Report on

Higher Employee Turnover Rate in Digicon Telecommunication

By,

Faiazur Rahman

An internship report submitted to the Brac Business School in partial fulfillment of the

requirements for the degree of

Bachelor of Business Administration

Brac Business School
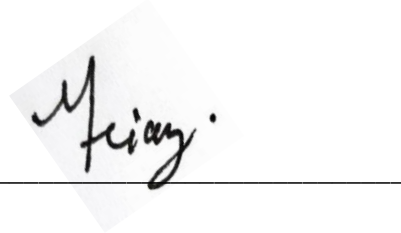
Brac University

January,2022

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____

Faiazur Rahman
17104021

Supervisor's Full Name & Signature:

_____

Mr. Saif Hossain
Assistant Professor
BRAC University

Letter of Transmittal

Mr.Saif Hossain

Assistant Professor,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212,

Subject: Regarding Submission of Internship Report

Dear sir,

It is with great pleasure to inform you that I, Faiazur Rahman, have been given the opportunity to work under your supervision throughout my internship program. It brings me great pleasure to complete my internship at Confidence Group as an HR and Admin intern as part of my academic requirements. In this report, I tried to provide as much details as possible that would be useful to the organization in the near future.

I also tried to complete my report within the time frame allotted to me, including all necessary facts and recommendations as thoroughly as feasible.

Sincerely yours,

Faiazur Rahman

17104021

BRAC Business School

BRAC University

Date: 21/01/2022

Non-Disclosure Agreement

Any sensitive information i.e. employee database, documents and sheets shared by the company should be confidential and remain between the company and the educational institution only. The purpose of sharing this information is to help student with his/her report and to have better understanding about the company's current condition.

This agreement is made and entered into by and between Confidence Group and the undersigned student at BRAC University.

_____

Faiazur Rahman

17104021

Executive Summary

This report discusses, analyze an issue that has been seen in one of the business concerns of Confidence Group that is Digicon Telecommunication Ltd. The employee turnover rate in other business-like Confidence Power, Infrastructure, Cement etc. was way too low comparing to the Digicon Telecommunication. Several factors have been mentioned and analysis have been made regarding the matter in this report along with the recommendation for the company. This report highly focuses on the generational tendency towards the job and how business patterns can influence in creating job satisfaction among the people. The company itself can be beneficial using the data I have provided in this report since all the issues has been raised and proper solution has been provided in this report.

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List of Acronyms

CG   Confidence Group

CPHL   Confidence Power Holdings Ltd

DTL   Digicon Telecommunication Ltd

EPS   Earnings Per Share

FMCG   Fast Moving Consumer Goods

HR   Human Resource

NAV   Net Asset Value

NOC   Network Operations Center

PBT   Profit Before Tax

PAT   Profit After Tax

TVC   Television Commercial

TM   Task Manager

Chapter 1: Overview of The Internship

1.1 Student Information

Name: Faiazur Rahman

ID: 17104021

Program: Bachelors of Business Administration

Major: Human Resource Management and Marketing

1.2 Internship Information

1.2.1 Company details:

Period: 3rd October 2021 to 2nd January 2022

Company Name: Confidence Group

Department: HR and Admin

Address: 17th floor, Awal Center, 34, Kemal Ataturk Avenue, Banani Commercial Area, Dhaka-1213

1.2.2 Internship Supervisor Information

Name: MD. Humaun Rashid

Designation: Assistant General Manager

Department: HR and Admin

1.2.3 Job scope

I was assigned to work with the HR and Admin department with all recruitment processes to performance evaluation processes. I was directly involved in the onboarding process and introducing the company to the new joiners by giving a short presentation on company induction. I have also prepared the individual development plan (IDP) and also performance improvement plan for the company (PIP). The development program necessitated extensive study, brainstorming, and the creation of a mascot and a timeline calendar. I was given full opportunity to organize a team building and development program which was held outside office premises. I was given responsibility to update the employee database and look after the employee sheet with

the help of software provided by the company "KORMEE". I was in charge of keeping records of the CV's collected by the concerned department and sorting them out accordingly.

1.3 Internship Outcomes

1.3.1 Students Contribution to The Company

As an HR Intern at Confidence Power Holding Limited, I made significant contributions during my internship. I was given the opportunity to organize a "Team Building and Knowledge Exchange" program where all the HR management and executives from CPHL and Digicon Telecommunications were invited. The whole program took place in a nearby resort where we stayed for a night. The main purpose of the program was to create a good bond among the HR team members and to engage them in different activities so that the work life becomes more convenient for all. I also created a KPI dashboard for the higher management team which was later presented to the Managing Director of the company. The best part of my internship here was, my work was not confined to my relevant department. As I knew some graphics designing work, I was given the opportunity to design the organogram, succession planning form and also certificates which helped me boost up my extra-curricular activities even more. Here at CPHL and DTL I was actively involved in the onboarding process of the employees. I had to verify all the certificates and other documents provided by the employee were authentic and also had to do reference checks in many cases. I also had major inputs in CPHL and Digicon employee turnover rate which I discussed in the later part of the report.

1.3.2 Benefits to the Students

Confidence Group is one of the largest conglomerates in Bangladesh which is currently working with some prestigious companies and the opportunity to work here as an HR and Admin Intern has been immensely rewarding. I was able to gain some major hands-on experience in the HR field. In my three months tenure I came to know about the day to day activities of the HR team. I believe the learning from here definitely helped me to groom myself where I was able to connect the academics learning with the corporate world as well. This internship opportunity also helped me to evolve myself by developing a few traits like time management, communication development, organizational and professional skills in the workplace.

