Internship Report

On

"Employee Engagement & Job Satisfaction Level in Airtel"

Prepared For

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Letter of Transmittal

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Subject: Submission of Internship Report, Spring 2014.

Sir,

With due respect, I would like to inform you that I have completed my Internship Report.

This report is an experience & result of the three months of my internship experience in Airtel Bangladesh Limited, Banani Branch**.** The topic is "Employee engagement & job satisfaction level in airtel''. In order to complete it, I am thankful to MRS Shabnam Shahid Khan, Mr. Asif Ahmed& Mr. Thaseen Zakaria who also happened to be my supervisor in office. I have worked and observed their daily working activities, management and other company activities, in order to achieve the corporate experience.

I would like to thank you for your support and kind supervision while making it. At each stage, I have given my level best effort and without any doubt, this experience enriched my knowledge in a greater aspect. If you have any query over any aspect of my report, I would gladly receive them.

Therefore, I hope that you would be kind enough to accept this report.

Thanking you,

Jihan Ahmed

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BBS Department

Acknowledgement

Executive Summary

Telecommunication sector has brought about revolutionary changes in Bangladesh and the first operator to bring such changes was the City Cell in 1989 with a CDM A technology. Later Grameen phone got the license in 1996 and started its journey on 26th March 1997. Grameen phone is the first company in telecommunication sector to cover almost 98% of the subscribers with network. Grameen phone mainly came from the joint venture between the Telenor (55.8%) and Grameen Telecom Corporation (34.2 %). It was the first company to introduce different services to the customers.

Bharti airtel started its telecom services business by launching mobile services in Delhi of India in 1995. From then it has become one of the top telecom companies in the world and it was also in the list of top five wireless operators in the world recently by subscription base. 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, 2010 in Bangladesh.

The title of the report is "Employee engagement & job satisfaction level in airtel". Airtel has a very good number of employee engagement percentages. Employee engagement leads to job satisfaction & being a employer of choice airtel is a very attractive work place in the corporate field.

Airtel Bangladesh Limited performs its engagement & job satisfaction program through its own HR division. The HR consisting only 8 people is responsible for the employee engagement & job satisfaction in airtel. Airtel as a cost leadership following company is performing quite exceptional in the telecom industry in Bangladesh.

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1.0 About Airtel Bangladesh

Airtel Bangladesh Ltd. is a subsidy of Bharti Airtel, an Indian telecommunications company that operates in 19 countries across South Asia, Africa, and Channel Islands. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and originally launched commercial operations by purchasing 70% stake of then Warid Telecom International LLC, an Abu Dhabi based consortium offering GSM cellular based services in Bangladesh. Bharti Airtel made 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 yet in Bangladesh by an Indian company. Gradually Airtel took total management control of the company and its board, and rebranded the company's services under its own Airtel brand from December 20, 2010.

1.1 Airtel Bangladesh Ltd. at Glance

- ✓ Type: Private

- ✓ Industry: Telecommunication

- ✓ Founded: December 1, 2010 (Registration date)

- ✓ Headquarters: House 34, Road 19/A, Banani, Dhaka 1213, Bangladesh

- ✓ Key people: Chris Tobit (Chief Executive Officer & MD), Rajnish Kaul (Chief Operating Officer), SK Mukhopadhyay (Chief Finance Officer), Rubaba Dowla (Chief Service Officer), Noor Mohammad (Chief HR Officer)

- ✓ Products: Telephony, mobile telephony

- ✓ Total subscriber: 6.538 million (April 2012)

- ✓ Revenue: 117.213 billion (US$2.34 billion) (2010)*

- ✓ Operating income: 21.771 billion (US$434.33 million) (2010)*

- ✓ Net income: 18.282 billion (US$364.73 million) (2010) *

- ✓ Total assets: 856.142 billion (US$17.08 billion) (2010)*

- ✓ Total equity: 502.603 billion (US$10.03 billion) (2010)*

- ✓ Parent: Bharti Airtel 70% and Warid

- ✓ Telecom 30%

- ✓ Website: http://www.bd.airtel.com

* All figures include Bangladesh, India and Sri Lanka operations

2.0 History of Airtel

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 the top telecom companies in the world and is amongst the top five wireless operators in the world.

Through its global telecom operations Bharti group has presence in 21 countries across Asia, Africa and Europe - India, Sri Lanka, Bangladesh, Jersey, Guernsey, Seychelles, Burkina Faso, Chad, Congo Brazzaville, Democratic Republic of Congo, Gabon, Ghana, Kenya, Madagascar, Malawi, Niger, Nigeria, Sierra Leone, Tanzania, Uganda, and Zambia.

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.

What sets Bharti apart from the rest is its ability to forge strong partnerships. Over the years some of biggest names in international business have partnered Bharti. Currently, Singtel, IBM, Ericsson, Nokia Siemens and Alcatel-Lucent are key partners in telecom. Walmart is Bharti's partner for its cash & carry venture. Axa Group is the partner for the financial services business and Del Monte Pacific for the processed foods division.

Bharti strongly believes in giving back to the society and through its philanthropic arm the Bharti Foundation it is reaching out to over 30,000 underprivileged children and youth in India.

3.0 Bharti Airtel

Bharti Airtel Limited is commonly known as Airtel. It is an Indian telecommunication company that operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G, 3G and 4G services depending upon the country of operation. Airtel is the third largest telecom operator in the world with over 243.336 million customers across 20 countries as of March 2012. It is the largest cellular service provider in India, with over 181 million subscribers at the end of March 2012. Airtel is the third largest in-country mobile operator by subscriber base, behind China Mobile and China Unicom.

Airtel is the largest provider of mobile telephony and second largest provider of fixed telephony in India, and is also a provider of broadband and subscription television

services. It offers its telecom services under the airtel brand, and is headed by Sunil Bharti Mittal. Bharti Airtel is the first Indian telecom service provider to achieve Cisco Gold Certification. It also acts as a carrier for national and international long distance communication services. The company has a submarine cable landing station at Chennai, which connects the submarine cable connecting Chennai and Singapore.

Airtel is known for being the first mobile phone company in the world to outsource all of its business operations except marketing, sales and finance. Its network—base stations, microwave links, etc.—is maintained by Ericsson, Nokia Siemens Network and Huawei, and business support is provided by IBM, and transmission towers are maintained by another company (Bharti Infratel Ltd. in India). Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates.

3.1 Timeline of Warid Telecom in Bangladesh

- In December 2005, Warid Telecom International paid US$ 50 million to obtain a GSM license from the BTRC and became the sixth mobile phone operator in Bangladesh.

- In a press conference on August 17, 2006, Warid announced that its network would be activated two months ahead of schedule, in October, 2006. Again in October, 2006 Warid Telecom put off the launch of its cell phone services in

Bangladesh until April, 2007 after its major supplier Nokia walked out on an agreement over a payment dispute.

- Warid had a soft launch at the end of January 2007. It gave away complimentary subscriptions among a selected group of individuals, whose job was to make 'test calls' and the operator adjusted its network's quality based on their comments.

- On May 9, 2007, Warid in an advertisement in some daily newspaper stated that it would be launching publicly on May 10, 2007. However, no call rate or any package details were revealed. The advertisement included an announcement for the people interested to buy Warid connections to bring the documents like ID card, etc., to the designated franchise and customer care centers.

- On October 1, 2007, Warid Telecom expanded its network to five more districts raising total number of districts under Warid coverage to 56, said a press release. Mymensingh, Jamalpur, Sherpur, Rajbari and Narail towns were covered by Warid network.

- On November 10, 2007, 61 districts under Warid network coverage.

- On June 10, 2008, Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. Now all 64 districts of Bangladesh are

under Warid network coverage meaning Warid Telecom now has nationwide coverage.

- On December 20, 2010, Warid Telecom was rebranded to airtel.

4.0 Vision

Enriching lives means putting the customer at the heart of everything airtel do. Airtel will meet their needs based on our deep understanding of

their ambitions, wherever they are. By having this focus airtel will enrich our own lives and those of our other key stakeholders. Only then will airtel be thought of as exciting, innovation, on their side and a truly world class company

4.1 Values of Airtel

The values that will help achieve our vision-

Alive: Airtel is alive to the needs of our customers. Airtel acts with passion, energy and a can do attitude to help our customers realize their dreams. Innovation and an entreprenuer spirit drives us- if it can't be done, airtel will find a way.
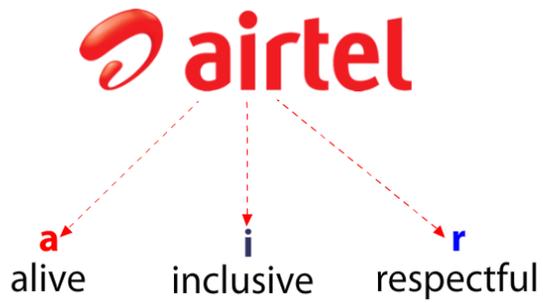
Inclusive: Airtel is for everyone- airtel champion diversity, recognizing the breadth and depth of the communities' airtel serve. Airtel works with them, anticipating, adapting and delivering solutions that enrich their lives. Airtel do this by having an open mind and embracing change.

Respectful: Airtel lives the same lives as the customers, sharing the same joys and the same pains. Airtel never forget that they are why airtel exist. Airtel acts with the due humility, always open and honest, to achieve mutual respect.

Why values are important for an organization:

- Provide the base of employee empowerment and integrity.

- Is the glue for creating an organizational culture appropriate for the vision.

- Values provide the Driving Energy. People need to believe of what they are doing.

- Values help keep/hire/highlight the contributing members. If people don't believe in or practice the values it will be a cause of dissonance with the organization.

4.2 Brand Promise

The airtel brand in Bangladesh will be launched with the brand promise: "Bhalobashar tane, pashe ane." Airtel's brand promise reflects what is unique and different about the company. They are here to keep the customers connected not only to each other but with what they love the most in every part of their lives - music, games, entertainment, networking etc. Along with a bouquet of voice and data services, the communication experience of Airtel customers will be enriched through a variety of innovative lifestyle-based services. At every point, Airtel customers will get to enjoy superior value which is made possible by Airtel's scale and unique business model.

4.2.1 Airtel Logo

The unique symbol 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 us and the customers closer.

The specially designed logo type is modern, vibrant & friendly. It signals our resolve to be accessible, while the use of all lowercase is our recognition for the need for humanity. Red is part of our 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.

5.0 Airtel Bangladesh Functions

Total 13 functions combine Airtel Bangladesh Limited workforce. These are:

• Customer Care

• Supply Chain Management

• Network

• Operational Excellence

• Human Resources & Administration

• Sales

• Information Technology

• Corporate Affairs

• Finance

• Marketing

• Legal & Secretarial

• CEO's Office

• Corporate Assurance Group

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

5.1 Head-count

Total number of workforce as on today is roughly 550. Airtel prides itself by employing minimum number of workforce in delivering optimized performance since its inception. In different instances third-party services are rendered to ensure smooth operation of the function(s).

5.2 Career-path

Airtel provides an excellent career growth opportunity to all its employees. Being a performance driven organization, Airtel provides ample opportunity to its employees to develop them to meet the goal of the organization.

