

Report On
Employee Branding and its relationship with Employee Retention
and Employee Recognition at Robi Axiata Limited

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
August 2019

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Tofazzal Hossain
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Subject: Submission of internship report

Dear Sir / Madam,

It is a great pleasure for me to present the internship report titled “Employee Branding and its relationship with Employee Retention and Employee Recognition at Robi Axiata Limited”. It was assigned to me as a requirement for the completion of my degree on Bachelors of Business Administration.

It was a great experience for me to work at a multi-national company and gain in-depth knowledge on Human Resource Management Division. Throughout this study I tried to provide as much information as I could through your guideline and the research I have conducted.

I am grateful to you for your guidance and kind cooperation at every step of my endeavor on this report. I shall remain deeply grateful if you kindly go through my report and evaluate my performance.

Sincerely yours,

Imran Rahman
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BRAC Business School
BRAC University
Date: August 29, 2019

Non-Disclosure Agreement

This agreement is made and entered into by and between Robi Axiata Limited and the undersigned student at BRAC University Imran Rahman.

Acknowledgement

First of all, I would like to thank the Almighty for his mercy and blessings upon me. I was able to successfully complete my internship research report with utmost mental and physical strength which I dedicated. I would also like to give my utmost gratitude towards my internship advisor/instructor, Mr. Tofazzal Hossain. It was because of his continuous support, supervision and guidance, that I was able to complete my report for the 4-month internship program.

Moreover, I have been blessed with a great team at Robi Axiata Limited with one of the most supportive and brilliant individuals. Firstly, I would like to thank my supervisor and line manager, Mr. Zaved Parvez, Vice President, Resourcing, Human Resource Division. He has been my direct supervisor and has looked after my performance throughout my internship period. Secondly, I would like to thank Ms. Nahid Islam, Specialist, Resourcing, Human Resource Division, who has assigned me projects and helped me improve over the last 16 weeks. Lastly, I would like to thank Ms. Shirin Khan, Manager, Resourcing and Mr. Khandakar Raihan Sayeed, Manager, Resourcing for assigning me daily work and help me learn new skills.

Lastly, I consider myself immensely fortunate to have had the guidance of all the faculties and mentors at BRAC University throughout my 4-year Bachelor of Business Administration program, which has helped me gather knowledge and skills which will guide me throughout my life ahead.

Executive Summary

This report has been prepared on Employee Branding and its relationship with Employee Retention and Employee Recognition at Robi Axiata Limited, which covers all the non-confidential details about the organizations employee branding and it also shows my work as an intern for a period of 4 months. The first chapter is an introduction to the report, it includes rationale of the study, objective of the report, methodology, scope and limitations. It helps to give a clear idea on what the paper is about. The second chapter focuses on the focused company Robi Axiata Limited. It includes brief knowledge over the company and how it operates. The third chapter is the research portion focusing on employee branding's relationship with employee retention and employee recognition at Robi Axiata Limited. The chapter includes the research question, research model, the sample that has been used and all the other necessary details about the research. The last chapter is a focus on the data analysis of the research conducted, the findings, the recommendations and the concluding statement for the report.

Keywords: Employee; Retention; Branding; Recognition; Multinational; Robi

Table of Contents

Contents

Declaration	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Tables	x
List of Figures.....	xi
List of Acronyms	xii
Glossary	xiii
Chapter 1 Introduction	1
1.1 Rationale of the Study	1
1.2 Objective of the report	2
1.3 Methodology	2
1.4 Scope	3
1.5 Limitations.....	3
Chapter 2 Overview of Robi Axiata Limited	3
2.1 Company Profile.....	3
2.2 Values and Principles	4

2.3 Company Hierarchy	5
2.4 Products and Services	6
2.5 Shareholders	7
Chapter 3 Research Project	8
3.1 Introduction.....	8
3.2 Research Question.....	9
3.3 Research Objectives	9
3.4 Significance of the Study.....	9
3.5 Literature Review.....	9
Employee Branding:	9
3.6 Research Model	11
3.7 Hypothesis Formulation.....	12
Employee Recognition:	12
Employee Retention:	12
Chapter 4 Data Analysis and Conclusion.....	12
4.1 Measurement	12
4.2 Research Sample	13
4.3 Data Analysis.....	14
4.4 Findings	19
4.5 Recommendations	20
4.6 Conclusion	20

