



INTERNSHIP REPORT



A Study of Motivation and Empowerment

at Robi Axiata Ltd.

Adeeba Asri

Letter of Transmittal

20 December 2015

Ms. Syeda Shaherbanu Shahbazi
Senior Lecturer
BRAC University
66 Mohakhali, Dhaka-1212

Dear Madam,

I'm pleased to handover my internship report on Employee Motivation and Empowerment as an integral part of the completion of the course BUS400. The report has been based on the experiences acquired at Robi Axiata Ltd. under the Market Operations Department during the course of four months starting from 1st September to December 20th 2015; the course of the internship however, will run till 31st December 2015. The focus of this report has been the sub-department better known as the Customer Lifecycle Management (CLM) department.

The report is a study of the motivation and empowerment correlation which has been determined through statistical analysis and data acquired through both primary and secondary research. Aside from the research project, the report also includes general information about the organization and the department itself. Further observations have been made based on the learning from the activities that were carried out on a daily basis.

I hope that this report will measure up to your expectations and will create an accurate reflection of my experiences.

Sincerely Yours,

Adeeba Asri
BRAC Business School
ID: 12104107

Acknowledgement

Firstly, I would like to express my unending gratitude towards Ms. Syeda Shaherbanu Shahbazi for her guidance and support in the completion of this report and her valuable advice on the research project. I appreciate the precision with which her instructions were conveyed, especially during the primary research data collection and analysis; the most challenging part of the internship report. I would then like to thank my on-site supervisor Mr. Tawfique Imam for his patience, understanding and creating a nurturing learning environment throughout the entirety of my internship. I'm grateful for the support and cooperation of the Customer Lifecycle Management department and employees from other departments who have participated in the data collection process for the research study. Lastly, I would also like to thank Ms. Rawnak Afroze for ensuring my association with Robi Axiata Ltd and helping us through proper HR engagement.

Executive Summary

This report is a reflection of the learning and experiences acquired through an opportunity to be associated with Robi Axiata Ltd. for an internship under the Market Operations department. This department is made up of many sub-departments; however, this report focuses on the ones that were closely observed. The three main sub-departments were the Dhonnobad Program, Campaign and International Roaming. The major responsibilities associated with this particular job title comprised of working on partnership management (managing contracts and promotions), managing events, data analysis and interpretation for high value customers and creating reports on the progress of the different aspects of the Dhonnobad Program.

The report goes on to discuss the different aspects of job performance. The nature of measuring job performance is mainly dependent on the fast paced service orientation culture of the industry. Therefore, making the performance criterion to be demanding at all stages. Targets, one's ability to cope with team work, the ability to efficiently and effectively identify consumer needs in the highly variable technological environment. There were clear indications for room for improvement on the daily activities of the department and its employees, thus critical observations and recommendations regarding resource management, setting targets, cooperation with the IT team, taking ownership of work, bridging communication gaps and improving extrinsic satisfaction is just a few of the suggested improvements.

The main project is a study carried out with three departments of Robi Axiata Ltd. It is a study on the relationship between extrinsic and intrinsic factors existing in the organization. A sample of 30 was taken to carry out primary research. Through the use of a survey data collection was executed. The analysis of the data has been done through statistical tools such as the SPSS. Some selective factors were chosen from the list of the survey conducted on the three departments as all of them were not appropriate for this study. The original supposition was that intrinsic and extrinsic factors have a strong positive relationship. However, the opposite has been proven for this case. The data analysis and interpretation has been based on results from the calculation of mean, standard deviation, variance and correlation. Recommendations have been made on the results suggested through statistical evidence. It must be said that the sample size may not provide clear representation of the actual circumstances.

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Organization

Introduction

Before talking about Robi Axiata Ltd. Bangladesh let's look at the parent company where the journey started. Axiata Group Berhard (Axiata) is one of the largest Asian telecommunications groups with over 260 million customers. Axiata has its operations in countries such as Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia with significant strategic stakes in India and Singapore. Robi Axiata Ltd. is a part of a much larger mobile operating giant with a market capitalization of 18.5 billion USD, with 25,000 employees in 8 countries.

History

Robi Axiata Ltd. Bangladesh came into being as a result of a joint venture between Axiata Group Berhard, Malaysia and NTT DoCoMo Inc, Japan. It had originally started operating in Bangladesh since 1997 under the name AKtel. However, in 2008 AK Khan and Co. sold its shares to NTT DoCoMo Inc and Robi Axiata Ltd. experienced a new dawn. In 2010 Aktel went through a massive rebranding, which involved changing its name to Robi, this was an effect of the rebranding carried out by Axiata Group themselves in the previous year. By 2013 Axiata had a majority share of 92% in Robi while NTT DoCoMo Inc possessed merely 8% share of the company.

