

Internship Report
on
An Assessment of the Employee Batch Conversion Process of
Banglalink Digital Communications Limited



Spring 2014

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An Assessment of the Employee Batch Conversion Process of Banglalink Digital Communications Limited



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Ms. Asphia Habib

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Subject: Internship report on “Analyzing the Employee Batch Conversion Process in Banglalink Digital Communications Limited”

Dear Madam:

It is a great pleasure to present to you my internship report on “An Assessment of the Employee Batch Conversion Process in Banglalink Digital Communications Limited” on which I have diligently worked on during my Internship period in the HR Operations Unit of the HR & Administration Department of Banglalink Digital Communications Limited.

I have gained the most interesting and practical experience while working on this report. My endeavour for gaining knowledge about a crucial HR process has not only been fruitful but has also given me the opportunity to play an important role in the operation of the project. Incorporating vast amount of information into a concise report was indeed a challenge for me. I sincerely hope that the report will meet the standards of your expectations. I am always available for further query and clarification.

Sincerely,

Riffat Ashrafee

ID: 10104131

BRAC Business School

BRAC University

Acknowledgement

All praise to Allah, the Almighty and the Merciful, without whose blessing and endorsement this report would not have been accomplished.

The successful completion of this report might have never been possible without the support and help of few people whose inspiration and suggestion made it happen. First of all, I would like to thank my academic supervisor Ms. Asphia Habib for guiding me throughout the completion of my report on **“An Assessment of the Employee Batch Conversion Process in Banglalink Digital Communications Limited.”**

I would also like to sincerely thank Mr. Ziaul Amin (HR Operations Senior Manager) and my Line Manager Md. Mahbubul Islam (HR Operations Senior Assistant Manager) for his endless guidance and support and helping me with all the information required for the successful completion of my report. Besides I would also like to take this opportunity to thank all those employees who helped with collecting different information and all my peers and colleagues for giving me support and inspiration.

Lastly, but the not the least, I am utterly grateful to my family and friends for their co-operation and who were always there to provide me hope and encouragement that helped me immensely throughout the tenure of my internship period.

Executive Summary:

Banglalink Digital Communications Limited is one of the leading companies in the telecom industry of Bangladesh and holds the second position in terms of market share. The company has a total workforce of around 2300 employees out of which 1195 are temporary workers with a male female ratio of 75% and 25% respectively. Banglalink as an employer highly emphasizes an employee-oriented workplace culture and values the well-being of its employees. Besides, the company focuses on being compliant with all the laws and policies as per Government and state regulations. As per the Bangladesh Labor Law 2006, no temporary employee can work for a permanent nature job on a continuous basis. So to comply with the conditions of this legal enactment the company took decisions to convert its temporary workforce as permanent employees of the organization. Although the company has been focusing on this issue for quite a long time, it could not begin the process until 2013 due to budget constraint. From November, 2013 the company started the process of converting all its temporary staff in various departments to permanent under a project called the Batch Conversion Project. The Project was put into action from November 2, 2013 and since then 5 Batches; each batch consisting of about more 100 employees have been converted to permanent employees. Over a total 500 employees have been converted to permanent. The project is carried out under the direct supervision of the HR and Administration Director and co-ordinated under the HR Operations Unit. The project is aimed not only to maintain legal and compliance issues but also to create a sense of belongingness and motivation among employees through recognising their contribution towards the company by securing their employment and offering various facilities. This project has been welcomed by the employees across departments but there are some underlying issues in the process.

The main purpose of the report is to assess the overall Batch Conversion Process considering the efficiency of the process and its impact on the employees covering various issues employment. Firstly, the assessment of the entire conversion process shows that although the employees are being confirmed as permanent, they are not being upgraded in their position. The level L18 being assigned to them is same for all employees across department irrespective of their tenure of employment with the company. This has aroused significant amount of satisfaction among the employees, especially the senior temporary staff, many of whom have been serving the company for more than 4 years. Secondly, the newly permanent staffs are not receiving a considerable raise in their salary. Those who have served for less than 4 years as temporary employees are receiving a raise of 7.5% whereas others with

greater period of service are getting a raise of 10% of their basic salary. The average salary of the temporaries being around Tk 12,500, the increment is not much according to the employees, most of whom are the bread earners of their families. Thirdly, many employees do not have detailed idea of the Batch Conversion Project form beforehand and come for completing formalities to the Head Office with the mere knowledge that they are being converted as permanent. This arises a lot of confusion among the temporaries. Moreover, the process itself involves lot of paper work and manual input of data that makes the entire procedure quite lengthy and time-consuming on both the part of the employees and management.

To solve some the gaps or shortcomings in the project the company has many options that they can undertake. Firstly, the designation and salary issue can be solved by giving the employees an opportunity to sit in an exam and qualify themselves for the next upgraded position with a better salary. Secondly, a meeting session can be held with line managers and HR representative where a briefing about the conversion program will be provided to employees so that they can have an idea of the project. And finally the process can be made more efficient by automating the steps involved which will save both time and paper work of the company.

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Introduction

The corporate world is going through rapid changes and to cope up with this constantly changing and evolving situations different departments and their functions and operations are also going through various adjustments. And when an organization goes through any sort of change whether it's a departmental restructure, automation or the adoption of a new policy the party that is affected most are: the employees of the organization. So the most crucial decision or role that an organization has to play in such cases is the process through which they manage their workforce in times of any sort of change. And here manage refers to employee retention, satisfaction, motivation, complaints and grievance handling and all sorts of issues related between the company and the employees concerned. In such cases, the most difficult challenge that an organization faces is how it will measure its costs and benefits of the employee management process and how much weight it will provide on addressing to employee grievances and requirements. Many companies may run a basic theory that in order to survive and excel a company needs profits; so whatever action minimizes its cost will have a positive impact on the company's profits. Thus the bottom line is reduce costs doesn't matter what impact it has on employees. Now such an assumption might sound like an obvious action by a leading corporate who will not find any difficulty in attracting worthy and talented individuals but in an era where industries have become so much consolidated and Employees are more conscious about their rights, Labor Laws have become active and most importantly when employees can prove to be a core competitive advantage such actions and decisions are not easily taken and exercised.

Banglalink Digital Communications Limited, one of the leading telecoms in Bangladesh faced a compliance issue regarding the employee status of its contractual or temporary employees. So to be more compliant with the Bangladesh Labor Law Act 2006 and to manage employee grievances Banglalink took the decision to convert all the Temporary or Contractual Employees to Permanent Employees. Thus the company decided to convert all its temporary employees in batches of around 100 employees in each. The Batch Conversion Project started from November 2, 2013 and since then more than 500 employees have received the status of Permanent Employee with the company. The conversion process has occurred a lot of costs for the company from employee documentation to employee benefits. On part of the employees being converted and confirmed as permanent employees have provided them a better a secured employment status but there still remains a lot of grievance



handling processes regarding their current position and benefits received.

I found this area very interesting for my report because I realized that give me both learning opportunities in Legal and Compliance issues of the company in a practical perspective. Besides since I have worked and assisted on these procedures so it will help me to enrich my research with useful information. My research will be to assess and analyze the procedures the company, Banglalink Digital Communications Limited has undertaken to complete the conversion project and its aftermath or effect on the employees and also the effectiveness of the overall process.



Background

BRAC University, one of the leading private universities of Bangladesh provides an opportunity for its students to have an essence of the practical working structure and environment of organizations through their Internship program. It is taken as a course for the completion of the Undergraduate program offered by the university. The opportunity to do my Internship at Banglalink Digital Communications Limited provided me substantial practical experience on my field of study.

Temporary or contractual employment has become a very common way of attracting and attaining a workforce for many employers around the world. “According to a recent McKinsey Global Institute jobs survey, 58% of employers expect to hire more part-time, temporary or contract workers over the next five years. It is a more appealing choice to employers in a down economy for hiring workers. David Schindler, an employability specialist and author of “Learning to Leap” says that it’s a two-way street which allows employers to see how employees perform and fit in while also creating an opportunity for temporary workers to prove themselves as a part of the permanent workforce.” (Smith, 2012). However, conversion of temporary employees to permanent is a very critical issue for companies around the world. It is a very crucial method of ensuring job security among employees which acts as a source of job satisfaction and motivation. On the part of the employer it involves a cost and thus they must weigh those costs against the costs and reach a decision. But without doing so a company may face labor law compliance issues which may hamper the reputation of the company. Thus many companies now strive to create a win-win platform for both the employer and employees.

The telecommunication industry in Bangladesh is highly consolidated with key players like Grameenphone, Banglalink, Robi and Airtel. These companies are in immense competition with each other in terms of call rates, network quality and data services. With the advancement of technology, many operations and services in these companies are becoming automated. However, still a large pool of workforce has been serving as temporary employees in various departments of these organizations, especially the customer service centers. Due to regulations by the government some employers have converted their workforce into permanent employees.

Banglalink, which holds the second position in Bangladesh telecom industries, took the decision to convert its temporary or contractual employees into permanent in batches. The



project was initiated on November 2, 2013.

