airtel

Internship report
On
Employee Engagement of Airtel Bangladesh Limited

Submitted to
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30 May, 2013

Raihana Mannan

Lecturer

BRAC Business School

BRAC University.

Subject: Submission of the Internship Report.

Dear Mam,

With due respect, I would like to inform you that it is a great pleasure for me to submit the Internship report on "Employee Engagement of Airtel Bangladesh Limited" as a requirement of the BBA Course Curriculum. The three months of internship program at Airtel Bangladesh Limited gave me the opportunity to have an insight on the employee engagement practices and its strategy. The work on the project also enriched my knowledge about the corporate environment of an organization.

I hope that the report would be meeting your expectations and standards. Your kind consideration and cooperation will be highly appreciated.

Thank You.

Yours sincerely,

....

Nadiba Rahman

ID-08304007

BRAC Business School

BRAC University.

Acknowledgement

At first, I would like to convey my deep gratitude to my supervisor, Raihana Mannan, Lecturer-BBS, BRAC University for guiding me and for giving me the opportunity to initiate this report. Then I want to thank Airtel Bangladesh Limited (ABL) for giving me the opportunity to do my internship in the organization. My special thanks for Noor Mohammed, Chief Human Resource Officer at Airtel Bangladesh Limited. I would also like to thank cordially Mohammed Saiful Islam, Specialist, Talent Acquisition, who assigned me in the project and helped me in every step in the organization.

I want to thank Md Mehedi Hasan Bin Ghani, Executive, HR operations, who assisted me a lot for the preparation of this project. I am also very grateful to Shegufta Gani Ahmed, HR Coordinator and Mosaddek Hossain Khan, Assistant Manager, Administration, unless their support the research survey would have been difficult for me.

I also would like to thank BRAC University authority for their library and internet facilities from where I got enormous information.

Executive Summary

Airtel is the sixth telecom operators in Bangladesh. In January 2010, Bharti Airtel Limited, Asia's leading integrated telecom services provider, acquired 70% stake in Warid Telecom, Bangladesh. Since then the journey of airtel in Bangladesh has started. But officially the activities with the brand "Airtel" started on 20th, December, 2011 in Bangladesh. As an emerging company Airtel is doing extremely well. Through their significant advances in Bangladesh, Airtel is moving ahead on the track to achieve their goals.

As a student BBA program, I got the opportunity to complete my internship program in such a multinational telecom company. The internship program is the partial requirement of my BBA program and the duration of the internship session was 3 months. I worked in the Talent Acquisition team, Human Resource department of Airtel Bangladesh. The report has been prepared in align with my job responsibilities and experiences at Airtel. Airtel values its human resources and its HR policies are aimed at targeting and retaining best talent in the industry, as the direct impact of the organizations improvement falls upon the employees. The organization work to develop and nurture engagement, which requires a two-way relationship between employer and employee. The aim of this research is to find out the strategies and approaches that are taken by the Organization to build up Employee Engagement and the effectiveness of Employee Engagement in Airtel Bangladesh Ltd. I have conducted a research survey to identify the tactics and approaches of high perceived of organizational support taken by Employee. After that I have designed the research in a descriptive way and collected data are analyzed quantitatively. The research findings show that there are several factors that make employees satisfied and a positive outcome of Airtel. All engaged employees who intellectually and emotionally bound with the organization who feel passionate about its goals and its committed towards its values thus they go the extra mile beyond the basic job. However, the overall analysis describes that an engaged employee works with colleagues to improve performance within the job for the benefit of the organization. At the end of the project, some recommendations are given to help the Airtel management so that they can deploy appropriate decisions to reduce the employee working pressures.

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THE

ORGANIZATION

Airtel Bangladesh Ltd.

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and launched commercial operations on May 10, 2007. Airtel comes from Bharti Airtel Limited, one of Asia's leading integrated telecom services providers with operations in India, Sri Lanka and Bangladesh. In January 2010, Bharti Airtel Limited acquired 70% stake in Warid Telecom, Bangladesh, a subsidiary of the UAE-based Abu Dhabi Group. Bharti Airtel is making a fresh investment of USD 300 million to rapidly expand the operations of Warid Telecom and have management and board control of the company. This is the largest investment in Bangladesh by an Indian company. Dhabi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the Company. The new funding is being utilised for expansion of the network, both for coverage and capacity, and introduction of innovative products and services. As a result of this additional investment, the overall investment in the company will be in the region of USD 1 billion. This is Bharti Airtel's second operation outside of India. The company launched its mobile services in Sri Lanka in January 2009 on a state-of-the-art 3.5G network. The company crossed the 1 million customers mark within six months of launch on the back of innovative offerings as well as rapid expansion of network coverage and distribution.

About Bharti Group

Founded in 1976, by Sunil Bharti Mittal, Bharti has grown from being a manufacturer of bicycle parts to one of the largest and most respected business groups in India. With its entrepreneurial spirit and passion to undertake business projects that are transformational in nature, Bharti has created world-class businesses in telecom, financial services, retail, and foods. Bharti started its telecom services business by launching mobile services in Delhi (India) in 1995. Since then there has been no looking back and Bharti Airtel, the group's flagship company, has emerged as one of top telecom companies in the world and is amongst the top five wireless operators in the world.

Through its global telecom operations Bharti group operates under the 'Airtel' brand in 19 countries across Asia and Africa– India, Sri Lanka, Bangladesh, Seychelles, Burkina Faso, Chad, Congo Brazzaville, Democratic Republic of Congo, Gabon, Ghana, Kenya, Madagascar, Malawi, Niger, Nigeria, Sierra Leone, Tanzania, Uganda, and Zambia. In addition, the group also has mobile operations in Jersey, Guernsey.

Over the past few years, the group has diversified into emerging business areas in the fast expanding Indian economy. With a vision to build India's finest conglomerate by 2020 the group has forayed into the retail sector by opening retail stores in multiple formats – small and medium - as well establishing large scale cash & carry stores to serve institutional customers and other retailers. The group offers a complete portfolio of financial services – life insurance, general insurance and asset management – to customers across India. Bharti also serves customers through its fresh and processed foods business. The group has growing interests in other areas such as telecom software, real estate, training and capacity building, and distribution of telecom/IT products.

Bharti Airtel

Bharti Airtel Limited is a leading integrated telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, India, the company ranks amongst the top 5 mobile service providers globally in terms of subscribers. The company's product offerings include 2G, 3G and 4G services, fixed line, high speed broadband through DSL, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G mobile services. Bharti Airtel had over 246 million customers across its operations at the end of February 2012

Incorporated in July 7, 1995 Bharti Airtel is a division of Bharti enterprises is India's leading provider of telecom services. Sunil Bharti Mittal, The founder chairman of Bharti enterpises(who owns Airtel) is today the most celebrated face of the telecom sector in India. He symbolizes the motto that success comes to those who dream big and work attentively to deliver it. Sunil Bharti

Mittal began his Journey manufacturing spare parts for bicycles in late 1970s. His strong entrepreneurial instincts gave him a unique talent for sensing new business opportunities. In the early years, bharti established itself as a supplier of basic telecom equipment.

Fact Sheet

Type:	Private
Industry:	Telecommunication
Founded:	December 1, 2010 (Registration date)
Headquarters:	House 34, Road 19/A, Banani, Dhaka 1213, Bangladesh
Key people:	Chris Tobit (CEO), Abhay Seth (CSMO), SK Muphopadhyay (CFO), Saad Ahmed (CTO), Rubaba Dowla (CSO), NoorMohammad(CHRO)
Products:	Telephony, mobile telephony
Revenue:	117.213 billion (US$2.12 billion) (2010)
Operating income:	21.771 billion (US$394.06 million) (2010)
Net income:	18.282 billion (US$330.9 million) (2010)
Total assets:	856.142 billion (US$15.5 billion) (2010)
Total equity:	502.603 billion (US$9.1 billion) (2010)
Parent:	Bharti Airtel 70% and Warid Telecom 30%
Website:	http://bd.airtel.com/

Brand Airtel

Airtel was born free, a force unleashed into the market with a relentless and unwavering determination to succeed. A spirit charged with energy, creativity and a team driven "to seize the day" with an ambition to become the most admired telecom service provider globally. Airtel has become one of the most preferable brands among the young people in just 12 months of operations in Bangladesh.

Vision & Tagline

"By 2015 Airtel will be the most loved brand, enriching the lives of millions." "Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company."

Airtel Mission

To meet global Standards for telecom services that delight customers through:

- Empowers Employees
- Innovative products and services
- Error-free service delivery
- Cost efficiency

Airtel Logo

Symbol & logo: The unique symbol of company is an interpretation of the 'a' in Airtel. The curved shape & the gentle highlights on the red color make it warm & inviting, almost as if it were a living object. It represents a dynamic force of unparalleled energy that brings it and its

customer's closer. Company's specially designed logo type is modern, vibrant and friendly. It signals its resolve to be accessible, while the use of all lowercase is its recognition for the need for humanity. Red is part of its heritage. It is the color of energy & passion that expresses the dynamism that has made Airtel the success it is today, in India, and now on the global stage.

Core Values

- Empowering People- to do their best
- Being Flexible – To adopt to the changing environment and evolving customer needs
- Making it Happen- by striving to change the status quo, innovate and energize new ideas with a strong passion and entrepreneurial spirit
- Openness and transparency- with an innate desire to do good
- Creating Positive Impact-with a desire to create a meaningful difference in society.

Corporate responsibility

Airtel Bangladesh limited promotes the employees to take judgment and devise the industry - relationship process between the public and surroundings. Corporate Social Responsibility in Airtel Bangladesh limited covers more public contact programs. The spirit of Airtel's dedication to CSR is surrounded in the 'company Values', which curtail its warm seized idea. The ethics are:

- Respond to the needs of customers
- Expectation and Good result From employees
- Progress the services – resourcefully
- Visible and insightful in dealings with the shareholders
- morals, equality and life form will be proper
- conference and going away from submissive and lawful necessities
- Esteem greetings given towards shareholders and the public.

