

**Internship report on**  
**An Extensive Analysis on the General HR Policies of**  
**Banglalink Digital Communications Limited**



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**An Extensive Analysis on the General HR Policies of Banglalink**  
**Digital Communications Limited**

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Subject: “*Submission of Internship Report*”.

Dear Ma’am,

It gives me great honor to submit the internship report that I have prepared for last 3 months long in Banglalink Digital Communications Limited, under the Human Resource and Administration department. The title of the report is “An Extensive Analysis on the General HR Policies and the Satisfaction level of Employees regarding Welfare Policies of Banglalink Digital Communications Limited”. This report personifies the successful completion of my internship period at Banglalink Digital Communications Limited. I am ever thankful for the guidance you provided in writing this report. It will be an accomplishment for me if you find this report informative enough to fulfill the requirements. I am really grateful to you.

Thank you.

Yours sincerely,

Mariyam Sultana

ID: 13104156

## Acknowledgement

In the name of almighty Allah the most gracious the most merciful and without whose blessing I could have not been able to completed this report. In the whole process of writing this report there were few people without whose contribution writing this report was never possible. Despite of their busy life and work schedule these people never hesitated to provide their valuable time and information whenever I needed. I would like to convey my heartiest gratitude to all of them. Firstly, I would like to thank and provide my appreciation to my supervisor at Banglalink Digital Communications Limited, Rifat Mohammad Asif; HR Shared Service Specialist for his outmost support and help throughout the three months period at Banglalink. I would also like to mention my other supervisor Md. Nuruzzaman, HR Shared Service Lead Specialist for his support and guidance though out my internship tenure. Starting from the scratch to the very last moment they have taught me how the whole HR Shared Service operates in Banglalink very gracefully. Secondly, I would also like to thank Ms. Asheka Mahboob, Lecturer of BRAC Business School for guiding me the simplest way of writing this report and also for being always available to answer to my quarries whenever I needed. I am immensely grateful to her for the whole hearted supervision she provided during my internship period. It is an honor for me to complete this internship report under her guidance and instruction.

## *Executive summary*

Banglalink Digital Communications Limited is one of the largest telecom operators of our country. This Organization is owned by Telecom Ventures Ltd. of Malta a 100% owned subsidiary of “*Global Telecom*” holdings. Having started its journey in 2005 in the telecommunication industry in Bangladesh, Banglalink has excelled in its operation and has received success with in two years. Ever since then it has given an extraordinary preference to its Human Assets. With an extraordinary management team and best Human Resource department it has valued its employees, nurtured them and paved the way to the utmost success. This report as is view on HR General Policies of Banglalink and discussion on the satisfaction level of Employees regarding the Employee Welfare policies. These policies are important to an employee because they are considered motivation factors for the employees. Each and every Welfare policy has been discussed in this research paper very briefly in separate segments. Moreover, this paper also includes a detailed outcome of the survey where the level of satisfaction of employees is given. Lastly some recommendation are provided so that it can useful for further research on those factors where dissatisfaction arose among the employees regarding Cafeteria services, Training facilities etc. Along with the research my major responsibilities are included and an overview of HR Shared Service. Therefore, Banglalink believes in maintaining proper and standard set of HR policies in workplace for their employees and the management team always works on these welfare policies to have a high level of job satisfaction in their employees.

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## *Chapter 1. Introduction*

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In this global market place “Human Resource and Administration” is considered the heart of an organization where Human Resources are effectively and efficiently managed to run the organization properly. Physical resources are equally important as Human Resource. However, investments in Human assets are riskier because Human assets are not owned by the organization. Investment and proper utilization of Human assets can bring long term value for organizations because human skills are not imitable where as physical assets are. The main purpose of Human Resource and Administration is to achieve organizations goal. In this regard different organizations are structured differently to meet organizational needs. Human Resource and administration department carries out all the activities related to organizational structure, Employee relationship, Manpower, Proper utilization of resource, Development of Human Resource etc. so that the organization can achieve its actual goal and objective.

This Report provides a detailed picture of one of the leading Company of Telecommunication industry. Banglalink has entered into the market in 2005 and become a successful entity within two years with their exceptional Human Resource Team. This company values of their Human assets so they have always taken care of their Employee Welfare Policies. They believe investment in their Human Assets will benefit them in the long run. As a result they have maintained sound Employee Welfare Policies for their Employees. Besides, attractive benefit packages are offered to the employee to lower the turnover rate and retain them. Employee Engagement activities are also part of their strategy. Along with proper work life balance and flexible time they have gained the utmost job satisfaction in their employees which not only increases the efficiency in work but also increases their revenue.

As a part of Internship Requirement this report has been a core way to analyze the HR Operations, General HR Policies, and get ideas on how HR Shared Service Operates of Banglalink Digital Communications. This report has also helped in determining how satisfied the employees are regarding Employee Welfare Policies.

## *Chapter 2.0 Company Profile*

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### **2.1 Overview of Banglalink Digital Communications Limited:**

Banglalink Digital Communications Limited is fully owned by Telecom Ventures Ltd. of Malta. This Telecom Ventures is a 100% owned subsidiary of “*Global Telecom*” holdings. A business combination between Vimpelcom Ltd. and wind telecom s.p.a was held in April 2011, which lead Vimpelcom own 51.92% shares of Global Telecom holdings. The basis of Vimpelcom is in Amsterdam, Netherlands where it listed on the NASDAQ global select market under the icon of “VIP”. Vimpelcom operates in different countries, mainly in Russia, Italy, Ukraine, Kazakhstan, Uzbekistan, Tajikistan, Armenia, Georgia, Kyrgyzstan, Laos, Algeria, Pakistan, Zimbabwe and Bangladesh providing voice and data services through a range of traditional and broadband mobile and fixed technologies.

### **2.2 Creation of Banglalink Digital Communications Limited-History:**

Banglalink started its journey as a registered company under the Companies Act 1994. Previously Banglalink was known as Sheba Telecom (Pvt.) so in 1989, Sheba Telecom (Pvt.) Ltd. gained license of operating in 199 upazilas mainly in the rural areas. In 1996, it extend its business in the areas of cellular mobile and radio telephone services by gaining GSM license. After that Sheba Telecom began to operate as a Bangladesh-Malaysia joint venture in the last quarter of 1997. However, Orascom telecom Bangladesh limited ("Banglalink") a fully owned venture of Orascom telecom Holding Egypt and Vimpelcom is the ultimate parent company of the group, which is the 6th largest mobile phone operator in the world. In September 2004 Orascom Telecom Holdings purchased all the shares of Sheba Telecom (Pvt.) Limited. This acquisition had a total cost of US\$60m declared by Naguib Sawiris, the Chairman and CEO of OTH. After the Acquisition in February 10, 2005 the telecommunication services were re-branded and re-launched under the brand name of Banglalink to give it a completely new image in the industry. As the company was acquired it was decided that the organizations previous name Sheba Telecom (Pvt.) Limited will be changed as Orascom Telecom Bangladesh Limited to match its parent company name in March, 2008. Once again in July 2013 the company



changed the name for the second time to Banglalink Digital Communications Ltd. following the ownership restructuring in the parent company.