Origin of the Report

This report titled “An assessment of the Batch Conversion Process at Banglalink Digital Communications Limited” has been prepared as a partial requirement of completing my Bachelor of Business Administration (BBA) Degree from BRAC Business School under BRAC University. The report has been prepared in light of the assigned responsibilities while working as a Trainee at the HR Operations Unit of the Human Resource and Administration Department of Banglalink from January 22, 2014 to May 21, 2014.

As a Trainee in the HR Operations Unit, my core job responsibility has been to assist the supervision, management and co-ordination the Employee Batch Conversion Project. I got the chance to work closely with each and every process in converting the employees as permanent starting from their joining to documentation and sometimes even exit. This gave me a clear idea of the pros and cons of the procedures and also the personal interaction with employees provided me the information of their response towards the process and its impact. So in the report I tried to find out the efficiency of the entire batch conversion process by focussing on the steps followed to convert the employees. I made an attempt to understand the employees’ expectations from the project and the extent to which they have been fulfilled or taken into consideration by the company. I have tried to analyze the steps the company has taken to satisfy the employees and suggested how the processes could be improved to better meet employees’ expectation levels and benefit the company in the long run.

Objectives of the study

Broad Objectives:

- Assessing the Temporary to Permanent Employee Conversion Process in Banglalink Digital Communications Limited
- Determining efficiency and effective of the overall process
- Analyzing the impact of the conversion process on employees

Specific Objectives:

- Finding the underlying factors that influence the company to convert its temporary staff
- Assessing each and every procedure and tool the organization is using for the conversion process
- Finding the cost and benefits the company is incurring due to the conversion
- Analyzing the impact on the employees
- Identifying the factors that are causing employee satisfaction and dissatisfaction
- Suggesting probable solutions to identified shortcomings in the conversion project

Scope of the study

The report covers different aspects of the Employee Batch Conversion Process of Banglalink Digital Communications Limited. It relates the compliance issues with the Bangladesh labor Law 2006 for the temporary to permanent conversion. Employee impacts and overall scenario of the project is reflected in the study. The paper also encompasses how the different HR Operations activities are carried out on a practical basis by the organization. Moreover, the concerned study was done strictly on Banglalink Digital Communications Ltd. and the result and analysis is based on this company.



Methodology

Data collection

Primary:

Since the report deals with a practical analysis of a project most of the information is gathered from primary sources- the concerned members of the HR Operations Unit mostly as this unit is mainly supervising the conversion project. The Senior Assistant Manager, Md. Mahbubul Islam has provided most of the relevant information for the report.

Secondary:

The internal websites, database, reports of Banglalink has been an important source of information about the status of the project and company details. Besides the Bangladesh Labor Law has been the source of retrieving information on legal procedures and requirements. Moreover, electronic websites and journals have been used as references for the necessity to support analysis.

Limitations:

- Since this project is an internal procedure of the company some of the information may have been kept confidential
- Since the project is still ongoing and a year has not passed a complete overview of the project and its impact on employees could not be brought up
- Some employees may not have been willing to provide accurate information on impact



Company Overview

Banglalink Digital Communications Limited is fully owned by Telecom Ventures Ltd. (previously orascom telecom ventures limited) of Malta, which is a fully owned subsidiary of Global Telecom Holding (formerly known as orascom telecom holding). After the business combination in April 2011 between Vimpelcom Ltd and Wind Telecom s.p.a, Vimpelcom owns 51.92% shares of Global Telecom Holding.

The company was first acquired by Orascom Telecom Holding in 2004, and after a complete overhaul and the deployment of a new GSM network, its telecommunication services were re-launched under the brand name Banglalink. Since Banglalink's launch in February 2005, its impact was felt immediately: overnight mobile telephony became an affordable option for customers across a wide range of market segments. Banglalink's initial success was based on a simple mission: "bringing mobile telephony to the masses" which was the cornerstone of its strategy. Banglalink was the first telecom to change the mobile phone status from luxury to a necessity, brought mobile telephone to the general people of Bangladesh and made a place in their hearts.

This positive change that is quite correctly attributed to Banglalink, became the corporate positioning of banglalink and was translated in their slogan "*making a difference*" or "*din bodol*"- "making a difference" not only in the telecom industry, but also through its products and services, to the lives of its customers. This corporate stance of "making a difference" has been reflected in everything Banglalink does.

The new brand slogan of "**start something new**" is in essence derived from Banglalink's promise of empowering people with affordable communication solutions so that they can take new initiatives in life. The company believes that, it is through such new initiatives that positive change will occur for the overall betterment of the nation.

Banglalink attained 1 million subscribers by December 2005 and 3 million subscribers in October 2006. In less than two years which is by December 2007, Banglalink surpassed Robi (previously Aktel) to become the second largest operator in Bangladesh with more than 7.1 million customers. Banglalink currently has 27.07 million subscribers as of June 2013, representing a market share of 25.7%.

Banglalink's growth over the preceding years have been fuelled with innovative products and services targeting different market segments, aggressive improvement of network quality



and dedicated customer care, creating an extensive distribution network across the country, and establishing a strong brand that emotionally connected customers with Banglalink.

About Vimpelcom

Vimpelcom is one of the world's largest integrated telecommunications services operators providing voice and data services through a range of traditional and broadband mobile and fixed technologies in Russia, Italy, Ukraine, Kazakhstan, Uzbekistan, Tajikistan, Armenia, Georgia, Kyrgyzstan, Laos, Algeria, Pakistan, Burundi, Zimbabwe, Central African Republic, Canada and Bangladesh. Vimpelcom is headquartered in Amsterdam, Netherlands and is traded on the NASDAQ Global Select Market under the symbol "VIP".

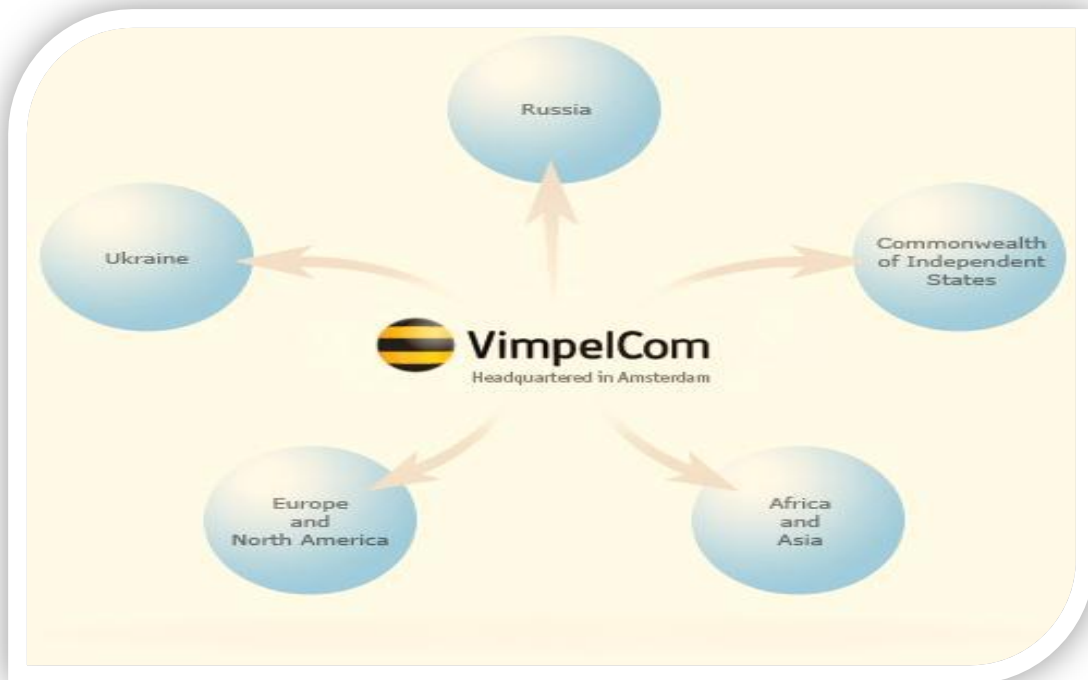
Brands:

VimpelCom's operations around the globe cover territory with a total population of approximately 753 million people. VimpelCom provides services under the "Beeline", "Kyivstar", "Wind", "Infostrada", "Mobilink", "Leo", "banglalink", "Telecel", and "Djezzy" brands. As of March 31, 2014 VimpelCom had 218 million mobile customers on a combined basis.



Business Structure

VimpelCom's reporting structure is divided into five business units – Russia, Italy, Africa and Asia, Ukraine and the Commonwealth of Independent States (CIS), all of which report to the Company's headquarters in Amsterdam.



Financial performance

With quarterly revenue of USD 5 billion, EBITDA of USD 2 billion, and a mobile customer base of 218 million (as of March 31, 2014), Vimpelcom is one of the largest telecommunications companies in the industry and have established the scale for successful growth and development of its group of companies.



Vimpelcom Management Team

The Group Executive Board consists of:

Chief Executive Officer (CEO): Jo lunder

Deputy CEO and Chief Operating Officer (COO): Jan Edvard Thygesen

Chief Financial Officer: Andrew Davies

The Business Management Team:

- **Mikhail Slobodin- Head of Russia business unit**
- **Maximo Ibarra- Head of Italy**
- **Ahmed Abou Doma- Head of Africa & Asia business unit**
- **Igor V. Lytovchenko- Head of the Ukraine business unit**
- **Taras Parkhomenko- Head of Kazakhstan**

About Banglalink

Bangalink Vision, Mission and Values

Vision:

Banglalink understands people's needs best, and will create and deliver appropriate communication services to improve and simplify people's lives.

