

# **Internship Report on Employees' Perception about HR functions in Grameenphone Ltd.**



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October 8, 2013

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**Letter of transmittal**

Sir,

With the reference to your authorization, I hereby submit my Internship Report on “**Employees’ Perception about HR functions in Grameenphone Ltd.**” Hope this report will help you to be more informative regarding.

I am always prepared to assist you by going through the report.

Yours Sincerely,

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**Nur Peara Hoque,**

ID: 08204061,

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### Acknowledgement

At first, I want to thank my honorable Internship Supervisor **Md. Tanvi Newaz**, senior lecturer of Human Resource Management, BRAC Business School, BRAC University for allowing me to work on this internship report, and for his priceless suggestion, constant guidance, advice and very feasible help throughout while preparing the report. I would like to place my gratitude to my Supervisor in Grameenphone **Md. Naimuzzaman**, General Manager, Business Partner, Corporate & GP IT. Special gratitude to my other senior colleagues Rahat Chowdhury, Aneeq Hossain Chowdhury and K.M. Sabbir Ahmed in Business Partner team for their guidance, insight and encouragement in the writing and compilation of this report. Their invaluable support and patience throughout this journey has been great and is appreciated from the bottom of my heart. I want to convey my heartiest gratitude to them for their valuable responses. I hereby declare that this internship report "*Employees' Perception about HR functions in Grameenphone Ltd.*" have been prepared by me during the academic year summer 2013.

**Abbreviations in alphabetical order:**

1. BBA- Bachelor of Business Administration
2. BP- Business Partner
3. COE- Center of Expertise
4. CV- Curriculum Vitae
5. GP- Grameenphone
6. GP IT- Grameenphone Information Technology
7. HR- Human Resource Management
8. Mgt- Management
9. P&O- People & Organization
10. ID- Identity
11. IQ- Intelligence Quotient
12. IT- Information Technology



grameenphone

### **Scope:**

The study will be conducted on **“Employees’ Perception about HR functions in Grameenphone Ltd.**

### **Limitations:**

My internship report could have been much better, if I had not faced sudden limitations. While preparing the report I had to go through few limitations:

1. Most of the employees who could provide me information to prepare my report are also new here, so I had to face lots of difficulties to gather required information.
2. I had only covered Dhaka, it would have been better if I could have covered the whole country in my findings and analysis.
3. In the website there was lack of information so I had to go to everyone to fulfill my queries in order to prepare my report.
4. The designated authorities were also hesitated to give the information because of their policies.

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# *1 .Organization Part*

## **1.1. Overview of Grameenphone Ltd:**

With more than 40.33 million subscribers Grameenphone Ltd. today is one of the leading telecommunications in Bangladesh. It is a public limited company and started its operation in March 26, 1997 whereas; it received its cellular license in November 28, 1996 by the Ministry of Posts and Telecommunications of Bangladesh. Today the company made revenue of 891 million USD and its net income is 6403.8 million taka. Grameenphone Ltd.'s unique selling proposition (USP) is its network and the slogan says "***Go Beyond - Cholo Bohudur***". The logo of GP symbolizes trust, reliability, quality and constant progress. ("Grameen Phone, About Us," 2010)

### ***Corporate Governance***

In the fast-paced world of telecommunications, vibrant and dynamic Corporate Governance practices are an essential ingredient to success. Grameenphone believes in the continued improvement of corporate governance. This in turn has led the Company to commit considerable resources and implement internationally accepted Corporate Standards in its day-to-day operations.

Being a public limited company, the Board of Directors of Grameenphone have a pivotal role to play in meeting all stakeholders' interests. The Board of Directors and the Management Team of Grameenphone are committed to maintaining effective Corporate Governance through a culture of accountability, transparency, well-understood policies and procedures. The Board of Directors and the Management Team also persevere to maintain compliance of all laws of Bangladesh and all internally documented regulations, policies and procedures. Grameenphone is a truly transparent company that operates at the highest levels of integrity and accountability on a global standard. ("Grameen Phone, About Us, Corporate Governance," 2010)

### ***Joint Venture***

This is the joint venture enterprise between Telenor, the largest telecommunications service provider in Norway, and Grameen Telecom Corporation which is a non-profit sister concern of the internationally acclaimed microfinance organization and community development bank

Grameen Bank in Bangladesh. Telenor has a share of 55.80%, Grameen Telecom has 34.20% and Public has 10.00% shares. The Chief Executive Officer (CEO) is Mr. Vivek Sood and has employees over 5100. (“Grameen Phone, About Us,” 2010)

**Fig: 1. Shareholder's of GP**



### **Services**

The Company was the first to introduce Global System for Mobile Communication in Bangladesh, known as GSM today. It was also the first to introduce pre-paid mobile phone service in Bangladesh in September 1999 and they are **Shohoj, Amontron, Bondhu, Aapon, Smile, Spondon**, etc. It also provides post-paid service known as **Xplore Postpaid**. (“Grameen Phone, About Us,” 2010)

## **1.2. Organization's Mission, Vision & Objectives**

### **Organization Mission:**

Leading the industry and exceed customer expectations by providing the best wireless services, making life and business easier. (“Grameen Phone, About Us”, 2010)

***Organization Vision:***

“**We are here to help**”, which means Grameenphone exists to help the customers get the full benefit of communications services in their daily lives. They want to make it easy for the customers to get when they want it. (“Grameen Phone, About Us,” 2010)

***Organization Objectives:***

Grameenphone has a dual objective to receive an economic return on its investments and to contribute to the economic development of Bangladesh through telecommunication. This is why Grameenphone, in collaboration with Grameen Bank and Grameen Telecom, was aiming to place one phone in each village to contribute significantly to the economic benefit of the poor. It is on the way to bring a total revolution in the telecommunication field. By attaining the success factors, Grameenphone would like to be recognized as a reliable, honest and committed company to its valued subscribers and stakeholders.

**1.3. Values of Grameenphone Ltd:**

- **Keep Promises:** Grameenphone always tried to keep its promise from its beginning till today. They brought the best network coverage, well- built management, efficient and effective manpower brought the company to its highest peak successfully.
- **Make it Easy:** Grameenphone has been always user friendly from its beginning. They made their, systems, service and features flexible for their consumers.
- **Be Respectful:** Grameenphone has been always respectful to others especially the prominent Social Personalities those who are directly motivating into social, economic, and educative ad other positive fields.
- **Be Inspiring:** Grameenphone is the official sponsor of Bangladesh Cricket Team. Only this example may easily indicate the inspiring attitude of GP of which, others are being inspired to raise-up this kind of inspirations. (“Grameen Phone, About Us,” 2010)

## 1.4. Divisions of Grameenphone Ltd.

Currently Grameenphone has 8 divisions and they are as follows:

- Managing Director Division
- Commercial Division
- Communication Division
- Corporate Affairs Division
- Finance Division
- People and Organization Division
- Technology Division
- Sourcing Division

## 1.5. Overview of P&O Division:

The Human Resource division in Grameenphone is known as People & Organization and currently they have four departments and have specific functions as follows:

**Center of Expertise-** The department is involved in compensation benefits, leadership development. The department maintains the compensation benefit strategy, policies, assessment development, and annual salary review market survey and analysis reports. The COE negotiates salary and offerings as per market and remuneration strategy of GP. Organization and people development basically looks after HR value chain, and process management, design develop and improve frameworks, continuous improvement ideas, culture, values and common ways of work by informing, engaging and motivating line managers. They also establish a true service orientated organization with a customer centric attitude.

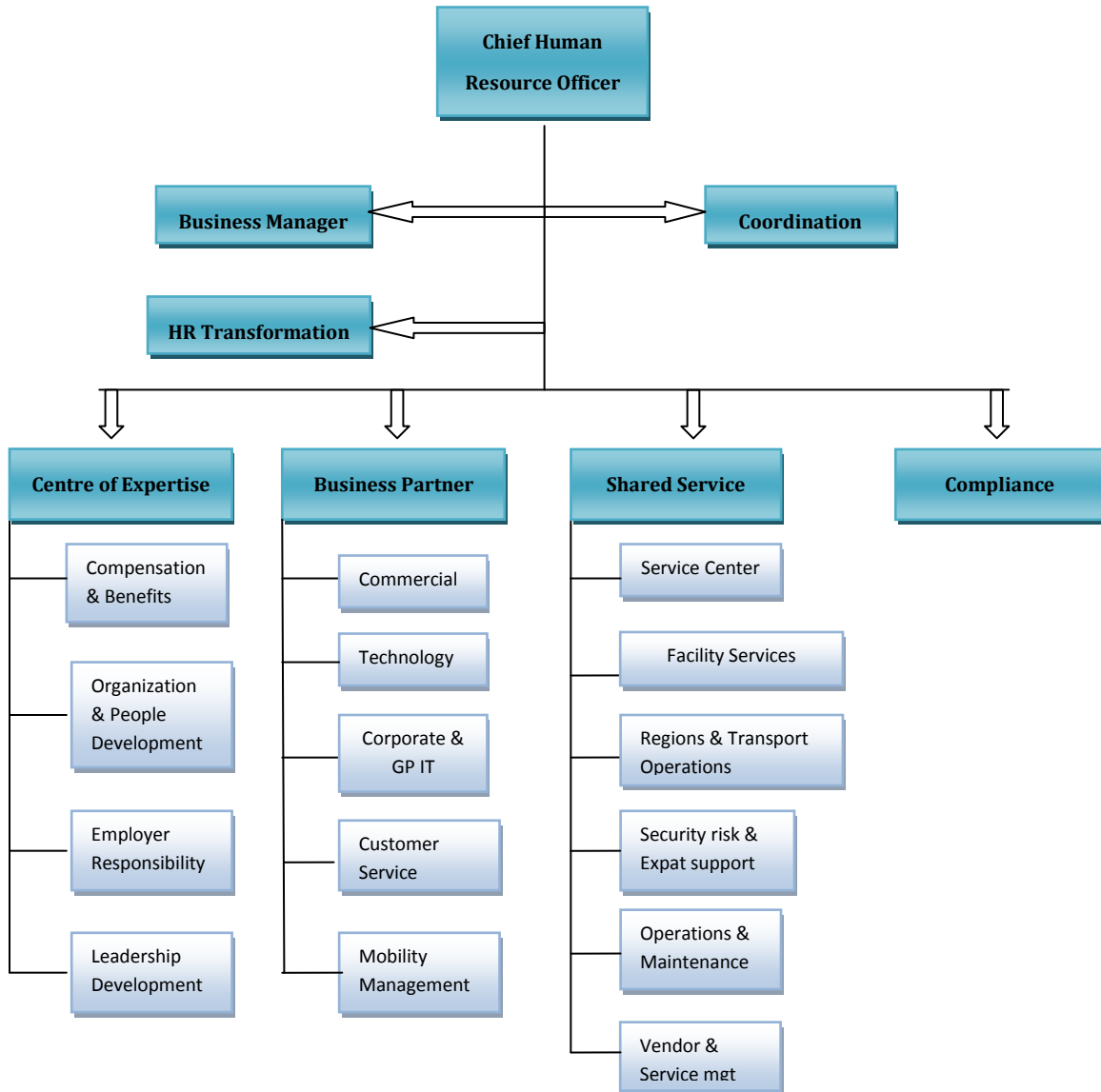
**Business Partner-** This department is basically responsible for the recruiting and selection of employees, relationship management, strategic alignment, planning, feedback and reports of commercial, customer service, technology, and mobility management. They announce for the vacant positions for position up gradation internally and ensure the selection through optimal level internal competition. The team ensures that all interfaces are managed professionally and

positively. In addition they provide opportunities for business and technical graduating students to obtain practical industry experiences by arranging internship and industrial attachment programs and provide the right information to facilitate and inform regarding career choice. They profile and screen candidates and pursue a high and uncompromising selection standard in sourcing first line to senior level management for both permanent and project based positions across the organization. BP uses objective selection methodology to make sound hiring decisions and facilitate joining, placement and briefing to employees.

***Shared Service-*** The department is there to implement and maintain single point of contact for all for the employees by ensuring facilities and managing vendor services by deploying outsource service provider and securing GP rental premises. They ensure required license, permit and work document for the company from Government authorities. They also ensure excellence in operation and maintenance services and provide appropriate work space environment for GP premises. They also ensure overall security and risk management for smooth business operation of the company. They oversee and monitor the total in-house management, office supplies and food & beverage support for GP employees.

***Compliance-*** The department deals with the rules and regulation and ensures that the rules and laws of the organization are maintained and is not desecrated.

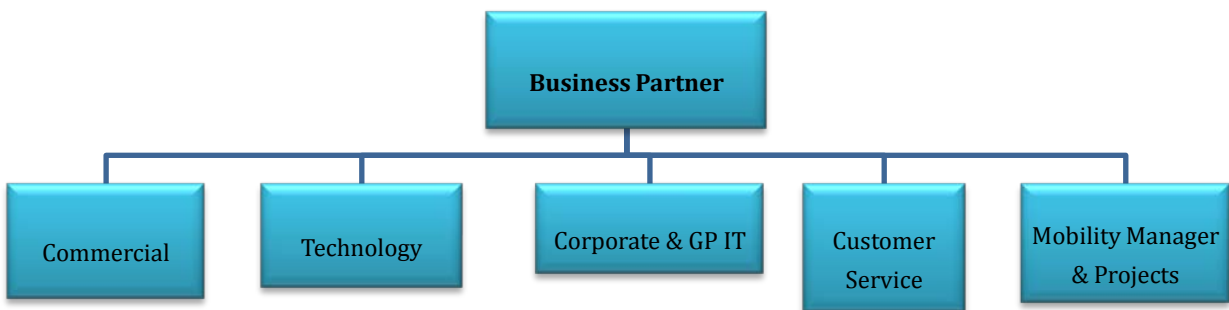
**Fig: 2 Division Overview P&O:**



## 1.6. Department Overview

The vision of Recruitment and Selection Department known as the Business Partner / BP team is to position Grameenphone as the top employment brand in the local market, positively upholding employment reputation which ensures the flow of talented and capable leaders in the organization. The BP team consists of Commercial, Technology, Corporate & GP IT, Customer Service and mobility Manager and Projects. When any post of the divisions is vacant or are required then the team is informed and is asked to find the pool of candidates.