Robi has been rapidly growing into one of the most promising telecom companies in Bangladesh and has made a number of achievements since its inception. Some notable achievements for Robi Axiata Bangladesh were the 'HR Excellence Award for Innovation in HR' (Star News), ISO 9001:2008 certification, Frost & Sullivan Asia Pacific ICT Award 2010 for 'Emerging Market Service Provider of the Year', TeleLink Telecommunication Award 2007" for its excellence in service, corporate social responsibilities and dealership management and much more. One of the most notable achievements for Robi was being a Guinness World Record holder for making the largest national flag with around 27,127 people. Robi has also made it into the forefront through the sponsorship of the national cricket team in recent times and has been recognized as one of the 'Most Socially Devoted Brands' on a global scale. These are only some of the highlights of Robi Axiata's history in Bangladesh.

Product/Services

Robi SIM products include the general pre-paid and post-paid options. On the technological side it offers SMS, GPRS, EDGE, international roaming, Mobile Banking, SMS banking, Caller Ring Back Tone, MMS, Voice Greetings, Welcome Tunes, Call Blocking.

Let us look at what some of these abbreviations mean to get a better understanding of Robi's products. **GPRS**(General Packet Radio Service) is a packet oriented mobile data service on the 2G and 3G cellular communication system's Global System for Mobile communications (GSM). **EDGE** (Enhanced Data GSM Environment) is a faster version of the Global System for Mobile (GSM) wireless service designed to deliver data at rates up to 384 Kbps and enable the delivery of multimedia and other broadband applications to mobile phone and computer users.

Services have not been confined to the basic telecommunications services, but have extended to association with a Taxi Service (Toma), Balance Recharge through ATM cards, Robi Bloodline (for donating and seeking donation of blood), Robi Locator, Mobile Insurance, E-Traffic Service and Train Tracker. These unique products are what separates Robi Axiata Ltd. from the competition.

Vision

Axiata's vision is to be a regional champion by piecing together the best throughout the region in connectivity, technology and talent, uniting them towards a single goal: Advancing Asia. Parallel to its investments in network and technology modernization over the years, Axiata has also evolved its business to embrace the digital age and fast growing demand for data. The next ten years will be critical for Axiata as it progresses in its transformation beyond a traditional telecommunications company. The move was a requisite step to reinforce the group's new business philosophy and its commitment to advancing Asia by addressing the unfulfilled communication needs of local populations with affordable and innovative products and services.

Values

Robi's principles and purposes are divided into three mantras: Uncompromising Integrity, Customer at the Centre and the I Can, I Will attitude. The first draws attention to the importance

of moral stance on its business operations, the second focuses on how customer needs and desires are to be fulfilled and the third shows the attitude that a Robi employee must hold in order to truly exercise the values that Robi wants to persistently follow.

The Job

Description

This report is based on the internship experience at Robi Axiata Ltd. under the department of Market Operations which includes the sub-department of Customer Loyalty Management (CLM). This department and the job involve learning through observation and experience the different aspects of marketing in an organization in the telecom industry.

The Department

The Customer Loyalty Management (CLM) Department is one of the sub-departments under Market Operations and is the main focus of the internship. As its name suggests this department is concerned with attaining and retaining high value customers. The activities for doing so involve both technical and strategic actions that need to be taken by the employees. These activities can be divided into two categories: 1) Above the Line and 2) Below the Line. While above the line marketing approach involves reaching out to customers through mass media or other intermediaries, below the line is quite the opposite and involves one on one or direct approaches to communicate with the customers. We will come across the details to which sub department signifies which action as we explain them in the next few paragraphs.

The first category of work that will be discussed is mostly related to the Robi *Dhonnobad Program*. The program involves providing high value customers with unique opportunities to redeem their status as a valued consumer. As mid value and low value customers are price sensitive, they are usually won over by pricing strategies; thus, this group is taken care of by campaign management. High value customers are provided with unique offers that are not confined to the data or talk-time offers. This sub department therefore handles the management of mostly ATL based promotional work such as planning special events, contests, visibility management and much more. An essential part of this sub department is to build partnerships with other businesses so as to provide unique facilities to high value customers. For instance, Robi currently has partnerships with Radisson and Balaka Lounge (at the International Airport in Dhaka) to specially cater to its high value customers. The high value customer group also includes the corporate clients who are provided with special consideration when it comes to the provision of service.

