



Performance appraisal of AKTEL Contact Center In Bangladesh



East West University
43 Mohakhali
Dhaka- 1212

Date: April 23, 2008

S I Nusrat A Chaudhury
Associate Professor and Head
Career Counseling Center
East West University

Subject: Submission of Project Report on Performance Evaluation on Aktel Contact Center Department.

Dear Sir,

It is my great honor to submit the project report “**On AKTEL Contact Center**” as part of my BBA degree requirement. I have tried my best to fulfill the requirement of the course.

Doing project on AKTEL Contact Center you helped me to fulfill the requirement of preparing the project report & subsequent of this report is a very valuable experience for me as it helps to combine practical & theoretical knowledge.

I am very grateful to you because of your consideration regarding my report, which provided me the opportunity to do this project report.

If you have any question or inquiry, please just make a call.

Sincerely Yours



.....
Md Tawhid Alam

2003-3-10-137



Acknowledgement

In preparing this report I have got the assistance of some respectful individuals. Without the co-operation of them it would be not possible for me to prepare this project report.

At the very beginning, I would like to express my deepest gratitude to the almighty Allah for giving me the strength and the ability to finish the task within the scheduled time.

I also thank and express my gratitude to my internal supervisor S I Nusrat A Chaudhury , Associate professor, East West University. Without his guidance and valuable suggestion it was very difficult for me to prepare this report.

Then I would like to thank the Career Counseling Center, East West University for allowing me to do the final Project.

I also want to thank Mr. Saidul Islam, Mr. Rajib Uddin and Ms.Sumana Murshed. During my project I have enjoyed the company of them. My heartiest gratitude goes to every one of AKTEL Contact Center Executives for their friendly attitude.



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Executive Summary

Today it is the era of science and technology. Almost all the sector of life is being influenced by it. Business and economic sector also have got the strong blow of it. As far as the present perspective is concerned; today's people want faster service to cop up with the modern life and contact center gives the telecommunication sector a spectacular fastness. Even a year back it was merely a luxury but soon the people realize its necessity. So contact center becomes the demand of the people. Now the people concentrate on improved, smart and fastness service from mobile operator. As contact center gives all facilities, instant service as well as faster solutions of various problems the demand for contact center is gradually increasing. Although people are much aware of the services offered by the operators. In the following description, documents and pictorial representation will help us to realize the necessity of contact center and they're by to implement in our mobile communication as well.



Chapter 1

Origin

The origin of my report is to find out, *Performance evaluation on Aktel Contact Center department, caring out a major role as an active department within the company of Telecommunication industry in Bangladesh.* This report is to prepare using all the knowledge related with my education for the course project work, BUS-498.

Objective

The objective is to identify the measurement and effectiveness of performance evaluation on AKTEL CCAD employee differs with other telecom industry.

Scope

The scope of this project is to identify the key capabilities, which are utilizing by the management as an advantage, how it is differing than others & what are the other factors playing the major role to isolate the performance. The possible ways & the methods which were selected by the management are they effective enough to consider by the employees or not. It will be also discussed how to overcome the obstacles of evaluation & the required apparatus to make better for the company's advantage.

Methodology

Through this project I will able to find out what are the obstacles they were facing in daily basis. What are the challenges the executives, supervisors and managers are facing to conduct their business. How the performances can be stratifying according to the manner. The required knowledge, skills and abilities are enough to perform the job in what extent. The advantages and the disadvantages both will be cover on this part.

Limitations

The study had to be completed under certain constraint, which bored it to be more effective. Some of those constrains are listed below. As I have to work alone all the necessary data and information could not be collected properly. I took help from the internet to collect some introductory data. Version of all data was not available in the websites. As AKTEL is a private organization not a public one, all the information needed cannot be collected properly. They have the restrictions to provide internal information as they are one of the market leaders of the telecommunication industry.

For my limited practical knowledge and lack of experiences, this project Report may not cover all areas and may have unintentional errors and omission.

I hope I have tried my best to cover this project.

Abbreviation/Definition

CSDC- Chittagong Skills Development Centre

CLIP- Caller Line Identification Presentation

CMS-Complaint Management System

CRBT- Caller Ringing Back Tone

CSR- Corporate Social Responsibility

FSN (compensation)

GSM- Global Service Mobility

HASAB (compensation)

IN- Intelligent Network

TMIB- Telekom Malaysia International Bangladesh

SMS- Short Message Service

UCEP- Bangladesh-Underprivileged Children's Educational Programs

VAS- Value Added Services



Chapter 2

Introduction to TMIB

TMIB (Telekom Malaysia International Bangladesh) is a joint venture company formed between Telekom Malaysia Berhad and M/S A K Khan Group.

TMIB started its commercial operation in Dhaka, Bangladesh as a GSM cellular operator on the 900 MHz frequency on 15th November 1997. TMIB expanded its operation to Chittagong in March 1998.

TMIB uses the GSM (Global System for Mobile Communication) system as the digital cellular system (running on the 900 MHz frequency). Throughout the years, the network has expanded its coverage to cover all major districts (with the exception of high terrain areas due to government regulation).

The network has also expanded its services to offer some VAS (Value Added Services) such as Call Hold, Call Wait, Voice Mail, Call Forwarding, CRBT, SMS (Short Message Service), CLIP (Caller Line Identification Presentation), SMS-based Infotainment Services and GPRS.

AKTEL's 24-hour Call Center can be contacted as follows (from December 30, 2006):

For AKTEL users: 123 (Tk. 2.3 per minute, VAT inclusive, 30-sec pulse for Prepaid and 10-sec pulse for Postpaid) – from 16.3.07, 124 (No longer available since December 30, 2006), (All Zones, all subscribers – Toll-free for post-paid and Tk. 2.30 per 10-sec. pulse for pre-paid callers)

For other operators users: 01819 400400

Dhaka: 9885467-8, Fax: 9885232 or 9887113

AKTEL Contact Centre fax nos. - 01819234329 - 333 & 8832503 (NEW), Chittagong: 721411-2, Fax: 724704 (Not available at the moment - confirm by Ctg. Office on 2.7.06)

Customers can e-mail to the call center at: 123@aktel.com

Customers can SMS their queries and complaints to: 8123

Official web site: www.aktel.com, Address of H/O: BRAC Centre, 9th floor, 75 Mohakhali C/A, Dhaka 1212. Tel: 9887149 – 53, Fax: 9885463.

About AKTEL

AKTEL is the dynamic and leading end-to-end countrywide GSM mobile communication solutions of TM International (Bangladesh) Limited. It is a joint venture company between Telekom Malaysia Berhad and AK Khan & Co. Limited which was established in the year 1996 and services launched in 1997 under the brand name AKTEL.

