



*A report on Job Satisfaction of Employees of
Banglalink*



start something new

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Letter of Transmittal

28th December, 2016

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Subject: Submission of Internship report on “Job Satisfaction of Employees of Banglalink”

Dear Sir,

Here is my internship report on “Job Satisfaction of Employees of Banglalink”, which you have assigned me to do as a part of my BBA program requirement. I have tried my best to gather all kinds of relevant information, which could give an overall idea on this topic. I have worked 3 months with Banglalink and have observed their work. I have tried to gather information regarding report as much as possible. I hope that this report will meet the expected standard.

I have enjoyed preparing the report very much. Specially, the knowledge obtained from my BBA program and some Banglalink employees helped with the information which made my work a bit easier. I am submitting this internship report for your kind consideration and thanking you for your constant assistance and guidance.

Sincerely yours,

Ahmed Fahim Faisal

ID: 13104162

ACKNOWLEDGEMENTS

First of all, let us thank and express our heartfelt gratitude to Almighty Creator, Allah.

Obviously next I would like to thank my honorable faculty **Mr. Mahmudul Haq**, Associate Professor, BRAC Business School, BRAC University, Dhaka. Without his kind assistance, it might not be possible for me to prepare this report. Undoubtedly, this project would help me in future career, thus preparing this report has given me a great moral boost and confidence. I again thank my faculty for devoting his precious time and knowledge to help me correctly prepare this report.

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Needless to mention all the people who have completed my questionnaire and I would also like to thank them for aiding my research.

Special thanks to my **MOTHER** to give me the opportunity to do work comfortably at home. She has given me a sound environment to do my work.

Finally, I would like to express my heartfelt thanks to my beloved friends, my colleagues at Banglalink and all the surrounding people for their direct or indirect help and wishes for the successful completion of this project.

Executive Summary

This report encloses a comprehensive study and evaluation of practical job experiences in one of the leading telecommunication company of our country, Banglalink. From the early time of their inception, Banglalink was able to grab the market, and still in recent times it is known as the as the fastest growing mobile operator in the telecommunication industry of Bangladesh. There are some certain strategies and internal practices that help this company to hold their constant position. With the colorful and youthful positioning and with the slogan of 'start something new' Banglalink always opts for doing something innovative. This strategy is carried out throughout the company. Working as an HR intern, this report of mine will cover details regarding HR practices in Banglalink. The works include a new project named HR Shared Services which is a realignment system for the organization that can help to reduce the costs through economies of scale from centralization of services, can lead to better quality outcomes through increased customer focus, and through the implementation of technology, it can obtain easier and user friendly delivery. Furthermore, the report also includes detailed survey on the job satisfaction of the employees of Banglalink. The study shows that the job satisfaction of employees of the company depends on various factors and this report attempts to analyze those and provide recommendations to solve the problems to some extent. Finally, it depicts an overall evaluation of the company and the work that has been done by me in the scope and sphere of my employment.

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Chapter 1.0 Introduction

In today's competitive market, it is important for any organization to manage its Human Resource effectively and efficiently. Investments in human assets are generally riskier than investments in physical assets because human assets are not owned by the organization. But if the organization can invest in its human assets in true sense, the value they bring to the organization are much more than the physical assets. Physical assets in an organization can be easily imitated or cloned by the competitors but the knowledge and skills that the employees bring can give the organization a competitive advantage. Managing Human Resource in an organization is one of the critical tasks. All organizations do not value their Human Resource equally. Each organization has its own structure and culture hence the Human Resource management has to be integrated with the organization's structure and culture. Also have to make sure that the right people are working in the right place which makes them to achieve the goals and objectives of the organization.

Banglalink is now one of the leading multinational companies in Bangladesh. It was able to gain the second position in telecommunication industry within two years of its operation in Bangladesh and also it is known as the as the fastest growing mobile operator in the telecommunication industry of Bangladesh. One of the main reasons behind this massive success is the way they manage their Human Resource. Banglalink want their employees to get involve with the organization. They believe in the valuation of human assets. They want their employees to be the long term assets of the organization. As a result, they keep on offering attractive packages for retaining their potential employees. Rather than creating pressure on the employees, they want their employees to have a good work-life balance which motivates the employees more and their productivity increases which brings more value to the organization. The HR department of Banglalink always tries to give the best to their employees so that they do not feel ignored and can easily get involved with the organization. All these things enabled them to be the employer of choice.