The next category involves *campaign*; this, according to the department's definition involves taking a direct approach to communicating with the customer and providing tailored offers to the different tiers of customers that Robi has. This is usually done through the special domain that is called Ghechang Store. The several tiers of customers are a result of identification and differentiation of a customer's usage rate and his/her time of association with Robi.

After the acquisition of a customer (i.e. a customer is sold a Robi SIM card) it is the job of the Campaign team to keep customers on board the revenue train. In the initial stages, such customers are given the toddler treatment where they are nurtured with reward offers that provide them assurance of choosing to be in association with Robi. Moreover, in this stage micro segmentation gives the department an opportunity to focus on this specific group to increase the RPU (Revenue Per User). This sub department is also responsible for 'Churn' management and 'Win back'. 'Churn' occurs when a group of customers stop generating revenue for 30 days; they are usually identified as NRB (Non-Revenue Base). These customers are thus given lucrative offers to draw them back in which is a job for the people in charge of 'Win back'. Another part of Campaign management is Data availability management and offers are also an integral part of this sub department.

Additionally, International Roaming is another significant portion of the CLM Department. IR helps Robi customers to convert their SIM cards an international one, through their partnerships with various other operators such as Vodafone, Softbank, Telecom Austria, AT&T, T-Mobile, etc. Some partnerships aid in facilitating cheaper rates for IR SIM cards. For SIM cards to operate smoothly the configuration process involves testing cards by sending them back and forth to several countries. Promotional offers are communicated as well and but more importantly embassy information is communicated over SMS whenever a customer arrives to their designated country.

Market Operations department contains several more teams which include VAS (Value Added Services) and Device. This department also contains supporting teams for financial decision making.

Job Responsibilities

Starting with the technical aspects of work at the CLM department there are some routine work that is done on a weekly and daily basis. Campaigning as mentioned before is a huge part of customer retention and therefore there are daily tasks of sending out offers that customers may be interested in through texts. This has a preliminary testing activity called a UAT (User Acceptance Testing) which is done before an

offer is finally communicated with the customers. This is equivalent to the standard products last stages of testing a product before launch.

The CLM department not only does this but also promotes its various partners under the categories of fashion and lifestyle, hotel services, health services, travel services and restaurant services. Each partner (other businesses or institutions) provide unique opportunities and facilities so that both the partners and Robi benefit from that relationship.

Other aspects of partner contract management include drawing up legal documents concerning agreements that suit both Robi and its partners, disbursement of contracts within and outside Dhaka city and review or renewal of contracts after contract maturity.

Partner contract management include creating Work Orders which is essentially SMS based communication with customers to promote the services and partner offers of Robi. This is done through the use of communications software and the help of the IT team.

Sophisticated software is also utilized in the case of creating Dashboards for monitoring customer activities, especially their responsiveness to the various offers being provided through Robi and its partners. Not only does the Dashboard show which offers are getting the most amount of hits, but also it helps track the partner performance; coming up with the top performing partners each week.

When speaking of technical tools, E-business software is also being used to observe the validity of customer category (which tier they belong to) and the status of the offers being availed by them. This is a continuous process and needs to be monitored closely, especially in case of major partners such as Aarong or Radisson.

Moreover, customer database management is another routine task that the CLM department has to execute; it is originally used for building a reliable customer profile. The database is later used to evaluate customer recognition of the various offers and suggestions that they may present to the CLM department itself. This is a daily task and involves data analysis through technical tools along with the proper judgment and understanding of consumer psyche.

Different Aspect of Job Performance

In a department such as CLM, speed and precision are emphasized on more than any other criteria when measuring performance. Because this department has to deal with a fast moving service with consumer

preferences and responses changing after each small stimulant (such as the offers) employees need to be fast and efficient. The learning prospects therefore, for the internship, had a more hands on approach rather than observe and learn.

Performance levels also depend a lot on the ability to absorb the way of working in a team, because all tasks were more or less shared between teams of three or more in each sub-department. For someone with little experience in this field may take at least one month to be up to speed with the daily flow of work that the CLM department requires.

Dependency on technical knowledge and availability of resources at the right time has a huge role to play in such a department; this is perhaps why most employees working in the department have had previous experience in other organizations.

Assessment of performance depends on the comparison between targets set and targets met. There are some objectives that are given by the team leaders (usually the General Managers) and others may be from a higher authority such as the department head. Occasionally, there are cross functional teams present which means a different set of objectives are set for such teams and those objectives may or may not coincide with the usually responsibilities of an employee.

