

Role of Supervisor in Implementing a Performance Based Culture in the Organization and the Experience of Banglalink GSM

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Internship Report on

Role of Supervisor in Implementing a Performance Based Culture in the Organization and the Experience of Banglalink GSM

Submitted to

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Acknowledgement

I would like to recall a few people with due respect and honor who assisted me without any hesitation to complete our Internship report within the due time. Therefore I would like to thank them all from the bottom of my hearts.

Most importantly, I would also like to thank Mr. Md. Tabsir Razib (Recruitment Senior Executive) my line manager in Banglalink and my colleague who helped me by providing informative instructions. I was closely attached with them during my internship period. Without their help this project would have been difficult to complete.

Most significantly I may also thank my internship supervisor Mr. Tamzidul Islam, who was always ready to guide us and solved all the difficulties that we faced during the accomplishment of the report.

In this procedure, I also would like to thank the Almighty for making it possible for me to complete our work properly within the given time.

Executive Summary

Through this report I have tried to discuss and define all of the major activities related with to the recruitment activities and performance appraisal management of Banglalink. Moreover, I tried to discuss the role of a supervisor in implementing performance based culture at Banalgalink. In this report I have chosen to write on Activities of Banalgalink Recruitment division as I have directly or indirectly work on this process. The key purpose of the report has been to identify overall condition of performance based culture and the role of supervisor of Banglalink.

By identifying the overall condition of HR operational Activities and Employee Engagement Activities of Banglalink I can relate my theoretical knowledge to practical implications. Banglalink is an organization which is very practitioner by its nature. It is practiced almost every HR related issue to become more competitive in the market. As if Human Resource department is strong enough then it can tie up all the employees and it can ensure employee Engagement.

To conclude, there is no doubt that the world of work is rapidly changing. As part of an organization then, HRM must be equipped to deal with the effects of the changing world of work. HR Operations is a significant part of HR activities at Banglalink. So to perform the operations successfully proper planning and formulation are mandatory. Beside this, now management realizes that effectiveness of their HR functions as well as HR Operations have a substantial impact to achieve expected organizational success. Finally HR operations are responsible for ensuring the employee engagement at the organizations.

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Chapter One

INTRODUCTION

Introduction of the Report

The report was given to me as a part of our Internship Requirement. Internship report is a core way for all the students in the BBA program. HR Recruitment activities will provide the idea that how does recruitment of Banglalink is working. There will be details working methods and procedure in this report. Along with this, there is a discussion and data analysis on the topic performance based culture of Banglalink.

Objective of the Report

The purpose of this study was to fine out the core activities of Recruitment division of Banglalink HR. along with that here I will also find out whether Banglalink maintains a performance culture within the organization environment and the role of supervisor in implementing a performance based culture.

Scope

This term paper will give a clear idea about "Recruitment process of Banglalink." and along with that there will be a brief study on performance based culture at Banglalink and the role of supervisor in implementing that culture within the organization

Methodology

This part talks about the methodology of this study. Methodology defines how we go through all the processes of research and how we proceed on. Here includes the steps of conducting research and the explanation of the sources of data. So, for describing it the part has highlighted the time period was required to conduct the study.

Primary data- I have collected all the primary data to conduct the qualitative survey through interview sessions. In the interview a questioner has been maintained. The sample size was 20 who were chosen randomly.

Secondary data- on the other hand, the secondary sources which refer the published journals, articles, internet, and books and so on are used by me for extra information which has enhanced my knowledge on the topic.

Limitation

During preparing the report, I have faced some limitations. These areas are-

- ❖ As most of the information was confidential, it was not possible for me to provide all of the information available due to organizational privacy. Collecting this information was also challenging to complete with a worthy qualitative research paper.
- ❖ Time constraint was also a challenge for preparing the report given by the organization because being an intern I also had to work like a full time employee.

Chapter Two

ORGANIZATIONAL OVERVIEW

Banglalink Digital Communication Ltd.

Telecom industries are one of the leading industries of Bangladesh. It the most growing sector. There are over 500 million people in Bangladesh who are now currently using mobile phone and Banglalink Digital Communication Ltd the country's second largest privet mobile operator. As one of the leading MNC in Bangladesh Banglalink has a very well build organization structure. HR and Administration is one of the key departments of the organization. As one of leading Department within the organization HR played a vital role in long running success of Banglalink.

Banglalink Digital Communications Ltd is the second largest Privet Mobile Operator in Bangladesh. It is registered as public Ltd Company under the act of 1994. It has 25.848 million subscribers as of February 2013 which representing a market share of 29.45%. It is significant contributor to national exchequer. The success of Banglalink is based on a simple mission: "Bringing mobile telephony to the masses" which was the cornerstone of its strategy. Banglalink has changed the mobile phone status from luxury to a necessity and brought mobile telephone to the general people of Bangladesh and made a place in their hearts. The mobile phone has become the symbol for the positive change in Bangladesh.

This positive change that is quite correctly attributed to Banglalink has become the corporate positioning of Banglalink and is 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 (like mobile remittance and agriculture helpline), to improve the lives of its customers. This corporate stance of "making a difference" has been reflected in everything Banglalink does.

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 overtook 'Sheba' (currently known as Banglalink) to become the second largest operator in Bangladesh with more than 7.1 million customers. The company currently has recently attained 20 million subscribers as of January 2011, representing a market share of 28.2% as of February 2011.

Growth over the last 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.

History of Banglalink:

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 s.a.e. (formerly known as Orascom telecom holding s.a.e). Following business combination in April 2011 between Vimpelcom ltd and wind telecom s.p.a, Vimpelcom owns 51.92% shares of global telecom holding s.a.e. (formerly known as Orascom telecom holding s.a.e.). 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, the Netherlands and listed as an advertisement on the New York stock exchange under the symbol "vip". 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 success was based on a simple mission: "bringing mobile telephony to the masses" which was the cornerstone of its strategy. Banglalink changed the mobile phone status from luxury to a necessity and brought mobile telephone to the general people of Bangladesh and made a place in their hearts. The mobile phone has become the symbol for the positive change in Bangladesh.

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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.

Vision, Mission, Values & Strategies

Vision

"Banglalink understands people's needs best and will create and deliver appropriate communication services to improve people's life and make it easier".