When Banglalink was officially launched in 2005, its impact was remarkable in the telephony industry because by its launch, mobile telephony became affordable to customers across the country. Previously mobile was a luxury to the people of our country but when Banglalink started its operation people could avail telephony services. By December 2005 Banglalink attained 1 million subscribers and 3 million subscribers in October 2006. In December 2007 it took over Aktel (Robi) and became the second largest telecom operator holding more than 7.1 million customers. In addition it had 25.848 million subscribers in February 2013. Banglalink currently holds a market share of 24.4% with 31.9 million subscribers as of February 2016 that shows the boasting market of this telecom operator.

Banglalink's success was based in on their mission "Bringing Telephony to the Masses" by bringing telephony to the general people of our country they were able to make place in the hearts of millions of Bangladeshis. "Making a Difference" or "Din Bodol" was the slogan of Banglalink. This slogan did not only reflected in the telecom industry but also reflected in people's life. Through mobile remittance and agriculture help line they made difference in the common people's life. So this slogan was a reflection of everything that Banglalink did previously and everything that it will do in future. Today their new slogan is "Start Something New" or "Notun kichu koro". By this slogan Banglalink promises people of affordable communication solutions which means people can take new initiative in life only if the communication process is improved and enhanced. With this motto and initiative Banglalink is trying to bring betterment to the community and to the nation as a whole. (Banglalink (Banglalink Digital Communications Ltd.), 2017)

Banglalink continued its growth and success with innovative products and services. This brand is a symbol of youthfulness, fun loving and down to earth enterprise representing Bangladeshism. This brand carries an emotional essence too. Today Banglalink's main focus is to improve the network quality, build strong relationship with their customers and create extensive networks across the country so that it builds a long term value for the company.

A short overview of the organization is given below.

<b>Banglalink Digital Communications Limited</b>	
Type of the Enterprise	Subsidiary
Industry	Telecommunication
Launch date	February 10, 2005
Area Served	64 Districts and 504 Thanas
Product	Telephony, 3G
Parent Company	Global Telecom holding
Slogan	“Start Something New” or “Notun Kichu Koro”
Vision	To understand people’s needs best and develop appropriate communication services to improve people’s lives and make it simple.
Mission	-Segmented approach in terms of products and services -Delivering superior benefits in every phase of customer experience (before, during and after sales) -Creating optimum shareholder value
Core Values	Innovative, Straightforward, Reliable & Passionate
Strategies	Functional Level Strategy: efficiency, quality, innovation and customer responsiveness Business Level Strategy: applies both Cost Leadership and Differentiation

**Table 1: Organizational Overview**

\*Source: secondary data, Banglalink Website

## 2.3 Products and Services:

Banglalink has set the benchmark in customer care with its state-of-the-art call center, largest customer care network, and a passionate and vigilant team serving the customers every single moment. Different products and services are as following:

**Prepaid Packages:** Banglalink mainly offers two prepaid plans; *Desh* and *Banglalink play*. Adding some changes with Banglalink Desh they offer other prepaid packages like Desh hello, Desh 7 FNF, Desh 10 FNF. These are extended version of Banglalink Desh.

**Post Paid Packages:** Banglalink post-paid packages serve customer exact purposes and give customer the best value for money. Currently there are two postpaid packages of Banglalink. These are: *Banglalink Inspire* and *Banglalink SM*.

**Banglalink 3G:** Banglalink 3G allows its valued customers to surf the internet with fastest internet speed with the superior HSPA+ connection. It is launched with a view that Banglalink 3G will bring to life the experience of mobile broadband on 3G mobile phone/device. With Banglalink 3G it is possible to enjoy superior video streaming, download experiences, enhanced video calling, high-speed data transmission and accessing innovative 3G services on the mobile phones. In 2014, Bangladesh Telecommunication Regulatory Commission declared Banglalink's third-generation data service the fastest data service in the country. Besides providing the fastest 3G internet, Banglalink is only the second telecom operators in Bangladesh to cover 64 district headquarters.

**Services Offered:** Banglalink has always been the market leader when it comes to introducing state-of-the-art communication solutions for its customers. They are continuously adding up to the range of their Value Added Services, for customer convenience. The Value Added Services (VAS) Section will familiarize the customer with the new services that can now benefit from, which will give them all the freedom they need, making mobile communications more exciting, convenient and enjoyable. Their Services are: Friend Finder, Amar Tune, Azan alert, Stock Information, Quran IVR-4567, Music Station 5858, Voice Adda, Missed Call alert, Namaz alert, SMS (text, quotes, jokes etc), Instant recharge, Money Transfer from abroad, SMS face book, Call Forwarding/Divert, Call Waiting / Call holding etc.

**Banglalink's Network Coverage:** Banglalink Initially started with nine Districts but now they are covering 64 Districts and 504 Thanas.

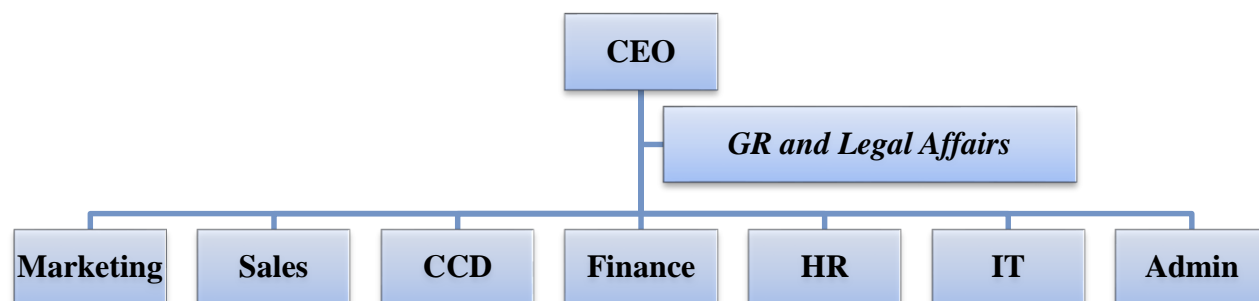


**Figure 1: Banglalink's Network Coverage**

\*Source: Secondary data, Google

## 2.4 Organizational Structure of Banglalink:

Banglalink has top, middle and first level management. It has seven major departments such as Finance & Accounts, Sales, Marketing, IT, Administration, Customer Care and Human Resource. The total numbers of employees are around 1129.