References.....	22
Appendix A.....	23

List of Tables

Table 1: Gender	13
Table 2: Age Range.....	14
Table 3: Statistics for missing data	14
Table 4: KMO and Bartlett's Test	16
Table 5: Communalities	16
Table 6: Total Variance Explained	17
Table 7: Rotated Component Matrix	18
Table 8: Model Summary	18
Table 9: ANOVA	18
Table 10: Coefficeints	19

List of Figures

Figure 1: Robi Tagline	5
Figure 2: Departments of RIL.....	5
Figure 3: Human Resource Division Hierarchy	6
Figure 4: Research Model	11
Figure 5: Probability	15

List of Acronyms

MNC	Multi-national Company
RIL	Robi Axiata Limited
HR	Human Resource
EB	Employee Branding

Glossary

Branding	When anything particular is promoted through advertising.
Company	A business formed by an individual or a group of individuals.
Employee	Individuals who are working at an organization.
Recognition	Being known for something.
Retention	To be able to continue with something or someone.

Chapter 1

Introduction

1.1 Rationale of the Study

An internship is a period of work to gain experience by working in an organization for a limited time. Students are placed in non-profit organizations, businesses and governmental agencies. The placement period depends on the organization, students and University/Institution's requirements.

The Internship helped me gain a certain knowledge over Human Resource Management. It created a pathway for me. It will help create professional connections and the opportunity for employment. The internship program gave me real life skills, corporate working environment experience and useful knowledge about Robi Axiata Ltd. I was able to gain insight into the way corporates/multinationals work and the challenges that an individual may face on a daily basis. The internship also allowed me to get the credits necessary to complete my degree.

Thus, the internship program is significantly important as it enabled me to accustom with business activities particularly. The world is now competitive, so every student must be expert in both theoretical and practical field. The academic education become very rich when acquired theoretical knowledge is applied to practical field. The internship program enabled me to develop my analytical skills and scholastic aptitude and to have a real life orientation and academic knowledge. It was able to offer me the prospects of being able to learn by doing the actual work with help and supervision of a highly devoted team of professionals. It also offered me the opportunity to work with someone who is highly experienced and professional in the field. My confidence become very high by gaining skills and experience from them. Even

though my degree so far has taught me on how to solve case studies and make reports as a test, the experience you get first hand from doing it at a professional stage is quite different. As a result, the internship program helped me to identify and build on strengths as well as improve weaknesses - all of which is priceless for my future career.

1.2 Objective of the report

The objectives of the report are as follows:

- To know about the operational functions of the Resourcing Department of the Human Resource Division of RIL.
- To understand more about Employee Branding and its relationship with Employee Retention and Employee Recognition at RIL.
- To observe and understand the recruitment programs and modules of the organization.
- To evaluate the resourcing work activities of the respective department

1.3 Methodology

The report has been done through the collection of primary and secondary data sources:

Primary Source:

1. Interviews and face-to-face conversations
2. Observations done at work
3. Questionnaire Survey

Secondary Source:

1. Company and other websites
2. Company documents
3. Online articles and research papers

1.4 Scope

Employee Branding is a crucial part of Human Resource Division since it helps determine how a company should brand their employees to motivate them and create a great outlook for the business; all the works are connected. This report gives a brief idea of how Employee Branding is affected by Employee Retention and Employee Recognition. It will also provide a general understanding on how the Human Resource Division of a telecom company works.

1.5 Limitations

In spite of the fact that I have gotten sufficient co-activity from my supervisor and all the related representatives at Robi Axiata Limited, the greater part of the archives were private, with which I worked. Subsequently, it was extremely hard for me to give definite data on about my work as an understudy at Robi Axiata Limited. Likewise, since the Human Resource Division is a center part of the organization and it manages delicate issues, keeping up confidentiality was also one of my key activities. Because of such concerns, it was very difficult for me to incorporate adequate information of charts and table with my work in this report. Lastly, I would like to endow that part of HR job responsibility is to be secretive, for which reason I was not given confidential data as I was an Intern.

Chapter 2

Overview of Robi Axiata Limited

2.1 Company Profile

Robi Axiata Limited (Robi) is a company under the wing of Axiata Group Berhad. It is a group that is based in Malaysia and is considered to be an Asian telco giant. Other shareholders in the establishment are NTT DOCOMO Inc. and Bharti Airtel International (Singapore) Pte Ltd.

