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# Job Satisfaction in the Mobile Telecom Industry of Bangladesh: An Internal Marketing Approach

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***Abstract:*** *Customer satisfaction is the focal point of successful business in a perfectly competitive market. But such satisfaction of customers depends on the wholehearted efforts and services of the motivated employees. So, it is evident that satisfied employees can make satisfied customers. This is the reason internal marketing approach is endeavored by the dynamic organizations to ensure job satisfaction so that ultimate business success can be achieved for a sustainable development of the concerned. In this regard, this paper recommends how internal marketing can help the companies in the mobile telecom industry of Bangladesh in achieving their business success after a thorough analysis of the employee perspectives on their job satisfaction.*

***Keywords:*** *Job satisfaction, Internal marketing, Motivated employees, Sustainable development, Mobile telecom.*

## Prelude

Internal Marketing is a determining factor in the success of any business organization. A mobile telecom company is also not an exception to this. In the acutely competitive mobile telecom industry it has been difficult to survive for a company only with customer centric external marketing programs only. In addition, it has been essential to ensure continuation of the best quality service together with maximum business potential which may be done through the active role and performance of effective and motivated team of its employees. It is because, effective employer-employee relationships through successful internal marketing programs can only lead to the benefits such as:

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**(a)** customer conscious employees, **(b)** low employee-turnover rates, **(c)** an increase in service quality, **(d)** high levels of employee satisfaction and **(e)** an improved ability to implement change in the organization (Ballantyne 1997; Lewis, 1989; Taylor and Consenza, 1997; Stershic, 1995; Varey and Lewis, 2000; Joseph, 1996). In this regard, internal marketing may act as an effective marketing tool. From this perspective, the present study conducts a literature review and empirical survey to examine the role of internal marketing in assuring job satisfaction to enable the companies in the mobile telecom industry of Bangladesh in achieving their business success.

## Literature Review

In a good number of cases the economic benefit of mobiles have been reported (Rashid, 2009) and it was also exhibited that the mobile telephony can have significant impact on economic development (Rashid, 2009). Studies by Heeks (2008) and Frempong (2007) indicate that the economic potential of mobile telephony cannot be fully realized unless appropriate services and institutions are developed. But the development as well as rendering such services requires high employee satisfaction. Towards this end, the mobile phone telecom industry may follow internal marketing to make adequate adaptations to the changes and respond quickly to improve or sustain their competitive advantage (Jamison, 1998; Hamel and Prahalad, 1996; Chakravarthy, 1997). They have already used several approaches to adapt to the new requirements and to improve their long-term performance (Chakrabarti, et.al, 1994; Hitt, et.al, 1996; Williamson, 1996). Of them the case of the practice of the applied internal marketing philosophy by the mobile phone telecom industry is noteworthy in this regard.

From the findings of many prominent research works this is evident as a common phenomenon that marketing is aimed to satisfy customers with a view to achieve competitive advantage. However, without effective pool of resourceful employees a business organization is a ship in the middle of the rough ocean without sailors. It is, therefore, internal marketing is aimed at the attraction, retention, and motivation of "service-minded", "customer-conscious" employees to aid the perceived service quality and effective external marketing of the enterprise as a way to competitive advantage (Varey and Lewis, 2000). Hence, 'Internal Marketing' must precede 'External Marketing' because it makes no sense to promise excellent service before the company's staff is ready to provide it (Kotler, 2003). It is because to have satisfied customers the organization must also have satisfied employees (George, 1977). Satisfied employees are a precondition for satisfied customers. Rosenblunth and Peters (1992 in Ewing and Caruana, 1999) go even further and say that the needs of the customer should come second to those of employees, as customer needs will only be successfully met after those of employees have been satisfactorily met. Therefore, the main objective of the internal