**Figure 2: Organizational Structure of Banglalink** \*Source: Secondary data, HR-Banglalink

Previously Banglalink had six different departments with a long hierarchy of eighteen levels. As the company is going through restructuring it has eliminated the previous departmental structure and came up with a new structure of twelve departments. Currently the company is working on its levels based on the decision of the management to minimize its levels and go to a flatter hierarchy. The new departmental structure consists of Customer Care, Marketing, Sales, Technical Programs & Network Quality, Operations & Maintenance, Infrastructure & planning, Network Deployment, Accounting & Finance, Human Resources & Administration, Information Technology, Regulatory & Legal Affairs, and Strategy & Business Planning. The organ gram is given below:

Commercial	Technology	Support
B2B Business	Operations	Finance
B2C Sales & Distribution	Planning	Human Resource & Administration
Customer Care	Quality	Corporate & Regulatory Affairs
Marketing	Deployment	CEO Office (Program Management, Internal Audit, Group forensic Investigation)
CCO Office	Applications	Legal Affairs & Company Secretariats
Device	Charging & Billing	Compliance
CE & Digital	Security & Governance	
Mobile Financial Services	CTO Office	

**Table 2: Organ gram of Banglalink** \*Source: Secondary data, HR-Banglalink

## 2.5 A Comprehensive Analysis on the General HR Policies of Banglalink:

- **Working Hour:** The standard office hour for Non-Roster employees is 9:00am to 6:00pm, five (5) days a week, from Sunday to Thursday. Flexible working hours are available to non-roster permanent employees. Employees may report at the office any time within 8:00am to 09:00am, and leave after completing the required nine (9) hours. All employees irrespective of their levels must mandatorily attend office during “Core Time” which is fixed for non-roster employees from 09:00 am to 5:00 pm
- **Probationary Period:** Probationary period is considered for 6 months. However, in case of unsatisfactory performance, probation period can be extended for further 3 months. Besides, objectives are to be set at the time of Confirmation, for next year’s Annual Performance Appraisal
- **Leave Entitlement:** The Leave policies are given below

Type of Leave	Days Entitled
Annual Leave	21 working days
Casual Leave	10 working days
Sick Leave	14 working days
Maternity Leave	6 months
Pilgrimage Leave	15 working days (Once in a tenure)
Paternity Leave	5 days

**Table 3: Leave Entitlement of Banglalink**

\*Source: Secondary data, Banglalink HR

- **Cafeteria Service:** The cafeteria service is a subsidized benefit for Banglalink employees. Currently, two caterers offer buffet meals in Tigers Den Cafeteria (ground floor, Tigers Den), Medona Tower. Cafeteria services are also available in Chittagong & Khulna regional offices. Cafeteria service for employees varies from one Band to another. The higher the Band, the employee contribution gets higher and lower the Band, the Company’s

contribution gets higher. The ratio of employee to company contribution is given as follows:

Band	Employee Contribution/Meal	Company Contribution/Meal	Meal Cost
Band 1 – 2	100%	0%	164.64
Band 3 – 4	75%	25%	
Band 5 - 6	55%	45%	
Band 7, L-DS, Temporary and Part-Timers	18%	82%	

**Figure 3: Cafeteria Service**

\*Source: Secondary data, Banglalink-HR

- **Mobile Phone Benefits:** All employees under the payroll of Banglalink including Expat, Permanent, Temporary, Part-Timer, Intern and support staff are eligible for Mobile Phone Benefit.
- **Pick up and drop Service:** Eligibility for this service is from Band 5 to Band 7, L-DS and Temporary employees. This service is available for Tigers’ Den and adjacent offices (Medona, Land View, Hosna etc.) of Dhaka, and regional offices of Mymensingh and Comilla. Pick up and drop service are as followings:

Eligible Employees	Per Employee Monthly Contribution (Tk.)*
Band 5-6	1900
Band 7, L-DS and Temporary	1200

**Table 4: Pick up and Drop Service**

\*Source: Secondary data, Banglalink HR

- **Car Allowance:** Car allowance is provided to permanent employees of Band 2 to Band 4 Excluding employees who receive functional car as per their role entitlement like Zonal Manager

- **Medical and Life Insurance:** The following is the detail information of Medical and life Insurance

<b>Life Insurance:</b>
<b>24 times</b> of gross monthly salary in case of <b>natural death</b> of employee
<b>48 times</b> of gross monthly salary in case of <b>accidental death</b> of employee
<b>Medical Insurance:</b>
<b>In- Patient Benefit:</b>
<b>Tk. 200,000 Per disability</b> (employees; with dependents')
<b>Out- Patient Benefit:</b>
<b>Tk. 20,000 Per disability</b> (employees; with dependents')

**Table 5: Medical and Life Insurance Policies**

\*Source: Secondary data, Banglalink HR

- **Equal Employment Opportunity:** Banglalink strictly follows and maintains equal employment rule in their organization. In decision taking there is no scope of being biased with the employees. Each and every employment decisions are taken without any influence of race, color, religion, gender, age, national origin, disability, military status, genetic information, and without personal biasness. With an individual's education, experience, skills and abilities one can be successful in this organization.
- **Performance Management:** Usually performance management program is arranged in Banglalink to see that whether the employees has met their previously set goals or not. After evaluating the performance of each employee feedback is also given on how to improve their performance. This policy is applicable for all permanent, confirmed employees of Banglalink.
- **Code of Conduct:** Banglalink's COC is a well defined standard guideline of Vimpelcom that all the employee, suppliers, customers, political entities should follow.



## **2.6 Key Responsibilities Performed during Internship tenure:**

**HR Shared Service:** As an Intern I was a part of HR Shared Service team of Banglalink. HR Shared Service is new concept in the industry and this concept is getting popular day by day. This concept is used to carry out operational (backend) activities by many organizations in recent times. It is a realignment system which is used to reduce the costs through economies of scale from centralization of services, which can lead to better quality outcomes through increased customer focus, and through the implementation of technology, it can obtain easier and user friendly delivery.

HR Shared Services is basically a systematic Approach where the activities involved are available and shared among a number of parties in an organization. Banglalink has recently used this approach that is mostly done with the common services which are operated in the organization. For example a variety of activities can be carried out in shared service, like the administrative tasks, recruitment and benefits administration, providing information or consultancy, providing professional support etc.

Banglalink has used the Shared Service concept because of three important reasons. These are:

- Cost
- Quality
- Organizational change

Since Banglalink is mainly focusing on reducing the number of Employees to minimize the cost and largely going through an organizational restructuring process the Shared Service concept goes well with the organization. The system of Shared Services has improved the overall quality of service, and made the organization more customer focus HR team. On the other hand this concept can bring more professionalism, achieving greater consistency and accuracy in terms of results both in completion of work and with specific budget. It also helps in collecting information and processing information timely. With the introduction of Shared Service Team in Banglalink this organization has been performing actively than before said by the Head of Shared Service. (Md. Mahbub Alam, Head of HR Shared Service)

## **Responsibilities:**

As a part of HR Shared Service Intern, my primary duty was on the project named: Voluntary Separation Scheme and System Migration. This project was a part of Banglalink's Restructuring process. The Personnel file audit was carried out because Banglalink is going to switch to Oracle File System in near future. Therefore, as an Intern I had to prepare the soft copy Employee file known as "**Master file**" in MS Excel with the synchronization data from HITS and keep it in System. Along with this main project my other job responsibilities were:

- Preparing Employee Personnel File with Checklists
- Employee Personnel File audit: Auditing each file as per Employee Personnel File checklist as guided by the Line Manager
- Data entry from Employee Personnel File to HRIS by proper authorization from Line Manager
- File archiving and soft copy uploading in the system
- Working on System Migration and helping Line Manager with employee personnel data
- Helping the line Manager in new employee Joining process
- Data Deletion and Data input in HITS with proper authorization from line Manager

Besides my primary duty, I was also responsible for the VSS project which is the Voluntary Separation Scheme, where employees took a handsome amount voluntarily and left the organization. Here in this project along with my Line Manager I have prepared the whole process so that the exit is smooth and hustle free. Moreover, Banglalink also gives the opportunity to Interns to work with other department. In the Department rotation process I had the opportunity to work with B2B Sales, known as Corporate Sales. Here I have worked on SIM Management a total of 8000 Sims with Corporate Sales teams. This task thought me a little bit of corporate sales technique. In addition I have got the opportunity to work a volunteer on Employee Night of Banglalink held on 3 February at Bangabandhu International Conference Center (BICC).