1.3.3 Problems/ Difficulties

My scope of learning here at Confidence Group was immense. However, there were some hardships as well. In my workplace the bonding between the HR team and others was seen as a bit clumsy. I felt like there was a little communication gap between the employees of the other departments like the engineering team and supply chain department of Confidence Power Holdings Ltd. and DevOps team and Technical team of Digicon Telecommunication Ltd. The employees of other departments tend to communicate less with the HR department and if any disputes or issues rise among themselves they tend to keep the grudge and not share it with the concerned HR. I could have learned conflict management even better if I could apply it in my practical life. However, as the employees tend to communicate less regarding certain matters I was unable to learn more.

1.3.4 Recommendations

Confidence Group has given me an immense opportunity to develop and grow at my own pace and allowed me to specialize in my area of interest through this internship. To develop the communication skills among the employees, what I believe the company can do is take an online session where all the employees of the company will attend and assign them a common group task where they will work together and solve a case. By this the employees through the floor can get to know each other better and work together which will help to understand each other's perspective even more.

Chapter 2: Organizational Part

2.1 Introduction

2.1.1 Objective

The objective of this report is to analyses the reason behind the higher employee turnover rate among the employees of the concerned Digicon Telecommunication Bangladesh and to get the desired outcome. First of all, I am required to know the organizational culture demography of the employees better. Moreover, I can do organizational research of the company's competitor and what are the facilities and benefits they are providing. This report highly focuses on the organizational problems with employee turnover rate on certain concerns and also provides solutions on how to overcome them most effectively.

2.1.2 Methodology

I had to collect both qualitative and quantitative data from numerous sources and analyze them in order to write this report. Data was gathered using both primary and secondary sources, including interviews, sources, literature reviews, and personal observations made during my time at Confidence Group. My supervisor Mr. Humaun Rashid and my colleague Ms. Ishrat Jahan Sharmin played a vital role here and provided me access to numerous resources from the organization. I had also interviewed my colleagues, Mr. Shahriar Zaman of Digicon Telecommunication NOC department and Ms. Tamanna Akter Zoma who works in the client service of operations department. The reason to go through an in-depth interview is to find out if the benefit plan prepared by the HR team is feasible and achievable by the concerned department. Moreover, the interview also helped me to gather the job satisfaction level of the existing employee of the Digicon Telecommunication Ltd. Also, I have studied organizational hierarchy and organizational charts thoroughly. The Confidence Group employee management system relies on an online based service named "KORMEE". I went through the app and learned how it operates and records the employee database that I used in my report.

2.1.3 Limitations

While preparing the report, one of the major problems I faced was collecting the data by doing in depth interviews. As the survey was based on employees who resigned from the company they felt a little reluctant to share their thoughts openly in the interview process. While collecting data I have also faced few issues regarding the authenticity of the sources, as few data were very much confidential the output I got throughout my research varied from one another. However, with the help from my colleagues, I was able to reach out for alternatives and was able to complete my report.

2.1.4 Significance

The most significant part of this report was understanding employees' psychological factors towards the organization. How most of the employees tend to behave towards the benefit. I was also able to find different strengths and weaknesses in the benefits provided by the company and its competitors where my input will definitely help the organization as a whole to progress.

2.2 Overview of the organization

2.2.1 Background

In recent years, Bangladesh has advanced greatly in different sectors. The local conglomerates are playing an important role in the advancement of the community. Confidence Group started its journey back in 1991 with Confidence Cement which was very much successful in this field. Afterwards in 2000 the company introduced Confidence Power LTD which is currently doing best. They have also partnered with Asian Paints Bangladesh and is currently the sole distributor

Figure 1: Logo of Confidence Group, Source: Internal Data

of the products produced by the company. In 2003 the company entered the battery market with Electropac Industries Ltd. and afterwards they went into Steel Industries in 2004 and flourished into many more profitable companies. At their latest they have introduced "MiME" which offers

value added services like: IPTV, VOD, IPTSP, ISP and international gateway services. The company is currently in full throttle and in a great profit margin in all of the business.

2.2.2 Mission, Vision and Values

According to Confidence Group handbook the mission, vision & values of the companies are as follows:

	Vision: 1) To establishes all our brands as one of the top 3 brands of choice in their markets by 2030. 2) To be valued beyond BDT 50,000 Crore in aggregate across all the businesses within 2030.

Table 1: Mission of Confidence Group; Source: www.confidencegroup.com.bd

	The mission of the company is to explore, innovate, design and engineer the best class products that bring meaningful impact to people's lives and community.

Table 2: Vision of Confidence Group, Source: www.confidencegroup.com.bd

	1) Leadership 2) Respect 3) Co-Operation 4) Integrity 5) Innovation

Table 3: Values of Confidence Group, Source: www.confidencegroup.com.bd

2.2.3 Organizational Structure

The Confidence Group works in 13 departments that work with a common goal in mind. Each and every department is inter connected and the team is divided with very intelligent leaders. Although it is a group of company, Confidence Group maintains a very simple flat organizational structure where there is only 5 stages between the director body and the lower level employees

2.3 Management Practices

Confidence Group maintains a very positive management system throughout the years. The leadership team is very much transparent towards the employees. One of the best parts of the management system is that even the starting grade employees can visit or raise an issue towards the managing director quite easily just by taking appointments and visiting. However, the officials also maintain the hierarchy strictly. As a member of the confidence family each and every member is empowered. Any member from any position can come up with an idea and present it to the management to generate new ideas. Confidence highly encourages employees to provide feedback and come up with new ideas that will create value not only towards the organization but also towards the whole society. Confidence group maintains an individual development plan for the betterment of individual employees and they also offer a performance improvement plan for the employees so that they can achieve those individual goals easily with the help of management.