marketing function is to obtain motivated and customer conscious personnel at every level (Ewing and Caruana, 1999). It means the concept of internal marketing is not limited to the 'front-line' customer service staff alone (De Bussy et.al, 2003). Even the employees who do not interact directly with customers may impact upon perceived service quality because they directly influence the service providers (George, 1990 in De Bussy et.al, 2003). If all employees perform their jobs well they are a value-added component of the service and product offering. The duty of internal marketing is to develop employee awareness of their roles and help them to commit to active participation in the marketing or exchange process, i.e. to make the corporation more marketing-oriented (Varey and Lewis, 2000). Tansuhaj et.al, (1991) suggest that any internal marketing program should adopt a holistic approach between human resources management and marketing and Ballantyne (1997) points out that internal marketing develops and influences customer consciousness among employees (Varey and Lewis, 2000). Grönroos (Peck et.al, 1999) claims that it is not enough to have customer-conscious employees for effective service delivery. It is also important to have synergy between the various functions in the organization. Internal marketing is a tool that helps organizations initiate integration between various functions to enable employees to work across functional borders, to align them with external customers' needs and expectations in accordance with the organization's mission, strategies and goals (Peck et.al, 1999). Successful internal marketing programs can lead to the benefits such as: **(a)** low employee-turnover rates, **(b)** an increase in service quality, **(c)** high levels of employee satisfaction, and **(d)** an improved ability to implement change in the organization. (Taylor and Consenza, 1997; Lewis, 1989; Joseph, 1996; Stershic, 1995)

## Objective

The present study is an attempt to examine the satisfaction at workplace from the perspectives of the mobile telecom companies operating in Bangladesh. This research study also includes important findings regarding telecom services and workforce profile.

## Methodology

The present study includes both quantitative and qualitative primary data collection through a field survey of the 50 (fifty) sample respondents based on a structured questionnaire through the direct interview method. Respondents were selected purposively. Besides the interview method, other marketing research techniques like questionnaires, informal discussion, and participatory observation have also been used for primary data collection in this study. The "7 Scale Likert type Questionnaires" have been distributed to the randomly selected employees of the mobile telecom companies in Bangladesh. The empirical research work of the paper has been pursued to achieve the

principal objective of the study. Table 01 to Table 03 exhibit the distribution of the sample respondents.

**Table 01**
**Gender and Age-wise Sample Distribution**

| Gender | Age (in Years) | | | | Total |
|---|---|---|---|---|---|
| | 18 to 29 | 30 to 39 | 40 to 55 | 55+ | |
| Male | 14 | 17 | Nil | Nil | 31 |
| Female | 11 | 08 | Nil | Nil | 19 |
| Total | 25 | 25 | Nil | Nil | 50 |

*Source: Field Survey*

**Table 02**
**Designation-wise Sample Distribution**

| Management Levels | Gender | | Total |
|---|---|---|---|
| | Male | Female | |
| Entry Level Employees | 11 | 09 | 20 |
| Mid Level Employees | 18 | 10 | 28 |
| Corporate Level Employees | 02 | --- | 02 |
| Total | 31 | 19 | 50 |

*Source: Field Survey*

**Table 03**
**Length of Employment Period**

| Employment Period | Employees (in and Numbers) | |
|---|---|---|
| | Percentage | Numbers |
| <1 Year | 32 | 16 |
| 1 to 3 years | 12 | 06 |
| 4 to 6 years | 40 | 20 |
| More than 6 years | 16 | 08 |
| Total | 100 | 50 |

*Source: Field Survey*

**Sample Distribution.** Table 03 exhibits that the number of employees is 50 of which the highest number of respondents is 20 (i.e. 40%) has been chosen from those whose service period is in between 4 to 6 years, the immediate next highest number (16 in numbers i.e. 32%) among the entry level employees having less than 1 year experience while employees with more than 6 years of experience and working as either mid and/or corporate level are 16 of the total number of respondents. The lowest participation was from the 1 to 3 years experience group employees who are 6 in number (i.e. 12%).

However, reluctance to fill up the survey questionnaire due to their corporate bindings has been a big drawback of this study though finally the targeted numbers of samples have been availed of.