Performance assessment works on several levels starting with measuring the overall performance of the organization, then the individual goals for each employee and lastly the cross functional team goals. All these aspects help appraise job performance.

Critical Observation and Challenges

Each team member has a specific responsibility and while they do work in teams some members may be equipped with informational resources that others may not. This is a difficulty that arises when a team member is absent due to an emergency or leave.

There were challenges in using office materials/machines and access points for both interns and employees alike, which could have been easily made available as they were not a serious security threat. This increases the dependency on other people on the team; hence a similar problem arises as the aforementioned observation.

Moreover, it has been seen that the CLM department rushes through for acquiring partnership targets at the end of the year.

When working in cohesion with the IT team, it is vital that there is no communication gap when prospects in technical work changes. As much of the CLM work involves the usage of software controlled and monitored by the IT team, it is imperative that both parties stay on constant communication with each other.

When a surge of recruitment occurs, more often than not, a lot of new employees are put in the same team. This indicates that the team will need to go through a lot of trial and error before getting the daily responsibilities on track.

Recommendation

Employee Oriented Recommendations

Steady and consistent functioning spreads out the work load and the chances of failure at meeting targets at the end of the year is lowered. This is a realization that the team needs to feel on its own and no other authority shall have to monitor these actions.

There is more need for employees to step forward and take ownership of the work that they are doing.

More importantly, technical difficulties must be sorted out within the shortest amount of time possible, which is why a better understanding and communication bridge needs to be built with the IT team.

Department Oriented Recommendations

The department requires focused training and development for specific skills for each sub department. Most training sessions are generic, which is stunting the growth of the individuals' skills.

Most training sessions are done in-house, however off-the-job training sometimes helps an employee to not only step out of their comfort zone, but also to be subjected to focused learning.

Some teams/sub departments do not have enough employees working for them compared to the capacity of work.

Work spaces for some of the departments can be improved to increase the extrinsic satisfaction that employees working long hours are desperately in need of.

The Project

Abstract

The following project is a study carried out with three departments of Robi Axiata Ltd. It is a study on the relationship between extrinsic and intrinsic factors existing in the organization. A sample of 30 was taken to carry out primary research. Through the use of a survey data collection was executed. The analysis of the data has been done through statistical tools such as the SPSS. Some selective factors were chosen from the list of the survey conducted on the three departments as all of them were not appropriate for this study. The original supposition was that intrinsic and extrinsic factors have a strong positive relationship. However, the opposite has been proven for this case. The data analysis and interpretation has been based on results from the calculation of mean, standard deviation, variance and correlation. Recommendations have been made on the results suggested through statistical evidence. It must be said that the sample size may not provide clear representation of the actual circumstances.

Introduction to the Department(s)

The CLM department has been introduced in the initial stages of the report; however, in this section we will characterize the departments concerned for the study conducted and look at them in the light of the traits of the department/sub-department in relation to motivation, empowerment, satisfaction and performance.

Customer Lifecycle Management

The CLM sub-department consists of three main areas which is the Dhonnobad Program, Campaign and International Roaming. This falls under the broader department of Market Operations. The job therefore, is mainly related to marketing and there is much scope for employees to come up with new ideas, engage in creative work, formulate and trim objectives and processes as they see fit. There is a certain level of flexibility that other departments may not have. Nonetheless, routine work exists and precision in carrying out technical job duties bring in the need for structure.

Finance Department

The finance department consists of sub-departments and cross-functional teams with other departments. The cross-functional teams in other departments mostly deal with budgetary concerns, tracking revenue generation and approving projects for the fiscal years to come. Some sub-departments focus on project management specifically, where employees from other departments are helped out with their business case (which is what they call projects internally).

Sales Department

This department mostly deals with SIM card distribution, device distribution and managing retailers. SIM card distribution falls under the generic functions that are carried out through customer care centers. Device distribution on the other hand has to go through several processes before the actual product can get to customers. Partnerships with phone manufacturers such as Samsung enable Robi, more specifically the Sales department to sell handsets with bundle offers that include talk-time, data and many more advantages for the customer when buying a hand set.