5.3 AEC & ARC

Airtel has ten customer care centers around the country, which is known as 'airtel experience center (AEC), located at key locations. These centers are directly run by Airtel itself.

Airtel has another 120 dealer outlet spread across Bangladesh, the largest chain of retail outlets in the country, which is further backed up by a chain of sub-dealers, affinity partners & distributors. Dealer outlets of airtel known as "airtel relationship Center (ARC)". SIM Cards, Scratch Cards and sometimes mobile sets are sold at these outlets. Bill collection for post paid users and Zem top up for pre-paid users can also be availed

at the franchises. These franchises directly appoint dealers and sub-dealers in their designated areas.

5.4 Strategies

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

5.4.1 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.

5.4.2 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.

5.4.3 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.

5.5 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:

  o Engage with shareholders

  o Guarantee the policies and performs to the Shareholders

  o Conducting programs for employees, and for the public .In Bharti Airtel Limited, each employee is aware to Corporate Social Responsibility issues and thus procedures are prejudiced.

6.0 Packages & Service

Airtel Bangladesh has segmented its' product line under 5 (five) category and more are on the way to be introduced. At present 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; the pre-paid segment is branded and marketed as Airtel Prepaid. Furthermore there are International Roaming, Value Added Services and M-Commerce.

Some of the Airtel prepaid packages are as below:

- Adda
- Hoi Choi
- Manuted pack
- Valentines pack
- Shobai
- Golpo
- Kotha
- Foorti
- Dolbol
- Bijoy 016

The Airtel postpaid is categorized under 3 packages which are designed to assist one's professional and personal communication needs.

- ➢ Airtel Exclusive

- ➢ Airtel Classic

- ➢ Airtel Advantage

Airtel exclusive brings the highest fnf features and 1 second pulse that will enable to manage different calls efficiently. Airtel classic offers a flexible tariff plan that helps to explore a wide service and keep overall cost to a reasonable limit. Airtel advantage comes with an attractive flat tariff plan, large close calling circle which makes one's communication simple.

Airtel-Postpaid and Airtel Prepaid user enjoy various Value Added Services (VAS), such as SMS, MMS, GPRS, 64K SIM, Duel SIM product, Corporate packages for product advertising via SMS, and a host of other features. However, International roaming is available only to Airtel postpaid users.

6.1 Product Offers

Different people love different things. Someone likes to talk for longer period of time, some people love to talk for seconds, some customers make calls more frequently on a day, and some users talk only on few specific numbers. To cater to all customers" needs, airtel offers both prepaid and postpaid connection to its customers. Moreover airtel also offers massive value added services to its subscribers.

6.1.1 Pre-paid Details

There are 6 (six) different packages available in one prepaid connection. Customer can switch between the packages on offer. When a user switches from one option to another, the benefits under the previous option will automatically be changed to the new one.

```
                        Prepaid
   ┌────────┬──────────┬──────────┬──────────┬──────────┐
 Foorti    Adda     Shobai      Golpo     Dolbol      Kotha
```

6.1.2 Postpaid details

Airtel postpaid comes with 3 packages that are designed to furnish to both the professional and personal communication needs.

```
                    Postpaid
        ┌──────────────┬──────────────┐
     Airtel       Airtel Classic    Airtel
   Advantage                        Exclusive
```

6.1.3 International Roaming (IR)

As the world keeps getting smaller and smaller, we know that communication is no longer confined between the boundaries of our own home. While we are traveling outside the country; we understand the need to stay connected with our family, friends and colleagues back home. To seamlessly carry our words across boundaries, Airtel offers the following International Roaming Services:

International Roaming

Postpaid Roaming	Prepaid Roaming	GPRS Roaming	SMS Roaming	In-flight Roaming	In-bound Roaming

With Airtel, no one have to worry about roaming around the world. No matter where in the world we travel, its vast roaming coverage will keep us seamlessly connected. Airtel's International Roaming provides the freedom of using Airtel number when a subscriber travels outside Bangladesh. Airtel empower us to roam anywhere & everywhere around the globe.

A big world requires big coverage and that is exactly what Airtel is all about. Airtel is now bringing the whole world to our mobile phone. Leave the country, see the world, but never lose contact with home.

6.2 Value Added Services

Value-added services (VAS) are popular as a telecommunications industry term for non-core services, or in short, all services beyond standard voice calls transmissions. However, it can be used in any service industry, for services available at little or no cost, to promote their primary business. In the telecommunication industry, on a conceptual level, value-added services add value to the standard service offering, spurring the subscriber to use their phone more and allowing the operator to drive up their average revenue per user (ARPU). For mobile phones, while technologies like SMS, MMS and data access were historically usually considered value-added services, but in recent years SMS, MMS and data access have more and more become core services, and VAS therefore has beginning to exclude those services.

Like other telecom operator airtel also has introduced a distinct sort of value added services to enhance the level of customer satisfaction. As its vision is to enrich the lives of millions by 2015, airtel continuously developing unique services so that the customers can obtain better experience just in one connection.

6.3 Airtel Internet

Airtel is currently focusing on their data service and are willing to develop a competitive advantage in internet service. Airtel both offers 2G and 3G packages which enable the subscriber to have a faster internet service.

6.4 Airtel m-commerce

Airtel **m-commerce** is the service through which airtel Bangladesh will provide financial services to all mobile subscribers of Bangladesh. The service will cater both banked and unbanked population of Bangladesh and will allow customers to load cash on their mobile bank account & use it anytime to avail various services. With m-commerce an airtel subscriber can have the following services-

- Customer Wallet Registration

- Cash In | Cash Out

- Foreign Remittance

- Top up | send money

- m-Salary | m-Donation

7.0 Industry analysis

Bangladesh is a country which is densely populated and also is a flat and easily extends able coverage. Now many foreign investors are now interested to do business in telecom sector in Bangladesh which reveals that Bangladesh has become a significant hub for telecoms. It has been forecasted that the average revenue from telecoms sector will be Tk1500crore2 a year. The infrastructure and Tele-density is low which on the other hand made the market a perfect place for telecom business. The demand is very high and the consumer base is very large but the investment is low because of the topographic layout. The government has a receptive foreign investment policy with no restrictions on repatriation of profit.

Bangladesh has cheap skilled and willing to be skilled labor. Communication infrastructure is in good condition and has the ability to serve the international entrants. Customer demand for telecom product is very high due to the high growth rate of the market. As the industry is becoming bigger, availability of supporting industries are increasing and already there are lots of supporting companies in the market. And finally the government policies are very welcoming and liberal.

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**.

7.1 Future prediction of telecom industries in Bangladesh

The telecommunication industry in Bangladesh is seeing an uprising market, where each of the mobile phone connection companies are competing with all their weapons, which are their unique services and facilities for customers, to ensure a secured leading position. The market for telecommunication is predicted to be potentially strong and also has a profitable future, and this explains why new multinational cellular services companies are entering the Bangladeshi market.

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7.2 Current Market Situation

According Bangladesh Telecommunication Regulatory Commission (BTRC) the total number of mobile phone subscribers has reached 90.636 million at the end of April 2012. It was just 45.21 million by the end of February 2009. The total number of mobile phone subscribers has been doubled within 3 years and it is still increasing significantly.

The Mobile Phone subscribers are shown below: **Operators**	Active Subscribers (millions)	Percentage (%)
Grameen Phone Ltd. (GP)	37.748	41.65 %
Orascom Telecom Bangladesh Limited (Banglalink)	25.008	27.59 %
Robi Axiata Limited (Robi)	18.243	20.13 %
Airtel Bangladesh Limited (Airtel)	6.538	7.21 %
Pacific Bangladesh Telecom Limited (Citycell)	1.801	1.99 %
Teletalk Bangladesh Ltd. (Teletalk)	1.295	1.43 %
Total	**90.636**	**100 %**

Presently, the cell phone is an integral part of our daily life. Mobile phone operators are continuously offering more value added services to enrich the lives of the customers. At the same time the competition among the telecom companies has reached to the peak level. This situation is compelling the one telecom operator providing the better quality services and keeping the call charge lower than the other operators.

Currently, the telecom industry is dominating by GrameenPhone with its 41.65% market share. Egyptian Orascom Telecom's Banglalink retained the second spot. The number of Banglalink users reached 25.008 million and holding 27.59% of total market share. Robi, formerly known as AKTEL, owned by Axiata (Bangladesh) Ltd, remained in the third position with 20.13% market share. The market's late entrant Airtel Bangladesh Ltd is obtaining the fourth position and its current market share is 7.21%. Citycell, the country's first and only CDMA operator remains in the fifth spot with 1.801 million customers. The state-run Teletalk now remained at bottom place with 1.295 million customers.

7.3 SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, limitations, opportunities, and threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. The SWOT analysis of Airtel BD ltd is shown below:

Strength	Weakness
1. Global brand image 2. Established management 3. Financially sound 4. Low call tariff 5. Instant cash back offer 4. Product availability 6. Product segmentation for different type of customers 7. Dedicated and customer oriented employees	1. Limited coverage 2. Unstable network quality 3. Poor distribution channel in rural areas 4. Poor Edge/GPRS service 5. Lack of communication among departments
Opportunity	Threat
1. Adopting 3G, Wi-Max technology 2. Growing population 3. Rural market and corporate customers 4. Capture more market share	1. Retention of customers 2. Better quality service provided by other telecom companies 3. Price wars with competitors 4. Government regulations and political instability 5. Entry of new competitor in the market

1.0 Introduction to Study:

In today's world, Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging and for its effective management, organization requires effective HRM practice. According to Khatri (1999), people are one of the most important factors providing flexibility and adaptability to organizations. Rundle (1997) argues that one needs to bear in mind that people (managers), not the firm, are the adaptive mechanism in determining how the firm will respond to the competitive environment. HRM can help firms improve organizational behavior in such areas as staff commitment, competency and flexibility, which in turn leads to improved staff performance (Koch and McGrath, 1996).

The challenge for businesses is to create an environment where employees understand and commit to the company's direction, strategy and goals. In context of our country, the Human Resource Management is quite a new practice in our industries. However, as a dynamic industry, the telecom operators were always proactive to initiate different HR activities to create a pool of potential employees. Airtel Bangladesh Ltd. is also not an exception. Airtel is the sixth mobile phone carrier to enter the Bangladesh market. HR practices of Warid were very firm so employee dissatisfaction were pretty high, but Airtel brought so many changes in this perspective and put a lot of emphasis on HR practices.

2.0 Background

Employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the 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. Employee engagement develops positive attitude among the employees towards the organization.

In today's world, employee engagement has become a critical element for business performance and success. If employees are happy, they perform better and have stability. Schmidt et al (1993) defines employee engagement as a modernized version of job satisfaction, which is basically an employee's involvement with commitment to and satisfaction with work. For past several years, 'Employee Engagement' has been a hot topic in the corporate circles. It is a buzz word that employers think they understand, but face difficulties and challenges while practicing. Kahn (1990) was the first to coin the term engagement as he described how people can "use varying degrees of their selves - physically, cognitively and emotionally in work role performances".