- Developing the atmosphere CSR way of life and pledge all through a three-split approach:

  i.   Engage with shareholders
  ii. Guarantee the policies and performs to the Shareholders
  iii. Conducting programs for employees, and for the public. In Airtel Bangladesh Limited, each employee is aware to Corporate Social Responsibility issues and thus procedures are prejudiced

Market Share
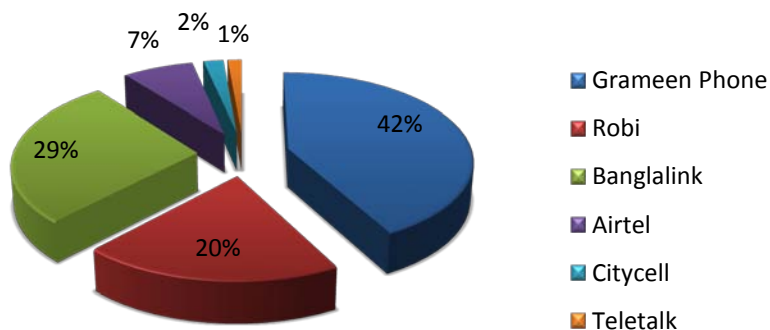
As at 31 March 2012, Grameenphone had a market share of 42.2%, Banglalink (27.5%), Robi (19.8%), Airtel Bangladesh (7.1%), Citycell (2.0%) and Teletalk (1.4%). Competition among operators is intense and tariff levels are among the lowest in the world.

Product and Services

- **Products**

  Airtel offers subscription of two categories: Pre-Paid Subscription and Post-Paid Subscription. Pre-Paid subscriptions are sub-divided into three plans:

  Adda: A person likes to browse the net when bored and make the most of his/her time on phone. 'adda' will give them a maximum fnf and all that at fantastic rates.

  Golpo: Someone who loves making long conversations, our 'golpo' package with 24 hrs flat tariff to any number is something you will fall in love with. Talk to any number anytime at a fixed flatrate

  Kotha: Sharing every little moment with the ones user loves with Airtel 'kotha'-the package planwith 1 sec pulse from the very first second

  Post-Paid subscriptions are sub-divided into two plans:

  Airtel Exclusive - Airtel exclusive offers flexible tariff plans which will help users to explore a wide range of services and keep overall cost to a reasonable limit.

  Airtel advantage- Airtel advantage comes with an attractive flat tariff plan, large close calling circle which makes communication simple.

- **Services**

	Wirless Services
	DTH
	Broadband
	Passive services
	Enterprise services
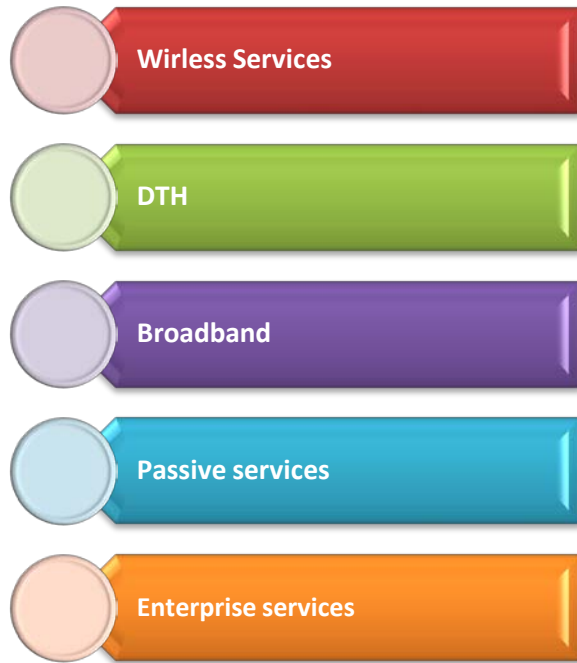
Segment wise contribution of revenue

- 7%
- 17%
- 1%
- 7%
- 68%

Legend:
- Passive enterprise servise
- Enterprise servise
- Other Services
- Telemedia services
- Mobile Services
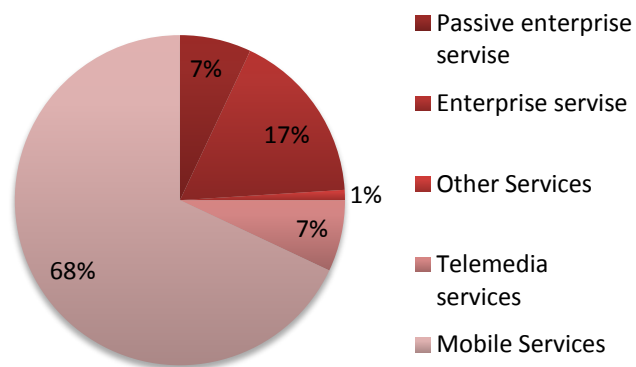
Organizational structure
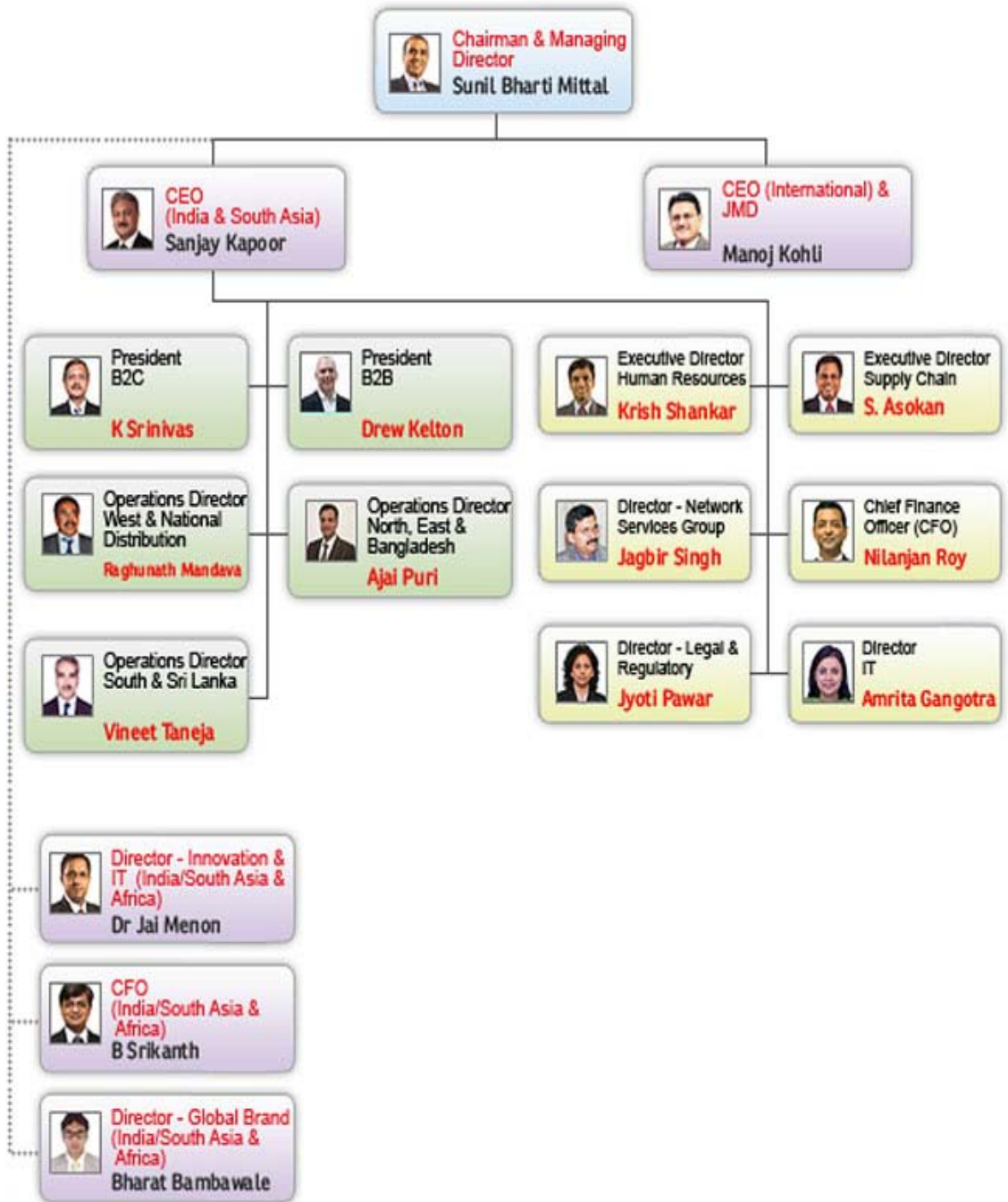
Talent Acquisition & Talent Management Team Structure:

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                        ┌─────────────────────┐
                        │        CHRO         │
                        │   Noor Mohammed     │
                        └─────────────────────┘
              ┌──────────────────┼──────────────────────┐
   ┌────────────────────┐ ┌─────────────────┐ ┌──────────────────┐
   │ Talent Acquisition │ │  HR Operations  │ │  Administration  │
   │ & Talent Management│ │ Md. Mehedi Hasan│ │    Mosaddek      │
   │ Mohammed Saiful    │ │   Bin Ghani     │ │  Hossain Khan    │
   │ Islam              │ └─────────────────┘ └──────────────────┘
   └────────────────────┘
     ┌──────────┼──────────────┐
┌──────────┐ ┌────────────┐ ┌──────────────┐
│  Talent  │ │ Learning & │ │     HR       │
│Acquisition││ Development│ │ Engagements  │
└──────────┘ └────────────┘ └──────────────┘
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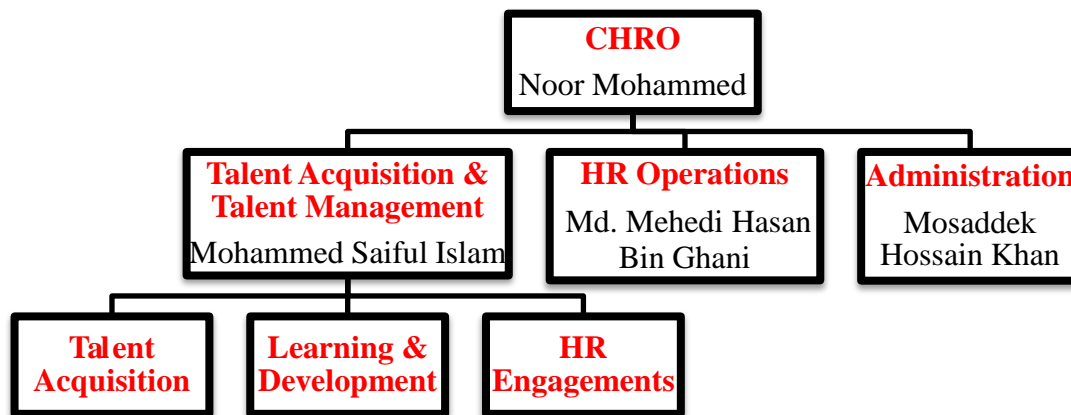
Functions

Airtel Bangladesh Limited is divided into thirteen functional areas. These are:

- ➢ Customer Care
- ➢ Supply Chain Management
- ➢ Network
- ➢ Operational Excellence
- ➢ Human Resources & Administration
- ➢ Sales
- ➢ Information Technology
- ➢ Corporate Affairs
- ➢ Finance
- ➢ Marketing
- ➢ Legal & Secretarial
- ➢ CEO Office
- ➢ Corporate Assurance Group

Each function are divided into departments & teams depending on the size and business deliverables.