Currently, it is known to be the second largest mobile network operator in Bangladesh with 46.88 million subscribers as of December 2018. The company began their operation in 1977 as Telekom Malaysia International (Bangladesh) and it was then known as “Aktel”. It was until 2010, that they were rebranded and came to be known as Robi Axiata Limited.

“Robi” merged with Airtel Bangladesh, and started their commercial operation as a merged company, Robi Axiata Limited (Robi) from 16 November 2016. To this day, it is the biggest ever merger of the country and first ever merger in the mobile telecom sector of Bangladesh.

2.2 Values and Principles

2.2.1 Core Values

The company commits to Exceptional Performance and Uncompromising Integrity (UI-EP) to ensure creation of value, putting the Customer at the Center.

2.2.2 Guiding Principles:

Keeping pace with the evolving digital landscape of the country, they aim to establish themselves as leader in providing customer centric data and digital services with their four Guiding Principles acting as a guide towards their vision. The Guiding Principles are:

- Be Agile
- Inspire to Innovate
- Collaborate to Deliver
- Do Digital

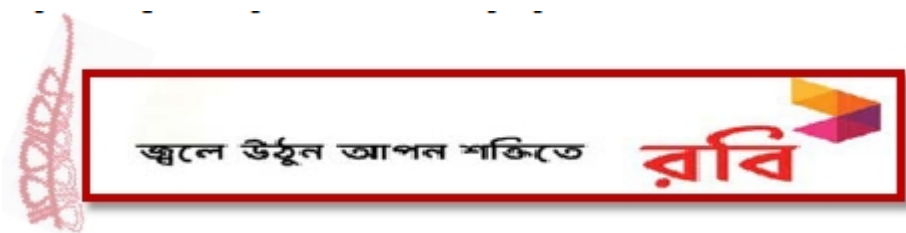


Figure 1: Robi Tagline

2.3 Company Hierarchy

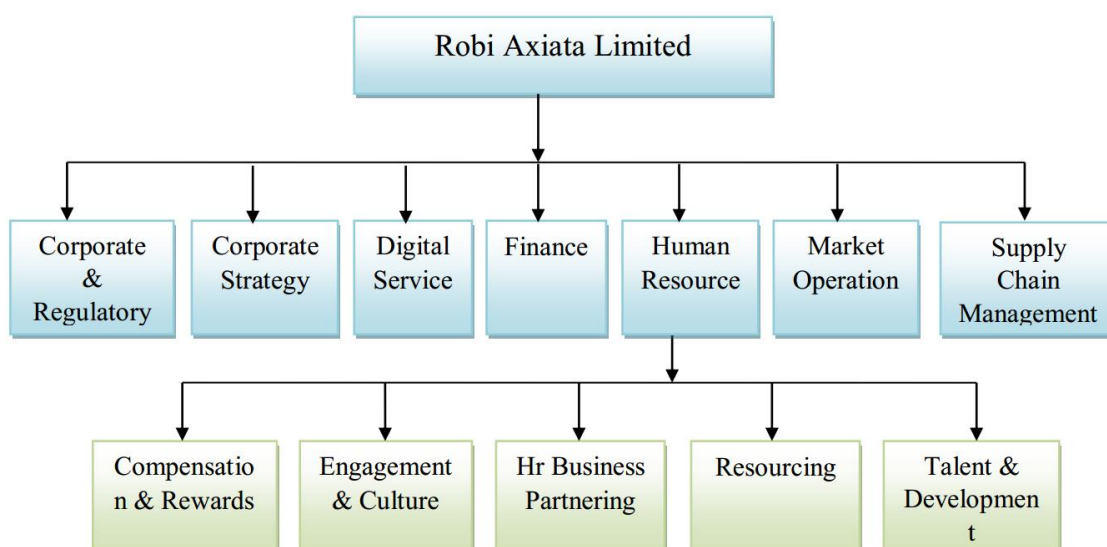


Figure 2: Departments of RIL

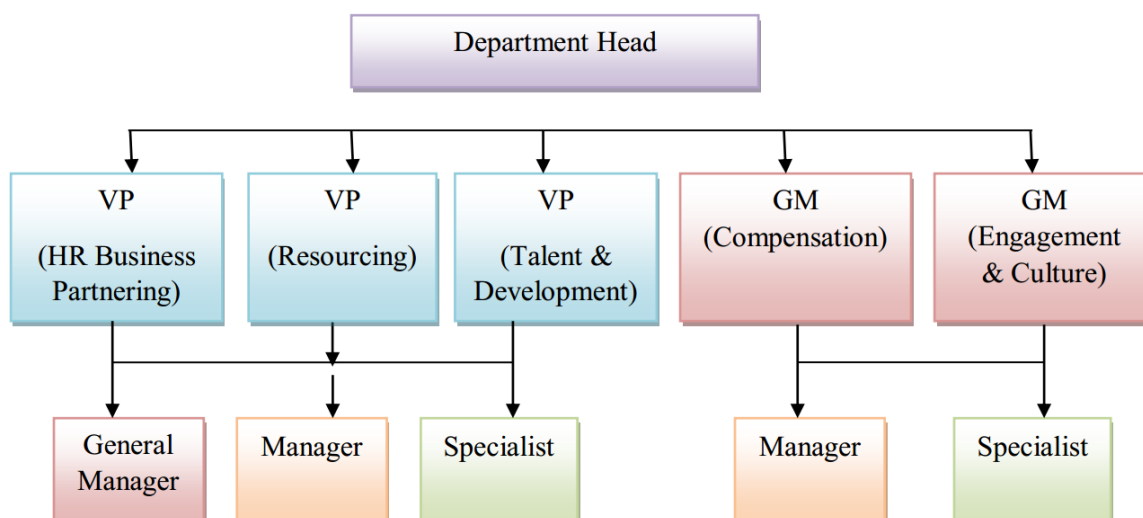


Figure 3: Human Resource Division Hierarchy

2.4 Products and Services

Robi Axiata Limited Company offers different types mobile telecommunication products and services all over the Bangladesh. Such as:

- Postpaid
- Prepaid
- Digital Services
- International Roaming
- Internet Data Packages
- Robi Cash
- Easy Load
- Utility bill payment service through phone

2.5 Shareholders

Robi Axiata Limited is a joint venture between Axiata Group of Malaysia, NTT Docomo Inc. (Japan) and Bharti Airtel (India). Axiata holds the most amount of shares, currently at 68.7% and is controlling stake in the establishment, Bharti Airtel has the second most shares, currently at 25% and lastly NTT Docomo of Japan holds 6.3%.

Axiata Group Berhad

The company is based in Malaysia and has a significant presence in countries like Bangladesh, Indonesia, Sri Lanka and Cambodia. They are known to be an emerging leader in Asian telecommunications. They currently have 120 million subscribers throughout Asia.

Bharti Airtel of India

