement, to gain an impression of how it is perceived by employees and how it may stimulate organizational pride in an employee, benefitting both the organization and the employee.

Table of contents

Content	Page no.
Organizational Overview	1-2
Introduction to the Report	3-8
Review of related literature	9-10
Methodology	11
Analysis	11-24
Findings	24
Recommendations	25
Conclusion	25
References	26
Appendix	27-33

Organizational overview

Banglalink Digital Communications Limited (former ORASCOM Telecom Bangladesh Limited), initially started their journey in February of 2005. It is currently the third largest telecommunications provider in Bangladesh, offering telephony and internet services in the 2G, 3G and recently introduced 4G bands. The company is currently owned by Telecom Ventures Limited, which, in turn, is fully owned by Global Telecom Holding. After a business amalgam in April of 2011, VEON, the NASDAQ and Euronext Amsterdam listed company, got ownership of 51.9% shares of Global Telecom Holding. VEON, which is headquartered in Amsterdam, is a company that believes in connecting people and spearheading the change that the internet brings to the lives of over 235 million of their customers worldwide. It has its operations sprawled across 13 markets that include Italy, Algeria, Russia, Uzbekistan, Bangladesh, Pakistan, Kazakhstan, Tajikistan, Ukraine, Kyrgyzstan, Georgia, Laos and Armenia. VEON also goes by the names “Kyivstar”, “Beeline”, “Jazz” , “WIND”, “Djezzy” and “Banglalink”, based on the country in which it is operating. As of February, 2016, Banglalink has a subscriber count of 31.9 million and owns 24.4% of the the market share.

When making mobile telephony services part of the mainstream is a topic of conversation, the name of Banglalink Digital Communications Limited cannot go amiss. Amassing over 30 million subscribers within a decade is no small feat but they have achieved that milestone with innovative products, offerings, packages, smart advertising and its inherent thirst for satisfying customers and crafting the perfect experience for them. They created strong emotional connections with its customer base and within a very small span of time, mobile telephony was an easily affordable option. Armed with values like entrepreneurial, customer- obsessed, truthful, collaborative and innovative, they are taking on the revolution of digitalization and positive change by moving towards a more service and internet based consumer approach with offerings such as subscription services and data packages that is specifically geared towards browsing social sites such as Facebook, YouTube, Twitter etc.

With the shifting trend towards digitalization and rise of the young, earning, self-sufficient consumers, they are not only offering services to serve customers but also actively engaging the youth to drive positive change through various programmes like ENNOVATORS, Banglalink Next Tuber, and Hackathon etc. This reflects their core values of always striving to drive change, bringing about better solutions and overall, helping fulfill the dream of a truly digital Bangladesh.

Introduction to the report

Employee engagement is of high significance to any organization as it deals with the human capital of the organization; the employees. In the case that employees are engaged and motivated to work, the organization and the employees are part of a mutually beneficial relationship. But, if employees are disengaged to work, they begin to dissociate from work, lose interest, reduce the number of interactions, be absent more often which eventually leads to burnout. This ultimately translates to plummeting levels of efficiency and high turnover rates.

To ensure a harmonious relationship between the employer and employees, the Human Resources and Administration department of my organization has an Employee Relations team that carries out a wide range of activities to make sure employees are actively engaged with the company. As part of my internship programme, I was placed in the employee relations team, to work hand in hand with the lead members and acquire an insight as to how the employee relations team bridges the gap between top management and employees. The following are the core functions of the employee relations team:

- Organizing company-wide events and activities to actively engage employees with the organization
- Managing internal communications for employees
- Aligning employees with the office culture and values of the organization
- Regulation and transformation of office culture
- Creating a harmonious work environment
- Addressing violations of discipline
- Working towards a more sustainable employee experience
- Implementation of actions recommended by compliance
- Recognition of personal goals of employees & greeting on special occasions

As an intern under the employee relations team, my responsibilities were the following:

- Designing internal communication materials
- Communicating with employees to disseminate important information
- Assisting in organizing and co-ordinating employee engagement events
- Working with event management personnel to ensure proper execution of events
- Ensuring employee participation in events

Apart from regular responsibilities under my assigned team, I also got the opportunity to work on projects of other functions and departments like the Talent Management Team, Talent Acquisition Team, Corporate and Regulatory Affairs and also with the strategic assistants. To summarize, the internship at my organization has been an enlightening experience as it acclimated me with the professional environment and helped identify my strengths and weaknesses etc.