Mission

- Achieving a leading position in the Bangladesh wireless market in net additions and ARPM.
- Delivering superior benefits in every phase of the customer experience before, during and after sales.
- Creating optimum shareholder value

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:

- a. **Straight Forward:** We say what we do and we do what we say.
- b. **Reliable:** A promise made, is a promise kept.
- c. **Innovative:** No gimmicks; useful and usable.
- d. **Passionate:** We are passionate to provide the best product and best service.
- e. **Strategies** Banglalink follows the following strategies

- ❖ **Functional Level Strategy:** Banglalink focuses on efficiency, quality, innovation, and customer responsiveness.
- ❖ **Business Level Strategy:** Banglalink applies both the cost leadership and differentiation strategies as their business level strategies.

Banglalink as an Organization

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#SW4, Gulshan Avenue, Gulshan-1, Dhaka-1212

Branch Offices:

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

The Top Management of Banglalink:

Managing Director and CEO	ZiadShatara
Chief Financial Officer	Mohamed Hassan Osman
Chief Technical Officer	PerihaneElhamy
Chief Commercial Officer	Asher Yaqub Khan
Sales Director	ArifMehmood Malik
Customer Care Director	Muhammad Arshad
HR & Administration Director	Riviera Ho Rathore
Head of PMO & Supply Chain	AbdusSaboor
Legal and Regulatory Affairs Director	Zakiul Islam
IT Director	Nizar El-Assad

Banglalink Management Tree

Organizational Structure of Banglalink

Banglalink has top, middle and first level management. It has seven major departments such as Finance & Accounts, Sales, Marketing, IT, Administration, Customer Care and Human Resource. The total numbers of employees are around 2700.

Products and Services of Banglalink

The core product of Banaglalink is to provide telecom service to the mass. Under this they basically have two kind of product Prepaid and Postpaid packages

Prepaid packages

Banglalink currently offers two prepaid plans. All the prepaid plans come in two phases—Standard (T&T incoming and outgoing with NWD and ISD) and M2M. All connections provide GPRS to subscribers.



- DASH
- DASH Rang
- Priyojon
- Play

Postpaid packages

- ❖ personal package
- ❖ personal supplementary
- ❖ personal call and control



Icon

Icon is one of the prominent postpaid brand of Banglalink. It is more like a high value service. Under this brand Banglalink provide exclusive services to its value added customers.

Postpaid Unlimited subscribers, such as:

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

Banglalink enterprise

- **enterprise corporate**; targeted at the corporate segment
- **enterprise SME**; targeted at the SME segment
- **enterprise personal**

Banglalink 3G

Banglalink 3G is the newest addition to Banglalink products. - 3G for all under this slogan Banglalink has lunched this service. They are willing to provide 3rd generation internet service to the mass of Bangladesh. 3G is the third generation of mobile telecommunications technology. Banglalink 3G will allow valued customers to surf the internet with faster data speed even on the move with the superior HSPA connection. Banglalink 3G will bring to life the experience of mobile broadband on your 3G mobile phone/device. with Banglalink 3G you can enjoy superior video streaming, download experiences, enhanced video calling, high-speed data transmission and accessing innovative 3G services on the mobile phone that will make your life smatter, exciting and efficient so you can do more on the go.





সবার জন্য নতুন কিছু

3G মাসের EMI সুবিধা
5% মাসের EMI সুবিধা
50% ডিসকাউন্ট

+ 1 GB 3G ডাটা টি + 500% 3G ডাটা বোনাস 1GB প্যাকে (3মাস)

3G store
vide mela

বাসম্বাহারের প্রয়োজন মতো বেছে নিম্ন আপনার 3G ডাটা প্যাকেজ-

সম্মানজনক 3G ডাটা প্যাক					
প্যাকেজের নাম	প্যাকেজের মূল্য	মূল্য (টাকা)	ফাইলিং	ডাটা (MB)	সেবার সময়
রিফ্রেশ	সুপার স্টার্টআপ	২০০	200 MB	700 MB	১০ দিন
রেই	স্টার্ট স্টার্টআপ	৩০০	1 GB	2 GB	৩০ দিন
রেই	স্টার্টআপ	৫০০	3 GB	6 GB	৬০ দিন

3G মিডিয়াড বন্ডল তালিকা

মূল্য (টাকা)	ফাইলিং	ডাটা (MB)	GMS	MMS	সংস্করণের ক্রম
৪০০	৪০০	৬০ দিন	1 GB	২০০	২০০

* মাসের প্যাকেজের ওপর ডাটা সীমা *5000# • স্টার্টআপ 3G ডাটা প্যাকেজ 1GB, 10Mbps • স্টার্টআপ 3G ডাটা প্যাকেজ 1GB, 10Mbps



Banglalink 3G Promotion

Difference between 3G and 2G

Difference topic	Difference
data transmission	The main difference between 2G and 3G networks is experienced by the mobile subscribers who download data and browse the internet on the mobile phones. They find much faster download speeds, faster access to the data and applications in 3G networks as compared to 2G networks. 2G networks are less compatible with the functions of smartphone.
Function	The main function of 2G technology is the transmission of information via voice signals while that of 3G technologies is data transfer via video conferencing, mms.
Features	The features like mobile TV, video transfers and gps systems are the additional features of 3G technology that are not available with 2G technologies.
making calls	Calls can be made easily on both 2G and 3G networks with no real noticeable differences except that in 3G network video calls can also be made. The transmission of text messages and photos is available in both the networks but 2G networks have data limit and the speed of the data transmission is also very slow as compared to 3G.
Speed	The downloading and uploading speeds available in 2G technologies are lower compared to 3G technology.

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 created 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-voucher IVR” system for their trailers helps serve basic queries faster and therefore reduced such calls landing at agent level.

Growth of Banglalink

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 64 districts, 507 thanas, 88% population, 26.31 million customers by the end of August 2013.
- The latest telecom infrastructure from world class companies like Siemens and Huawei.
- A 24 hour by 7 call center 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.



