



**"An Investigation of Employee Engagement at  
Mobilink"**

**By**

**Name: Waqas Iftikhar**

**Enrollment Number: 01-221082-076**

**A thesis submitted for the Master of Business  
Administration (MBA)**

**Bahria University Islamabad**

**2011**

## **ABSTRACT**

**Purpose:** The aim of this research is to investigate the level of employee engagement at Mobilink, which is a leading telecom company in Pakistan. The study focuses on employees who are working for different departments at Mobilink's main branch in Islamabad.

**Design/Methodology/Approach:** This study uses both quantitative and qualitative methods, as well as both deductive and inductive approaches, and it applies a cross-sectional research design. The study adopts a probability sampling technique whereby the data is collected through surveys by distributing questionnaires to the Mobilink staff. The data gathered from 150 respondents were further analyzed using SPSS, version 15.0. Interviews were also taken from three managers of Mobilink and the data collected from these interviews were analyzed using the content analysis approach.

**Findings:** The findings from this study reveal that the overall engagement level of employees is moderate. Further analysis indicates that females are more engaged than males are, and that employees who are 40 years old and above reported higher levels of engagement than those below 40 years old. Further, the findings reveal that contractual terms and conditions of the job lead to higher levels of engagement at Mobilink. The most important factors highlighted by the management for improving engagement include changes in HR policies and procedures as well as the introduction of specific engagement policies.

**Research Limitations/Implications:** One of the most important limitations of this research is that the data were collected only from branches located in Islamabad. If the data were collected from branches throughout Pakistan, the study might have produced different results.

**Originality/Value:** It is a significant study to measure the engagement level of employees at Mobilink; as it provides an opportunity to compare same engagement studies undertaken by different authors around the world and also contributes to employee engagement literature.

**Keywords-** Employee engagement, Engagement level, Robinson et al. Model, Mobilink

**Methodology:** This study utilizes both quantitative and qualitative analyses.

## **ACKNOWLEDGMENTS**

Firstly, I would like to thank my supervisor Mr. Haroon General, without whom this thesis could not have been completed. He not only served as my supervisor but also encouraged and challenged me throughout my academic program. He patiently guided me throughout my academic career, never accepting less than my best efforts.

Secondly I would like to thank my parents and all my friends for their guidance.

## TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION .....	<b>Error! Bookmark not defined.</b>
1.1 Introduction and Context .....	<b>Error! Bookmark not defined.</b>
1.2 Conclusion .....	<b>Error! Bookmark not defined.</b>
CHAPTER 2: LITERATURE REVIEW .....	<b>Error! Bookmark not defined.</b>
2.1 Introduction .....	<b>Error! Bookmark not defined.</b>
2.2 Employee engagement .....	<b>Error! Bookmark not defined.</b>
2.3 Barriers to employee engagement .....	<b>Error! Bookmark not defined.</b>
2.4 Employee engagement surveys .....	<b>Error! Bookmark not defined.</b>
2.5 Management perspective on employee engagement .....	<b>Error! Bookmark not defined.</b>
2.6 Employee engagement models .....	<b>Error! Bookmark not defined.</b>
2.7 Conclusion .....	<b>Error! Bookmark not defined.</b>
CHAPTER 3: RESEARCH METHODOLOGY .....	<b>Error! Bookmark not defined.</b>
3.1 Introduction .....	<b>Error! Bookmark not defined.</b>
3.2 Research approach and method .....	<b>Error! Bookmark not defined.</b>
3.2.1 Research Method .....	<b>Error! Bookmark not defined.</b>
3.3 Research Design .....	<b>Error! Bookmark not defined.</b>
3.4 Population and unit of analysis .....	<b>Error! Bookmark not defined.</b>
3.4.1 Sampling .....	<b>Error! Bookmark not defined.</b>
3.5 Instruments .....	<b>Error! Bookmark not defined.</b>
3.6 Data collection .....	<b>Error! Bookmark not defined.</b>
3.7 Data analysis method .....	<b>Error! Bookmark not defined.</b>
3.7 Validity and reliability of data .....	<b>Error! Bookmark not defined.</b>
3.8 Ethical perspective .....	<b>Error! Bookmark not defined.</b>
3.9 Conclusion .....	<b>Error! Bookmark not defined.</b>
CHAPTER 4: RESULTS AND DISCUSSION OF FINDINGS .....	<b>Error! Bookmark not defined.</b>
4.1 Introduction .....	<b>Error! Bookmark not defined.</b>

4.2 Demographic data.....	<b>Error! Bookmark not defined.</b>
4.3 Reliability.....	<b>Error! Bookmark not defined.</b>
4.4 Overall employee engagement level.....	<b>Error! Bookmark not defined.</b>
Section one: Recognition and supervisor support	<b>Error! Bookmark not defined.</b>
Section two: Equal employment opportunities	<b>Error! Bookmark not defined.</b>
Section three: Training and development	<b>Error! Bookmark not defined.</b>
Section four: pay and benefits.....	<b>Error! Bookmark not defined.</b>
Section five: Family friendliness policies	<b>Error! Bookmark not defined.</b>
Section seven: Health and safety.....	<b>Error! Bookmark not defined.</b>
Section eight: Performance appraisal .....	<b>Error! Bookmark not defined.</b>
Section nine: Job satisfaction.....	<b>Error! Bookmark not defined.</b>
4.5 Analysis of employee engagement by demographics	<b>Error! Bookmark not defined.</b>
<i>Proposition One: Males are more engaged than females at Mobilink.</i>	
.....	<b>Error! Bookmark not defined.</b>
<i>Proposition Two: The engagement level of employees increases as their age increases</i>	
.....	<b>Error! Bookmark not defined.</b>
4.6 Employee perspectives on engagement...	<b>Error! Bookmark not defined.</b>
<i>Proposition four: Non-contractual terms and conditions lead to high employee engagement at Mobilink</i>	
.....	<b>Error! Bookmark not defined.</b>
<i>Proposition Three: Employer support and effective communication are positively related to high employee engagement</i>	
.....	<b>Error! Bookmark not defined.</b>
4.7 Management perspectives on employee engagement	<b>Error! Bookmark not defined.</b>
4.8 Summary.....	<b>Error! Bookmark not defined.</b>
CHAPTER 5: CONCLUSION AND RECOMMENDATION.....	<b>Error! Bookmark not defined.</b>
5.1 Introduction.....	<b>Error! Bookmark not defined.</b>
5.2 Conclusion.....	<b>Error! Bookmark not defined.</b>
5.3 Recommendations.....	<b>Error! Bookmark not defined.</b>
5.4 Implications and future research .....	<b>Error! Bookmark not defined.</b>
BIBLIOGRAPHY.....	<b>Error! Bookmark not defined.</b>
APPENDICES.....	<b>Error! Bookmark not defined.</b>