*Fig.3. BP Department overview:*





## *2. Background of the Study*

## **2.1. Reason for choosing the topic:**

Internship Program of BRAC University is an important requirement for the graduation of BBA students. The main purpose of internship is to get the student exposed to the job world and this study is a partial requirement of the Internship program of BBA curriculum at the BRAC University. Being an intern the main challenge was to implement the theoretical concepts into real life experience.

The internship program and the study have following purposes:

- To experience the Corporate world.
- To get and organize detail knowledge on the job responsibility.
- To compare the real scenario with the knowledge gained in BRAC University.
- To fulfill the requirement of BBA Program.

As my major was both in Human Resource and Marketing I was chosen as an intern in Grameenphone Ltd. for the Human Resource Division known as People & Organization. I was more interested in choosing this as the topic of my report because I was assigned in the Business Partner team whose work is basically on Recruitment and Selection of process of Grameenphone Ltd.

## **2.2. Job Description**

As a student of Bachelor of Business Administration (BBA) every student has to conduct a practical orientation in any organization for fulfilling the requirements of the 12 weeks Internship Program. The main purpose of the program is to introduce the students to the real corporate world. My place of internship was “Grameenphone Ltd.” one of the leading telecom companies of Bangladesh. I was assigned as an intern on May 7<sup>th</sup> 2013 in the Business Partner Division, People & Organization Department (P&O) where I was engaged more on the e-recruitment process. Here my tasks were as follows:

1. Induction program of the new interns.

2. To provide the new interns' necessary items such as laptops, with network IDs and passwords.
3. Escort them to the IT Department for collecting their user ID and passwords.
4. Collecting the transport lists of interns who want to avail transport facilities. Informing them about their pick and drop time, and make a proper assurance of their requirements.
5. I was also assigned to keep the database of the interns and keep it updated on a regular basis.
6. Moreover, I was given the task of accumulating the CVs of applicants in customer care post who dropped their CVs in the Grameenphone career websites. I was also assigned for the rejection and termination procedure of applicants where my task was either to terminate or reject the applications who did not qualify in various interview processes e.g. the applicant failing in voice test has to be rejected for the customer care service. The number of candidates were 5000 plus for both rejection and termination process.
7. I was also given task on informing the GP employees either for the part-time, contractual or full-time purposes both internally and externally.

All the information is collected from all the levels of employees and clients of GP. I hope that my report contains all the necessary information needed to complete a successful internship report.

### **2.3 Objective of the Report:**

The objective of the report can be viewed in two forms:

- Primary Objective
- Secondary Objective

#### **Primary Objective:**

- To prepare a report on the Employees' Perception about HR functions of Grameenphone Ltd.

#### **Secondary Objective:**

- To fulfill requirement of the internship program.

- To have knowledge on corporate environment in Grameenphone Ltd.
- To improve corresponding and report writing ability.

## **2.4. Recruitment & Selection Process of Grameenphone Ltd.**

There are three types of position for an employee in GP. They are regular, contractual and part-time. Most of the part-timers are work for call centres whereas contractual employees are hired for Sales and Marketing department, field engineers/technicians for IT division. Recruitment is done from both internal and external sources by the team known as Business partners. But for the last 1 year GP has freeze its external recruitment and is continuing the internal recruitment process till now. Both the sources have some advantages and disadvantages.

### **2.4.1. External Recruitment:**

Grameenphone Ltd. recently has freeze external recruitment due to their new policy but if it is mandatory then it is asked from the top-level management. While talking to my Supervisor and other colleagues I found out that it is permitted but in exceptional cases e.g. for a technician who has to do field work for setting tower in places or in IT department a computer science engineer is required so they go for external recruitment.

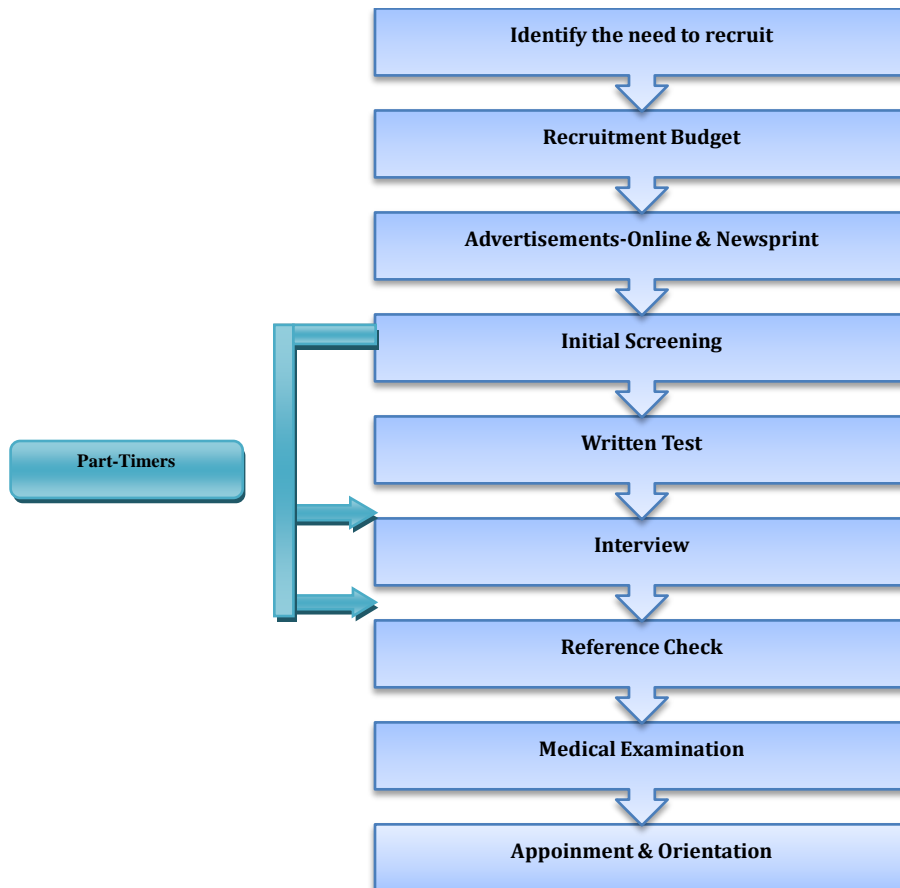
- 1. Identify the need to recruit:** First they identify the need to recruit the candidate e.g. for the post of Specialist in Technology Department is vacant and now it is necessary to fulfil the vacant post.
- 2. Recruitment Budget:** A budget for the whole recruitment process to take place is made to carry all these processes starting from advertisements.
- 3. Advertisements:** The HR division of Grameenphone usually recruits round the year. The recruitment circulars are published in renowned dailies as well as in GPs website. Grameenphone also put circular at [www.bdjobs.com](http://www.bdjobs.com), the largest job portal of Bangladesh.
- 4. Initial screening:** This is the first step for selecting an employee for GP. The organization takes candidate from both internship program, online application and from

regular vacancy announcement at newspapers. Internship program is applicable for undergraduates or post graduates. GP also select candidates from online application. During initial screening, some of the applications are rejected based on job description and job specification. When the candidate applies for the post they are initially screened via resumes depending on the level of experiences, degrees they have. They also prefer candidates with overseas degree/diploma for some specified area. However, they also encourage fresher to apply for call-centre jobs.

5. **Written Test:** Written tests are usually taken in separate venue on a given date. In written tests, questions are asked from both academic and psychological aspects. Here candidates' aptitude, ability, creativity and knowledge is judged based on their performance in the tests. One part of written test is IQ test where a candidate's IQ is judged through different given situations. Simulation tests are also taken for technical person who are required for IT and Technical division. For that, candidates are asked to either demonstrate their self-made software or give demonstration on an existing one.
6. **Interview:** For regular and contractual employee's interview is taken after the completion of written tests. After selecting some potential candidates, Grameenphone calls them for viva through email or phone call. Candidates are asked to appear in a given date with their entire academic records. Three to four experienced managers depending on the nature of the job take the interview where candidates are asked various questions from different angle as per the nature of the job. For part-time jobs, selection process ends at this stage as they are not required to appear in any written tests.
7. **Reference Check:** Reference checks or background investigations are designed to confirm that the information provided in the candidate's application form is precise. This is done by contacting former employers of the candidate to confirm the work records and to obtain his/her performance appraisal. Background investigation also includes other job-related references, verifying educational accomplishments and legal status. For part-timers and interns background investigations is done after the initial screening since they require little or no experience for job. Often these checks are made by contacting

applicant's academic institutions or by contacting the reference persons mentioned in the applicant's resume.

- 8. Medical Examination:** After completing all the steps above candidates are asked to do a medical check-up. The process was conducted earlier at Japan-Bangladesh friendship hospital where the candidates' blood group is tested but recently the procedure has changed. The employees are asked to do blood test on their own responsibility demanded by the organization. For regular employment, sometimes applicants are asked to submit a medical report from a prescribed doctor and submit it to the P&O division.
- 9. Appointment & Induction Program:** The last step of selection in GP is an appointment and induction program. Individuals who perform successfully in the previous steps are now considered eligible to receive the employment offer from HR division. Generally, candidates are called on given date for contract signing. Candidates are given several forms to fill-up for HR division. For each job, the position and nature is clearly mentioned in the contract paper. Contractual jobs have duration of 2-3 years prior to the nature of job. For instance, IT and Technical division always require field engineers/technicians for network maintenance. As a result, contractual jobs are common in those divisions.

**Fig.4. External Recruitment:****Few Advantages:**

- Inexperienced potential candidates like fresh graduates can prove themselves.
- Applicants with wide range of skill, ability, experience can apply.
- Retired experienced persons like mechanics, machinists, accounts, defense (army background) and not in the regular workforce like married women, persons from minority group, acid victims etc. also have the opportunity.

**Few Disadvantages:**

- Increase recruitment cost.

- Requires longer orientation and adjustment time.

#### **2.4.2. Internal Recruitment:**

Grameenphone Ltd. does its internal recruitment process of employees where a few steps are followed similar to the external recruitment. First the need to recruit employee is identified e.g. if a manager's post is vacant in Commercial division Business Partner is informed and they are given the responsibility to recruit an employee within the organization. Here no written test and medical examination are taken place as they are already working in the organization. If the perfect candidate for the post of manager is selected, then he/she is informed by phone call and is asked to join the managerial post. The last step which is appointment of the new manager takes place along with the contractual agreement. No orientation is required. The process is shown by a flowchart below:

*Fig.5.Internal Recruitment:*



#### **Few Advantages:**

- It is less expensive.
- It is easy and convenient to evaluate the employees since they are already working in the organization.
- It helps to promote devotion among the employees which involves known faces, thus can be relied upon on.
- It requires less orientation or little induction.

#### **Few Disadvantages:**

- Causes political infighting for promotions.

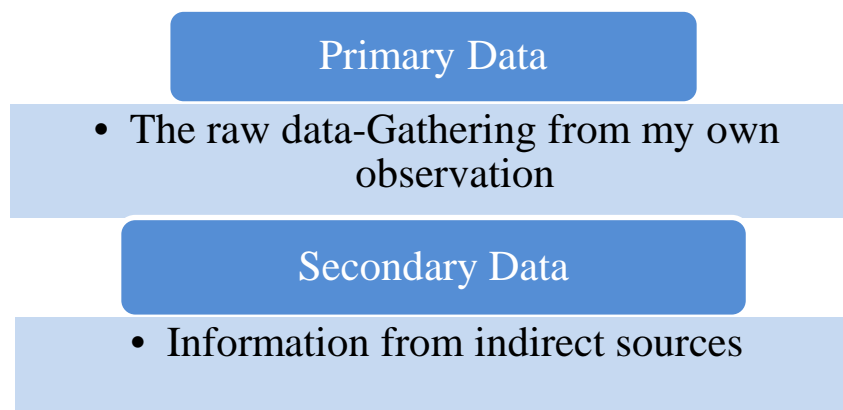


## *3. Methodology*

While conducting the study various data were collected from various sources. The data collected are divided according to their different natures and sources. The study is done with the help of the following data:

### 3.1. Nature of the Data:

In this report both Primary and Secondary sources of data was used. The project was basically executed by gathering information while working with the employees.



#### 1. Primary data collection

The primary data are those which are originated by the researcher for the specific purpose (“Malhotra & Dash,” 2011) and these are collected fresh and for the first time and thus happen to be original in character. While doing the survey of the employees I have used the primary source followed by two techniques and they are as follows:

- Personal observation.
- Practical deskwork.

**Personal Observation:** Observation is the process of recognizing and noting people objects and occurrences rather than asking for information. Informal observations remove the elements of bias and effect of reaction from research. Here, I have observed the working environment, relationship with colleagues and seniors and the amount of task they are given.

**Practical Deskwork:** When I was working in the P&O division, I have worked in different departments as well. While working, I have collected the data by talking to my supervisor and my seniors regarding GP, which I needed to accomplish my report. At the end I can say that for collecting primary information, regular diary and the training session of my internship period helped me a lot.

## 2. Secondary data collection

Secondary data are those which are collected for some purpose other than the problem at hand (“Malhotra & Dash,” 2011) and they are already done and are presented in libraries & internet. An intensive literature survey was required to acquire relevant knowledge. Relevant literature like published and unpublished thesis, reports etc. have been reviewed with a view to increase the knowledge and regarding the issue. Above all the storehouse of knowledge, “Internet” was a part of the organization review.