Number of Employees

Type of Employee	Number of Employee
Regular Employee	**539**
Contractual Employee	**02**
Part Time Employee	**00**
Expatriate	**12**
Support Employee	**Depends on demand**

Source: HR database of Airtel

Strategies

Airtel's Strategy is **'Focus on core competencies and outsource the rest'.**
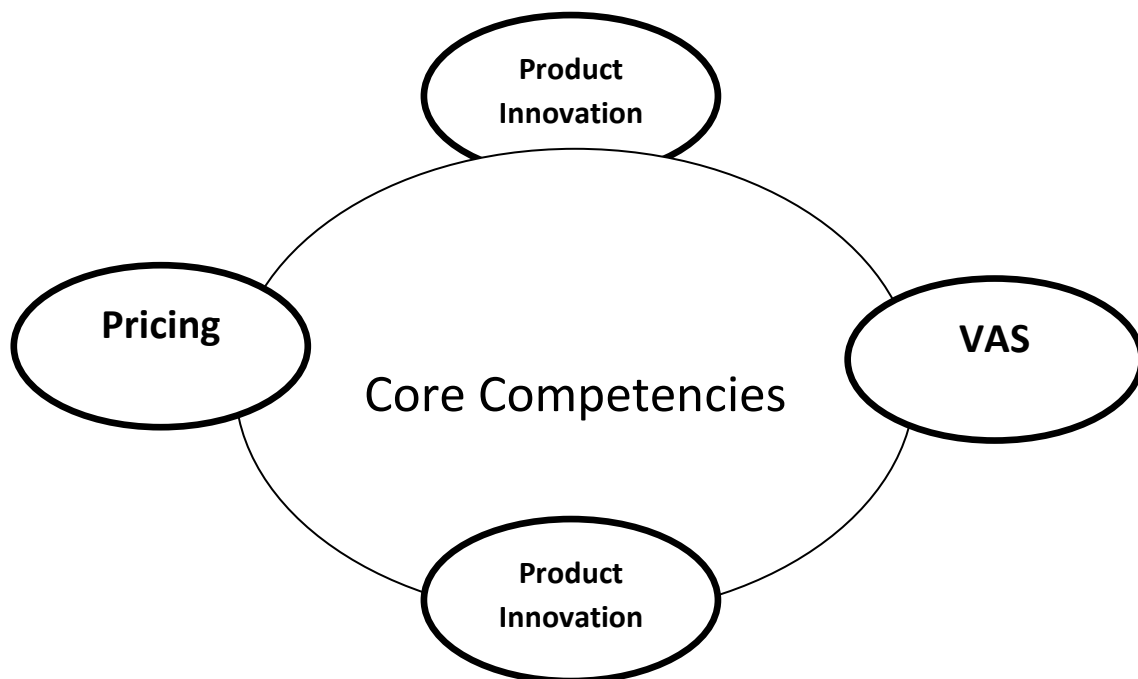
- **Cost leadership Strategy**

A firm gains cost leadership in an industry when its cost of production is lower and hat of its competitors. Airtel has gain cost leadership by managing its processes and resources efficiently and effectively. By bringing down its operational costs, airtel has offered its products and services at lower prices. It has also earned higher profits because either the profit margins are greater or the sales volume has increased.

- **Differential Strategy**

The differential strategy adopted by the firms needs to process sufficient skills and abilities to differentiate the product from that of the competitors based on attributes that allow the consumers to perceive the product that as different from that of the competition. Some differential strategy adopted by airtel are- Best service provider, good call center service in local language, good service in remote areas, new initiatives like Google search on airtel live, downloads, banking etc.

- **Marketing Strategy**

Airtel provides both post-paid and pre-paid connection plans. The post-paid plan is branded and marketed across the country under the name airtel Postpaid, which means leader or royalty. The pre-paid segment is branded and marketed as airtel Prepaid. Airtel-Postpaid and Airtel Prepaid user enjoy various value added services(VAS), such as SMS, MMS, GPRS, 64K SIM, Dual SIM product, Corporate packages for product advertising via SMS, and a host of other features.

Industry analysis

An Overview of Mobile industry and telecommunication industry in Bangladesh is in emerging stage, experiencing robust growth. The mobile industry grew 50 percent in Bangladesh with mobile users increasing from 53.83 million in January 2010 to 80.91 million in September 2011.

Currently there are 6 mobile operators in Bangladesh. They are namely-

- **Grameenphone** – Joint venture ownership 62%Telenor and 38%Grameen Telecom .
- **Banglalink** – Joint venture with Orascom Telecom Co. originated from Egypt.
- **Robi** – Joint venture between Telecom Malaysia Berhad TM and A. K. Khan& company limited
- **Airtel** – Concern of Bharti Airtel Limited.
- **TeleTalk** – Public limited company but 100% share have been owned by the government of Bangladesh.
- **Citycell** – Joint venture with SingTel Asia pacific investment Pvt. limited.

The total number of Mobile Phone subscribers has reached **93.788 million** at the end of **June 2012**. The Mobile Phone subscribers are shown below:

Operators	Active Subscribers
Grameen Phone Ltd. (GP)	39.293
Orascom Telecom Bangladesh Limited (Banglalink)	25.490
Robi Axiata Limited (Robi)	19.211
Airtel Bangladesh Limited (Airtel)	6.734
Pacific Bangladesh Telecom Limited (Citycell)	1.699
Teletalk Bangladesh Ltd. (Teletalk)	1.358
Total	**93.788**

Performance Analysis of Airtel

The three top players Grameenphone, Banglalink and Robi are dominating the six-operator Bangladesh mobile market with more than 90 percent share. Just after Bharti's official debut in Bangladesh, the three operators tied up for infrastructure sharing to expand their network to the rural areas at low costs. With a seven percent market share, Airtel is set to compete with the giants.

After splashing $300 million to buy Warid Telecom in Bangladesh in early 2010, Airtel Bangladesh's subscriber base grew by 2.29 million in almost two years. Airtel's subscriber base grew from 3.01 million in January 2010 to 5.29 million in September 2011, registering a growth of 75 percent.

Airtel Bangladesh in continuing its expansion plans. Recently, Airtel Bangladesh added 160 new towns to its network spread, which penetrates to 2100 plus towns. With 2220 BTS sites currently present in Bangladesh, Airtel plans to extend its coverage to reach 72 percent of the country's population. With a target of setting up 600 additional service centers in Bangladesh by March 2012 timeframe, Airtel plans to strengthen the presence of its support services.

Airtel Bangladesh signed an agreement with Dutch Bangla Bank to launch m-commerce services to a larger segment of population. Airtel subscribers can conduct their financial transactions by using their mobile device through an affordable process. This partnership is aimed at making the concept of inclusive banking a reality for customers in Bangladesh.

Over the last few months, Airtel added more than 1,500 new network sites in Bangladesh, establishing wide scale availability of its best-in-class services in 4,350 towns including 398 thanas & 2,158 unions. Aimed at enhancing customer experience, Airtel has established 124 Relationship Centers and 6 Experience Centers across Bangladesh. Apart from the re-launch of brand Airtel in the last year, customers in Bangladesh also saw a host of exciting launches including 'Airtel Live' WAP portal, BlackBerry services, Song Catcher, vessel weather alerts and vessel tracking services etc.

SWOT anlysis

Strength

- Airtel provides verities of products for different segment with a low price rate which is strength for Airtel Bangladesh Ltd.
- Other stakeholders in Airtel include Sony-Ericsson, Nokia, and Samsung with whom they hold a strategic alliance. This means that the business has access to knowledge and technology from other parts of the telecommunications world.
- The company has covered the entire Bangladesh nation with its network.
- As a global brand Airtel is known to everyone. They are the most admirable brand and now their vision is to be the most lovable brand.
- Within 3 years Airtel Bangladesh became the 4th largest mobile operator. Airtel Bangladesh added 1, 14,000 new subscribers in March 2012. With an increasing number of subscribers they are gaining a large number of revenue
- Airtel Bangladesh has 6.7 million mobile customers and offers mobile services across 64 districts of Bangladesh with a distribution network of over 59,665 retailers across the country. With superior quality product Airtel keep their promises

Weakness

- Due to different target markets and no of different kind of services, Airtel face to high expenditures and manufacturing cost.
- Airtel did not own its own towers, which was a particular strength of some of its competitors such as Grameen Phone. Towers are important if one company wishes to provide wide coverage nationally. Besides this some other weakness of Airtel are
- Airtel still does not have separate strategy for rural market
- Some customers are not satisfied with the services of the company.

Opportunities

As a growing organization airtel has a lots of opportunities in the industry.

- Outsourcing of technology enables Airtel to focus resources on growing the business
- Airtel Bangladesh signed an agreement with Dutch Bangla Bank to launch m-commerce services to a larger segment of population. Airtel subscribers can conduct their financial transactions by using their mobile device through an affordable process. This partnership is aimed at making the concept of inclusive banking a reality for customers in Bangladesh
- The company's financial performance can receive a major boost from its cost reduction efforts.

Threats

- Competition is intensifying in the Indian telecom services market. Others telecommunication companies are developing and providing new services Airtel is tough competition from the operators like Competition from Grameen Phone, Banglalink and Robi.

Chapter-2

MY JOB

PART

Description/ nature of the job:

My journey as an internee in Airtel Bangladesh Limited started on 1 January, 2013 and finished on 31 March, 2013. I worked with the talent acquisition team that is one the domains of Human Resource department. The purpose of Talent Acquisition is Recruitment and Selection. The entire recruitment and selection procedure is done by Talent acquisition. Recruitment and selection process started with the position activation till the finalization of the candidate and issuance of offer letter and Airtel also takes help from Placement offices of different universities. As a result, employee references are more valid and talented fresh graduates are employed directly, so more employment opportunities are being created. Airtel Bangladesh Limited (ABL) takes help from consultancy firms like:

1. Monowar Associates

2. Grow n Excel

3. HR Kites

4. Absolute Solution

5. E-Zone HRM

These consultancy firms are specialized in sourcing and the source of getting CVs become more. Internal Job Posting (IJP) also done by Airtel as a result employees who want to change their job or responsibilities can apply easily.