2.4 Marketing Practices

Confidence Group is doing great among all the other groups of industries at the moment. Since most of the business of the group is business to business oriented the marketing department has very less work. The companies like MiME Internet and IPTV service which work with customers mostly emphasize on social media marketing. The companies and their tagline are mentioned below:

Brand Name	Tag Line	Target Customer	Positioning Strategy
Confidence Power Holdings Ltd.	More Power to People	BPDB; DESCO	Through common understanding with the Bangladesh Government Officials in rural areas.

"MiME" a concern of Digicon Telecommunication LTD	Express Yourself	Private Ltd. Companies, Tech Enthusiast Family	Mass Marketing Currently in Dhaka and Chittagong
Confidence Cement	With Heritage	Real estate business	Mass Marketing all over Bangladesh

Table 4: Businesses, Tagline and Positioning Strategy of Confidence Group; Source: Confidence Group Website (2019)

The distribution channel is quite simple for the companies of the group as the company is based on a business to business module.

Television Commercials:

Confidence Greatly emphasized on TV commercials of cement. Since the targeted audience are both local customers as well as international markets, they greatly emphasized on TVC for the cement industry.

Figure 2: TV Commercial of Confidence Cement, collected from Confidence Cement Website.

Social Media Advertisement:

In order to cope up with modern technology and depending on the target audience all the companies do more or less social media marketing from their pages. MiME Multimedia is a company fully targeting a group of youth as an audience and therefore social media marketing plays an important role in the business. They also target the major events in order to grab the attention of the customers.

Figure 3: Social Media Advertisement MiME internet collected from MiME Facebook Page

Figure 4: Social Media Advertisement of MiME internet, collected from MiME Facebook page.

Sponsorship Program

Confidence Group sponsored the team Dhaka Dynamites in Bangladesh Premier League (BPL) Back in 2016. They were able to achieve a great market share just by representing the company in the team's jersey.

Figure 6: Sponsorship Inauguration with Dhaka Dynamites & CG board members

Figure 5: Sponsorship with BPL

2.5 Financial Performance

Over the years the Confidence Group did a wonderful job in maintaining the stability in profit ratio. Although due to the pandemic situation they had to face a loss but they still managed to survive the circumstances and get back into the track in no time. From the annual report the financial analysis is done. The graph mentioned below shows six years of ratio analysis across the

verticals of the company from 2016 to 2019. The figures have been collected from Confidence Cements official website for the analysis and overall discussion.

Figure 7: Net Profit Analysis of Confidence Group; Source: Confidence Group Website

Figure 8: Gross Turnover, Net Turnover, Gross Profit Analysis of Confidence Group; Source: Confidence Group Website
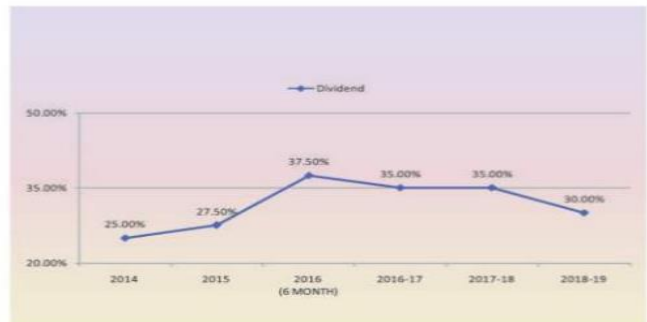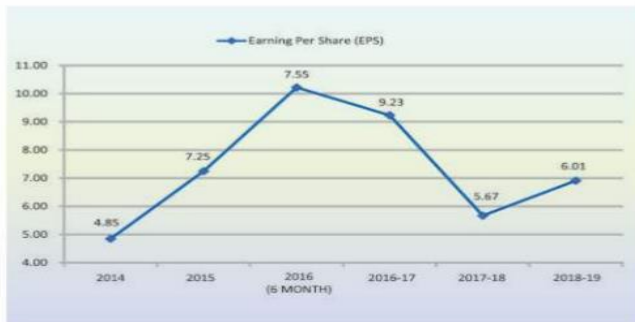
Figure 9: EPS and Dividend Analysis of Confidence Group; Source: Confidence Group Website
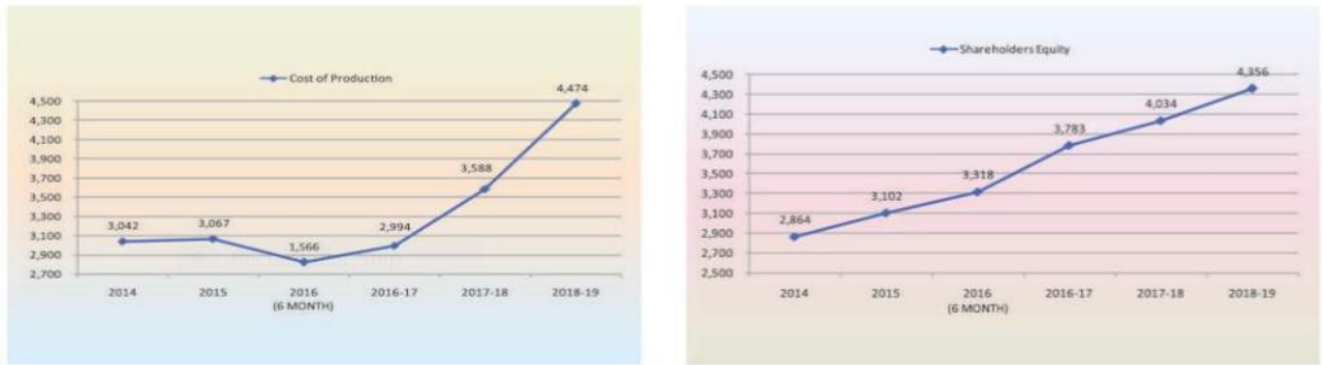
Figure 10: COP and Shareholders Equity Analysis of Confidence Group; Source: Confidence Group Website

From the above analysis we can see that the gross profit and net profit of the company was very much stable throughout the years. Turnover has been increasing and shareholders' equity can also be seen to be getting an increasing trend over the years. However, it is to note that the financial condition Digicon Telecommunication was not doing very well from the year 2010. As the internet got easier and cheaper to use Digicon Telecommunication faced a huge loss in the financial years resulting a great downfall in the whole company.