Literature Review

Herzberg's Two Factor Theory is a much recognized motivation theory that was formulated by Professor Frederick Irving Herzberg in 1959 through his research in the Pittsburgh area with 203 accountants and engineers. What he learned according to his study was that there were three different states of motivation: dissatisfied, not dissatisfied and satisfied. The break down to this theory concerns the understanding of the fact that there are some factors that may exist to only keep people not dissatisfied and without those basic factors present in the workplace dissatisfaction can be created. Such factors can be an employee's salary, job security, good relationship with co-workers, good environment to work in, etc. These factors are called the hygiene factors as these are the bare necessities that must be present to hinder dissatisfaction in the work place. However, the presence of these factors will not create satisfaction or motivate workers to perform better, for that some intrinsic factors need to be present. These other factors are called motivators, which actually create the drive and dedication for people at the work place. Such factors include achievement, recognition, growth possibilities, career advancement, etc. It was Herzberg's suggestion that organizations use job enlargement, job rotation and job

enrichment to increase the motivation quotient of the employees. The theory is not without its criticisms; it is understandable that just because motivational factors will be used, motivation can actually be ensured. Moreover, people might have different kind of needs of motivation according to their personality traits and that motivational factors for one group of people can be deemed as a hygiene factor for others in the same work place.

A look into the telecom sector in Bangladesh and its compensation practices portrays how behavioral changes can occur due to the changes or differences in compensation in a competitive industry and how effectively it has changed performance for the better. The case study was based on the two major telecom organizations in Bangladesh: Grameenphone and Robi (Rima & Islam).

An empirical study on the impact of rewards on employee motivation of the telecom industry in Bangladesh was originally conducted to understand the relationship between the extrinsic and intrinsic factors of an employee's satisfaction or motivation level. The results indicated how these two forms of motivational aspects are considered to be equally pivotal in increasing the performance levels of the very driven employees of this industry. The conclusions to this study emphasizes on the significance of a well-balanced reward and benefit system. (Safiullah, 2014)

An analysis into the organizational development by Robi Axiata Ltd. in recent years has made a major impact on the industry as well as the organization. Such changes are related to its rebranding and development, which have created significant alterations to the organogram of the organization, their technological aspects, growth, profitability and the level of satisfaction for its employees. The study not only shows the positive outcomes but also the disadvantages of being in the process of development whereas the organization has had to concentrate on itself for some time rather than on its competitors and the market (Nowshin & Zaman, 2013).

A 2015 study of the most influential motivational factors in the telecom industry of Bangladesh discusses how this incredibly competitive industry yearns for more than just monetary competition to be satisfied and improve their performance. The study has been able to successfully prove through statistical analysis that there are crucial factors other than compensation and how meticulously designed employee engagement programs and reward schemes are what motivated employees Bangladesh's Telecom industry (Safiullah, 2015).

Methodology

1) Primary Research:

- a. Survey: A questionnaire was designed to estimate the level of motivation and empowerment that currently exists on the department(s) studied on. The questionnaire was based on Herzberg's Motivational Theory. Both extrinsic and intrinsic factors were considered for a complete understanding of the motivational status of the organization. The type of questions used in the survey included Ordinal Scale (for instance ranking an aspect from 1 to 5), Interval Scale (a range of expression from strongly disagree to strongly agree) and Open Ended questions. (See Appendix A)
- b. Interview: The interview was conducted to gain a better understanding of the Customer Lifecycle Management department, its activities and team dynamics. Even though this interview will not be much use to the data collection, it will however help form the analysis and conclusions and work as a supporting source of information. (See Appendix B)

2) Secondary Research:

- a. Most of the secondary research material is in the form of research papers on the Telecom Industry of Bangladesh and Motivation related synopsis. Some basic definitions and explanations are the result of information collected from books.
- b. Comprehension of the HR engagement in the organizational activities is extracted from news and events on the Robi website and the office programs and internal promotional materials that HR arranges for its employees on a daily basis.

Limitations

- 1) Primary research carried out has a small base and may not reflect the entire organization's state
- 2) Most of the primary research data is be collected from employees who have been recruited recently (within the course of at least one year), therefore data collection may not be as diversified as it would have been if senior management were also surveyed
- 3) There is less exposure to other departments therefore most of the data collected is from the Customer Lifecycle Management department
- 4) Some information may be crucial to the project but will not be available due to confidentiality
- 5) The sample size for this project is quiet small and may not depict the actual motivational levels of the employees at Robi.

Assumptions

1. The factors included in the study are the most influential factors for this study
2. All gradation of the levels of satisfaction can be effectively converted to a numerical scale
3. Sample size is sufficient to provide a proper understanding of the different motivational levels of the departments studied
4. The basic data analysis is evidence enough to prove the hypothesis right or wrong

Hypothesis

The test that we will be conducting in this project consists of proving there is a strong positive relationship between extrinsic factors and intrinsic factors of motivation. The null hypothesis therefore will be that a positive relationship does not exist for the extrinsic and intrinsic factors of motivation.