The Human Resource department of Airtel Bangladesh limited is located in Banani, Dhaka. My supervisor was Mohammed Saiful Islam, Specialist of Talent Acquisition. My working hour began at 10 AM and had lunch break for one hour then continued to 6 PM. I had my own desk and a desktop computer which found that every procedure is prepared by computer. My supervisor Mohammed Saiful Islam provided me some training for two weeks about the tasks that are performed by talent acquisition, the procedures to complete the certain tasks, and the criteria that must be followed while doing a particular job. I had to learn to operate different type of tools and software which was essential to execute the particular operation. After that, he gave me some assignments based on my learning. From the second week, I was assigned to look after some portion of the employee selection part and my daily job was to screening CV

and setting up interviews for appropriate candidates. I had to keep the appropriate candidates details information and had to prepare their offer letters and other papers. Apart from my daily duties, I assisted my supervisors at their works whenever it was necessary.

As days passed by, I was more attached with Airtel and definitely with my supervisors. I got appraised for many times from my supervisors and that made feel proud that my work was adding significant value to the organization. It is an immense pleasure to me, that I could complete my internship session in such a multinational telecom company. To me, it was a true corporate orientation. I have enjoyed every moment in Airtel and achieved so many experiences that will absolutely help me to choose my right career path.

Specific responsibilities of my Job:

• Posting for jobs in Bdjobs.com.

• Screening CVs according to job requirement.

• Setting up interviews with selected candidates.

• Attending interview sessions to have a better understanding on the job interviewed for and to learn interview taking skills.

• Informing selected candidates from first interview for further interviews.

• Preparing offer letters, making files with each employees names and designation with Function's names and taking signature from Head-Talent Acquisition and Talent Management and Specialist-Talent Acquisition and Talent Management.

• Giving potential employees offer letters, employee application form, insurance form; etc and informing them about which documents Airtel needed for employee enrolment.

• Collecting the application forms with other documents on employee joining date, describing them the Code of Conduct (COC) of ABL, taking necessary signatures, checking whether the employee has filled up the forms properly or not and finally storing them in individual files for each employee.

• Data entry for OPD of each month of employees of all functions.

• Assisting Employee Engagement Executive to carry out employee engagement activities on Pohela Baishakh, International Mother Language Day, Pohela Falgun, and Valentine's Day.

Critical observations and recommendations

After working in Airtel Bangladesh I have found out that Airtel have soft copies of every employee, so finding for data when necessary is very easy for each and every employee. The more noticeable is that all subordinates are so friendly and only the CEO and some very senior employees are called sir or madam. Employees are always engaged with fun activities at office on different occasions like Pohela Baishakh, Mother's Day, International Mother Language Day, Valentine's Day, Pohela Falgun etc. Except these there are also engagement activities at work to motivate employees like when somebody does something good they get "Well done" or "Thank you" tag on their cubicle.

There is also some critics and observation which I noticed throughout my internship program. I have also made some recommendation along with my observation. If some effective initiatives are taken, the internship program could be more helpful for the students and by the same time Airtel could get the most output from the interns.

- Airtel's corporate office is situated at Banani, Dhaka; Sales and marketing department is located at Gulshan-2, Dhaka; Service experience department is housed at Shyamoli, Dhaka; and IT & Call centre is located at Uttara, Dhaka. For that reason, the system requisition process is lengthy in Airtel due to the location of the office

- Every procedure is prepared by computer and there are no paperwork things to accomplish. It is required to replace the old configuration's computer with the faster one to boost up working performance and save time. Unfortunately, my computer was the slow one and it consumed more time for processing the data.

- Job rotation is not practiced to the interns. Interns should have given the opportunity to work in more than one function to get involved more with the company.

- During my internship session, I found that the work load was more comparing to the number of existing executives. Working on under pressure for prolonged period may damages stamina of the workers and consequently increases the mental stress.

- The overall treatment with intern in Airtel in terms of behavior was helping, quite good and friendly. Supervisors encourage the interns to accomplish their job properly; also provide help and support on their tasks which is very remarkable.

Chapter-3

PROJECT PART

Employee engagement is a new term in social work. Engagement is more than simple job satisfaction and high retention rates. Fully engaged workers are those who are physically energized, emotionally connected, mentally focused, and feel aligned with the purpose of the organization. Engaged employees have a bond with the organization. These individuals feel empowered and in control of their fate at work. They identify with the organization's mission and are willing to commit the necessary emotional and personal energies necessary to excel in their work. In short, engaged individuals willingly help achieve organizations goals and are emotionally involved in the tasks of their organization. Having an engaged workforce is significantly essential because research shows that engaged workers help organizations obtain benefits such as increased efficiency, higher productivity, and lower turnover rates. However, although there is a growing body of business oriented literature that describes how engaged employees contribute to the overall success of an organization, little academic and experiential research has been conducted on the topic. More research is needed to determine levels of engagement for workers in the human services field, to describe the benefits of engagement, and to identify what factors may predict it.

Airtel Bangladesh Ltd work to develop and nurture engagement, which requires a two-way relationship between employer and employee. The aim of this research is to find out the strategies and approaches that are taken by the Organization to build up Employee Engagement and the effectiveness of Employee Engagement in Airtel Bangladesh Ltd.

Statement of the Problem

In order for telecommunication organizations and other businesses to be successful they must be able to employ people who will stay with the business and perform at high levels. It is assumed that employees with high perceived organizational support are more likely to stay. The study is conducted to identify the tactics and approaches taken by the Organization to build up Employee Engagement.

Objective of the study

The purpose of this study was to examine employee engagement strategies taken by Airtel Bangladesh Ltd. Secondary Objective of this research was to find out the effectiveness of Employee Engagement in the organization. The exploratory research questions and hypotheses were developed following. Experiential studies on work engagement are limited and the literature is unclear as to which variables are the strongest predictors. Variables for this study were chosen by reviewing the limited data that are available regarding work engagement

Significance of the Study

The results of this study will provide insight and information for practitioners, and researchers about employee engagement in Airtel Bangladesh ltd. Supervisor from the organization that was evaluated may benefit from the survey feedback, and could implement strategies for change that address participant responses. Administrators in other agencies can also benefit by understanding how critical engagement is, and that as a positive construct, it can be measured easily in a variety of settings. Once the level of employee engagement is measured, managers can develop and implement change strategies that would actually improve staff engagement in their organization, thereby potentially increasing the overall effectiveness of the organization. Additionally, practitioners who function in supervisory positions may benefit by understanding that staff usually adopt the characteristics and attitudes of their leaders, making it difficult for staff to be engaged unless the managers are. Supervisors should, therefore, work toward creating a work environment that lends itself to engagement from themselves and from the staff.

Research Hypotheses

This study tested the following three hypotheses:

1. Effective approaches have been taken by the organization.
2. Engagement leads to higher performance
3. Satisfaction leads higher engagement.

Methodology

I had developed a questionnaire for the data require for the project. The sample size was 50. The survey instrument is included both open ended and closed questions. Most of the survey was sent to the employee's work site and, in this setting, every employee has access to a computer with internet service. The survey was in a simple, easy to follow format and took only minutes to complete. To gather secondary data I did personal interview. The secondary data mainly consists of data and information collected from records, company websites and also discussion with the management of the organization. Secondary data was also collected from journals, magazines and books.

Limitations

The study was limited by a number of factors. Without these limitations the research would have been much better. Some of the constraints are given below: -

1. Such a short internship period was not sufficient to understand the insights of employee engagement level.
2. Lack of information due to inadequate telecom publications and journals.
3. Lack of co-operation from the officials from confidential point of view.
4. Some respondents of the survey failed to response properly due to their work pressure during the survey.

Literature review

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.' Thus Employee engagement is a barometer that determines the association of a person with the organization.

Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his/her job. Furthermore, engagement entails the active use of emotions. Finally, engagement may be thought of as an antecedent to job involvement in those individuals who experience deep engagement in their roles should come to identify with their jobs.

Aspects of Employee Engagement

Three basic aspects of employee engagement according to the global studies are:-

- The employees and their own unique psychological makeup and experience
- The employers and their ability to create the conditions that promote employee engagement
- Interaction between employees at all levels.

Thus it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

Categories of Employee Engagement

According to the Gallup the Consulting organization there are there are different types of people:-

- *Engaged--*"*Engaged*" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward

- *Not Engaged---*Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are *not-engaged* tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

- *Actively Disengaged--*The "*actively disengaged*" employees are the "cave dwellers."
They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by *actively disengaged* workers can cause great damage to an organization's functioning .

Factors Leading to Employee Engagement-

Studies have shown that there are some critical factors which lead to Employee engagement. Some of them identified are-

Equal Opportunities and Fair Treatment

The employee engagement levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement to all the employees

Performance appraisal

Fair evaluation of an employee's performance is an important criterion for determining the level of employee engagement. The company which follows an appropriate performance appraisal technique (which is transparent and not biased) will have high levels of employee engagement.

Pay and Benefits

The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.

Health and Safety

Research indicates that the engagement levels are low if the employee does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

Job Satisfaction

Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see to it that the job given to the employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job.

Communication

The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the

employee is given a say in the decision making and has the right to be heard by his boss than the engagement levels are likely to be high.

Family Friendliness

A person's family life influences his wok life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement

Co-operation

If the entire organization works together by helping each other i.e. all the employees as well as the supervisors co-ordinate well than the employees will be engaged

Other factors

➤ **Career Development- Opportunities for Personal Development**

Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them.

➤ **Career Development – Effective Management of Talent**

Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

➤ **Leadership- Clarity of Company Values**

Employees need to feel that the core values for which their companies stand are unambiguous and clear.

➤ **Leadership – Respectful Treatment of Employees**

Successful organizations show respect for each employee's qualities and contribution – regardless of their job level.

> **Leadership – Company's Standards of Ethical Behaviour**

A company's ethical standards also lead to engagement of an individual

> **Empowerment**

Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

> **Image**

How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services. High levels of employee engagement are inextricably linked with high levels of customer engagement.

What is clear from the literature is that current thinking extends beyond job satisfaction. Employers are seeking a workforce which is more than just good at the job they do; they are seeking employees who are engaged with their organization/company, staff who "buy in" to the company mission and goals. It is also clear that no single factor is responsible for the satisfaction of the workforce and different staff members will be motivated by different aspects of the company offering, and their own approaches to work. The modern organization sees its' people as key assets to be developed and nurtured; they way in which they approach their work and their interactions with customers is critical to demonstrating the brand values of the company. Emergent models of engagement offer an alternative way of approaching employee satisfaction which is more holistic and takes into account the wider needs of both employees and employers.

Employee Engagement Practices In Airtel

The most important drivers of growth and success for any organization are its people. The organization work to develop and nurture engagement. Airtel is considered to be the best in HR practices. Different practices that is detained by Airtel Bangladesh ltd are

➢ The HR department sets up cross-functional teams in times of product or service launches. ``Such teams typically constitute high performers from each department, who collectively make it happen. These approaches help to communicate every department with each other.