Mission

- Creating optimum shareholder value
- Achieving a leading position in the Bangladesh wireless market in net additions and ARPM (average revenue per minute)
- Delivering superior benefits in every phase of the customer experience – before, during and after sales



Values

Banglalink aims to understand people's needs best and develop appropriate communication services to improve and simplify people's lives. All our work is aimed towards meeting our vision. All members of the **Banglalink** family are highly passionate individuals, fully committed to achieving the **Banglalink**'s vision. Our customers' needs are what matters most to us, and simplifying and improving their lives is all we want. This is why our values include:

Straight Forward: We say what we do and we do what we say.

Reliable: A promise made, is a promise kept.

Innovative: No gimmicks; useful and usable.

Passionate: If we do not enjoy what we are doing, how can the customer enjoy our services?

Organization Structure & Management Team

Head Office:

The head office of Banglalink is named as Tiger's Den which is situated in Gulshan area, Dhaka. Address: Tigers' Den, Mir Shawkat Ali Sharak, House no. SW4, Gulshan Avenue, Gulshan-1, Dhaka-1212

Branch Offices:

Its branch offices are located in Chittagong, Sylhet, Bogra, Rajshahi, Khulna, Barisal, Mymensingh and Faridpur.

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 2708 (as of December 31, 2013) of which 2,506 are full time and 202 are part-time.

The Management of Banglalink



Packages and Services

Packages: Banglalink understands that customers' needs and usage patterns are unique. This is why they believe in giving customers choices so that they can pick what according to need. Rather than offering the same solution to everyone, Banglalink packages are tailored to serve the exact purposes and give customers the best value for money.

Prepaid packages

Banglalink currently offers the following prepaid packages:

- » banglalink play
- » banglalink desh
- » banglalink desh hello package
- » banglalink desh ek rate
- » banglalink desh ek rate darun
- » banglalink desh 7 fnf
- » banglalink desh 10 fnf
- » 1 second pulse



Postpaid packages:

» **Banglalink inspire:** Banglalink inspire brings special new features for post-paid subscribers with remarkably low call rates, along with the lots of fnf numbers and many other services and facilities.



» **Banglalink SME:** Banglalink SME package offers attractive tariffs and a complete package customized to suit the needs of small and medium enterprises. It is a very simple package that helps small businesses flourish by minimizing the cost of communication.



Priyojon Program

Prize Point:

Banglalink Priyojon Program is the offer that provides an opportunity to Banglalink customers to earn points per usage and per activity and get some gifts as per their earned points. For example, a user can earn one pint by using Tk.10 or by doing one activity per week. The nature of gifts depends upon the points earned by registered customers. In an upgraded priyojon program customer can easily earn more points along with exclusive discounts in over 200 partner outlet across the country.

Priyojon Partnership:

Under this initiative, customers can enjoy upto 50% discounts in different partner outlets all over the country. The program is aimed to gratify customer's lifestyle needs through Banglalink's eminent partners in different categories: fashion & lifestyle, food & beverage, entertainment, electronics, home decor, hotels, tours & travels and daily needs.

Icon

Postpaid Unlimited subscribers, such as:

- Supplementary connections facility
- Loyalty discount
- Special discounts at various restaurants, hotels, shops etc



Quality of Service

Customer Care

Banglalink Customer Care is proved to be a key strength to the company with a passion to provide quality service under the theme of “Kotha Dilam”. State of the art Banglalink Call Center catering to over 23.75 million customers capable of answering over 68 thousand calls with various queries every day. With strict service quality monitoring, Banglalink Call Center managed to maintain around 91% service quality and an optimal service level. Also, an automated “E-voucher IVR” system for their trailers helps serve basic queries faster and therefore reduced such calls landing at agent level.

Growth of the Company

Banglalink has already been recognized as the fastest growing mobile operator in this country (involving well over a 2000 people with experts from 15 different countries).

- Coverage 61 districts, 425 thanas, 88% population, 25 million customers by the end of January 2013.
- The latest telecom infrastructure from world class companies like Siemens and Huawei.
- A 24 hour by 7 call centre to help and inform.
- 140 exclusive Banglalink dealers and over 2000 outlets for recharge cards
- Vital services like SMS to all GSM operators, useful services like Voicemail and conference calling, exciting services like ring tones and logos are at customer's disposition.

Network Coverage Map of Banglalink

Banglalink gives the highest importance on the quality of their coverage to ensure that their customers have the best experience while using their service.

Coverage of Banglalink at the end of November, 2012:

Coverage Map of Banglalink



HR Operations

In a research report, “HR Operations: Adding Value by Driving Effective & Efficient HR Service Delivery” Josie J. Trine, CAHRS Research Assistant has said, “HR operations refers to the **group or sub-function that develops, strategically integrates and executes HR operational excellence imperatives.**” HR operations, or operational HR services, include administrative services, recruitment, job analysis, and employee relationship management. These HR practices are in place to support management and staff in their day-to-day business activities, and are important to meet an organization's goal. Small businesses that do not need full-fledged HR operations often prefer to outsource the required services. Large companies in which the scope of HR services is vast support in-house HR operations.

In Banglalink, the HR Operations Unit deals with all the operational HR activities required to best meet different day-to-day employee and organizational needs. So HR operations are about how an HR unit manages administrative issues and makes sure that both the employees and the organization are complying with legal requirements of the state and the company as a whole. This section of the HR department of the company assists in smooth running of all internal administration and legal issues which are core to an organization's success.

In HR operations, HR staffs work as core level administrators. The tasks they accomplish are generally highly visible to other employees because they are focused on the daily work issues attributed to the ongoing needs of an organization. These include vital tasks such as interviewing and hiring, employee joining, implementing organizational policies, maintaining employment law, leave management, employee work overtime issues, resignation of employees with proper final settlement, compensation and benefit issues. The HR Operations unit also uses and maintains computerized HR information systems.

HR Operations team in Banglalink

In Banglalink the HR Operations team mainly consists of the following members:

HR Operations Senior Manager: Mr. Ziaul Amin

HR Operations Senior Assistant Manager: Mr. Md Mahbubul Islam

HR Operations Senior Executive: Ms. Aleza Sharmin



HR Operations Senior Executive: Mr. Ahmed Imtiaz Sobhan

HR Operations Executive: Mr. Rifat Muhammad Asif

Here, the HR Operations Senior Manager is the team leader and the entire team performs under his supervision.

Key Activities of HR Operations Unit

In Banglalink, the HR operations Unit is mainly responsible for post selection activities, because the Recruitment team deals with pre selection activities as well as hiring employees.

So the key tasks of the HR Operations team are as follows:

- **On boarding formalities**
- **Induction and Orientation**
- **HRIS Management**
- **Personnel Database Management**
- **Employment Clarifications**
- **HR Policy and Implementation**
- **Exit Formalities**
- **HR Employee Engagement**
- **Disciplinary Issue Management**
- **Other HR Operations Process**

On Boarding Formalities

When recruitment team finalizes to hire any particular employee then he/she will be assigned to take part in the medical checkup test sponsored by Banglalink. After successfully passing the medical test recruitment team provides him/her the joining bunch and informs to come for joining on a specific date. Similarly, recruitment team also informs the HR Operation team to conduct the joining procedure. The joining bunch includes letter of joining, employee particulars form, and application for employee identification card, pool phone requisition form, declaration form, bank account information, post employment reference check and acknowledgement of the code of conduct. With the joining bunch the new joiners have to submit their release or experience letter if any, photocopy of educational certificates, transcripts, updated resume, photocopy of national ID card or passport. By giving proper instructions and guidelines HR Operations team completed the on boarding formalities as well as employee joining formalities. Through the joining process the new comers can become members of the organization. At first the HR Operations team checked the original educational certificates and transcripts as well as previous employment certificate which mean experience letter for contractual employees and release letter for permanent employees from recent employer. After checking the validity of the documents, the team gives back the documents to new joiners. Then HR Operations team asks the new joiners to fill up the joining bunch with accurate information. After filling the required information the HR Operations team collect the joining bunch from the new joiners accept letter of joining and bank account information form. After completing the on board joining formalities the HR Operations team gives instruction to submit the letter of joining to his/her own departmental line manager for confirmation. Then the HR Operations team calls the remuneration team to hand over the rest of the process so that remuneration team fulfills the formalities of the bank account information form for salary collection purpose of new joiners. Then the HR Operations team creates personal employee profile in the HITS (HRIS) for each new joiner and updates the information from the joining bunch. After creating and updating employee profile the HR Operations team give pool phone numbers for each new joiner from their own database and forwarded the pool phone forms to customer care department to activate the numbers. Similarly the HR Operations team gives employee identity card numbers for each new joiner from their own database and forwarded the id numbers to administration department to issue the employee ID cards. After getting confirmation from line manager of particular department the letter of joining is again forwarded to HR Operations team. Then



the HR Operations team informs about the new joiners in case of permanent positions through flash mail to overall organization. On the other hand, the recruitment team hands over the letter of appointment and medical test result documents to HR Operations team during fulfillment of joining formalities. Finally the HR Operations team preserving all these documents including letter of joining, employee particular form, release or experience letter if any, copy of educational certificates, updated resume, copy of national id card or passport, declaration form, appointment letter and medical test documents into employee personal file with title of employee name and id in the file cabinet. Through this whole joining process the new joiners became members of Banglalink family.