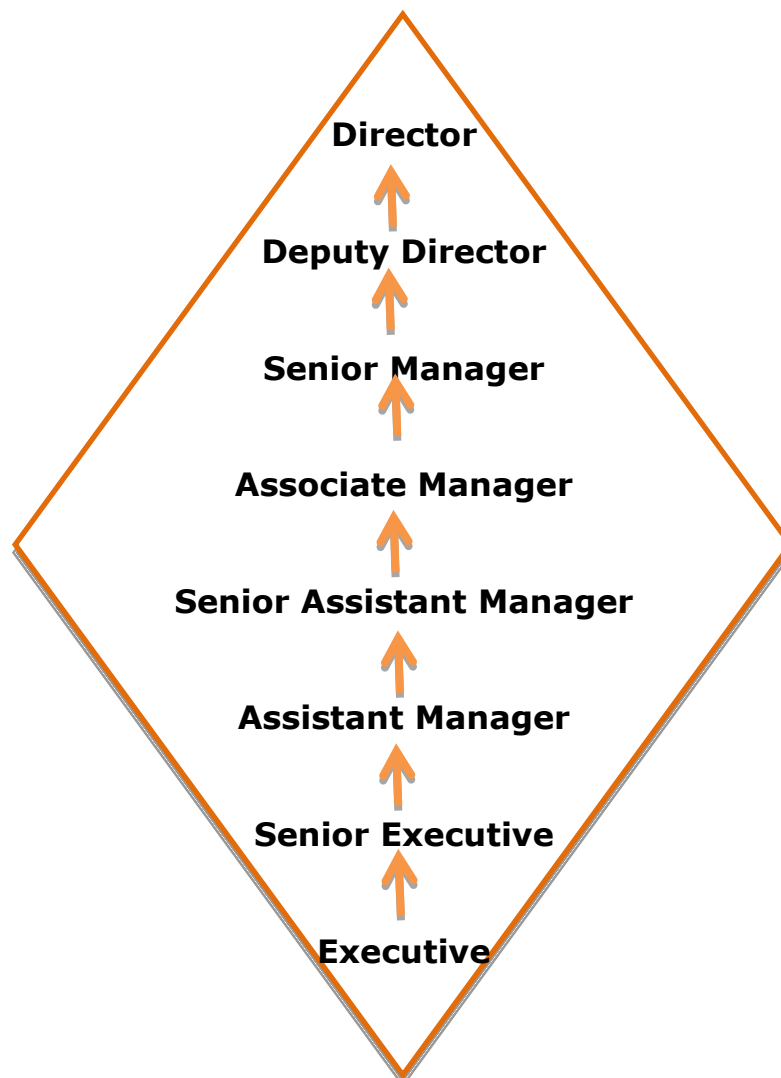
Coverage Map of Banglalink

Recruitment Division of Banglalink

Recruitment refers to attracting, screening, selecting onboarding new employee. The core responsibilities of this department is to recruit new employees, labor forecast, Budgeting regarding new hire and maintaining the entire data base regarding workforce.

In Recruitment Division HR staffs are performed as core level administrators. The tasks they perform are usually very highly visible and it directly put a huge impact on the organizations core performance. Their task includes all the necessary steps regarding an employee's hiring process. Which means from the CV screening to the negotiation on compensation packages?

Organizational diagram of Banglalink HR and Administration Department



According to this diagram the employees at the Banglalink recruitment division report to each other and finally the director of this report to the CEO.

Key Responsibilities of recruitment team

At Banglalink Recruitment division the team is mainly responsible for pre selection. So the key task here is to

- **Workforce forecasting**
- **CV Scanning**
- **New Employee Recruitment**
 - **Preliminary Selection**
 - **Preliminary Interview**
 - **IQ Test**
 - **Final Interview**
 - **Compensation Negotiation**
- **Contractual Employee's Contract Extension**
- **Managing Performance Appraisal of the Contractual Employees**

So these are the key responsibility of the recruitment division of Banglalink HR and administration Department. Along with this they have few other responsibilities. For example for the some certain department recruitment division also conduct exit interviews.

So now let's go through a brief discussion on the key responsibilities of recruitment division

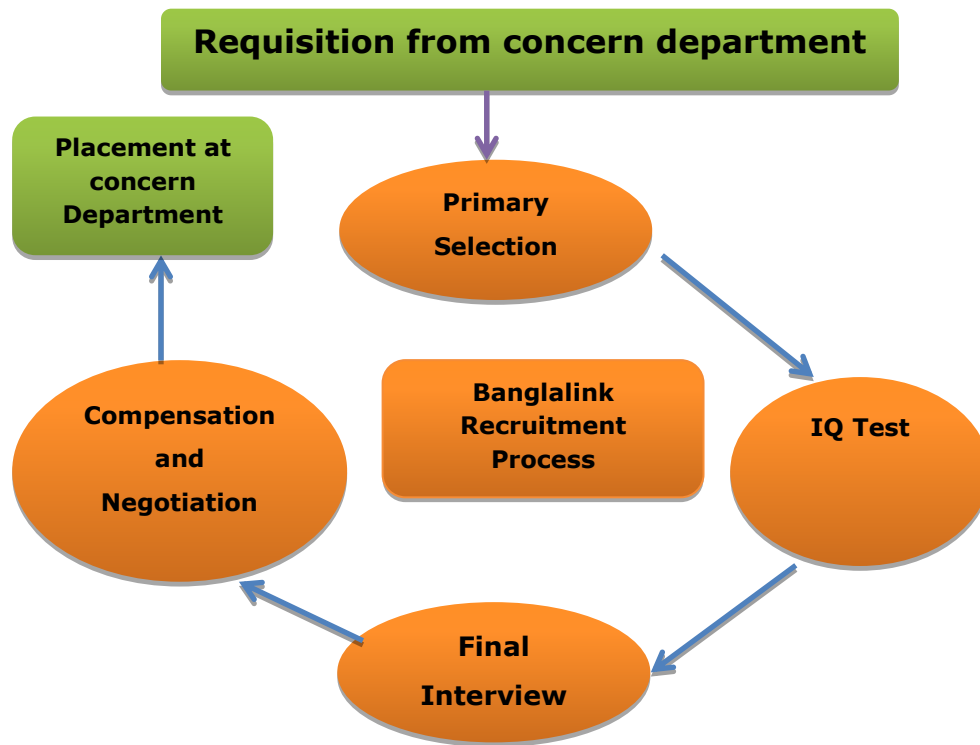
- **Workforce Forecasting**

Forecasting the workforce for the future is one of the key responsibilities of Banglalink recruitment Division. It is the recruitment division who maintains the workforce database and forecast for the future company need. They along with the other department of the organization create the budgets for new employment.

- **CV Screening**

One of the key responsibilities of the recruitment division of Banaglalink HR and Administration Department is to CV screening. Whenever there is a job opening thousands of CV is sent to them. These CVs are sent to them in different Medias like Courier, Online Websites, Headhunting companies etc. Along with that Banglalink has a MOU with one of the leading Job portal of Bangladesh and they are using that portals database to make their own database. Currently they have a database of 11000 in their own server. After getting all these CVs recruitment division have a dedicated team whose responsibility is to sort them out. And for shortlisting a CV Banglalink have well build criteria.