We must consider however, that the basis of this study is only a handful of people, specifically 30 people, therefore the probability of the study having validity is very low.

Analysis

The primary research data collected has a sample size of 30. There are ten extrinsic factors and seven intrinsic factors that we have chosen to focus on even though the survey questionnaire itself has twenty five factors to consider; all of them are not deemed fit for the study being conducted. Let us first get introduced to the factors that we have chosen.

Extrinsic Factors	Intrinsic Factors
1) Feedback	1) Understanding the organization's vision
2) Cooperation from colleagues	2) Challenging nature of the job
3) Monetary Compensation	3) Ownership of job duties
4) Work Environment	4) Individual growth
5) Work Life Balance	5) Growth of specialized skills
6) Non-monetary incentives	6) Potential growth
7) Team Dynamics	7) Value addition
8) Work Station	
9) Communication channels	
10) Resource availability	

Each of these factors were graded by Robi Axiata Ltd. employees on five different levels. The data was then processed through SPSS software and Excel spreadsheets to do statistical analysis. While doing data analysis through the SPSS software the data variables were simplified by choosing only the average values of the extrinsic and intrinsic factors for all thirty pairs of the sample. We will now observe the data has to offer as an explanation to prove the hypothesis right or wrong.

Gradation

The satisfaction or motivation levels were graded in five categories at first for the following gradation: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree for the extrinsic factors. The second was a rating scale from 1 to 5 and the third was a similar gradation to the first one: Extremely Satisfying, Very Satisfying, Moderately Satisfying, Somewhat Satisfying and Not Satisfying at all. The gradation may have simplified to three categories of Satisfied, Not satisfied and Neutral during the data analysis for simplification of the process.

Descriptive Statistics

Descriptives

[DataSet0]

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Hygiene Factors	30	2	2	4	3.40	.563	.317
Motivators	30	2	3	5	3.67	.547	.299
Valid N (listwise)	30						

A simplified version of analysing the data comes with looking into the mean, standard deviation and variance of the data.

Mean: The mean is the average of all the data points. As we have mentioned the gradation earlier we can see on the basis of those categories that the mean for both Hygiene Factors and Motivators (or Extrinsic and Intrinsic Factors) are close to the 3, more accurately meaning the sample is moderately satisfied on both fronts.

Standard Deviation: Standard deviation very clearly means the extent to which the data may disperse away from its mean. This piece of information is disconcerting as a deviation of 0.563/0.547 either way would cause to change the gradation levels and therefore the data may as well be invalidated to what its portraying now.

Variance: The variance also identifies the level of dispersion and therefore it is considered to be best if it is closest to 0. The variance here shows that the data may have a somewhat wide level of dispersion which is also supported by the standard deviation.

Correlation

Correlations

		Hygiene Factors	Motivators
Hygiene Factors	Pearson Correlation	1	.224
	Sig. (2-tailed)		.234
	N	30	30
Motivators	Pearson Correlation	.224	1
	Sig. (2-tailed)	.234	
	N	30	30

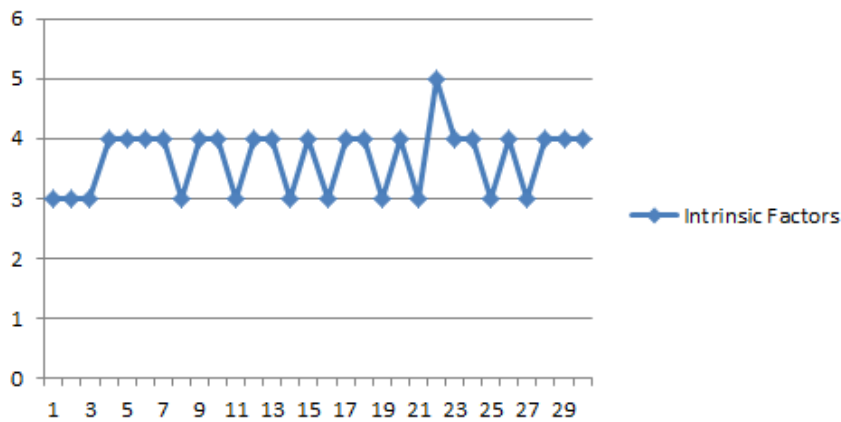
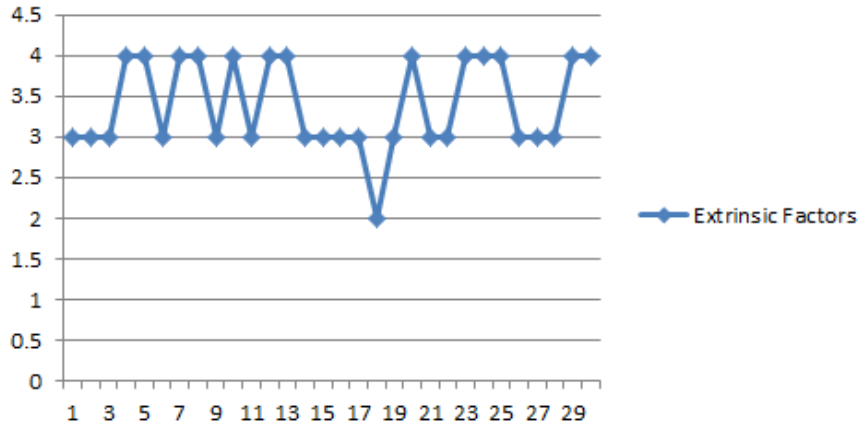
A measure of correlation is a study into the relationship between two variables, therefore, correlation provides us the most useful facts for this study. We need not consider the correlation that SPSS has done over one variable with itself. We will look into the cross-variable calculation of correlation.