### **3.1 Introduction of the Project:**

To run an Organization efficiently every organization needs support from different departments, and HR and Administration department is considered the heart of the organization. The reason of being the heart of the company is because they work with recourses, skills and create policies. Similarly HR Department of Banglalink is the core of the organization, where HR sets Standard policies and plays an important role of Banglalink Digital Communications Ltd.

This study will focus on the Policies of Banglalink and satisfaction level of Employees regarding Employee Welfare Policies of Banglalink Digital Communications Ltd. Banglalink Digital Communications Ltd is strongly committed to support their employee betterment, Career growth and physical well-being so they have Employee Welfare Policies and HR team functions different policies in this regard. The policy systems of HR and Administration and different roles will be discussed briefly in this paper.

Companies keep on making new policies and improving their standards in order to increase Employee satisfaction and retain them or decrease turnover while devoting additional resources to chasing new ones. It would appear sensible to explore Banglalink's Welfare Policies in relation to level of Employee satisfaction. Thus, the objective of this study is to assess the relationship between the levels of Employee Satisfaction and HR Policies.

The level of Employee satisfaction survey has been conducted at Tigers Den the Head quarter of Banglalink and the survey is collected directly from the Employee. Questions focus on level of Employee satisfaction in terms HR Polices like: the ambience/cleanliness, taste and quality of food, Leave Policies, transportation, Compliance, Work environment etc.

### **3.2 Problem Statement:**

-To determine the level of Employee Satisfaction regarding Employee Welfare Policies of Banglalink Digital Communications Limited.

### **3.3 Purposes of the Project:**

The purpose of this study is to investigate the Policies of Banglalink, their role in an employee's tenure and to find out the employee Satisfaction level regarding Employee Welfare Policies of Banglalink. To find what policies exist, a brief analysis has been discussed in the organization profile. Besides, to measure the level of Employee Satisfaction a Survey has been conducted as discussed earlier. The main two objective of the report are:

- To find out the HR Policies of Banglalink
- To find out the employee Satisfaction level regarding Employee Welfare Policies of Banglalink

### **3.4 Limitations:**

This study was limited to the assessment of welfare policies in terms of management activities, cafeteria administration, work environment, facilities, leave policies, training, career planning, compliance etc. The assessment is done during the beginning of 2017. Although this research was carefully prepared, there are some limitations which are as followings:

- The main limitation is the collection of information because most of the information is confidential. To maintain the companies confidentiality Banglalink cannot provide me with all the information that I need for the report purpose
- Another major limitation of the research is the number of respondent participation in the survey. It was very challenging for me to collect the survey as the company policy does not encourage it. So the population in the study was rather small as I was given a limitation of 45 employees, who do not represent the majority of the employees in the huge Organization.
- The research was conducted in a very short period of time which wasn't enough to attain sufficient data for an accurate study.
- Another challenge that I have faced is besides preparing the report as an intern I had to work like an employee, so the focus on the research was limited due to this.
- This research does not give a bigger picture of the Organization.

### **3.5 Significance of the study:**

The result and findings of the study will be beneficial and can be used by the HR and Administration of Banglalink, students and for future research. This Study will provide the information on the level of Employee Satisfaction, and lacking of policies so HR can review them to fulfill the gap.

To the students, they will know the policies and roles of HR of Banglalink from where they can gain information.

Result of the study could also be a basis for further research in the same topic, as such will be a source of additional information to future researchers.

### **3.6 Literature Review:**

Literature review serves as an indication of related literatures, articles, journal papers, books etc. In this research paper I have used related journal papers, book referrals, articles etc.

#### **Theoretical Framework:**

There are many theories that describe the job satisfaction. Among them the famous two factor theory of Frederick Herzberg's describes how job satisfactions can be measured. (Yusoff, Kian, & Idris, 2013) This theory is also known as Motivation-Hygiene theory. To determine the level of satisfaction and dissatisfaction in an employee's job there are two factors that contribute. One of them is the "*Motivation factor*" and another one is the "*Hygiene factor*". These factors are described below:

- **Hygiene:** Hygiene factors are considered those factors for example salary or pay systems, policies of a company, management practices and the overall working conditions in an organization. When these conditions are not well off then it can increase the level of dissatisfaction of an employee. If these policies suits an employee then he or she (employee) will be satisfied about his work and organizations.

- **Motivators:** On the other hand motivators or motivation factors are those for which an employee gets motivated towards their work. These factors are considered the inner force that drives individuals to attain personal and organization goals. For example: they are achievement in work that an employee receives, recognition, promotion opportunities for advancement or career progress, a sense of responsibility etc. These are intrinsic to the job as well as these factors brings job satisfaction. If an employee is given adequate responsibility where he/she can implement his/her skills, and gets recognition for the work so this achievement will motivate the employee to work harder.

### **Review of Related Literatures:**

Many literatures, journal articles, documents have been published on Employee Welfare policies. Among them some are reviewed in this section. According to the journal of (Nisar, et al., 2017) the major purpose of this paper was to find out whether pay system had influence in job satisfaction among the teacher of University of Punjab. In this research the researchers considered three major factors which were pay systems, work environment, and association between pay scale and job satisfaction. The results concluded that, the job satisfaction of the University teacher was extensively related with their pay satisfaction. Therefore, work environment, pay scale are related with the HR policies and these are also a major part of Employee Welfare policies that can directly affect the level of Employee Satisfaction regarding an organizations policies.

Another Study on Employee Welfare Measures which was done with Reference to Small Scale Industries at Hosur, Tamilnadu, where the researcher (Ravi & Raja, 2016) found out that, In the Industrial relation Employee Welfare is an important fact. Here the researcher said that even good wage cannot give satisfaction to the workers. This study was carried out at Hosur in small scale industries, where Welfare programs were intended to promote the physical, psychological and general well being of the employees. The results were found out from the canteen facilities, medical facilities and other fringe benefits, which indicated that the employees were neutral towards the facilities provided by the company. So the researchers concluded in their paper that, the welfare measures are one of the factors for the workers to stay in an organization for a longer period of time and work hard to bring success for the organization.