1.1 Origin of Topic

The report is done to see how one of the largest telecom operators, Bangalink Human Resource Shared Service operates and how satisfied are their employees are.

1.2 Objective of the Study

Measure the job satisfaction level of different employees of different departments in Banglalink.

1.3 Data Types

Primary Data only has been used for survey and research purpose.

1.4 Limitation of the study

Not all the participants are friendly in terms of filling out a survey. Addition to that, employees have tight schedule and the access of information sometimes restricted due to company policies.

Part 1

The Company Profile



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Chapter 2.0 Different Aspects of Banglalink

Overview of Banglalink

Banglalink Digital Communications Limited is fully owned by Telecom Ventures Ltd of Malta. Telecom Ventures Ltd of Malta is a fully owned subsidiary of Global Telecom Holding which was previously known as Orascom Telecom Holding. The basis of Orascom is in Egypt and it was established in 1998. It is today the largest capitalized company on the Cairo & Alexandria Stock Exchanges with over 11 million subscribers worldwide. Orascom has operations in 11 countries worldwide. It has grown to be one of the largest and most diversified GSM network operators in the Middle East, Africa and Asia and is also known as one of the most dynamic telecommunications powerhouses in the world. In 1989, Sheba Telecom (Pvt.) Ltd. gained license to operate in the rural areas of 199 upazilas. After that in 1996 it also gained the GSM license to extend its business in the areas of cellular mobile and radio telephone services. It started its operation in the last quarter of 1997 as a Bangladesh-Malaysia joint venture. Orascom telecom Bangladesh limited ("Banglalink") is fully owned by Orascom telecom Holding Egypt, the ultimate parent company of the group is Vimpelcom, the 6th largest mobile phone operator in the world. All the shares of Sheba Telecom (Pvt.) Limited ("Sheba") was purchased by Orascom Telecom Holdings in September 2004. In September 2004, the acquisition of Sheba Telecom (Pvt.) Limited was done with a cost of US\$60m as declared by Naguib Sawiris, Chairman and CEO of OTH. Sheba Telecom was the worst performing network operator in the industry as the company had only a base of 59,000 users, of whom 49,000 were regular when it was sold. To get rid of this image in February 10, 2005 after a complete overhaul and the deployment of a new GSM network, its telecommunication services were re-branded and relaunched under the brand name of Banglalink to give it a completely new image. In March, 2008, Sheba Telecom (Pvt.) Limited changed its name as Orascom Telecom Bangladesh Limited, matching its parent company name. The company changed the name for the second time to Banglalink Digital Communications Ltd in July 2013, following the ownership restructuring in the parent company. Banglalink is the latest addition to the GSM family of Orascom Telecom Holding. The operation in Bangladesh

will further enhance Orascom Telecom's growth and leadership in mobile services. OTH intends to remain the leading emerging markets mobile services operator with a primary focus on investing in and developing core GSM operations in Algeria, Bangladesh, Egypt, and Iraq. The largest Foreign Direct Investment in the country at present is done by Banglalink by investing almost \$700 million in network development.

Banglalink had 1 million subscribers within December 2005 and 3 million subscribers within October 2006. By December 2007, that is in less than two years, Banglalink overtook Aktel (currently known as Robi) to become the second largest operator in Bangladesh with more than 7.1 million customers. Banglalink currently has 31.9 million subscribers as of February 2016, boasting a market share of 24.4%. In terms of coverage, subscriber base and revenue, it has been the 2nd largest mobile operator in Bangladesh.

As a brand Banglalink is youthful, fun loving, down-to-earth, enterprising and very much Bangladeshi. Their brand value has an emotional essence too. The innovative products and services is the reason behind Banglalink's growth and success. Their main focus is to target different market segments. Also aggressive improvement of network quality and dedicated customer care, creating an extensive distribution network across the country, and establishing a strong brand that emotionally connects customers with Banglalink made them to achieve their goals and objectives.

After the launch of Banglalink in February 10, 2005 the perspective of people towards telecommunication industry changed overnight. Mobile phones, which was previously a luxury for the people of Bangladesh and only a few upper class people could afford it, became a necessity for the people. It became an affordable option for customers across a wide range of market segments. Banglalink thought about the majority of people who live in the rural areas of our country. They cannot afford a high price which was the previous scenario of the telecommunication industry of Bangladesh but after the launch of Banglalink, the scenario completely changed. They based their success on their mission which is "Bringing mobile telephony to the masses" by bringing mobile phones to the general people of Bangladesh. They made a place in the hearts of the people by making mobile phones affordable and available.