AKTEL is proud to be associated as part of the Telekom Malaysia Group (TM), which is strong financially, and internationally renowned for its successful ventures like MTN, the market leader the telecommunication industry in Sri Lanka. It has a global presence in 11 countries with staff strength of 30,000 Groupwide. TM has recently made a couple of major acquisitions in India and Indonesia in the effort to stamp its presence internationally. In Indonesia, TM has acquired 27.3 per cent interest of PT Excelcomindo Pratama, the third largest mobile operator and in India, 47.7 per cent stake in Idea Cellular. TM hopes to extend its regional and global presence with these new acquisitions.

Since the commencement of its operation, AKTEL has been a force to be reckoned with in the telecommunication industry of Bangladesh, being one of the fastest growing mobile communication companies offering comprehensive GSM mobile solutions to more than two million subscribers. Today, AKTEL boast the widest International Roaming service in the market connecting 315 operators across 170 countries. In addition, AKTEL is the first mobile operator to connect Tetulia and Teknaf, the northern and southern most points of Bangladesh. AKTEL was also the first to provide seamless coverage along the Dhaka-Chittagong highway. With a network covering all 61 (allowable) districts of Bangladesh, coupled with the first Intelligent Network (IN) Prepaid Platform in the country, AKTEL is geared to provide a wide range of products and services to customers all over Bangladesh. At the heart of all of AKTEL's success

today, is a young dynamic workforce comprising of over 600 highly motivated and skilled professionals.

Today, AKTEL is recognized as one of the leading brand in Bangladesh and this is driven by our persistent pursuit of quality and technology, putting it clearly ahead of the rest. The future with AKTEL is promised to be exciting as we strive to employ the best resources and latest technology in offering many more innovative and exciting products and services

Steps to follow when answering calls (as in August 2005)

- Greet the customer

Ass'lamu Alaikum. Aktel Call Centre. xxx speaking. How may I help you?

- Enquiry Reconfirmation

Use this soon after the customer has stated the complaint/query (there is no need to reconfirm the enquiry if it is a short query such as bill amount).

- Human Touch (depends on the call)

It use together with Enquiry Reconfirmation, only when the customer displays emotion.

- Be attentive

Note down all-important information. Do not get the customer to repeat.

- Get & use the customer's name

It should be done in every call. Remember to use the customer's name at least twice during the conversation. If the customer does not want to give the name or if the name is difficult to pronounce, switch to Sir/ Madam.

(Note – in case of post paid, refer the customer's name from the cti application and greet the customer by saying “Is this Mr/Mrs XYZ?” Or “May I speak with Mr/ Mrs XYZ?”)

- Control

Take control of the call by asking smart questions. Ask for permission before doing so...

“In order to assist you better, may I ask you a few questions?”

- Solution (All 3 steps to be followed based on type)

Product & Service Solution – Why get it, How to get it, How to use it

Problem solving solution – Fix it, teach it, Close it

Order taking – Recap it, Track it, Agree it

- You should deliver the following elements in all calls:

Respect

Expertise

Solution

Other standards to be maintained depending on the call

- Proper Hold Technique
- No interruption
- Small Talk
- Alive & breathing
- Use of positive words
- Close the call

Mr./Ms. XYZ or Sir/Madam, is there anything else I could do for you?... Thank you for calling AKTEL. Have a nice day/evening

TM International (Bangladesh) Ltd. (TMIB), established in 1996, is a joint venture company between Telecom Malaysia Berhad (TM) and A. K. Khan & Co. Ltd. It operates under the brand name 'AKTEL', which is one of the most dynamic end-to-end countrywide GSM mobile communications solutions brands.

Under the stewardship of TM, AKTEL is one of the fastest growing mobile communication brands offering comprehensive range of solutions to more than six million subscribers nationwide. Today, AKTEL boasts of the widest International Roaming service in the market, connecting 440 operators across 185 countries.

By leveraging on TM's extensive expertise in the international communications implementation, AKTEL became the first mobile operator to connect Tetulia and Teknaf, which is the northern and southern most points of Bangladesh, and first to provide seamless coverage along the Dhaka-Chittagong highway.

With a network covering all 61 allowable districts of Bangladesh, coupled with the first Intelligent Network (IN) Prepaid Platform in the country, AKTEL is geared to provide a wide range of products and services to customers all over Bangladesh.

Vision:

To be a leader as a Telecommunication Service Provider in Bangladesh.

Mission:

AKTEL aims to achieve its vision through being number 'one' not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products geared to address the ever changing needs of our budding nation.

Theme:

AKTEL always strives to uphold the dictum 'Customer First'.

Quality Policy:

AKTEL is committed to achieving leadership in customer satisfaction by continually improving its processes, products and services to ensure they consistently exceed customers' requirements. We will develop and implement technology and infrastructure that enable us to be clearly ahead in Bangladesh and to enhance the mobility experience of our customers.

Shareholdings

TM International (Bangladesh) Limited was incorporated on 15 November 1997 as a Joint Venture company between TMI (70%) and AK Khan & Co. (30%). The company operates GSM 900 and 1800 cellular services under a 15-year license granted in November 1996.

TM International Sdn Bhd (TMI)

TM International Sdn Bhd (TMI) is a 100% owned subsidiary of Telekom Malaysia Berhad and was established with the core business mission to oversee and manage TMB's foreign ventures located in Asia and Africa. Previously a division of TMB, TM International today has made a successful transition from an operating division to a wholly owned subsidiary. They have investments in 10 countries overseas and 7 of these are operating Cellular Telecommunication Networks in large populace market such as India, Indonesia and Bangladesh. Their main aim is to invest in emerging markets particularly in high growth markets which are closer to the home base. In their ventures overseas they have successfully listed 3 large companies namely Telkom South Africa (listed on the NYSE), Dialog Telekom Sri Lanka (listed at the Colombo Stock Exchange) and PT Excelcomindo Pratama Tbk in Indonesia (listed at Jakarta Stock Exchange).

A K Khan Group

The AK Khan Group is one of the largest and oldest private sector corporations in Bangladesh, established in 1945 by late A. K. Khan. The group has been mainly operating in the industries/segments of Textile, Jute, Garments, Fisheries, Docking and Engineering, Plantation and Shipping Industries for more than half a century. AK Khan Group is a passive investor in TMIB

Company core values

Uncompromising Integrity

Our reputation is based upon our ability to fulfill promises to shareholders, customers and employees. We do so by being honest in our dealings, taking responsibility and being accountable for our actions. We treat everyone the way we would like to be treated. We

are proactive in identifying issues and coming up with solutions. We ensure that the highest ethical standards guide us in making decisions. We are true to our word.