Similarly the research paper written by Uttam kumar Das and Prof. (Dr.) J. K. Panda includes that, employee Welfare policies include various facilities and services in the work-place for the better life of the employees in an organization. It includes both statutory as well as non-statutory activities. For a company to run efficiently employees satisfaction is very important. In their paper they have included that, an employee will only be satisfied when he gets what he expected from the job and the organization. Here welfare policies are considered an important issue because now a day's employees look for other facilities too along with good wages. In the article it was found that, most of the workers were dissatisfied because of the welfare policies. So an improvement and modification in those policies can increase the level of satisfaction among the workers in that organization. (Das & Panda, 2015)

Thus, it can be said that, many article, journal papers, web documents have been published where the researchers found out an organization's welfare policies can affect the level of job satisfaction of an Employee.

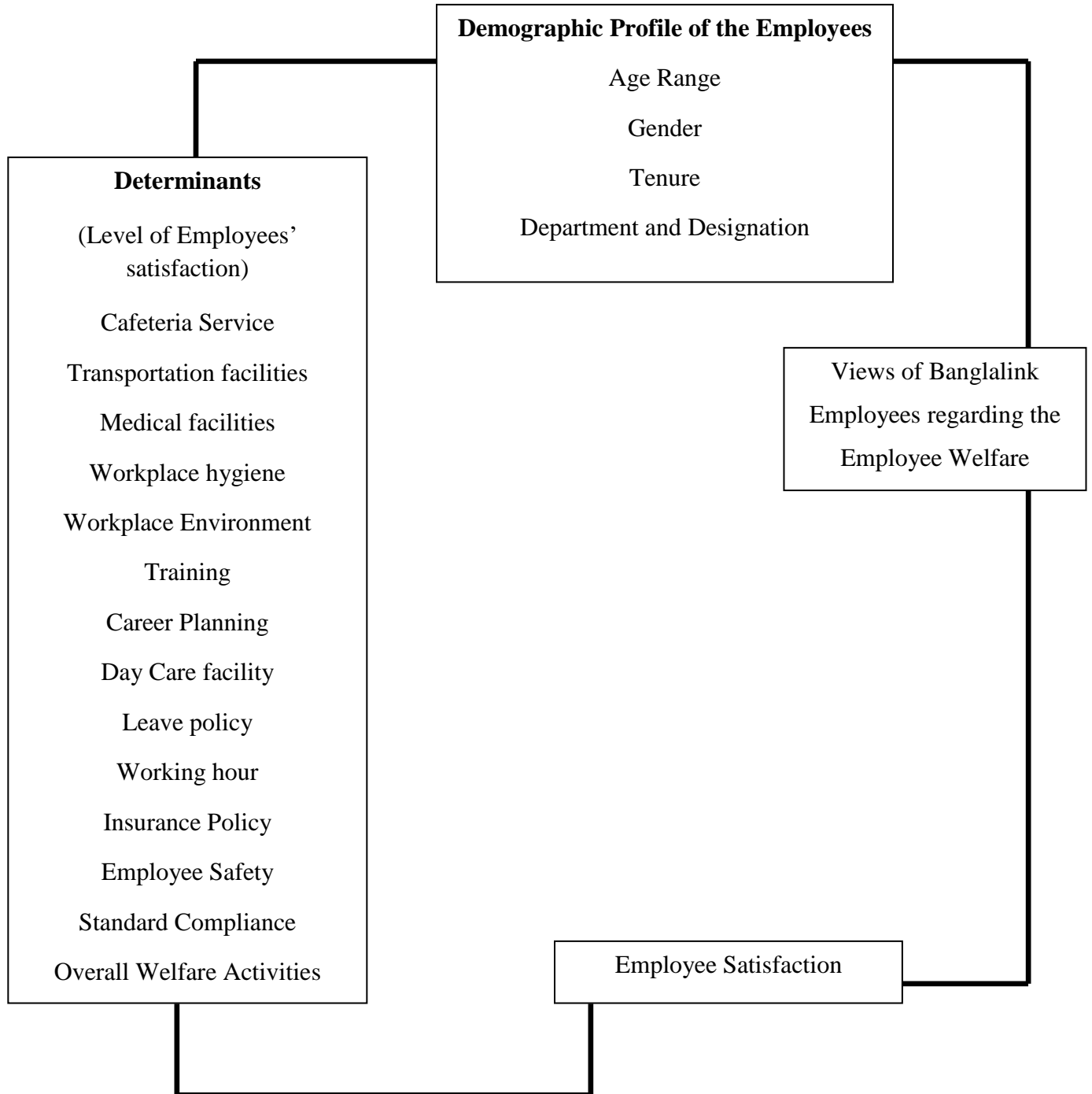
### **3.7 Methodology:**

This chapter presents the methods of research undertaken, the subjects of the study, the method of gathering data and Interpretation of the data. Basically, Primary data collection method was used in this research paper through survey as the core method for the research.

Here I have used descriptive research design to conduct the survey, as the prime focus was to find out the level of Employee Satisfaction regarding Employee Welfare Policies. To know the satisfaction level of about HR welfare Policies some qualitative information was required, so a survey questionnaire was set accordingly. By the help of the questionnaire it became easy to interpret the outcome of the survey. So the data collection mode has been given below:

- **Primary data-** I have collected all the primary data though survey questionnaire.
- **Secondary data-** On the other hand, all the secondary data's were gathered from journals, articles, internet, and books. These secondary information enhanced my knowledge about the topic.

Paradigm of the study is given below:



**Figure 4: Paradigm of the study**



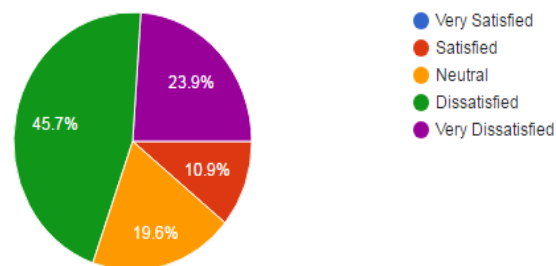
### 3.8 Findings and Analysis:

**Statement 1:** satisfaction level regarding cafeteria service of Banglalink

Options	Number of Respondents	Percentage (%)
Very Satisfied	0	0
Satisfied	5	10.9
Neutral	9	19.6
Dissatisfied	21	45.7
Very Dissatisfied	11	23.9

**Table 6: satisfaction level of cafeteria service** \*source primary data

From the survey result it can be said that 45.7% employees are dissatisfied and 23.9% employees are very dissatisfied. On the other hand only 10.9% employees are satisfied with the cafeteria service, so proper steps should be taken to increase the satisfaction level of employees.