- **New Employee Recruitment**



Overall Recruitment process of Banaglalink

When a new employment is needed in any department that concern department firstly send request to the recruitment division for a new employment. Recruitment division then go through the overall budget to find out whether there is any budget to hire a new employee for that particular position. If that request meets the budget then the recruitment divisions send advertisement for new employment. This advertisement is first send to the internal employee's because Banglalink has a policy to look for full filling a certain position internally. After going through all the internal sources only then recruitment division start searching or advertise for external sources.

- **Primary Selection**

After shortlisting the CV recruitment division calls a person for the interview. In some cases a on phone interview happens otherwise the interview session

happens in the Organization premises. It is the responsibility of recruitment division to organize the interview session with the candidates. In the primary interview session recruitment division team plays the vital role however the department for which this recruitment is happening has their representative during this interview session.

- **IQ Test**

In maximum recruitment Banglalink recruitment division have policy of taking a basic IQ test. By this test the recruitment division actually tries to find out the minimum level of IQ of a candidates. This test is basically conducted and facilitated by the recruitment division. The concern department which is actually to hire this candidate has no authority to evaluate this test. It is only the recruitment division of HR and Administration who have the full authority on that.

- **Final Interview**

Whenever a candidate passes the IQ test it is now the time to call him for the final test. Recruitment team then calls the shortlisted candidates for the final interview. And in this case recruitment team here basically plays the role of a coordinator here. All the key decisions here are being taken by the concern department.

- **Compensation and Negotiation**

After the final interview is done and the candidate is selected then the recruitment division calls that candidate for a medical test. All cost for this test is given by the company. If the medical team signs off that the person is medically sound only then the recruitment team calls that person for the final negotiation. Here one important thing is that all the information from the medical board is kept in the database and it is the duty of the recruitment team to ensure that. Again during the negotiation process first

of all the recruitment team give the candidate a brief idea of the overall compensation package. If the person agrees with the package then the recruitment team signs off the appointment letter. But if the candidate disagree with at in that case the recruitment team call the concern department and other department with the issue that has been created with that and try to solve it. Finally when the appointment letter is signed off then recruitment process from the recruitment division is done.

- **Contract Extension**

It is one of the key responsibilities of Recruitment division of Banglalink HR and Administration department is to handle all the issues regarding employee contract extension. Banglalink have over 1800 contractual employee in their current database and according to that database recruitment division work on the contractual employee contract extension. Previously the entire contract at Banglalink was for 6 months but now it has become a 12 month contract for each of the contractual employees.

- **Managing performance Appraisal for the contractual employees**

PA management for the contractual employees is one of the key responsibilities for the recruitment division. According to the workforce database the recruitment division renews or extends the contracts of contractual employees. Previously this thing used to be done manually but from the month of April 2013 Banglalink has started doing this online. So it had become more like a paperless type of thing

So these are more like the key responsibilities of the recruitment division on Banglalink

Chapter Three

Role of Supervisor in Implementing a Performance Based Culture in the Organization and the Experience of Banglalink GSM

In today's age of information technology every act of materials seems to be evaluated by their performance. Human beings are not different so they are also evaluated by their performance. And it has been found that whenever a person is evaluated or appreciated for his performance he or she will always get motivated to do more. That's why organization are now getting more and more interested to implement a performance based culture in their organization. Before going further let's see what we mean by performance based culture.

What is performance based culture

If we want to describe the performance based culture in a simple word we could say it means evaluating the employees according to their performance. But on other words we can say performance based culture is the system of promoting a diverse, high- performing workforce by implementing and maintain effective management systems and award system.

Things that we need to build a performance based culture in an organization we need few things

- **Openness:** All the employees should be open in mind. And by that we mean they should be open to new things and open to new ideas and views. Along with that the supervisor should be open to his or her subordinates. Which means all the supervisors should have an open door policy means employees could communicate with his or line manager
- **Managed Differences:** Conflict is a very common thing in an organization. And this conflict to some extent it also brings in new views and ideas. But all conflicts should always be maintained in a controlled manner.
- **Simplicity and Focus:** To maintain a performance based culture all the employees should be simple and focus.

- **People Leadership:** While building a performance based culture in the organization it needs people leadership culture. Which means everyone should get the equal chance to become a leader. Being a leader people will always get a feeling of ownership and when an employee finds his ownership he or she will always get the urgency to do something extra.

The Role of Supervisor in Building a Performance Culture

While implementing a performance based culture supervisors have to play a key role. As supervisors are the key communication medium between the management team and the operational team so the success rate of an organization vastly depends on them. Similarly if the entire organization wants to create a performance based culture within the organization it is the supervisor who can actually ensures that. And to do that they had to do something more, they have play the role of a leader. Leadership is the key ingredient here. And as a leader he or she has to be a Coach, a Communicator, a Negotiator, a Goal setter, and a Change agent. Now let's have a brief idea over these roles that a supervisor must play during implementing a performance based culture.

- **Team Builder and Coach** - A cohesive team produces more. An effective manager understands the importance of building a strong, effective and productive team. To accomplish this, a manager should treat all employees equally and fairly, be an articulate communicator and actively listen and encourage employees to share their concerns and suggestions for improving processes and procedures. Whenever possible, utilize those suggestions to improve productivity. A manager should take steps to correct and handle poor-performers, as well as timely recognize and reward employees who perform well and are

constructive contributors. An effective manager is a team builder who coaches, counsels, and develops employees to improve their capacity to perform and assume greater responsibilities. A manager actively plans for the future of the team, identifies its staffing needs and actively participates in succession planning. Finally, a manager recognizes the importance of diversity in a highly productive team. Employees with diverse backgrounds, cultures, experiences, talents, and education can help make a team more cohesive and productive. A manager who is an effective team builder and coach can successfully cultivate his employees into a highly productive team in order to reach achievable goals and objectives.

- **Communicator and Negotiator** - It is the manager's responsibility to effectively communicate to employees how their work directly impacts the agency's mission. This means setting work unit goals and objectives and explaining how they link to the agency's strategic plan. The manager should also communicate to his employees whether or not they are meeting those goals and objectives and provide his employees with continuous feedback on how well they are performing. To be effective, the manager must respond quickly to slippage in employee performance and explain what is expected in order for the employee to meet the fully successful level of performance. A good manager must mentor, coach, and supervise employees in such a way as to aid them in their efforts to get their performance back on track. As a negotiator, the manager must be able to work cooperatively with other work units, organizations, customers, stakeholders, and agencies to accomplish agency goals and objectives and to be flexible enough to effectively handle and resolve any problems that may arise.
- **Goal Setter and Results-Focused** - Today's manager is held accountable for the outcomes and results of the work unit. To this end,

the manager should set achievable goals within reasonable deadlines. The manager should review the agency or work unit's annual work plan and understand how the efforts and products of the work unit fit in with agency goals and objectives. Managers who are skilled goal setters plan out what steps are necessary in order to achieve specific goals. This work plan becomes a blueprint of how the goals will be achieved, which employees are involved, what the deadlines are, and what financial or material resources are necessary. They break the goals up into achievable milestones, and inform their employees when they have achieved or surpassed each milestone. Additionally, managers write their employee's individual performance plans so they are results-focused. A results-focused performance plan describes the expected outcome in terms of measurable results. Measures using quality, quantity, timeliness, cost-effectiveness, or observable products or outcomes are used to describe the desired results. Employees who clearly understand what outcomes or results they are expected to achieve can effectively and efficiently meet the objectives and goals of the work unit.