## 3.2. Research Design:

Exploratory Research is to explore or search through a problem or situation to provide insights and understanding. (“Malhotra & Dash,” 2011) and I have done exploratory research by working in the organization for 4 months.

**Multiple cross-sectional designs:** When there are two or more samples of respondents and information from each sample is obtained only once. (“Malhotra & Dash,” 2011) I have used this method for survey where my respondents were 46 and I have surveyed through questionnaire only once from each respondent.

**Questionnaires:** The questionnaire is a formalized set of questions for obtaining information from respondents (“Malhotra & Dash,” 2011). My questionnaire is on *Employees' Perception about HR functions in Grameenphone Ltd.*

**Research philosophy:** It refers to the systematic search for existence, knowledge, values, reason, mind, and language. This research requires an open mind in order to establish facts to both new and existing mysteries e.g. until I had joined GP I did not know that the external

recruitment was freeze, while doing internship I got to know about their temporary policy. The research was inductive which refers to observation to theory. From my observation in the primary and secondary data collection I have concluded from observation to theory.

**Population:** Population is the aggregate of all the elements, who shares some common set of characteristics that comprises the universe for the purpose of conducting a research. (“Malhotra & Dash,” 2011) It is the collection of questions in an arranged manner. My population is the employees of Grameenphone who has more than 5100 employees, where I have taken a sample based on my convenience.

**Sampling Unit:** The basic unit containing the elements of the population to be sampled is known as sampling unit (“Malhotra & Dash,” 2011). In any organization, there are many employees in different levels, so the sampling unit of the report is each level of employees in GP e.g. P & O, Shared Service, Corporate Affairs, Sourcing etc.

**Sampling frame:** A representation of the elements of the target population is known as the sampling frame (“Malhotra & Dash,” 2011).The sampling frame of this report is the list of employees who get different services from P&O division.

**Census:** A complete enumeration of the elements of a population or study objects (“Malhotra & Dash,” 2011). Census is conducted for the project paper.

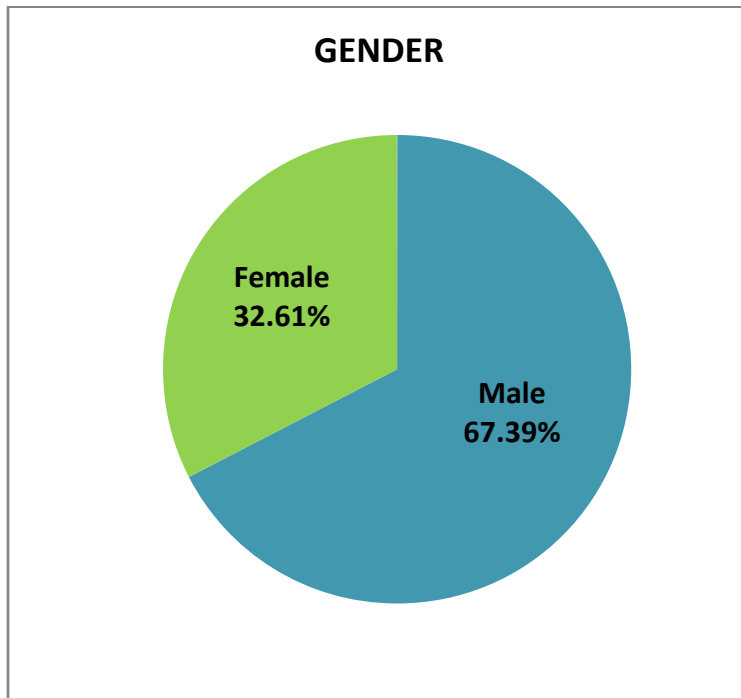
**Sample size:** Sample size is the total number of sample elements from the population selected in the sample, which represents the whole population of the research. Among 5100 employees, I have surveyed 46 employees in Grameenphone Ltd.

**Quantitative Data:** Quantitative data is based on the statistical or mathematical technique which is given in numbers and percentages. The report that I have conducted was based on quantitative data where I have shown statistical calculation on the employees who took part in the survey.

### 3.3. Findings in Tables, Graphs & Pie-Charts based on the survey:

#### 1.

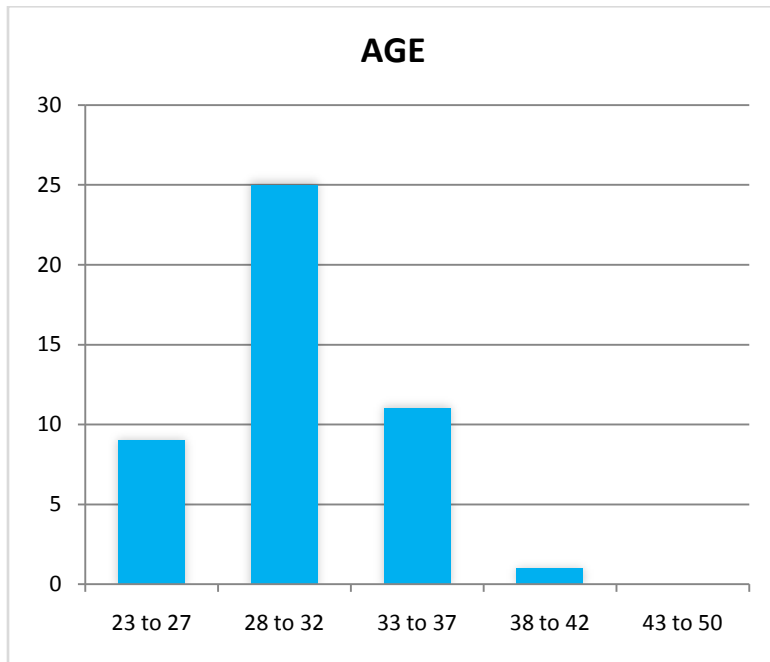
Details	Frequency	Percentage (%)
Gender		
Male	31	67.39
Female	15	32.61



Frequency of Respondents = 31 in a percentage of 67.39%. Therefore female employees should be more encouraged rather than creating gender discrimination.

2.

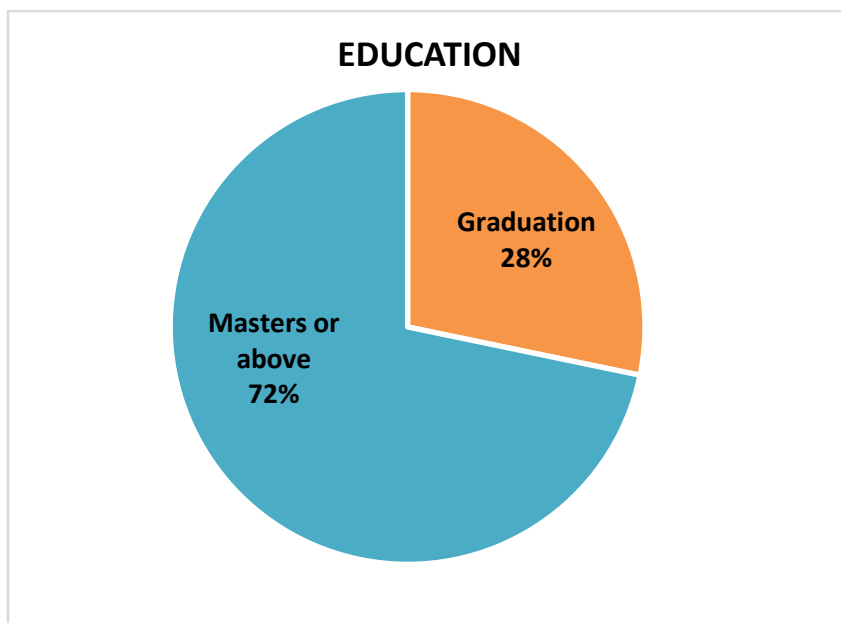
Details	Frequency	Percentage (%)
Age		
23 to 27	9	19.57
28 to 32	25	54.35
33 to 37	11	23.91
38 to 42	1	2.17
43 to 50	0	0.00



Highest frequency of respondents = 35 at a percentage of 54.35 and the median age = 30

3.

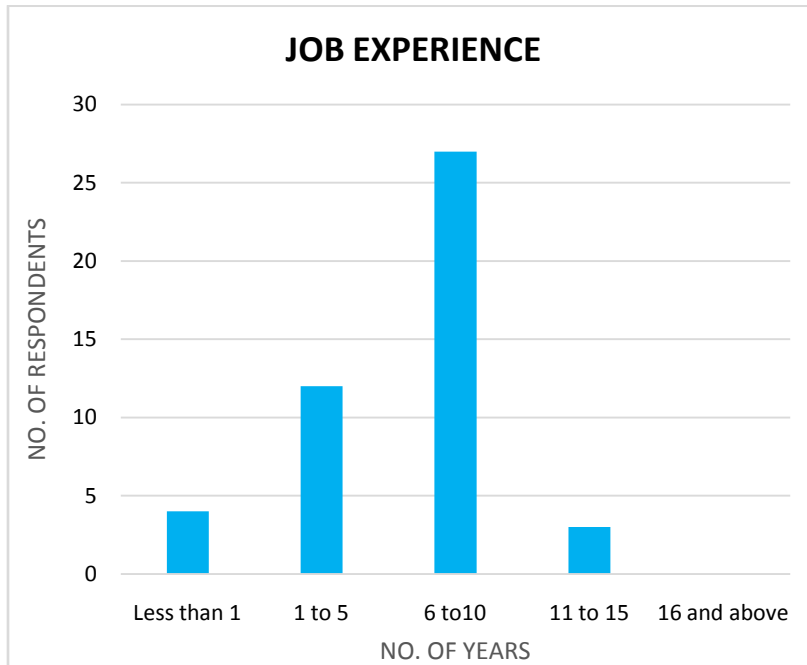
Details	Frequency	Percentage (%)
Education		
Graduation	13	28.26
Masters or above	33	71.74



Highest frequency = 33 and the highest percentage is 71.74% who are basically holders of Masters Degree or above.

4.

Details	Frequency	Percentage (%)
Experience		
Less than 1	4	8.70
1 to 5	12	26.09
6 to10	27	58.70
11 to 15	3	6.52
16 and above	0	0.00

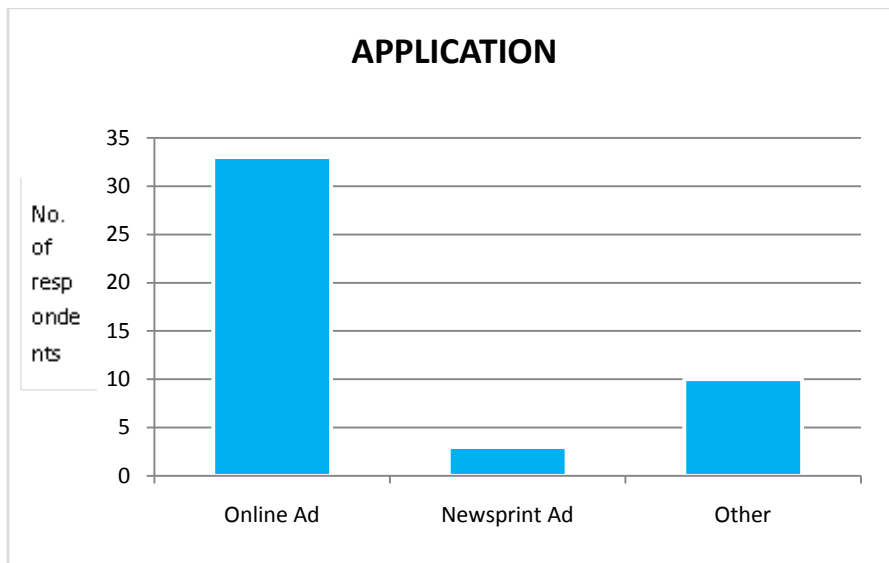


Highest frequency = 27 and the highest percentage is 58.70%. Median job experience = 8



5.

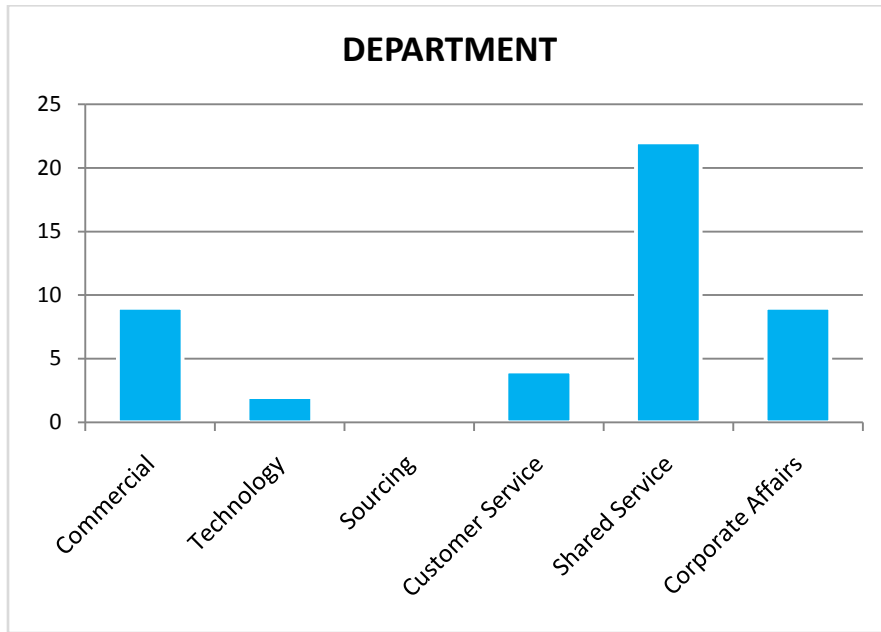
Details	Frequency	Percentage (%)
Application Medium		
Online Ad	33	71.74
Newsprint Ad	3	6.52
Other	10	21.74



Highest frequency = 33 and the highest percentage is 71.74%. The applicants apply especially through online advertisement such as bdjobs site or Grameenphone career website.

