

**Project Paper**  
**On**  
**An Analysis of Employee Engagement Practices of**  
**Grameenphone Ltd.**

**Submitted to:**

Controller of Examinations  
National University  
Gazipur-1704

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Session: 2017-18  
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**Daffodil Institute of IT (DIIT)**  
**National University**  
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## Letter of Transmittal

To  
Controller of Examinations  
National University  
Gazipur, Dhaka-1704

**Sub: Submission of Project Paper.**

Dear Sir,

With due respect, I would like to inform you that, it is a great pleasure for me to submit the Project Paper on **An Analysis of Employee Engagement Practices of Grameenphone Ltd.**

I have completed my Paper as part of the BBA program requirement of the Daffodil Institute of IT and under the supervision of **Shakila Jahan Nipa**, Assistant Professor. I have the honor to submit to you the enclosed Paper.

Therefore, I believe that my Project Paper will be able to meet your approval. I would genuinely appreciate making further corrections where it seems necessary for you.

Yours Sincerely,

**Md. Hafizur Rahman Emon**

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Session: 2017-18

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## Student's Declaration

I do thereby solemnly declare that the work presented in this Project Paper has been carried out by me and has not been previously submitted to any other University or Organization.

The work I have presented does not Branch any existing copyright and no portion of this Paper is copied from any work done earlier from a degree or otherwise.

I further undertake to indemnify the department against any loss or damage arising from branch of the foregoing obligations.

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**Md. Hafizur Rahman Emon**

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Session: 2017-18

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## Supervisor's Certificate

This is to certify that the BBA thesis paper on **An Analysis of Employee Engagement Practices of Grameenphone Ltd.** submitted by **Md. Hafizur Rahman Emon, Roll No. 2181861** in partial fulfillment of the requirement for the award of the degree of Bachelor of Business Administration to Daffodil Institute of IT is a record of a candidate out by his under my Supervision. The matter embodied in this Project Paper is original and has not been submitted for the award for the reward of any other degree.

I wish every success in him life.

.....  
**Shakila Jahan Nipa**  
Assistant Professor  
Dept. of Business Administration  
Daffodil Institute of IT

## Acknowledgement

First of all, I am expressing my sincere gratefulness to Almighty for enabling me to prepare this Internship Paper. The success of this Paper depends on the contribution of number of people specially those who have shared their thoughtful guidance and suggestions to complete this Paper.

I would like to give my heartiest gratitude **Shakila Jahan Nipa**, Assistant Professor, Dept. of Business Administration, Daffodil Institute of IT .to guide and coordinate and for giving me the best and valuable advice, suggestion and moral support to complete the Paper in an appropriate manner.

A silent stream of gratitude is for my most adorned parents whose blessings are always with me in this windy world.

There is no doubt that, without the support of my supervisor, I could not complete this Paper.

Finally, I liked to add few more words saying that, this Project Paper is prepared by a learner and naturally, there could be unwilling errors and omission which are extremely belonging to me.

## Abstract

Grameenphone Limited is the leading Telecom operator in Bangladesh where a strong & organized Human Resource Management internally called as 'People & Company' is always working for the formulation HR strategies for the betterment of the employees as well as to achieve the ultimate companies' goal. Grameenphone Ltd. takes its employees as human capital. Here our objective of study is to discuss about telecommunication business in Bangladesh, to discuss about Human resource Planning (HRP), to discuss about Recruitment and Recruitment Policies, to discuss about selection strategies, to discuss about Training and Development, to discuss about Transfer, termination and Other Disciplinary Action strategies and to discuss about Benefits, Leave and Other Allowances strategies. Human Resource planning of Grameenphone is the process of getting the right number of qualified and competent people into the right job at the right time. Putting another way, HR planning is the system of matching the supply of people internally and externally with the openings the company expects to have over a given time frame. The quality of the candidate and his/her expertise are deciding factor how Grameenphone will succeed in achieving its visions, objectives and tasks. Grameenphone training policy is to support employee training which is directly linked to the individual's specific jobs and his or her future development. The training program is expected to enhance job-related knowledge as well as develop technical and/or managerial skills. In addition to training program, employees are encouraged to search and utilize personal developmental opportunities for his/her career progression. Career planning/development identify a sequence of development activities, formal and informal, short-term or long term that helps make an individual capable of assuming a higher position in future. Divisions are responsible for selection employees to enhance their performance to take higher responsibility in future. Management is responsible for providing leadership and ensures effective training programs by investing in training. HR will pay facilitator's role in career development.

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# ***Chapter One***

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## ***Introduction***

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## **1.1 Introduction**

This Paper is prepared as a part of the BBA. Along with the theoretical knowledge, practical knowledge is much crucial for BBA students. Keeping this in mind, the term paper is organized by the department in some particular organization to give the students exposure to the real-world business. There is a term paper to **An Analysis of Employee Engagement Practices of Grameenphone Ltd.**

## **1.2 Background of the organization:**

The theme of employee engagement has generated a great deal of attention among many human resource practitioners, business entrepreneurs and academic researchers across the globe. It has emerged as one of the most important topics in the sphere of human resource management. The notion of employee engagement has been heavily marketed by human resource consulting firms that offer advice on how it can be created and leveraged. Employee engagement is a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance. Engaged employees play a key role in achieving organizational success and competitive advantage.

## **1.3 Importance of the Study:**

The Paper titled “**An Analysis of Employee Engagement Practices of Grameenphone Ltd.**” is prepared as an integral part of the internship program of the undergraduate degree in the Department of BBA Program. When potential new employee is being interviewed, human resource professionals assess the candidate against a list of key skills and personal characteristics needed for the job. Successful recruitment is a direct reflection of the validity and professionalism of your business. Employing the right people for your business is the most important part of your organization. It is essential to have a good recruitment process to attract the right kind of employees for your business needs. Your recruitment process should be cost effective as well as time effective. Recruiting and training can be expensive and time consuming so when you are recruiting, make sure that you are making the right choices.

A good recruitment process can minimize the time involved in the searching, interviewing, hiring and training. It can streamline these processes and make your search for viable candidates much more efficient. It is very important to build a positive image to your customers, peers and competitors.

Most HR departments use the major portion of their effort and money to manage employees, and as a result, they are usually unable to adequately fulfill the organization's hiring needs. Inevitably, organizations end up hiring too many or too little employees to fill vacancies. As a HR student it really one of the very important part of the study. That's why the topic has been chosen.

## **1.4 Objectives of the Study:**

### **Broad objectives:**

It is to comprehensively assess and evaluate the strategies and initiatives employed by the organization to enhance employee engagement.

### **Specific objectives:**

The specific objective of the study will be:

- To identify the factor of employee engagement.
- To find out the gap in employee engagement.
- To get the recommendation.

## **1.5 Scope of the Study:**

The study is specifically limited to organizational employee engagement practice. It discusses only a smaller side of organizational employee engagement. Further exploration of employees work environment, particularly the impact of team leader's behaviors, is important to study. Exploratory studies in this arena may be fruitful for the policy makers and decision takers to harness optimum benefits from employees' hidden talents.

## **1.6 Methodology of the Study**

This term paper aims to study Organizational Culture and its influence on Employee Job Satisfaction. Data will be collected through structured questionnaire, organization visit, group discussion, personal interview. Data will collect from Customer Services Department, Commercial Division of Grameenphone Ltd Dhaka. The reasons to choose this sector are that they have a very strong and unique cultural practice. As it is a multinational company it has a

world class working environment. We will get a number of survey participants. We will get an access to a huge collection of data to ensure more authentic statistical analysis.