At first we need to get the meaning of the ‘significance’ that is shown under the correlation value. It is more likely known as the P value which means to show the level of marginal significance within a statistical hypothesis. A P value that is less than 0.05 has strong evidence against the null hypothesis, a P value greater than 0.05 would mean that there is sufficient evidence to prove that the original hypothesis should be rejected and the null hypothesis should be accepted. Therefore, in this case as the significance value is greater than 0.05 (0.234) we should accept the null hypothesis and reject the original hypothesis.

Furthermore, the actual correlation value tells us that there is a positive yet weak relationship between the two variables. A value that is closer to 0 is considered to be weak, be it positive or negative. A value closer to 1 or -1 is considered to have a strong positive or a strong negative relationship.

Therefore, evidence suggests that the two variables in consideration do have a positive relationship but it is not a strong relationship therefore, one’s influence on the other is low.

Graphical Interpretations



A graphical presentation of the data shows how most of the responses stay within a range of 3 to 4, thus proving the validity of the mean. Another important factor to notice here that the spike in the data is towards the bottom for extrinsic factors while the spike towards the top is occurring for the intrinsic factors for roughly the same pairs of data. This is further proof that the relationship between two variables is weak. The supposition that the two graphs have a similar behavior and hence must have a positive strong relationship is a false one.

Findings

According to the statistical evidence the original hypothesis has been proven wrong and the null hypothesis has thus been accepted. The original hypothesis considered that extrinsic motivational factors will have a strong positive relationship with intrinsic motivational factors. The null hypothesis simply signifies that whatever the original hypothesis may be it is wrong and the complete opposite will happen. However, in this case we have only established that there is not a strong relationship between the two variables in consideration but there is no evidence to suggest that if the relationship is actually weak or the data is not sufficient to justify the results. We will still take into consideration whatever evidence has been suggested so far.

Recommendation

Its important to work on fixing extrinsic factors especially because it has spikes that are below the mean. This signifies some factors according to the employees of the three departments studied that need attention from management to be fixed.

Although the factors were not looked at in detaile in the larger part of the study it is important that we scrutinize them now with suggestive evidence that some of them are below average. Keeping Figure 1 in the Appendix as reference we will see that three factors are dangerously close to being lower than the average. This may create dissatisfaction and result in poor performance levels. Nonetheless it has been linked to turnover rates, especially on the monetary compensation factor (Rima & Islam). The three factors are resource management, monetary compensation and work life balance.

For the intrinsic factors, referring to the bar chart in Appendix, Figure 2 we will see that all factors are above the mean. However, there is always room for improvement, therefore, the lowest performing factor can be worked on, which is the development of specialized skills which is a vital part of an individual's professional growth.

We have left out some factors from the statistical study, such as the company management's vision of the future, changes brought in by senior management. These are vital factors to consider especially that there is a merger occuring very close by. Such organizational changes

can bring major impact on the motivational and performance level of the organization (Nowshin & Zaman, 2013).

Conclusion

The intrinsic and extrinsic factors have little or no influence on each other, at least for the departments studied. Therefore, both of these categories of motivation must be looked into separately with equal importance given to each of these categories (Safiullah, 2014). There is more evidence for intrinsic factors working well in this organization than extrinsic factors, which is both an advantage and disadvantage for Robi Axiata Ltd. The disadvantage being that employees are currently somewhat dissatisfied and this will need time to fix. Meanwhile the good thing is that intrinsic factors will keep some form of motivation alive within the employees until the extrinsic factors are developed and implemented.