Their main headquarters is in New Delhi, India. They have been ranked as one of the top 4 mobile service providers in terms of subscribers globally. Bharti Airtel Limited has operations in 20 countries across Asia and Africa. They are considered to be a leading global telecommunications company.

NTT DOCOMO, INC.

NTT DOCOMO, INC. is the the largest mobile communications company in Japan and is known to be one of the world's leading mobile communications company and. DOCOMO serves over 56 million customers, including 44 million people subscribing to FOMA™.

Chapter 3

Research Project

3.1 Introduction

An employee is a person whose purpose is to do a specific job for which reason he/she was hired by an employer. The employee has to go through different phases of the selection process until he/she has been employed. The selection takes place after the candidate has been found most qualified by the employer to do the job (M. Heathfield, 2018). However, there is always a risk that the employer has to take as it is never possible to say with full guarantee that the person employed is the best candidate and will be able to perform the job duties properly. There is a lot to learn in the recruitment and selection process. Rest of the skills are acquired after the employee starts the job. The terms and conditions of a candidate's employment are mentioned in an employment contract, an offer letter, or sometimes orally. In most cases at the workplace, most employees will negotiate with the employer about the terms of their employment. However, there are many who decide not to negotiate as it may come off as rude or for other reasons and will simply choose to accept the offer that the employer makes to them. This happens usually in the case for fresh graduates.

Employees are one of the most crucial resources for any business and it is very important to retain them for as long as possible. As, it will keep the costs lower from rehiring a vacant position, then training the new employee and so on. Moreover, it has an impact on the company's overall productivity as well if they have low employee retention.

In recent times it has been a huge question to know what the factors that may affect employee retention are. Many researches stated that it could be working hours or salary benefits or even relationship with co-workers. There are many factors, therefore to narrow it down this paper

will be focusing on Employee Retention and Employee Recognition as the variables that may affect Employee Branding.