**Research Problem.** The level of competition is very intense in the mobile telecommunication industry of Bangladesh. Hence, each operator aims to ensure customer satisfaction by developing its competitive advantages through finest quality, core, value added and life style services. And to provide such services a mobile operator requires competent and experienced teams of employees with varied backgrounds and expertise. For this reason, the mobile telecom companies offer very handsome pay package with many other benefits and facilities to such kind of employees. But resourceful employees are scarce and retaining them is a challenge for the company if it cannot ensure proper job satisfaction. Therefore, to maintain the leading position in the

market each mobile telecom company needs to identify the factors related to internal marketing.

**Research Question.** This study investigates the question: "Is there a significant relationship between internal marketing and job satisfaction in the mobile telecommunication industry of Bangladesh?".

**Research Proposition.** The study proposed that there is a significant relationship between internal marketing and job satisfaction in the mobile telecommunication industry of Bangladesh.

**Mobile Telecom Services in Bangladesh**

With the rigorous development of the Information & Communications Technologies (ICT), the use of mobile phone(s) has also become a common option in the communication means of the pro-modern life styles of Bangladeshi people. In this regard, the six mobile telecom service branded operators namely Grameen Phone (GP), Robi, Banglalink, Airtel, Citycell, and Teletalk are in acute competition to ensure customer oriented service delivery. With this end in view, such companies offer various types of mobile telecom services which are as follows:

**Core mobile telecom services** include pre-paid and post paid packages (with or without handsets) including a range of services like local and national wide dialing, international roaming, internet connectivity, and multifarious services Short Message Service (SMS), International SMS, Facebook SMS, Multimedia Message Service (MMS), International MMS, Voice Mail Service (VMS), call block, friends & family, missed call alert, mobile backup, flexiload or e-fill, balance transfer, vehicle tracking, Voice SMS, Ebill, Smart Load, Buddy Tracker, Quick Search, etc.

**Life style influencing services** of the mobile telecom operators are noteworthy. Information services (e.g. news service, stock update service-BULL, sports news, job news, islamic service, directory service, health line, study line, weather, muktijudhdho porta), music services (e.g. welcome tune, ringtones, music radio, music news), games, lifestyle contents (infotainment, voice chat, SMS Chat, entertainment box), market based commercial transactions (e.g. robibazar, cellbazar, mobicash, billpay), business solutions for customized communication services for business, public phone (PCO) and village phone for self-employment opportunities, corporate/enterprise solutions (e.g. mobile office through internet modem, internet for small screen, mobile security, m-reporting, vehicle tracking, team tracker, efficient inbound and outbound communication through messaging like Web SMS, Business SMS; web office through Web Hosting & Domain Registration, enterprise security, internet for large screen, directory service, mobile e-mail, ebill for Business) etc., are some remarkable mobile lifestyle services

**Customer services include** *Online customer service* (e.g. own dedicated chatting service from 7am to 12am), *24 hours helpline*, *useful information* (e.g. new connection purchase, SIM replacement, migration, address change, auto debit, correction of wrong payment, duplicate subscription paper, itemized bill/call detail, international roaming, postpaid international call access request, lost phone barring, cancellation of subscription, reconnection), *useful contacts* (e.g. customer service for query, request, complaint, instantly updated postpaid bill, chat with customer service live, hotline for calling from other operator numbers, customer service hotline for customers while in roaming; bill and usage information, Postpaid bill payment, internet service, campaign and promotional offer, welcome tune activation/deactivation service, FnF information service, missed call alert service, mobile banking service, health related information, study related information [8:00am-10:00pm], directory service [8:00am-10:00pm], music radio service, migration among the various packages of the same operator, etc.), *Customer Care/Service Points/Centers* all over the country, and Web based feedback through *feedback form*.

**Workforce for Mobile Telecom Services in Bangladesh**

The following section highlights the current structure, culture, relationship and methods of communication of employees as part of internal marketing program among the mobile telecom companies operating in Bangladesh.

**Types or groups of employees:**

**Customer Care Service Specialists** with competent service resolve customer queries and provide administrative support & alternative solutions (i.e filing, reporting) to the department.