The challenge for businesses is to create an environment where employees understand and commit to the company's direction, strategy and goals. In context of our country, the Human Resource Management is quite a new practice in our industries. However, as a dynamic industry, the telecom operators were always proactive to initiate different

HR activities to create a pool of potential employees. Airtel Bangladesh Ltd. is also not an exception. Airtel is the sixth mobile phone carrier to enter the Bangladesh market. HR practices of Warid were very rigid so employee dissatisfaction was pretty high. All the policies were not properly documented. Therefore, employees had a vague idea about the whole HR system. However, Airtel brought so many changes in this perspective and put a lot of emphasis on HR policies.

The HR team consists of the following team of 8 employees:

HR Operations	**Talent Acquisition and Employer Branding**
Talent Management	**Learning & Development, Engagement**

Company initiatives that engage employees in sustainability efforts are becoming a key component of social responsibility programs. This report sheds light on the interactions between employers and their employees around sustainable actions in Airtel. It measures the effectiveness of the engagement programs and determines the outcomes.

3.0   Literature Review

3.1 Concept of Employee Engagement Program

Companies want to engage their employees for a variety of reasons and with a range of goals, but improving productivity is certainly a common purpose. Over recent years, a number of studies have illustrated how an engaged workforce can positively contribute to a company's business and financial success. Towers Watson in its 2012 Global Workforce Study[1] found that engaged employees lost only eight days in productivity per year against the 14 days of disengaged employees. Earlier Gallup research revealed that high levels of employee engagement were clearly linked to increased productivity and profitability.

Literature reviews suggest most definitions of employee engagement are similar in terms of their key components. These common components include enthusiasm for work, commitment, organizational pride, employee alignment with organizational goals and a willingness to exert discretionary effort (ibid; Vance, 2006; Robinson, 2007; Schneider et al., 2009).

Employee engagement is a complex, broad construct that subsumes many well researched ideas such as commitment, satisfaction, loyalty and extra role behavior. An engaged employee extends themselves to meet the organization's needs, takes initiative, reinforces and supports the organization's culture and values, stays focused

and vigilant, and believes he/she can make a difference (Macey, 2006). In practice, organizations typically define engagement as being a part of the organization, having pride and loyalty in the company, being committed, and going "above and beyond the call of duty". Kahn (1990) defined employee engagement as 'the harnessing of organization members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role. Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward (Gallup, 2004).

Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; and Shaw, 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al. 2004). Development Dimensions International (DDI, 2005) defined engagement "The extent to which people value, enjoy, and believe in what they do". It also states that its measure

is similar to employee satisfaction and loyalty. A leader, according to DDI, must do five things to create a highly engaged workforce. They are: align efforts with strategy; empower people; promote and encourage teamwork and collaboration; help people grow and develop; and provide support and recognition where appropriate. Robinson et al. (2004) defined engagement similar to the established constructs such as 'organizational commitment' and 'organizational citizenship behavior' (OCB). It is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. According to Maslach et al. (2001),

3.2 Concept of Job Satisfaction

Different authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analyzed in the text that follows. Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles

which they are presently occupying (Vroom, 1964). One of the most often cited definitions on job satisfaction is the one given by Spector according to whom job satisfaction has to do with the way how people feel about their job and its various aspects.

Maslow (1954 cited in Huber, 2006) arranged human needs along a five level hierarchy from physiological needs, safety and security, belonging, esteem to self-actualization. In Maslow's pyramid, needs at the lower levels must be fulfilled before those rise to a higher level. According to Maslow's theory, some researchers have approached on job satisfaction from the perspective of need fulfillment (Regis & Porto, 2006; Worf, 1970). Job satisfaction as a match between what individuals perceive they need and what rewards they perceive they receive from their jobs (Huber, 2006). However, overtime, Maslow's theory has diminished in value. In the current trend, the approach of job satisfaction focuses on cognitive process rather than on basic needs in the studies (Huber, 2006; Spector, 1997).

Another approach as proposed by Herzberg (Herzberg et al., 1959; cited in Huber, 2006) is based on the Maslow's theory. Herzberg and colleagues built Herzberg's motivation-hygiene theory of job satisfaction. Theory proposed that there are two different categories of needs, which are intrinsic (motivators) and extrinsic (hygiene) factors. Theory postulates that job satisfaction and/or is dissatisfaction is the function of two need systems. Intrinsic factors are related to the job itself. Intrinsic factors seem to influence positively on job satisfaction. The motivators include advancement, growth

and development, responsibility for work, challenging, recognition, and advancement. In other words, extrinsic factors are closely related to the environment and condition of the work. The hygiene relate to job dissatisfaction including supervision, company policy and administration, working condition and interpersonal relation (Lephalala, Ehlers, & Oosthuizen, 2008; Shimizu et al., 2005). This theory has dominated in the study of job satisfaction, and become a basic for development of job satisfaction assessment (Lu et al., 2005).

4.0   Employee Engagement in Airtel

Airtel is a fun place to work as we don't only work here but enjoy a lively atmosphere full of events, gatherings one after another.-says one of the employees who has been working here for last 2 and a half years. Airtel arranges different events and also performs the traditional occasions with its employees. Airtel, like its tagline 'Bondhu chara life impossible' believes in a friendly working environment. The HR department has a team who dedicatedly work for innovative engagement activities. To boost up the enthusiasm among the employees they organize various events within the organization.

4.1 KUDOS Reward & Recognition Policy

To achieve its vision by 2015 of being the most loved brand and enriching the lives of millions; ABL continuously works to achieve its 3 values- alive, inclusive and respectful.

Employees are encouraged to provide KUDOD points to each other in terms of the aliveness, inclusiveness or respect in their relationship. Kudos can be treated as an effective tool of motivation.

4.2 Sports Events:

Sports can help the employees to refresh themselves from the monotonous routine work. Airtel considers Sports as an effective tool to build team spirit and leadership ability. They have their own official team of Football and Cricket. They also arrange intra and inter tournaments of Table tennis and Badminton at regular interval.

4.3 Day out:

To escape from the daily busy work schedule Airtel arranges Day Out programs for the employees. The HR team not only arranges Annual picnic, Day Out among the teams but also organize Family Day taking employees' family values into account.

4.4 Traditional Occasions:

Though Airtel is a concern of Bharti it pays proper respect to Bengali culture. Pohela Boishakh, Pohela Falgun, Pitha utshob are celebrated within the organization. The HR team organizes these events and all the employees participate with great enthusiasm.

4.5 Award Ceremonies

Airtel believes that motivating employees in the right way can have a direct impact to the productivity of the organization. That is why they organize different award ceremonies throughout the year. For example: Long Term Service award is an attractive award for the employees. Every employee completing their 5years of working span at Airtel receives this award. Other significant recognitions are Air Value award, AOP etc.

4.6 Talk time with CEO

This is an innovative session where the employees can meet their CEO and top management at the same platform and can share their views. This initiative was taken

with a goal to eliminate the middle man and to give the employees an opportunity of open discussion.

4.7 Employee Communication forum

Every year a grand event is organized by Employee Communication Forum. This is a club of employees from different departments. With all their ideas, participation and coordination the event takes place.

5.0 Training & Development

Airtel tries to develop their employees as a potential pool of workforce. With that ambition Airtel arranges different training sessions for the employees. There are online sessions where employees can assess themselves sitting at his/her own work station. The interface of e-learning session is called Smart learn+. An employee can chose the required trainings from a menu and register him for the training. There are also class

room sessions where training is provided for functional as well as Behavioral development.

Functional Training: Induction of 3G, Network etc.

Behavioral Training: Team Spirit Development, Campus to Corporate, First time Managers etc.

There are also the privileges of mentoring and business partnership in Airtel. Employees can have a mentor for one year to whom they can ask for help and learn new things. On the other hand the there are 5 HR personnel who act as business partner for different department. For example, Asif Ahmed (Head - Hr Operations) is the business partner of marketing department. It implies that he will be the contact person for any need and support for the employees of marketing department.

My Job Description in airtel as an intern:

During these three months of internship program i had the opportunity to work in three HR core functions in airtel. First month i worked with MR. Asif Ahmed (Head HR Operations) for maintaining & updating the employee personal database in airtel. During this period i had the chance to work in ERP by Oracle software which is used for employee database management. I was responsible for the data update of about 570 permanent employees in airtel. I had to take every individual files by name & file number and update their educational qualification, person contact number of their family & their previous employment history, from where they were used to work before joining airtel.

Than in the second month i worked with Mrs. Shabnam Shahid Khan (Head Training & Development). During this second month i used to assist her with the training programs. There are training programs in airtel which is basically quarterly basis. During this time i used to be present in the training program which was held in Hotel Lake Bridge & Hotel Sarina. I used to take attendance of the candidates and assis the trainer who came from India. I used to deliver & collect the training feedback forms and score them in a excel sheet to evaluate the training programs and the average score that was given by the candidates. I used to send the report to Mrs. Shabnam Shaheed Khan.

Than in the third and last month of my internship program i got the chance to work with Mr. Tahseen Zakaria (Head Talent Acquisition). Under recruitment function i had the chance to visit as a representative of airtel to different career fairs organized by Bdjobs.com. I went to East West University & Independent University career fair. I was responsible for inviting candidates for their interviews through phone. I learned to screen resumes and learnt how to separate a good candidate out of many. During this

period there was YL & YTL program was going in airtel which is basically a Management Trainee Program. I was responsible to work in the program as a helping hand. I used to call them for different mock and aptitude interviews, notify the candidates for the upcoming level of tests etc. I used to post job vacancy in different university job posts. Overall this three months was a very meaningful learning period for me.

Reason to choose this topic:

I choose this topic because i was really keen to know about the employee participation as airtel is a organization which follows cost leadership strategy and is understaffed. So the amount of workload and workforce is very interesting & challenging, comparing the overall industry. And also I wanted to work on a very new and uncommon topic which will be very informative and unique. Considering this I talked with my supervisor and my internship supervisor Mr. Tanvi Ahmed sir. to come up with this research work as my internship report.

1.0   Main Study

1.1   Primary Research

Primary research was introduced by taking expert opinion. The in-depth interview will be taken from 2 HR personnel who have most experience and idea about the activities at different time to time. They are-

1. **Shabnam Shaheed**

   Head-Learning & Development

2. **Shegufta Ghani Ahmed**

   Coordinator-HR & Admin

According to them Airtel is much focused towards the employee issues and always plays a supportive role for them. Airtel believes their employees to be their best resource and try to sustain a strong organizational culture. The Human Resource Department has a team to looks after different employee engagement programs. They have to forecast and plan the programs at the beginning of the year. They also measure the outcome of these activities and come up with an annual presentation. Employee engagement consists of two functions:

a. Engagement Programs
b. Learning & Development

Engagement programs in Airtel include different Induction Training, sports tournament, Events, Kudos policy, Awards etc. Learning & Development consists of Training need assessment, E-learning and classroom Learning/training session.

After the interview sessions I could figure out the factors determining employee engagement activities in Airtel. The dominant factors of engagement activities are:

- **Participation in the events:** My job is to understand at what rate the employees attend the events. This will show their interest level for the programs.

- **The Awards given as performance appraisal:** I would try to investigate are they happy with the current award giving culture.

- **Training & Induction:** My goal is to identify if the employees are satisfied with the trainings they receive.

1.2 Test of hypothesis

The objective of this study is to sort out the affect of different engagement activities on their job satisfaction. It will be done through determining the employee participation in those activities and their satisfaction level.