Rationale of the study

Employee engagement is the central focal point of the employee relations team. As an intern in the employee relations team, I realized what a critical role job engagement plays to keep employees motivated and engaging with the organization. This study is conducted to bridge the gap between theory and practice of employee engagement and how the scenario plays out in the organization. The study should help future researchers and managers to gain an insight into how different factors play a role in stimulating organizational pride in an employee through active engagement and how it can benefit an organization.

Statement of the problems

Disengaged or demotivated employees are one of the central factors that add to high turnover rates in an organization. High turnover means lower efficiency levels, lower revenue margins and higher hiring costs for the organization.

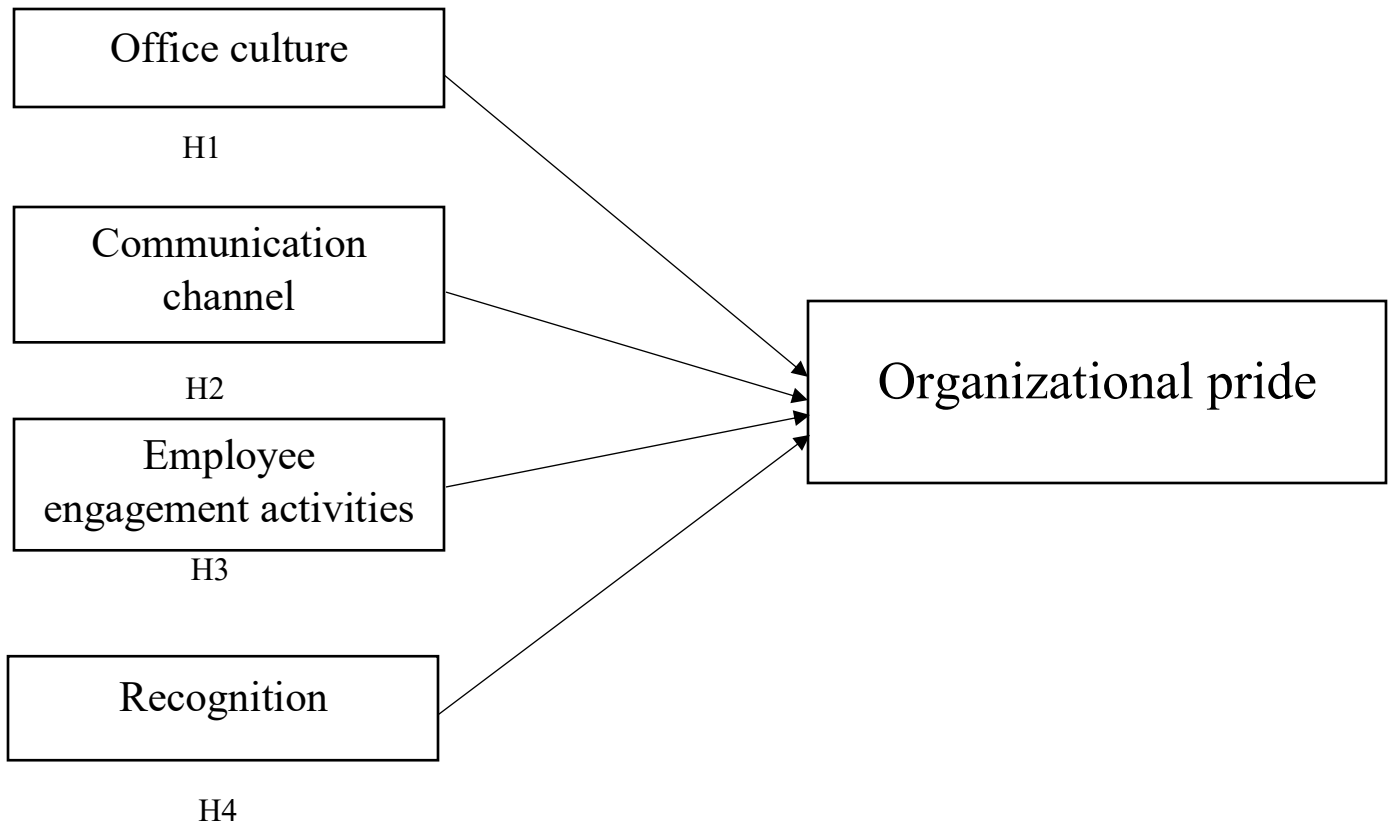
Scope and delimitation of the study

This research project titled “**Employee perception of Engagement Activities & its effects on organizational pride in Banglalink**” aims to identify and quantitatively substantiate the factors under employee engagement activities that may stimulate organizational pride within an employee and help an organization retain valuable employees. The project focuses mainly on four independent factors of employee engagement activities that, when implemented correctly, should stimulate organizational pride within an employee. Organizational pride has been taken as the dependent variable in this project.

Certain limitations were faced while writing this report, the major ones are stated below:

- Collecting survey responses from employees
- Pre-testing of questionnaire was not possible due to time and resource constrains
- Limited time for primary data collection

The conceptual framework and hypotheses are given as follows along with proper illustrations



Office culture, communication channel, employee engagement activities and recognition are independent variables and organizational pride is the dependent variable.

Office culture is the amalgam of a considerable number of values and principles of an organization. It reflects if an organization is forward thinking or customary in its approach. With the ascent of flatter organizations, open office spaces are being organized that cater to employees. Organizations need to re-evaluate their office cultures to promote receptiveness, trust, equality and respect. Any organization that wants to utilize its human capital to its fullest extent must realize the importance of an adaptable and dynamic office culture where everyone is equally respected. Within office culture is the working hours of employees. If employees have the sort of flexibility to work in the hours of their choice, rather than a fixed time every day, they are more likely to like the office culture. The office culture at my organization is an open one, with a flat organizational structure and an open desk policy. So it can be hypothesized that a flexible and dynamic office culture is positively related to organizational pride.

H1: *A flexible and dynamic office culture is positively related to organizational pride*