Induction and Orientation

Induction is a process of giving an overview about the organization to new employees. Like other MNC, s HR Operations team of Banglalink also organizes induction program where they provide a brief overview about the organization to newly joined employees for permanent positions. The program is conducted after every two months. The program is organized for newly joined employees who became a part of Banglalink family within these two months. The program is processing for a whole working day with a lunch break. The program starts at the beginning of office hours and ends at the evening on that particular working day. In this program one representative employee from each department of the Banglalink give a short presentation of half an hour to newly joined employees so that the newly joined employees could get detail overview about different departments, cultures, practices, policies and procedures of the company through the program. The presenters from each department are come up with their best preparation to grab attention of new joiners. Through this program the new employees can ask questions to presenters if they have any query or confusion about company policy and practices. Also during this program Banglalink provides own diaries, pens, notebooks, calendar, mugs with company brand name etc to newly joined employees to motivate and welcome them.

HRIS Management

Like every other company Banglalink has its own HRIS (Human Resource Information System) which is known as **HITS**. Through **HITS** the company is maintained various mandatory activities such as leave verification, attendance maintenance, and profile updates, report preparation for different department. So the HRIS management is another important task for HR Operations team in Banglalink.



- **Leave verification:** here the HR Operations team verifies that whether the employees are applying for casual leave, annual leave, sick leave, maternity leave properly or not.
- **Attendance maintenance:** here the HR operations team verifies that whether the employees are attending office properly or not, whether they come in office on time or lately or, whether they leave the office early or not without time permission of the company policy.
- **Profile updates:** here the HR Operations team maintains different important tasks such as Clock number updates which means synchronizing employee ID number with the system to update attendance, Updating contract extensions on HITS , Scanning and uploading individual documents on HITS.
- **Report preparation for different department:** the HR Operations team also prepares reports for different department as per requirement of the departments on different topics such as overtime report, attendance report, leave report etc.

Employment Clarifications

The HR Operations team also responsible for providing employment clarifications to employees regarding different necessary conditions. In this segment the HR Operations team issues **NOC** (No objection certificate) and **VISA** forwarding letter (Request for VISA extension) for the purposes of travel request (official and unofficial), pilgrimage, higher study and other personal reasons of employees.

Personnel Database Management

The HR Operations team in Banglalink is also responsible for preserving the employee documents and information into personnel file. So personnel database management is another important task of HR Operations team in Banglalink. Here the team is responsible to create, prepare, arrange and update employee personal files according to employee ID numbers form HITS into specific folders. Each personal file is recognized by that particular employee ID number and department name which are mentioned on the file and folder. Then the team stores all the employee personal files into file cabinet room in specific drawers with tag line. The tag line shows the range of files in a specific drawer so that it will be easier to find a particular employee file from the file cabinet by focusing on the tag line of each drawer. Then the HR Operations team also manages on-board and resigned employee files in separate drawers into the file cabinet room.

HR Policy and Implementation

Introducing HR policy and implementation according Labor Code 2006 Bangladesh is another important task of HR Operations team in Banglalink. In case of introducing and implementing new HR policy such as attendance policy, leave applying policy, hartal policy etc the HR Operations team Head discussed with the HR & Admin director. Then after reaching to a decision the HR Operations team introduces the policy to all HR and Administration employee in the monthly all hands meeting ceremony lead by the HR & Admin Director. After receiving feedback from whole HR & Admin members they took the final decision to introduce and implement new HR policy to top management level as well as CEO level. There the top managers discuss about the positive and negative impact of the introducing new policy and after considering all the issues when the top management level give approval to implement the new policy then the HR introduces the new policy to the overall organization. Finally, the HR Operations team informs about the new policy implementation through flash mail to overall organization. And the 'HR Operations' team members are always prepare to give clarification if employees from other department have any query about the new HR policy implementation and practice.

Exit Formalities

Exit formalities refer to process of quitting from a position. Completing exit formalities under law code is another major responsibility of HR Operations team in Banglalink. The exit formalities are same for permanent and temporary employees. If any particular employee wants to resign from his/her position he/she has to give 1 month written notice to HR Operations though letter of resignation. In this case that particular employee does not need to compensate the company for shortfall of notice period. But without given written notice that particular employee has to compensate the company for shortfall of notice period. For completing the exit procedure the leaver has to submit resignation letter to his/her line manager and Director for departmental approval. After that the letter is forwarded to HR Operations. After receiving the letter the HR Operations team uploads information about that specific employee who wants to leave in the separation effective database. Then the HR Operations team calls that particular employee to come on his effective date according to the resignation letter to fulfill his/her exit formalities. After getting call the leaving employee has to come on his separation effective date to fulfill his/her exit formalities. An exit form of 3 pages will be given to him/her, then at first he/she has to contact with his/her schedule team to get approval from his/her Director for completing exit formalities. Then he/she has to go to



IT department to hand over laptop or desktop pc and other electrical company equipments and to get clearance. Then his/her company mail account will be deactivated. For completing the IT formalities the HR Operations team sent a mail to IT about that specific employee details. Then he/she has to go to the customer care department to get clearance for usage of pool phone (company SIM). After completing these steps the leaver again came to HR Operations Team. Here the HR Operations team does the calculation of final settlement of leaver by taking information from remuneration team. After calculating final settlement if the leaver get money from Banglalink then HR Operations mentions that on the exit form, then the leaving employee go to finance department to get finance clearance. On the other hand, if the leaver has to pay Banglalink then the HR Operations team gives bank check to leaving employee so that he/she could pay the money in bank. After paying the money in bank the HR Operations team sent a mail to finance department for giving finance clearance to leaving employee. After getting clearance from finance department the leaving employee has to go to the administration department to hand over his/her employee ID card. If the leaving employee wants to migrate his/her pool phone number as personal number then HR Operations provides the approval and forwarded to customer care department through support staff. Finally after completing all the steps mentioned above the leaving employee has to submit the exit form with money receipt of finance clearance in case of if employee has to pay to Banglalink to HR Operations team. After submitting the exit form with proper clearance from necessary departments HR Operations provide release letter to permanent employees and experience letter to temporary employees. After providing release or experience letter the HR Operations team forwarded the final settlement calculation database of leaving employees to remuneration team to complete the final settlement process.

HR Employee Engagement

Employee engagement is about having employees who are fully involved in their work as well as being very happy about their work.

- **Monthly birthday cards providing:** Banglalink has a policy of monthly birthday cards engagement for employees. In order to celebrate the birthday of each employee, a token birthday gift along with the birthday card (signed by the CEO & HR & Admin Director) is given to the employee. All expatriates, permanent & temporary are eligible for this gift. At first we take information from HITS that how many employees have their birthday on the upcoming month based on that headcount we

forward a calculation to HR & Admin Director for her approval and order birthday cards and coupons for those employees. After that when the birthday cards and coupons are prepared for the process then we give birthday cards for printing with specific individual name on the cards to vendors and order for envelopes for those cards. After getting printed we send the cards to HR & Admin Director and CEO for their signature on the birthday cards. After getting signature we print the card envelopes with specific employee name, ID, designation and department name. We put card and coupon into each envelop for every employee. Then we contact with representative of different departments to collect the birthday cards from HR Operations and delivered them to specific employees on their birthday.

- **Children art competition:** Banglalink organizes a “Children Art Competition” at the end of every year participating by children of Banglalink employees. Banglalink organizes this event to involve the employees with their family members as a result the employees engage with the company with more motivation. Also the best arts are used as the cover page for birthday cards with name and picture of prize holder kid along with his/her parent’s name.



- **Cultural programs:**

HR Operations team also organizes different cultural programs based on the traditional occasions of Bengali tradition and culture such as Pohela Boishakh Celebration, Eid Celebration by organizing EID Reunion Program etc. Banglalink employees are participated in the cultural programs with colorful and enjoyable performances. The occasions are celebrated across all the eight regional offices of Banglalink under the supervision of HR Operations team.



- **Sports competition:** Banglalink organizes sports competition every year participating by own Banglalink employees. Different games like Carom, Chase, and Badminton are played by Banglalink employees.

Disciplinary Issue Management

HR Operations are closely related with implementation of company policy and practices according to Labor law. So maintaining the compliance and non compliance of company policy as per Labor law is counted under disciplinary issue management in HR Operations. This operation is divided into three parts. They are:

- **Explanation:** when an employee conducts any activity regarding non-compliance of Labor Law or regarding misconduct then the HR Operations team send explanation letter to him/her to show the cause why he/she did non compliance activity such as unauthorized absence, habitual late in or early out, taking leave without approval etc.
- **Investigation:** when convicted employee give reply to HR Operations by showing his cause then the HR Operations investigate on that particular case to find out whether the convicted employee is guilty or not.
- **Action/warning:** based on the outcome of proper investigation the management takes the final decision as disciplinary action against the convicted employee. If the convicted employee find innocent then he/she just receive warning from HR Operations. On the other hand, if he/she find out guilty then the HR Operations take disciplinary action against that employee according to Labor law and company policy.