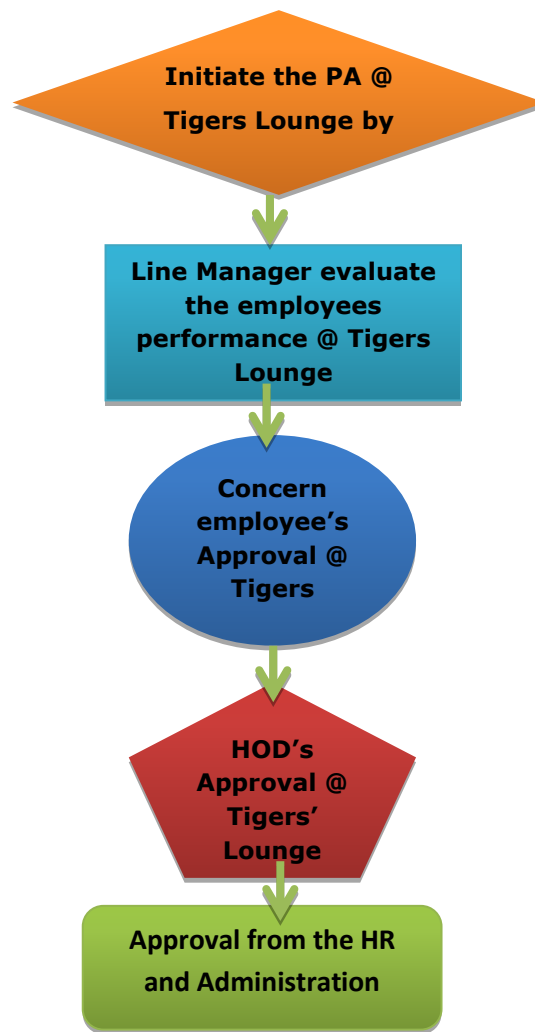
- **Strategist and Change-Agent** - As the agency evolves and redefines it to meet the changing needs of the country and new initiatives, the manager must become a champion of any of those new agency goals and objectives. As a champion and change agent, the manager must fully understand the new objectives and how his/her work unit's performance will impact on meeting those objectives and goals. The manager must be able to effectively communicate to his/her employees what the changes mean in terms of meeting or changing the work unit's efforts to meet the new objectives.

So these are the basic roles that a supervisor must play to ensure a performance based culture in the organization.

The Process that exist currently

As a performance oriented organization Banglalink use a KPI system for an employee's performance evaluation. Under this system they basically give all the employee a certain targets to meet. For example in the ICON division of Banglalink Sales department all the ICON Managers are given a certain number of sales target to meet. Whenever an ICON Manager meets his/her target he/she gets an extra point in his KPI which eventually adds some extra bonus with his regular salary. As Banglalink follows a performance based culture the amount of bonus here is very high and seniority or length of service doesn't add any value here. It is only the target that decides whether an employee will get some extra benefits or not

To ensure that Banglalink has a performance based culture going on in the organization Banglalink HR and administration department has already started a project named **Tigers' Lounge**. Under this project Banglalink has started to do all the employees **Performance Appraisal (PA)** online. In this process they had involved both the supervisor and the employees. Now both the supervisor and the employees get the equal chances or involvement during the preparation of **PA**. There are a certain steps of this process. Such steps are as followed



Performance Appraisal System

- ✓ **Initiate Performance appraisal @ Tigers Lounge by the employee**

When it's time for an employee to have his or her performance appraisal Banglalink HRIS server automatically sends a mail towards that employee to start his or her PA on the Tigers Lounge. After getting the mail it is their duty to login to their individual account at the tiger's lounge using their employee ID and password. After longing in to the account with just few clicks the employee start or initiate their own PA.

✓ **Line Manager evaluate the employees performance @ Tigers Lounge**

Whenever an employee initiates his/her PA at Tigers' Lounge system will automatically send a link to the designated line manager or supervisor of the particular employee. Then with some click and command the line managers evaluate his or her employees. For this evaluation there are 3 simple options that they have to choose and they are

- ❖ Meet Expectation
- ❖ Exceed Expectation
- ❖ Didn't meet expectation

The line managers only have to choose one option from these three. And of course there is always a comment box on which they can give evidence for their evaluation. After all this the line manager then just have to click on the submit button.

✓ **Concern employee's approval at Tigers' Lounge**

When the line manager submits the PA at tigers lounge an auto generated mail is sent to the concern employee automatically. From this mail the concern employee gets to know how his line manager has evaluated him. If he agrees he then just have click on the submit button. And if he doesn't agree with the evaluation he always has the option to ask for a review from his line manager.

✓ **HOD's Approval at Tigers' Lounge**

Whenever the concern employee approves his or her PA the system will automatically send an auto generated mail to concern department head HOD (Head of the Department). HOD then go through the overall PA and he then finally click on the submit button.

✓ **Approval from the HR and Administration department**

After submission from the concern HOD's end system then automatically generate a mail to the HR and Administration department for the final approval. HR then go through the overall PA and finally the HR HOD approves the PA and start doing reward or promotion that is recommended in this PA for that particular employee. But of course before implementing anything HR must share the information and discuss about this issue with all the other departments for approval.

PA is basically done only one time a year for both the permanent and contractual employees. For the permanent employees this is done in the last quarter of the fiscal year. And for the contractual employees it's done before the end of a contract period.