Communication is a key factor that plays a major role in organizations. Organizations with clear lines of communication between employers and employees are more likely to have more satisfied employees. When the employee feels like the employer actually listens to their concern, it inspires a feeling of having played a significant role at their job. Banglalink encourages employees to speak up about their issues, concerns and other queries to their respective line managers. So, it can be hypothesized that a flexible and dynamic office culture is crucial to stimulate organizational pride in an employee.

H2: *Clear lines of communication between employer and employees is positively related to organizational pride*

Traditional work tends to become monotonous after extended periods of time. Often, employees find themselves demotivated from properly performing their tasks since a lot of what is done at organizations is repetitive in nature. Frequent employee engagement activities make sure that employees actively participate and engage with other employees, have fun and at the same time, create a sense of bonding with the organization. This helps them break the monotony, as they experience a different side of their colleagues and employers. Engaging in the organized activities provides for a much needed change in their routines. So, it can be hypothesized that active participation of employees in engagement activities creates a sense of belongingness in employees and is positively related to organizational pride.

H3: *Active participation of employees in engagement activities enhances employees' sense of belongingness and is positively related to organizational pride*

Employees require recognition for their work. One of the biggest factors in motivating employees is providing appreciation and recognition for whatever good work they have done. Recognition does not merely mean monetary compensation, it can mean verbally recognizing someone's work, praising them in front of colleagues or merely a 'thank you' mail or compliment. These small gestures of recognition create an impact on the employee and they feel positively motivated to perform better, in order to gain more recognition and appreciation from seniors and colleagues. So, it can be hypothesized that individual recognition of employee achievements is positively related to organizational pride.

H4: *Individual recognition of employee achievements is positively related to organizational pride*

Objectives of the report

- To establish a quantitative connection between the independent and dependent variables
- To identify the factors of employee engagement that stimulate organizational pride in an employee
- To recommend any possible improvements to the way employee engagement is conducted

Research questions

The core focus of this report is to identify if different factors of employee engagement actually create an impact on organizational pride of employees. The main research questions are given below:

- What are the factors of employee engagement that stimulate organizational pride in an employee?
- Can other factors be introduced to stimulate organizational pride?