To justify the aforementioned objectives, the following hypothesis is proposed:

A significant positive relationship exists between Employee Engagement Programs and Job Satisfaction Level.

After the three factors of Engagement Programs have been identified those were put in a questionnaire. Respondents were asked to rank the options according to their choice. The respondents were also asked to rank their job satisfaction level. The survey was done among a sample size of 51 people.

| Survey	
Sample Size	**51**
Age limit	**25-60years**
Job Level	**Executive-Senior Manager**

2.0 Findings:

According to the research hypothesis, there is a positive and significant relationship exists between employee engagement programs and job satisfaction level. To prove this, at first I measured the level of employee engagement through 11 research questions. The survey was done among 51 regular employees.

Questions (1-11)	Yes	No	Somewhat
I know what is expected of me at work.	40	6	5
I have the materials and equipment I need to do my work right.	40	5	6
At work, I have the opportunity to do what I do best every day.	34	10	7
In the last seven days, I have received recognition or praise for doing good work.	35	9	7
My supervisor, or someone at work, seems to care about me as a person.	37	8	6
There is someone at work who encourages my development.	36	8	7
At work, my opinions seem to count.	41	7	3
The mission or purpose of my organization makes me feel my job is important.	36	8	7
My associates or fellow employees are committed to doing quality work.	37	8	6
In the last six months, someone at work has talked to me about my progress.	39	8	4
This last year, I have had opportunities at work to learn and grow.	38	6	7
Total	413	83	65
Average	**37**	**8**	**6**

Q1: I know what is expected of me at work
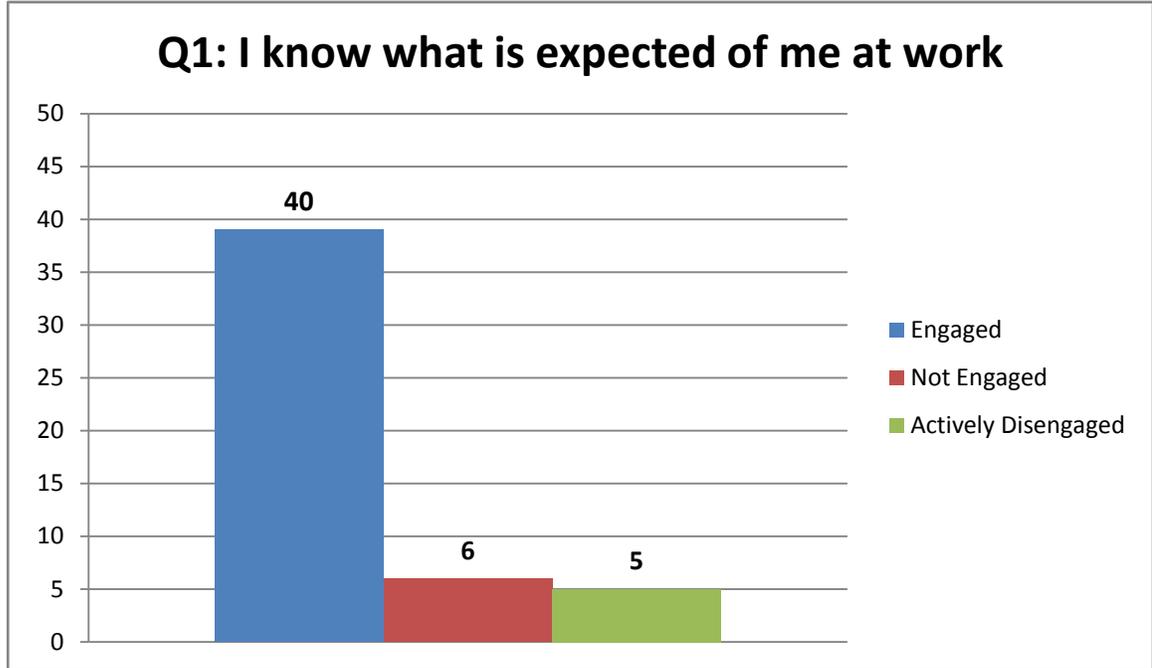
Research shows that many great workplaces have defined the right outcomes; they set goals for their work groups or work with them to set their own goals. They do not just define the job but define success on the job.

From Q1, 40 people out of 50 which is 80% agreed with the fact that they are aware of the expectation levels that are expected from their performance. On the other hand only 11 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q2: I have the materials and equipment I need to do my work right.
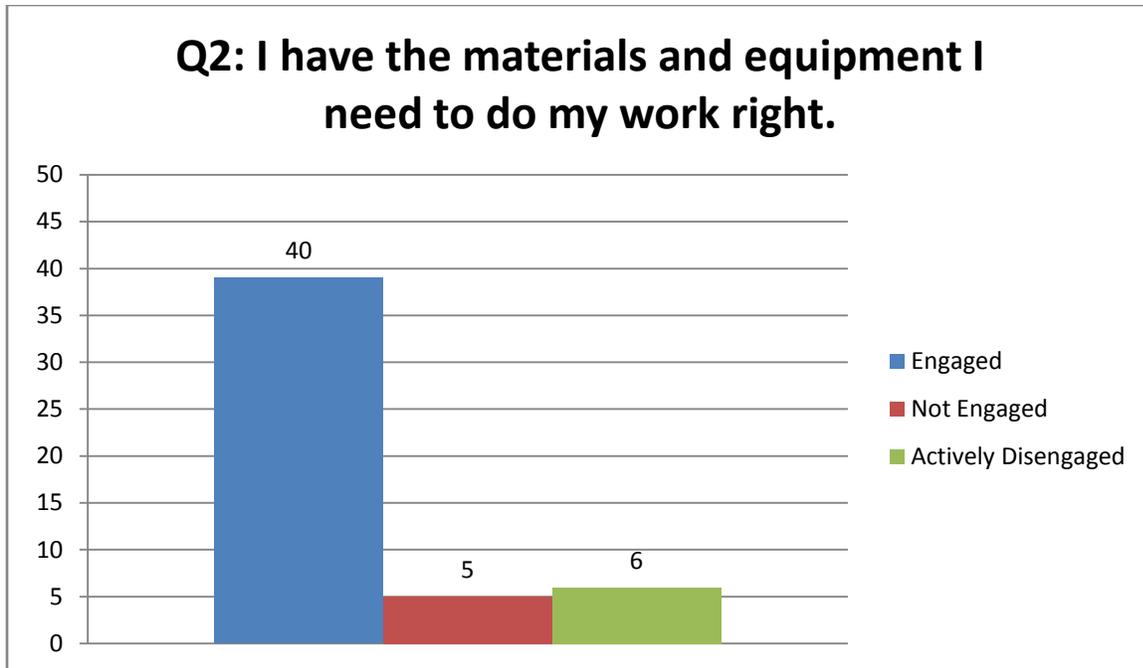
A great way for work groups to increase their responsiveness to this question is to determine what "materials and equipment" means to them. Sometimes they are referring to accessibility of information, rather than specifically to materials and equipment.