Other HR Operations Process

- **Employee transitions of different department (Transfer):** HR Operations team also handle the issue of employee transitions among different departments. Banglalink views transfers as opportunities to provide professional growth when the employee is exposed to work within various departments/locations. Transfers generally fall into one of two categories: those initiated by management, or those made in response to an employee's request. Transfers initiated by the company may be necessary to meet business needs. A transfer allowance can be applicable in cases where the transfer is from one city to another. Transfers requests can also be initiated by any employee, either as a response to an internal job opening or a change in personal circumstance or interests. This request is subject to available opportunities and management approval. Transfer allowance is not applicable in such cases.
- **Confirmation:** HR Operations team conducts the employee confirmation process. At first the HR Operations informs the line manager about a specific employee to appraise his/her performance. If performance appraisal is reach above 100% expectation then that employee get confirmation as a permanent employee. On the other hand, if the performance appraisal is stay below 100% expectation then HR Operations extend the probation period for that particular employee. In Banglalink all permanent employees will be on probation for the initial 90 days of employment. This probation period may be extended further for another 90 days only. The employee will be notified at least 7 days before the confirmation date regarding his/her confirmation/extension/separation of employment.



Job Description

My core job responsibility as an intern in HR Operations at Banglalink Digital Communications Ltd., has been to supervise, manage and co-ordinate the Employee Batch Conversion Project. This project has been undertaken with a view to converting all the Temporary and Contractual employees of Banglalink into Permanent employees. The conversion process started from November 2013 and since then a batch each consisting of around 105 employees have been confirmed as permanent employees. The purpose of the project is to provide employees a better and secured working experience and enhancing employee engagement and contribution towards the organization.

The tasks that I conduct throughout the process are:

- Prepare Joining packs for the approximate numbers of employees and ensure that all the necessary forms along with individual employees' Letter of Agreements are present
- Send the packs to respective departments such Customer Care Department, Accounting and Finance, Operations and Maintenance etc.
- Conduct joining meetings with listed Temporary Employees regarding procedure of Permanent Conversion and necessary formalities
- Receive documents from those employees
- Filing and maintaining the documents
- Updating employee profiles and inputting necessary information in Banglalink's HRIS; HITS which stands for Human Information Technology System

In addition to this, the other tasks that I am assigned to perform are listed as follows:

- Prepare No- Objection Certificates for employees taking leave for travelling abroad due to personal or official purpose
- Prepare Employment Certificates for Employees going abroad due to Educational purpose or Passport Issue purpose
- Prepare Experience Certificates for employees leaving the organization
- Maintain HR information program by inputting new hires, and updating current employee records for promotions, transfers and terminations
- Create new hire packets for potential new employees
- Write Investigation Reports

- Manage and monitor employee files
- Assist in updating position descriptions and assuring consistency among departments.
- Update employee section of website
- Pre-screen applicants – background checks, match criteria
- Conduct new employee orientation as needed
- Update organizational forms, policies, handbooks, employee manuals, etc.
- Attend Human Resources related meetings and functions
- HRIS – Data Entry

Batch Conversion Process

Background: Bangladesh Labor Law for Temporary Employees

According to the Bangladesh Labor Law 2006, a temporary worker in an establishment is a person who is employed for work which is essentially temporary in nature and is likely to be finished within a limited period and no temporary employee can work for a permanent nature job on a continuous basis.

In recent years, Labor office has increased their activities to monitor the compliance issues by taking different measures such as -

- Issuing letters to companies telling that they are violating the clauses of labor law
- Talking separately with the temporary employees to understand their nature of job in relation to compliance
- Visiting different companies by the members of special inspection team

Thus Labor office is strongly imposing on companies to convert all temporary employees as permanent whose nature of job demands such conversion.

A Brief Competitor Information:

Considering the current scenario and on-going pressure from labor office, the following decision has been taken by two major Telecom operators:

- **Grameen Phone:** Grameen Phone the leading telecom in Bangladesh does not recruit any temporary employees. It has absorbed around 150 temporary employees as permanent in different scale. It has stopped renewing around 200 contracts by giving



them following compensation (golden hand-shake) in the form of 4 months salary and 1 month salary of every consecutive year of service

- **Robi Axiata:** Robi has around 1300 temporary employees mostly in the Customer Care Department. From 2013 they have outsourced the job to Genex Infosys Limited and the employees are now under this company.

Employee Batch Conversion Project

The Employee Batch Conversion Process is a project undertaken by Banglalink Digital Communications Limited to convert all the Temporary and Contractual employees of Banglalink into permanent employees. The Project was put into action from November 2, 2013 and since then 5 Batches; each batch consisting of about more 100 employees have been converted to permanent employees. Over a total 500 employees have been converted to permanent. The process is continuing and is expected to be complete by July 2014.

Objective

The main objective of this project has been to be more compliant, to be more active and responsive to Bangladesh Labor Law and create a sense of belongingness and motivation among employees.

Project Administration

The project is carried out under the direct supervision of the HR and Administration Director Riviera Ho Rathore. The facilitators involved for the smooth running of the program and providing necessary support are the:

- Head of PMO & Supply Chain – Abdus Saboor
- Customer Care Director – Muhammad Arshad and
- HR Operations Senior Manager – Ziaul Amin

The Co-ordinator of the Project is the HR Operations Senior Assistant Manager Md Mahbubul Islam. He is in charge of overseeing all the detail activities and processes and steps of the entire program and makes sure the operation is running smoothly.

Project Costing

An estimated budget of 74.5 million BDT has been undertaken for running and completion

of the Employee Batch Conversion project. The major areas of costing are-

- Employee medical benefits
- Insurance
- Pool Phone
- Terminal Benefit
- Leave Replacement
- Leave Encashment
- Child birth allowance
- Marriage allowance
- Day care facility
- Documentation and Inventory
- Legal procedure cost

The process

First employees of a batch are informed by HR that they will be converted as permanent employees. Then the employees come to the HR Operations unit at Tigers' Den and fill up sign some necessary documents. The documents are:

- **The Employee Attendance Sheet:** This paper signifies that the employee is present in a meeting with HR for the conversion procedure.
- **Letter of Appointment:** The letter of Appointment contains all the Employment details of the employee from salary information to various conditions of employment. The employee reads through the document and signs his approval. This document is made in two copies and one remains with the company while the other is handed over to the employee.
- **Letter of Joining:** The letter of joining indicates that the employee is joining as a permanent employee with the company.
- **Letter of Acknowledgement:** This document acknowledges that the employee does not have any first grade relatives, that is, father, mother, brother or sister working in the company.
- **Exit formalities form:** This form signifies that the employee is exiting as a temporary employee and is joining as permanent.
- **Final Acceptance form:** This form ensures that the employee does not have any



salary pending neither does he owes the company any money.

The above mentioned forms the employee signs and fills up and submits to the HR Operations Unit on spot and the rest documents he/she takes along and submits later with other necessary documents. They are:

- **The Employee Particulars form:** This Form includes all the personal information of the employee like: Full name, Employee ID, Joining Date, Present and Permanent Address, Educational Details, Family Details, Emergency Contact person, Passport and National ID card number etc.
- **Bank Account Information form:** This contains the bank account information of the employee such as name of bank, branch, account number etc.
- **Acknowledgement of Code of conduct:** This is the Vimplecom Code of Conduct. The employees are required to read it carefully and sign it.

Along with these forms the employees are required to submit the following documents:

- ✓ Photocopy of all educational certificates and mark sheets
- ✓ Photocopy of National ID card and Passport
- ✓ An updated CV along with 3 Passport sizes photos

The employees submit these documents to the HR Operations unit. All these documents are compiled and the data of the employees along with photo are updates in the HRIS software HITS of Banglalink. After the completion of all the formalities an induction program for the employees per batch is held where the concerned HR departments give presentation with interactive session and answer different queries of the employees. The employees are basically welcomed as permanent staff through this program and informed about the benefits and leave policies they can avail now.



Findings & Analysis

The scenario of Temporary employees in Banglalink

The Temporary employees in Banglalink are doing jobs similar to what permanent employees do, with most of them having worked in the company for over 1 year. Under the Bangladesh Labor Act 2006, temporary employees' stay in companies can only be up to 1 year, or else they need to be converted to permanent hire. If these employees highlight this situation to the Ministry of Labor, Banglalink may be penalized and forced to convert the temporary contracts into permanent. This will translate to significant HR costs encompassing salary, bonuses, welfare, medical and insurance etc.

The number of Temporary Staff

In Banglalink Digital Communications there are many employees who have been serving the company for a long period of time as temporary employees. With the passage of time, the number of temporary employees in the organization has been increasing.

Of the total number of temporary employees working in Banglalink most are from the Customer Care Department followed by Operations and Maintenance and Sales. The total number of temporary staff is close to 2000.