➢ Some of the other key HR initiatives include the managers' communication forum, open house, family group meetings, HR interface and HR intranet. To explain them, the managers' communication forum, undertaken once a quarter, facilitates direct interaction of the employees with the top management. They get to discuss issues relating to the performance of the previous quarter, directions for the next quarter, an update on the regulatory environment and the key initiatives for the period. The `open house' conducted between the departments and HR takes up individual grievances. In the case of family group meetings, each HOD conducts meetings with his direct reporters once a month, wherein issues other than those related to work are discussed.

➢ To further HR interface, every member of the HR department has been assigned two departments to discuss and sort out all HR, personnel and administration issues. `The idea is to provide employees with a single window to the department.

➢ The HR Intranet provides information on HR policies, organizational structure, training calendar and the house journal. With these initiatives, Airtel has won a special place in the Bharti group. The quality of service and customer care is a reflection of the quality of people and our belief in constant improvement and up gradation.

➢ Employee friendly HR policies have been put in place, which amply reflect the organizational concern for its people. Some typical examples of these policies and practices include

- a family-day at office
- gifts for anniversaries
- compulsory 5 days off,
- festival celebration with family
- five day weeks
- call center engagement programs
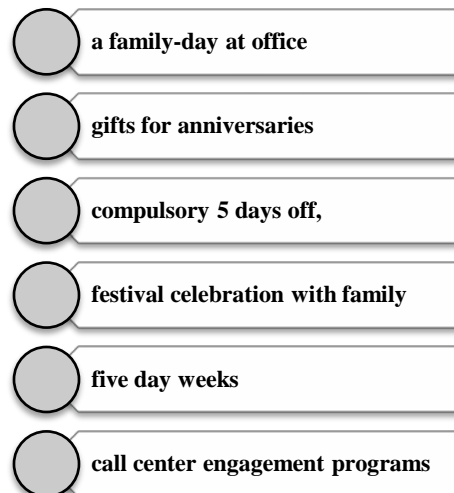
These policies and practices are applied across the organizational levels without any discrimination. From self-management workshops to aerobics sessions, we ensure that every employee keeps a check on his/her fitness. Tie-ups with leading health service organizations enable our employees to undertake periodical health check-ups depending upon their age.

➢ The company provides Flexible Group Medi claim insurance to all employees, covering all kinds of illnesses, accidents and hospital coverage for serious ailments. Apart from these specific engagements, we regularly organize health check up camps, eye check-up camps and stress management sessions. Some of our offices have opened gymnasiums/fitness facilities to ensure that the fitness fanatics do not have to worry about time constraints to remain fit. At many of our locations, we have hired psychologists who undertake personal counseling sessions for employees.

➢ Airtel offers a flexible compensation structure to its employees wherein the employees have the flexibility to structure their fixed component of their compensation according to their requirements within the ambit of legislation. Performance Linked Incentive (PLI)

schemes are linked with the variable component of the compensation structure. This component is linked to both the individual performance against his/her set KRAs (Key Result Areas) and the overall performance of the business entity that an employee belongs to. Airtel leaders and managers understand the need to bring clarity to employees about how their roles, goals and actions align the realization of organizational vision and goals. The mechanisms like Performance Management System (PMS) and Talent Management Process(TMP) are the key sources of identifying the training needs of the employees and check to competency levels for promotion.

➢ ECF- Employee Communication Form is a sought of meeting or conference held once in a year or once in two year by the top management. In this meeting all the employees are suppose to gather in the conference hall. There follows open communication between employees and the top management, where employees are free to communicate or can discuss various issues coming up. Through these meetings employees get chance to get themselves fully engaged with the company and the issues or the new objectives of the company.

➢ In airtel there is a reward and recognition system which encourages the employees a lot. Every employee recognizes the best work done by their team members, seniors or juniors. Thanking everyone who ever helped in a simplest way or give a hand to get the job done.

Analysis

This chapter will describe the participants in the study and the results of analyses used to examine the research questions. To examine employee engagement, survey has been done. 50 employees completed and submitted the survey, an overall response rate of 100 percent.

Gender

| Male | 32 | 64% |
| Female | 18 | 36% |

Fig: data analysis 1

Of the respondents to this survey, 36 percent (n = 18) were female and 64 percent (n = 32) were male.

Age

20-25 years	10	20%
26-30 years	22	44%
Above 30 years	18	36%

Fig: data analysis 2

The age from the sample shows that the number of employees aged 20-26 and 26-30 years are lot more that the other aged employees. This can probably be a sign that as young people are more encouraged and enjoying the work in Airtel and as a youth brand Airtel is hiring more energetic young people.

Experience
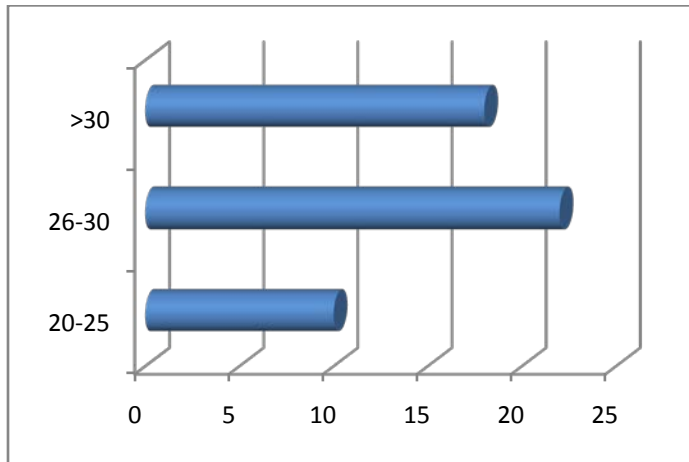
	Frequency	Percent
20-25	10	20.0
26-30	22	44.0
>30	18	36.0

Fig: data analysis 3

Number of years of service in the organization varied among respondents with 6 percent (n = 3) having been employed zero to one year; 22 percent (n=11) employed 2 years; 24 percent (n = 12) employed 3 years; 48 percent (n =24) employed for over 3 years with the organization.

1. I know what is expected from me at work
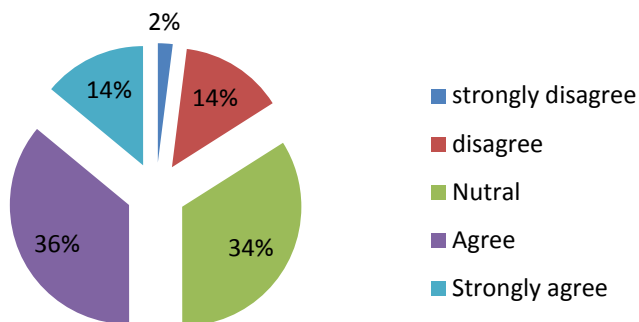
	Frequency	Percent
strongly disagree	1	2.0
disagree	7	14.0
neutral	17	34.0
agree	18	36.0
strongly agree	7	14.0

Fig: data analysis 4

Employees should know exactly what is expected of them. If expectations are unclear, employees will inevitably face frustration, and will be open for other opportunities where they do know what's expected of them, and where their contributions are measured and recognized. Almost everyone from the survey seems to know what is expected from him/her, what is their job and what they actually need to do. 36% employee is agree about this statement and 14% strongly agree with it.

2. I have the materials and equipment I need to do my work right

	Frequency	Percent
disagree	2	4.0
neutral	7	14.0
agree	25	50.0
strongly agree	16	32.0
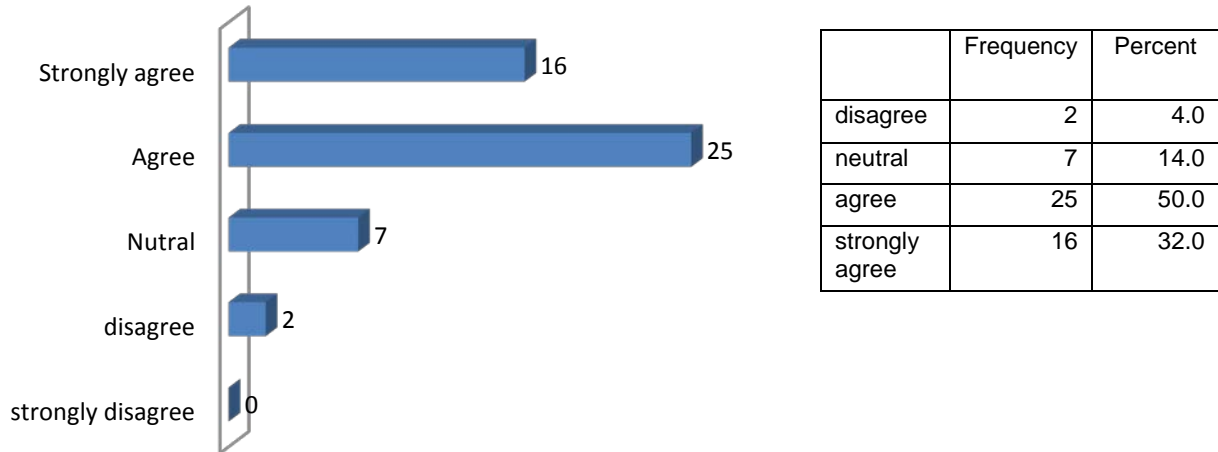
Fig: data analysis 4

Employees need the right tools and equipment to support their skills, experience and talents & perform their jobs at an optimum level. It can be seen that most of the employees are satisfied with their material and equipment. 50% of the employee is agreed and 32% of them is strongly agreed about the fact that they get right materials and equipment that they need to do their job perfectly.

3. My supervisor seem to care about me as a person

		Frequency	Percent
▦ strongly disagree	disagree	5	10.0
▦ disagree	nutral	17	34.0
▦ Nutral	agree	24	48.0
▦ Agree	strongly agree	4	8.0
▦ Strongly agree			
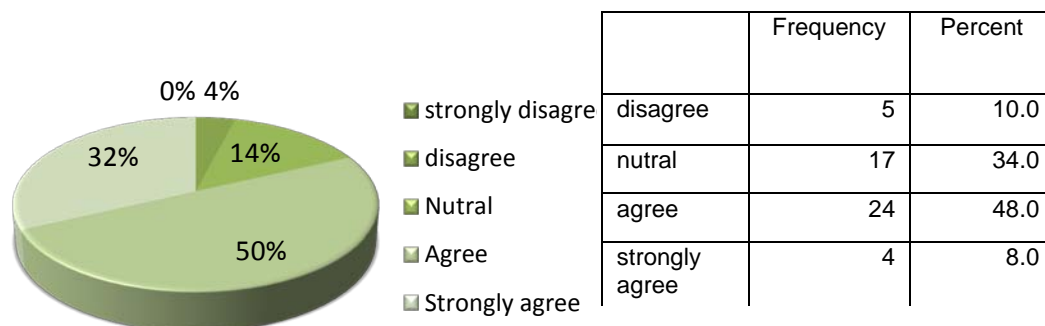
Fig: data analysis 5

Managers must spend most of their time with their most productive talent. Many managers give their greatest degree of attention to employees who are falling behind. Talented, productive people crave time and attention from their managers, and will leave the company if they have a weak relationship (or no relationship) with their manager or supervisor. The survey shows that 50% is agree and 32% strongly agree to have a good relation with the supervisor.