Review of related literature

Employee engagement is the consistent and continued process of aligning employees to the values, culture and principles of a certain organization. (Kahn and Heaphy 2013; Schaufeli 2013) in their study state that being engaged is a positive state of mind, which is vulnerable to influence by way of context based and social factors. From different quantitative studies, it has been observed that, with ascending levels of engagement, employees are likely to exhibit ascending levels of job performance, possessive behaviors towards the organization and higher levels of personal well-being (Christian, Garza and Slaughter 2011; Hakanen and Schaufeli 2012; Soane 2013). With the ascent of employee oriented organizations, the focus has shifted to the fact that the bottom line of a company is very much dependent on how well an organization treats its employees. Employers now go to great lengths to keep employees satisfied by having special perks for employees, arranging different events and functions for employees so that they can engage with the company and also get to see a different aspect of their colleagues and employers. Hearing out employee opinions as to what might need to change in an organization for an overall improvement also helps to making an employee feel like a part of the organization.

Pride is a state of mind that is induced by high levels of satisfaction and feelings of contentment. (Kraemer and Gouthier, 2014) define organizational pride as the arrangement of a positive, empowering workplace that requires a high level of social attachment with the concerned company. How an employee perceives the organization or its activities are also very important because initial impressions often leave a lasting imprint on an employee. According to (Gouthier & Rein, 2011), a basic or generalized idea of the organization can bring about a mental and sustainable attitude of pride in employees. Similarly, we can also conclude that receiving a generally negative perception of the organization can create aversion in the mind of an employee. This impression is crucial for employers because employees who feel proud for their organization usually work relentlessly, pursuing both their personal goals and the goals of the company. While creating a negative perception can have damaging consequences for a company.

Satisfied and engaged employees are crucial to organizations and it is the responsibility of HR managers to supervise if employees are aligned with organizational goals, values, culture etc. This report aims to shed some light on how certain aspects of employee engagement at my may be stimulating organizational pride in employees.

Methodology

Both primary and secondary data have been utilized in this project. For gathering primary data, a questionnaire containing 23 mandatory questions (refer to Appendix), was administered to 50 respondents over the internet through random sampling. Privacy of respondents was ensured by not having them answer any personal or identifying questions. Likert scale was utilized in the questionnaire. The questions gauged levels of agreement or disagreement with the number '1' being "Strongly agree" and 5 being "Strongly disagree". Questions were constructed based on items that were formed for each variable in order to understand employees' perception of different aspects of employee engagement. After gathering adequate responses, the data was encoded into SPSS.

Analysis & interpretation

Data cleaning

The data encoded into SPSS, did not contain empty cells or missing data as respondents were required to answer all questions provided in the questionnaire. Leaving out an answer was not possible since it would not make the entire response invalid.

Outliers were absent in the data as all questions were option based and no answers could be given outside of the predetermined range.

Reliability check

It is crucial to check before analysis that the variables have internal consistency within themselves.

There are a total of five variables which are mentioned in the conceptual framework, they are:

- Office culture
- Communication channel
- Employee engagement activities
- Recognition
- Organizational pride

Each of the variables were separately checked for reliability. The reliability tables for each of the specific variables are given below:

Office culture:

Reliability Statistics	
Cronbach's Alpha	N of Items
.763	5

Communication channel:

Reliability Statistics	
Cronbach's Alpha	N of Items
.778	5

Employee engagement activities:

Reliability Statistics

Cronbach's	
Alpha	N of Items
.787	5

Recognition:

Reliability Statistics

Cronbach's	
Alpha	N of Items
.785	3

Organizational pride:

Reliability Statistics

Cronbach's	
Alpha	N of Items
.746	5

From the above tables, all the values of Cronbach's alpha are above 0.6, which indicates that they are very reliable as mentioned by (Hair et Al, 2007), that a minimum value of point-six of the Cronbach's alpha in reliability analysis constitutes a valid result. Consequently, it can be concluded that the variables have high internal consistency within themselves.

Factor analysis:

Due to certain limitations in the data, all the components failed to load in the respective constructs and there were multiple cross-loadings in the output pattern matrix. However, after removing some values below .5 from communalities table and removing items that were loaded onto multiple columns of the other variables, the components loaded on all the expected constructs.

The first stage of factor analysis consisted of the KMO and Bartlett's test of sphericity, which statistically verified the presence of relevant correlations among the respective variables. Running KMO and Bartlett's test of sphericity, the following table was obtained

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.739
Bartlett's Test of Sphericity	Approx. Chi-Square	492.143
	df	120
	Sig.	.000

A value that is below .05 is considered to be statistically valid. In the case of this output from the test, the significance level is .000, which shows that the result is significant and therefore, statistically valid.