Hours of Work

The standard office hours are 9:30am to 6:30pm (9 hours each day) with a one-hour lunch break, Sunday through Thursday (5 days per week).

All employees, excluding shift employees, are entitled to work flexible office hours. Employees must report to the office between 9:00am and 10:00am, and work the required minimum 9 hours.

Benefits received by temporary Employees

- **Overtime benefit:** If a temporary employee works beyond normal working hours. Those who work more than the normal working hours (9 hours including 1 hour lunch break) in a working day shall be entitled to overtime allowance for excess hours of work. Those who work on a holiday shall be entitled to overtime allowance.
- **Leave:** Most temporary contracts are for a 6 month period and during that time the employees are eligible to receive Sick leave of 7 days and Planned Leave of 5 days.
- **Festival Bonus:** The temporary employees also enjoy festival bonus. Festival bonus



is paid only on the eve of the two major Eid festivals (Eid Ul Fitre & Eid Ul Azha). Employees of other religions also receive the festival bonus. The festival bonus is dispersed according to the following:

- **Local Travel Allowance for official purpose:** Temporary employees are entitled to receive accommodation when travelling to some other district from Dhaka.
- **Local Conveyance Allowance:** Many temporary employees in various departments like Customer Care, Sales, and Technical are moving outside the office for regular business visits due to the nature of their jobs which requires travelling within or outside the metro area. To help offset the costs associated Banglalink provides Conveyance Allowance.
- **Transfer Allowance:** All permanent and contractual employees of Banglalink who will be transferred to another station on a permanent basis for a period of more than one month are eligible for a transfer allowance.
- **Pick-Up & Drop:** Temporary employees also get Transportation facility from home to office upon availability of the seat registration. Monthly per employee contribution is Tk 1000.
- **Mobile Allowance:** Banglalink provides a phone connection to the employees as a business phone, yet permits employees to use the phone for personal reasons, with the monthly charge not exceeding the maximum ceiling indicated in this policy.
- **Cafeteria Facility:** Temporary employees also enjoy lunch facility at the cafeteria of Tigers' Den and Medonna Tower at a subsidized rate.
- **Day care Facility:** All permanent and temporary employees can avail the day care facility for their children between the age of 6 months to 4 years.

The Decision

Banglalink took the decision to be more compliant with the labor laws and convert the existing temporary employees into permanent employees. At present the conversion is carried out through the Batch Conversion Process and decision has been taken not to hire any more temporary employees by the company. Rather to avoid any more hassle or liability of managing staff the company has decided to outsource the Call Center service a Third Party



Agency, Response. This process will allow the company to be compliant with the labor laws and also ease the financial liability of managing a huge workforce. Still the company has to pay a fee to the third party agency but at present that is the most feasible option considering various situations. Moreover, Banglalink overviews the third party service to ensure that the quality of service is maintained.

Employee benefits after Conversion

The main cost for the company after the conversion of temporary employees is embedded in the benefits to be provided as permanent employees. Apart from the previous benefits the employees will now receive the following benefits:

- **Leave Policy**
 - **Annual Leave:** Employees will now be eligible for 21 working days paid Annual leave in a year. However these leaves should be planned well ahead must be consumed within the calendar year.
 - **Sick Leave:** Employees will get 14 working days of sick leave in a year. More than one day of leave requires medical certificate. Moreover, sick leave cannot be carried forward to the next year.
 - **Casual/ Emergency Leave:** Employees are entitled to take upto 10 working days of casual/emergency leave in a year. But the leaves cannot be availed for more than 1 day at a stretch and cannot be applied beforehand. Two additional emergency leave can be taken on the event of death of a 1st degree relatives.
 - **Maternity Leave:** Employees who are expectant mothers can take 120 days of maternity leave supported with medical documents.
 - **Pilgrimage Leave:** Pilgrimage leave can be taken for 15 working days only once in a service tenure.
- **Provident Fund:** Each Member shall contribute monthly to the Fund a sum equal to 10% of the basic salary payable to him during the month, and such sum shall be deducted by the Company from the salary of the Member at the time of payment



thereof and deposited forthwith into the specific PF's Bank Account. The Company shall contribute to the Fund monthly; a sum equal to the contribution of each Member and the total amount shall be credited to the Bank Account of the Fund.

- **Group Life and Accidental Death Insurance:** The nominee or dependent will receive 24 times of gross monthly salary in case of natural death of employee and 48 times of gross monthly salary in case of accidental death of employee
- **Medical Insurance:** This insurance will cover the converted employees only. In-Patient Benefit (admitted in hospital): Tk. 100,000 Per Disability and Out- Patient Benefit (not admitted in hospital): Tk. 10,000 Per Disability

Survey on Employee Perception & Satisfaction Levels

At present there is a total of 1195 temporary employees in Banglalink out of which 25% is female and 75% is male. To complete the research I have conducted a survey to analyse the Employee Perception and Satisfaction Level on the Batch Conversion Process. To conduct the survey a sample of 51 temporary was taken randomly during Batch Conversion Process.

Research Hypotheses

Hypothesis 1₀: The newly converted permanent employees are not satisfied with their position after conversion.

Hypothesis 1_a: The newly converted permanent employees are satisfied with their position after conversion.

Hypothesis 2₀: Employees are not willingly converting into permanent employees

Hypothesis 2₁: Employees are willingly converting into permanent employees

Hypothesis 3₀: The employees converted do not fully understand the steps and procedures involved in the conversion process

Hypothesis 3_a: The employees converted do not fully understand the steps and procedures involved in the conversion process

Hypothesis 4₀: Employees do not feel more motivated to work after conversion

Hypothesis 4_a: Employees feel more motivated to work after conversion

Hypothesis 5₀: The converted employees do not want more raise in their salary

Hypothesis 5_a: The converted employees want more raise in their salary

Hypothesis 6₀: The employees are not satisfied with their new benefits package

Hypothesis 6_a: The employees are satisfied with their new benefits package

Hypothesis 7₀: Employees are not satisfied with the overall process of conversion

Hypothesis 7_a: Employees are satisfied with the overall process of conversion

Hypothesis 8₀: Employees are not satisfied with the working environment

Hypothesis 8a: Employees are satisfied with the working environment

The following table shows the total number of male and female participants in the survey. Considering the ratio of total temporary employees, the number of Male participants are 34 and Female representing 65.4% and 32.7% respectively.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	34	65.4	66.7	66.7
	Female	17	32.7	33.3	100.0
	Total	51	98.1	100.0	

Satisfaction with position received through conversion:

Hypothesis 1₀: The newly converted permanent employees are not satisfied with their position after conversion.

Hypothesis 1_a: The newly converted permanent employees are satisfied with their position after conversion.

The frequency table showing satisfactions statistic of the converted employees with their position is given below:

		Satisfaction with Position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	16	30.8	31.4	31.4
	Neutral	19	36.5	37.3	68.6
	Satisfied	15	28.8	29.4	98.0
	Very Satisfied	1	1.9	2.0	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

The table shows that 31.4% of the respondents are dissatisfied while 37.3% are neither satisfied nor dissatisfied. On the otherhand 29.4% agree that they are satisfied with the

position. Under these findings where the gap in opinions is quite close, it is not enough to accept or reject the null hypothesis. But the observation surely indicates that satisfaction levels are not high.

So a One Sample T-test is conducted to reach a distinct decision:

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction with Position	51	3.0196	.83643	.11712

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Satisfaction with Position	.167	50	.868	.01961	-.2156	.2549

The mean and standard variation of the 51 observations are 3.0196 and .83643 respectively. The test value is taken as 3 because the judgment by each respondent is taken on a 5-point scale. It is taken as a standard to measure whether majority of the test output supports the null hypothesis or not. The significance level, Sig. (2-tailed) or p value for a two-tailed significance test is .868 and that is greater than 0.05 (the level of significance usually used for the test). Thus we can accept the null hypothesis and reject the alternative hypothesis.

So we can say that, the newly converted permanent employees are not satisfied with their position after conversion.

From the above two tests a conclusion can be reached that the majority of the newly converted permanent employees are not satisfied with their position after conversion. The reason can be that there is no practical upgrade or change in position through being assigned the Level 18 (L18), although the employees are getting the permanent status of employment with certain benefits and a job security. During the process many employees complained of the fact that after serving for more than 4 years or so they are not getting an upgrade in their position. Besides the fact that all temporaries are being assigned the same level irrespective of their tenure of employment in the company is a major cause of dissatisfaction with the

position.

Willingness to convert as a Permanent Employee:

Hypothesis 2₀: Employees are not willingly converting into permanent employees

Hypothesis 2₁: Employees are willingly converting into permanent employees

First, a frequency distribution table is shown to reflect the total number or percentage of respondents who are willingly and not willingly converting into permanent employee

Frequencies

Willingly converting to permanent employee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly Disagree	1	1.9	2.0	2.0
	Neutral	6	11.5	11.8	13.7
	Agree	29	55.8	56.9	70.6
	Highly Agree	15	28.8	29.4	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

This table shows that 56.9% and 29.4% of the respondents respectively agree and highly that they are willingly converting into permanent employees. The level of disagreement comes to a nominal 2% and a neutral of 11.8%.