4. At work, I have the opportunity to do what I do best every day

	Frequency	Percent
strongly disagree	1	2.0
disagree	8	16.0
neutral	11	22.0
agree	23	46.0
strongly agree	7	14.0
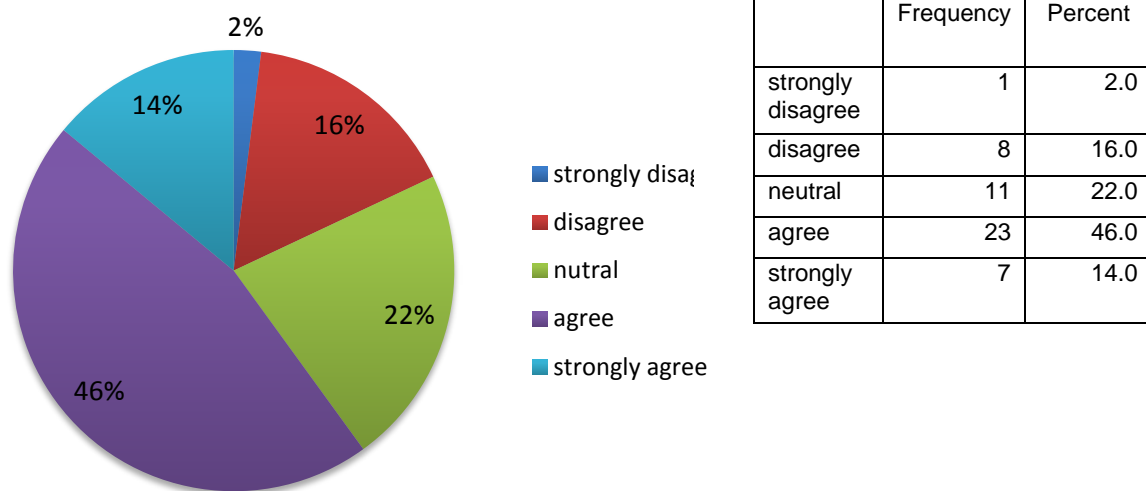
Fig: data analysis 6

It is important to keep each team member's talents in mind, to build relationships, and to help others identify their unique talents. It is vital that every individual understands his or her strengths and weaknesses. A good way of promoting this is to discuss what each person believes his or her leading strengths are, in terms of skills, knowledge, and innate talents. 46% of the employee agree with the statement and 14% strongly agree with the statement that they got the opportunity at work to do the work what they do best.

5. **In the last seven days, I have received recognition or praise for doing good work**

	Frequency	Percent
strongly disagree	1	2.0
disagree	9	18.0
neutral	16	32.0
agree	21	42.0
strongly agree	3	6.0
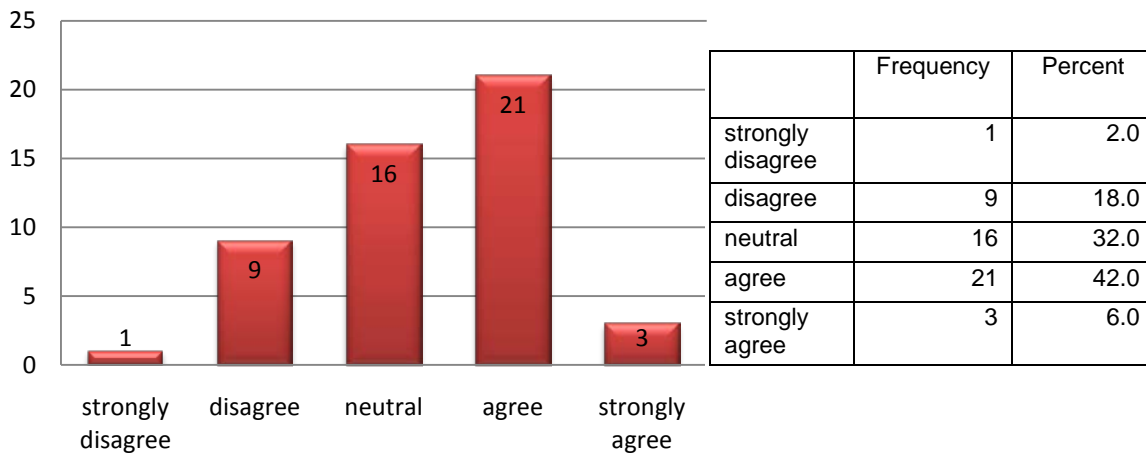
Fig: data analysis 7

Workplaces that excelled in this question relied on forms of recognition that are specific, predictable, frequent, and instantaneous. Whenever a person does something, there are consequences. Those consequences will affect whether team members engage in that behavior again. We know that to get the results or consequences we want, frequent praise can encourage the behavior that produces it. 6% strongly agree about it and 42% agreed. That means most of the employee get recognition whenever they do something good.

6. **There is someone at work who encourages my development**

	Frequency	Percent
disagree	7	14.0
neutral	15	30.0
agree	20	40.0
strongly agree	8	16.0
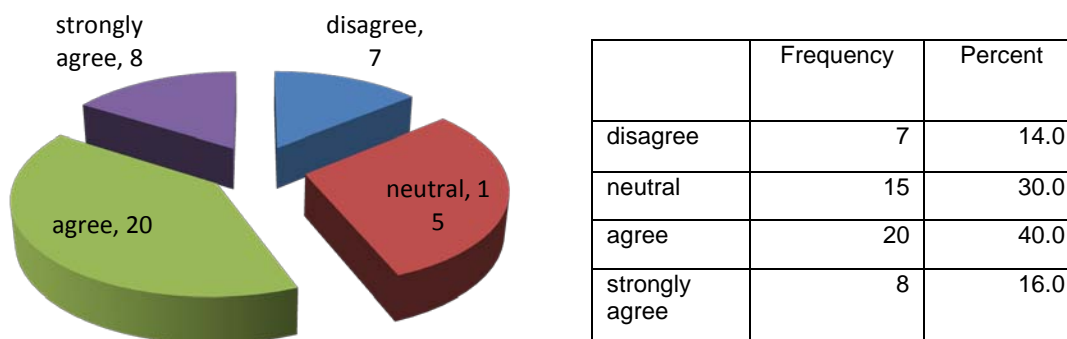
Fig: data analysis 8

In this case, "development" does not mean getting people promoted. It does not mean each team member gets what he or she wants. It means helping individuals find roles that fit their natural strengths: their unique combinations of skills, knowledge, and talent. Previous Gallup findings have concluded that workgroups that receive high scores on this particular item do not try to put in what was left out, but rather, try to draw out what was left in; they provide constant feedback; and they find creative developmental opportunities for each other. According to the survey 40% agreed and 16 % strongly agreed that that is someone who encourages them for their development. 7% employee think that no one encourage them for their development.

7. At work, do my opinions seem to count

	Frequency	Percent
disagree	6	12.0
neutral	18	36.0
agree	20	40.0
strongly agree	6	12.0
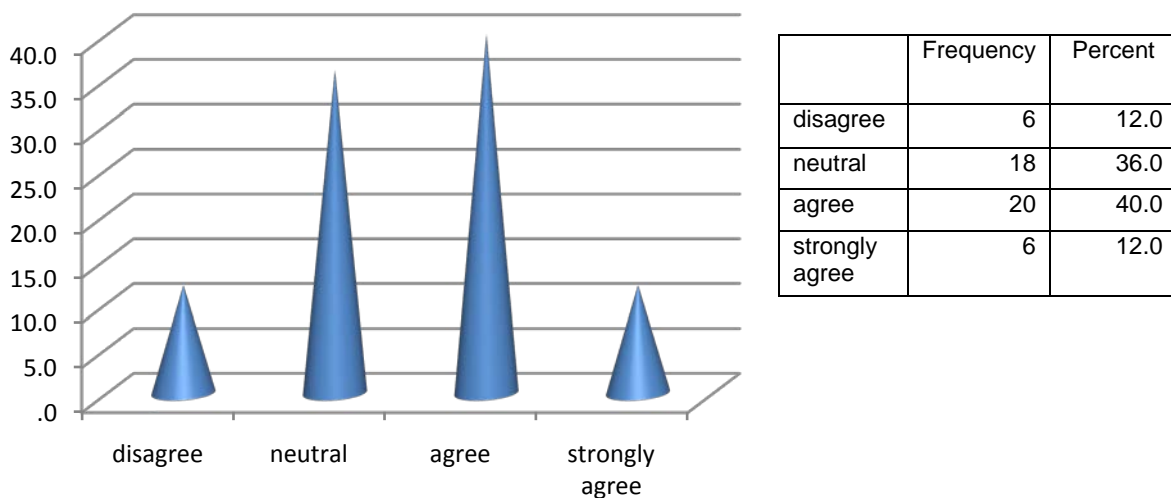
Fig: data analysis 9

Team members who give high scores on this item feel they have access to channels of communication across different levels or divisions of the organization, and their managers work to maintain those channels. Groups do not function very well when the team members in them feel insignificant or irrelevant. Managers ask team members for their opinions and include their ideas in the decision-making process whenever possible. This means everyone should have a chance to express his or her. The survey shows that 40% agreed and 12 % strongly agreed that their opinion counts. 36% employee was neutral, looks like they did not want to answer that question. Only 6% employee disagrees with the statement.