### **1.6.1 Sampling**

For the convenience of service Finance, HR, Procurement, Marketing department will be chosen. The Employee engagement practice is same for all the departments of Siam City cement BD Ltd.

### **1.6.2 Sample Size**

The sample size for the study will not be large one. The sample size will be 30 with representation of the management and front-line employees concerned.

### **1.6.3 Sampling Scheme:**

Having fixed up sample extent, sample size and sample units, it will take 04 days to complete the task of collection information.

#### **Source of Information:**

Both primary and secondary data will be used to reach a convincing result.

##### **a. Primary Data:**

Primary data will be collected through Structured Questionnaire, Personal Interview and group Discussion.

##### **b. Secondary Data:**

- Secondary data will be collected from the organization by physical observation and record review.
- Official website of the company.

### **1.6.4 Data Processing Method:**

Collected data has been coded and verified. Moreover, data has been processed by making consistency checking with the help of computer and relevant knowledge on the subject as well as the knowledge and application of statistical tools. Some manual techniques have been applied during the collection of opinion through the questionnaire.

### **1.7 Limitation of the Study:**

There are limitations to this review of the literature. Research was also limited to peer reviewed business, organizational psychology, and management journals, online journals to identify the state of the employee engagement practices at work and to study the different dimensions of employee engagement with the help of review of literature.

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***Chapter Two***  
***Literature Review***

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## 2.1 Literature Review

Employee Engagement Practice forms the foundation of the core activities and processes underlying human resource management and such activities include the acquisition, training and development, and rewarding performance of workers (Gilmore, and Williams, 2009). The success and sustainability of most organizations is directly proportional to skills and competencies of the employees. Equally, the entry point into any organization is dependent on the effectiveness of the recruitment and selection practices of the hiring team within the organization. In light of this, competition in the UK employment market has increased tremendously over the past few decades. This can be attributed to the inability of the employment market to absorb the growing pool of graduates from institutions of higher learning. According to Mohamed Branine, (2008, p. 497), recruitment is one of the leading and toughest challenges facing the majority of potential employers. Mohamed (2008) argues that the causes of this phenomenon can be in part due to the complexities associated with the selection of the most qualified individuals and as well, due to the availability a several graduates in different disciplines from different institutions. To that purpose, the demand for quality graduates will remain highly competitive the most advantaged recruiters will be those with strong recruitment policies, coupled with exceptional training and development policies. In some instances, financial abilities of potential recruiters will play a substantial role in future graduate Employee Engagement Practices.

Recruiting staff is a very costly exercise. It is also an essential part of any business and it pays to do it properly. When organizations choose the right people for the job, train them well and treat them appropriately, these people not only produce good results but also tend to stay with the organization longer. In such circumstances, the organization's initial and ongoing investment in them is well rewarded. An organization may have all of the latest technology and the best physical resources, but if it does not have the right people it will struggle to achieve the results it requires. This is true across the whole spectrum of business activity e.g. schools, hospitals, legal practices, restaurants, airlines, and diesel engine manufacturers.

## **2.2 Employee Engagement Practice:**

Employee Engagement Practice forms an essential part in the central activities underlying the management of human resources within many organizations. These activities include the acquisition of talent, training and developing the talent, and eventually rewarding the performance of the acquired talent. As such, the Employee Engagement Practice forms an integral part of the works undertaken by human resource management and other specialists involved in the Employee Engagement Practice. According to Mohamed Branine (2008, p. 500) –Employee Engagement Practice refers to the process of searching for and obtaining potential job applicants from graduates in sufficient quantity and quality so that potential employers can select the most suitable candidates to fill in their job vacancies (p. 500). Universally, there is commonly accepted strategy or commonly agreed procedure of recruiting and selecting the different recruiting needs and selection methods among many employers. The differences and variations in recruiting and selection methods among employers are dependent on the operations, size, and needs (Sackett & Lievens, 2008). The Employee Engagement Practice is structured in such a manner that it involves planned rational activities comprising of particular sequentially linked phases within the employee resourcing process.

Recruiting people who are wrong for the organization can lead to increased labor turnover, increased costs for the organization, and lowering of morale in the existing workforce. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident. They will not offer the flexibility and commitment that many organizations seek. Managers and supervisors will have to spend extra time on further recruitment exercises, when what is needed in the first place is a systematic process to assess the role to be filled, and the type of skills and abilities needed to fill it.

Speaking of the roles, the Employee Engagement Practice plays a pivotally important role in any organization as far as shaping the performance and effectiveness is concerned. For instance, if organizations are capable of acquiring workers with the requisite skills, knowledge, and aptitudes, then, it becomes obvious that these organizations are capable of making accurate predictions regarding the future abilities of the selected employees/workers.



### **The Employee Engagement process:**

Recruitment is one of the most important parts of HR, as if you get this process right you 're halfway there, as you have minimized any potential employee 's issues that can arise in future. However, if the recruitment is not done effectively then this will have wide reaching implications for the organization long term. Therefore, it is still quite amazing how often employers can get this process wrong, either through neglect or ignorance. Even though everyone is aware how important and more importantly how expensive it is to recruit employees in our current market. The latest statistics show that to replace an existing member of staff it will cost you two and a half times the employee's salary. Therefore, it is important that the HR is involved in the entire Employee Engagement Practice. The organization is a prospective employer while to the organization the candidate is evaluated to fill the vacancy (Raybould, and Sheedy, 2005). In order to ensure that best candidates are selected to a particular post, it is forcefully crucial that the Employee Engagement Practice be handled in a timely and professional manner characterized by effectiveness and efficiency.

The first step of the Employee Engagement Practice entails the announcement of a vacant position within an organization. This move is subject to thorough decision-making by members of the management regarding the strategic impacts within their organization (Tineke, & Maddy, 2008). At times, situations exist where a vacant position resulting after an employee leaves are organization is replaced with automated machines. If the decision is made that, the vacant position requires to be filled, job specifications are drawn down to reflect the duties and requirements needed for that job in addition to requisite skills, experiences, and personal attributes. The next step involves the process of attracting candidates in order to produce a large pool of applicants from where the ideal candidate will be selected. Many a times this function of the Employee Engagement Practice is often outsourced to recruiting and hiring agencies in order to eliminate the number of unsuitable candidates applying for the vacant position. The third step is the resourcing cycle that entails short listing the number of candidates to a manageable level whereby it will be easy to make an employment decision (Tineke & Maddy, 2008). The selection process generates an optimum number of job seekers and the majority of applicants are rejected during this stage. Many things happen during this stage because the recruitment tools and strategies are applied during this stage including interviews, face-to-face meetings, and other forms of communicating the selection procedure.

### 2.3 Employee Engagement Practice methods

According to survey findings undertaken to determine the causes of variations in recruitment methods used by employers in UK each year, 91 per cent of employers and potential graduate recruits preferred the internet as the ideal method for large organizations (Mohamed, 2008, p. 504). Closely behind the internet at 89 per cent was the use of career literature such as Prospects, Prospects Today, and GET directory ((Mohamed, 2008, p. 504). Other methods such as milk rounds and career fairs were less popular after the survey findings estimated its popularity at 45 per cent each while recruitment agencies were the least popular at 15 per cent (Mohamed, 2008, p. 504).