Therefore, it can be statistically concluded that there are relevant correlations among the respective variables selected for this project. The pattern matrix is given and explained below:

Pattern Matrix^a

	Component				
	1	2	3	4	5
The office culture creates a mutual sense of respect for everyone				.742	
The office culture allows for a healthy work life balance				.786	
The office culture encourages teamwork and integration				.936	
My seniors listen to concerns expressed by me		.879			
I am kept in the loop regarding developments and projects in the office		.841			
I receive sufficient information to perform my tasks		.843			
Engagement activities are well communicated			.716		
Engagement activities are well executed			.713		
Engagement activities help break the monotony of work			.810		
My organization cares if employees are engaged			.745		
My individual successes are appreciated					.788
My organization provides me with development opportunities					.955
I feel proud being an employee at Banglalink	.885				
I feel like I belong in Banglalink	.931				
I would recommend Banglalink as an excellent place to work	.971				
I would like to continue working for Banglalink for the years to come	.910				

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

As observable from the pattern matrix above, 16 out of the 23 items were retained, which indicates that the items were highly relevant. 7 of the items were removed from the pattern matrix due to cross-loadings. Also, depending on the values, some items were removed from communalities table which had values below 0.5.

The table is presented in the following page:

Communalities

	Initial	Extraction
The office culture creates a mutual sense of respect for everyone	1.000	.789
The office culture allows for a healthy work life balance	1.000	.627
The office culture encourages teamwork and integration	1.000	.760
My seniors listen to concerns expressed by me	1.000	.681
I am kept in the loop regarding developments and projects in the office	1.000	.781
I receive sufficient information to perform my tasks	1.000	.832
Engagement activities are well communicated	1.000	.627
Engagement activities are well executed	1.000	.484
Engagement activities help break the monotony of work	1.000	.680
My organization cares if employees are engaged	1.000	.755
My individual successes are appreciated	1.000	.775

My organization provides me with development opportunities	1.000	.885
I feel proud being an employee at Banglalink	1.000	.822
I feel like I belong in Banglalink	1.000	.942
I would recommend Banglalink as an excellent place to work	1.000	.920
I would like to continue working for Banglalink for the years to come	1.000	.882

Extraction Method: Principal Component Analysis.

As seen from the communalities table, except for one, all values in the table are above 0.5, which indicates that all the items have high correlation among themselves.

When it comes to total variance explained, the higher the percentage explained, the lesser is the loss of information. The table is given below:

Component	Total Variance Explained						Rotation Sums of Squared Loadings ^a Total
	Initial Eigenvalues			Extraction Sums of Squared Loadings			
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	5.529	34.558	34.558	5.529	34.558	34.558	4.372
2	2.515	15.718	50.275	2.515	15.718	50.275	3.237
3	1.614	10.090	60.366	1.614	10.090	60.366	3.423
4	1.458	9.115	69.480	1.458	9.115	69.480	2.774
5	1.125	7.030	76.510	1.125	7.030	76.510	2.910
6	.810	5.065	81.575				
7	.576	3.602	85.178				
8	.532	3.326	88.504				
9	.517	3.230	91.733				
10	.366	2.288	94.022				
11	.274	1.711	95.733				
12	.210	1.310	97.043				
13	.191	1.196	98.239				
14	.159	.997	99.236				
15	.080	.501	99.737				
16	.042	.263	100.000				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

As evident from the the cumulative column of the table, 76.510% of the variance has been explained, which is a potent value because at least 60% of the variance needs to be explained. Having 76.510% variance explained also means that there has been an information loss of about 24%.

Validity checking

Two types of validity had to be checked, convergent and discriminant validity. The convergent validity check is given and explained below:

Correlations

	OC2	OC3	OC4	CC2	CC4	CC5	EE2	EE3	EE4	EE5	REC1	REC3	OP1	OP2	OP3	OP5
OC2	1															
OC3	.522**	1														
OC4	.587**	.469**	1													
CC2	.320*	0.123	0.049	1												
CC4	.399**	0.194	0.069	.447**	1											
CC5	.485**	0.236	0.117	.551**	.761**	1										
EE2	.347*	0.228	0.140	0.105	0.208	.335*	1									
EE3	0.029	0.066	-0.044	0.138	0.056	0.151	.312*	1								
EE4	.306*	0.196	0.097	0.184	0.267	.314*	.456**	.352*	1							
EE5	.419**	0.188	0.264	0.275	.337*	.500**	.553**	.316*	.653**	1						
REC1	0.092	0.143	-0.061	-0.022	0.214	0.210	.327*	0.159	0.253	.308*	1					
REC3	0.196	0.189	0.058	0.078	.389**	.356*	0.116	.305*	.292*	.358*	.654**	1				
OP1	0.017	0.218	0.030	0.041	0.187	0.155	.287*	.280*	0.218	0.263	.441**	.315*	1			
OP2	0.212	.298*	0.083	-0.004	.295*	0.272	.353*	0.250	0.250	0.249	.485**	.354*	.847**	1		
OP3	0.146	0.202	0.048	0.023	0.194	0.251	.386**	0.209	0.210	0.250	.475**	0.223	.838**	.916**	1	
OP5	0.243	0.271	0.055	0.224	.373**	.361*	.349*	0.167	0.156	0.178	.452**	.299*	.715**	.879**	.826**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The table above shows that values of the items of the same variable have numerical values closer to each other. This proves that they are convergently valid which means the items correspond to their conceptual definition.

For checking the presence of discriminant validity, the table is given below (values derived from the pattern matrix):

	OC	Squares	CC	Squares	EE	Squares	Rec	Squares	OP	Squares
	0.742		0.879		0.716		0.788		0.885	
		0.55		0.773		0.513		0.62152		0.7824
	0.786		0.841		0.713		0.955		0.931	
		0.62		0.706		0.509		0.912219		0.866789
	0.936		0.843		0.810				0.971	
		0.88		0.711		0.657				0.943455
Sum		2.04		2.191	0.745	0.555		1.533739	0.910	0.827192
						2.233				3.419836
Average		0.68		0.73		0.558		0.766869		0.854959

OC, Office culture: 0.68

CC, Communication channel: 0.73

EE, Employee engagement: 0.558

RecRecognition: 0.766869

OP, Organizational pride: 0.854959

Since all of the values are above 0.5, it can be concluded that they are discriminantly valid.

Regression

Final step of the analysis process is running regression. In this step we have identified whether the model that we have theoretically constructed is statistically valid. Before running regression on SPSS, composite variables for each of the variable were formed by combining items of each of the variables. The following output was generated:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.505 ^a	.255	.188	4.96925

a. Predictors: (Constant), RECComp, OCComp, CCComp, EEComp

From the model summary table, we get the value of R square, which shows us that the total variability of the dependent variable is explained by the independent variables. The R square shows a value of .255 which means 25.5% of the total variance has been explained.

From the table, we get the required information whether the model is statistically significant or not. The table is given below:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379.677	4	94.919	3.844	.009 ^b
	Residual	1111.203	45	24.693		
	Total	1490.880	49			

a. Dependent Variable: OPComp

b. Predictors: (Constant), RECComp, OCComp, CCComp, EEComp

It shows a significance value of .009, which is below .05, therefore, it can be concluded that the model is statistically significant.

Finally, the coefficients table show us how strong the relationships of the independent variables are with the dependent variable based on the BETA values. The table is given below:

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.367	2.383		.573	.569
	OCComp	.131	.261	.070	.500	.619
	CCComp	.136	.263	.075	.516	.608
	EEComp	.351	.320	.166	1.098	.278
	RECComp	.839	.327	.360	2.563	.014

a. Dependent Variable: OPComp

From the above table, it is seen that the BETA values for employee engagement activities and recognition are strong with values of .166 and .360. This means that these factors are more likely to induce organizational pride than office culture or channels of communication. Furthermore, the significance values of only one of the variables (recognition, .014) plays a very significant role in maintaining statistical validity of the model, the other variables are not showing adequate significance levels. This indicates that my organization may have to revise certain strategies of employee engagement activities to ensure that it remains effective in stimulating organizational pride.

Findings of the study

After analysis and interpretation, the entire model was found to be statistically significant which means the theoretical basis was quite accurate. The entire model is found to be significant with a significance value of .009 from the ANOVA table. The model being significant shows that the independent variables are having an effect on the dependent variable, which is organizational pride. However, not all of the variables affected the dependent variable equally, as seen from the co-efficients table, one of the relationships is significantly stronger than the others. Therefore, it can be concluded that employee engagement activities have a significant impact in stimulating organizational pride in employees but certain aspects may need to be revised in order to ensure effectiveness.