8. The mission/purpose of my company make me feel my job is important

	Frequency	Percent
disagree	5	10.0
neutral	18	36.0
agree	22	44.0
strongly agree	5	10.0
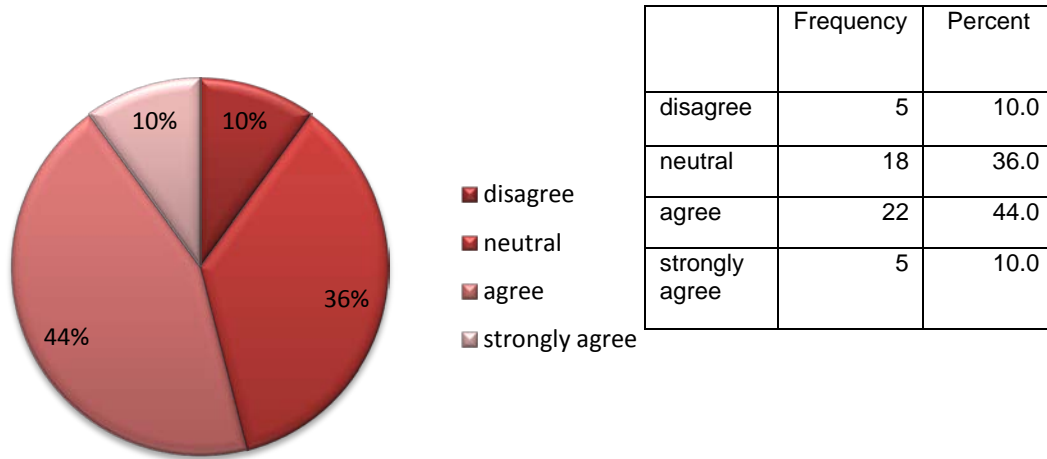
Fig: data analysis 11

This question measures a key source of motivation for team members — the idea that their organization represents values that they themselves share. Effective workplaces cultivate that feeling, including providing constant clarification of the overall mission of the organization, as well as the ways in which each individual team member contributes to the achievement of the mission. As human beings, we like to feel as though we belong. Individual achievement is great, but we are likely to stay committed longer if we feel we are part of something bigger than ourselves. A large portion of employee thinks that their job is important and has a association with the mission of the organization. Only 5% of employee did not agree on this statement.

9. My co-workers are committed to doing quality work
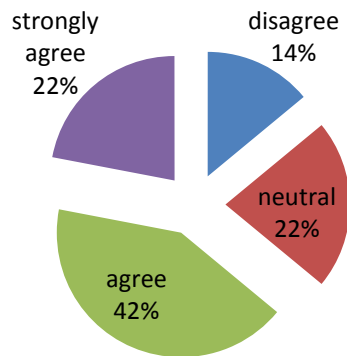
	Frequency	Percent
disagree	7	14.0
neutral	11	22.0
agree	21	42.0
strongly agree	11	22.0

Fig: data analysis 12

Workgroups that score well on this question tend to be good at providing clear quality standards and keeping those standards at the forefront of team members' minds. Thus, team members are capable of accurately evaluating their own performance, as well as that of their teammates. Clear communication of standards enhances accountability and builds trust among coworkers. We also know that not everyone will see "quality" in the same way if everyone's concept of the word is different. To remedy this, having a clear definition helps. The best place to start is with customers, both internal and external. 21% employee agreed and 11% employee strongly agreed that their co-workers are committed to doing quality work.

10. I have a friend at work
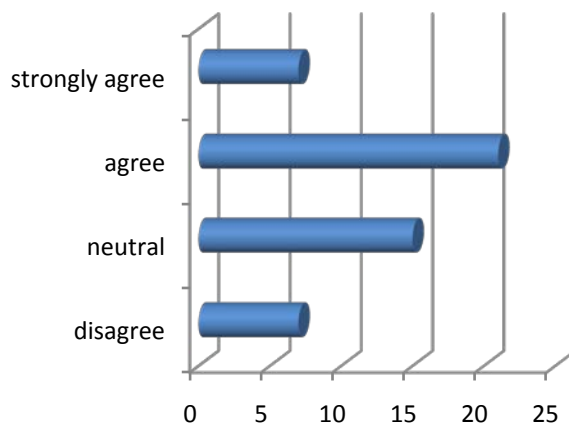
	Frequency	Percent
disagree	7	14.0
neutral	15	30.0
agree	21	42.0
strongly agree	7	14.0

Fig: data analysis 13

I have a best friend at work" is really a proxy for trust. We are interested only in whether there is a person at work whom you would consider a best friend <u>"at work".</u> Think about people whom you would consider "best friends." People with whom you share values, you can trust, and who are watching out for you. You are going to feel more confident in making decisions, taking risks, and being more productive because you don't have to spend a lot of time watching your back. Chances are, you're going to feel like there is more open communication within your tea

11. This last year, have I had opportunities at work to learn and grow

	Frequency	Percent
disagree	5	10.0
neutral	17	34.0
agree	17	34.0
strongly agree	11	22.0
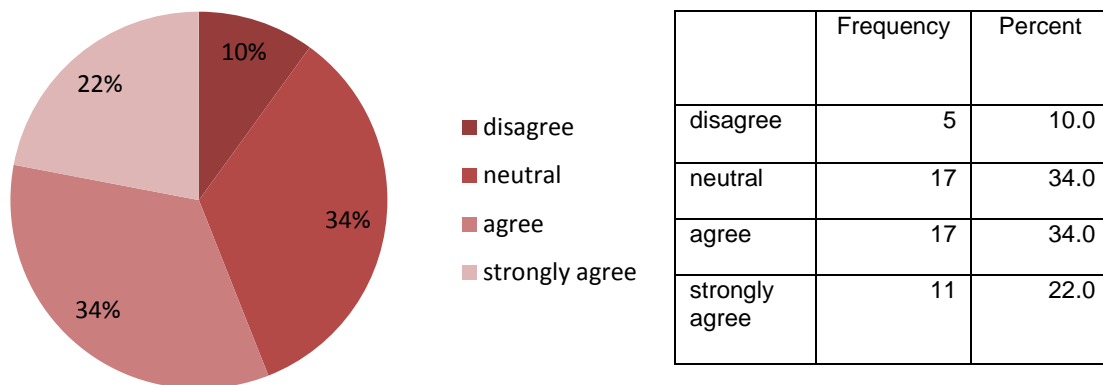
Fig: data analysis 14

Engaged team members need to feel that their job contributes in some way to their professional or personal development. Great workplaces are those in which team members are provided with educational opportunities that address their development — this may include formal classes or simply finding new experiences for them to take on. Each team member will define "opportunities" differently. For some team members, this may mean training classes and seminars; for others, this means promotions and increased responsibilities; and for others, this might mean working on special projects or assignments. 34% agreed and 22% strongly agreed that they had opportunity at work to learn and grow. 5% employee did not think that they had any opportunity and 34% was neutral about this statement.

SPSS

ANOVA

I_got_recognition_in_7days

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	17.941	4	4.485	8.799	.000
Within Groups	22.939	45	.510		
Total	40.880	49			

In this anova, the means of display choice and display perception is calculated. The significance level is .000 which is less than the critical value of .05 thus it is significant. The strength of the getting recognized on knowing what is expected at work is calculated by this method: $\frac{\text{sum of squares between groups}}{\text{sum of squares total}}$.

This result in: $\frac{17.941}{40.0} = 0.44$. This means that the strength is moderate because 0.44 is comparatively close to 1 and knowing the expected work at work does have a influence on getting recognized.

ANOVA

I_have_Friends_work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	17.570	3	5.857	11.842	.000
Within Groups	22.750	46	.495		
Total	40.320	49			

From this anova it can be seen that significance level is less than .05 so the test is significant. The strength of having a friend at work on experience year is very strong ($\frac{18}{40.320}$) = 0.45 because it is comparatively close to 1. In my survey the employees working for 3 years and more than 3 years are the biggest in number and thus in here it means that the employees who are working for 3 years and more than 3 years have a good friend at work.

ANOVA

My_work_associates_do_their_work_perfectly

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6.807	2	3.404	4.073	.023
Within Groups	39.273	47	.836		
Total	46.080	49			

From this anova it can be seen that significance level is less than .05 so the test is significant. The strength of them thought that the associates of an employee do quality work with year of experience is poor ($\frac{6.807}{46.080}$) = 0.14 because it is not close to 1.

Correlations

		year	I_what_is_expected_from_me	I_have_Friends_work	My_Oppinion_counts@work
Year	Pearson Correlation	1	.586**	.656**	.209
	Sig. (2-tailed)		.000	.000	.144
	N	50	50	50	50
I_what_is_expected_from_me	Pearson Correlation	.586**	1	.442**	.050
	Sig. (2-tailed)	.000		.001	.732
	N	50	50	50	50
I_have_Friends_work	Pearson Correlation	.656**	.442**	1	.220
	Sig. (2-tailed)	.000	.001		.125
	N	50	50	50	50
My_Oppinion_counts@work	Pearson Correlation	.209	.050	.220	1
	Sig. (2-tailed)	.144	.732	.125	
	N	50	50	50	50

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

The analysis of the correlation matrix indicates that few of the observed relationships were very strong. The strongest relationship was between knowing expected work with year. This means

that obviously the working year is positively correlated with knowing what is expected from the work; hence working for more years helps the employees to know what is expected from him/her at work.

Experience year and having a good friend also has a moderately strong correlation of .656 which means that people who have been working for 3 years or more have a good friend at work.

It can be seen from the above figure that one's opinion count does not depend on having friend or working for more years.

Correlations

		necessary_material _and_equipment_a re_available	I_got_recognition_ in_7days	year
necessary_material_and_equipm ent_are_available	Pearson Correlation	1	.238	.388[**]
	Sig. (2-tailed)		.096	.005
	N	50	50	50
I_got_recognition_in_7days	Pearson Correlation	.238	1	.683[**]
	Sig. (2-tailed)	.096		.000
	N	50	50	50
Year	Pearson Correlation	.388[**]	.683[**]	1
	Sig. (2-tailed)	.005	.000	
	N	50	50	50

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

There I s a good co relation with an employee who works for more than 3 years have worked for more than 3 years think that they got recognition regularly and they have all the necessary materials for their job. That's the thing that kept them work for long years.

Discussion of Results

Justification of Hypothesis

The survey instrument was designed to measure participants' levels of engagement with their jobs. After conducting different survey and interview, it has been understand that the hypothesis

1. Effective approaches have been taken by Airtel Bangladesh Ltd
2. Engagement leads to higher performance and
3. Satisfaction leads to engagement is correct.

Explanation for the overall level of participant engagement among those taking this survey is that the organization was providing the three key psychological conditions of engagement: meaningfulness, safety, and availability to their employees. In this survey, questions were asked to find out the condition of meaningfulness. Meaningfulness can be described as a feeling that one is receiving a return on one's investment of oneself in one's work. Staff members experience meaningfulness when they feel worthwhile, useful and valuable.

- One of the Survey question asks participants if they have received recognition for doing their job well. 50% of respondents answered "agree to strongly agree," thus indicating that staff in this agency felt that they were receiving a return on the investment of themselves into their job tasks.

- Another question was asked participants if the mission of the agency made them feel like the work they did mattered. A resounding 54% of respondents gave a positive (slightly agree to strongly agree) answer. This implies that the mission of this agency was made clear to the staff and that the employees felt positive about the work the agency did.

- Participants were asked if their ideas and opinions were taken seriously. An answer in agreement to this question would indicate that the employee felt valued, and as though he or she made a useful contribution to the agency. In this study, 51% of respondents indicated agreement with the statement.