Similarly, the survey also considered the cause of variations in terms of selection methods used by employers in the **UK recruitment and selection industry** (Mohamed, 2008, p. 506). From the survey, the use of CVs and Cover letters were mostly preferred by small and medium-sized employers while the use of assessment centers and aptitude tests were less preferred by most employers (Mohamed, 2008, p. 506). Short listing of respondents before inviting them for the interview was also revealed as one of the commonly used selection methods (Mohamed, 2008, p. 506). In situations where interviews were conducted, a combination of both single and panel interviews were used with variations in compositions of members in the interviewing panel ((Mohamed, 2008, p. 506).

Speaking of reasons for the variations in recruiting and selection methods among the graduates, accuracy and relevancy of the selection and recruitment methods seemed to be the overriding factor ((Mohamed, 2008, p. 508). To that purpose, employers cited the employer application form as being the most accurate and reliable method for assessing the characteristics and qualities of potential employees ((Mohamed, 2008, p. 508). This can be attributed to fact that employer application forms provided high levels of accuracy when gathering information, assessing the company's competencies, and as well, in simplification of the selection process ((Mohamed, 2008, p. 508). In terms of cost saving, the CV and covering letter provided the highest cost saving levels due to the ease of sending and in providing more information. Equally noteworthy was the use of interviews in gathering crucial but first information about the applicants. The two-interaction, fairness, ability to fill gaps left by other forms, and the ease of validation were cited as the factors that promoted the use of interviews in the selection process (Mohamed, 2008, p. 508).

## **2.4 Types of Employee Engagement Methods**

### **Employee Referrals**

The current employees within the organization can act as a rich source of providing linkages to potential recruits. They might be hold vital information about graduates who can match the available position within the organization and such individuals might not be in a position of responding to normal recruitment methods (Shiona, 2010). This can be attributed to the fact that most of such employees might be occupied in other jobs and might not be actively searching for job placements. However, they might be enticed to look for other available employment opportunities if the right opportunity presents itself along the way. Such a strategy can be encouraged by offering bonuses to employees who provide leads through referrals.

### **Recruitment Brochures, Magazines, and Print Media**

This involves the use of recruitment literature such as GET Directories, and Prospects of the UK because these brochures are direct targets for most graduates. Organizational recruitment brochures are also availed to participants during graduate recruitment fairs. Other forms that still increasingly in use by prospective employers and companies include advertisement in local dailies and newspaper whereby job adverts are placed on the adverts and targets potential applicants due to the increased velocity of their circulation and area of coverage.

### **Advertisements**

Any advertisement needs to be designed and presented effectively to ensure the right candidates are attracted. Look through national, local or professional papers and see what advertisements catch the eye. The newspaper office will often advise on suitable formats. Advertisements must be tailored to the level of the target audience, and should always be cleared and easily understood. They must be non-discriminatory, and should avoid any gender or culturally specific language. To support this, the organization should include in the advert its statement of commitment to equal opportunities, which will underline the organization as one that will welcome applications from all sections of the community.

## **Job Databases**

This involves maintaining a job filling system or job database for prospective employers using resumes and CVs that have been collected over extended periods. Such CVs and Resumes might have been collected from career fairs, manual deliveries, and as well from the company's mail system. Once a job opening avails itself within the organization, the people responsible for recruiting services visit the database and select potential employees from the available list.

## **Employment Agencies**

Recruiting agencies specialize in the provision of job recruitment initiatives whereby they screen job applicants and subject them to tests relative to the positions they have applied based on their skills and qualifications. The costs of utilizing services from the recruiting agency might be high but they offer the best services in terms of selecting the ideal candidates for particular positions (Roberts, 2005). The long-term rewards are often advantageous to the hiring organization.

## **Short listing**

To ensure objectivity, and to most effectively identify those candidates who best meet the institution's requirements for the role, it is important that candidates are shortlisted by reference to the express criteria contained in the proposed job description. Institutions will employ a number of different methods of scoring applicants, but it is suggested that any scoring system should be sufficiently sophisticated to allow the institution to differentiate between a number of candidates who demonstrate a similar level of experience and expertise. For example, it is helpful if short listing forms allow the shortlisted to identify not just whether an applicant meets a job specification criterion but the extent to which that criteria is met, by applying a score from, say, one to five. This will reduce the likelihood of there being a tie between two or more potential candidates at the short-listing stage.

## **External Recruitment**

External sources of recruitment have to be solicited from outside the organization. External sources are external to a concern. But it involves lot of time and money. The external sources of recruitment include - Employment at factory gate, advertisements, employment exchanges, employment agencies, educational institutes.

## **Third-Party Sourcing-**

Third-party sourcing involves using a placement agency or headhunter to find qualified job candidates. These third-party sources use various techniques and tools to find appropriate job applicants, such as extending offers of improved salary compensation and more flexible benefits packages - contractors, recommendations etc.

## **Internal Recruiting**

This recruitment method is one of the most essential strategies of filling up available vacancies because the current employees within an organization can be suited to fill up positions that have opened up within their organizations. This employee matching strategy reduces the costs associated with other traditional hiring methods. Hiring employees from within enable a company to obtain increased value in terms of employee relation benefits. Equally noteworthy is the idea that hired employees from within often demand lower compensation as compared to hiring employees from external sectors. Lastly, internal recruiting enables companies to decrease their expenditure turnover through the provision of advancement opportunities for existing employees.

## **Career and Recruitment Fairs**

Career and recruitment fairs are often ideal places for promoting entry-level jobs for fresh graduates and as well, for this individual willing to change their jobs. Responsible organs within many universities in conjunction with respective companies organize majority of recruitment and career fairs. Such places are also ideal for enabling potential employers to collect CVs and resumes to be used in future vacancies.

## **Recruitment mechanism/tools**

The mechanisms used to select for varies positions from one recruiter to the other and it depends on the type of job being offered. Commonly used mechanisms and tools include face-to-face interviews, internet, agencies, and tests, among others.

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***CHAPTER THREE***

***CONCEPTUAL***

***FRAMEWORK***

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### 3.1 Definition of Employee Engagement

Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference.

Simon Sinek, the author of “Start with Why,” describes employee engagement in the simplest of terms: “When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”



### **3.2. Features of employees Engagement**

- Communication
- Performance management
- Culture
- Training and development
- Leadership
- Organizational commitment
- Job satisfaction
- Motivation
- Employee surveys
- Personal development
- Autonomy
- Employee recognition
- Collaborators
- Corporate social responsibility
- Efficacy
- Recognition

### **3.3 Types of Employee Engagement**

There are three types of employees

- Affective Engagement (Emotional connection)
- Cognitive Engagement (Knowledge and belief-based connection)
- Behavioral Engagement (Intentions and Actions demonstrating connection)

### **3.4 Advantages of Employees engagement**

1. Keeps you busy, challenges you and gives you the means to develop yourself
2. Gives you a sense of pride, identity and personal achievement
3. Enables you to socialize, build contacts and find support
4. Provides you with income to support yourself and explore your interests
5. Builds up your skills and knowledge



6. Can improve your physical and mental health
7. Increased happiness due to sense of belonging
8. Security from a steady and reliable income
9. Adding to your history of employment strengthens your resume for future job opportunities.
10. Increased self-esteem due to a daily purpose and contribution to society

### **3.5 Disadvantages of Employee Engagement**

1. Too much focus on engagement.
2. Embracing the status.
3. Pushing employees into burnout.
4. Giving unfair edge to certain personality types.
5. Undermining the benefits of negative thinking.
6. More focus on culture instead of engagement.