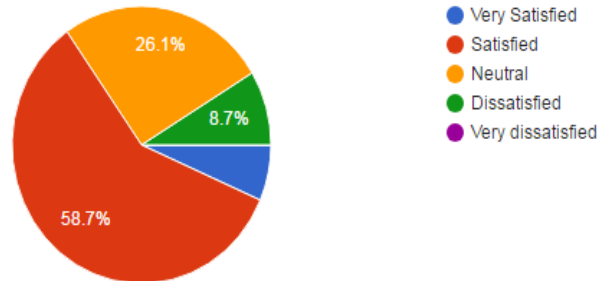
**Figure 5: satisfaction level of cafeteria service** \*source primary data

**Statement 2:** satisfaction level regarding transportation facilities of Banglalink

Options	Number of Respondents	Percentage (%)
Very Satisfied	3	6.5
Satisfied	27	58.7
Neutral	12	26.1
Dissatisfied	4	8.7
Very Dissatisfied	0	0

**Table 7: satisfaction level of transportation facilities** \*source primary data

From the survey it is clear that 58.7% employees are satisfied with the transportation facilities. So employee satisfaction is higher with transportation policies.



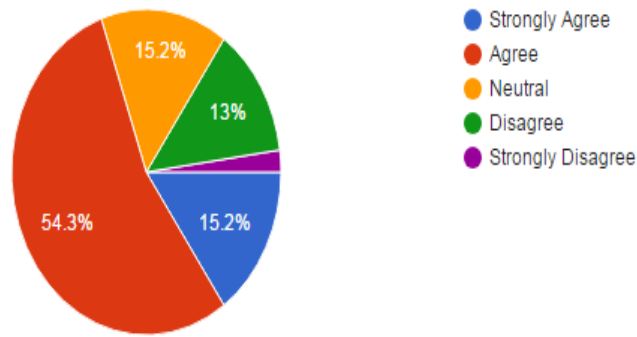
**Figure 6: satisfaction level of transportation facilities** \*source primary data

**Statement 3:** My workplace provides enough medical facilities

Options	Respondents	Percentage (%)
Strongly Agree	7	15.2
Agree	25	54.3
Neutral	7	15.2
Disagree	6	13
Strongly disagree	1	2.2

**Table 8: Medical facilities** \*source primary data

Now fro, the Medical Facilities table it can be said that the employees are quite satisfied with this facilities as the Agreement with the statement is about 54.3%. Only 13.3% employee disagree with the statement.



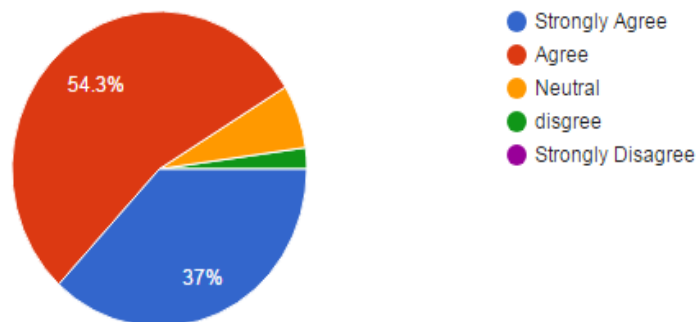
**Figure 7: Medical facilities** \*source primary data

**Statement 4:** Banglalink maintains proper hygiene at work place

Options	Respondents	Percentage (%)
Strongly Agree	17	37
Agree	25	54.3
Neutral	3	6.5
Disagree	1	2.2
Strongly disagree	0	0

**Table 9: Proper hygiene at work place** \*source primary data

Considering the hygiene factor at workplace Banglalink maintains proper facilities because 54.3% employee agree that this organization take care of work place cleanliness.



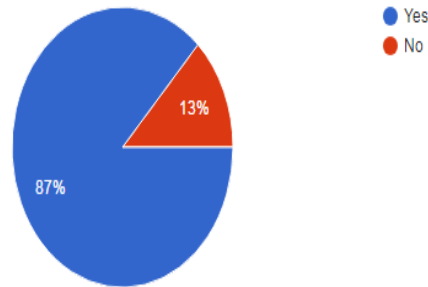
**Figure 8: Proper hygiene at work place** \*source primary data

**Statement 5: Satisfaction level of culture and work environment**

Options	Respondents	Percentage (%)
Yes	40	87
No	6	13

**Table 10: Satisfaction level of culture and work environment** \*source primary data

From the data table it is clear that majority of the employee are satisfied with the culture and work environment of their organization.



**Figure 9: Satisfaction level of culture and work environment** \*source primary data

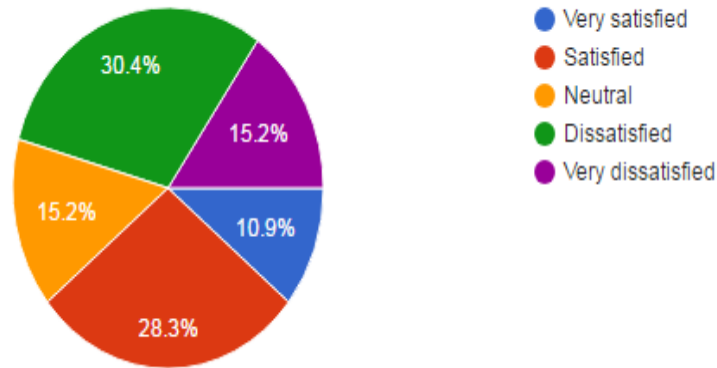
**Statement 6: Satisfaction level regarding training**

Options	Respondents	Percentage (%)
Very satisfied	5	10.9
satisfied	13	28.3
Neutral	7	15.2
Dissatisfied	14	30.4
Very dissatisfied	7	15.2

**Table 11: Satisfaction level regarding training** \*source primary data

About the Training facilities of Banglalink the satisfaction level and dissatisfaction level are quiet similar. So the management team should try to increase the satisfaction level to achieve

their goal. The policies regarding training facilities should be reviewed and provide adequate training to the employees.



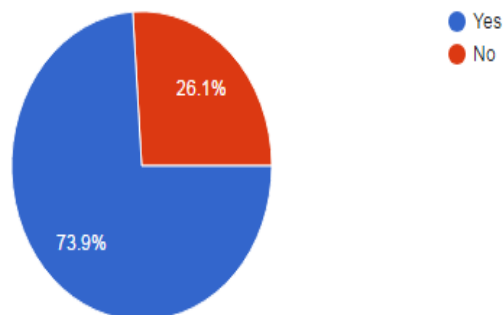
**Figure 10: Satisfaction level regarding training** \*source primary data

**Statement 7:** Career planning opportunity at Banglalink

Options	Respondents	Percentage (%)
Yes	37	73.9
No	12	26.1

**Table 12: Career Planning opportunity** \*source primary data

The data of Career planning opportunity indicates that 73.9% employee agree with the statement.



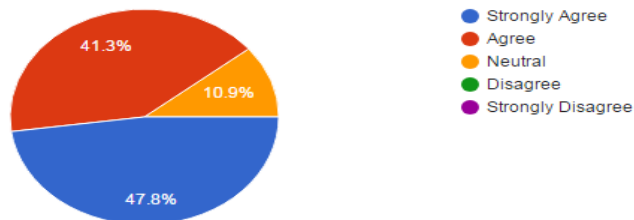
**Figure 11: Career Planning opportunity** \*source primary data

**Statement 8:** Satisfaction level regarding Daycare facility

Options	Respondents	Percentage (%)
Strongly Agree	22	47.8
Agree	19	41.3
Neutral	5	10.9
Disagree	0	0
Strongly disagree	0	0

**Table 13: Satisfaction level regarding Daycare facility** \*source primary data

The table indicates that 47.8% strongly agree and 41.3% employees agree with the statement. So it is clear that this facility is beneficial for the employees. Besides 0% employee disagree this that this facility is not beneficial.