Total Commitment to Customer

Our success is based upon our customer focus. We listen to and connect with customers. We anticipate their needs and make it easy for them to do business with us. We keep promises. We offer them value and quality services to enrich lives and enhance business success. We treat them with dignity and respect.

Respect & Care for Others

By working as one team with shared goals we achieve great things. We value ideas and contributions from everyone. We recognize, respect and value diversity in the team. We develop strong bonds by communicating and sharing knowledge. We encourage open discussion and commit to an agreed position. All of us have a part to play

AKTEL Key Achievements

TeleLink Telecommunication Award 2007 TeleLink Telecommunication Award 2007" for its excellence in service, corporate social responsibilities and dealership management for the year 2006 in commemoration of WORLD Telecommunication Day 2007.

TeleLink Telecommunication Award 2005 TeleLink Telecommunication Award 2005 for its excellence in service for the year 2005.

Arthakantha Business Award Given by the national fortnightly business magazine of Bangladesh for its excellence in service in telecom sector.

Financial Mirror Businessmen Award Given by the national weekly Tabloid business magazine.

Deshbandhu C. R. Das Gold Medal For contribution to telecom sector in Bangladesh.

Beatification Award for exceptional contribution to the Dhaka Metropolitan city from Prime Minister Office on 13th SAARC Summit.

Standard Chartered - Financial Express Corporate Social Responsibility (CSR) Awards 2006 For contribution in Education, Primary Health, poverty alleviation and ecological impact.

Arthokonkho Business Award 2006 For better telecom service provider in Bangladesh.

Financial Mirror & Robintex Business award 2006 For its excellence in service, corporate social responsibilities activities throughout Bangladesh.

Desh Kagoj Business Award 2006 For Corporate Social Responsibilities activities
Corporate social responsibilities



Chapter 3

My Project Work

I am working in the contact center of AKTEL. In the contact center our main responsibility is to answer the subscriber query. There are more than 6.7 million customers of AKTEL through out the country. Customers may face different type of problems, they may have variety queries regarding our product and services, or they may have some complaints regarding the same issues. Our responsibility in the CC is to answer their queries, take their complaints, inform them regarding the new products or services and above all ensure the customers satisfaction.

When any subscriber has any kind of complaint we take the relevant information from the individual and log the complaint in the Complaint Management System (CMS) to make the complaint available to the relevant department to fix it. We generate our daily report where we put information regarding each call query or complaint. We have to submit this daily report to our supervisor. To serve the customers we have to obtain information regarding the customer and his connection. Among the software we use BSCS for the Post-paid subscriber and MINSAT and WEBSMAP for the Pre-paid customers. There are also some other software which help us to obtain information regarding different value Added Services(VAS) like: Share A Fill(Balance Transfer), Pretups (Easy Load), Voucher (Refill Card Detail) etc. We also use the Intranet of Aktel to obtain information regarding different products and services. Another major responsibility of our end is to respond e-mail & 8123. 8123 is the sms based help line for the AKTEL subscribers. Customers send sms to 8123 regarding their queries, complaints and for other services like: GPRS, Refill Bar etc. We have to take necessary actions according to the subject matter of the sms and provide them necessary feedback. We have to perform all these activities simultaneously. Customers also do fax in the fax lines regarding

different complaints or request like: Bar/Unbar a line, we also monitor the fax lines and take necessary actions and provide feedback to the customers.

We have to be very sincere and quick responding in all these duties and responsibilities became the company's reputation and customer's satisfaction lies with our services. So we have to be very careful in providing information and logging complaints. Our main intention is to satisfy, retain and expand the customer base of our company.

HUMAN RESOURCES MANAGEMENT IN AKTEL

Principles and Values for Human Resource Management in AKTEL

AKTEL is always committed to the society. In fact, 2005 & 2006 were a year of exploration into for AKTEL. To actively identify and start establishing AKTEL as a concerned entity devoted to the development of many social interests throughout greater Bangladesh based on four core values. These are enlightened through education, Assure better health, Protect environment and Fight with poverty. *In recognition of its CSR effort, AKTEL is the first among all mobile phone operators to win prestigious "Standard Chartered-Financial Express Corporate Social Responsibility Award-2006".*

AKTEL believes education platform remains the main focus to develop a nation. To ensure an early jump into technology and intellectual transfer, AKTEL has established a tradition of providing scholarships every year to three promising individuals to complete their higher studies in Multimedia University in Cyberjaya, Malaysia. To provide a world-class teaching and learning resources for Bangladeshi professionals AKTEL joined hand with Chittagong Skills Development Centre (CSDC), Underprivileged Children's Educational Programs (UCEP-Bangladesh), etc.

AKTEL also aims to identify and supports indeed those in need of basic infrastructure to practice the fundamentals of Islam. This contribution goes in building orphanages and renovations of mosques all across the Bangladesh. To improve living condition of distressed people; AKTEL has always been providing support to them. As a shared concern with the society at large, AKTEL also focused towards the roaming street children found throughout Bangladesh.

Not only will AKTEL continue its thrust towards identifying & involving itself with more avenues for CSR activities, we encourage the fellow enterprise of Bangladesh to participate in such activities on a regular basis. By becoming more aware of living & social community, AKTEL can certainly see so many areas to be involved in. Only through concerted efforts of the private sector, there will be emerged a socially responsible collective consciousness.

Responsibilities of the employees

- To be conversant with the code of the business ethics according to which TMIB's business should be conducted.
- To abide by the behavior embodied in the code
- To keep a copy of the code for personal references
- To seek advice and information form their supervisors when needed or in doubt.
- To report any violation of the code pup through the chain of command.
- Ignorance of the code will not be excuse

The company respects and treats fairly each and every TMIB's employee.

Dealing with employees

Respects for Individual

From the company's perspective they think, "We will treat each other with respect and fairness at all times, just as we wish to be treated ourselves." In line with TMIB Core Values, we should:

- Propagate team spirit, co-operation among employees;
- Practice mutual respect and courtesy in all our dealings and interactions; and demonstrate understanding and open-mindedness for all concerns, comments, ideas and feedback received.

Harassment

Abusive, harassing or offensive conduct is unacceptable, whether verbal, physical or visual. Examples include derogatory comments based on gender, religion, racial or ethnic characteristics and unwelcome sexual advances. AKTEL does not tolerate any forms of sexual harassment. They are encouraged to speak out when other employee's conduct makes them uncomfortable, and to report harassment when it occurs.

Safety, health and environment

The company will value the difference of diverse individuals among us.

Employment decisions will be based on business reasons, such as qualifications, talents and achievements, and will comply with local and respective employment laws.