### **3.6 Process of employees Engagement Practices.**

- **Building a culture of open communication:**

The first step in the engagement process is to create a platform for communication with their employees and gather their feedback to understand what motivates employees and what challenges they face.

- **Recognize employee contributions by Reward & Recognition:**

Recognition and rewards are also critical drivers of engagement. Employees who feel that their contributions are valued are more likely to be engaged in their work. Organizations should recognize employee contributions by acknowledging their achievements, providing regular feedback, and offering incentives or rewards

- **Provide Career Development & Growth opportunities:**

This is the next step in the engagement process is to establish clear goals and expectations for employees. Employees who feel that they have opportunities

for growth and developments are more likely to be engaged in their work. This includes and offering opportunities for career development.

- **Foster a positive work-life balance:**

Employees who feel that their work-life balance is respected are more likely to be engaged in their work. Organizations should encourage employees to take breaks, use their vacation time, and maintain a healthy work-life balance.

- **Encourage employee wellness:**

Employees who are healthy and well-rested are more likely to be engaged in their work. Organizations should encourage employees to take care of their physical and mental health by providing access to wellness programs, such as gym memberships or meditation classes.

- **Leadership**

Leadership is also another critical to the engagement process. Leaders who are visible, accessible, and supportive create a positive work environment that fosters engagement. Leaders can demonstrate their commitment to engagement by regularly interacting with employees, providing feedback and coaching, and creating opportunities for development and growth.

### **3.7 Impact of employees Engagement**

1. **Secures Employee Retention**

People that feel a strong connection to their company's core values and goals are more likely to want to stay long-term at a company.

2. **Increases Workplace Productivity**

Engaged workers are often the strongest performers and go above and beyond

their job description. This leads to an increase in employee productivity

### **3. Drives innovation**

Two characteristics of engaged workforces are strong communication and direct understanding of an employee's contribution to business performance. These factors are directly related to the impact of employee engagement on developing better products and making better business decisions.

### **4. Improves Customer Satisfaction**

The impact of employee engagement is also directly linked to achieving high levels of customer satisfaction.

### **5. Greater Profitability**

When you add up the saved costs from better employee retention and the increases in productivity and better business decisions, businesses find themselves earning more profit and seeing more success.

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## ***Chapter Four***

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# ***Employee Engagement Practice of Grameenphone Ltd.***

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## **4.1 Recruitment Process**

### **The 8 steps to Employee Engagement Process**

1. A vacancy arises. Sometimes this is due to the creation of a new job, on other occasions it may be because an existing member of staff has been promoted or is retiring.
2. The job description is updated and employee specification is written. The job description lists the duties of the job whilst the employee specification gives details of the experience, skills and abilities needed to carry out the job.
3. A vacancy advertisement is written and is circulated via daily bulletin. Other media can be used including newspapers, internet recruitment site, specialist publications and the employment service.
4. Application forms are sent out along with copies of the job description and employee specification and must be returned on or before the closing date that has been set. See our applying for jobs page for further information.
5. A short list compiled of applications who are going to be invited to attend for interview. This is done by the recruitment panels who compare each application can be provided to those not short-listed and applications have the right to compile if they have been unfairly treated.
6. Interviews are held. The panel will use the same set of questions with each interview. The interview may include a selection test. Feedback can be provided and unsuccessful applicants have the right to compile if they feel they have been unfairly treated.
7. References will be requested. The successful applicant for jobs working in certain areas, including working with children or vulnerable adults, will be asked to apply for a criminal check through the criminal records bureau and responsibility the selected candidates.
8. Before appointment the successful candidate's medical checkup and arrange induction training.

## **4.2 Goals of Recruiting**

1. Attract large number of applicants
2. Attract highly qualified applicants
3. Attract applicants willing to accept offers
4. Fill vacancies quickly
5. Fill vacancies at minimal cost
6. Hire people who perform well
7. Hire people who want to stay with the organization
8. Generate positive public relation

## **4.3 Selection Process**

After having requisition from department HR Department starts Employee Engagement Practice. Efficient selection process is to ensure the very best candidates for selection of its organization. The process is detailed below, and yields candidates with the right fit so that so that our clients can suitable executes their strategy in accordance project timelines. Resumes are obtained from a variety of sources that include our own extensive database, internet job boards, job fairs, employee referrals, and direct recruitment.

Potential applicants are screened via telephone, in order to confirm their relevant skills, and availability.

Applicants are interviewed in person at one of our offices, and required to sign off on their understanding and agreement to client confidentiality. Criminal background checks, health & safety, ethics, sexual harassment, and human rights policies, as a condition of their employment contract with the people bank, once complete, the interview process is broken up into 4 separate stages.

### **Stage 1- Interview**

Our recruiters conduct a chronological review of the applicant 's education and experience.

### **Stage 2- Behavioral- Based Assessment**

The applicant participates in a comprehensive behavioral based interview to determine their personality type, performance standards, work habits, reliability, integrity, and fit.

### **Stage 3- Knowledge & Skills Assessment**

Applicants participate in a technical interview that includes a demonstration of previous abilities, to determine the degree of their technical aptitude.

### **Verification of Employment Requirements**

Applicant confirms their understanding and agreement regarding the job location and if it is suitable for them. Their available start date, hours or shift that are required to work, if they have suitable transportation for the job and the current pay rate being offered.