From Q2, 40 people out of 50 which is 80% agreed with the fact that have the materials and equipment that is needed to accomplish any work. On the other hand only 11 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q3: At work, I have the opportunity to do what I do best every day.
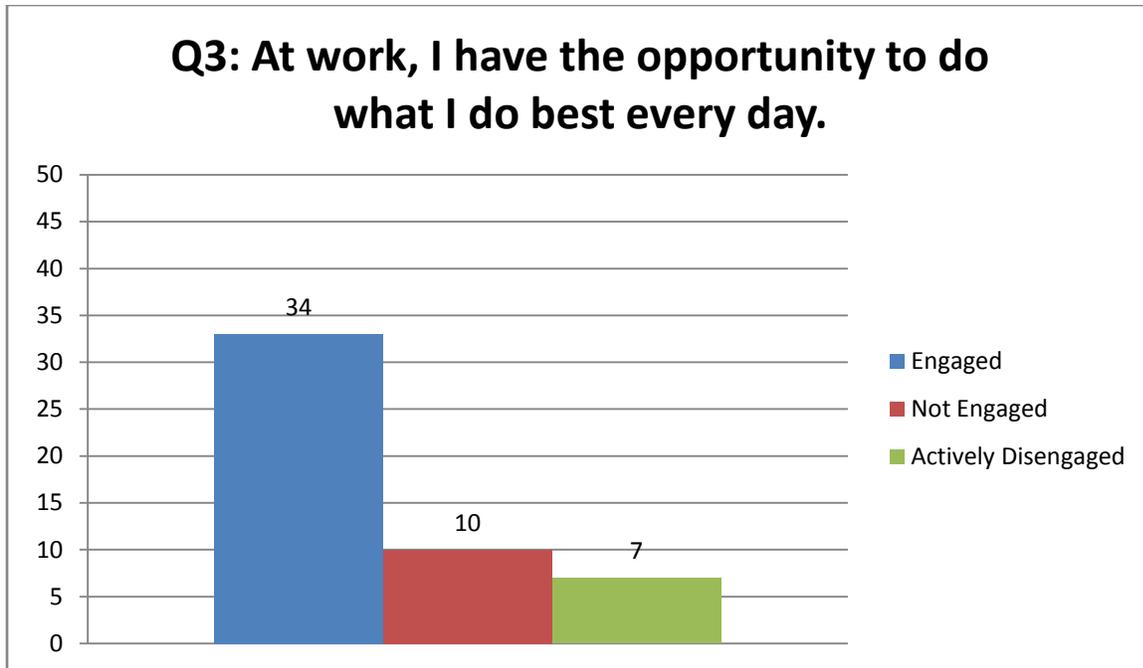
A good way of promoting this is to discuss what each person believes his or her leading strengths are, in terms of skills, knowledge, and innate talents. Writing these strengths down often helps.
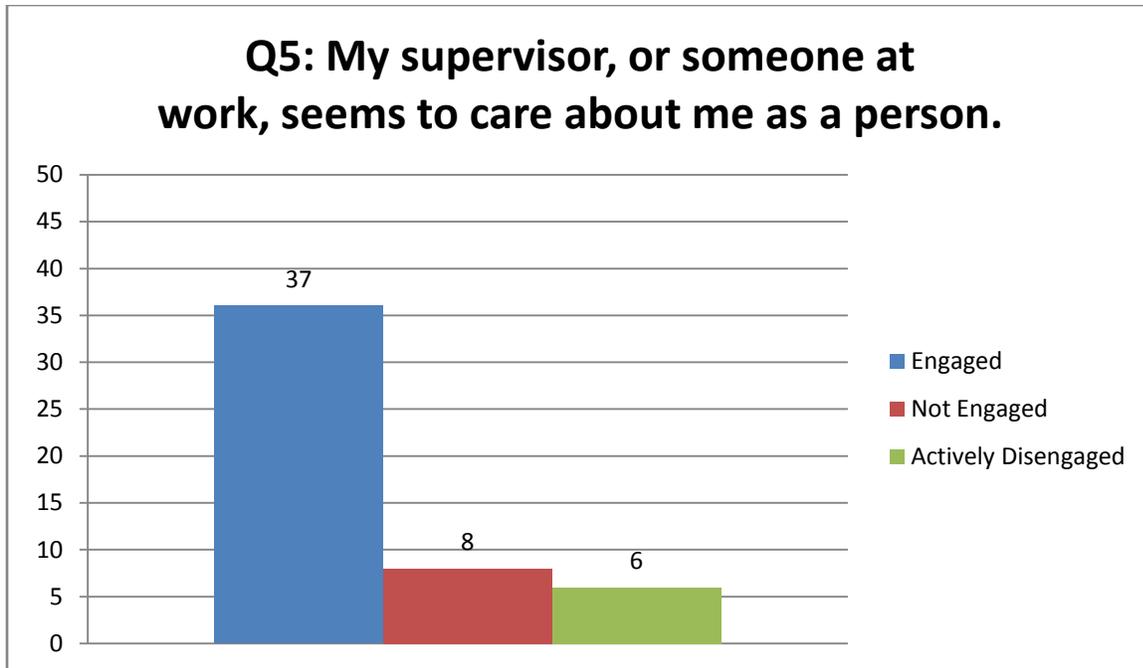
From Q3, 34 people out of 50 which are 68% agreed with the fact that has ample opportunities to prove themselves daily throughout different projects and assignments. On the other hand only 17 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q4: In the last seven days, I have received recognition or praise for doing good work.
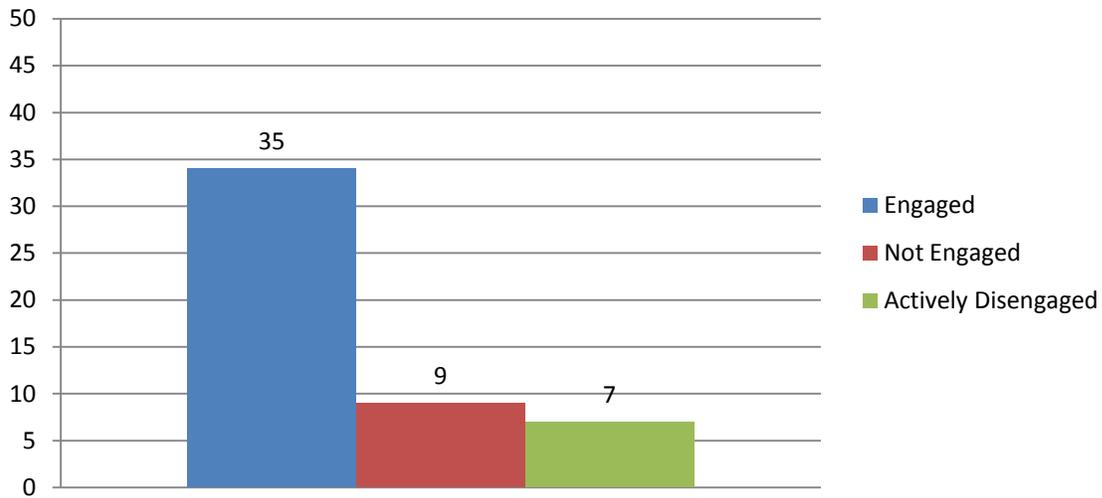
Workplaces that excelled in this question relied on forms of recognition that are specific, predictable, frequent, and immediate. Many wonder how often people should be praised, but a good rule of thumb is about once a week.
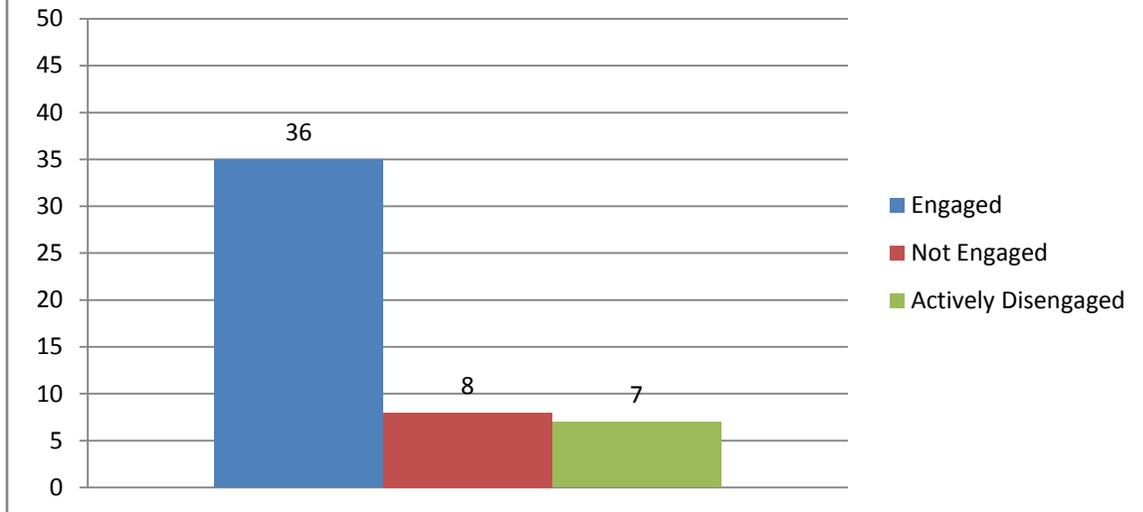
From Q4, 35 person out of 50 which is 70% agreed with the fact that in the last seven days, they got Kuddos for their performances.. On the other hand only 16 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q5: My supervisor, or someone at work, seems to care about me as a person.

Engaged: 37
Not Engaged: 8
Actively Disengaged: 6

A productive workplace is one in which people feel safe. It is said that, "people leave managers, not company". Relationships are the bond that holds great workplaces together.

From Q5, 37 people out of 50 which are 74% agreed with the fact that they are cared by their supervisors or someone who is superior to them. It motivates the employees more and the outcome brings positive impact for the company. On the other hand only 14 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q6: There is someone at work who encourages my development.

From Q6, 36 person out of 50 which is 72% agreed with the fact that their development is backed by someone superior from the organization. It motivates the employees more and the outcome brings positive impact for the company. On the other hand only 15 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

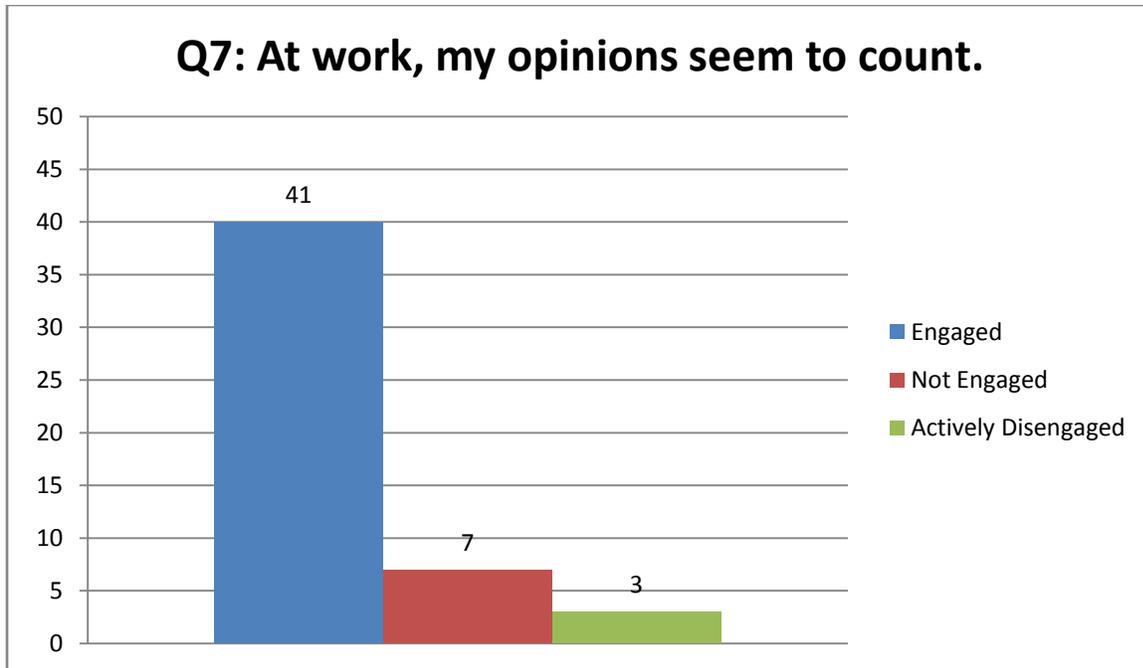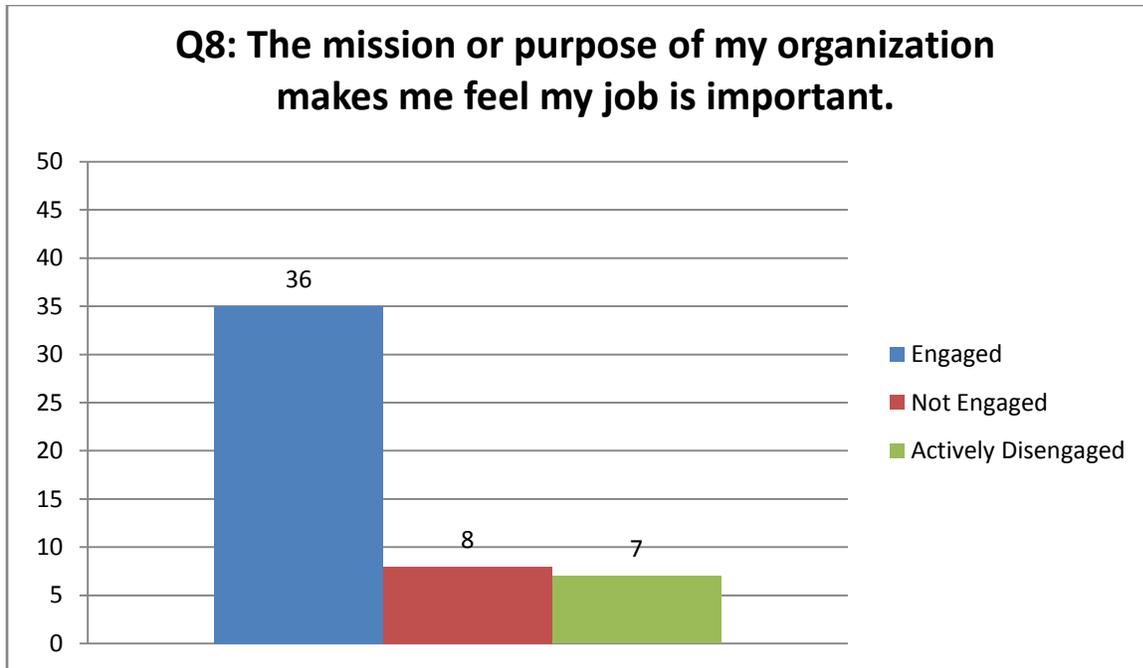## Q7: At work, my opinions seem to count.

Managers should ask work groups 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 ideas.

From Q7, 41 person out of 50 which is 82% agreed with the fact that their opinion is important whenever some major decisions need to be taken. It makes employees feel more superior to their current level. On the other hand only 10 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q8: The mission or purpose of my organization makes me feel my job is important.

A bar chart with the y-axis ranging from 0 to 50 in increments of 5. The bars show: Engaged = 36 (blue), Not Engaged = 8 (red), Actively Disengaged = 7 (green).