The organization is committed to keep personal information of TMIB's directors and employees private and confidential. Access to and knowledge of employees and directors records will be limited to people in the Company who need the information for legitimate purpose only.

Apart from that all responsible for maintaining a safe workplace by following safety, health and environment rules and practices. They are responsible for immediately reporting accidents, injuries, and unsafe equipment, practices or conditions to a supervisor or other designated person. TMIB is committed to keep its workplaces free from hazards.

It requires being in compliance with provisions of the TMIB's Safety, Health and Environment guidelines.

In order to protect the safety of all directors and employees, each of us must report to work free from the influence of any substance that could prevent us from conducting work activities safely, healthy and effectively. Wherever necessary, the Company is to provide the required tools and equipments to the respective employees in order to carry out the required duties and responsibilities.

The onus is on the employee to declare immediately any dangerous/contagious disease, eg. AIDS, SARS, etc., that he/she is afflicted with to his/her superior or other designated persons appointed by the Company.

Threats and Violence

Threats or acts of violence or physical intimidation are prohibited. Any employee who has any knowledge of prohibited conduct or has concerns regarding his/her safety or the safety of a colleague, customer or supplier must immediately report the matters to the higher authorities of the Company.

Drugs, alcohol and prohibited substances

Directors and employees are strictly prohibited from the use, possession, distribution or sale of illegal drugs, alcohol or prohibited substances while on Company premises, vehicles or while conducting Company business. No employee may conduct TMIB business while under the influence of drugs, alcohol or prohibited substances.

Employees suspected under the influence of drugs, alcohol or prohibited substances will be required to undertake special test at authorized Company clinics or designated government clinics or hospitals. Positive test results or refusal to comply with the Company's medical procedures is grounds for disciplinary action including termination.

Immoral activities

Employees shall not engage or be involved in any immoral behaviors and activity such as gambling, indecency, obscenity, vulgarity or vices in Company businesses, in Company premises or using Company assets.

Employees are strictly prohibited at any time during business hour or otherwise from using Company's assets or premises to be involved in acts of pornography or displaying or viewing pornographic materials and illegal items.

Any violation in this regard shall be dealt with in accordance with the disciplinary policies and procedures.

Weapons

Employees unless authorized and licensed are strictly prohibited from the possession of any weapon or illegal material, imitation or otherwise including but not limited to firearm, explosive, knife in the conduct of Company businesses, in Company premises or using Company assets.

Criminal Breach of Trust

Directors and employees who have been trusted with property or dominion over property shall not commit a criminal breach of trust in violation of any law of the country in which the business is conducted.

In the context of Bangladeshi Law, criminal breach of trust is fully defined under the Section 405 of the Bangladesh Penal Code.

AKTEL is committed to using fair employment practices for all applicants and employees regardless of gender, sexual orientation, race, religion, marital status, age, physical or mental handicap, color or ethnic origin. This means employment practices will relate directly to the requirements of the job or position. As well as support the provision of quality service in a timely manner at a competitive cost.

Key Positioning according to AKTEL

Supervisor: Refers to an individual responsible for supervising an employee.

Employee: Refers to individuals who are employed by Organization on a full-time, part-time or casual basis.

Organization: Refers to AKTEL as a whole.

Applicability

The policies apply to all individuals employed by AKTEL unless otherwise specified in the policy. This includes:

Regular positions - positions that are permanent in nature. Regular positions can be full time (average of 40 hours per week) or part time (25 hours per week).

a. Term positions - a position that is created for a special project purpose. The terms and conditions of employment are fixed for the duration for the employment period, and may be renewed. These positions may be full or part time.

b. Casual positions - a position where a person is employed on an hourly, daily or weekly basis for a special purpose or project.

Professional Responsibility

AKTEL code of professional responsibility applies all staff employed. The code establishes standards of conduct deemed necessary to advance the beneficial end and foster the professional weightier of the organization. The code is based upon principles of honesty and integrity. Conduct that breaches these standards or violates these principles will be governed by this code.

The code is designed to supplement other policies. AKTEL Employee remains committed to its discrimination and harassment policies and to maintaining the integrity of its personal procedures. The code is declaration of organizational values and a statement of enforceable standards of conduct.

STANDARDS OF PROFESSIONAL CONDUCT IN AKTEL

The employer of AKTEL code of professional responsibility provides that employees shall

- Comply with and abide by all rules and regulations
- Comply with and abide by all state laws and regulations
- Maintain the highest professional standards
- Commit to act of theft, damage or destruction of employer AKTEL or property.
- Cause no physical harm to any employee of AKTEL
- Engage in no activity that obstructs the administration of disciplinary procedure or review and appointment procedures.

- Make no unauthorized commitments or promises to binding Employer or any of the employees.

- Not give preferential treatment to any organization. Corporation or individual where the employee has personal or financial interest, direct or indirect, which conflicts with the performance of one's duties

a) Policy Statement

AKTEL ensures that it manages its human resources effectively. It strives to assign staff appropriate and ensure that job tasks and expectations are clear (e.g., job

Descriptions, performance relieve learning and development, etc). It is important that Employees understand their duties and reporting relationships as well as those of others.

b) Procedures

AKTEL uses its operating plan to guide the management of its human resources by determining on an annual basis:

i. The number and type of positions that will be needed over the year and the kinds of skills required for these positions. Regular positions will remain relatively same, but the need for temporary, casual, or outsourced (specialized) staffing could change and should be planned for.

ii. The current number and types of positions in the organization, the kinds of skills possessed by employees and any changes to regular employment situations that might occur in the foreseeable future (e.g., retirements, terminations, etc.).

iii. Gaps between the current situation and Organization's anticipated staffing needs over the next year (determining whether the current staffing situation meets future requirements).

iv. The need to develop and implement staffing programs, policies or other activities aimed at meeting future staffing needs (e.g.. learning and development programs to fill a gap in knowledge or skill).

v. How effective Organization's staffing initiatives (e.g.. recruitment, learning and development programs, etc.) have been.

vi. Whether there have been any changes (e.g.. expansion, change in organization focus, change in local economy, etc.) that Organization will need to respond to by changing staffing arrangements.

c) Accountability / Responsibility

The Director Admin is responsible to plan for staffing requirements. This responsibility can be shared with the Supervisor.

Leave of absence

a) Policy statement

It is the policy of employer AKTEL to grant leaves to all employees on a consistent basis without regard to race, color, national origin, sex, age, disability or veteran status.