The slogan of Banglalink was "din bodol" or "making a difference". Making a difference does not mean that they are making a difference in the telecommunication industry of Bangladesh only. Rather their motive is to make a difference in the lives of the people also. They want to bring a positive change in the lives of the people through its products and services (like mobile remittance and agriculture helpline), to improve the lives of its customers. This corporate stance of "making a difference" has been reflected in everything Banglalink does. Their new slogan is "start something new" or "notun kichu koro". This slogan basically comes from Banglalink's promise of empowering people with affordable communication solutions. They believe that if the communication process is improved or enhanced, people can take new initiatives in life. The company also believes that such new initiatives will bring positive change for the overall betterment of the whole nation.

Banglalink Digital Communications Limited	
Type	Subsidiary
Industry	Telecommunication
Launch Date	February 10, 2005
Areas served	64 Districts and 504 Thanas
Products	Telephony, 3G
Parent	Global Telecom Holding
Slogan	Start Something New
Vision	To understand people's needs best and develop appropriate communication services to improve people's lives and make it simple.
Mission	<ul style="list-style-type: none"> • 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	<p>Functional Level Strategy: efficiency, quality, innovation and customer responsiveness</p> <p>Business Level Strategy: applies both Cost Leadership and Differentiation</p>

2.1 Products of Banglalink

Prepaid Packages

The two main prepaid packages of Banglalink are Desh and Banglalink Play. Other prepaid packages they offer are Desh hello, Desh 7 FNF, Desh 10 FNF which are basically extended versions with some extra features of Banglalink Desh.

Postpaid Packages

Banglalink understand that the needs and patterns of each customer are unique. They do not want to offer the same solution to every customer rather they want to provide such facilities so that their customers can pick their options as per their need. So the postpaid packages are designed in such a way that they can exactly fulfill the needs of the customers. The current two postpaid plans are Banglalink Inspire and Banglalink SME.

Banglalink 3G

Banglalink constantly tries to improve the lifestyle of their customers through innovative services and products. Their fiber optic network and the fastest 3G service network throughout the nation are great examples of their relentless commitment. 3G is the third generation of mobile telecommunications technology. The 3G users of Banglalink enjoys the fastest speed of internet even on the move with the superior HSPA+ connection. 3G service make the internet experience a lively one in mobile devices. Banglalink 3G allows the customers to enjoy superior video streaming, download experiences, enhanced video calling, high-speed data transmission and accessing innovative 3G services on the mobile phones which make the lives of the customers smarter, exciting and efficient. Bangladesh Telecommunication Regulatory Commission declared Banglalink's third generation data service as the fastest in the country in 2014. Along with providing the fastest 3G network, Banglalink is only the second telecom operators in Bangladesh to cover 64 district headquarters.

Services offered

Whenever it comes to introduce any state-of-the-art communication solutions for its customers Banglalink has been leading since always. They always keep on improving and try to do some extra in their Value Added Services for the convenience of their customers and to make their lives a little bit better. The Value Added Services make the customers familiar with lots of benefits which will make their lives easier and make their mobile using experience more exciting and enjoyable. The Value Added Services offered by Banglalink to meet the customers' need are given in the following Table:

2.2 Banglalink's network coverage map

Started with 9 Districts

Now covering:

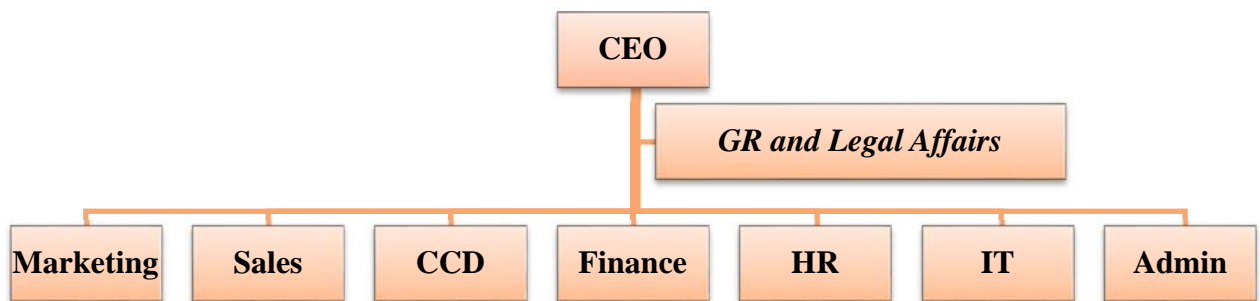
- 64 Districts & 504 Thanas



2.3 Organizational Structure of Banglalink

Banglalink has top, middle and first level management. The seven major departments are shown in the chart below. They have around 1600 employees in total.