- Safety as another key psychological condition for engagement. Safety occurs in environments where individuals are free to express themselves without fear of negative consequences, and in settings where the boundaries are clear and organizational norms are known. One of the questions on the "Employee Engagement" scale used in this study

asked participants if their supervisors seem concerned about their welfare. Responses were positive in that most of them agreed with the statement, indicating that employees in this agency felt as though they were supported by management, and felt a connection to their superiors.

- Another question addressed the issue of having friends at work. Participants agreed with the statement in that 56% chose an answer of slightly agree to strongly agree, indicating that workers in this agency felt a sense of support and connectedness with their co-workers, and that they were free to express their true selves.

- There was question where participants were asked if their co-workers did a good job. Responses showed that 62% agreed with the statement, indicating that participants felt that they were working toward a common goal with other staff in the agency, and that the role definitions were clear and consistent and fell within the normal boundaries of the organization.

- The final key psychological factor of the engagement framework is availability. Question six of the survey asked participants if their agency provided the tools and equipment they needed to do their jobs. Again, the overall response was positive in that 82% of employees said they agreed at least with the statement, indicating that the study agency was providing the tools the staff perceived they needed to do their jobs, thus leaving them more likely to engage in their designated roles.

Thus the aforementioned scores from this study indicate that the management staff of Airtel Bangladesh Ltd may be making a positive contribution to the engagement of their workers. So, 1st of the hypothesis regarding the approaches taken by Airtel is accurate. They have taken effective approaches that keep the employees engaged. Airtel being an organization of high stature, it not only thrives in its business incentives but pays careful attention of its employees. They believe that it's the employees that have taken the company to where it is now. As discussed earlier Airtel organizes events throughout the year that not only involves the employees but sometimes engages their family as well. It is by these ways Airtel maintains a good and healthy relationship with their employees. The reward and recognition system, feedback, training and development etc are appreciated by the employees. There is no

segregation between the workers and everyone is treated the same. In order to maintain high quality events throughout the year, the employees are asked to give their feedbacks on events and Airtel tries its best to improve the events.

As mentioned earlier, Airtel values for its employees and heeds their opinion and suggestions. There are seasonal surveys and also one on one session to understand any situation regarding almost anything. All the events and programs that run through the calendar are products of this interactive information from the employees. Their problems, demands, expectations are all taken in account. Privacy is strongly maintained to ensure a strong work environment.

Based on the feedback of surveys and departmental researches, it has been confirmed that the employees are satisfied with the current management. The involvement of both social life and work has been substantial for the workers. The company proudly affirms that it is the satisfaction of the staffs that helped to company to become very successful in this short margin of time and acknowledges the efficiency of the employees in their work.

Recommendation

Though Airtel has taken effective approaches to develop employee engagement, I recommend that they should continue the practice and develop the management system, because engagement level varies and needs on continues observation. Some recommendations are given below:-

1. An important implication from this finding is that the organization should continue to invest in its leadership initiative and other related programs in an effort to maintain high staff engagement levels. Directing resources toward this objective would appear to be an effective investment for this organization.

2. Implementing new strategies, giving regular feedback to the employees and also the manager is necessary to maintain employee engagement.

3. More training can be introduced to improve skills of the employees.

4. Work pressure of the employees should be reduced by hiring more people and distributing work among them.

5. Airtel depends a lot on Bdjobs.com for getting CVs for Territory Manager, Key Account Manager, Manager Compliance; most of the time good CVs are not found there so then HR takes people from reference which is time consuming, as a result HR cannot meet the demand of different departments in supplying employees as they require.

6. Airtel should verify the original educational documents of the personnel to get talented and qualified employees.

Conclusion

Recent research and literature demonstrate an increased interest in the topic of employee engagement, and studies show that engagement by employees is directly related to positive organizational and business outcomes. This study was designed as an exploratory measure of the engagement of employees in Airtel and examined the overall level of engagement of a group of employees who work for Airtel Bangladesh ltd. Employee Engagement theory would suggest that in an agency such as the study site, where the workers are significantly engaged, production outcomes would be high and customer service would be exceptional. A review of the annual report from the study agency indicated that the study agency met or exceeded the standards and indicators for the fiscal year in which the study was conducted. In fact, the agency reported a 67.1% success rate for outcomes with clients. Further, agency reports showed that 98% of the 1,900 clients surveyed reported that they were treated with respect from the staff, and 93% of clients said the agency services were readily available to them. Therefore, a major finding of this study was that the high staff engagement levels may have some correlation with the organizations' high production outcomes and quality customer service reports. Further research is suggested to explore the possible connection.

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APPENDICES

Questionnaire:

I am a student of BRAC University. As a part of the BBA curriculum, I have taken up a research project on "Impact of Perceived Organizational Support on Employee Engagement". In this connection, I need some information from you. Below is the questionnaire. Kindly give your responses to the questions in the questionnaire. I sincerely assure you that your responses will be kept strictly confidential and shall only be used for academic purpose. I shall greatly appreciate your cooperation in completing my research project.

Name:

Gender: a. Male   b. Female

Age: a. 20-25   b. 26-30   c. above 30

Work experience: a. 1 year   b. 2 Years   c. 3 years'   d. above 3 years

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I know what is expected of me at work					
2. I have the materials and equipment I need to do my work right					
3. At work, I have the opportunity to do what I do best					
4. In the last seven days, I have received recognition or praise for doing good work					
5. My supervisor, or someone at work, seems to care about me as a person?					
6. There is someone at work who encourages my development					
7. At work, my opinions seem to count					
8. The mission/purpose of my company make me feel my job is important					
9. My co-workers are committed to doing quality work					
10. I have a best friend at work					
11. This last year, I have had opportunities at work to learn and grow					

SPSS

Descriptive Statistics

	N	Mean	Std. Deviation
I_what_is_expected_from_me	50	3.4600	.97332
I_got_opportunities@work	50	3.5400	.99406
I_got_recognition_in_7days	50	3.3200	.91339
there_is_someone_who_encourage_my_ development	50	3.5800	.92780
I_have_Friends_work	50	3.5600	.90711
necessary_material_and_equipment_are_ available	50	4.1000	.78895
My_Supervisor_treat_me_and_encorage_ me	50	3.5400	.78792
My_work_associates_do_their_work_perf ectly	50	3.7200	.96975
I_know_the_Mission_of_the_company	50	3.5400	.81341
My_Oppinion_counts@work	50	3.5200	.86284
Opportunity_in_last_year	50	3.6800	.93547
Valid N (listwise)	50		

Frequency Table:

1. **expectation_from_work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	7	14.0	14.0	16.0
	nutral	17	34.0	34.0	50.0
	agree	18	36.0	36.0	86.0
	strongly agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

2. **opportunities@work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	8	16.0	16.0	18.0
	nutral	11	22.0	22.0	40.0
	agree	23	46.0	46.0	86.0
	strongly agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

3. **encourage_development**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	7	14.0	14.0	14.0
	nutral	15	30.0	30.0	44.0
	agree	20	40.0	40.0	84.0
	strongly agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

4. **recognition_in_7days**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	2.0	2.0	2.0
	disagree	9	18.0	18.0	20.0
	nutral	16	32.0	32.0	52.0
	agree	21	42.0	42.0	94.0
	strongly agree	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

5. **Friend@work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	7	14.0	14.0	14.0
	nutral	15	30.0	30.0	44.0
	agree	21	42.0	42.0	86.0
	strongly agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

6. **material_and_equipment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	2	4.0	4.0	4.0
	nutral	7	14.0	14.0	18.0
	agree	25	50.0	50.0	68.0
	strongly agree	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

7. Supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	5	10.0	10.0	10.0
	nutral	17	34.0	34.0	44.0
	agree	24	48.0	48.0	92.0
	strongly agree	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

8. Mission_of_the_company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	5	10.0	10.0	10.0
	nutral	18	36.0	36.0	46.0
	agree	22	44.0	44.0	90.0
	strongly agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

9. work_associates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	7	14.0	14.0	14.0
	nutral	11	22.0	22.0	36.0
	agree	21	42.0	42.0	78.0
	strongly agree	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

10. Oppinion@work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	6	12.0	12.0	12.0
	nutral	18	36.0	36.0	48.0
	agree	20	40.0	40.0	88.0
	strongly agree	6	12.0	12.0	100.0

10. **Oppinion@work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	6	12.0	12.0	12.0
	nutral	18	36.0	36.0	48.0
	agree	20	40.0	40.0	88.0
	strongly agree	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

11. **Opportunity_in_last_year**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	5	10.0	10.0	10.0
	nutral	17	34.0	34.0	44.0
	agree	17	34.0	34.0	78.0
	strongly agree	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
I_what_is_expected_from_me	Between Groups	16.503	3	5.501	8.459	.000
	Within Groups	29.917	46	.650		
	Total	46.420	49			
there_is_someone_who_encourage_my_development	Between Groups	24.236	3	8.079	20.709	.000
	Within Groups	17.944	46	.390		
	Total	42.180	49			
Opportunity_in_last_year	Between Groups	14.169	3	4.723	7.567	.000
	Within Groups	28.711	46	.624		
	Total	42.880	49			
I_know_the_Mission_of_the_company	Between Groups	7.726	3	2.575	4.797	.005
	Within Groups	24.694	46	.537		
	Total	32.420	49			

ANOVA

I_got_recognition_in_7days

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	17.941	4	4.485	8.799	.000
Within Groups	22.939	45	.510		
Total	40.880	49			

ANOVA

I_have_Friends_work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	17.570	3	5.857	11.842	.000
Within Groups	22.750	46	.495		
Total	40.320	49			

Correlations

		year	Friend@work	Mission_of_the _company	expectation_from_ work
year	Pearson Correlation	1	.656**	.444**	.586**
	Sig. (2-tailed)		.000	.001	.000
	N	50	50	50	50
Friend@work	Pearson Correlation	.656**	1	.439**	.442**
	Sig. (2-tailed)	.000		.001	.001
	N	50	50	50	50
Mission_of_the_company	Pearson Correlation	.444**	.439**	1	.170
	Sig. (2-tailed)	.001	.001		.239
	N	50	50	50	50
expectation_from_work	Pearson Correlation	.586**	.442**	.170	1
	Sig. (2-tailed)	.000	.001	.239	
	N	50	50	50	50

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

Correlations

		I_got_recognition _in_7days	I_what_is_expect ed_from_me
I_got_recognition_in_7days	Pearson Correlation	1	.634[**]
	Sig. (2-tailed)		.000
	N	50	50
I_what_is_expected_from_m e	Pearson Correlation	.634[**]	1
	Sig. (2-tailed)	.000	
	N	50	50

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