Chapter Four

SURVEY ANALYSIS

Survey analysis

Banglalink is one of the first MNC to promote a performance based culture in the organization. At Banglalink employees are evaluated according to their performance not their seniority. As I mentioned earlier to implement a performance based culture a supervisor must play some key role. By this survey I tried to relate the factors that is need to implement a performance based culture and I also tried to find out whether or not the supervisors at Banglalink has the quality that is needed to ensure a performance based culture in an organization

Supervisor The Team Builder and The Coach: As I Said earlier to implement a performance based culture the 1st role that a supervisor must play is to play a role of a Coach and Team builder. And as coach or a team builder the supervisor must firstly make all his or her employees be aware about their company's objectives and strategies. To find out that I asked my sample employees

➤ **Employees have the clear understanding of the company strategy and objective?**

And according to my survey almost 90% employees agreed that their supervisor had made them very aware of the company's current strategy and objectives. This study clearly shows that Employees are well aware of



their company's strategy which full fill one of the key element of being a performance oriented organization. Being aware of the company's objective make employees very much focused. At Banglalink while spreading the company's strategy the supervisors act as the key communicators

Again to ensure that the strategies and the objectives have been delivered properly the supervisors have to have great communication flow. And to find out that I had asked them

➤ **What methods are used for the common understanding of company strategy and objective**

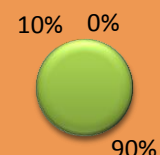
And 100% of the sample employees have said that they have been communicated through all available Medias. This includes:

- Discussion in a common forum where employees are invited for a discussion
- Email Communication for all
- One to one discussion between employees and the supervisors
- Continuous organization updates in common internal medium e.g. Tigers' Lounge

One of the key duties of supervisor is to make his or her employees aware of their responsibilities. Without knowing the proper knowledge on the duties and responsibilities the

Employees have a Clear Understanding of the Job responsibilities and objectives set

Strogly agree
 Agree
 Disagree



employees will never be able to give their best and have both the career and organizational success. To find out whether the employees have proper knowledge on that I asked them

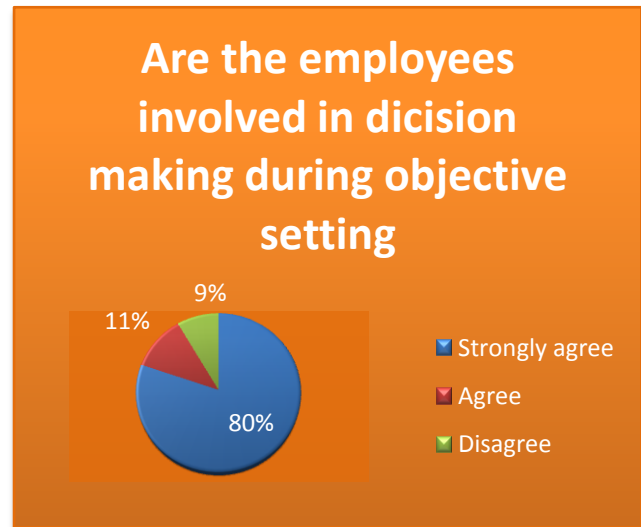
➤ **Employees have clear understanding of job responsibilities and objectives set?**

According to my study almost 90% of employees have agreed with the fact that they have a clear understanding over their responsibilities. Which clearly indicates that all the supervisor had a proper communication with their subordinates and along with that it also shows that the level of success of the supervisor in making their subordinates understand about their respective job description?

Goal Setter and Results-Focused: As we had learned earlier today's Managers are the responsible person the success of their unit again to ensure the performance based culture is there managers also have ensure that he is providing equal opportunity to the every employees. And by equal opportunity we mean from setting up a goal and to operation in every factor the employees are getting equal opportunity. To find out that all employees are getting equal opportunities I asked the sample that

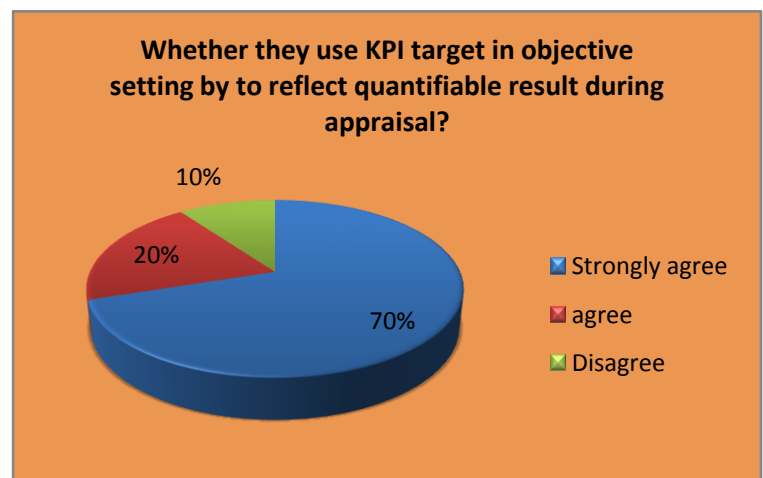
➤ **Are the employees involved in decision making during objective setting?**

And according to my study I find out that 85% of the employees agreed strongly that while setting the objective their supervisors involve themselves and by that the supervisor ensures that all the employees are getting equal opportunities. As Banglalink has implemented a performance based culture in their organization, so it's very much important that everyone getting an equal opportunity.



One of the key factors in a performance based culture is its result driven. And by result we mean weather the employees are meeting their targets or not. In the organization which follows a performance based culture the key indicator is that it always evaluate its employees on their KPI (Key Performance Indicators) on other words it evaluated them on meeting the targets and supervisor are always responsible on checking out weather his subordinate had met the KPI or not we asked our sample employees

➤ **Whether they use KPI target in objective setting by to reflect quantifiable result during appraisal?**



And feedback that we got from this was very much appreciable. About 70% of our sample employees had strongly agreed that they use KPI target in objective setting to reflect quantifiable result during appraisal. Which means during preparation of an employee's yearly appraisal the supervisor always have quantitative value to evaluate? For example if we look at the sales department of Banglalink we will see every employees have a monthly target to and regarding that target the supervisors always count the KPI of his or her subordinates. This ensures all the supervisor of Banglalink always very much result driven person regarding the employee's evaluation

So as we see while implementing a performance based culture the supervisors always had to play a role of Goal setter and along with that the supervisors will also have to be very result focused and from my study I came to an understanding that the supervisors at Banglalink are very much up to that, Which means they are the key goal setter and they are very much result driven.

As the line manager in a performance based culture organization have to be very result focused it's very important for a line manager to be helpful towards his or her subordinates in achieving their KPI. Because by only giving a target and not helping his subordinates may create a feeling of being neglected may arise among the subordinates of that line manager. So to avoid this line managers must have to maintain a regular communication with the employees and along with that he or she must always have mindset of helping the subordinates in achieving their KPIs. To find out this I ask my sample employees this question.