2.6 Operations Management and Information System

2.6.1 Operations Management

Confidence Group has a separate operation management for each of its business unit. The units are divided into two different departments. 1) Supply Chain Department 2) Operations Department

Supply Chain Department: The supply chain management team ensures smooth transition between the raw materials to run the day to day operation of the company. The supply chain management also includes a procurement team who manages different assets of the company.

Operations department: The operations department looks after all the production lines are running smoothly. They are also making sure the quality of the raw materials. For the telecom industry this department is responsible for ensuring customer satisfaction by assigning QA in their respective departments.

2.6.2 Information system

Confidence Group highly focuses on the automation of the whole operation. They have introduced multiple software to ensure smooth operations. The different software used by the organization is given below:

Task Manager (TM): The task manager is used for assigning different tasks to the employees by their supervisors. Also, the task manager keeps track of work done over the time by the employees. The data is used later by the company HR for maintaining their KPI.

KORMEE: The Kormee software is used to keep records of the employee database. It is a completely cloud based system used by the company HR team.

Quality App: This app is used by the quality assurance team to make sure that the quality does not degrade by any means for the organization. It is provided to the operation team members only.

2.7 Industry and Competitive Analysis

Confidence Group Deals with different businesses. Hence doing a competitive analysis is very much important for the company.

Here I have discussed the industry structure and find out the potential opportunities and threats by doing SWOT analysis. I have also done Porter Five Forces analysis to find out the sustainability and profitability of the industry.

2.7.1 Porter's Five Forces Analysis

Threat of new entrants: As the company is divided into manufacturing sector, power sector and multimedia sector the analysis may vary from one to another. The threat of new entrants in the power sector is very low as the Bangladesh government put restrictions in this sector. On the other hand, in the multimedia sector the threat of new entrants is very high as Bangladesh is emerging and adapting more technology, new investments and businesses are being introduced to the country.

Threat of substitutes: The threat of substitutes is low for the company as there are very few conglomerates in Bangladesh that indirectly work with the manufacturing industry as well as power generation and multimedia industries. There is no substitution for the products and services provided by the company.

Bargaining Power of buyers: The Bargaining power of buyers are low as well for the Confidence Group. The rates are fixed for all the industries and since the company directly negotiates with other business ventures the buyers do not have much to bargain.

Bargaining Power of the Suppliers: The bargaining power of the suppliers are also limited. The suppliers sell the raw materials at a fixed rate set and the deal is made on a contract basis. Hence the majority of the negotiation is done by the government at a fixed rate. Therefore, we can say that the bargaining power of the suppliers is very low as well for the company.

Rivalry among the existing competitors: Rivalry among the competitors is very high for the confidence group. If we think of similar industries like Meghna Group; Madina Group, they are already performing well in the power generation and manufacturing industry. After the downfall Amber Group's IT vertical is giving Confidence Group Multimedia industry a tough competition.

2.7.2 SWOT Analysis

Strengths	Weaknesses
• Confidence Group is dominating in the manufacturing and power market • Confidence Group have dynamic business from different vertical of industries • Confidence Group have massive distribution network • Confidence have governmental support for the advancement of the organization	• Confidence Group largely depends on one vertical that is Confidence Cement • Confidence Group is unable to make a premium image due to lacking in marketing strategy • Confidence Group has stiff competition from big domestic and international brands

• Confidence Group has experienced management and good R and D • Confidence Group have good quality assurance team who maintains the overall operation system smoothly	
Opportunities	**Threats**
• Confidence Group have introduced many digital services like IPTV, IGTV and ISP service which have a bright future • Confidence Group have many exporting opportunities in manufacturing industry • Merging the other digitalized company can be even better opportunity to grab	• Confidence Group have some big competitors that are doing really well in the similar industry • Raw materials price fluctuation • Competition from multinational group of industries

Table 5: SWOT Analysis of Confidence Group; Source: (Confidence Group Website, 2019)

2.8 Summary and Conclusion

To summarize, Confidence Group has been operational in Bangladesh for 30 years now and known as one of the largest conglomerates in Bangladesh with company worth BDT 7.5 billion. With an immense business across different verticals the company is advancing at a great pace. The company currently working with the multinational company like Asian Paints and is the sole distributor of the company in Bangladesh. Confidence Group is going to places with their renowned products and currently trusted by many businesses. The new business vertical is ensuring company's growth. The operational excellence is also ensuring financial stability of the business which is attracting many investors and shareholders.

Confidence Group is providing excellent workplace for the employees. The workplace is the place where we spent most of our time than we spent with our family and a friendly workplace matter most to the employee which is ensured by the Confidence Group. As Confidence Group witnessed covid-19 the company did not sit back in any sort of operations. While all the other companies were facing loss Confidence Group made sure they are adapting the situation and bringing the situation in control. I believe Confidence Group uphold a brighter future and immense growth.