Legend:
- Engaged (blue)
- Not Engaged (red)
- Actively Disengaged (green)

This question measures a key source of motivation for work groups —the idea that their organization represents values that they themselves share. Individual achievement is great, but we are likely to stay committed longer if we feel we are part of something bigger than ourselves.

From Q8, 36 people out of 50 which is 72% agreed with the fact that their job description perfectly match with the organization's goal. On the other hand only 15 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

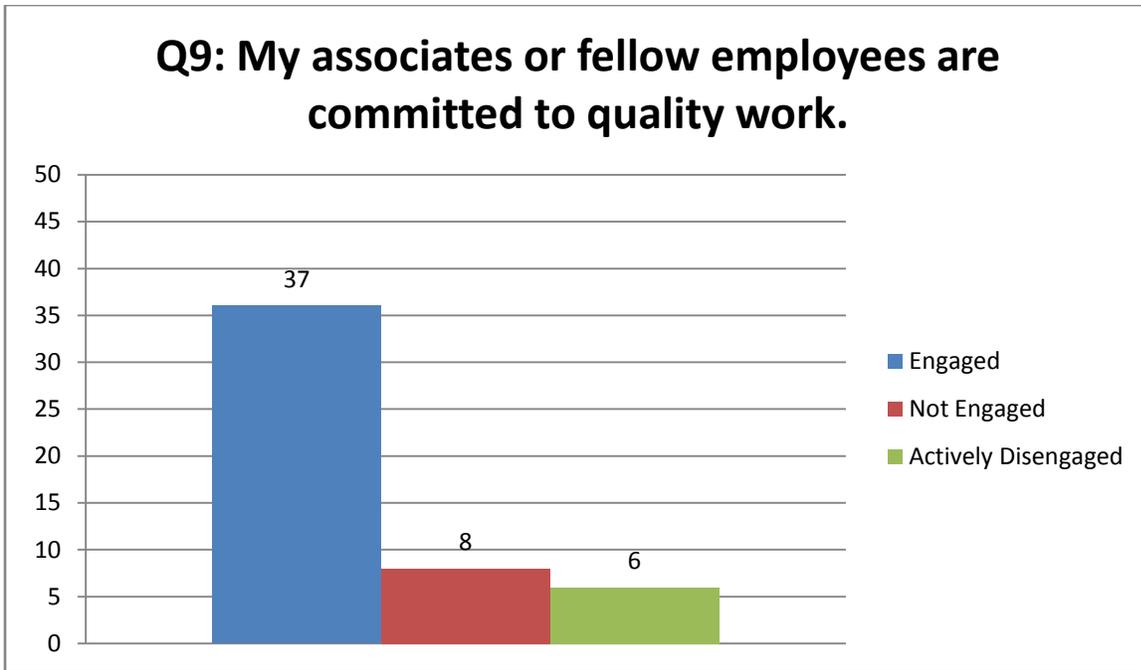## Q9: My associates or fellow employees are committed to quality work.

Work groups are capable of accurately evaluating their own performance, as well as that of their teammates. The best place to start is with customers, both internal and external.

From Q9, 37 people out of 50 which are 72% agreed with the fact that all the employees are helped by their fellow workers. On the other hand only 14 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q10: In the last six months, someone at work has talked to me about my progress.
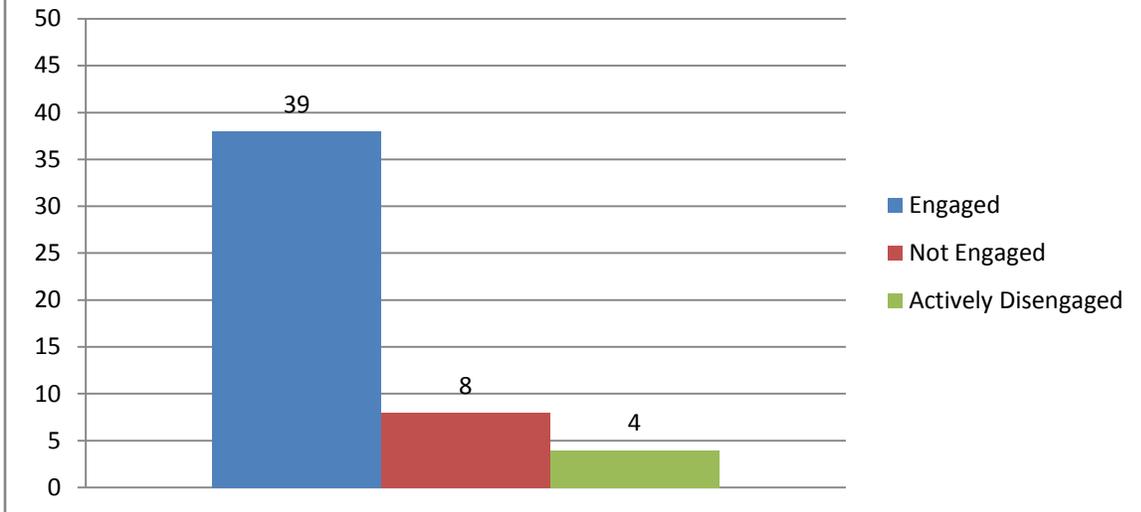
It is realized that all need feedback to know how far they have come. Everyone needs sign to track the progress.

From Q11, 39 people out of 50 which are 80% agreed with the fact that all the employees got last 6 months performance review. As airtel has Quarter wise rating, Mentor program, so employees always get feedback about their work. On the other hand only 12 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

Q11: This last year, I have had opportunities at work to learn and grow.

Engaged work groups need to feel that their job contributes in some way to their professional or personal development. Great workplaces are those in which work groups are provided with educational opportunities.

From Q12, 38 people out of 50 which are 78% agreed with the fact that they have learned a lot from last year. On the other hand only 13 people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.
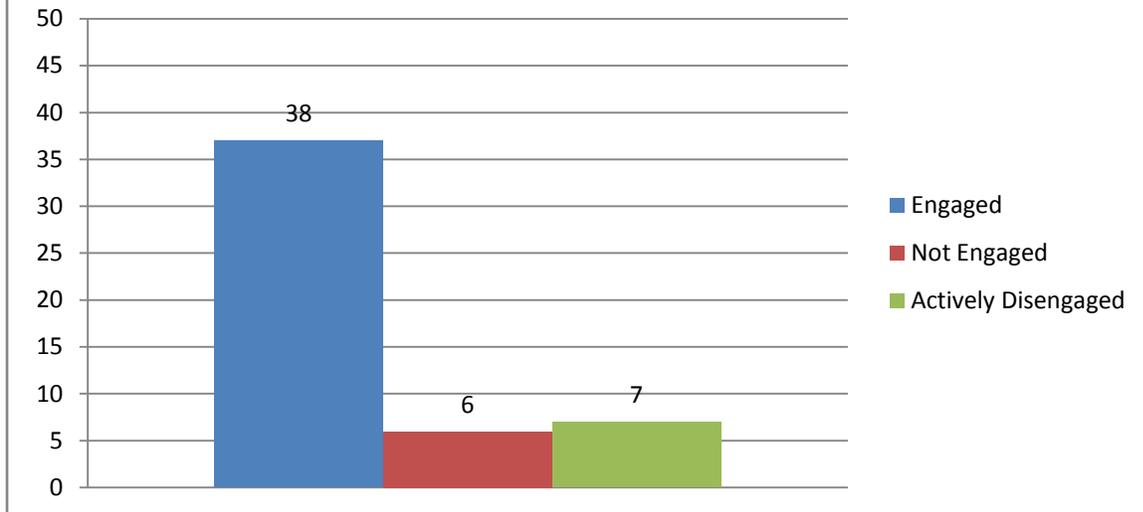
2.1.1 Cumulative survey result:

According to the study, 37 respondents out of 51 which is approximately 72% of the total population is Engaged in the organization. The research was based on 11 questions and 72 % employees agreed with the fact that they are highly engaged with different sort of activities at the organizations. The ratio of Engaged to Actively Disengaged is 6:1 which clearly shows that the number of active employees is much higher than that of actively disengaged employees. According to Gallup, any company is called a "world-class" organization if it has 67% engaged employees. As for Airtel Bangladesh Ltd, the total number of engaged employees is 72% which undoubtedly proves the employees are highly engaged. When an organization comes close to the standard, the organization is impeding towards speedy growth and thus it can reduce the number of actively disengaged employees.
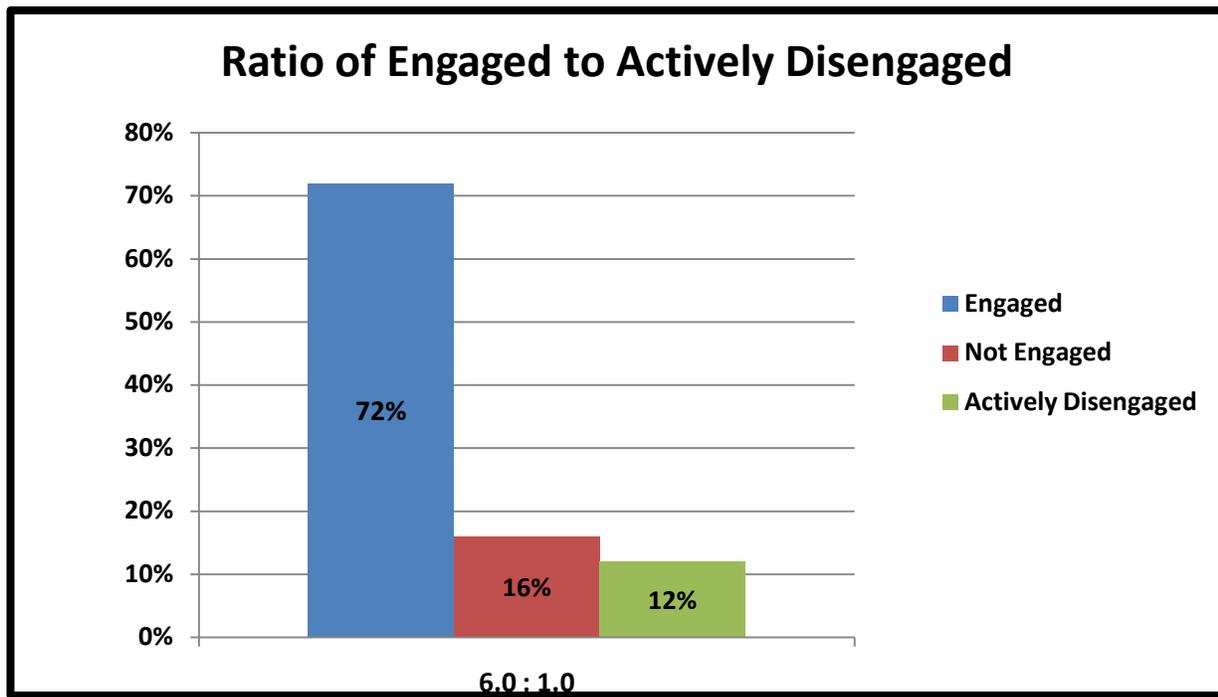
Research shows that engaged employees are more productive employees. They can bring profit for the company, they have lower intentions to leave the company at any point and those employees are more customer focused. As for Airtel, "Customer comes first". Engaged employees are concerning to achieve organizational goals and thus they help the company to win over competitors. Employee engagement programs go beyond human resources inventiveness, this is one way of running a successful organizations. If employees are engaged, they are most likely to be motivated and thus their satisfaction level is so high that they will surely bring profit to the organization and the attrition rate remains low. Employee engagement is highly connected to employee satisfaction.