Communicator and Negotiator: Line managers being the key person who sets up the target and find out the result so he must play the role of a communicator and negotiator here. Communication is one of the key elements of success for any other organization. If there is a gap on

communication we have seen many successful organization getting destroyed due to the lack of proper communication. So to find whether the line managers are at Banglalink are playing the role of a communicator and negotiator or not I had asked them the following questions

➤ **How the employees are helped by the line managers in achieving the objectives?**

And I gave them the following options

- a) Continuous follow up & feedback regarding meeting the set target
- b) Identifying real reasons for the gap between achieved target & set target
- c) Proper coaching & guidance to improve performance
- d) Training & development programs according to training need assessment
- e) All of the above
- f) None of the above

And here I found that a significant amount of employees has gone with the option (e) to be more precise the actual figure is 90% of the employees has agreed with the option (e) This indicates how much helpful the line managers are at Banglalink. This help each other tendency has helped Banglalink become the employer of choice.

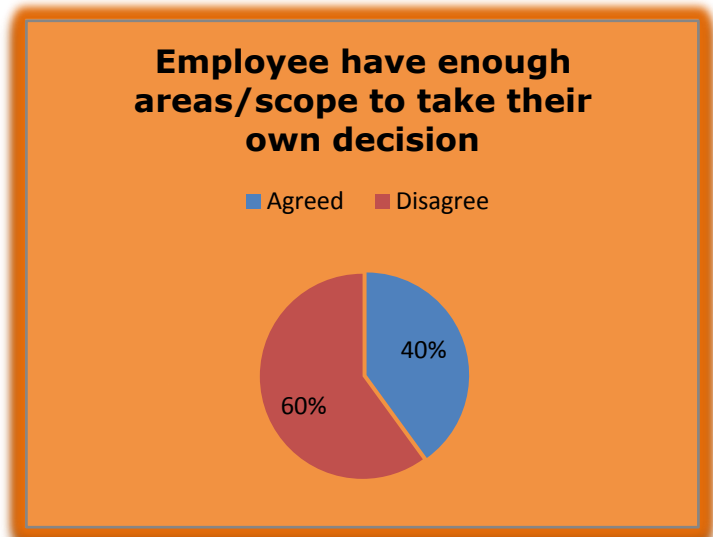
Supervisor

In any high performing organization employees must have enough opportunities to take their own decision. Of course there is always a chance to do mistake while taking own decision but still it has been found in various studies that companies how give their employees enough opportunities to take their own decision or a minimum level authority has always find themselves in a better position. However there is always a chance here that

sometimes employees do misconducts or unethical deeds by using this sort of opportunity. To find out whether the employees at Banglalink are given this kind of opportunity or not I asked the following questions

➤ **Employee have enough areas/scope to take their own decision**

And from my study I came to know that about 40% employee agreed with the fact that they have been given enough opportunity to take their own decision. And the remaining said they completely disagree with the fact that they have been given enough opportunities to do so.



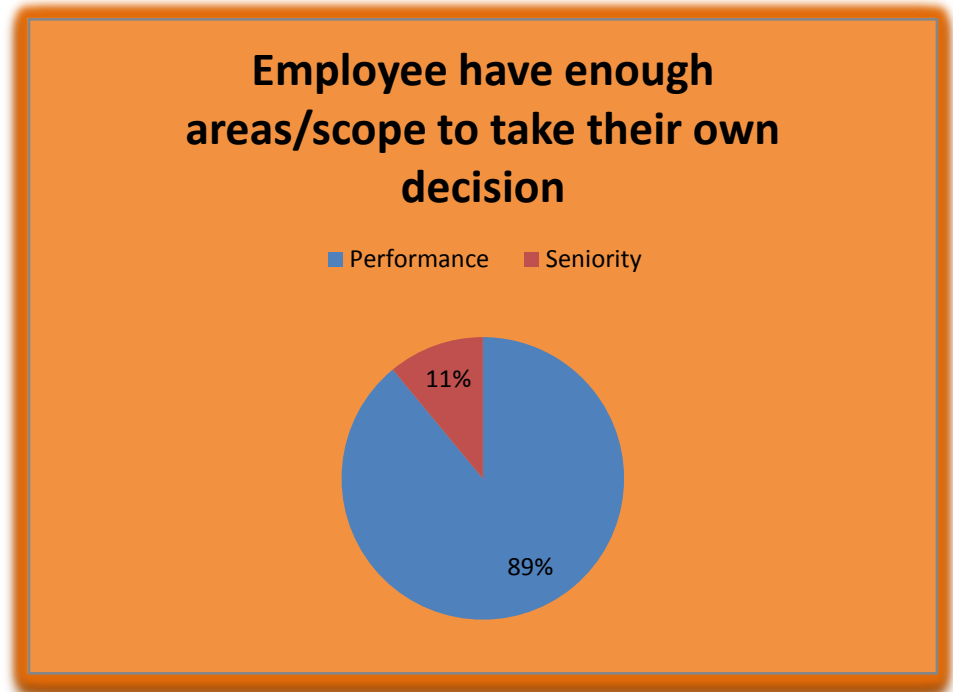
These shows that as one of the leading telecom company in Bangladesh Banglalink doesn't give its employees opportunities to take their own regarding their official works

For any organization reward system plays a vital role in employee I motivation. It means whenever an employee do good from his/her end which plays a vital role in enhancing the company profit he or she must get some reward from that. In many organizations we had seen that they have some sort of reward system but basically this system works on a basis of seniority. Which means whatever the reward is it must go through a certain level of seniority. Companies which follow a performance based culture must have a reward system based on performance. To find out whether the

employees are getting their reward based on their performance or not I asked them

➤ **Is the Reward system based on performance or seniority**

And the result is almost 89% employees have said that they had been rewarded according to their performance not the seniority or length of service.



Another key factor in employee motivation is promotion or increment. In this case the supervisor plays a key role. This role is also the most critical one a supervisor must play. Here is enough chance here it do mistake. So the supervisor must be very extra careful in this sort of decision making. In various organization companies follows a well build system to do these but in some in most of the cases supervisor plays a vital role here. To find the level of involvement that a supervisor plays in an employee's promotion or increment at Banglalink I asked the following question to my sample.