Contents:

1. Vacation leave
2. Sick leave
3. Emergency leave



4. Maternal and paternal leave
5. Leave without pay
6. Administrative leave for outstanding performance

Compensation:

Based on the satisfactory completions of duties, compensation is paid in accordance with HASAB. Compensation Policy; in effect on the date payment is due. Salary and compensation are paid to the Contractor as FSN Grade and Contractor Step which is designed by following the donor salary schedule. The contractor's compensation must be substantiated by a 1420-17, Contractor Biographical Data Sheet, being on file with the Team Leader Administration in the Contractors personnel file and showing this rate or higher rate. A resume or CV also is in the contractor's personal life.

Benefits:

There benefits facility in the AKTEL. The benefits and bonus are divided into twelve months and add with the monthly salaries. So the total comes as gross salary for the employee. When one leaves the organization and if s/he fulfills the total project period s/he will receive extra two months salary as a benefit. But if anyone leaves before the project period or terminated then s/he does not receive any extra benefits.

Performance Evaluation:

Every year; in the month of June organization have a performance evaluation where the supervisors assess his or her co-staff about his/her performance during the last year. Depending upon the assessment result the HR decides about the increment. The staffs get

benefited from 15 to 20% increase in their salaries. If the supervisor is not satisfied with the performance then a general increment of 5% add with the gross salary.

Firing or Termination

Normally the employer has signed the employee before that both the party can terminate the job within 30 calendar day notice. But if any employee does not follow the organization acts, rules and regulations then the organization has the right to terminate him/her at once.

Hartal Policy

The office will remain open during Hartal, Contractor will be expected to show up for work on time.

Overtime Policy

No officers, consultants, and directors are allowed to receive the over time benefits. Only the junior staffs like messengers, peons, genitors, drivers, and cleaners are entitled to receive over time. The over time rate is double times of the actual payment. In the holidays and vacations if the entitled staffs work they receive more than double times rather than the regular payment schedule.

Taxes

The contractor is responsible for all taxes under this contract as per GP. Deductions for Bangladesh income tax are made by the GP and a declaration of earned income is normally provided to the local government. This must be emphasized that contract,

contractor are obligated to observe the laws of Bangladesh, including those concerning income and related tax obligations. Payment of such taxes is a matter between the contractor and the Bangladesh government. Any negligence on the part of the contractor in paying taxes may reflect discredit upon the contractor of the GP.

BENEFITS OF GETTING THE BEST EMPLOYEES

Paying Employees (and Providing Benefits)

Employee benefits typically refers to retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans, etc. Benefits are increasingly expensive for businesses to provide to employees, so the range and options of benefits are changing rapidly. Compensation includes topics in regard to wage and/or salary programs and structures, for example, salary ranges for job descriptions, merit-based programs, bonus-based programs, commission-based programs, etc.

Employee Benefits

Employee benefits typically refers to retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans, etc. Benefits are increasingly expensive for businesses to provide to employees, so the range and options of benefits are changing rapidly to include, for example, flexible benefit plans.

Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization, that is, for doing their job. Some benefits, such as unemployment and worker's compensation, are federally required. (Worker's compensation is really a worker's

Recruitment

Recruiting is the key form the success of a selection system. The best possible selection system cannot overcome a poor recruitment strategy. The more quality applicants an organization can consider for a position, the more selective the organization can be and the more likely a highly-qualified applicant will be selected.

If an organization assumes it will receive applications from a broad distribution of good, average, and poor candidates, statistics show that the more applicants considered, the more likely the organization will find an individual at the high end of the distribution. Psychologically, a large number of potential candidates takes pressure off those making selection decisions and allows them to feel more comfortable rejecting applicants who do not meet stringent position requirements, knowing there are more to be considered.

Hiring managers faced with few candidates often lower their standards because they are frustrated at the difficulty in attracting qualified candidates. This has obvious short and long-term negative consequences for the organization.

In a recruitment environment where low numbers of qualified candidates are actively searching for new employment opportunities, a sound, aggressive recruitment strategy is particularly important. Recruiting is an on-going process - it cannot be turned on and off easily. Effective recruitment processes continually update recruiting sources and keep them active. A wide range of potential sources need to be considered and cultivated, including:

- State job services
- Local/regional/national media
- Trade publications
- Trade associations

- College/trade school/university placement offices
- Executive recruiters
- Employment & staffing firms
- Employee referrals
- Job training programs
- Internet resources

Working with creative professionals such as recruitment advertising agencies can help to develop image and recruitment advertising campaigns.

Selection System

Attention must be paid to all of the internal elements of the selection system:

Identification and approval of new positions, for example, must be well-coordinated, streamlined, and expedient, yet sensitive to budgetary limitations.

Application forms need to be well-organized, professional in appearance, and ask for critical information from every candidate, yet must conform to state and federal requirements to reduce potential legal exposure.

Tracking of applicants from entry into your selection system through hiring or rejection.

Internal human resource department roles must be clearly defined.

The interviewing process and methods need to be determined. Their conformance to legal requirements is extremely important. Who interviews candidates, how is the hiring decision made, who decides on the terms of employment (salary, start date, special considerations, etc.), and who makes the job offer?

What criteria will be used?

Will reference checks be required? Who will conduct them?

Will background checks be required? Who will conduct them?

How are rejected candidates handled?



Chapter 4

EMPLOYEE RECRUITMENT STRATEGY IN AKTEL

a) Policy Statement

AKTEL uses an efficient, non-discriminatory and systematic method of recruiting and selecting qualified applicants to fill vacant positions. When appropriate, Organization will give current employees first opportunity to apply for vacant positions. Provided they meet the requirements of the position.

b) Procedures

When it has been determined that there is a need to fill a position, the following tasks should be completed before advertising the position:

1. Review the job description to ensure that it is accurate or make changes as necessary.
2. Where there have been changes to the duties of the job, review the compensation rate to make sure that it remains accurate and competitive.

Organization can then explore potential sources of new recruits, such as:

- a Current Employee Referrals
- b Employment Agencies and Schools
- c Media Advertising
- d Temporary employees

AKTEL maintains an inventory of résumés from individuals. Résumés will be retained on file for a period of 6 months. The inventory should be used whenever external competitions are conducted.

ADVERTISING STRATEGY FOR RECRUTMENT

a) Policy Statement

All vacant positions will first be advertised internally, where appropriate, prior to seeking external applicants. Where there is a requirement for external recruitment. Positions will be advertised in a way that attracts as wide a selection of qualified candidates as possible. All recruitment will be conducted in an efficient non-discriminatory, systematic manner.

b) Procedures

Venues for advertising of positions may include the following:

- a. In-house newsletters or memos distributed to staff
- b. Human Resource Employment Centers
- c. National and/or local newspapers professional and trade newsletters
- d. Placement Recruitment employment or referral services personal contact and word of mouth. Referrals from current employee's redistribution of positions or referrals from Universities and Colleges
- e. Electronic recruitment via the internet

The method chosen will depend on the type of position. The urgency of filling the

Positions. The locations, the number of positions and the availability of financial resources.