6.

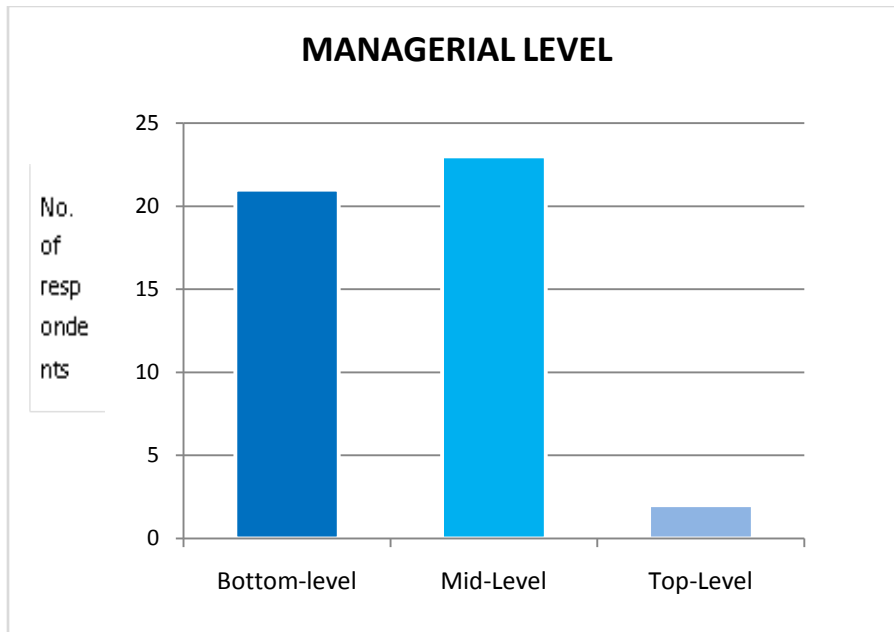
Details	Frequency	Percentage (%)
Department		
Commercial	9	19.57
Technology	2	4.35
Sourcing	0	0.00
Customer Service	4	8.70
Shared Service	22	47.83
Corporate Affairs	9	19.57



Frequency of Department from Shared Service = 22 who responded the most and were available and with a percentage of 47.83%.

7.

Details	Frequency	Percentage (%)
Managerial Level		
Bottom-level	21	45.65
Mid-Level	23	50.00
Top-Level	2	4.35



Frequency of respondents = 23 (Mid-Level) and the highest percentage is 50.00%.

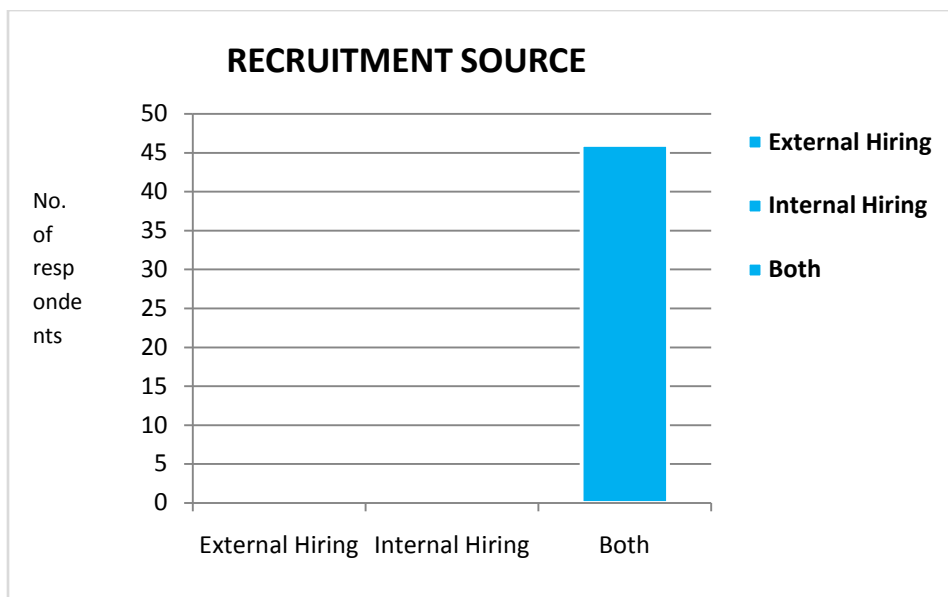
8.

Details	Frequency	Percentage (%)
Promotion		
After 1 year	4	8.70
After 2 years	9	19.57
After 3 years	10	21.74
Not applicable	23	50.00

Most employees do not want to disclose their promotion due to hesitation whose percentage were 50%. Median promotion is 2 which are after 2 years.

9.

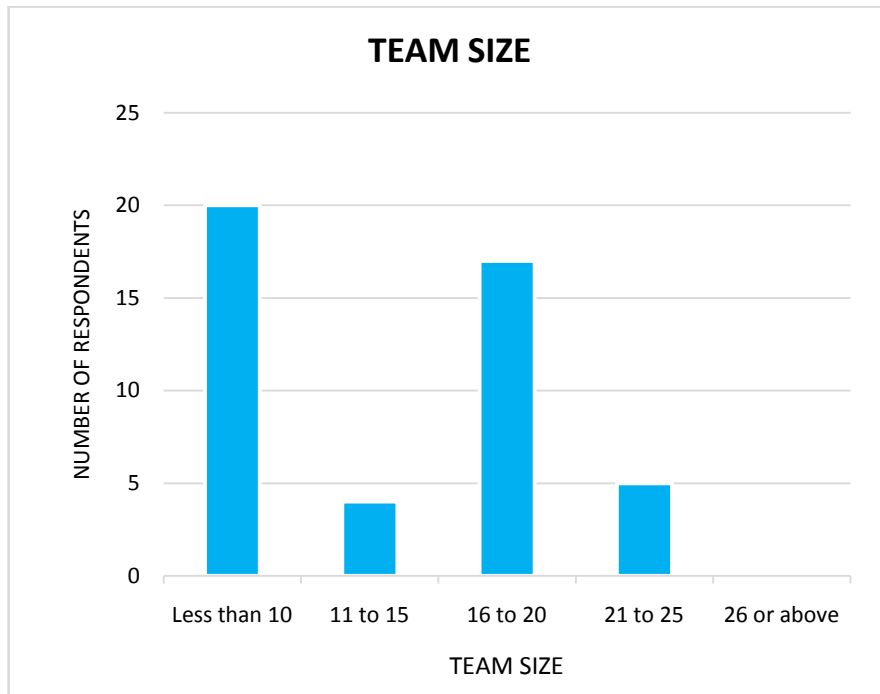
Details	Frequency	Percentage (%)
Recruitment Source		
External Hiring	0	0.00
Internal Hiring	0	0.00
Both	46	100.00



Hiring employees in the organization is both = 100%.

**10.**

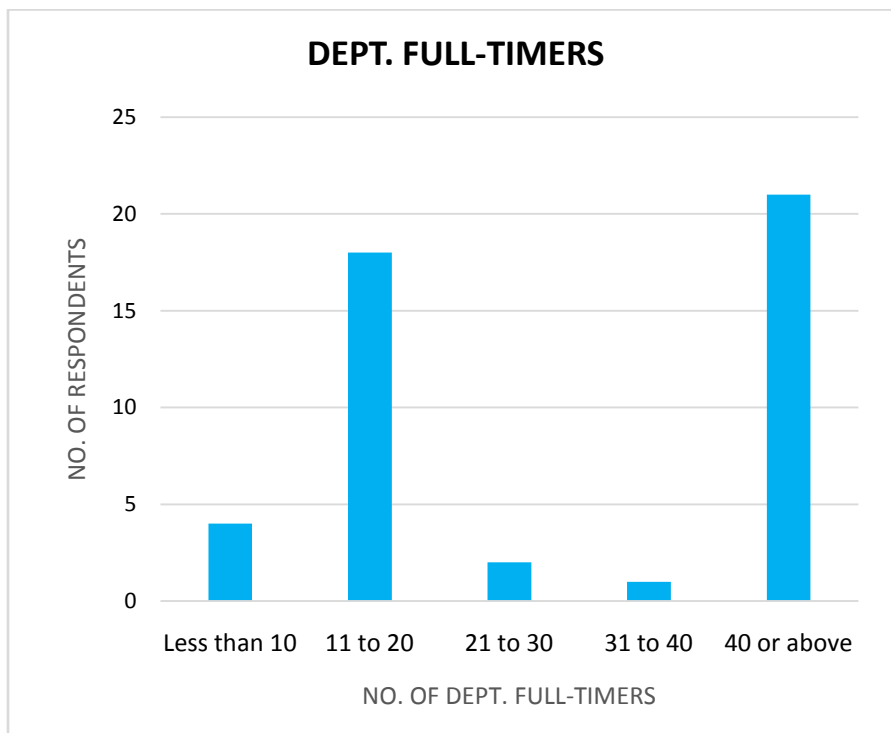
Details	Frequency	Percentage (%)
Team Size		
Less than 10	20	43.48
11 to 15	4	8.70
16 to 20	17	36.96
21 to 25	5	10.87
26 or above	0	0.00



Highest frequency of respondents = 20 and the highest percentage is 43.48.

11.

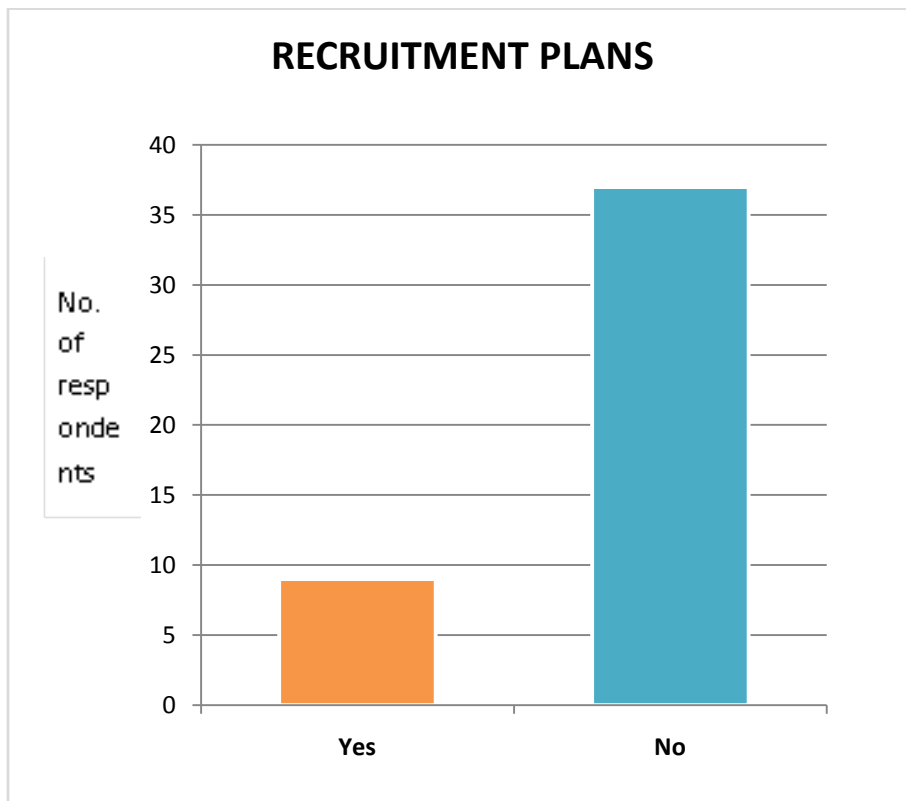
Details	Frequency	Percentage (%)
Dept. full-timers		
Less than 10	4	8.70
11 to 20	18	39.13
21 to 30	2	4.35
31 to 40	1	2.17
40 or above	21	45.65



Highest frequency of Respondents = 21 and the highest percentage is 45.65% and this means part-timers are less recruited than those of full-timers.

12.

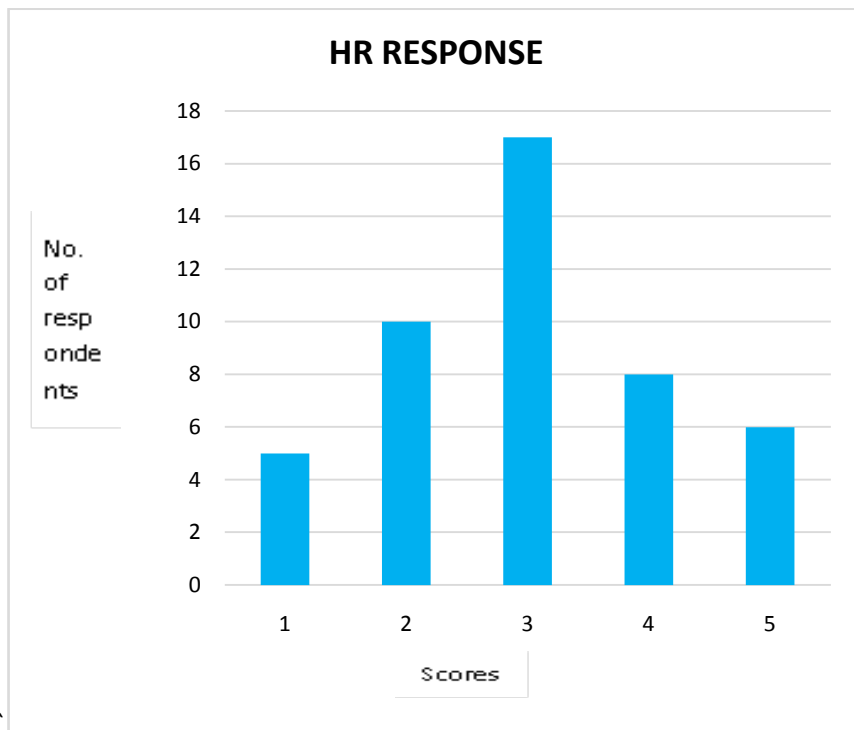
Details	Frequency	Percentage (%)
Recruitment Plans		
Yes	9	19.57
No	37	80.43



Highest frequency = 37 (No) and the highest percentage is 80.43% which means for now there is no recruitment plans not in cases until if its mandatory depending on the need of the department.