**Network and Telecom Engineers** support the customers and internal staffs with effective phone system/voicemail management, operational telecommunications network support.

**Value Added Service (VAS) Team** enhances employee orientation and pleasant customer experience through innovative communication plans and emerging technologies.

**Documentation Management Team** adheres to strict compliance through regular follow up of channel members and sales team, reduction in non compliance cases and monitoring the timely completion of audit, data entry, scanning, upload and dispatch.

**Billing Delivery Team** assists both the sales and customer service team with timely bill printing and dispatch, alignment of the courier and postal agency to ensure timely bill delivery, monitor and audit the performance of the concerned agency, plan campaign for e-bill promotion, etc.

**Human Resource Management (HRM) team** enables service quality improvement through selection, training and development, performance appraisal, promotion, financial and non financial benefits and rewards, policy supports, etc.

**Sales Team** aims to increase customer and revenue market share through customer and employee driven relationship marketing, new leads from existing subscribers, cross-selling and up-selling, etc.

**The Marketing Management Team** increases the service mindset of the employees and customers satisfaction level through the integrated 7Ps marketing planning and strategies.

**The Financial Management Team** provides necessary supports including short, mid and long term financing as per budget requirements of the unit so that all internal and external expenditures can be met.

**Organization Structure:**

**Levels of Management** include the Chairman at strategic level/top management), the VP (Vice President/Chairman), Director-Level (i.e. business/management level) and the Manager-Level (i.e. Operational Managers or Department Heads). The staffs report to the operational level managers.

**Strategic Business Units (SBUs).** In order to ensure effective management, many of such companies have structured their operation into two individual B2C strategic business units (SBU's) namely– **(a)** Mobile Services (GSM/CDMA technology based mobile and fixed wireless services), **(b)** Telemedia Services (Broadband and telephone services), and one B2B Enterprise Services (end-to-end telecom solutions to corporate customers and national and international long distance services to carriers).

**Organizational Culture:**

The value driven, creative, committed, dynamic, energetic, passionate and diverse individuals with can-do attitude and winning mindset have made the mobile telecom companies in Bangladesh as pleasant, passionate, proactive and continuous platform to

empower them to reach their full potential with an array of opportunities including the following:

**Work Benefits** such as recognition, performance bonuses, monetary benefits and sound health policies, etc. are provided to the deserving employees for their continued hard work and contribution.

**Recreation and Relaxation Benefits** such as sports day, celebration of religious events, entertainment, product launch parties, etc. cafeteria with multi-cuisine food and flexible work mode are provided by such companies to enhance productivity of their employees.

**E-culture** through automation by the installation of broadband and WiFi networking devices and various software packages to handle complex internal business processes has enhanced the productivity, convenience, security, and development of their employees.

**Mode of internal marketing communication:**

Apart from both vertical and horizontal interaction among the superiors, subordinates and colleagues through audio-visual methods, the following methods of internal marketing communication are being used by the mobile telecom companies in Bangladesh to enhance employee motivation, cooperation, efficiencies, job satisfaction, quality of work, etc., which altogether lead to the value added service to the external customers resulting into higher satisfaction of customers and more profitability:

**Direct marketing** or one-to-one communication among the internal customers through official reports and letters, intranet, web conferencing, email, SMS, blogs, etc.

**Counseling and/or briefing** employees with personal supervision.

The declaration of **sales promotion incentives** such as recognition, reward points, commission to the sales persons, sponsoring to the employees in their higher studies, etc.

**Training** of various types such as ‘on the job’ and ‘off the job’ training, etc. enables such operators to effectively communicate the vision and mission of the company to make result oriented employees.

**Meetings** of various types have allowed their employees to proactively interact, contribute their creative ideas, resolve unsettled issues and implement development programmes.

**Job Entry and Exit interview** to attract and retain the resourceful employees with exclusive agreement.

## Survey Results

It has been found from the study that the employees of the mobile telecom companies in Bangladesh have different perspectives regarding their job satisfaction. The Table 04 is self-explanatory in nature which chronologically enlists the findings of the study.