3.2 Research Question

The research question driving this study is – “What is the relationship of Employee Branding with Employee Retention and Employee Recognition at Robi Axiata Limited?” This question is used to find out how employee branding might be affected at RIL through their employee retention and employee recognition.

3.3 Research Objectives

In this research paper, our main objective is to find the relationship of Employee Branding with Employee Retention and Employee Recognition at Robi Axiata Ltd. In doing so, this paper will also help RIL and other telecom companies to understand the relationships of Employee Branding better and will act as a guideline for future research.

3.4 Significance of the Study

The significance of the study is much as it can help employers at an MNC or in a corporate office understand the relationship of Employee Branding with Employee Retention and Employee Recognition. The research has been done focusing on a telecom company, however other companies can benefit from it as well. Furthermore, this research and its findings can also be used for further study in this topic.

3.5 Literature Review

Employee Branding:

Employer Branding is the means by which organizations advance their certifications as an inviting, connecting with and portraying a dynamic working environment for their employees. The objective is to target talented candidates and to indicate how well they take care of their employees at work, and that they shall also receive a similar star treatment all through the enlistment and on-boarding process. (logicmelon, 2019).

Ambler and Barrow (1996) were a two of the main scholars to recognize the idea of employee branding, recognizing its capacity to pull in potential workers and retain current employees. They characterized the subject at first as a bundle of advantages which is given by an employer during work. Hence, it is a significant factor when employee retention is the considered, as workers will sustain their position and work where they are respected by the organization.

Research shows that job satisfaction among employees is affected by both nonfinancial and financial benefits/rewards (DeCenzo & Robbins, 2010; Haile, 2009). Workers are more likely to be motivated to better their performance with nonfinancial rewards such as employee recognition. Recognition is considered to be appreciation reward of a positive accomplishment by an individual or even a team, sometimes it can be for positive behaviors as well (Caligiuri et al., 2010; Nelson, 2005; University of Iowa, 2009).

3.6 Research Model

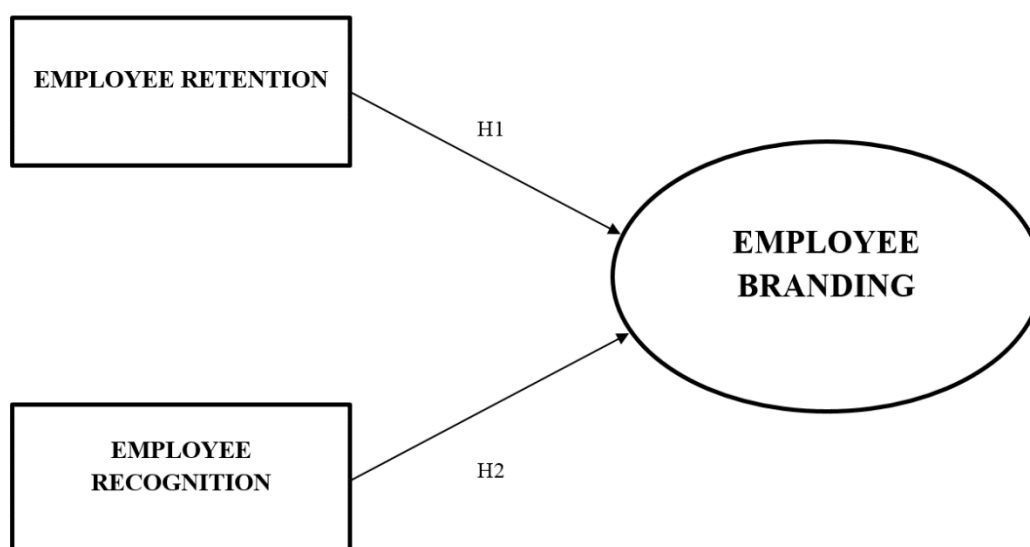


Figure 5: Research Model

In order to understand how companies can retain do employee branding better, this model has been created after a series of secondary research. As it can be see, the research model has 3 variables. Here the “Employee Branding” is the dependent variable. The independent variables are “Employee Retention” and “Employee Recognition”. For this research a survey will be conducted at RIL to find out the relationship between the dependent and independent variables. Employee Retention will be identified as hypothesis 1 or H1 and Employee Recognition will be identified as hypothesis 2 or H2. If in the outcome of the research it is discovered that there is a relation of these 2 independent variables to the dependent variable, then it will help to understand how these independent variables affect employee branding at RIL.