13.

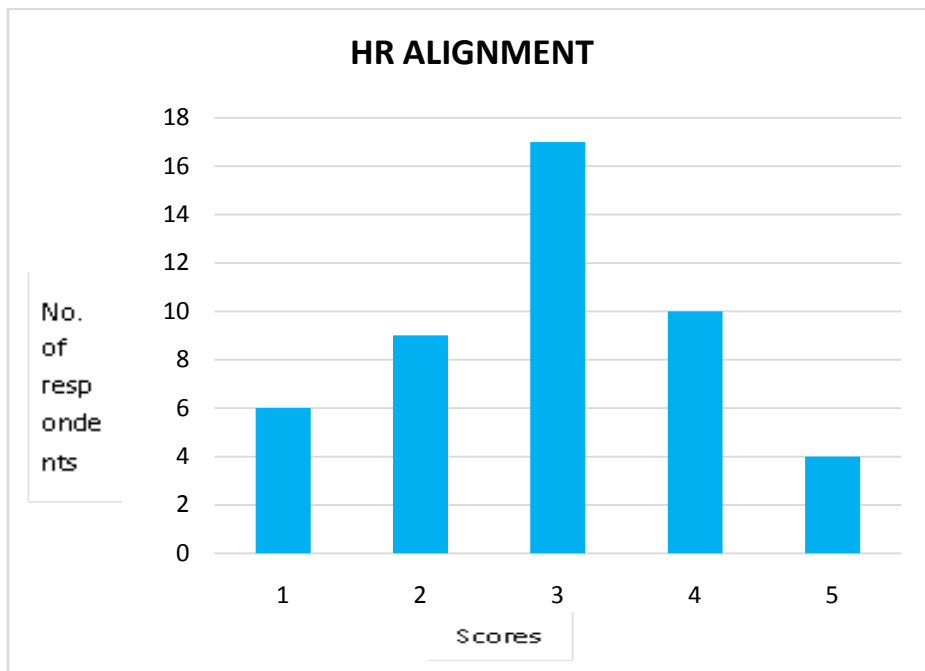
Details	Frequency	Percentage (%)
HR Response		
5	5	10.87
4	10	21.74
3	17	36.96
2	8	17.39
1	6	13.04



Highest frequency = 17 and the highest percentage is 36.96%.

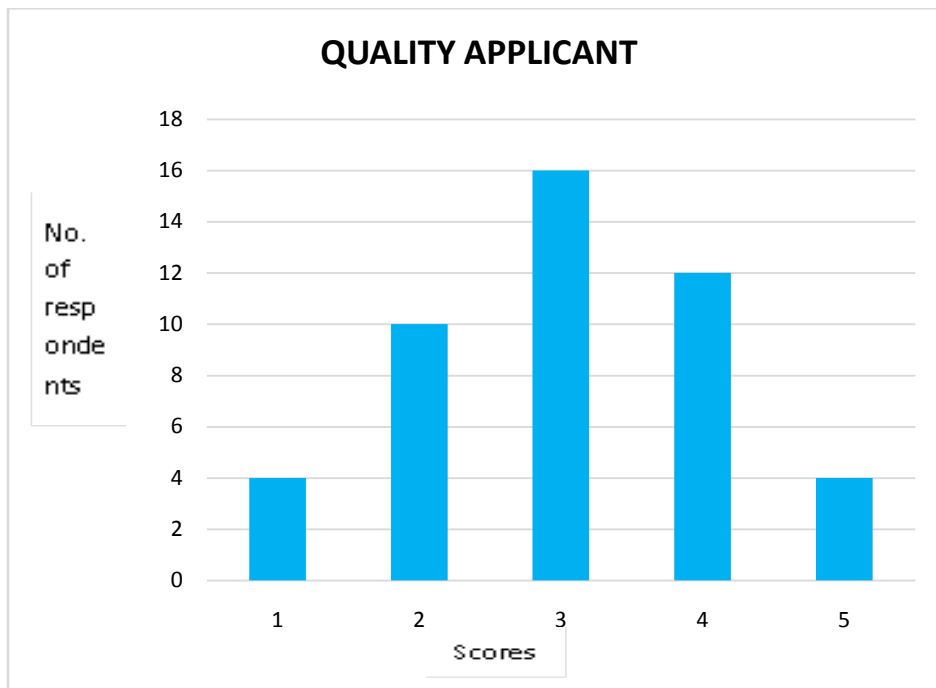


Details	Frequency	Percentage (%)
HR Alignment		
5	6	13.04
4	9	19.57
3	17	36.96
2	10	21.74
1	4	8.70



Highest frequency = 17 and the highest percentage is 36.96% which is average to meet organizational objectives.

Details	Frequency	Percentage (%)
Quality Applicant		
5	4	8.70
4	10	21.74
3	16	34.78
2	12	26.09
1	4	8.70



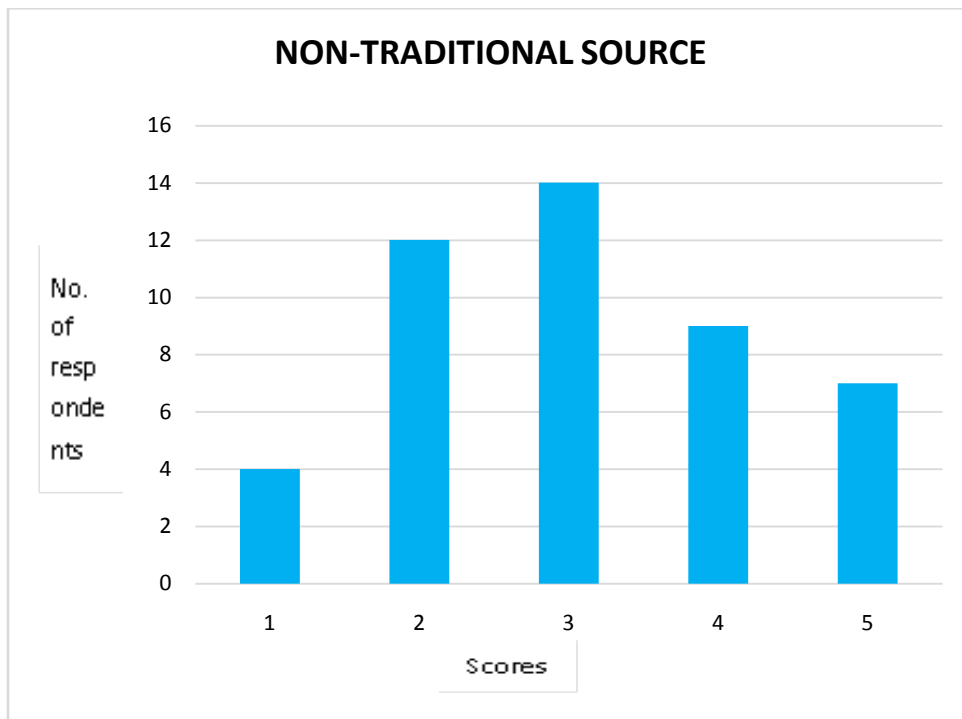
Frequency = 16 and the highest percentage is 34.78% which means the quality applicant that recruited is average.

Details	Frequency	Percentage (%)
Competency & Expertise		
5	4	8.70
4	10	21.74
3	17	36.96
2	11	23.91
1	4	8.70



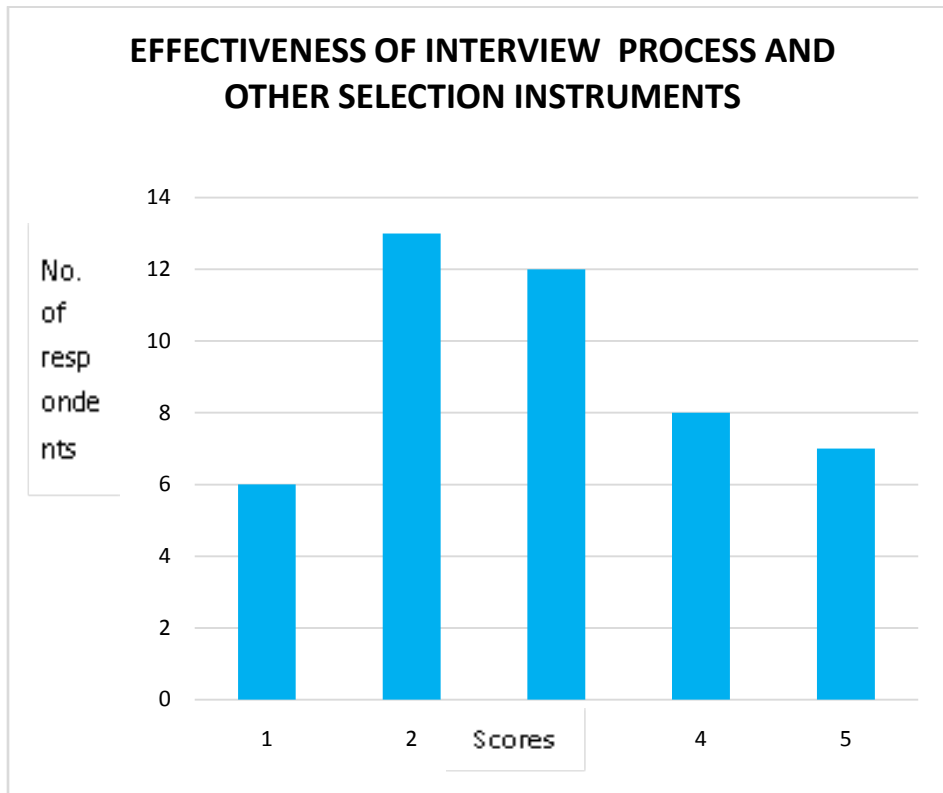
Highest frequency = 17 and the highest percentage is 36.96% which means P&O is average in providing consultation to the other employees.

Details	Frequency	Percentage (%)
Non-traditional Source		
5	4	8.70
4	12	26.09
3	14	30.43
2	9	19.57
1	7	15.22



Highest frequency = 14 and the highest percentage is 30.43% which is average. GP does by Event Recruiting by sponsoring events and the other one by making every employer a recruiter which is a way of advertising for the organization.

Details	Frequency	Percentage (%)
Effectiveness of Interview & other selection instruments		
5	6	13.04
4	13	28.26
3	12	26.09
2	8	17.39
1	7	15.22



Highest frequency = 13 and the highest percentage is 28.26%

Details	Frequency	Percentage (%)
Timeliness of Recruitment		
5	6	13.04
4	9	19.57
3	14	30.43
2	10	21.74
1	7	15.22



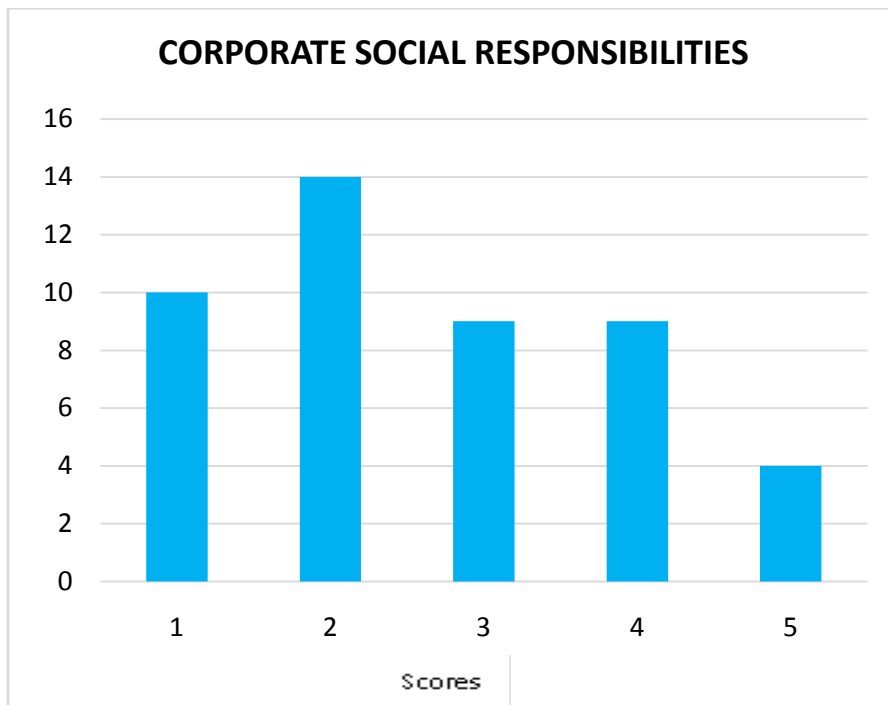
Highest frequency = 14 and the highest percentage is 30.43% where it is average.

Details	Frequency	Percentage (%)
Recruitment Process		
5	6	13.04
4	5	10.87
3	15	32.61
2	11	23.91
1	9	19.57



Highest frequency = 15 and the highest percentage is 32.61% and is average.