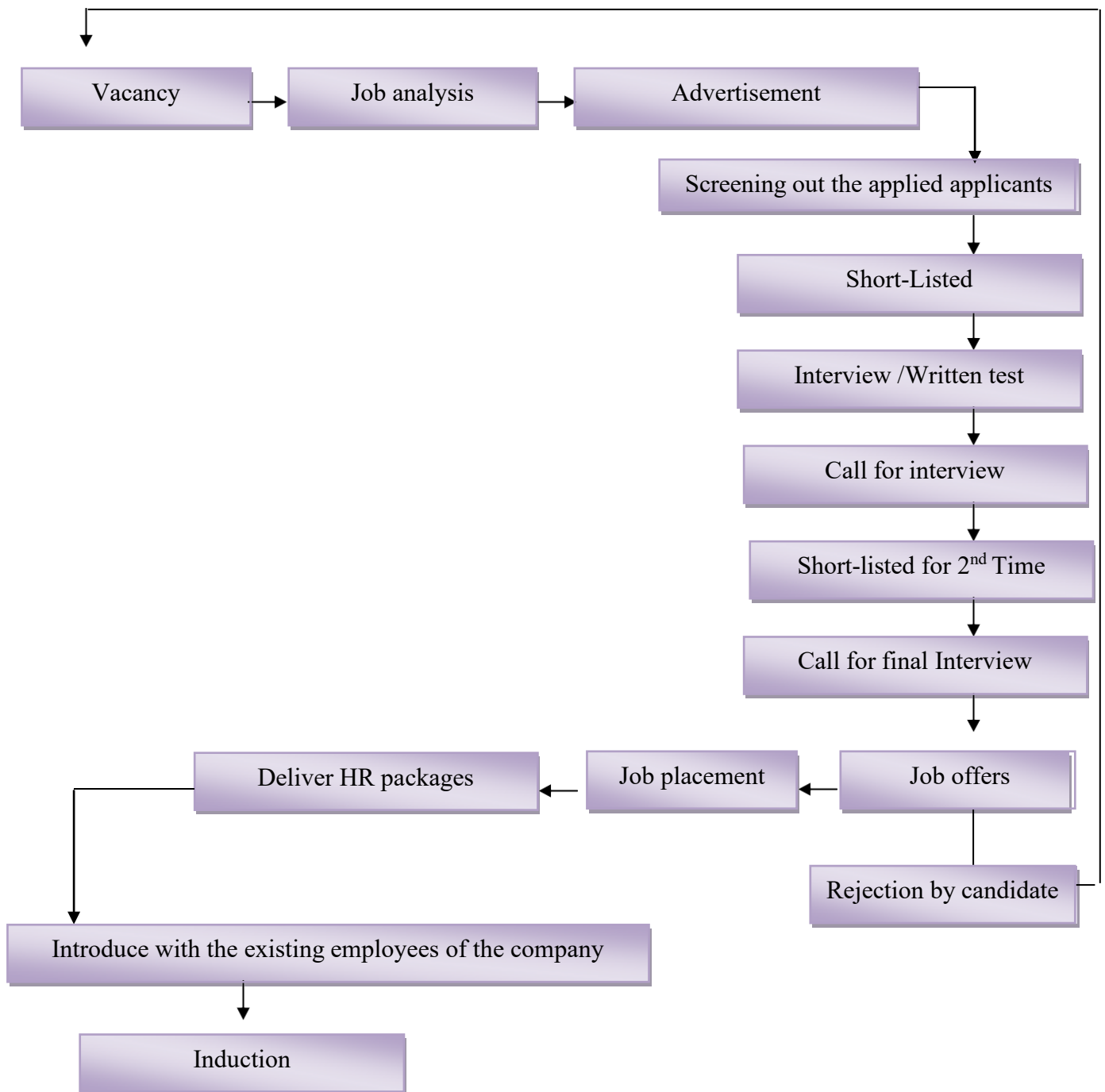
Applicants are given relevant skills verification tests, to validate the degree of their technical aptitude. Windows, MS office, clerical reading, writing, sorting, ability to follow instruction.

## **4.4 Employee Engagement Policy and Procedure Grameenphone Ltd.**

Effective recruitment depends on knowing how applicants and organization view it. It is important for Human Resource Management (HRM) Department to know the need of the applicants and the company. At all stages of recruitment and selection, HRM Department must seek individuals with best match of skills and competencies to the need, the highest standards of personal integrity and a willingness to face challenges and develop themselves in a changing environment. Employee Engagement Practice must be conducted in a transparent and consistent with relevant civil right laws. It has to be nondiscriminatory manner and participatory to be successful.

All recruitment and selection should be based on organizations approved human resource plan. HRM department should assist line managers to develop their human resource plan effectively. Based on the recruitment information from all units, HRM Department must analyze human resource plan of different units and develop a master for the organization. To conduct recruitment efficiently, it is better the recruitment in month order. HRM department should process the recruitment after checking with budget and final approval from the top management.

## Recruitment & Selection Process Of GP





## **Vacancy**

There are 6 ways by which vacancy is usually created in GP, these are:

### **1. Resignation:**

A position can be opened by resignation of an existing employee.

### **2. Termination:**

An employee may be terminated from his / her services by discretion of the management or Head of HR of the organization. Possible reasons for termination include the following:

- Corruption / Offense
- Inefficiency of Employer (upon the opinion of employer)
- Misconduct
- Breach of Code of Conduct

### **3. Retrenchment:**

Any employee can be retrenched on ground of redundancy and then the employer shall ordinarily follow the procedure of –Last come first go. The employer may deviate from this order for reason of special efficiency of an employee and in exceptional circumstances.

### **4. Discharge:**

An employee may be discharged from service for reason of physical or mental incapacity or continued ill health or such other reasons not amounting to misconduct. Then as a result, vacancy will be created in that particular position.

### **5. Transfer:**

GP provide transfer facility to its employees. It is very unlikely that jobs will be created or posts will become vacant due to transfer. But there are very few instances of –Interdepartmental transfer. This is done mainly based on requirement of the department and qualification of the employee. So far, in \_GHS one employee was transferred from marketing department to finance department. As a result, a vacancy was created in marketing department.

## **6. Creation of a new post:**

Based on the requirements of the company, and the department concerned, a new post can be created.

The recruitment process in GHS consists of the following steps:

- Job Analysis
- Advertisement & Screening Out the applied applicants
- Interview
- Job Offer and Placement
- Deliver HR Package to the selected candidate
- Introduce with the existing employees and Induction Program

### **Internal Recruitment:**

In GP internal recruitment practice is most usual. The top-level management refers a person and place them in a specified department, in that case proper procedure of recruitment are almost ignored.

### **External Recruitment:**

External Employee Engagement Practice is as follows:

- Vacant created
- Provide advertisement
- Receiving CVs
- Short listing
- Arrange written exam
- Arrange interview board
- List the toppers
- Select the qualified candidate for the job.

## **Recruitment Sides**

Organization must decide whether it will recruit internally/externally/ or both.

### **Internal recruitment advantage:**

1. All information on current employees can be available.
2. Selection less costly.
3. Positions filled up faster.
4. Candidates already familiar with organization which helps to save time for induction.
5. Internal promotion can be motivators signaling that good performance are rewarded.

### **External recruitment disadvantage**

1. Import new ideas.
2. Reduce employee training and development.
3. Hiring outside can indicate a change of business outlook.
4. Internal person may not be available

### **Internal recruitment options**

1. Promotion, transfer.
2. Advertise internally when organization believes in availability of persons within the organization.
3. Follow standard recruitment process for selection.

External recruitment could be through employee referral programs, walk-ins, word of mouth, employment agencies, head hunting, employment bureaus, temporary help agencies, trade associations, contract agencies, schools and colleges, and using information technology, publishing in professional journals etc. The most common methods used are radio, television, and newspaper.

Head hunting is one way of searching highly qualified senior manager 's through informal interview process. The method is useful to bring potential persons who are well placed in different organizations who normally do not apply in response to formal advertisement.

Advertisement must be completed indicating qualification, skills, summary, and nature of job and place of posting, compensation packages and professional references if needed.

## **New Posts and Job Vacancies**

The occurrence of a vacancy is an opportunity to review the need for the post and its duties, responsibilities and grade.

Where the duties of the post have changed significantly the Head of Department/Manager must provide a new job description and person specification to their HR Adviser, ideally before financial approval is sought. The HR Adviser is responsible for agreeing the appropriate grade for the post.

## **Job Description**

A job description is a key document in the recruitment process. The job description must be produced for every vacancy and drafted prior to taking any other steps in the process. The job description sets out the main duties and responsibilities of the position and has a number of purposes-

- It indicates to potential candidates the range of duties and responsibilities of the post.
- It is the key document by which appropriate grading of the post is assessed by the HR Department
- It is used during appraisal to help evaluate the performance of an individual.
- It is a tool for performance management to ensure that the post-holder is fulfilling the appropriate duties to a required standard

## **The language in job descriptions should:**

- Avoid jargon and unexplained acronyms and abbreviations
- Be readily understandable to potential applicants to the post
- Avoid ambiguity about responsibilities and be clear about the post holder 's accountability for resources, staff, etc.