Banglalink Organization Chart



The company is going through restructuring so they have changed their previous structure and came up with a new structure of twelve departments. Before they had six different departments with a long hierarchy of eighteen levels. The main reason behind this restructure is that they want to minimize its management levels and transform to a flatter hierarchy so that the organization get into a horizontal hierarchy rather than the vertical one. 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.

Banglalink considers every division as a team or unit. The liability for all the duties and responsibilities goes to the head of that particular division. All the team members in a division are required to report to the unit head and the unit head is supposed to report to the Chief of the HR and Admin.

2.4 Human Resource Policy of Banglalink

Equal Employment Opportunity: Banglalink strictly follows equal employment rule in their organization. All decisions are taken without being biased with the employees. The employment decisions are taken without any influence of race, color, religion, gender, age, national origin, disability, military status, genetic information, etc. By seeing an individual's education, experience, skills and abilities, as well as demonstrated job performance the decisions are being taken.

Consequence for False Information/Forged Documents: The Human Resource department of Banglalink keeps every right to terminate any employee who has been found guilty for submitting false Curriculum Vitae or any false information in the Curriculum Vitae while taking job in the organization. The employee will be terminated immediately as soon as he/she is proven guilty without any prior notice, reward or compensation.

Probationary Period of Employment: While starting job in Banglalink, all permanent employees will be in probationary period for the first 90 days. This probationary period can be extended for further 90 days only. The employee will get the notice at least before 7 days that whether his/her job will be continued or will have to leave the organization.

Internal Job Placement Policy: In Banglalink they value their existing employees more rather than finding potential external employees. So whenever there is a vacancy in the organization they post an advertisement internally so that the existing employees can apply if they are interested and qualified for the job. So they give a deadline of 10 days for submitting their Curriculum Vitae after the publication of the advertisement.

Performance Management: Banglalink arrange a performance management program where it is seen that whether the employees have met their previously set goals or not and after evaluating that, feedback is also given on how to improve their performance. This is applicable for all permanent, confirmed employees of Banglalink who has joined on or before July 31 of the performance year.

Working Hour: The standard office hour is 9 hours per day which is between 9:30am to 6:30pm. The working days are from Sunday to Thursday. The employees also have the

freedom of choosing flexible timing except for shift employees. They are expected to come at the office within their scheduled time. If needed, the employees have to work for additional office hours also and this is applicable for all employees. Each department has the freedom of choosing their time table as per their need.

Payment of Salary: Banglalink transfer the salary of their employees in their bank accounts by following the rules of the organization. They suggest the new employees to open accounts in specified banks prescribed by the company so that their salary can be transferred at the end of each month. When an employee leaves the organization their dues are also cleared through their bank accounts or checks.

Promotion: Promotion are given on the basis of different categories. If promotion is given on the basis of talent, one year is eligible for having it otherwise the employee has to serve the minimum number of years at the previous grade at the date the promotion is effective from. Other way is the employee has to achieve at least ME (Meet Expectation) in competency rating and accomplish 100% in objective in the last year. Manager's consent is very necessary and important while giving promotions.

Transfer: Transfer is generally made by the organization because they want their employees to be exposed to new opportunities and work and have a 360-degree idea of the organization. Transfer can happen due to two reasons: one is due to manager's consent or need and another is due to the personal request of the employees. Transfer request done by the employees are usually due to personal circumstance or interest. The request of the employees is only listened when there are enough opportunities and management approval. And Transfer initiated by the organization is usually due to the business needs.

Overtime: Extra hours of work outside the scheduled employment hours is overtime. All employees whether permanent or temporary can receive overtime up to the Deputy Manager level. Manager and above will not receive any overtime. The application for the overtime is usually done through HRIS and the line manger decides whether to approve or reject the application. The payment of overtime is paid in the month it is done.

Code of Conduct: Code of conduct of Banglalink is very well defined. The code of conduct sets a standard for the rules and procedures of how to deal with its agents,

customers, suppliers, political entities & others. It also provides further guidance regarding policies which are integral parts of Banglalink business philosophy.