2.9 Recommendations / Implications

As an intern in the HR and Admin department at Confidence Group, I have got so many opportunities in developing myself with diversified skills. I was privileged to work with the senior management and directly work under the Assistant General Manager of the organization. I was successful in organizing different team building and development programs and got to know more how company recruitments works. I was able to know and implement my academical knowledge throughout my tenure in Confidence Group. The wide range of projects and allocated works allowed me to learn more about the organization attain skills, which will help me out throughout my career life.

However, while working in the organizational I have observed few rooms for improvement for the company. The co-ordination between different team can be improved. I have observed that whenever any celebration or event is organized in different floors the HR team was not aligned to the matter. The HR team can engage more in the events and aligned to the matter whenever any office program takes place.

Chapter 3 - Project Part

Topic: High Employee Turnover rate in Digicon Telecommunication Ltd.

3.1 Introduction

Employee satisfaction in the workplace is very important in an organization. The most common scenario we often see in a workplace is that employee dissatisfaction towards the organizational culture, benefits and unrest causes higher turnover rate. The higher employee turnover rate causes a huge impact in the organization. After onboarding an employee, the company expects at least 3 years of service and therefore they make a good investment in that particular employee. The company HR professionals spend a lot of time in order to find the best fit for a particular job and it harms the organization's day to day operations if the turnover rate increases. Moreover, it causes a bad image for the organizational management. In general, the turnover rate means that the percentage of employees leave the organization after a certain period of time. People including voluntary resignation, dismissals, retirements are included in the turnover rate. It has become one of the most important priorities for HR specialists to find out the best possible way to reduce the turnover rate and retain the employees as much as possible.

Organizations should always aim for a 10% employee turnover rate. However, most of the organization fails to maintain that and sticks to 12% to 20%. Depending on the organization this number might vary. According to Richard T (1984), the higher employee turnover rate makes the goal accomplishment more difficult for the organization and an individual as well. In this competitive business world and with the mixture of different generations it is getting quite difficult for the HR specialists to deal with different employees at the same time. The generational tendency impacts greatly in the turnover rate as well as the long- and short-term benefits. It is very much important to know the needs and demands of the job market and make a reward plan accordingly.

Confidence Group's concern Digicon Telecommunication Ltd. always tends to meet the employee's needs and demands. However, it has been noticed that the employee turnover rate is quite high for this concern. The reasons have been discussed elaborately in this report and the reasons behind the higher turnover rate compared to the organization's other business and some rectifications and suggestions have been provided accordingly.

3.1.1 Background

Employee satisfaction and good retention rate plays an important role in maintaining organizational operation. A good qualified employee requires quality benefits and appraisals. The employee turnover might turn out to be very costly for the organization (Strurman et. al 2003). The research has also shown that individual satisfaction towards the job contents can relate to intention to leave the job or to retain with the organization (Griffeth, Hom, and Gaertner 2000). Many researchers have found that some policies and practices set by the organization can turn out to be one of the most crucial parts for employees to easily leave the organization Becker,Huselid, and Ulrich (2001, 19). In a study by Cho et al. 2006 it was found that the business type can matter as well and be a core reason behind employees leaving the organization.

In my study I have included all the matters that influenced the employees to leave the job. I have discussed all the internal and external environments and factors that influenced causing a higher turnover rate for the business of the group. The benefits plan that are taken by the company and all the other factors that might demotivate an employee. This study also includes the recommendation and solution that will be beneficial to the organization too have better understanding in the subject matter and reason behind the occurrence of the mentioned topic.

3.1.2 Objectives

Broad Objectives

This report tries to describes the situation and the reason behind the higher employee turnover rate in a particular business of the confidence group and ways to overcome this situation. The broad objective of this analysis is to find out if the employee is getting the rewards and benefits as per company policy and if the management is supportive enough towards the employees that they are being able to create satisfaction towards the job. Moreover, since the generational tendency and business model plays an important role in this regard I have discussed my findings regarding these factors as well.

Specific Objectives

- To find out the generational tendency of the hired employees of this business
- To analyze the benefits provided by the company

- To analyze the competitors' benefits
- To evaluate the company's appraisal process and find the lacking
- To evaluate the KPI set by the company and management process

3.1.3 Significance

This report is about how the organization is currently treating their employees in terms of creating job satisfaction as one of the business concerns Digicon Telecommunication Ltd. has shown higher employee turnover rate in recent years. With the assistance of this report the organization will be able to evaluate if the benefit and remuneration plan set by the company is competitive enough in the job market. Moreover, the recruitment process and the selection process has been briefly explained so that the company can evaluate whether there is any lacking from the company's end.

3.2 Methodology

The research is done by evaluating data gathered from two different sources.
- Primary Sources
- Secondary Sources

And requires the analysis of both qualitative and quantitative data, which has been acquired through primary and secondary sources.

The primary data has been collected from different annual reports of the Confidence Group of the last few years. I have also gone through the stored database of the employees to have a better understanding of the employee background. Moreover, I have distributed a questionnaire to the different department members of Digicon Telecommunication Ltd in order to get core primary data. A lot of primary data has been collected through observation of the daily activities of the workplace and by attending different events. I have gone through the appraisal process of the company in order to figure out whether the appraisal was maintained throughout the years properly or not. I was able to figure out some loop holes that has been mentioned in the methodology part later on. I have to conduct a survey as well to find out the if an employee is demotivated regarding anything.

For secondary research, it is mainly through extensive review of research papers published by different authors that helped to have a better understanding on how employee dissatisfaction takes place and what could be the remedies for it. Additionally, I have researched through different online sources and job portals like LinkedIn, BD Jobs, and searched for the benefit plans provided by the other companies which also helped me to find out whether Digicon Telecommunication Ltd. was lacking in any sector of their benefit plan.