Advertising should include:

- o the position title;
- o a brief description of the duties;
- o the qualifications required;
- o the location of the work;
- o information about the means of correspondence and a contact name to be reached in case of inquires;
- o the date by which applications must be received.

Care must be taken to ensure that the advertisement does not contain any requirement that could result in overt or systemic discrimination.

SELECTION PROCESS

AKTEL seeks to employ the most qualified candidate(s) available using position-related fair, reliable, cost-effective, efficient and valid selection methods that compare each candidate's qualifications to the position requirements.

Selection Plan

The Director of Admin where is applicable, the Supervisor of the position. Those members are involved in the staffing process. These committee members” may be involved in all or some of the components of the selection process.

The job description will be reviewed and updated if necessary to ensure that all the required functions are outlined and that all the required skills and abilities are identified.

Before beginning any staffing process, the method or process of selection should be determined. The methods used may vary depending on the nature of the position. The budget restrictions for numbers of applicant. The least expensive and least labor-intensive methods should be used first Reserve the more costly and time-consuming methods for a short list of applicants. A sample selection plan is as follows (steps that are considered mandatory are marked with *

- i. Application Screen* Application forms or résumés are reviewed to determine which applicants meet the basic qualifications.
- ii. Skill Tests Technical skills will be assessed to ensure that the individual can perform certain tasks.
- iii. Interviews’ One or more interviews may be conducted to determine the applicant’s suitability for the position. A questionnaire will be prepared in advance of the interview to ensure that all required skills and abilities are assessed.
- iv. Reference Checks* Two or three references are contacted to provide information about the applicant’s previous work, or other information related to the skills required in the job for which they are applying.

Application screen

In order to be considered for employment, the applicant must meet all of the minimum position requirements related to education/training, certification and experience. Knowledge and abilities may be assessed at different points in the selection process.

Often a candidate does not provide all the information you require in order to fairly assess all of their experience and skills. Therefore, the screening of applications can only be used as an initial assessment for certain types of credentials. Other tools must be used to assess a candidate's abilities and knowledge. For example, during the interview process one can gather additional information that demonstrates the candidate's abilities.

Only questions that are relevant to the ability of the individual to do the job can be asked on the application. In accordance with the Human Rights legislation, no information can be gathered about age, sex, family situation marital status or physical disabilities.

Selection interview

The selection interview should be used primarily to gain additional information about the candidate regarding their education, experience, Knowledge, skills and abilities.

In conducting an interview, the following guidelines should be adhered to:

Decide if the purpose of the interview will be an initial screening or a comprehensive review of the candidates qualifications.

Determine in advance specific questions that will be asked in the interview and develop an interview guide. The same questions must be used for all candidates to ensure fairness and provide candidates with equal opportunities to provide information regarding their skills and abilities. Questions should be equal in difficulty for all candidates.

Questions included in the interview should relate to the position and be phrased in the way that allows candidates to discuss their past performance and experience as they relate to the target position.

#Candidates' answers should be written down so that they can be recalled in their entirety when conducting candidate evaluations. Also, this provides a record should the results of the interview be questioned or should feedback be given to candidates.

#Avoid asking questions that could be perceived as being discriminatory. In particular, you must avoid any questions that could provide you with information that address the four prohibited grounds of discrimination in Canada.

Reference checks

Reference checks should always be conducted to verify information gathered through the selection process (e.g., resume screening, interview etc) about candidates' experience, performance, academic performance and professional characteristics (e.g., dependability, initiative).

In conducting reference checks, the following guidelines should be adhered to:

- a. Where possible, former Supervisors of the candidate should be contacted as they are the most accurate sources of information.
- b. Ask specific questions about past performance rather than general questions.
- c. Try to get specific examples to support statements about the candidate - for example, if the reference says the candidate "lacked motivation", ask "Can you give me some specific examples?"
- d. Ask only questions that are related to the position requirements.

- e. Assure the reference that the information he/she provides will be kept in confidentiality.
- f. Speak to more than one reference.
- g. Make note of the information provided so that it may be referred to when making the hiring decision and as a record should later queries arise.

Accountability/Responsibility

The Director Admin is responsible for:

- o organizing and guiding the selection committee through the process;
- o screening applications, with input from members of the staff
- o conducting interviews with participation from members of the staff;
- o conducting reference checks.

PROBATIONARY PERIOD

This policy is mandated under provincial Employment Standards legislation

a) Policy Statement

All newly hired employees will undergo a probationary period to ensure that their performance meets expectations. Continued employment is subject to satisfactory probationary performance reviews.

b) Procedures

The probationary period for new employees is 3 months. Continued employment is dependent on demonstration of satisfactory performance by the employee during the probationary period. Probationary performance reviews must be completed in writing (using the Performance Review Process) by the Supervisor and reviewed with the employee. Based on the results the employee will either be offered continued employment or employment will be terminated. After 3 months of employment, employees are entitled to notice of termination.

A written decision will be provided to the employee, the Supervisor and maintained in the Personnel file.

The Supervisor is responsible for conducting and coordinating probationary reviews.

The ED has accountability for authorizing decisions to offer continued employment or to terminate employment.

Grievance/Complain Procedure

If employees are concerned that company policies/principles and practices are being violated, they must point this out to their superiors. If they have good reason to assume that their superiors won't respond, then they must inform the next level supervisor.

Employees who point out deficiencies shall not suffer from retaliation for doing so. Management will do everything feasible to protect the employee. However, such protection against retaliation shall not imply immunity from legal or disciplinary consequences of acts or omissions that the employee may have otherwise committed.

Moreover, there may be occasions when an employee has grievance against the company, which cannot be resolved by discussion with the superior.

In view of that AKTEL recognized that it is necessary to provide a process/channel through which employees may express their grievance. This process should not be used by employees for grievances on issues, which are a matter of general policy (i.e., compensation, working hours or other collective issues).

Stage I

An employee with any grievance shall approach his immediate supervisor in writing supported by facts. The supervisor concerned shall investigate the issue and give a reply within 5 working days to the employee.

When the grievance is about his own reporting officer, he shall take it up with the reporting officer's superior in writing. The concerned employee should get a reply within 5 working days from the date of reporting the matter to his reporting officer's superior.

Stage II

If the concerned employee is unable to get the reply or is not satisfied with the reply, he may write to the Head of the Division / Department with all available information. The Head of the Division / Department should verify the information and take up the issue with the concerned people and give a reply within 10 working days to the employee.