Whistle Blowing: Banglalink promise to have an open, dynamic and responsible culture in their organization and in their business operations. Through an online access form, it is allowed to complain if any questionable accounting or auditing matters and illegal or unethical behavior is found. The identity of the complaint is kept confidential. Vimpelcom audit committee reviews all the complaints and take necessary steps. All employee must keep transparency in their work to stay away from any allegations.

Corporate Social Responsibilities

Banglalink has been always very well-known from the very beginning because of the awareness about its corporate social responsibilities. To make a difference in the socio-economic development of Bangladesh, Banglalink always tried to show its responsibilities towards the society. The Corporate Social activities done by them are:

- Connecting start-up Bangladesh' through IT Incubator
- Special Arrangements for Hajj Travelers at the Hajj Camp
- Zero rating of government site
- ICT Support for Underprivileged Children
- Water and Date Distribution and Iftar at Orphanage during Ramadan
- Donating Blankets at Orphanages
- Cox's Bazar sea beach cleaning project and international coastal cleanup day

Part 2

My Duties and Responsibilities in Banglalink

Chapter 3.0 HR Shared Services

HR Shared Services is one of the organizational responses that is growing popular day by day, and is being sought out by many organizations in recent times. It is a realignment system that can help to reduce the costs through economies of scale from centralization of services, 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 process where the activities involved are available and shared among a number of parties. This is mostly done with the common services that are operated in the organization. A variety of activities can be made involved in this shared service, like the administrative tasks, recruitment and benefits administration, providing information or consultancy, providing professional support etc.

According to different researches that were conducted in various organizations, it can be deemed that there are three main drivers that leads to the introduction of Shared Services. They are:

- Cost
- Quality
- Organizational change

It is broadly conceived by many organizations that Shared Services can reduce costs by cutting down on the staff number, through achieving economies of scale. It facilitates by reducing accommodation charges, by providing cheaper accommodation or exiting offices. Combining purchasing decisions and resulting efficiency through streamlining and simplifying services also offers savings.

The system of Shared Services can also improve the overall quality, both in itself and with a more customer focus HR team. It can bring more professionalism, achieving greater consistency and accuracy. Results in using better processes to complete work, complete it in the specified budget and delivering on time. It also helps in becoming more accessible by operating user friendly services, improves the supply of information to the customers and gives better quality support towards the customers' needs.

Some internal and external organizational change is easily attainable through shared services. It lets the organization to be a part of wider business change, achieving greater degree of structural flexibility. It also allows the HR to be more strategic in executing the various functions.

There are a number of benefits that share services provides, for which the organizations seek out to this system. Lower and more transparent costs are one of the main benefits. The use of resources is proved to be more efficient. The customer satisfaction ratings are higher, through an improved match between customer expectations and service. A more integrated 'total solution' approach to problems can be applied. There is a better flow in the management information, provided more consistently across the organization as a whole. The organization can also be facilitated with corporate investment in computing and communications infrastructure.

Technology is one of the main facilitators regarding this beneficiary process. Without the relevancy of the recent advancement of technology, this system of shared services was not possible. So, high level of technological support is required in the execution of this process. An intranet in the whole organization has to be set up to provide information on HR policies and procedures. There could be sophisticated telephony such as IVR (interactive voice response) that can offer callers a choice of options to get into a voice menu, or can distribute call systems allowing callers to be routed to remote locations. The advanced technology also enabling the company to use document management systems, like allowing paper to be scanned so it can be fed as electronic files, to transfer material electronically. It would allow the use multiple access by the HR staff.

However, there are some issues, both in the short and long run, that could create some difficulties to fully optimize the use and benefits out of the service system. The short-term issues include recognizing that HR holds a number of different customer base who has be dealt with adequate response. The authority has to understand that there may be a need for large-scale capital investment to get the right technological infrastructure. The management in charge has to be careful regarding IT delivery times, and see whether the kit will fully operate on time and according to the specification. The issues of neglecting the importance of the knowledge and experience of incumbent administrators in staffing

new positions are crucial as well, along with undervaluing their work. Also, the issues of a lack of effective accountability. The HR Managers could be responsible for personnel services, but they do not have any control over the work if it is done in a shared service center.

The long-term issues are likely to be aligning HR with the business, while performing the role of an employee champion that gives HR its distinctive value. The management also has to recognize difficulties regarding career development when lower graded staff are building the expertise that allows them to fill more senior positions later. There may be the risk of giving too much emphasis to selling products and insufficient attention to the content, which the authority also needs to monitor.