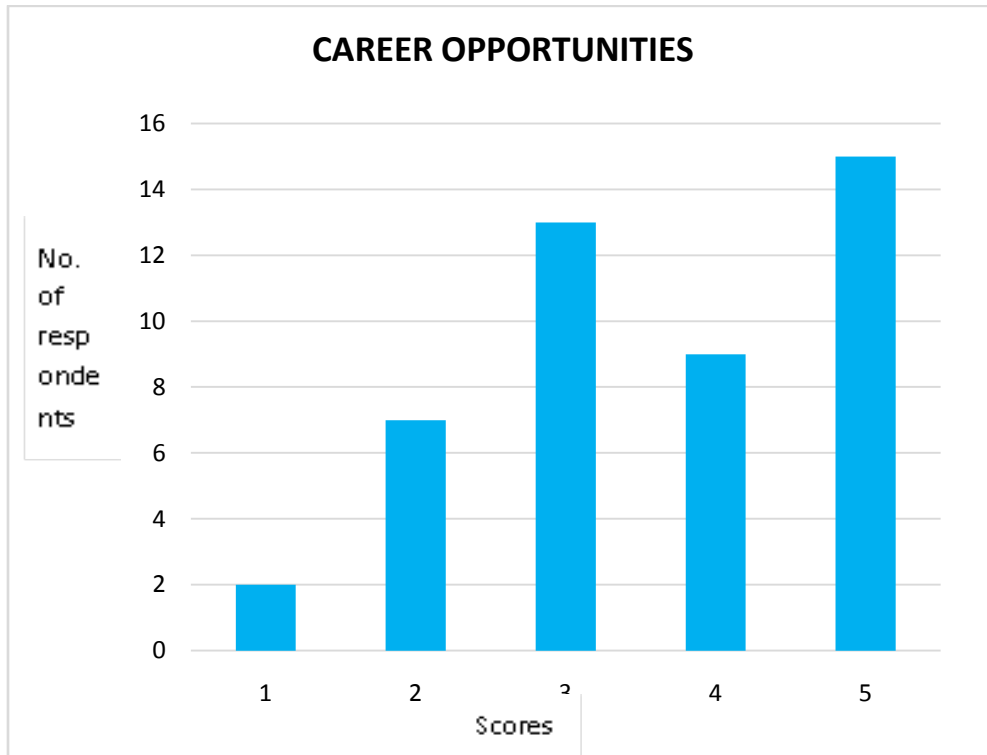
Details	Frequency	Percentage (%)
CSR		
5	10	21.74
4	14	30.43
3	9	19.57
2	9	19.57
1	4	8.70



Highest frequency = 14 and the highest percentage is 30.43% which means they are more or less aware regarding the social responsibilities.



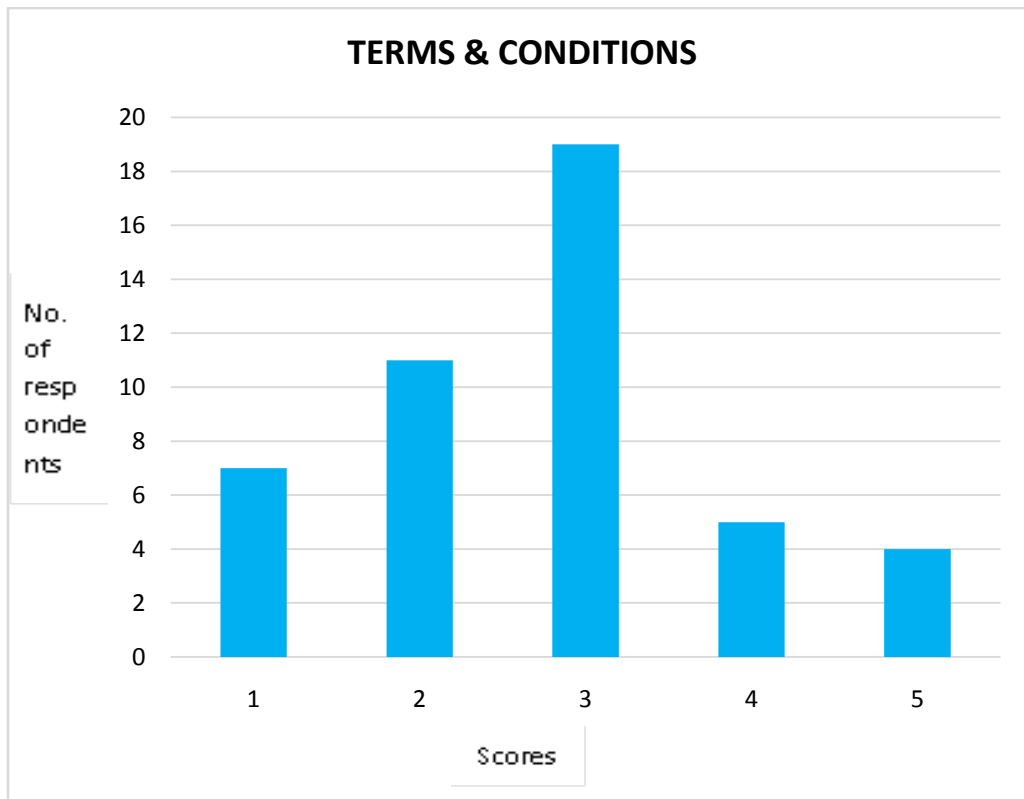
Details	Frequency	Percentage (%)
Career Advancement Opportunities		
5	2	4.35
4	7	15.22
3	13	28.26
2	9	19.57
1	15	32.61



Highest Frequency of respondents is = 15 and the highest percentage is 32.61%

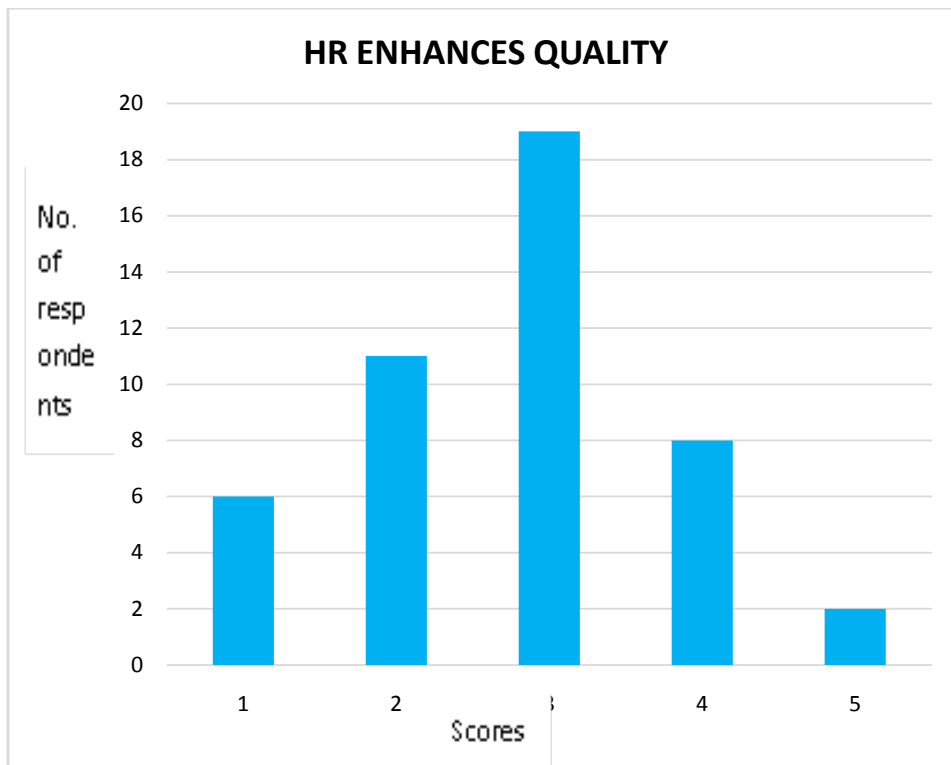
14.

Details	Frequency	Percentage (%)
Terms & Conditions of Job Contract		
5	7	15.22
4	11	23.91
3	19	41.30
2	5	10.87
1	4	8.70



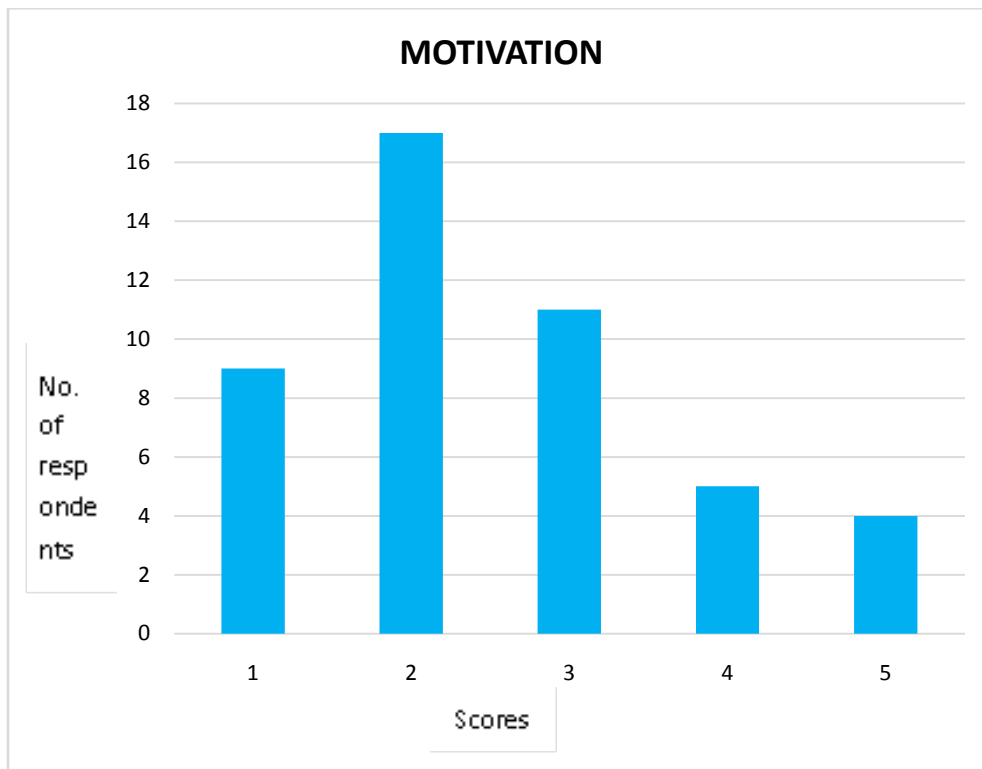
Highest frequency = 19 and the highest percentage is 41.30% which means the respondents' level of agreement is in an average position.

Details	Frequency	Percentage (%)
HR Enhances Quality		
5	6	13.04
4	11	23.91
3	19	41.30
2	8	17.39
1	2	4.35



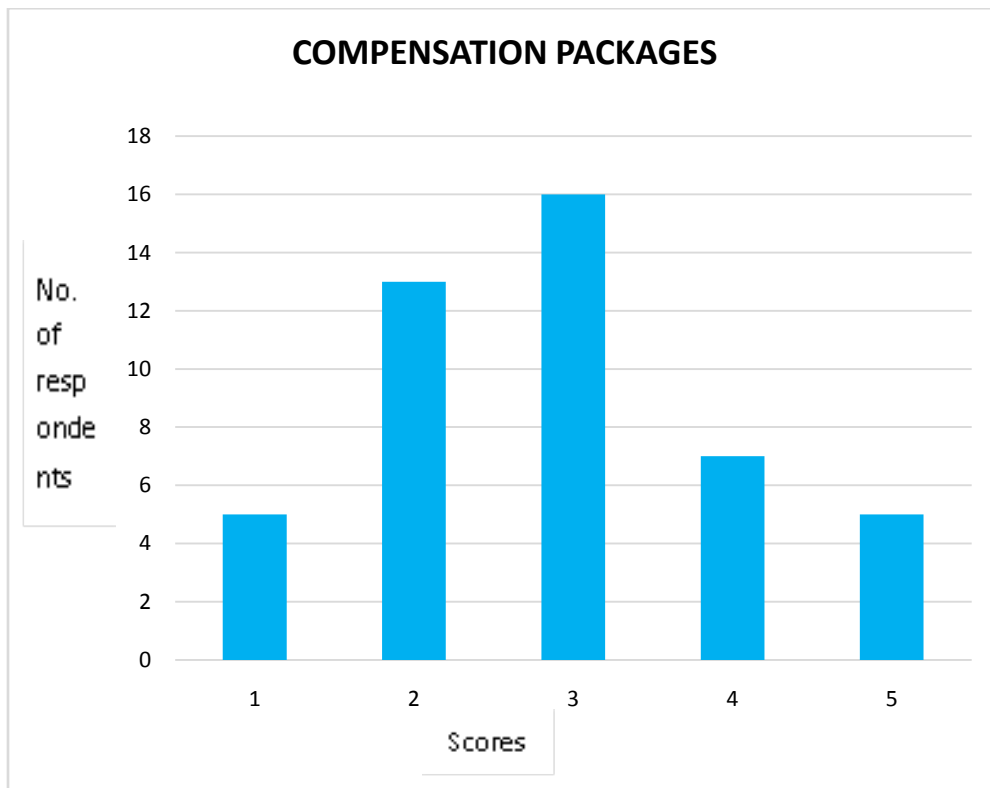
Highest frequency = 19 and the highest percentage is 41.30% which is also in an average position.

Details	Frequency	Percentage (%)
Motivation		
5	9	19.57
4	17	36.96
3	11	23.91
2	5	10.87
1	4	8.70



Highest frequency = 17 and the highest percentage is 36.96% which means motivation works as a good factor in GP.