3.3 Findings and Analysis

3.3.1 Factors influencing the higher turnover rate in Digicon Telecommunication Ltd.

Several diverse factors have been playing vital roles in higher employee turnover rate of DTL. One of the major factors is the business itself. After thorough research on the business background I have come to know that there are several companies who are currently doing IPTSP, IPTV and ISP service-oriented business.

Since the employees have several opportunities to switch their jobs they are not reluctant to leave the company if they find better opportunities. The employee's generational tendency plays a vital role in this regard. After thorough research and an in-depth interview with my supervisor I have come to know that the majority of the employees working in this industry are below 30 years of age. The majority of the employees are around 18 to 25 years old. We can relate with our study that this age falls under Generation Z. The Generation Z tend to switch jobs more frequently. Since they prefer work life balance over the monetary benefits. Although the company pays huge amounts to the employees, Generation Z also looks for all the other non-monetary benefits and switches jobs whenever they feel like some other company will be providing better opportunities to them.

Another main reason behind the higher turnover rate in this particular business is the people working in this industry are quite rare to find in Bangladesh. The knowledgeable employees are hired even with double their pay structure depending on the company's requirement and therefore the demand of employees gets higher from day to day.

3.3.2 Benefits Provided by the company

The benefit provided to the employees by the Confidence Group business Digicon Telecommunication Ltd are adequate in the current job market. The company is currently providing all types of transportation services to the employees for their hassle-free arrival to the office. They are providing subsidiary lunch and other facilities like health insurance, loan coverage to the employees. The company also provides phone and free sim cards for the communication of the employees.

Despite providing all these benefits to the employees the company is still facing issue in retaining employees.   One of the main reasons behind this is company structure. Digicon Telecommunication is currently dealing with clients and only business of Confidence Group who directly works B2C method. The company is facing immense competition considering the growth in this industry and also facing the same issue in maintaining the employees' turnover rate.

Digicon Telecommunication used to be an International Gateway Server through which the calls from our country used to get transferred internationally. Due to advance in technology the company now had to switch to different multimedia services like ISP and IPTV which can also be considered as one of the major factors behind the higher employee turnover. Since the business is very much vulnerable at the moment many employees might think that it is very much risky to retain within the company.

3.3.3 Benefits Provided by the competitors

After doing a primary research on competitors' benefit, I have come to know that the competitors are providing less non-monetary benefits to the employees. From different job portals I have found that the companies related to the similar industry are not providing any lunch or transport facility to the employees. Moreover, after taking an interview of an employee of Amber IT I come to know that, the employee benefits are comparatively low.

In this case I have also found that the generational tendency played a vital role. The average age of employees working in this sector of business belongs to generation Z. Although the competitors are not providing the benefits as per Digicon Telecommunication Ltd. They are providing the

flexibility in work. Moreover, I have come to know from different research papers and primary research from different websites that Generation Z are known to be the people who are more into technology and always tend to have a work life balance.

The benefit plan made by the competitors are also measured through huge research by the talent acquisition team of the company but they were unable to find any differences with the similar business model. Since MiME Multimedia is a very recent project of Confidence Group the employees might feel a little insecure about their job in this company. Which may be considered as one of the major problems why the company could not advance in this particular sector.

3.3.4 Evaluation of Digicon Telecommunication Ltd. Appraisal Process

Appraisal is considered to be the evaluation of an employee performance and what are the gaps that he/she should consider in order to do better in the organization. Digicon Telecommunication Ltd. Maintains a yearly appraisal through which they provide performance bonus to the employees. The appraisal process is completely based on meeting the KPI of the employees.

However, after an in-depth interview with my supervisor I have come to know that, due to covid-19 situation the company skipped appraisal for the year 2020 to 2021. As most of the works were done from home and employees' performance was tough to evaluate. Employees missed the performance bonus for the 1 year which caused dissatisfaction towards the organization.

Employees also find that other verticals like Confidence Power, Confidence Cement and other project of the group has got the performance bonus for the year which created a conflict and demotivation towards the company. The management was unable to provide any explanation as well to the employees as all the operations was on going even though the covid-19 cases peaked.

3.3.5 Evaluation of Digicon Telecommunications Ltd. KPI and Internal Environment

The key performance indicators help employees to keep up the performance and achieve the goals set by the organization.

After going through the database of all the employees I have found that DTL set the KPI as per the employees' day to day work. There was nothing that seemed to be tough to carry out by the

employees. Moreover, after going through several interviews with the employees of DTL I have found that they felt the same too.

From my personal observation I have found out that Digicon Telecommunication have a wonderful work culture. The supervisors are excellent and enough supportive towards the employees. The employees have freedom and also the company strictly maintains labor law. I have included the survey data along with the questionnaires below for better understanding
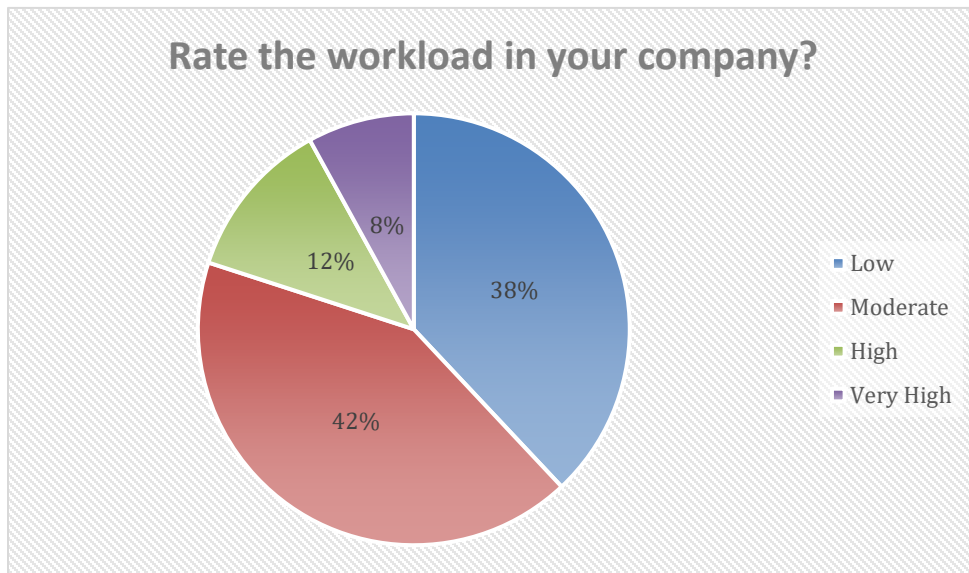
Rate the workload in your company?