As a part of HR Shared Service Intern, my primary duty was auditing the employee profile files to the organization software HITS. The purpose of my internship was that Banglalink is going to switch to Oracle File System in near future. Thus, the soft copy has to be prepared in MS Excel with the synchronization data from HITS. My key job responsibilities are –

- o Preparing Employee Personnel File
- o Employee Personnel File audit: Auditing each file as per Employee Personnel File checklist as guided by the Line Manager
- o Data entry from Employee Personnel File to HRIS by proper authorization from Line Manager
- o File archiving, soft copy uploading in system

Apart from my primary duty, I was also responsible for the VSS project which is the Voluntary Separation Scheme where 570+ employees left the organization and I, along with my Line Manager prepared the whole process so that the exit is smooth and without any hustle.

Part 3

My Project: A Study on Job Satisfaction of the Employees of Banglalink

Chapter 4.0 Job Satisfaction Theory

Over the time there have been many researches on what causes satisfaction in any job. Frederick Herzberg's Two factor theory is one of the most popular theories in this concept. It is also known as the Motivator-Hygiene Theory. This theory suggests that there are two factors that contribute to the satisfaction or dissatisfaction of an employee in his respective job. These are:

- Motivation Factors
- Hygiene Factors

Hygiene factors are extrinsic, and are considered to be those factors which relates to the aspects of the working environment, such as pay or salary, company policies, supervisory practices and overall working conditions. These are the factors which can remove dissatisfaction of an employee if they are well off. Like, if the pay is not well enough, or the company policy does not suit the employee, he will be dissatisfied.

On the other hand, Motivators, or motivation factors are those which motivates the employees towards their work. It can be considered as an inner force that drives individuals to attain personal and organization goals (Hoskinson, Porter, & Wrench, p.133). They are achievement in work, recognition, promotion opportunities for advancement, responsibility etc. These are considered to be intrinsic to the job, and these factors brings job satisfaction. For example, adequate responsibility will drive the employee to implement his skill, and recognition for his work or achievements will motivate him to work harder.

4.1 My Project

My project for the internship was conducting a research on Job Satisfaction of Employees in Banglalink. For that, I randomly selected 100 employees from different departments and sent them an internal email which had the survey questionnaires. 76 employees replied back and with that data, I prepared the table where I will be discussing about the satisfaction level, their deviation and further recommendations.

Sl	Questions	Score	Average	Std. Deviation
1	I feel encouraged to come up with new and better ways of doing things	3.87	3	0.58
2	My work gives me a feeling of personal accomplishment	4.01	3	0.23
3	I have the tools and resources to do my job well	4.52	3	0.34
4	On my job, I have clearly defined quality goals	4.07	3	0.44
5	The company does an excellent job of keeping employees informed about matters affecting us	3.86	3	0.23
6	When a customer is dissatisfied, I can usually correct the problem to their satisfaction	2.95	3	0.29
7	I understand why it is so important for Banglalink to value diversity	4.01	3	0.12
8	My job makes good use of my skills and abilities	4.33	3	0.08
9	My supervisor's manager visibly demonstrates a commitment to quality	3.74	3	0.21
10	Senior managers visibly demonstrate a commitment to quality	3.66	3	0.24
11	How satisfied are you with the information you receive from management on what is going on in your division	3.1	3	0.33
12	How satisfied are you with your involvement in decisions that affect your work	3.89	3	0.45
13	Considering everything, how satisfied are you with your job	3.92	3	0.39
14	How satisfied are you with the information you receive from management on what's going on in the company	3.03	3	0.29
15	How satisfied are you with your opportunity to get a better job/position in this company	3.02	3	0.16