Appendix 1

Fig: 1

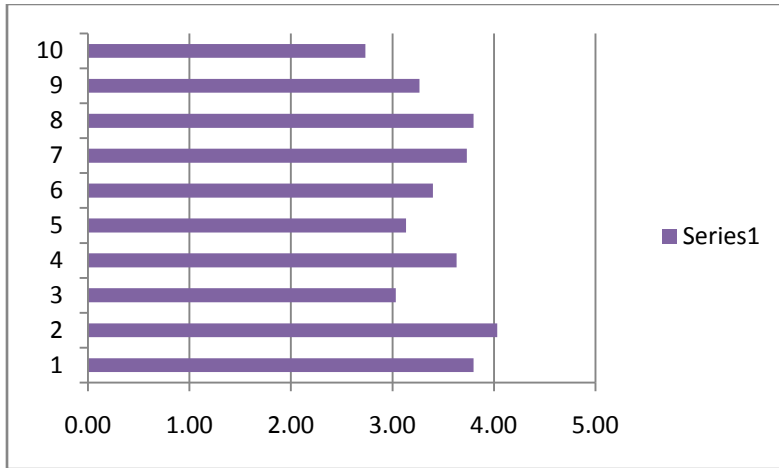
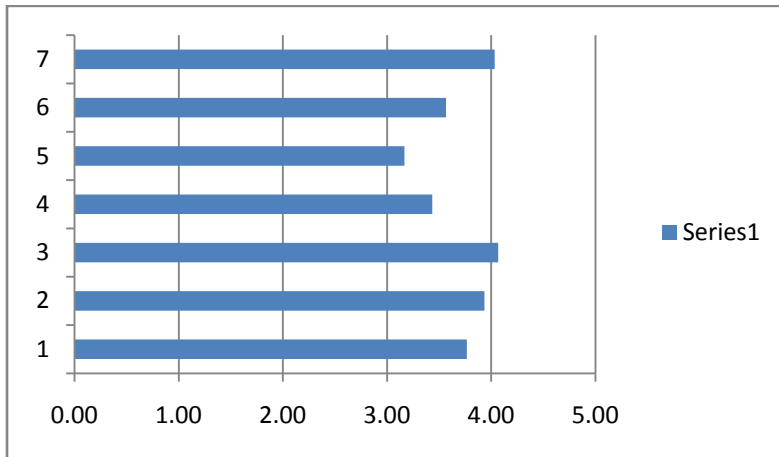


Fig: 2



Extrinsic Factors (Fig:1)	Intrinsic Factors (Fig:2)
11) Feedback 12) Cooperation from colleagues 13) Monetary Compensation 14) Work Environment 15) Work Life Balance 16) Non-monetary incentives 17) Team Dynamics 18) Work Station 19) Communication channels 20) Resource availability	8) Understanding the organization's vision 9) Challenging nature of the job 10) Ownership of job duties 11) Individual growth 12) Growth of specialized skills 13) Potential growth 14) Value addition

Appendix 2

Survey

Choose an extent to which you agree or disagree to the following statements in section A:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I'm optimistic about the future of this company					
2	The company's leadership has a clear vision of the future					
3	Company leadership has made changes that are positive for me					
4	Company leadership is responding to the important internal issues					
5	Feedback/recognition from your supervisor has enabled improvement in performance					
6	Colleagues/supervisors are cooperative					
7	Monetary compensation justifies work load					
8	Work environment supports your individual professional growth					
9	There is sufficient opportunity for work-life balance					
10	Non-monetary incentives are successful in keeping one motivated					

Rate the following aspects of your job in section B:

		1	2	3	4	5
11	Understanding of the vision of the organization					
12	Challenging nature of the job					
13	Sense of ownership for job responsibilities					
14	Pace of individual professional growth					
16	Significant development of specialized skills					
17	Realization of potential growth					
18	Value addition through fulfillment of targets					

Choose the satisfaction level to the following statements in section C:

		Extremely satisfying	Very satisfying	Moderately satisfying	Slightly satisfying	Not satisfying at all
19	Training and Orientation Programs					

20	Performance Appraisal System					
21	HR Engagement					
22	Team Dynamics					
23	Work Station					
24	Communication channels/methods					
25	Resource management					

26. Do you see yourself working for this organization in the next 10 years? Why?

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