Figure 11: Survey Data

Here we can see that the employees voted for moderate work pressure which means employees are facing a little more work pressure in the concerned business comparing to the other businesses their overtime report also says the same as Digicon Telecommunication have higher over time comparing to the other concerned businesses of the Confidence Group.
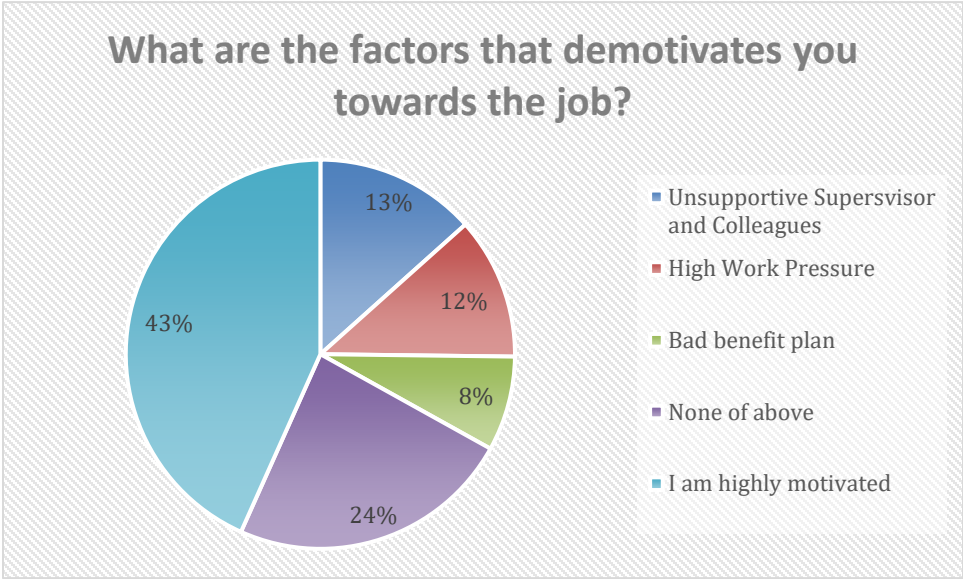
Figure 12: Survey Data

In this part we can see that majority of the employees are highly motivated toward the job. Some employees are facing other issues apart from unsupportive supervisor, high work pressure and bad benefit plan. Hence, we can conclude by saying that the internal environment seems content and does not influence the employee turnover rate at all.
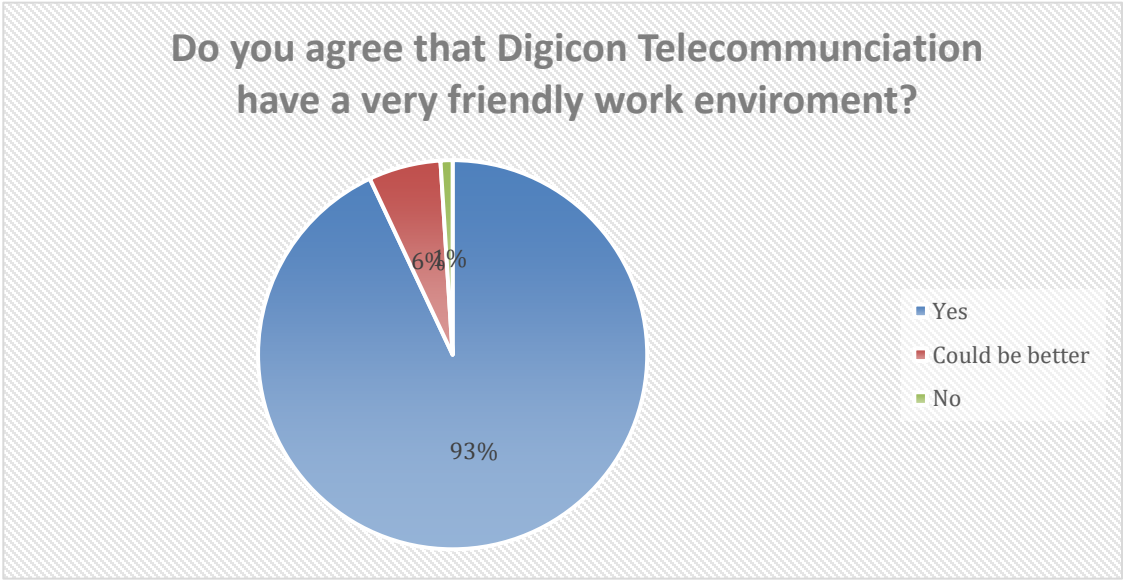
Figure 13: Survey Data