Fig 4.1 Questionnaire & Results

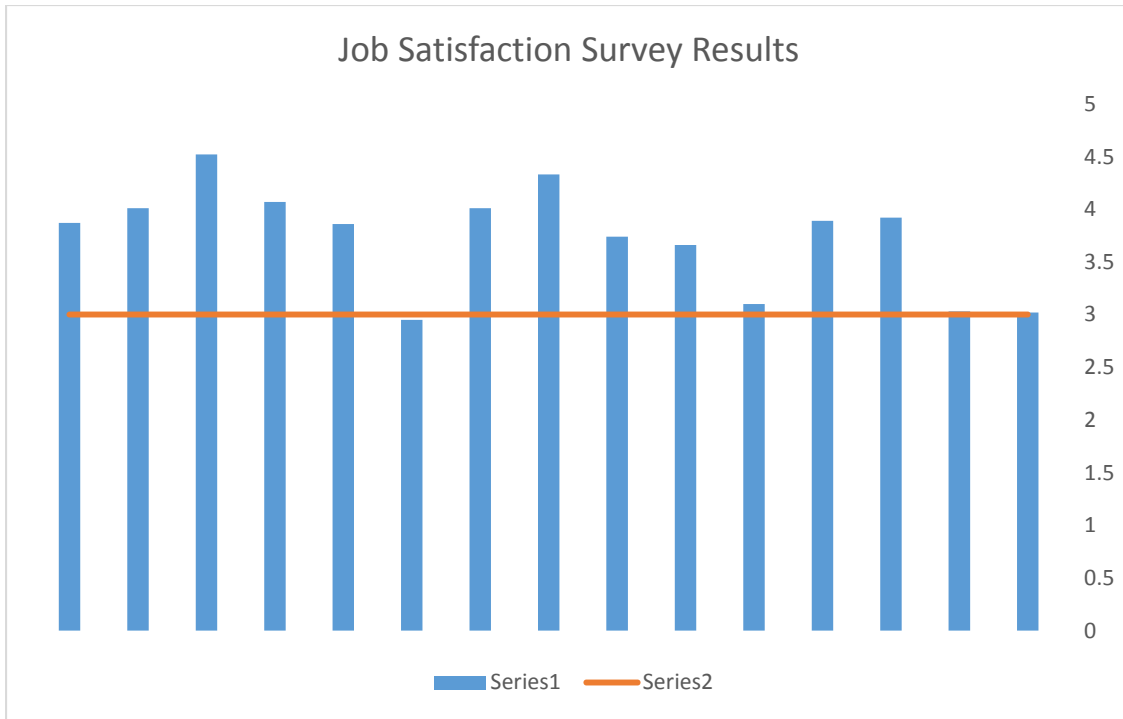


Fig 4.2 Job Satisfaction Survey Result

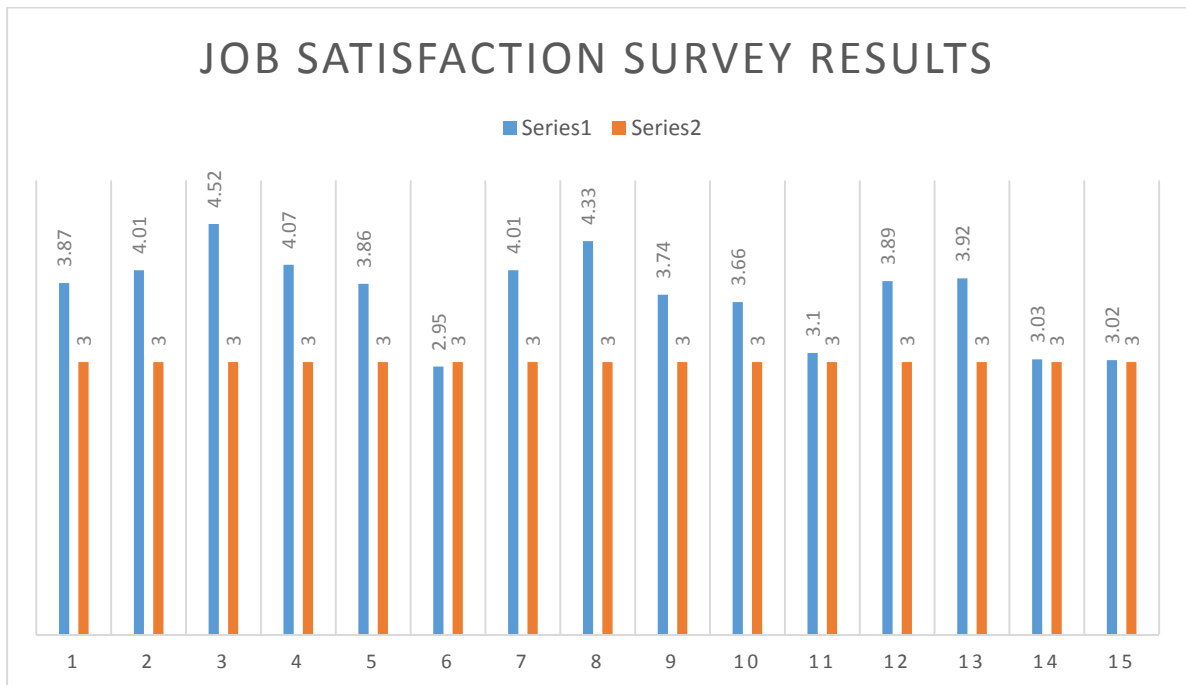


Fig 4.3 Job Satisfaction Survey Result

Chapter 5.0 Analysis & Recommendation

From the results of the survey it was possible to attain the measures of job satisfaction of employees in Banglalink. The analysis of it and the recommendations for improving the satisfaction level are discussed below:

Question 1

In the first survey question we can see there is a high standard deviation. It means that not all the employees feel encouraged to do things in a new way or bring innovation to their work. There could be different reasons, like different department requires different jobs to be done, or that not everyone is equally motivated. The company can take some measures that will help motivate the employees to be more innovative, like understanding the interests of different employees and provide them with the scope of using them in their work.

Question 2

In the second response, the deviation is low. It means that employees are highly satisfied. Banglalink provides almost same type of facilities to all the employees.

Question 3

The third response suggests that the employees are highly satisfied. Standard deviation is medium which means that some employees might holds different opinion and feel they do not have the resources to do their job properly.

Question 4

In the fourth response, it clearly shows that the employees are highly satisfied. However, in some cases some employees might have done jobs that were not clearly mentioned in Job Description, which gives us the high deviation.

Question 5

The fifth response depicts that employees are satisfied. However, the research further entails that not all the departments hold the same opinion regarding this issue. As because not all employees in all departments has the same access to the company's information. The company could look into this matter and disintegrate information more evenly to the employees so that they feel a part of it.

Question 6

This response shows negative results. When any service goes wrong and the customer is dissatisfied, there is no scope to correct it or do it again. The employees have to be very careful to not make such mistakes. So, Banglalink needs to come up with ideas which will minimize the risks of customers getting dissatisfied.

Question 7

In this response employees are highly satisfied. Low deviation means employees are well aware of the company policies and how it operates.

Question 8

Against the eighth question the employees responded that they are highly satisfied. They feel that Banglalink does make good use of their skills and abilities.

Question 9

In response of the ninth question the employees are highly satisfied. The supervisors are objective oriented and focus on their responsibilities as well.

Question 10