➤ **The Line Managers are involved in decision making in promotion and increment**

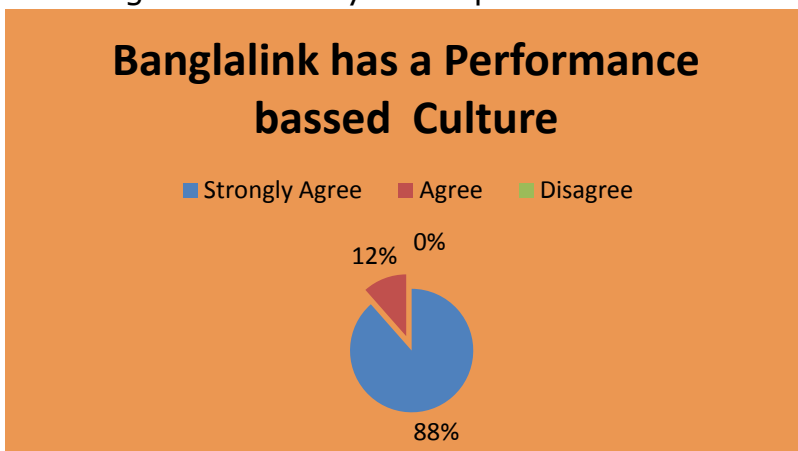
78% of my overall employees have strongly agreed with the fact that their supervisor plays the key role in their promotion and increment.



Finally I asked my sample employees the following question

➤ **Banglalink has a performance based culture**

And the result is more than 88.5% has strongly agreed with the fact that Banglalink infect actually follows a performance based culture. So this is a clear indication that as the second largest telecom company in Bangladesh Banglalink actually has a performance based culture.



Over all analysis

From this survey I came to a conclusion that Banglalink has a certain level of performance based organizational culture. However they are not currently full filling all the aspect or the criteria that is needed to be a performance based culture organization. Being a performance based culture organization the supervisors here must play a vital role and I found that a significant level of supervisors are actually doing all the necessary activities that is needed to establish this kind of culture.

Chapter Five

RECOMMENDATION & CONCLUSION

Recommendations

As the second largest Mobiloperating company in Bangladesh we expect Banglalink to follow all rule and regulation of Modern HR. As modern HR says that HR should be the business partner we expect Banglalink HR people should behave like that. Yes, comparing to the other mobile operating company Banglalink is doing far better but still we need more from them. People at Banglalink are always very helpful I had seen but in some cases I had also seen the supervisors aren't playing the role of a coach for his subordinates. This is one key lacking that I had seen at Banglalink. So my first recommendation for Banglalink to that line managers here must play the role of a coach. Again leadership is one of the key element of success of any organization's success I had seen in some cases that there is no leadership in some department of Banglalink. It has more become a department where everything is done through a distinct process which is good but along with that we also need people to be leader. So my second recommendation here is that there must be enough opportunity to have some leader. Reward system at Banglalink is very good but still I had seen a huge difference in reward system between permanent and contractual employees. This difference between employees might create clash between them. So my third recommendation to Banglalink is that they should start on working how this differences must get lessen. Being an innovative company Banglalink has always bring in new ideas Tigers' Lounge in one of them. There people can easily do their Performance Appraisal (PA). In this online PA system I had seen some bugs or fault. For example are some cases after submitting the PA the auto generated mail should be sent to the next authorized person but in many cases I had seen this didn't happening. This sort of problem creates huge problem during preparation of an employee's PA. So my forth recommendation of Banglalink is that they must improve the online PA system. Line managers or the supervisor have a huge role in managing the KPI target for each of the employees. They are the one who

decides what should be the target for the employee. Line managers must a bit more careful while setting up a target for an employee. For example at the ICON division of Banglalink sales I had seen Icon Managers are given target of 40 sales per month which is the current market situation almost impossible. So my recommendation here is that line managers must consider all the key element or things that can influence the market before setting up a target. In today's age of information and technology everything is changing day by day HR policy is not out of that. It is also changing constantly so the HR people of Banglalink must get allaying with that. So now if I narrow down my overall recommendation for Banglalink this should be like this

- I. Managers must play the role of Coach**
- II. Create enough opportunity to build a leadership making power house**
- III. Lessen the difference on reward system between contractual and permanent employees.**
- IV. Improve the online PA system**
- V. Line mangers should be more careful while setting up a target for an employee.**
- VI. Must train up the people in HR and make them knowledgeable about the dos and don'ts of modern HR**

Conclusion

As one of the leading mobile operator in Banglalink people expectation from Banglalink is very high and Banglalink is such a company which is always working hard on full filling those expectations. That's why today we see Banglalink as one of the leading company in employer branding. But one thing they must remember here that nothing in this world is permanent. If they don't change themselves up to the need of "Y" Generation soon they might fall down. We had seen many examples like that in our country even. So to wrap up all I can say as an employer of choice still Banglalink grabs one of top 5 positions in Bangladesh and if they maintain the performance based culture within the organization and get them updated with the modern HR there is nothing in this world that can stop Banglalink to get success.

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Appendix

Name:

Designation:

Department

Role of Supervisor in Developing a Performance Based Culture at Banaglalink GSM

Survey Questionnaires

1. Employees have a clear understanding of the company's strategy & Objective
 - a) Strongly agree
 - b) Agree
 - D) Disagree

2. What methods are used for a common understanding of the company Strategy & Objectives?
 - a) Discussion in a common forum where are employees are invited for a discussion
 - b) Email communication for all
 - c) Cascading down of information through word of mouth
 - d) One to one discussion between employee & line manager
 - e) Continuous organization update in common internal medium
 - f) All of the above
 - g) None of the above

3. Employees have a clear understanding of the job responsibilities & Objective set?
 - a) Strongly agree
 - b) Agree
 - c) Disagree

4. The Key factors for a clear understanding of the job responsibilities & objectives are
 - a) Detail understanding of the responsibilities through questions & answers session
 - b) Understanding the link between individual objective & team objectives
 - c) Understanding the link between objectives & functional objectives
 - d) Understanding the link between objectives & organizational objectives

- e) All of the above
5. Are the employees involved in decision making during objective setting?
a) Strongly agree b) Agree d) Disagree
6. We use KPI targets in objective settings to reflect quantifiable results during appraisal?
a) Strongly agree b) Agree d) Disagree
7. How the employees are helped by the line managers in achieving the objectives?
a) Continuous follow up & feedback regarding meeting the set target
b) Identifying real reasons for the gap between achieved target & set target
c) Proper coaching & guidance to improve performance
d) Training & development programs according to training assessment
e) All of the above
f) None of the above
8. Employees have enough areas/scope to take their own decision?
a) Strongly agree b) Agree c) Disagree
9. Is the reward system based on performance or seniority?
a) Strongly agree b) Agree c) Disagree
10. The line managers are involved in decision making in promoting & increment areas?
a) Strongly agree b) Agree c) Disagree
11. Banglalink has a performance based culture?
a) Strongly agree b) Agree c) Disagree