Details	Frequency	Percentage (%)
Compensation Packages		
5	5	10.87
4	13	28.26
3	16	34.78
2	7	15.22
1	5	10.87



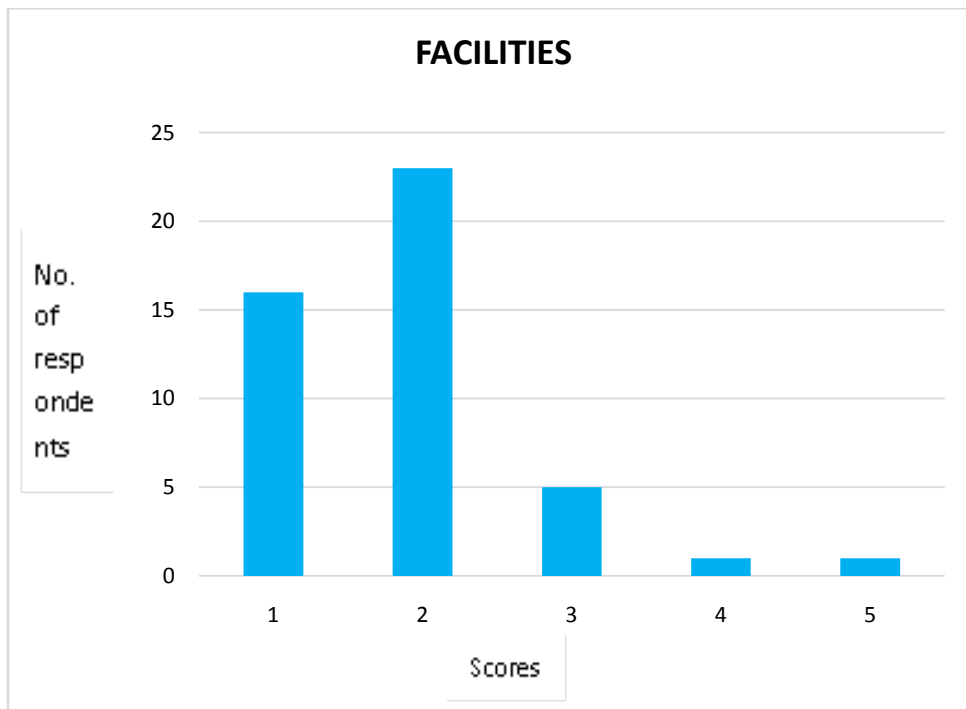
Highest frequency = 16 and the highest percentage is 34.78% which means the compensation package somewhat influences the employees to stay in GP.

Details	Frequency	Percentage (%)
Culture		
5	17	36.96
4	17	36.96
3	6	13.04
2	3	6.52
1	3	6.52



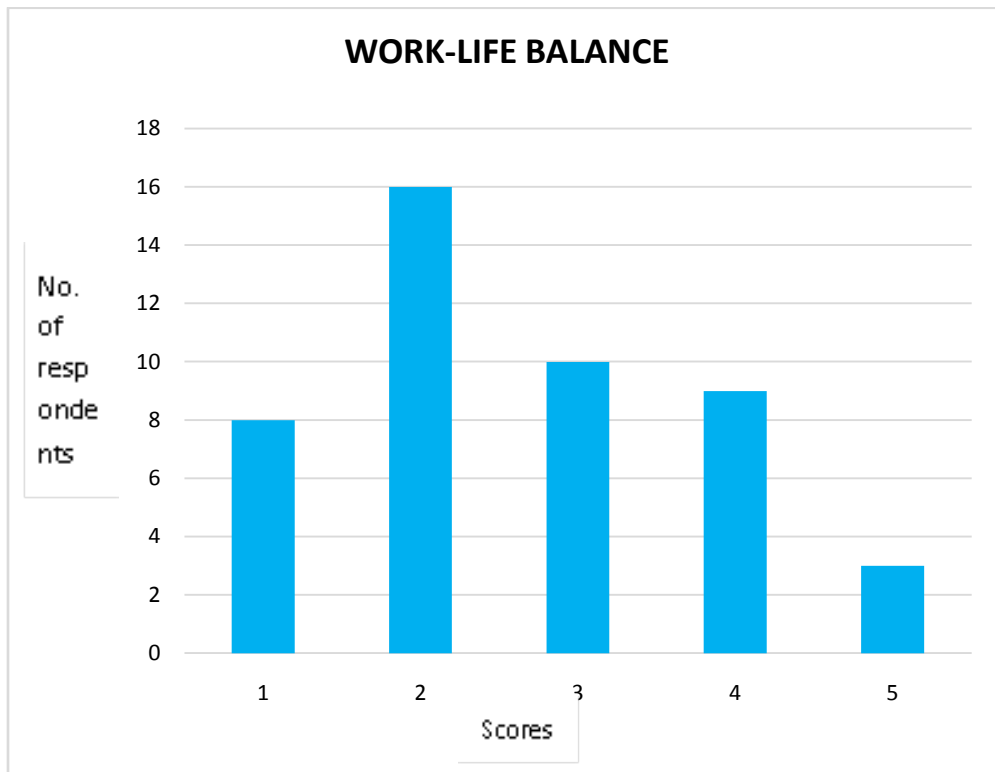
Highest frequency = 17 and the highest percentage is 36.96% which means the culture, working environment etc. influence the organization to stay in GP.

Details	Frequency	Percentage (%)
Facilities		
5	16	34.78
4	23	50.00
3	5	10.87
2	1	2.17
1	1	2.17



Highest frequency = 23 and the highest percentage is 50% which means facilities in the organization is convenient to the employees.

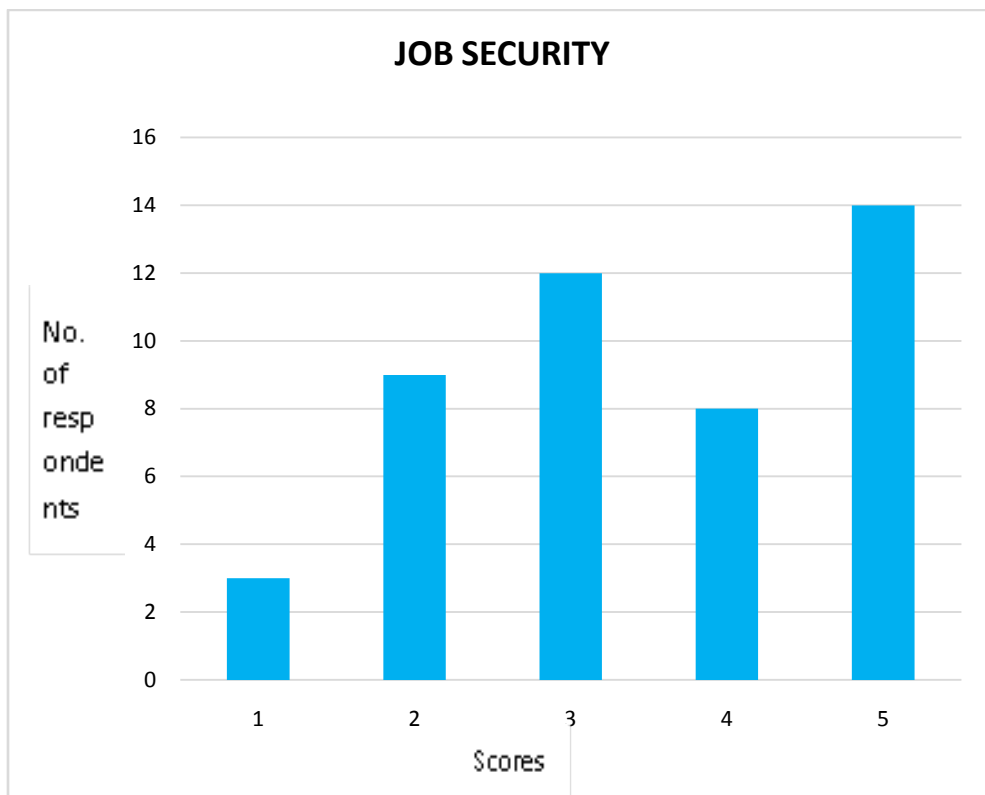
Details	Frequency	Percentage (%)
Work-life Balance		
5	8	17.39
4	16	34.78
3	10	21.74
2	9	19.57
1	3	6.52



Highest frequency = 16 and the percentage is 34.78% where the work-life balance should be more improved.



Details	Frequency	Percentage (%)
Job Security		
5	3	6.52
4	9	19.57
3	12	26.09
2	8	17.39
1	14	30.43



Highest frequency = 14 and the highest percentage is 30.43% which means there is no job security in GP.

**3.4. Classification, analysis, interpretations and presentation of data:**

Some diagrams and tables were used in this report for analyzing the collected data and to explain certain concepts and findings more clearly. Moreover, collected data are analyzed more precisely.

According to my survey, I was asked to do sample survey of 50-55 clients of GP where I could only take 46 proper samples deducting from respondent errors.

**Calculation of Mean, Median & Mode:**

Total scores of 46 respondents are =

74, 54, 61, 56, 81, 75, 58, 48, 53, 75, 45, 40, 35, 59, 51, 42, 50, 50, 61, 54, 66, 37, 27, 73, 25, 82, 56, 84, 63, 59, 45, 27, 64, 55, 58, 47, 54, 81, 72, 56, 82, 24, 49, 73, 46, 64.

Satisfaction level	Tally mark	Frequency	<i>x</i>	<i>fx</i>	Cumulative Frequency	Percentage
0-15		0	7.5	0	0	0
15-30	////	4	22.5	90	4	8.70
30-45	////	4	37.5	150	8	8.70
45-60	### ### ### ### /	21	52.5	1102.5	29	45.65
60-75	### ###	10	67.5	675	39	21.74
75-90	### //	7	82.5	577.5	46	15.22
<b>Total</b>		<b>46</b>	<b>270</b>	<b>2595</b>	<b>126</b>	<b>100.01</b>

Here, *n* =20

**Mean:** Mean is the average score in a frequency distribution.

$$\text{Mean, } \bar{x} = \frac{\sum(f x^1)}{\sum(f)} = 2595/46 = 56.35$$

**Median:** Median is the score in the middle of frequency distribution.

$$\text{Median} = L + I \times \frac{\left(\frac{n}{2}\right) - pcf}{f}$$

Where:

L = lower limit of the interval containing the median

I = width of the interval containing the median

n = total number of respondents

pcf = cumulative frequency corresponding to the lower limit

f = number of cases in the interval containing the median

$$= 75 + 15 \times \frac{\left(\frac{46}{2}\right) - 39}{7}$$

$$= 40.71$$

**Mode:** Mode is the score that occurs most frequently in the distribution.

$$\text{Mode} = L + \left( \frac{f_1 - f_0}{2f_1 - f_0 - f_2} \right) \times h$$

Where, **L** = lower class limit of the modal class

**f<sub>1</sub>** = frequency of the modal class

**f<sub>0</sub>** = frequency of the class before the modal class in the frequency table

**f<sub>2</sub>** = frequency of the class after the modal class in the frequency table

**h** = class interval of the modal class

$$= 75 + \left( \frac{7 - 10}{2 \times 7 - 10 - 0} \right) \times 15$$

$$= 63.75$$

**Calculation of Standard Deviation:**

Mean,  $\bar{x} = 56.35$

Satisfaction level	Frequency	$x$	$fx$	$(x - \bar{x})^2$	$f(x - \bar{x})^2$
0-15	0	7.5	0	2386.32	0
15-30	4	22.5	90	1145.82	4583.28
30-45	4	37.5	150	355.32	1421.28
45-60	21	52.5	1102.5	14.82	311.22
60-75	10	67.5	675	124.32	1243.2
75-90	7	82.5	577.5	683.82	4786.74
<b>Total</b>	<b>46</b>	<b>270</b>	<b>2595</b>	<b>4710.42</b>	<b>12345.72</b>

$$S = \sqrt{\frac{\sum (x - \bar{x})^2}{n}}$$

$S = 10.12$

**The Range of respondents' satisfaction:**

$$56.35 + 10.12 = 66.47$$

$$56.35 - 10.12 = 46.23$$

Therefore, the range is in between 46.23 to 66.47.