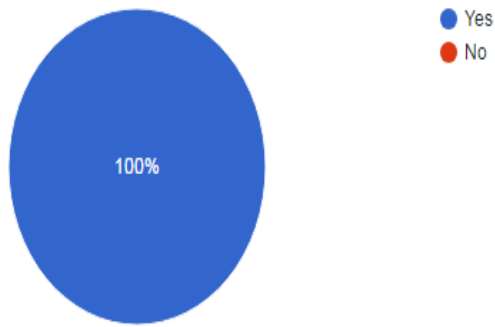
**Figure 12: Satisfaction level regarding Daycare facility** \*source primary data

**Statement 9:** Does the company provide Maternity Leave?

Options	Respondents	Percentage (%)
Yes	46	100
No	0	0

**Table 14: Maternity Leave policy** \*source primary data

From the data it can be said that Banglalink provides maternity leave to the female employees.



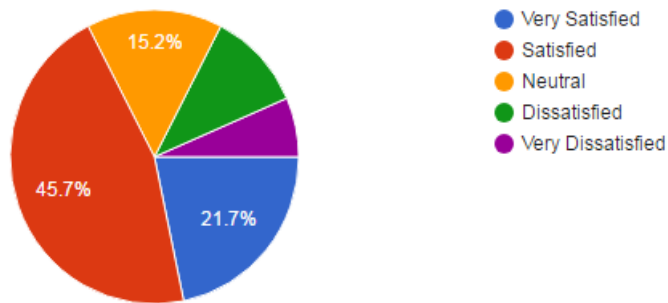
**Figure 13: Maternity Leave policy** \*source primary data

**Statement 10: Satisfaction level regarding working hours**

Options	Respondents	Percentage (%)
Very Satisfied	10	21.7
Satisfied	21	45.7
Neutral	7	15.2
dissatisfied	5	10.9
Very dissatisfied	3	6.5

**Table 15: Satisfaction level regarding working hours** \*source primary data

The data result indicates that 45.7% employees are satisfied and 21.7% employees are very satisfied with consist majority of the sample.



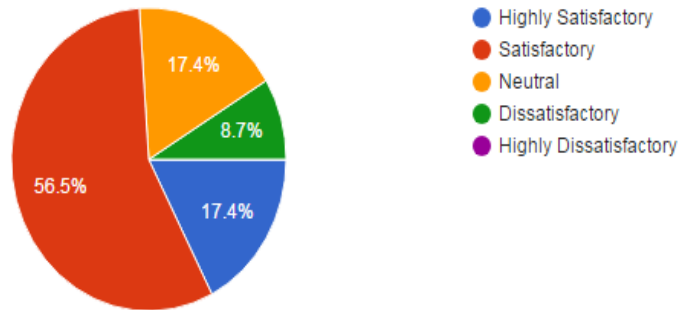
**Figure 14: Satisfaction level regarding working hours** \*source primary data

**Statement 11:** Satisfaction level regarding Medical Insurance Policies

Options	Respondents	Percentage (%)
Highly Satisfactory	8	17.4
Satisfactory	26	56.5
Neutral	8	17.4
dissatisfactory	4	8.7
Highly dissatisfactory	0	0

**Table 16: Satisfaction level regarding Medical Insurance Policies** \*source primary data

Regarding the Medical Insurance Policies 56.5% employee are satisfied and this indicates the majority satisfaction level.



**Figure 15: Satisfaction level regarding Medical Insurance Policies** \*source primary data

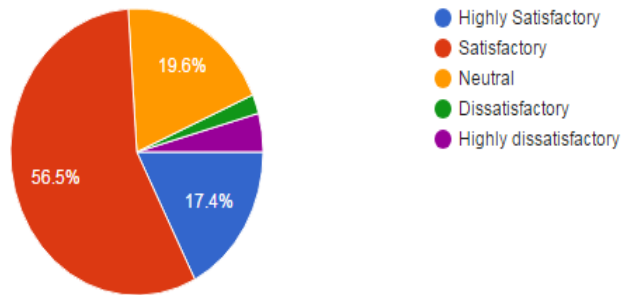
**Statement 12:** Satisfaction level regarding Leave Policies

Options	Respondents	Percentage (%)
Highly Satisfactory	8	17.4
Satisfactory	26	56.5
Neutral	9	19.6
dissatisfactory	1	2.2
Highly dissatisfactory	2	4.3

**Table 17: Satisfaction level regarding Leave Policies** \*source primary data



Banglalink has a proper set of leave policy and about 56.5% employees are satisfied with this policy.



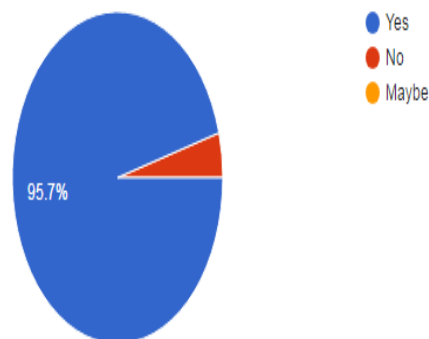
**Figure 16: Satisfaction level regarding Leave Policies** \*source primary data

**Statement 13:** Does the company take safety measures?

Options	Respondents	Percentage (%)
Yes	44	95.7
No	2	4.3

**Table 18: Safety measures** \*source primary data

Banglalink takes safety measures and it it's a clear indication that 95.7% employees are satisfied with this policy.



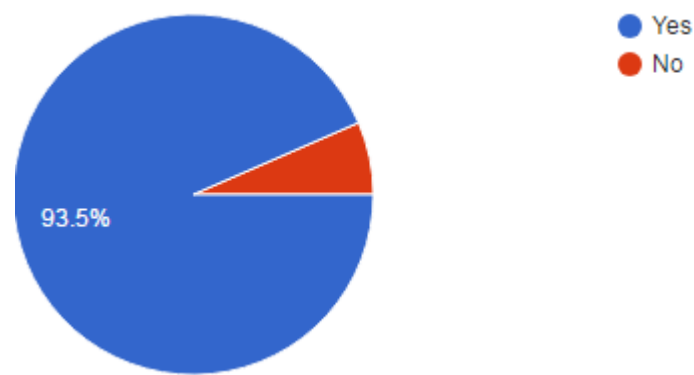
**Figure 17: Safety measures** \*source primary data

**Statement 14:** Does the management follow standard Compliance Policy?

Options	Respondents	Percentage (%)
Yes	43	93.5
No	3	6.5

**Table 19: Standard Compliance policy** \*source primary data

About 93.5% employees agrees that management of Banglalink follow standard Compliance Policy