To determine any difference in opinion across gender and department cross tabulation is shown below:

Gender * Willingly converting to permanent employee Crosstabulation

Count

		Willingly converting to permanent employee				Total
		Highly Disagree	Neutral	Agree	Highly Agree	
Gender	Male	1	2	21	10	34
	Female	0	4	8	5	17
Total		1	6	29	15	51

Out of 34 male respondents a majority of 21 respondents agreed that they are willingly converting as permanent employees. Similarly out of 17 female respondents a majority of 8 agreed to wilful conversion as well.

Dept. work for * Willingly converting to permanent employee Crosstabulation

Count

		Willingly converting to permanent employee				Total
		Highly Disagree	Neutral	Agree	Highly Agree	
Dept. work for	Accounting & Finance	0	0	2	1	3
	CCD	1	6	19	8	34
	Icon Mgt	0	0	1	2	3
	Sales	0	0	7	4	11
Total		1	6	29	15	51

Looking at the cross-tab table across departments also portray that the majority respondents of all the departments have agreed to permanent conversion willfully.

One Sample T-test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Willingly converting to permanent employee	51	4.1176	.76543	.10718

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Willingly converting to permanent employee	10.428	50	.000	1.11765	.9024	1.3329

The mean of the test is 4.1176 and standard deviation is .76543. The significance level or p value is 0.000 which is less than .05. Thus the null hypothesis can be rejected and alternate hypothesis is accepted.

As a result we can conclude that the majority of the respondents irrespective of gender and department are willingly converting as permanent employees and there is no force from the part of the company in converting them.

Employees' Level of Understanding of the Batch Conversion Process:

Hypothesis 3₀: The employees converted do not fully understand the steps and procedures involved in the conversion process.

Hypothesis 3_a: The employees converted do not fully understand the steps and procedures involved in the conversion process.

To analyze the data the following frequency distribution table is used:

Understand the processes and steps					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	36	69.2	70.6	70.6
	Neutral	13	25.0	25.5	96.1
	Agree	2	3.8	3.9	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

The table shows that 70.6% of the respondents “Disagree” to the statement that that fully understand the steps and processes of the Batch Conversion process. 25.5% of the sample are neutral of the statement.

The following Cross-tabulations show the reflection of the result across Gender and Departments:

Gender * Understand the processes and steps Crosstabulation

Count

		Understand the processes and steps			Total
		Disagree	Neutral	Agree	
Gender	Male	26	7	1	34
	Female	10	6	1	17
Total		36	13	2	51

Out of 34 Male respondents a majority of 26 disagreed that they fully understand the steps and procedures of the Batch Conversion Process. Out of females 10 out of 17 disagreed to

fully understanding the process.

Dept. work for * Understand the processes and steps Crosstabulation

Count

		Understand the processes and steps			Total
		Disagree	Neutral	Agree	
Dept. work for	Accounting & Finance	3	0	0	3
	CCD	21	11	2	34
	Icon Mgt	2	1	0	3
	Sales	10	1	0	11
Total		36	13	2	51

The picture when looked at the departments is seen that the majority of all departments said they do not fully understand the procedures; most of them form Customer Care Department. Thus on the basis of the two tests conducted we can accept the null hypothesis and reject the alternate hypothesis.

The result reflects the realistic scenario. I experienced that when the respondents came for conversion formalities they had many confusion regarding the steps and procedures. Like – which document has what purpose, how to fill them up and where to submit those documents, what formalities they will have to complete next etc. Some were even confused about the benefits they will receive after conversion. The reason behind such confusion arises due to lack of any proper briefing about the steps and procedures before the conversion. Employees are just informed by line managers that they will be converted as permanent.

Impact on Motivation of employees:

Hypothesis 4₀: Employees do not feel more motivated to work after conversion

Hypothesis 4_a: Employees feel more motivated to work after conversion

The following Frequency table reflects the motivation to work after conversion.

Feel more motivated to work after conversion					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	15.4	15.7	15.7
	Neutral	32	61.5	62.7	78.4
	Agree	11	21.2	21.6	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

The above table shows that 15.7% Disagree to the statement that they feel more motivated to work after conversion and 62.7% are neutral in their opinion. Only 21.6% of the sample agrees that they feel motivated to work. Thus the motivation level arising out of the conversion is not significantly high.

But for further clarification a One Sample T-test is conducted:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Level of motivation to work after conversion	51	3.0588	.61357	.08592

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Level of motivation to work after conversion	.685	50	.497	.05882	-.1137	.2314

Here mean is 3.0588 and Standard deviation is .61357. The significance value is .497 which is higher than .05. Thus based on this result the null hypothesis can be accepted and the alternative hypothesis is rejected.

The reason for not feeling more motivated in work after even after being confirmed as permanent employee are multiple. The lack of satisfaction with the assigned position and no significant raise in salary or pay are the main among them. Many employees feel that only recognition as permanent employee and benefits of provident fund, life insurance and such are not enough to act as motivation. Employees are looking for an upgrade in the salary structure and level to promote motivation.

Level of Satisfaction with the Salary or Pay Structure:

Hypothesis 5₀: The converted employees do not want more raise in their salary

Hypothesis 5_a: The converted employees want more raise in their salary

Level of satisfaction with salary raise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	31	59.6	60.8	60.8
	Dissatisfied	20	38.5	39.2	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

The above frequency table shows that 60.8% of the respondents are very dissatisfied with their salary raise and the rest 39.2% are dissatisfied. This indicates all the respondents are dissatisfied with the salary raise received after conversion.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Level of satisfaction with salary raise	51	1.3922	.49309	.06905

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Level of satisfaction with salary raise	-23.286	50	.000	-1.60784	-1.7465	-1.4692

The mean is 1.3922 and the standard deviation is .49309. The significance level, p is .000 which is less than .05. Thus the null hypothesis is rejected and the alternative hypothesis is accepted. So we can conclude from the result that the converted employees want more raise in their salary.

The policy determined for raise in the increment of the converted employees' salary is that employees who have served the company for less than or equal to 4 years will receive an increment of 7.5% and those who been working for more than 4 years will receive an increment of 10%. Now the average salary being Tk12,500 the highest increment is Tk 875 and Tk 1250 for employees serving for 4 or more than 4 years respectively. Such increment is minimal and the employees are not at all satisfied with it. Moreover, many employees commented that there are many could have received an annual increment of Tk 2000-3000 if the conversion was done a few days afterwards. Due to being converted before that period they will have to wait another year for the increment. All these reasons have led to a significant level of dissatisfaction among employees regarding the salary level.

Level of satisfaction with new benefits package:

Hypothesis 6₀: The employees are not satisfied with their new benefits package

Hypothesis 6_a: The employees are satisfied with their new benefits package

To test the hypothesis first a frequency table is shown below:

New benefits package					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	1	1.9	2.0	2.0
	Dissatisfied	8	15.4	15.7	17.6
	Neutral	20	38.5	39.2	56.9
	Satisfied	22	42.3	43.1	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

According to this table 43.1% participants believe they are satisfied with the new benefits package whereas 39.2% are neutral and 15.7% are dissatisfied.

In order to reach a conclusion a one sample t-test is conducted:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
New benefits package	51	3.2353	.78964	.11057

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
New benefits package	2.128	50	.038	.23529	.0132	.4574

Here, the mean is 3.2353 and the standard deviation is .78964. The significance value .038 is less than .05 and hence the null hypothesis can be rejected.

The converted employees are receiving a comprehensive benefits package similar to permanent employees such as provident fund, life insurance policy, medical allowance, marriage allowance, childbirth allowance etc. and a revised leave policy which allows them to annual, maternity and pilgrimage leaves. Such a benefit package is quite lucrative and thus the employees are satisfied with the benefits to be received.

Level of satisfaction with the Batch Conversion process:

Hypothesis 7₀: Employees are not satisfied with the overall process of conversion

Hypothesis 7_a: Employees are satisfied with the overall process of conversion

The frequency table is shown below:

Level of satisfaction with process					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Dissatisfied	2	3.8	3.9	3.9
	Dissatisfied	13	25.0	25.5	29.4
	Neutral	22	42.3	43.1	72.5
	Satisfied	13	25.0	25.5	98.0
	Very Satisfied	1	1.9	2.0	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

The table shows that 25.5% are dissatisfied with the overall process while 43.1% are neutral in their opinion. Percentage of participants satisfied is 25.5%.

To assist in drawing the final conclusion a one sample t-test is conducted:

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Level of satisfaction with process	51	2.9608	.87088	.12195

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Level of satisfaction with process	-.322	50	.749	-.03922	-.2842	.2057

The table shows a mean value of 2.9608 and standard deviation of .87088. The significance value .749 is greater than .05 which allows to accept the null hypothesis and reject the alternate hypothesis. Thus it can be said that employees are not satisfied with the overall process.

Although employees are not forced to become permanent and they are willingly converting the entire process of conversion is quite blurry and unclear to many. Many are being informed a just few days back before they will be converted as permanent and has to come to the head office urgently. The process because a little troublesome for employees who work outside Dhaka. If the process was automated and they employees could complete the procedures through an online portal or the softcopies of the documents sent to workstations by mail then a lot of time and hassle could be saved. During the interview HR Operations Senior Assistant Manager, Md Mahbubul Islam also agreed that the Batch Process Conversion could be done more efficiently if the entire process was automated and a lot of paperwork both on the part of the employee and employer could be saved.