3.7 Hypothesis Formulation

Employee Recognition:

Employee recognition known as the appreciation made towards an individual working at an organization for great performance. Basically, the main idea of employee recognition at the workplace is to support certain practices, actions, or behaviors that result in better overall performance and healthy productivity. (Andriotis, 2018).

H1: Employee recognition positively affects Employee branding.

Employee Retention:

Employee retention is an organization goal, which involves attempts made by the company to keep talented workers for as long as possible and thereby reducing turnover. This can be achieved through a healthy working environment, financial and non-financial benefits, providing work-life balance and a sense of belonging at the work place. Employers are particularly interested in retaining employees during crisis of low unemployment and when there is increased competition for talented individuals. (Rouse, 2018).

Chapter 4

Data Analysis and Conclusion

4.1 Measurement

The measurement method used in the questionnaire for the first part were nominal scale to find out the gender orientation and age range of the respondents. They were given options such as “female” and “prefer not to say” for gender orientation and for age range, “21-25” and “26-30”. The second part of the questionnaire was done on the three focused variables in this research. It used a 5-point likert scale, ranging from “1=Strongly Disagree” to “5=Strongly

Agree”. Additionally, the questionnaire was pre tested amongst 5 of my colleagues and was verified for use by my instructor.

4.2 Research Sample

Target Population: The total population for this report is 5000 employees of Robi Axiata Ltd

Sampling Elements: Sampling elements are the employees of Robi Axiata Ltd

Sampling Frame: This is the specific list of the population elements from which the sample or some stages of the sample is selected.

Sampling Size: Sampling size defines the number of the elements in the obtained sample. For 5000 employees, the sample size for this study is 136.

Method: The survey was conducted at Robi Axiata Limited’s head office, which is the Nafi Tower at Gulshan 1. There were hard copies of questionnaire distributed and some were done orally to make efficient use of time. It was challenging being able to collect the data as an intern from all the permanent employees. However, being part of the HR division the task was made a little simpler with the help of my colleagues and supervisors. As a reward for completing the questionnaire, candies were provided to show gratitude in taking some time out of work to help my research. **Demographics:**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	43.4	43.4	43.4
	Female	77	56.6	56.6	100.0
	Total	136	100.0	100.0	

Table 1: Gender

Age Range		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 to 25	17	12.5	12.5	12.5
	26 to 30	35	25.7	25.7	38.2
	31 to 35	30	22.1	22.1	60.3
	36 to 40	32	23.5	23.5	83.8
	41 to 45	17	12.5	12.5	96.3
	46 and above	5	3.7	3.7	100.0
	Total	136	100.0	100.0	

Table 2: Age Range

4.3 Data Analysis

To successfully conduct our analysis, we did the missing data analysis first. The survey was conducted at Robi Axiata Limited face-to-face and all the questions were mandatory to answer, therefore there were no missing data. The missing data analysis is given below:

Statistics																				
	ER1	ER2	ER3	ER4	ER5	ER6	EB1	EB2	EB3	EB4	EB5	EB6	R1	R2	R3	R4	R5	R6	Gender	AgeRange
N Valid	136	136	136	136	136	136	136	136	136	136	136	136	136	136	136	136	136	136	136	136
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table 3: Statistics for missing data

The statistics table portrays that the data collected had no missing information as seen by the mention of zeros for each question.

Afterwards, we've detected the outlier of our data set. An Outlier is an extraordinary value that is altogether different from the focal value. The technique for distinguishing outlier relies upon

the specific circumstance. It is necessary to distinguish outlier for a few reasons. They can skew a few measures of central tendency. Sometimes outliers occur because a value was recorded incorrectly. One might want to exclude that value from the original data.