**The Highest Score = 84**

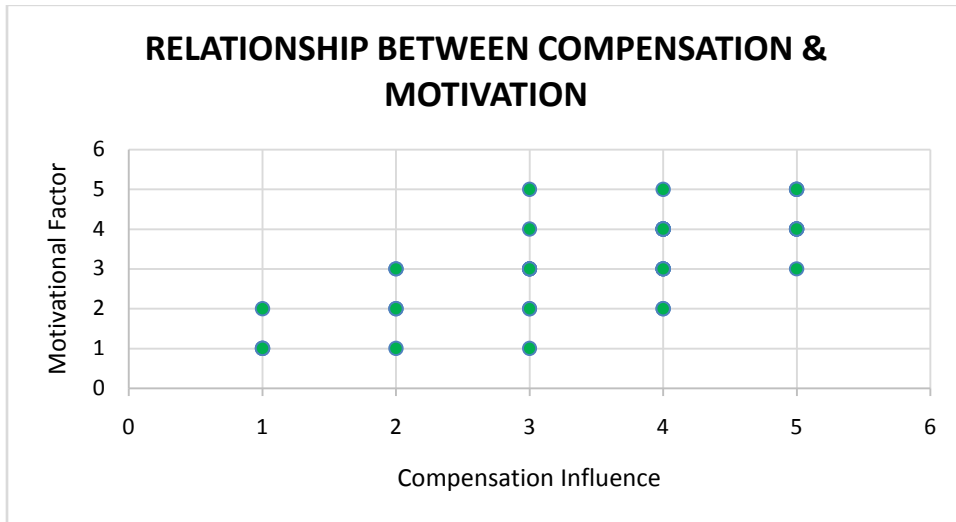
$$(84/90) \times 100\% = 93\%$$

**The Lowest Score = 24**

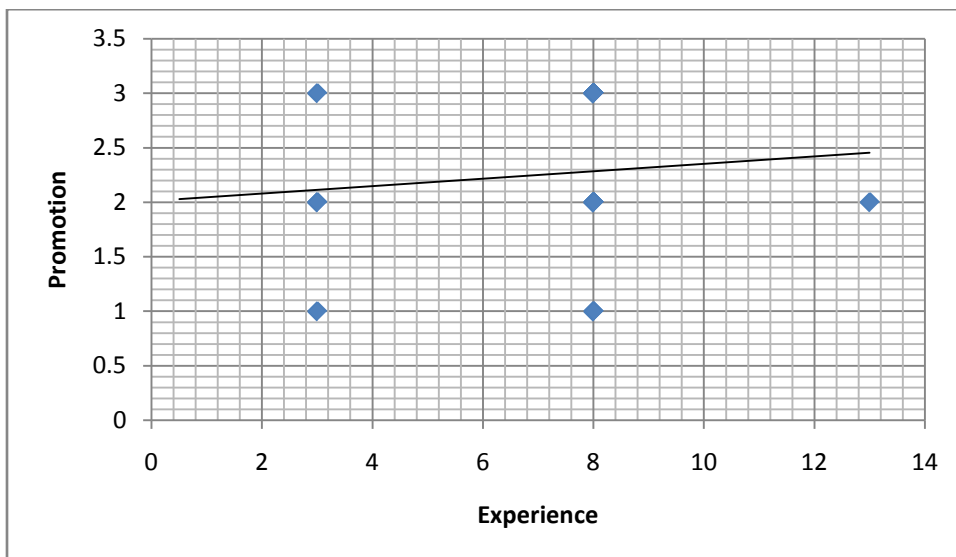
$$(24/90) \times 100\% = 27\%$$

### 3.5. Correlations:

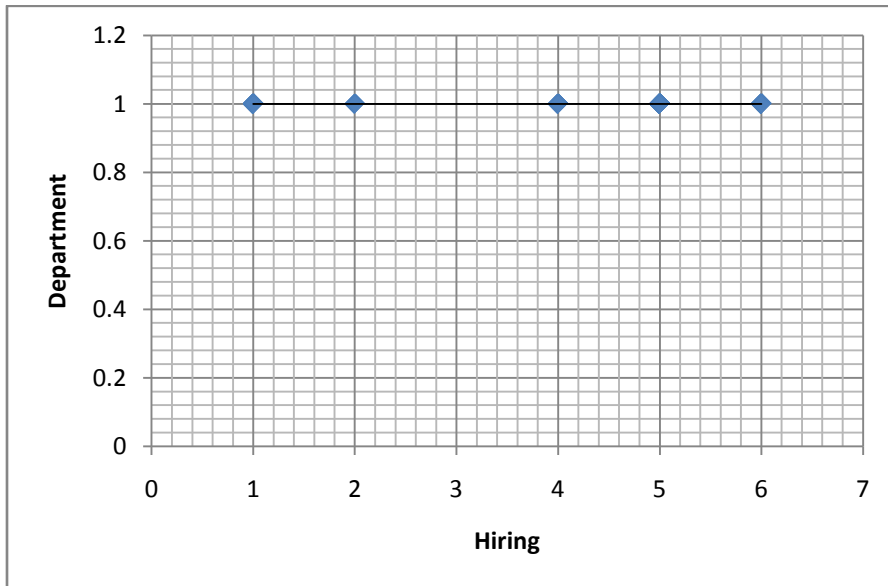
Correlation refers to any of a broad class of statistical relationships involving dependence.



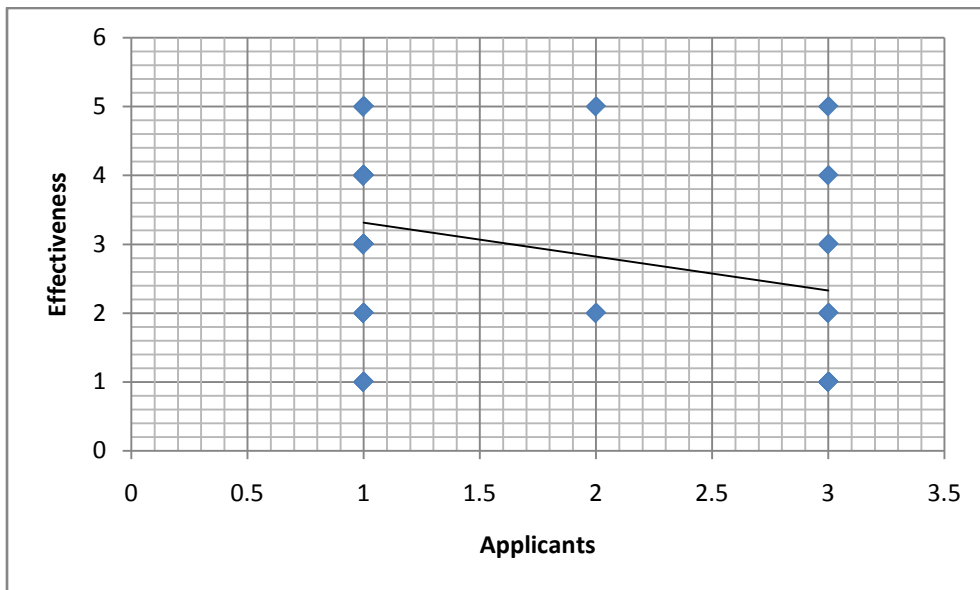
1. Compensation is an independent factor and motivation is a dependent factor. Therefore, it has a strong positive relationship i.e. if compensation increases, motivation also increases. Correlation between compensation & motivation is 0.7198.



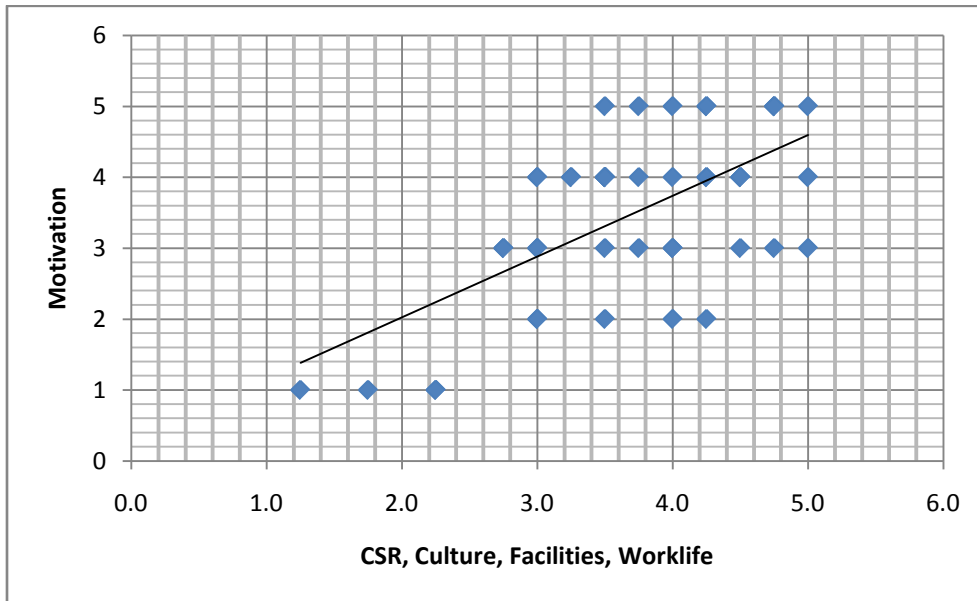
2. Correlation between experience and promotion is 0.103380007 which is weakly positively correlated.



3. Correlation between department size & hiring is 0.24655822 which is weakly positively correlated.



4. Correlation between quality applicants & effectiveness is 0.6884 which is strongly positively correlated.



- Correlation between CSR, culture, facilities, work-life and motivation is 0.6224 which is strongly positively correlated.

# *4. Recommendations*



1. According to the respondents in the divisions the male were more than those of female respondents. My feedback would be if the organization could also hire more female employees' creating almost equal distribution of gender based on the talent and experience in each level.
2. Grameenphone should also prefer employees with fresh new talents not only on the basis of experience but those who have the capability to come up with innovative ideas that can lead to the organization's growth in this fast pace world comparing to the other leading industries abroad e.g. for an Executive level post they can invite fresh talents who might have 0 or 1 year of experience by giving them opportunities to prove in this Corporate world.
3. Most are full-timers so part-timers are less. They should also be given more preference almost on equal basis if they open vacancy in certain position in the organization. They can give circular for part-timers within the organization. I would suggest the same thing for opening vacancies for part-timers via external recruitment as well.
4. The P&O division should align with the organization's objective more. They can contact Performance Dimensions Group who works with clients to identify whether the HR processes are in place or not and whether they are in alignment with the broader goals of the organization. Then together with key leaders in the organization alignment of all HR processes, people and practices with the culture, mission and goals of the organization takes place; making the HR function work WITH the organization ("Performance Dimensions Group, Strategic HR Alignment," 2013).
5. The interview process should be improved in order to select the applicants such as not only written and oral test should be taken place where in this faster pace of world they can also arrange telephone interview or video interview (<http://www.wisegeek.com/what-are-the-different-types-of-interviews.htm>). There are employees who live outside Dhaka and if they are called for interview in GP House as a

result the applicants faces difficulty in reaching the organization for the interview due to long distance or other natural and political issues.

6. Employees of GP are always under pressure in order to meet the organization objectives which create a conflict in work-life balance. In terms of job attitudes, employees reporting high levels of both work-to-life and life-to-work conflict have a tendency to display lower levels of job satisfaction and organizational commitment. Both work-to-life and life-to-work conflict is related with increased stress and burnout so some programs can be arranged and implemented such as flexible working hours for the employees to manage their work-life conflict. This can lead to enhance the employee productivity reducing pressure, burnout and significant business improvement (“Beauregard & Henry,” 2009)
  
7. Job security should be assured to the employees by providing them a long-term benefit. If an employee is fired due to saturation of employees in the organization then an employer conveys to a worker that he will receive long-term employment in an effort to get the employee to take a job. The company can assist with the job search by hiring a job-search firm to help their terminated employees find new work. Job-search companies act as brokers, bringing together job hunters and companies looking for employees (<http://definitions.uslegal.com/e/employee-termination/>).

## ***5. Conclusion***

Grameenphone is in the leading position in the telecommunication industry in Bangladesh. They are renowned for their resources and experienced and skilled employees. Till now it has become possible because of their continuous training and learning opportunities and developmental opportunities for their employees. GP always wants to choose and provide quality applicants to make them their ultimate asset. GP recruitment department has a good standard and well known about the organizational needs. The P&O division optimizes in the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

# *6. Appendix*

## Blank Questionnaire

### A survey on the Employees' Perception about HR functions in Grameenphone Ltd.

**Disclaimer:** The data gathered through this questionnaire will be used exclusively for the purpose of academic research only. For any query, please contact **Nur Peera Hoque- Internee, People & Organization, Grameenphone Ltd. Contact: [nurpeera.hoque@live.com](mailto:nurpeera.hoque@live.com)**

#### **A. General profile of Respondent:**

1. Gender       Male       Female
2. Age (Years)     23-27     28-32     33-37     38-42     43-50     51 or above
3. Highest Level of Education:     Graduation       Masters or Above
4. Job Experience (Years):       Less than 1 year     1-5     6-10     11-15     16 and above

#### **B. Employment History Question:**

5. How did you apply for the job:     Online Ad     Newsprint Ad     Other
6. Department you are working in:     Commercial     Technology     Sourcing     Customer Service  
 Shared Service     Corporate Affairs
7. Managerial Level you are currently working in:     Bottom Level     Mid-Level     Top-Level
8. Your promotion to a new position incurred:     After 1 year     After 2 years     After 3 Years  
 Not Applicable

#### **C. Recruitment & Selection History Questions:**

9. Your organization hire employees:     External Hiring     Internal Hiring     Both
10. How many employees are in your team?     Less than 10     11-15     16-20     21-25  
 26 or Above
11. How many in your department are full time?     Less than 10     11-20     21-30     31-40  
 40 or above
12. Are you planning on recruiting staff to your department?  
 Yes     No

Reasons for Either:

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13. Please read the following statements carefully and fill up the questionnaire according to your level of satisfaction:

Statements	Poor	Satisfactory	Good	Very good	Excellent
	1	2	3	4	5
Rate the response of the HR staff to your needs					
Rate how well HR functions and services are aligned with organization objectives					
Rate how well HR provides an adequate pool of quality applicants					
Rate the competency and expertise of the HR staff based on the quality of consulting they provide					
Rate how HR finds good candidates from non-traditional sources when necessary					
Rate the effectiveness of the interviewing process and other selection instruments					
Rate the timeliness of recruitment and placement process by HR division					
Rate the process of Recruitment & Selection in the organization					
Rate the Corporate Social Responsibility taken by the organization					
Rate the career advancement opportunity while working under the organization					

14. Please read the following statements carefully and fill up the questionnaire according to your level of agreement:

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Terms & Conditions of the Job Contract are according to the requirements of the employees and position					
The HR team act as a consultant to enhance the quality of the applicant pre-screening process					
Motivation is one of the important factor for which you are still continuing in the organization					
The compensation package influences you to stay in the organization					
The organization culture, practice, working environment influences you to continue as an employee of the current organization					
The facilities (laptops, mobile, transport, food, etc.) provided by the organization are convenient					

There is a work-life balance, and flexible working hours					
Job Security is sufficient to continue working in the organization					



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