## **Further Details for applicants**

The further details provided to an applicant will be as follows

- Advertisement
- Information about the College, the School Department and the post
- Job description and person specification
- Summary of the terms and conditions of service
- Application procedure
- Application form
- Equal opportunities monitoring form

All job advertisements must be placed through the HR team to ensure compliance with this policy has a contract with an advertising agency which is dependent on significant volume discounts.

External advertisements will have a closing date of at least 2/3 weeks after the date of publication.

## **Short listing**

After the closing date has passed, HR will pass the completed forms to the manager, and short-listing for interview should take place. Short listing should be carried out by at least two members of the interview panel, including the immediate line manager.

A short listing pro forma is provided at Appendix H. Whatever delineation is used the head of Department/manager who is recruiting is responsible for recording decisions taken

### **Written Test**

The most common and important method to assess applicants' capability is through written tests. HR Department may code written tests scripts to prevent subjectivity during examining the papers. This is more important when internal and external candidates sit for the same test.

HR Department must set questions by taking inputs from interview panel. Questions should be set relevant to the positions along with general questions. Final questions should be prepared and written out by a trusted person and made copy just before test. Minimum two persons from different units including the line manager to ensure fairness should examine the answer scripts. Obviously, the type of questions will depend on the level of position. Generally, questions should be on core business, on management-related issues and job specifics.

### **Work Simulations**

In work simulations, an applicant completes verbal or physical activities that replicate actual work. These techniques have a high degree of validity, as they are difficult to fake. To be effective, work simulations must be specific to job, therefore, costly to develop. Example could be to ask the candidate to conduct a meeting in a participatory manner or interact with customer or beneficiaries.

### **Interview Panel board**

All interviews must be conducted by a panel. It is important that the board members have adequate knowledge, have specific skills and competencies of the position being interviewed, when possible, at least one woman may participate in interview board depending on capability and the availability for position being interviewed. The line manager's or his/her designate and HR representative's participation is mandatory. Other members may come from different units or functions even from other organizations.

- Consist of a minimum of Four people including the immediate line manager of the vacant post a colleague who is familiar with the area of work and, where appropriate, a third person, who may be from outside the department to balance the panels perspective
- Consist of staffs who have received training in recruitment and selection
- Reflect a sex and ethnicity balance wherever possible
- Declare if they already know a candidate
- Be willing and able to attend all interviews for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates.

### **Monitoring**

To ensure the College 's Equal Opportunities policies are working to benefit all concerned, it is considered good practice to keep up to date information on how staff groups are made up (e.g., gender, religion or belief, ethnic groups, those with disabilities, sexual orientation). Therefore, the Institute asks all applicants to complete an equal opportunity monitoring form as part of the application process, including those schemes where no application form is required (e.g. research posts).

### **Interview/viva voice**

Job interview is the most common device to select right person. In the event that a test is administered, all candidates-both internal and external should take the same test under identical conditions. Viva interviews generally occur after written tests or exercises.

The viva could be on an individual basis (one-to-one with each member of the Interview board) or with a panel (one interview before all members of the board). In either case, the interview board should develop a set of questions with scoring criteria just before the interview.

## **Medical Tests**

All finally recommended candidates should go through some basic pathological/physical tests to ensure that the selected person is physically and mentally fit for employment and does not carry any harmful diseases.

## **Salary Negotiation**

Negotiation of salary and benefits particularly of external candidates is an important task for HR department. Normally it is not that many complexes for junior level positions but it is difficult for senior level positions. It is better to include the salary and benefits range in the job vacancy notice. Negotiating the salary with the candidate is sort of bargaining the principle of which is that there is no winner or loser. For internal candidates the salary and benefits must be commensurate to the position even if her/his current level is low.

## **Interview Records**

Records must be kept of all tests and HR Department should see that this is done. Records should include the short listings; all tests related papers including recommendation of the interview panel/board. HRM department should preserve all documents for future HR audit at least for five years or as per policy of organization.

## **Appointment Letter**

After finalization of selection; selected candidate must be given an appointment letter mentioning all major terms and conditions including salary and other benefits packages, this must be signed by the perspective employee who makes the appointment legal.



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# ***Chapter Five***

## ***Data Analysis***

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## 5.1 Data Analysis of the Study

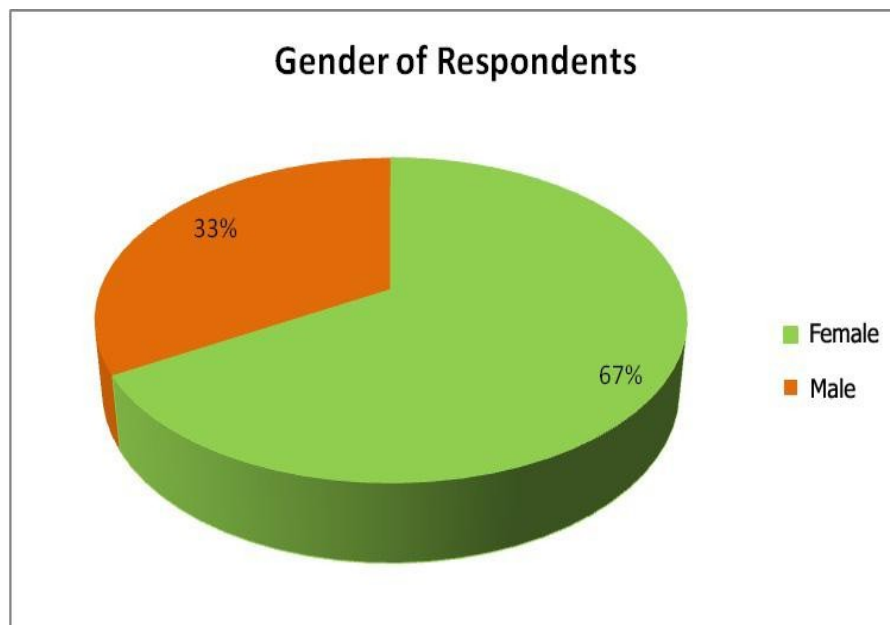
This study was conducted to understand the Employee Engagement Practice of Grameenphone Ltd. The results are derived from the questionnaire of in-depth interview. When I conducted this research, I found some important findings. Here I used MS Excel software to catch out the findings of this Paper. All the MS Excel result sheets have to be converted into managerially understandable form. The findings are given in the following simultaneously:

### 5.1.1 Gender

The total respondent of this survey is 30, because the survey respondents are the employees of the company. The following chart reveals the gender frequency of the respondents.