2.1.2 Developing research question from the research hypothesis:

It is commonly assumed that all satisfied employees are motivated employees. This hypothesis clearly differentiates motivation and satisfaction as two different behavioral factors. In contemporary HR literature- motivation and satisfaction has been seen as two different factors as well, which are closely related. In fact, Fredrick Herzberg has proved in his Hygiene Motivation theory that motivators such as achievement, job recognition, work itself, responsibility, advancement & job growth create job satisfaction. However, to predict the existence of adequate motivator factors in the organization would require determining employees' engagement level since engagement impacts/encompasses both motivator as well as hygiene factors. Higher engagement level decrees higher percentage of motivator factors being present in the organization, which denotes a higher satisfaction level (i.e. Higher Engagement => Increased Motivators => Higher Satisfaction). In this context standard Gallup Survey has been used to find out the average engagement level of Airtel Bangladesh employees. The following the research question to test this hypothesis:

Up to what extent engaged employees' of Airtel Bangladesh Ltd. are satisfied employees?

2.1.3 Rationale of the research question:

It is important to test this hypothesis because trend of employee attrition could be predicted for Airtel Bangladesh Ltd. by measuring overall satisfaction level. As per Herzberg, people tend to quit job more due to the absence of the above mentioned satisfaction factors i.e. motivators. Absence of hygiene factors such as salary, supervision etc. lead to a temporary job dissatisfaction but is not enough for people to quite job. Cases where it is argued that hygiene factors do sometimes lead to employee abandoning his/her job is explained from the angle that the motive/placement of that employee at the very beginning was faulty, and the sole reason for the employee to join the company was to satisfy his/her hygiene need. People are expected to join (and to keep working) a company 'knowing' and 'accepting' the hygiene factors. Engaged employees tend to have more belongingness in the company comparing the ones who are disengaged (or actively disengaged).

2.1. Data collection and outline:

To understand the extent of influence of the motivator factors- only the actively engaged employees were taken in the survey. They were asked to explain the exact motivator factors that exist in the company, and also to what extent these motivators exist where 25 'engaged' employees of Airtel Bangladesh Ltd. participated.
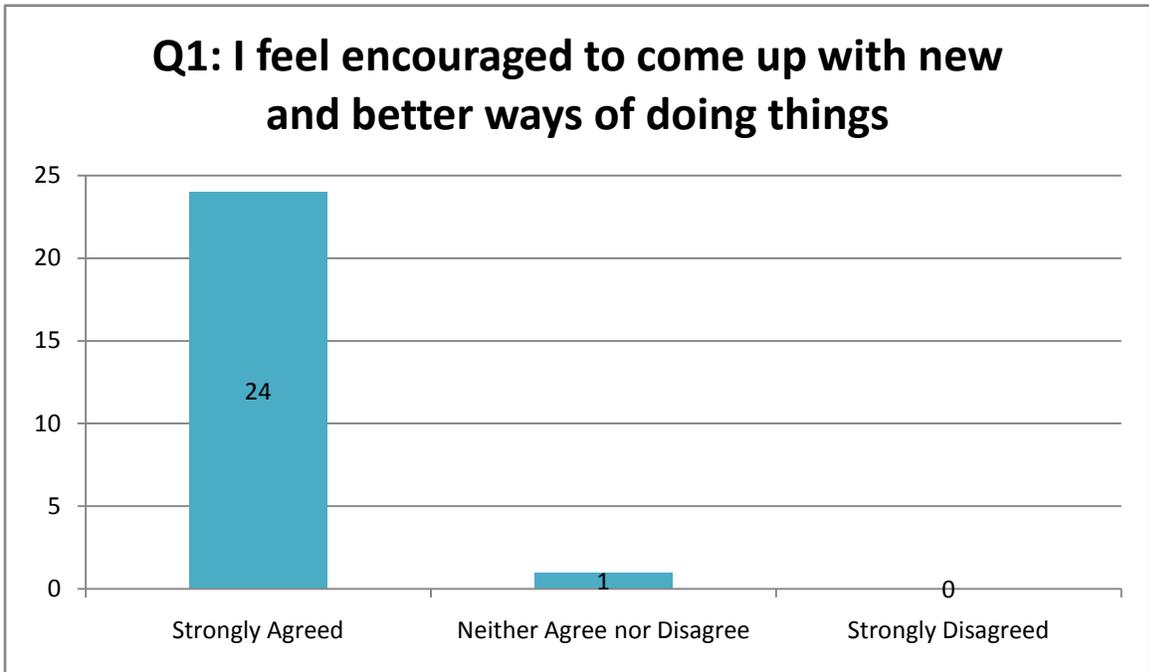
	Strongly Agree	*Neither Agree nor Disagree*	Strongly Disagree
I feel encouraged to come up with new and better ways of doing things	24	1	0
I receive fair and honest performance evaluations	23	2	0
My work gives me a feeling of personal accomplishment	25	0	0
I believe management is assisting me in my career development	22	2	1
I believe that I receive the recognition I deserve for my contribution	24	1	0
Total	118	6	1
Average	23.6	1.2	0.2

According to Herzberg, job satisfaction and job dissatisfaction are not opposites.
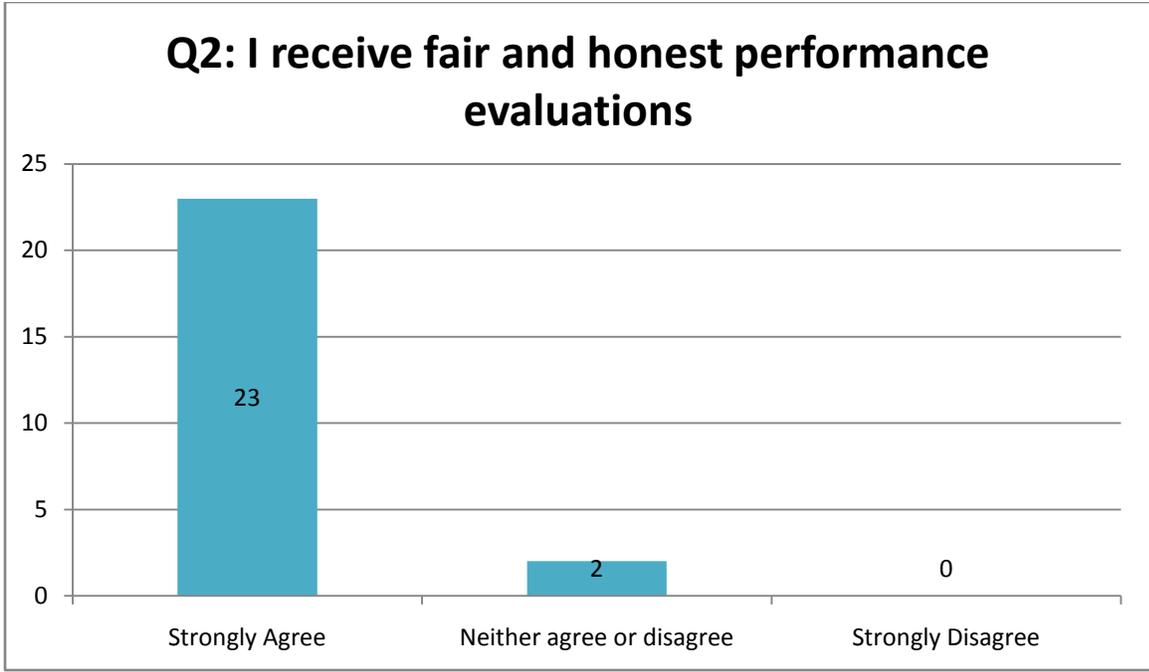
➢ *The opposite of **Satisfaction** is **No Satisfaction**.*

➢ *The opposite of **Dissatisfaction** is **No Dissatisfaction**.*

The participants were asked the questions who are highly engaged in the organization. The research was done based on Herzberg's Motivational Factors. Herzberg's motivational factors are based on five factors which lead from high satisfaction to low satisfaction, but not to job dissatisfaction. The factors that lead to job satisfaction are different from the one that leads to job dissatisfaction. With the help of five motivational factors, Promotion opportunities, opportunities for personal growth, recognition, responsibility and achievement the questionnaire were prepared and statistical value was taken. For the research, I used a 3-scale like chart to find out the satisfaction level of the engaged employees.

It has been found that motivator factors that lead to job satisfaction are highly visible among the engaged employees proving the fact that 'engaged employees of Airtel Bangladesh Ltd. are satisfied employees'.

Q1: I feel encouraged to come up with new and better ways of doing things

A bar chart showing responses with the y-axis ranging from 0 to 25. "Strongly Agreed" = 24, "Neither Agree nor Disagree" = 1, "Strongly Disagreed" = 0.

Employees are highly motivated to come up with new ideas and as from the 24 out of 25 employees which is 96% of the total focus group is highly satisfied with the fact that they are encouraged to come up with any changes for the betterment of the company.

Q2: I receive fair and honest performance evaluations

A bar chart showing responses with the y-axis ranging from 0 to 25. "Strongly Agree" = 23, "Neither agree or disagree" = 2, "Strongly Disagree" = 0.
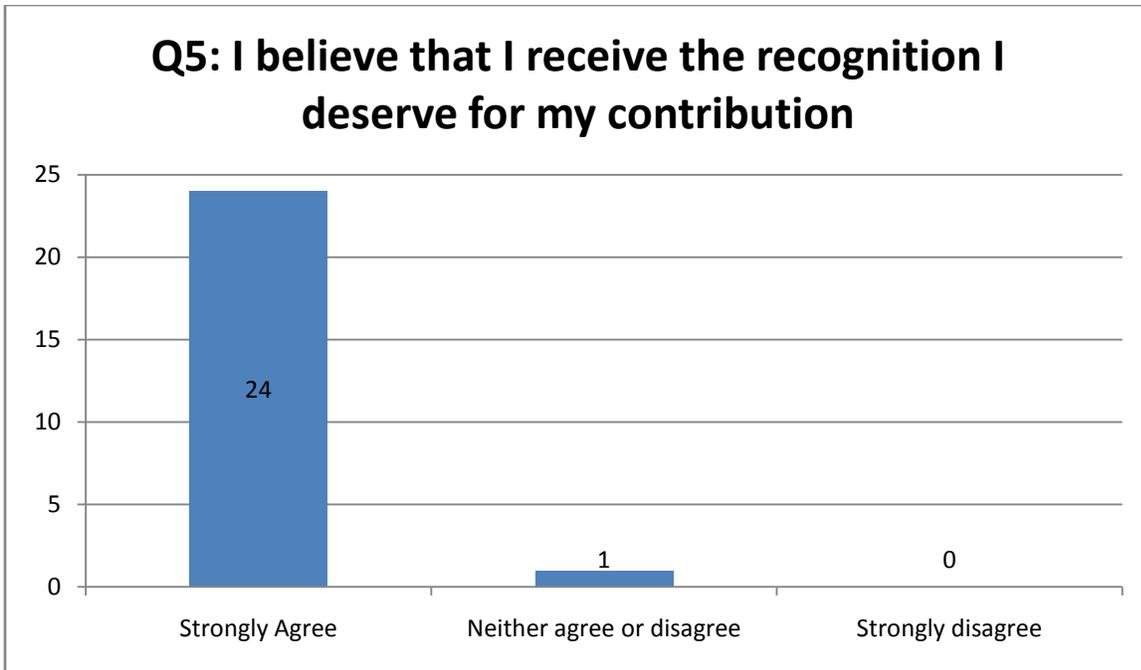
While the participants were asked about fair and honest performance evaluations, they really agreed with the options as Airtel does Quarter base review. Every quarter they declare performance bases winner which is called "Best performer for the Quarter". The winners are rewarded with certificates, crests and monetary amounts. As 92% of the total population agreed with the fact, so we can conclude that the employees are highly satisfied.