The response of tenth question is also highly satisfactory. The senior managers are also objective oriented and focus on their responsibilities as well.

Question 11

The response says satisfied. However, the access to information is limited, according to the employees. The company could consider letting their employees know certain information to minimize the gap.

Question 12

In this response, employees are highly satisfied. However not everyone gets the chance to get involve in decision making process. That is why there is a high deviation. The company should make it clear that which employees are eligible to be involved in the decision-making process.

Question 13

In case of overall job experience, employees are highly satisfied. However, the high deviation refers to the fact that employees in different department holds different attitude towards work.

Question 14

Employees are barely satisfied with the information they get from the management regarding what's going on in the company. They only get the information that are readily available to all. Banglalink should consider this fact and take step to properly disintegrate information.

Question 15

Employees at Banglalink are also barely satisfied with the future career opportunities in the company. They feel like there are very few options to get promotion. However, different levels of increment are there. If the company wants to motivate their employees, they should consider some strategic plans regarding the career development of their employees.

Chapter 6.0 Conclusion

In conclusion, we can say that Banglalink is a successful and well maintained company. From the start of their journey the company carefully executed each of their constructed strategies which is why they were able to gain the second position in telecommunication industry within two years of operation in Bangladesh. Among their other conducts, Banglalink imposes special care to their Human Resources department. They believe in the valuation of human assets. Their exclusive HR practices make the company very attractive to the job seekers as well as the potential existing employees. Banglalink also believes in innovation. Their new project to enable HR Shared Services will make the company more efficient in their work and will definitely add up to their revenue. This motivation to be innovative in their work is also fairly implemented by their employees as well. The company does a good job in motivating their employees. As a result, the job satisfaction of most of the employees in Banglalink can said to be fairly high. However, along with the survey of job satisfaction of employees of the company, there was some analysis of some certain factors that amounts to decreasing the job satisfaction of employees. Therefore, some recommendation was provided to look into these problems that could give out potential solutions. Lastly, the way Banglalink is conducting their work and business, it is evident enough to do well in the market.