**Table 04**
**Perspectives of Mobile Telecom Employees on Job Satisfaction**

| Employee Perspectives on Job Satisfaction | Level of satisfaction in % | | | | | | |
|---|---|---|---|---|---|---|---|
| | ED | HD | SD | Neutral | SS | HS | ES |
| Overall satisfaction of employees working for the company | – | – | 10 | 20 | 30 | 40 | – |
| Overall satisfaction of employees working for their department | – | – | – | 30 | 28 | 34 | 8 |
| The employees recommend the company as a good place to work | – | – | – | 4 | 22 | 58 | 16 |
| The company clearly conveys its mission to its employees | – | – | 8 | 8 | 16 | 52 | 16 |
| The employees agree with the company's overall mission | – | – | – | 10 | 22 | 48 | 20 |
| The employees feel like that they are a part of the company | – | – | – | – | 20 | 40 | 40 |
| There is good communication from employees to managers in the company | – | 4 | 6 | 16 | 42 | 20 | 12 |
| There is good communication from managers to employees in the company | – | 2 | 8 | 12 | 34 | 30 | 14 |
| The job gives employees the opportunity to learn | – | – | – | – | 42 | 34 | 24 |
| The employees have the tools and resources they need to do their job | – | – | 4 | 6 | 36 | 38 | 16 |
| The employees have the training they need to do their job | – | – | – | – | 24 | 40 | 36 |
| The employees receive the right amount of recognition for their work | – | – | 6 | 16 | 44 | 24 | 10 |

| **Employee Perspectives on Job Satisfaction** | **Level of satisfaction in %** | | | | | | |
|---|---|---|---|---|---|---|---|
| | **ED** | **HD** | **SD** | **Neutral** | **SS** | **HS** | **ES** |
| The employees are happy with the advancement opportunities that exist in the company for them | – | – | 6 | 8 | 44 | 34 | 8 |
| The employees feel underutilized in their job | 44 | 26 | 12 | – | 8 | 6 | 4 |
| The amount of work expected of them is reasonable | – | – | 8 | 12 | 46 | 26 | 8 |
| It is easy to get along with their colleagues | – | – | – | 20 | 10 | 30 | 40 |
| The morale in their department is high | – | – | – | 10 | 40 | 20 | 30 |
| People in their department communicate sufficiently with one another | – | – | – | 20 | 10 | 50 | 20 |
| Overall, their supervisor does a good job | 3 | 5 | 12 | – | 40 | 10 | 30 |
| Their supervisor actively listens to their suggestions | – | 20 | 20 | – | 40 | --- | 20 |
| Their supervisor enables them to perform at their best | 10 | – | 20 | – | 20 | 20 | 30 |
| Their supervisor promotes an atmosphere of teamwork | – | 10 | – | – | 30 | 10 | 50 |
| It is clear to them what their supervisor expects of them regarding their job performance | – | – | – | – | 30 | 40 | 30 |
| Their supervisor evaluates their work performance on a regular basis | – | – | – | 10 | 10 | 40 | 40 |
| Their supervisor provides them with actionable suggestions on what they can do to improve. | – | – | – | – | 20 | 40 | 40 |
| When they have questions or concerns, their supervisor is able to address them. | – | 10 | – | – | 10 | 40 | 40 |
| Base pay | – | – | – | 40 | 30 | 20 | 10 |
| Bonus | – | – | 10 | 30 | 20 | 30 | 10 |
| Career progression at the company thus far | – | – | 10 | 40 | – | 30 | 20 |