Here, we can see that the employees of Digicon Telecommunication find the work environment to be friendly. Which also proves that there are no particular issues that are occurring internally for which the turnover rate can be considered high in this particular business concern.
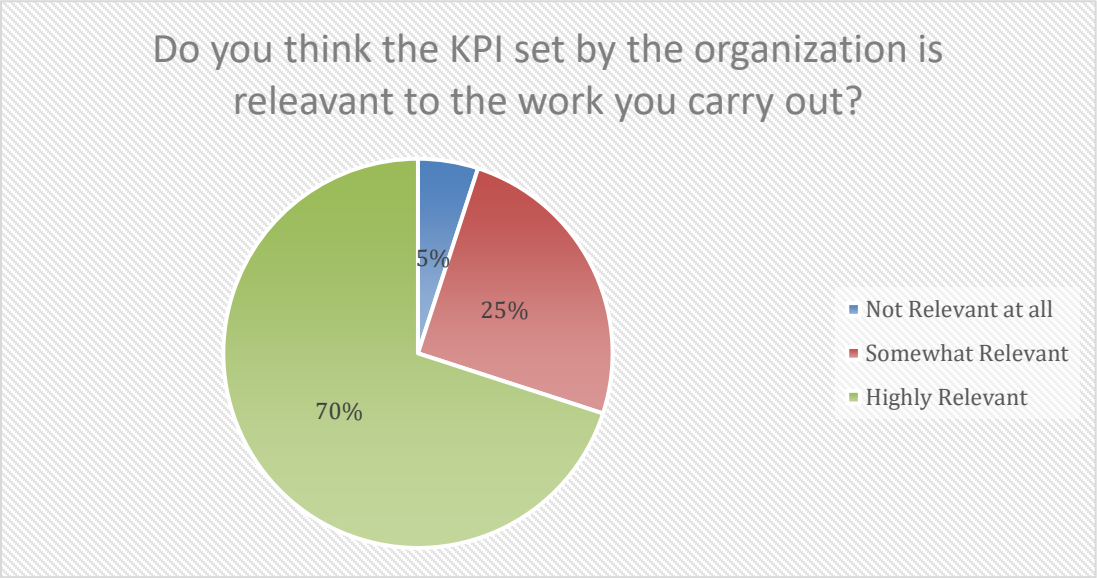
Do you think the KPI set by the organization is releavant to the work you carry out?

- Not Relevant at all
- Somewhat Relevant
- Highly Relevant

5%

25%

70%

Figure 14: Survey Data

In this data the employees were asked whether KPI set by the organization is relevant to the work carried out by the employees or not. Employees found that the KPI was relevant to the job. They have also found that the KPI is helpful for them improve their performance with in the company as well.
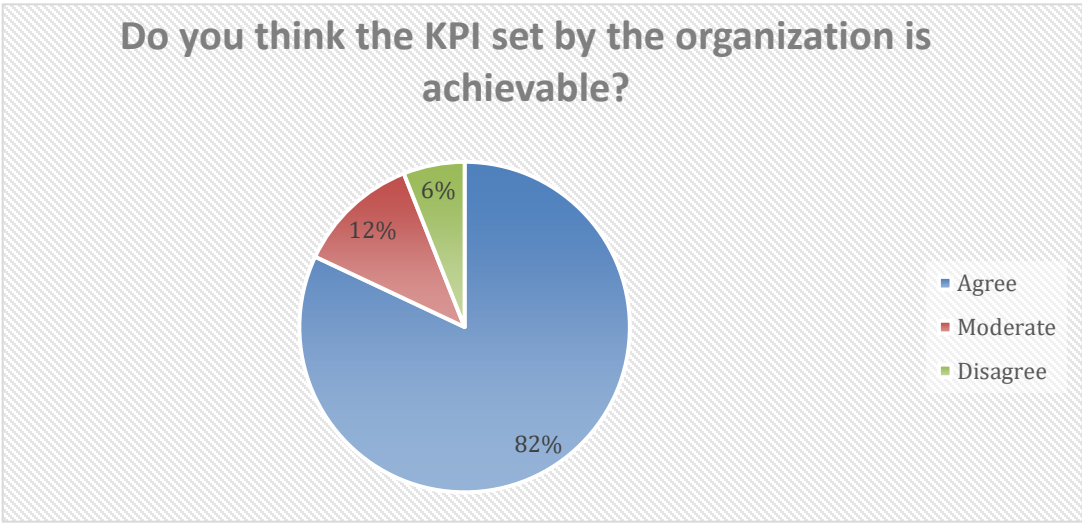
Do you think the KPI set by the organization is achievable?

- Agree
- Moderate
- Disagree

6%

12%

82%

Figure 15: Survey Data

Here 82% of the employees find that the KPI set by the company is achievable and is feasible by all mean. The survey also helped me to find out the overall employee satisfaction rating which was used by me for more accurate result in conducting the survey among the employees.

3.4 Conclusion

Although the company is providing all benefits to the employees the generational tendency and other silly factors are currently causing an issue to retain the employees for DTL. The company is maintaining an amazing work culture and satisfaction rate of the other businesses can be considered very good. Since Digicon Telecommunication is introduced in the recent years as a digital agency it is turf with a lot of areas being untouched till the date. The company can definitely be able to create wonders and make lot of difference if addressed the above-mentioned issues properly.

3.5 Recommendation

As the business is growing for the Confidence Group as a whole they should now focus on the digital service they are providing. The company have a great planning and as currently ISP and multimedia service is one of the most booming business, the company should emphasize more in building a better infrastructure for the employees working here. The company should spend some more in researching the current job market and finding out how to stand out in terms of providing facilities towards the employees.

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