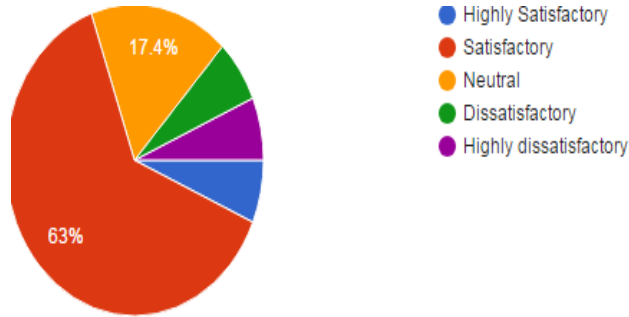
**Figure 18: Standard Compliance policy** \*source primary data

**Statement 15:** Satisfaction level regarding overall welfare policies

Options	Respondents	Percentage (%)
Highly Satisfactory	3	6.5
Satisfactory	29	63
Neutral	8	17.4
dissatisfactory	3	6.5
Highly dissatisfactory	3	6.5

**Table 20: Satisfaction level regarding overall welfare policies** \*source primary data

After an analysis of the survey it can be said that 63% employees are satisfied about the overall Employee welfare policy.



**Figure 19: Satisfaction level regarding overall welfare policies** \*source primary data

**Demographic factors**

Gender	Age	Tenure
Male-29 (63%)	Less than 25 years- 9 (19.6%)	0-5 years- 30 (65.2%)
Female- 17 (37%)	25-30 years- 20 (43.5%)	6-10 years- 15 (32.6%)
	31-40y years- 16 (34.8%)	More than 10 year- 1 (2.2%)
	40 years above- 1 (2.2%)	

**Table 21: Demographic Factors** \*source: primary data

After a comprehensive review of Banglalink’s Employee Welfare policies and analyzing the data it can be said that only two factors where employee dissatisfaction level is higher. These are the Cafeteria service policy and the Training provide to their employees. Some measures can be taken to minimize the dissatisfaction level. In the recommendation part some measures are given which Banglalink can consider in minimizing the gap.

## *Chapter 4.0 Recommendation*

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Recommendation is considered as an important feature of the research paper where it can serve as a medium of further analysis or research.

- Firstly, from the survey results it has been found that most of the employees are dissatisfied with the cafeteria service so some necessary steps can be taken to increase their satisfaction level. Such as: Varieties of menus can be served so that employees have more option to choose their meal. From that survey it has been found that some respondents suggested re-launching the breakfast service can be an option to increase satisfaction level among employees. Lastly having different vendors for different week can be considered in decreasing the dissatisfaction level.
- Secondly, the training that is provided by the organization is insufficient which has been found from the primary data. Most of the employees are dissatisfied with the training facility. To increase the satisfaction level Management should review the training material, tools and provide sufficient on the job training to the employees. Monthly training sessions can be arranged reviewing the requirement for training of each department. Off the job training can also be used for different departments. This training will increase the efficiency level of employee as well as it will increase the productivity level of the organization.
- The third recommendation is for the Insurance Policy of Banglalink. Although majority of the employees are satisfied with the policy but few employees have given their opinion in the survey that, parents should be covered in the medical insurance policy.
- Lastly Banglalink should try to increase the employee engagement systems. This will help the employees to maintain a harmonious relationship with their Line Manager, Co-workers, good relationship with other department. As a result employees will be engaged with the ultimate goal of the Organization.

## *Chapter 5.0 Conclusion*

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Banglalink is a successful and established entity in the telecommunication industry. With standard set of policies and strategies it has been able to gain the second largest position in the industry. This Company has always focused on its innovative strategies and gives utmost prior to its human assets. Since Employee Welfare Policy has become an important issue of the modern Industry and in Employee retention and increasing job satisfaction in employees, welfare policies work as an important tool. Welfare policies motivate the employees to work harder for the organization because these policies are beneficial for the employees. Banglalink also believes in improving working condition of their employees and the management team always works on welfare policies so that employees have high job satisfaction towards their work. This organization also believes that if job satisfaction is high among the employees it will decrease the turnover rate and add value for the organization in the long run. In this regard the HR and Administration carefully make policies and reviews them carefully. From the survey has been found that Banglalink is maintaining sound welfare policies for their employees and they have several benefits for their existing employees. However, from the survey it has been also found that some of factors were resulting in decreasing the satisfaction level of employees. Therefore, some recommendation was provided so that it could give some potential solutions to those issues. Banglalink's modern HR policies and practices make the company very attractive to the job seekers as well as for the existing employees. So it can be said that, with the exclusive Management team of Banglalink, this company has served the nation successfully throughout its operating years.

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## Appendix

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### **Employee Satisfaction level regarding Welfare Policies of “Banglalink digital Communications Ltd.”**

*This survey is part of the Internship Report and it has been prepared to collect the response directly from Banglalink employees regarding Employee Welfare Policies.*

On a five point Scale where -2 is “Very Dissatisfied” and +2 is “Very Satisfied”
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#### **Section 1:**

1. How satisfied are you with the cafeteria service of Banglalink?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
2. Indicate the level of satisfaction regarding transportation facility of your organization
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
3. My workplace provides enough medical and first aid facilities
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
4. Banglalink maintains proper hygiene at workplace
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree

5. How satisfied are you with the training provided at your workplace?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
6. The Day Care facility provided by the company is highly beneficial for the employees
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
7. Rate the satisfaction level regarding working hours of your company
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
8. Rate the medical insurance policy of your organization for the employees and their families
  - Highly Satisfactory
  - Satisfactory
  - Neutral
  - Dissatisfactory
  - Very Dissatisfactory
9. Rate the leave policy of your organization
  - Highly Satisfactory
  - Satisfactory
  - Neutral
  - Dissatisfactory
  - Very Dissatisfactory
10. Rate the overall satisfaction regarding employee welfare activities of your organization
  - Highly Satisfactory
  - Satisfactory
  - Neutral
  - Dissatisfactory
  - Very Dissatisfactory



**Section 2: Answer with Yes/NO**

11. Are you satisfied with the culture and environment of your workplace?
  - Yes
  - No
12. Does the management follow standard compliance policies?
  - Yes
  - No
13. Does your company take safety measures for employee safety?
  - Yes
  - No
14. Does the company provide maternity leave to the female employees?
  - Yes
  - No
15. Does your company give you opportunities for career planning?
  - Yes
  - No

**Section 3: Demographic Section**

16. Please Indicate your Gender
  - Male
  - Female
17. Please mention your age
  - Less than 25 years
  - 25-30 years
  - 31-40 years
  - 41 years and above
18. How many years have you been working in this organization?
  - 0-5 years
  - 6-10 years
  - 11years and above
19. Please mention your department and designation

Department \_\_\_\_\_

Designation \_\_\_\_\_

20. Any suggestion or comments you would like to share on Employee Welfare Policies of Banglalink Digital Communications Limited

“Thank you for taking part in this assessment. These data will be used for the academic purpose only and it will be kept confidential.”