AgeRange	ERR	BBB	RRR	MAH_1	Probability	ERRRR	BBBBB	RRRRR
3	19.00	30.00	18.00	9.58937	.00827	11.00	15.00	7.00
3	18.00	29.00	25.00	9.52567	.00854	11.00	15.00	10.00
6	16.00	16.00	22.00	8.11445	.01730	10.00	8.00	15.00
2	16.00	18.00	20.00	6.12256	.04683	9.00	9.00	11.00
4	29.00	23.00	25.00	5.97943	.05030	19.00	12.00	13.00
4	30.00	30.00	29.00	5.67981	.05843	20.00	15.00	14.00
2	16.00	19.00	21.00	5.52235	.06322	9.00	9.00	13.00
3	16.00	19.00	18.00	5.52235	.06322	9.00	10.00	9.00
3	20.00	17.00	25.00	5.31874	.06999	12.00	11.00	13.00
4	27.00	21.00	24.00	5.19516	.07445	17.00	12.00	11.00
3	27.00	21.00	26.00	5.19516	.07445	18.00	11.00	13.00
3	17.00	18.00	24.00	5.16972	.07541	11.00	9.00	15.00
2	16.00	21.00	25.00	5.11338	.07756	9.00	11.00	14.00
2	16.00	21.00	26.00	5.11338	.07756	10.00	12.00	13.00
4	17.00	24.00	24.00	4.74321	.09333	8.00	14.00	12.00
3	18.00	18.00	24.00	4.48718	.10608	12.00	9.00	15.00

Figure 5: Probability

The Mahalanobis analysis was done to find the Probability to determine if there is any outlier in our data set, here, there is a screenshot showing that there are no outlier data on the dataset. The column was set to ascending order to check if there were any value less than .001. It can be seen there were none that means that there were no outliers in the data set.

Factor Analysis

Once the detection of any missing values or outlier is done, a factor analysis takes place. It's being done by looking for basic latent factors that are reflected in the manifest factors. In terms of this factor analysis, it was directed with Varimax rotation to look at how the chosen measures arranged on expected develops. Three variables were recuperated from the examination, those are, employee branding, employee recognition and employee retention.

Continuing the analysis, we at first ran the KMO and Bartlett's test, the result is being shown here:

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
Bartlett's Test of Sphericity	Approx. Chi-Square	188.706
	df	45
	Sig.	.000

Table 4: KMO and Bartlett's Test

A statistically significant Bartlett test of Sphericity should be less than .05. Therefore, it was significant.

Communalities		
	Initial	Extraction
ER1	1.000	.619
ER3	1.000	.619
ER4	1.000	.331
ER5	1.000	.509
EB1	1.000	.585
EB2	1.000	.533
EB3	1.000	.620
R4	1.000	.496
R5	1.000	.446
R6	1.000	.505

Extraction Method: Principal Component Analysis.

Table 5: Communalities

The extractions in the communalities table should be more than 0.5 which it was for most of them except ER4, R4 and R5. This therefore means that the except for these 3, the others are significant.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.475	24.747	24.747	2.475	24.747	24.747	2.005	20.053	20.053
2	1.429	14.290	39.037	1.429	14.290	39.037	1.834	18.336	38.389
3	1.359	13.593	52.630	1.359	13.593	52.630	1.424	14.241	52.630
4	1.016	10.164	62.794						
5	.814	8.144	70.938						
6	.766	7.661	78.599						
7	.627	6.269	84.867						
8	.615	6.149	91.016						
9	.474	4.735	95.751						
10	.425	4.249	100.000						

Extraction Method: Principal Component Analysis.

Table 6: Total Variance Explained

Rotated Component Matrix

The rotated component matrix, also known as the loadings, is the key output of principal components analysis. It contains estimates of the correlations between each of the variables and the estimated components. It is given below:

Rotated Component Matrix^a

	Component		
	1	2	3
ER1	.781		
ER3	.760		
ER4	.504		
ER5	.707		
EB1		.750	
EB2		.728	
EB3		.765	
R4			.703
R5			.654
R6			.694

Extraction Method: Principal Component

Analysis.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 4 iterations.

Table 7: Rotated Component Matrix

Regression Analysis

BBBBB: Employee Branding

RRRRR: Employee Retention

ERRRR: Employee Recognition

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288 ^a	.083	.069	1.66344

a. Predictors: (Constant), RRRRR, ERRRR

Table 8: Model Summary

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.332	2	16.666	6.023	.003 ^b
Residual	368.014	133	2.767		
Total	401.346	135			

a. Dependent Variable: BBBBB

b. Predictors: (Constant), RRRRR, ERRRR

Table 9: ANOVA

After analyzing the ANOVA table it can be said that the full model is significant as it is lower than 0.05, which is 0.003

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.724	1.375		7.073	.000
ERRRR	.192	.056	.288	3.464	.001
RRRRR	-.019	.087	-.018	-.216	.829

a. Dependent Variable: BBBBB

Table 10: Coefficients

The Coefficients tables shows us that the relationship between BBBBB and ERRRR is significant as it is below 0.05, which is .001, although the relationship between BBBBB and RRRRR is not significant as it is above 0.05, which is .829

Therefore, it can be said the relationship between Employee Branding and Employee Recognition is significant, however it is not between Employee Branding and Employee Retention.