Stage III

If the concerned employee does not get the reply from the Head of the Division / Department within 10 working days, he may write directly to the Head of Human Resources or may approach Head of HR for a meeting with a copy of his grievance.

Human Resources should give an audience within 5 working days and take up the issue with the concerned Division / Department Head and try to resolve it within 10 working days and communicate the decision through the respective Head of the Division / Department.

Final Stage

If the grievance is still not resolved, and the employee remains unsatisfied with the decision of the Head of Human Resources, he/she may within 15 days of the receipt of that decision appeal to the Managing Director and the Managing Director shall within 15 days on receipt of such grievance enquire into the matter and give the concerned employee an opportunity of being heard and then communicate his decision in writing to the employee.



Chapter 5

Result of the Research

We know that, correlation describes the strength of the relationship between two sets of interval-scaled or ratio scaled variable. It can assume any value from -1.00 to +1.00 inclusive. A correlation coefficient of -1.00 or +1.00 indicates perfect correlation. If there is no relationship between the two sets of variables, correlation is 0. If the correlation close to zero shows that the relationship is quite weak. If the correlation close to 0.5 or -0.5 it represent moderate positive or negative relationship. If correlation closes to 1.0 or -1.0 it represent very strong relationship. By this statistical law we see the correlation of AKTEL

Correlations between Employee Satisfaction and Statement apply supervisor/team leader

Correlations

			Total Employee satisfaction	Total statement apply supervisor/team leader
Total satisfaction	Employee	Pearson Correlation	1	.051
		Sig. (2-tailed)	.	.753
		N	40	40
Total statement apply supervisor/team leader		Pearson Correlation	.051	1
		Sig. (2-tailed)	.753	.
		N	40	40

In this figure, we see that correlations between Employee Satisfaction and Statement apply supervisor/team leader of AKTEL are .051, that means the value is 5.1 percent relationship between two parts. It represents very weak positive relationship between Employee Satisfaction and Statement apply supervisor/team leader

Correlations between HR & Admin Management (Contact Center) & Product & Service Information Management (Contact Center)

Table: 01 Correlations

		Total HR & Admin Management(Contact Center)	Total Product & service Information Management(contact center)
Total HR & Admin Management(Contact Center)	Pearson Correlation	1	.267
	Sig. (2-tailed)	.	.096
	N	40	40
Total Product & service Information Management(contact center)	Pearson Correlation	.267	1
	Sig. (2-tailed)	.096	.
	N	40	40

In this figure, we see that correlations between Total HR & Admin Management (Contact Center) & Total Product & service Information Management (contact center) of AKTEL are .261 that means the value is 26.7percent relationship between two parts. It represents weak positive relationship between Total HR & Admin Management (Contact Center) & Total Product & service Information Management (contact center)

Correlations between Complaint Management (Contact Center) & Quality Management (Contact Center)

Table: 02 Correlations

		Total Complain Management(Contact center)	Total Quality Management (contact center)
Total Complain Management(Contact center)	Pearson Correlation	1	.337(*)
	Sig. (2-tailed)	.	.034
	N	40	40
Total Quality Management (contact center)	Pearson Correlation	.337(*)	1
	Sig. (2-tailed)	.034	.
	N	40	40

* Correlation is significant at the 0.05 level (2-tailed).

In this figure, we see that correlations between Total Complain Management (Contact center) & Total Quality Management (contact center) of AKTEL are .337 that means the value is 33.7percent relationship between two parts. It represents weak positive relationship between Total Complain Management (Contact center) & Total Quality Management (contact center)

Correlations between Special / Priority Service Management (Contact Center) & Customer Care / Branch Operation

Table: 03 Correlations

		Total Special/Priority Service Management (contact center)	Total Customer care/ Branch operation
Total Special/Priority Service Management (contact center)	Pearson Correlation	1	.287
	Sig. (2-tailed)	.	.072
	N	40	40
Total Customer care/ Branch operation	Pearson Correlation	.287	1
	Sig. (2-tailed)	.072	.
	N	40	40

In this figure, we see that correlations between Total Special/Priority Service Management (contact center) & Total Customer care/ Branch operation of AKTEL are .287 that means the value is 28.7percent relationship between two parts. It represents weak positive relationship between Total Special/Priority Service Management (contact center) & Total Customer care/ Branch operation

Correlations between Total opinions & Total Customer care/ Branch operation

Table: 04 Correlations

		Total opinion	Total Customer care/ Branch operation
Total opinion	Pearson Correlation	1	.316(*)

	Sig. (2-tailed)	.	.047
	N	40	40
Total Customer care/ Branch operation	Pearson Correlation	.316(*)	1
	Sig. (2-tailed)	.047	.
	N	40	40

* Correlation is significant at the 0.05 level (2-tailed).

In this figure, we see that correlations between Total opinion & Total Customer care/ Branch operation of AKTEL are .316 that means the value is 31.6 percent relationship between two parts. It represents weak positive relationship between opinion & Total Customer care and Branch operation.

Correlations between Total opinions & Total Special/Priority Service Management (contact center)

Table: 05 Correlations

		Total opinion	Total Special/Priority Service Management (contact center)
Total opinion	Pearson Correlation	1	-.097
	Sig. (2-tailed)	.	.552
	N	40	40
Total Special/Priority Service Management (contact center)	Pearson Correlation	-.097	1
	Sig. (2-tailed)	.552	.
	N	40	40

In this figure, we see that correlations between Total opinion & Total Special/Priority Service Management (contact center) of AKTEL are -.097 that means the value is 9.7 percent relationship between two parts. It represents weak negative relationship between Total opinion & Total Special/Priority Service Management (contact center).

Correlations between Total opinions & Total Quality Management (contact center)

Table: 06 Correlations

		Total opinion	Total Quality Management (contact center)
Total opinion	Pearson Correlation	1	.211
	Sig. (2-tailed)	.	.192
	N	40	40
Total Quality Management (contact center)	Pearson Correlation	.211	1
	Sig. (2-tailed)	.192	.
	N	40	40

In this figure, we see that correlations between Total opinion & Total Quality Management (contact center) of AKTEL are .211 that means the value is 21.1 percent relationship between two parts. It represents weak positive relationship between Total opinion & Total Quality Management (contact center)

Correlations between Total opinions & Total Complain Management (Contact center)

Table: 07 Correlations

		Total opinion	Total Complain Management (Contact center)
Total opinion	Pearson Correlation	1	.168
	Sig. (2-tailed)	.	.301
	N	40	40
Total Complain Management (Contact center)	Pearson Correlation	.168	1
	Sig. (2-tailed)	.301	.
	N	40	40

In this figure, we see that correlations between Total opinion & Total Complain Management (Contact center) of AKTEL are .168 that means the value is 16.8 percent relationship between two parts. It represents weak positive relationship between Total opinion & Total Complain Management (Contact center)

Correlations between Total opinions & Total Product & service Information Management (contact center)



Table: 08 Correlations

		Total opinion	Total Product & service Information Management(contact center)
Total opinion	Pearson Correlation	1	.365(*)
	Sig. (2-tailed)	.	.021
	N	40	40
Total Product & service Information Management(contact center)	Pearson Correlation	.365(*)	1
	Sig. (2-tailed)	.021	.
	N	40	40

* Correlation is significant at the 0.05 level (2-tailed).