Level of satisfaction with the working environment:

Hypothesis 8₀: Employees are not satisfied with the working environment

Hypothesis 8_a: Employees are satisfied with the working environment

Present working environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	18	34.6	35.3	35.3
	Satisfied	29	55.8	56.9	92.2
	Very Satisfied	4	7.7	7.8	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

The frequency table reflects that 56.9% of the respondents are satisfied with their current working environment and 35.3% are neutral in their opinion.

To further analyse the result a one sample t-test is conducted:

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Present working environment	51	3.7255	.60261	.08438

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Present working environment	8.598	50	.000	.72549	.5560	.8950

From the table we see that the Mean for the observation is 3.7255 and the Standard Deviation is .60261. The test shows a significance level or p value of .000 which is less than .05. Thus we can reject the null hypothesis and accept the alternate hypothesis.

So we can conclude from the analysis that employees are quite satisfied with their working

environment. Employees get the chance to mingle with co-workers in a friendly atmosphere. The open door policy adopted by the company allows employees to talk and share views with management freely regarding various issues. The office set-up is such that employees can move around and chat with colleagues and work as a team. Desks of line managers are arranged closely with other team members to enhance group discussion and work efficiency. Each floor has a balcony where employees can relax and pass some free time with colleagues. Besides, the friendly behavior of top-level management with all levels of employees also sends out a message of co-operation.

The employee requirement

To analyze that currently which requirement was of the highest importance to employees I gave the employees of rating the following on a scale of 1 to 5 with 5 representing the highest importance and 1 being the lowest. They are:

- 1 Raise in salary in the current level
- 2 Promotion to the next level
- 3 A more attractive vacation package
- 4 Free lunch
- 5 Free transportation facility

The ratings of the sample in percentage are shown through the following frequency tables:

Raise in salary in the current level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4.00	7	13.5	13.7	13.7
	Highest Importance	44	84.6	86.3	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

Raise in designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	1	1.9	2.0	2.0
	4.00	22	42.3	43.1	45.1
	Highest Importance	28	53.8	54.9	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

More attractive vacation package

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lowest Importance	24	46.2	47.1	47.1
	2.00	18	34.6	35.3	82.4
	3.00	6	11.5	11.8	94.1
	4.00	3	5.8	5.9	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

Free lunch

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lowest Importance	5	9.6	9.8	9.8
	2.00	7	13.5	13.7	23.5
	3.00	18	34.6	35.3	58.8
	4.00	20	38.5	39.2	98.0
	Highest Importance	1	1.9	2.0	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

Free transportation facility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lowest Importance	3	5.8	5.9	5.9
	2.00	2	3.8	3.9	9.8
	3.00	21	40.4	41.2	51.0
	4.00	22	42.3	43.1	94.1
	Highest Importance	3	5.8	5.9	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

The above tables show that Raise in salary in current level received rating with a total of 84.6% respondents marking it has highest importance. It was followed by 53.8% of Highest importance rating on Raise in Designation. Then the level of importance of Free transportation facility was rated 4 by 43.1% followed by 39.2% for Free Lunch and last came a More Attractive vacation package with 5.8% respondents rating it 4. This result shows that for employees the most important now is the raise in salary. In fact it shows more importance than a change in designation. That is, even if they are given a raise in their current level without promotion then satisfaction levels may be higher.

Possible Turnover Rate:

To analyse the possible turnover rate after the conversion a question was included in the survey. The result is shown in the following Frequency table:

Planning to leave organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	26	50.0	51.0	51.0
	Yes	25	48.1	49.0	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

This table shows that the respondents are almost divided in almost equal groups. 51% answered that they are not planning on leaving the organization after the permanent

conversion. While 49% are saying that they are planning on leaving the organization after being converted as permanent. If we see this number across genders then it is as follows:

Gender * Planning to leave organization Crosstabulation

Count

		Planning to leave organization		Total
		No	Yes	
Gender	Male	14	20	34
	Female	11	6	17
Total		24	27	51

Out of 34 males 20 said they are planning on leaving while 6 out of 17 females said yes to the same question. That is 59% of males and 35% of females. Thus it can be said that the turnover can be expected to be higher in male participants. The reason can be very obvious in our country most of the main earning members are male and with the rising cost of living the salary structure is a more important issue to them. Still the proportion in female employees is also high which is quite alarming.

Based on above discussed analysis and results it is quite clear that employees are not satisfied over certain issues like salary, current designation and such. Thus it is imperative that the employee finds feasible solutions to avoid losing large number of employees in future.

Recommendations:

- **A raise in salary of converted employees:** There research shows that most of the employees are dissatisfied with the salary structure and want a significant raise in the salary. The management should consider a raise in salary structure or convert the employees as permanent after the extension of the contract s that they get the annual raise. If so then it will go a long in handling employee grievance regarding salary.
- **An upgrade in level or chance to promotion:** One option that Banglalink can think of is giving the employees an upgrade in their designation instead of just assigning a Level 18 tag. This upgrade in position will result in an automatic raise in salary which will be beneficial for the employees. But this might incur huge cost for the company. So another feasible option that the company can undertake is take an exam of those to be converted and those who qualify and get selected will be upgraded. This will put forward an opportunity for the employees and also be cost effective for the company instead of directly promoting all temporary staff.
- **Holding an induction or meeting session before the conversion process:** An induction program is held for employees after they are converted as permanent and completed all procedures and formalities needed. In that program they are informed about their new benefits, leave policies and other changes of their employment conditions. But before the conversion the employees barely have any idea and come to the Head office to sign papers with lots of queries and confusion. This results not only in the loss of time of concerned management but also of those employees who often come leaving their important work or come from outside Dhaka. This situation can easily be avoided if the selected employees Line Managers are informed from ahead and a meeting session is scheduled with employees led by the Line Manager and an HR representative. In the session employees will be briefed about their conversion and how they will be completing and going through the processes and how to fill up the forms and concerned departments to contact. This will go a long way to reduce the confusion in the mind of the employees regarding the process.



- **An Automation of the process:** The Batch Conversion process requires the employees filling up many forms and documents which the employees have to fill up and submit manually. Then some of those documents are sent to concerned department heads for signing and approval. After that all the documents are compiled and arranged for manual filing. The entire process becomes quite lengthy and involves a lot of steps and procedures with immense paper work. If the entire process is automated through an online portal then the process could be a lot easier for all concerned parties and would certainly increase process efficiency.

Conclusion:

Banglalink Digital Communications Limited has certainly taken a very bold step by starting to convert such huge number of temporary staff into permanent. However, it is equally important that this conversion takes place in such a way that it arouses employee motivation and satisfaction levels. If more employees start leaving the organization then it will be a loss to the employee as it has undertaken a huge cost for the project. Besides, high turnover rate will also have a negative impact on the company's reputation as an employer. Thus the company should take consideration of the issues especially salary and promotion of the newly permanent employees. Besides, it has to take necessary steps by attempting to make the overall process more efficient by introducing automation. The company has paved a long of reputation and international standards in workplace ethics and environment. It needs to make sure that the standard is maintained in every action of the organization to further improve and flourish through sustainable continuous development.



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Appendix:

Questionnaire on Employee Perception & Satisfaction of Batch Conversion Process

Gender:

1. Which department do you work in?
2. **Overall how satisfied are you with your position at this company?**
 - ☐ Very dissatisfied
 - ☐ Somewhat dissatisfied
 - ☐ Neither satisfied or dissatisfied
 - ☐ Somewhat satisfied
 - ☐ Very satisfied
3. When were you informed about being converted to permanent employee?
4. Were you converted after or before your previous contract extension?
5. **Please indicate your level of agreement or disagreement with the following statements**
 - I am willingly converting into a permanent employee
 - I fully understand the processes and steps involved in the conversion process
 - I feel more secured about my job after being converted
 - You feel more motivated to work after the conversion
6. a. Are you getting a raise in your pay after being permanent?
b. If yes, How much?
7. Are you aware of the benefits you will receive as permanent employee?
8. **Please indicate your level of satisfaction or dissatisfaction with the following.**
(1= very dissatisfied, 2= dissatisfied, 3=neutral, 4=satisfied, 5=very satisfied)

Your level of satisfaction with the process	[1 2 3 4 5]
Your present working environment	[1 2 3 4 5]
Your present benefits package	[1 2 3 4 5]
Your level of motivation to work after the conversion	[1 2 3 4 5]
9. According to your perception rate the following on a scale of 1-5 in terms of



foremost employee requirement in case of temp to perm conversion? (5= highest importance, 1= lowest importance)

- a. Raise in salary in the current level
- b. A raise in level or promotion to the next level
- c. A more attractive vacation package
- d. Free lunch
- e. Free transportation facility (both pick and drop)

10. Your personal comments or suggestions

List of Abbreviations:

HR: Human Resources

HRM: Human Resources Management

PMO: Program Management and Operations

HR Ops: HR Operations

CCD: Customer Care Department

OD: Organizational Development

BL: Banglalink