**Table-5.1.1: Gender of Respondents**

Gender	Respondents	Percentage of Frequency
Male	10	33%
Female	20	67%
<b>Total</b>	<b>30</b>	<b>100%</b>



**Figure-5.1.1: Gender of Respondents**

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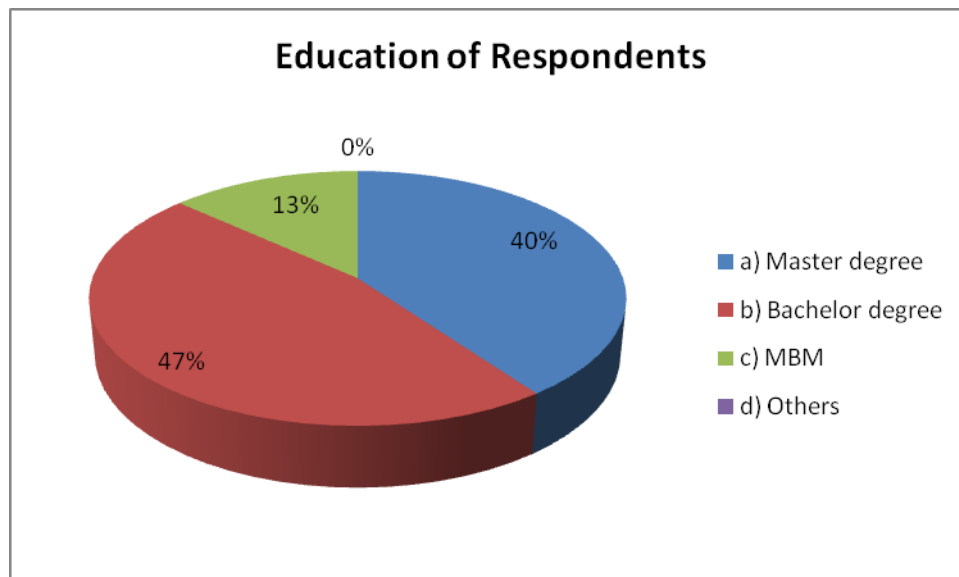
From the above figure it can show that most of the employees that is 33% are male and 67% are female.

## 5.1.2 Education of Respondents

The range of education of the respondents of is given in the below chart:

**Table: 5.1.2 Education of Respondents**

Education	Frequency	Percentage of Frequency
a) Master degree	12	39.96%
b) Bachelor degree	14	46.62%
c) MBM	04	13.33%
d) Others	0	0%
<b>Total</b>	<b>30</b>	<b>100%</b>



**Figure: 5.1.2 Education of Respondents**

### Comments:

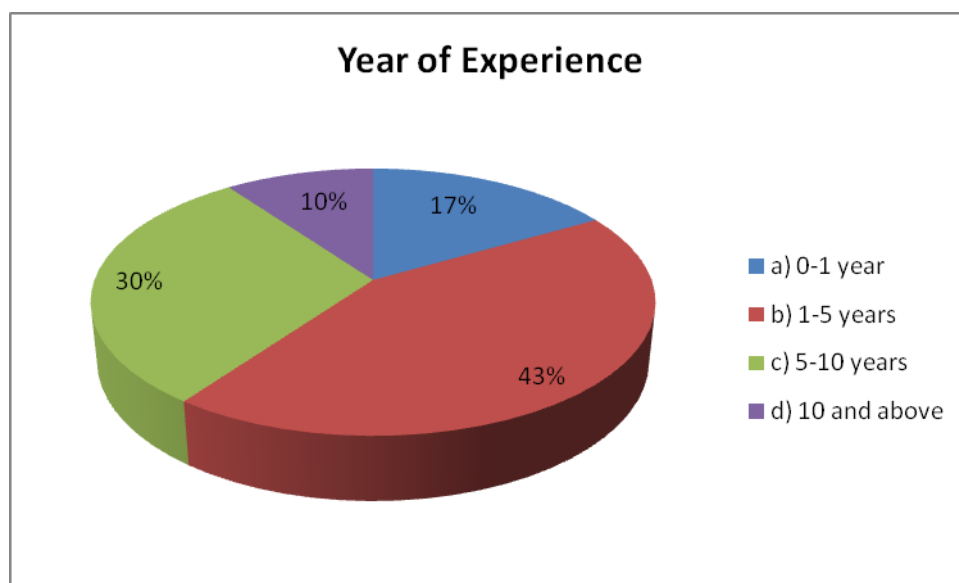
Form this figure we can see about Education of Respondents. Here 40% respondent's educational qualification Master degree, 47% respondent's educational qualification Bachelor degree and 13% respondent's educational qualification MBM.

### 5.1.3 Experience of Respondents

In this part of the survey I asked to the officers of this company about Year of Experience. Then they give answer that is given below-

**Table-5.1.3: Experience of Respondents**

Year of Experience	Frequency	Percentage of Frequency
a) 0-1 year	05	16.65%
b) 1-5 years	13	43.29%
c) 5-10 years	09	29.98%
d) 10 and above	03	10%
<b>Total</b>	<b>30</b>	<b>100%</b>



**Figure-5.1.3: Experience of Respondents**

#### Comments

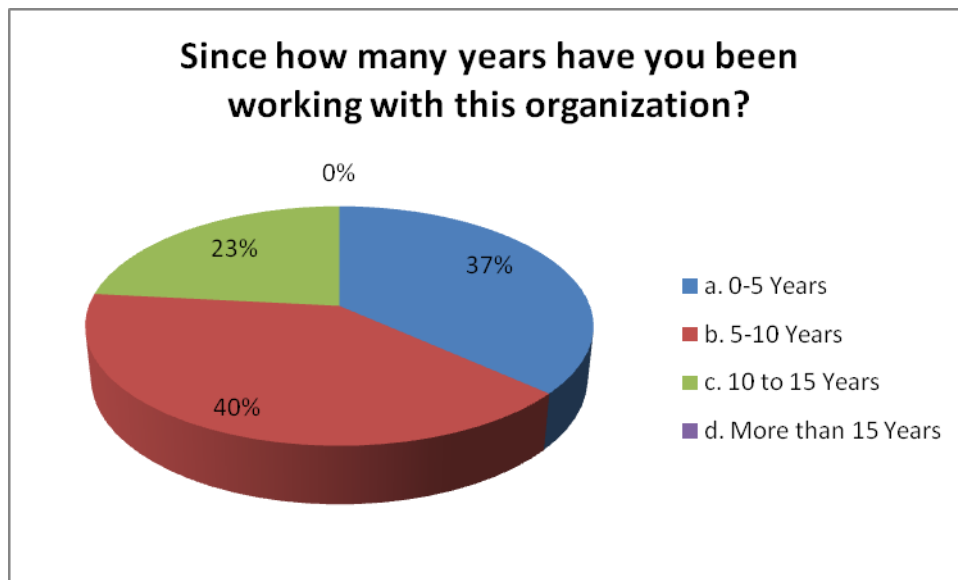
Form this figure we can see about Experience of Respondents. Here 17% respondents experience 0-1 year, 43% respondents experience 1-5 years, 30% respondents experience 5-10 years and 10% respondents experience 5-10 years.