Q3:My work gives me a feeling of personal accomplishment

Category	Value
Strongly Agree	25
Neither agree or disagree	0
Strongly Disagree	0

Personal accomplishment is based on employees own performance. When the employees got the questions to answer, they were so happy and thus they all agreed with the fact they are very satisfied with the fact they could get personal accomplishment in this company.

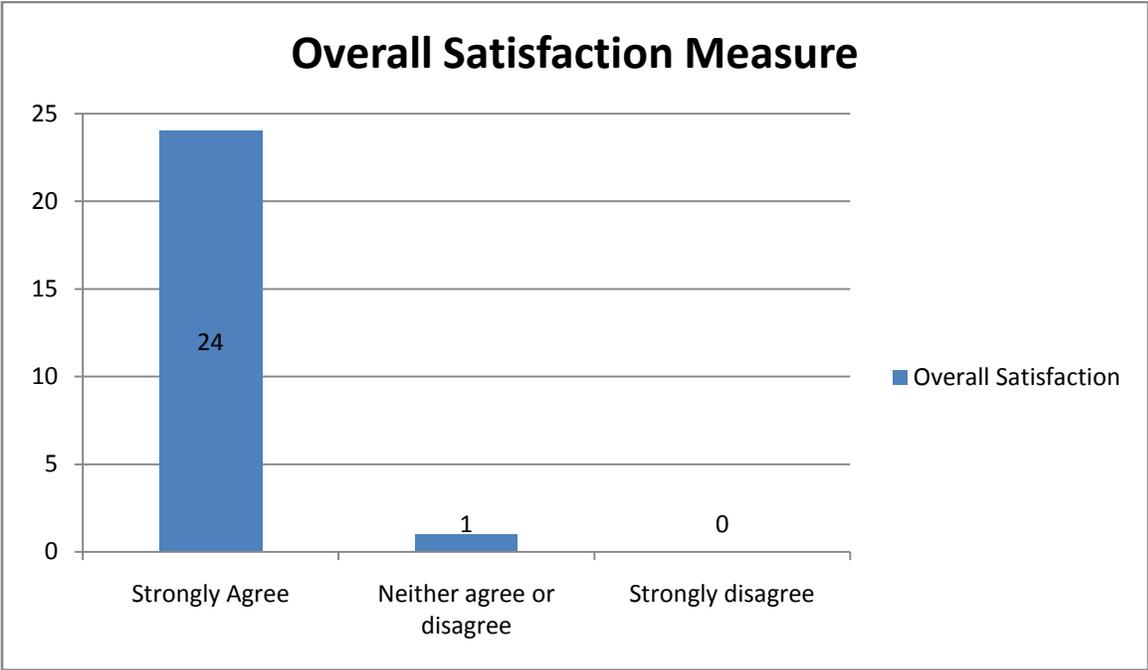## Q4: I believe management is assisting me in my career development
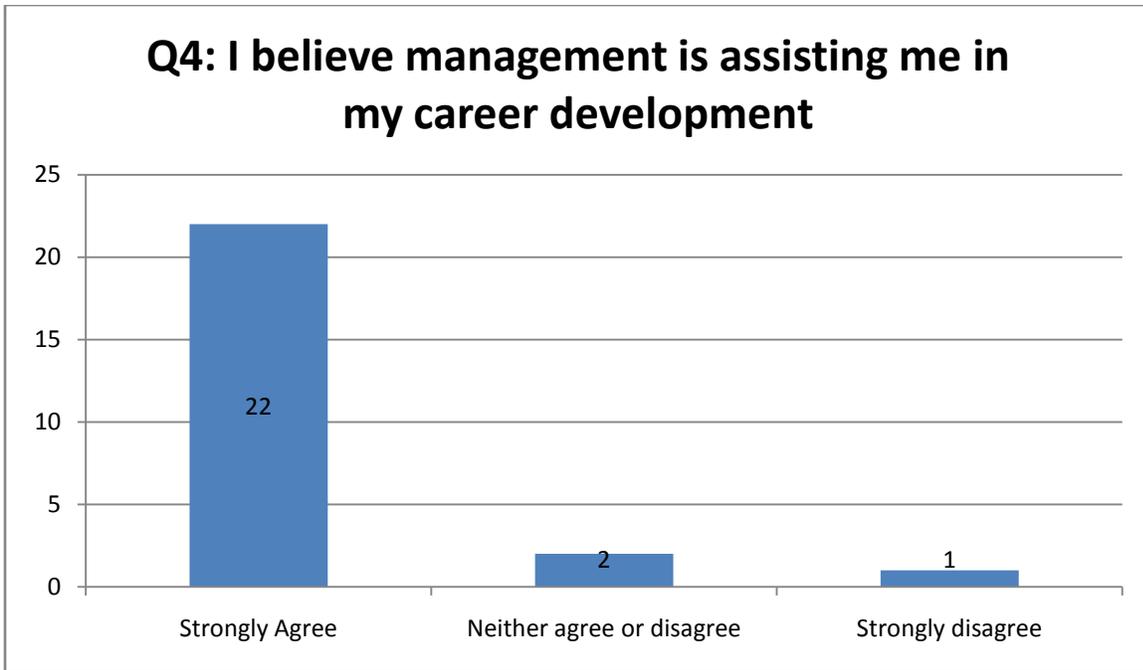
Employees of any company highly wanted to have career development under any circumstances. 88% of the employees highly agreed with the fact with several examples with their personal experience and they are highly satisfied and motivated in the company and they could see bright futures ahead through career development.

Q5: I believe that I receive the recognition I deserve for my contribution

24	1	0
Strongly Agree	Neither agree or disagree	Strongly disagree

According to the survey 96% employees receive recognition for their contribution and this recognition highly motivated them to job satisfaction. Thus employee satisfaction highly depends on recognition and the value proves the fact highly.

2.1.5 Cumulative survey result:

Overall Satisfaction Measure

A bar chart titled "Overall Satisfaction Measure" with the y-axis ranging from 0 to 25. The bars represent:
- Strongly Agree: 24
- Neither agree or disagree: 1
- Strongly disagree: 0

Legend: Overall Satisfaction

Based on the findings of the survey, where we measured employee engagement level at Airtel Bangladesh Ltd out of 50 employees 36 employees were engaged. The satisfaction level of employees has been measured based on Herzberg's motivational factors. The survey was based on five questions on five motivational factors of Herzberg. Out of 25 people, 23 people agreed with the fact that they are highly satisfied with the fact.

3.0   *Result:*

According to the mathematical data analysis, it is clear that engagement activities have an effect on job satisfaction of the employees in the organization. This relation is positively facing. Job satisfaction is correlated with the activities as those act as motivational factors for the employees while working in an organization. Hence, the hypothesis gets justified by the analysis. However, engagement activities can drive the satisfaction to an optimum level but beyond that it cannot. The reason behind that may be the demand and needs of the employees. Financial benefits, job security, task accomplishment these also play very important role to satisfy an employee. Employers need to look into these facts as well. Nevertheless, they can ignore the role of engagement activities. If there is a proper arrangement of engagement program the employees will feel a strong bond and can get motivated through that. On the contrary, absence of those may result in less productivity among the employees.

4.0   Findings & Analysis:

According to the mathematical data analysis, it is clear that engagement activities have an effect on job satisfaction of the employees in the organization. This relation is positively facing. Job satisfaction is correlated with the activities as those act as motivational factors for the employees while working in an organization. Hence, the hypothesis gets justified by the analysis. However, engagement activities can drive the satisfaction to an optimum level but beyond that it cannot. The reason behind that may be the demand and needs of the employees. Financial benefits, job security, task accomplishment these also play very important role to satisfy an employee. Employers need to look into these facts as well. Nevertheless, they can ignore the role of engagement activities. If there is a proper arrangement of engagement program the employees will feel a strong bond and can get motivated through that. On the contrary, absence of those may result in less productivity among the employees.

5.0 Recommendation:

Reviewing the survey question & answer it was clear that the percentage of employee engagement is high in airtel. Again there is also a good number of actively disengaged & not engaged people according to the survey question. So airtel being a employer of choice should focus more on increasing the employee active participation & engagement to achieve the organizational goals & objectives. The line manager should work closely with the employees for their recognition or praise for doing good work. Also the line manager should encourage & motivate more to give importance on employees personal development as well as their smooth career & organizational goal achieving activities. To do this the line manager as well the functional manager should encourage the employees to give their opinions & role in decision making activities. There are some high number of disengaged & actively disengaged number of employees according to the research question & answer about the fellow employees are committed to do quality work & at work, the employees have the opportunity to do what they do best every day. So the line manager & functional manager both have to be very caring about the execution of doing quality work with a very minimal amount of time. Also the employees should be given more flexible way of delivering the best in their own method & way. It is also important to make the employees feel that their contribution is very important & valuable to their company. This will make them feel that they are truly an unconditioned part & asset for the organization & will motivate them to work harder to accomplish the ultimate goal & objective of the company. The learning & development opportunities should be very cleared to the employees so that they have a very clear

picture of progression not only of their current career development but also in their future progression.

6.0 Conclusion:

After doing this report I would like to conclude by saying that it had been a great experience for me. Moreover the survey that I conducted gave me a stronger and more helpful knowledge about the entire research. This report may contain few flaws yet I have tried my best to maintain accuracy. I hope this report can be a helpful resource to use in future.

7.0 Appendix:

Questionnaire

Topic: A significant positive relationship exists between Employee Engagement Programs and Job Satisfaction Level.

This is a survey for internship purpose. This questionnaire has been planned to gather information that will be incorporated into a research paper. It will be appreciated if you provide honest and truthful answers to the questions. This survey is only for academic purpose. All of your information will be kept confidential.

Name: _____   Function: _____

Gender: Male/ Female

Age: _____

Questionnaire	Engaged	Disengaged	Actively Disengaged
I know what is expected of me at work			
I have the materials and equipment I need to do my work right.			
At work, I have the opportunity to do what I do best every day.			
In the last seven days, I have received recognition or praise for doing good work.			
My supervisor, or someone at work, seems to care about me as a person.			
There is someone at work who encourages my development.			
At work, my opinions seem to count.			
The mission or purpose of my organization makes me feel my job is important.			
My associates or fellow employees are committed to quality work.			
In the last six months, someone at work has talked to me about my progress.			
This last year, I have had opportunities at work to learn and grow.			

Thank you so much for your opinion.

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