| **Employee Perspectives on Job Satisfaction** | **Level of satisfaction in %** | | | | | | |
|---|---|---|---|---|---|---|---|
| | **ED** | **HD** | **SD** | **Neutral** | **SS** | **HS** | **ES** |
| Possibilities for future career progression at the company | – | – | 10 | 20 | 40 | 20 | 10 |
| The vacation time they receive | – | – | – | 10 | 50 | 10 | 30 |
| The retirement plan | – | – | 10 | 50 | – | 40 | – |
| Medical insurance | – | 10 | 10 | 10 | 30 | 30 | 10 |
| Other benefits offered by the company | – | – | 10 | 10 | 20 | 20 | 40 |
| The process used to determine annual raises | – | – | 10 | 50 | 10 | 10 | 20 |
| Annual raise/increment | – | – | 10 | 40 | 30 | – | 20 |
| The process used to determine promotions | – | – | 20 | 40 | 10 | 20 | 10 |

**Source:** Field Survey

(ED= Extremely Dissatisfied/Disagree; HD= Highly Dissatisfied/Disagree; SD= Somewhat Dissatisfied/Disagree; SS= Somewhat Satisfied/Agreed; HS= Highly Satisfied/Agreed; ES= Extremely Satisfied/Agreed)

**Discussions**

The literature review, findings regarding service and workforce profile and survey results of the study proves the observation by showing a significant relationship between internal marketing and job satisfaction in the mobile telecom industry of Bangladesh. From this study it is also evident that to cope with the cutely competitive environment the telecom operators in Bangladesh have been customer oriented and adhered to their commitment to provide total customer satisfaction by offering core, value added, customized and life style services. For this reason, the concerned mobile telecom operators hire and retain dedicated, efficient, competent, knowledgeable and technically sound resourceful employee teams by adopting internal marketing strategies and action plans such as handsome pay package with many other benefits and facilities to employees

This endeavor of the companies is strongly supported by the survey result that has proved that employees of these companies feel like themselves as part of the company due to their job satisfaction which is a direct result of the implementation of the internal marketing strategies namely handsome pay package, amount and process of annual increment, insurance coverage, retirement benefits, good vacation and leave policy

support, positive supervision, good horizontal and vertical communication, skill development and job related learning opportunities, recognition for contribution, career advancement opportunities, reasonable workload, positive relationship with colleagues, high morale, atmosphere of teamwork, defined job description, possibilities for future career progression, etc.

**Conclusion and Recommendations**

From the above findings it is clearly evident that the mobile telecom companies in Bangladesh possess very good organization structure and culture which may further be enhanced through the effective implementation of internal marketing approach and utilization of internal marketing communications tools. Hence, if the following recommendations may be implemented there may be a positive change through the team of motivated employees and thereby expanding the business of the mobile telecom companies:

1. Providing incentives such as handsome salary, recognition and reward points for the best customer service performance and/or zero interrupted network service, sponsoring in their higher studies, may ensure a friendly working environment for the employees that will not only ensure their satisfaction but also retention for a long time.

2. Family Friendly Benefits such as world-class fitness center and spa facility in office, grocery shopping center, and sabbatical policy to allow 6 months personal leave and up to 1 year for higher education, day care center facility to support working parents, etc., may be provided for professional and personal growth of mobile telecom employees.

3. To retain resourceful employees, sufficient provision their future career progression shall have to be ensured with all necessary facilities.

4. Job rotations and promotions in/to different positions may motivate them and thereby develop a good relationship with them.

5. A committed team can be developed by listening to the employees' opinions, feedback, suggestions, identifying the current facilities, and fulfilling the necessary requirements and expectations.

6. By sitting and discussing with the employees where a wrong is going on may be identified and a correction may also be done. In this regard, necessary adjustments and compromise may be done to convince the said resourceful employees.

7. Effective communication through a cultured, cordial, polite, positive, proactive, precise, relevant, acceptable, written and voiced communication may reduce confusions, manipulations and misunderstandings in one hand and develop a healthy relationship with the employees of mobile telecom through transparent, happy and satisfactory environment on the other hand.

8. Participative management to assign (i.e. not to impose) responsibilities and decision making authority according to their interests so that they feel important and indispensable for the company and get encouraged to share their work with each other so that they tend to talk and discuss things among themselves more. Thus, their comfort level increases resulting into effective decision.