### 5.1.4 Since how many years have you been working with this organization?

In this part of the survey I asked to the employees of the company about Since how many years have you been working with this organization. Then they give answer that is given below-

**Table-5.1.4: Since how many years have you been working with this organization?**

Opinion	Frequency	Percentage Frequency
a. 0-5 Years	11	36.63%
b. 5-10 Years	12	39.97%
c. 10 to 15 Years	07	23.31%
d. More than 15 Years	0	0%
<b>Total</b>	<b>30</b>	<b>100%</b>



**Figure No-5.1.4: Since how many years have you been working with this organization?**

#### Comments:

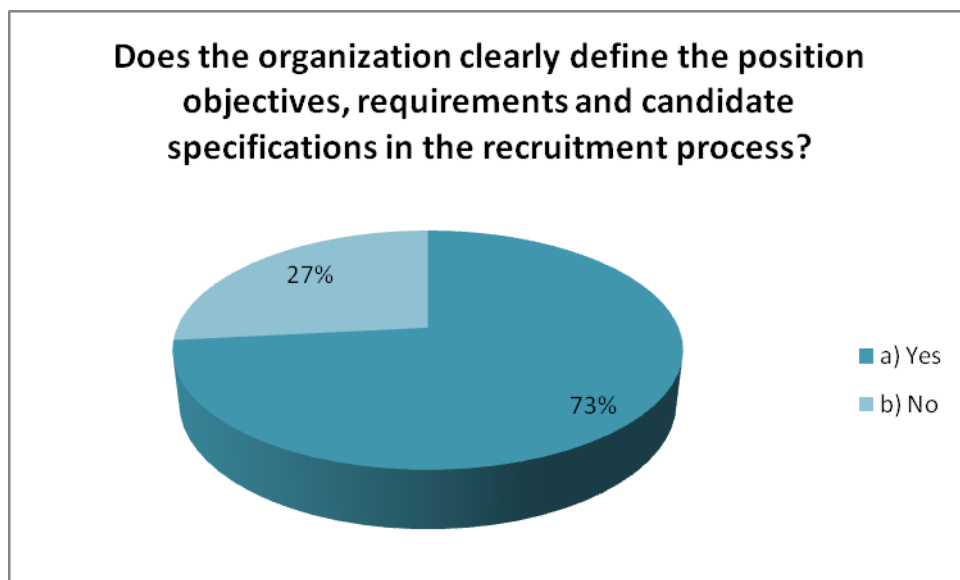
From the Figure I can conclude that out of 30 (100%) respondents. 37% respondents said 0-5 Year, 40% respondents said 5-10 Years and 23% respondents said 10-15 year working with this organization.

### 5.1.5 Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?

In this part of the survey I asked to the employees of this company about Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process. Then they give answer that is given below-

**Table-5.1.5: Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?**

Opinion	Frequency	Percentage Frequency
a) Yes	22	73.26%
b) No	08	26.64%
<b>Total</b>	<b>30</b>	<b>100%</b>



**Figure-5.1.5: Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?**

#### Comments:

From the Figure I can see about the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process. Here 73% respondents said yes and 27% respondents said no the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process.

***CHAPTER SIX***  
***FINDINGS, RECOMDATIONS***  
***AND COLCLUTION***

## 6.1 Findings of the study

After completing a comprehensive survey attained both positive and negative attitudes toward this company. The survey's major findings are given below:

1. Majority (67%) of respondents are male.
2. Most of the respondents (47%) are educational qualification of Bachelor Degree.
3. Most of the respondents (43%) experience 1-5 years, 30% respondents experience 5-10 years and 10% respondents experience 5-10 years.
4. Out of 100% respondents of 40% respondents said 05-10 years working with this organization.
5. Most of the respondents (67%) said the organization use both interview and written test is selecting employee.
6. Most of the respondents (73%) said the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process.
7. Majority respondents (60%) respondents said Adequate the organization 's affirmativeaction needs clarified and supported in the selection process.
8. Out of 100% respondents of 83% respondents said yes that the organization doing timeliness on Employee Engagement Practice.
9. 100% respondent of 60% respondents said Adequate Rate the effectiveness of the interviewing process and other selection instruments, such as testing.
10. Most of the respondents (60%) said yes and 40% respondents said no the HR team act as a consultant to enhance the quality of the applicant pre-screening process.
11. 100% respondents of 53% respondents said no the HR train hiring employees to make the best hiring decisions.
12. 100% respondents of 67% respondents said Adequate rate the HR department 'sperformance in recruitment and selection.



## **6.2 Recommendations:**

After all the analysis and the findings about Grameenphone, my recommendations are given below:

1. Grameenphone should give more concentration to attract & retain employee.
2. Employee Engagement Practice is time consuming so GP should review the recruitment & selection policy.
3. Recruitment & Compensation policy for consultant & International Employee (Expatriate) should be defined.
4. Grameenphone should have formal employee merit review process
5. Company should encourage Employee association.
6. Need to ensure transfer of Training to make the training of employee effective.
7. GP should give more focus on the recommendations & insights of Exit interview.
8. Grameenphone should more emphasis on Emerging Pay Systems which is a transformation from Traditional to Emerging Pay Systems like Performance based pay, pay for knowledge and skills, pay for competencies, Incentive pay systems.

**Network Availability:** Sometimes poor network is the vital problem for the subscribers due to some planned works. So, it should be solved technically to ensure the users to enjoy full fledge of networks. If GP is having lack of technical equipment or technical hands, they should immediately fulfill the desired necessity.

**Coverage:** Main attraction behind Grameenphone Services is the nation-wide roaming facility; but still needs to increase the coverage and scope are still there.

**Charge:** Grameen Phones provides less facility for the subscribers. It should charge the users the least amount as its intention should be in long run, economies of scale.

### 6.3 Conclusion

Grameenphone still has a positive image in the Mobile market. Due to its various innovative products and wide market coverage, strong network, at cheap rate with various service centers and its value-added services, it can be considered as the market leader in the telecommunication industry and its competitors are far behind. The Pre-Paid System has huge market demand. The people, process and physical evidence of its services, builds the image and demand of Grameenphone. By people it is meant the employees who interact with the customers directly, and the company's customers. Gaps in physical evidence occurs when customers have problems with their SIM (lost SIM, blocked, card error etc.), handset, or any other problem regarding connection that takes place due to the customer's own fault. As subscriber's has to pay for any replacement, they feel these hassles and costs could have been avoided if Grameenphone wished. GP could have avoided these problems through training their customers on the proper use of handling phones, training on handsets and also informing them about the rules and regulations of the company individually as a part of value-added service.

Appropriateness of technology in the context of a poor economy is not an issue, the appropriateness of institutions is. Institutions need to be developed that can deliver the technology to the common people so that they themselves can harness its power. Just as aspirin lowers fevers in both adults and children but children need syrups while adults can handle tablets, special delivery mechanisms may need to be developed for growing needs of the technology. Grameenphone has not created any new technology, but it has established a new way, compatible with economic and social circumstances in rural Bangladesh, to provide access to telephones for the rural people in Bangladesh.

Country like Bangladesh where people have dreams, not the ability. Besides, the real truth –whether technology drive strategy or strategy drives technology – is a challenge for the company in the dynamic world. So, a big question mark is still there, between the Grameenphone and user group. – How much to provide, what should be the ideal limit, what should be the charge, are they liable to change, viable to operate in the locality, and are the people really want those extra? Therefore, GP will go for the user to solve or consider it as mission impossible!!

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**Annexure**  
**Survey Questionnaire**  
**Employee Engagement Practice of Grameenphone Ltd.**

Please make your opinion on the following statements-

Name :

Designation :

**1. Gender**

- a) Male
- b) Female

**2. Education**

- a) Master degree
- b) Bachelor degree
- c) MBM
- d) Others

**3. Year of Experience**

- a) 0-1 year
- b) 1-5 years
- c) 5-10 years
- d) 10 and above

**4. Since how many years have you been working with this organization?**

- a. 0-5 Years
- b. 5-10 Years
- c. 10 to 15 Years
- d. More than 15 Years

**5. Does the organization clearly define the position objectives? requirements and candidate specifications in the recruitment process?**

- a. Yes
- b. No