In this figure, we see that correlations between Total opinion & Total Product & service Information Management (contact center) of AKTEL are .365 that means the value is 36.5 percent relationship between two parts. It represents weak positive relationship between Total opinion & Total Product & service Information Management (contact center)

Correlations between Total opinions & Total HR & Admin Management (Contact Center)

Table: 09 Correlations

		Total opinion	Total HR & Admin Management(Contact Center)
Total opinion	Pearson Correlation	1	.133
	Sig. (2-tailed)	.	.415
	N	40	40
Total HR & Admin Management(Contact Center)	Pearson Correlation	.133	1
	Sig. (2-tailed)	.415	.
	N	40	40

In this figure, we see that correlations between Total opinion & Total HR & Admin Management (Contact Center) of AKTEL are .133 that means the value is 13.3 percent relationship between two parts. It represents weak positive relationship between Total opinion & Total HR & Admin Management (Contact Center)

Correlations between Total opinions & Total statement apply supervisor/team leader

Correlations

Table: 10

		Total opinion	Total statement apply supervisor/team leader
Total opinion	Pearson Correlation	1	.302
	Sig. (2-tailed)	.	.059
	N	40	40
Total statement apply supervisor/team leader	Pearson Correlation	.302	1
	Sig. (2-tailed)	.059	.
	N	40	40

In this figure, we see that correlations between Total opinion & Total statement apply supervisor/team leader of AKTEL are .302 that means the value is 30.2 percent relationship between two parts. It represents weak positive relationship between Total opinion & Total HR & Admin Management (Contact Center)

Correlations between Total opinions & Total Employee satisfaction

Table: 11

Correlations

		Total opinion	Total Employee satisfaction
Total opinion	Pearson Correlation	1	.029
	Sig. (2-tailed)	.	.860
	N	40	40
Total Employee satisfaction	Pearson Correlation	.029	1

Sig. (2-tailed)	.860	.
N	40	40

In this figure, we see that correlations between Total opinion Total Employee satisfactions of AKTEL are .029 that means the value is 2.9 percent relationship between two parts. It represents weak positive relationship between Total opinion Total Employee satisfactions.

Conclusion

As per my report, the objectives were disseminated with significant manifestation of the evaluation method & the types of stipulations is appraising by the authority related to the other organization. Also the coherent issues & the reporting relationship effecting to the evaluation were covered in to this report also. The report is discussed about the internal evaluation process within the department. It has also covered the reporting relationship with strategic management performance view. As a multinational company AKTEL is practicing the best possible way to evaluate their employees according to the manner. Each and every month AKTEL is appraising their employees. The appraising report goes to HR department and designated an employee as an employee of the month in the contact center department. It makes the employee more motivated as well as make them efficient to become more creative towards their work place. As it is the most active department in the organization it follows the perfect performance appraisal procedure from the HR department.

Recommendation

Contact center department is the most active department in this company. They always try to maintain a level of standard to fulfill the requirements of the company because this department is the only department where customers communicate directly to solve there complaints and answers.

Based on the evaluation and analysis done in this report, following things need to consider as a recommendation.

- The company should make the WFM more easy and flexible because it is very heard to maintain for the employees.
- The call evaluation score depends on written exam, handling call & CMS report. Rather than evaluating on this three it should be count as individual.
- The department has sub grouped a team under a team leader & it is fixed. It creates discrimination between groups to group. Team mate's rapport varies person to person as well as group to group.
- The turnover of this department is very high. One of the strong reasons, the road map is very short to develop his/her career as an individual. Switching the department is very heard after performing well couple of years. The facility which has provided from the authority is not equal for all the employees.

Bibliography

- Annual report – 2004, 2005, 2007
- Contact Center Performance Appraisal report- 2006,2007
- Senior assistant manager of the contact center department
- www.aktel.bd.com

		Strongly agreed/ very satisfied	Agree/ satisfied	Natural	Disagree/ dissatisfied	Strongly disagreed/ vary dissatisfied	Additional commands/ Remarks
1	I understand the importance of my contribution towards AKTEL						
2	I have adequate information available which enables me to do my job well						
3	I am satisfied with the physical working conditions (e.g., ventilation, space, cleanliness, temperature)						
4	I am happy with the workload & job responsibility						
5	I get opportunity to work in interesting areas						
6	My teammates are helpful & encourage me to perform better						
7	Individual differences are respected here(e.g. gender, race, educational background, religion)						
please tell us how well following statements apply to your supervisor/ Team leader							
8	I have easy communication with my supervisor						
9	My supervisor is knowledgeable about my work						
10	My supervisor allows me to discuss problems & share ideas						
11	My supervisor motivates the team to perform better						
12	My supervisor has problem solving skills						
13	My supervision considers flexibility in work schedule						
14	I receive honest & fare performance evaluation						
15	My supervisor appreciates good work						
16	My supervisor leads the team effectively						
17	Overall relationship with my supervisor						
18	HR & Admin Management						
	Behavior						
	Communication						
	Support						

	Performance evaluation						
19	Product & Service Information Management						
	Behavior						
	Communication						
	Support						
	Performance evaluation						
20	Complaint Management						
	Behavior						
	Communication						
	Support						
	Performance evaluation						
21	Quality Management						
	Behavior						
	Communication						
	Support						
	Performance evaluation						
22	Special/ Priority Service Management						
	Behavior						
	Communication						
	Support						
	Performance evaluation						
23	Customer Service/ branch operation						
	Behavior						
	Communication						
	Support						
	Performance evaluation						

Sl no.	Please feel free to express your opinion about the following areas	Strongly Agreed	Agree	Neutral	Disagree	Strongly Disagree	Comments/Remarks
24	I have an access to company sponsored training						
25	I am happy with the internal training						
26	I have real opportunity for career development in this company.						
27	I am optimistic about my future success in this division						
28	I expect to have a long career with this company						
29	I would recommend AKTEL as a place to work						
30	I am proud to work for AKTEL						
31	I am happy with the way our management is leading the company.						
32	I have confidence in the leadership in my department / unit.						
33	Overall I am satisfied with AKTEL.						