4.4 Findings

The report was mainly focused on Employee Branding. A few important findings were made from it, they are listed below:

- Employee branding had a positive relationship with employee recognition. This tells us that with recognition of employees comes strong employee branding. An employee will be more motivated to work at a place where they believe their efforts are being valued.

A motivated workforce is a huge achievement and it can be branded as part of the company's key resource. It is believed that Employee Branding is triggered by many factors and employee recognition has been recognized as one through this research.

- Employee branding had a negative relationship with employee retention. It is unfortunate, but changes in employee retention is likely not to affect employee branding as much.
- The model used has been proved significant and it can be used for further research in a topic similar to this.

4.5 Recommendations

The research provides a few solid findings and a few recommendations can be provided on it. Firstly, Employee Branding has been shown to be a very important factor and must be implemented by RIL and other companies strongly. It helps in achieving a motivated workforce as it gives meaning to position they are working in, a sense of respect can be found within employees. Moreover, it can give positive importance to company's outer look against their competitors and create a strong brand which individuals may prefer over others. It is therefore a wise idea for any company to focus on it. Secondly, Employee recognition is of utmost importance, as it creates a pathway for employee branding to take place. Employee recognition shows a company's importance level on their employees. A sense of belonging makes the employees feel more comfortable at their work place. This will result in strong motivation. Hence, companies should give more importance towards it.

4.6 Conclusion

In recent times, it can be seen that employee turnover rate is rising in most companies. Employee branding has become a trending topic, which is seen as one of the best ways to retain, recognize and attract employees. Employers are being unable to retain a large portion of their

employees every year. It is becoming increasingly difficult to attract talented employees as well. The reason might be the increase in companies, which gives talented workers a huge number of options at where they can work. Companies try to understand which factors might gain attention from employees to work with them, even though the jobs might have the same title and responsibilities.

Thus, the companies these days are coming up with ideas and constantly pushing themselves to come with a solution towards the ongoing issue. Their goal is to increase employee branding, and to do so they need to understand which factors to focus on. However, the research has found one factor, which is employee recognition to be a good place to start.

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Appendix A.

Research Question – What is the relationship between Robi’s Employee Retention with Employee Branding and Employee Recognition?

The survey consists of three variables each having 6 questions and in total 18 questions following the 5-point Likert scale.

Demographics

a. Gender

- Male
- Female
- Prefer not to say
- Others

b. Age Group

- 21 to 25
- 26 to 30
- 31 to 35
- 36 to 40
- 41 to 45
- 46 and above

Factor One: Employee Recognition

1. A sense of personal achievement can be found through working

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree
- Strongly Disagree

2. **Being recognized by the company leads to Employee Retention**

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree
- Strongly Disagree

3. **The company promotes innovativeness and creativity.**

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree
- Strongly Disagree

4. **The information I receive from the management concerning the on goings in the department satisfies me.**

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree
- Strongly Disagree

5. **I am satisfied with how I am involved in decisions concerning my work.**

- Strongly Disagree
- Disagree
- Neither Agree or Disagree
- Agree

- Strongly Disagree
- 6. **I am satisfied with the opportunity to expand my career in this company because I feel recognized**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree

Factor Two: Employee Branding

- 7. **The company has good employee branding.**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
- 8. **Good employee branding leads to employee retention**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
- 9. **It is an employee's responsibility as well to promote employee branding in their company**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
- 10. **Companies should focus more on employee branding as Digitization is taking place.**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
- 11. **The company treats your role in a respectful way externally.**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
- 12. **Employee branding allows a company to hire dedicated candidates**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree

Factor Three: Employee Retention

13. **Being able to utilize an individual's skill leads to satisfaction**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
14. **Employee retention plays a vital role in company's productivity**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
15. **Interpersonal relationships are encouraged in this company.**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
16. **Work-Life Balance is supported in this organization**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
17. **Barriers to communication does not exist**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree
18. **Management comes forward to support when faced with a critical situation**
 - Strongly Disagree
 - Disagree
 - Neither Agree or Disagree
 - Agree
 - Strongly Disagree