9. Organizing events such as birthday parties, Christmas parties, new year parties, lunch/dinner parties, inter-departmental meeting, award ceremonies to acknowledge the top performers and loyal employees, etc. may increase intimacy between the concerned company, and the employees (e.g. telecom engineer and customer care) and strengthen their bonding further.

10. Positive attitude at work to avoid stress and maintain a mutually beneficial cordial relationship between the concerned company, and the telecom employees and within the employee group as well.

11. Utilization of communication tools to increase employee loyalty and commitment:

    a) Besides the official report, letters and performance appraisal forms by HR Department, Email as the cheapest, fastest and effective way of communication may be used to reach the target group. Now-a-days it is also becoming very popular as common tool of internal marketing communication. By containing attached files, newsletters, updated information, etc., an email is an efficient way to contact every employee within the organization even without leaving their own seat. Further, because of the widest uses of mobile for instant and on the move uninterrupted communication employees choose email as it allows them to collaborate among themselves, give access to resources on the organization's intranet, send links to resources using 'really simple syndication' (RSS) feeds, etc.

    b) E-Communication including telephones, mobiles, PCs, web sites, knowledge networks, e-learning, etc. may be used utilized for internally effective communication.

c) Intranet may extensively be used to connect almost instantly to any employee within an organization irrespective of their geographical presence through electronically held information such as reports, letters and other official document attachments with high confidentiality. Intranet as an information system includes the name, email address and other details of the employees and hence anyone whose name is recorded within organizational database can be connected with name only instead of putting his/her whole email address in sending messages.

d) Blogs may be a convenient and very effective platform for mobile operating company to enable an open discussion by allowing its employees to post their views and opinions. Being an online diary it may include the content such as graphics, pictures, sound and video clip, links to various web resources, and the other relevant topics under discussion about company posted by the employees which engage the readers by alluring them to make comments, contribute with new and innovative ideas in one hand and enable the R&D professionals to monitor the progress of their project. Such blogs may also be advantageous to make the company news, audit notes, any new development (e.g. new accounting standards), message from the CEO or Directors or other high officials, knowledge networking available to the all concerned (David and Neil, 2008).

e) Wikis being a relational database management system include(s) all similar contents, resources, and links of a common theme in a very professional and elaborate manner. Wikis are of various types namely **(a)** internal control and compliance wikis which records policy and compliance related data; **(b)** project team wikis that records views and experiences of project team members; **(c)** year-end wikis that records all the audit reports, agenda, meetings and their minutes, and the likes; **(d)** technical issues wikis that preserves information on tax, security, enterprise resource planning data, etc. Hence, being database such wikis may be used as the store house of necessary internal information that encourages knowledge sharing (David and Neil, 2008).

f) Web conferencing as a rigorously developed innovative tool of Information & Communication Technology (ICT) allows both audio and video conferencing, training programmes, forecasting and reviews, interviewing, board meeting, product launching, presentation and document sharing, file transfer, web browser and database sharing, etc.. Thus, multiple users from employee groups may simultaneously access to the internal environment from multiple locations. Though initially it was costlier, with the advent of free web conferencing tools like Skype, Google Talk, Time Viewer, etc., it has now become very cost

effective to communicate internally within organization and its branches or subsidiaries scattered at different locations.

g) Short Message Service (SMS) as a very convenient and interactive tool of internal marketing communication enables the employees to contact with one another at very low cost with instant delivery and confirmation features. Thus, employees may be updated instantly by the concerned regarding information related to market research, branding, etc.

h) Training of various types such as 'on the job', 'off the job' and competence-based training, simulations, class or laboratory-based training or off-site training, etc., may enable the companies to effectively communicate its vision, mission and objectives to make the customer care and network and telecom engineering teams result oriented.

i) Meetings of various types may allow employees to proactively interact, contribute their creative ideas, resolve unsettled issues and implement development programmes.

j) Job Entry and Exit interview may enable the concerned operator to attract and retain the resourceful employees with exclusive agreement.

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