Recommendations

- Employee engagement activities should be devised more based on feedback from employees rather than strategizing between managers.
- Activities should be diverse both in type and scale
- Office culture can be more adaptable, offering the opportunity to take work home or work from home if required.
- Smaller positive reinforcement (recognition) should be given more audibly in order to make employees feel appreciated.
- Line managers should communicate openly with employees who have had consistent poor performance.

Conclusion

Keeping employees actively engaged is a challenging task for organizations. More and more research is being done to find out all factors in the micro and macro environment that can affect employees and their efficiency levels. However, it must be kept in mind that employees must be engaged with their organization out of their own free will, it can not be forced upon someone. Thus, more and more innovative approaches need to be developed to keep employees loyal and engaged with their organization.

Reference

Christian, M.S., Garza, A.S., and Slaughter, J.E. (2011), 'Work Engagement. A Quantitative Review and Test of its Relation with Task and Contextual Performance,' *Personnel Psychology*, 64,89–136

Matthias H.J. Gouthier, Miriam Rhein, (2011) "Organizational pride and its positive effects on employee behavior", *Journal of Service Management*, Vol. 22 Issue: 5, pp.633-649

Soane, E.C. (2013), 'Leadership and Employee Engagement,' in *Employee Engagement in Theory and Practice*, eds. C. Truss, K. Alfes, R. Delbridge, A. Shantz, and E.C. Soane, London: Routledge.

Schaufeli, W.B. (2013), 'What is Engagement?' in *Employee Engagement in Theory and Practice*, eds. C. Truss, K. Alfes, R. Delbridge, A. Shantz, and E.C. Soane, London: Routledge.

Kahn, W.A. (1990), 'Psychological Conditions of Personal Engagement and Disengagement at Work,' *Academy of Management Journal*, 33, 692–724.

Hakanen, J.J., and Schaufeli, W.B. (2012), 'Do Burnout and Work Engagement Predict Depressive Symptoms and Life Satisfaction? A Three-Wave Seven-Year Prospective Study,' *Journal of Affective Disorders*, 141, 415–424.

Spector, P.E. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences*. Thousand Oaks, CA: Sage.

Hair, J. F. et al. (2007). *Research Methods for Business*. England, UK: John Wiley & Sons Ltd.

Banglalink. (n.d.). Retrieved from Banglalink: <https://www.banglalink.net/en/about-us/about-banglalink>

Shongjog.org.bd. (2017, April). Retrieved from

Shongjog.org.bd:<http://www.shongjog.org.bd/tools/landscape-guide/i/?id=afc19e4a-2f72-4d48-9ac7-50de062d8371>

Appendix

Items under variables:

Office culture

- learning opportunities
- respect
- work-life balance
- teamwork
- autonomy

Communication channel

- openness
- attention to employees
- feedback
- involvement
- information

Employee engagement activities

- diversity
- event communication
- execution
- effectiveness
- concern for engagement

Recognition

- individual success
- achievements
- development opportunities

Organizational pride

- pride
- belongingness
- recommendation
- switching behavior
- loyalty

Questionnaire: 23 questions

Office culture

The office culture provides me opportunities to learn *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The office culture creates a mutual sense of respect for everyone *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The office culture allows for a healthy work-life balance *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

The office culture encourages teamwork and integration *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree
-

The office culture provides sufficient autonomy *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Communication channel

I can communicate openly with colleagues and seniors *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

My seniors listen to concerns expressed by me *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

My manager provides me with constructive feedback *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I am kept in the loop regarding developments and projects in the office *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I receive sufficient information to perform my tasks *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Employee engagement

My organization engages employees with different activities *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Engagement activities are well communicated

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Engagement activities are well executed *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Engagement activities help break the monotony of work *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

My organization cares if employees are engaged *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Recognition

My individual successes are appreciated *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

My achievements for the organization are rewarded *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

My organization provides me with development opportunities *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Organizational pride

I feel proud being an employee at Banglalink *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I feel like I belong in Banglalink *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I would recommend Banglalink as an excellent place to work *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I often think about pursuing a job elsewhere *

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

I would like to continue working for Banglalink for the years to come *

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree