

Internship Report
on
Recruitment and Selection Process of Robi
Axiata Ltd.

Submitted to: Ms. Syeda Shaharbanu Shahbazi
Senior Lecturer
BRAC Business School

Submitted by: Sintheya Rahman
ID# 07104032
Dept: B.B.S

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Letter of Transmittal

Date: 5th March, 2011
Ms. Syeda Shaharbanu Shahbazi
Senior Lecturer
BRAC Business School
BRAC University

Subject: Submission of internship report.

Dear Madam,

This is an internship report on “Recruitment and Selection Process of Robi Axiata Ltd.” which is a part of BBA program curriculum. It is a great pleasure for me to work under your supervision.

I have got the opportunity to work in Robi Axiata Ltd. in Human Resource Operation Department under Human Resource Division for twelve weeks under the supervision of Khandakar Raihan Sayeed (Manager, HR Operations). This project gave me a chance to relate my academic knowledge with the real life situation. I have tried my best to follow your guidelines in every aspect on my report. I have collected what seems to be most important information to make my report as specific and coherent as possible. I am earnestly thankful to you for your guidance during the preparation of this report. I hope you will appreciate my effort.

Sincerely yours,

Sintheya Rahman

ID # 07104032

Acknowledgement

This is high time to convey my heartfelt thanks to them who have helped me to make this report in an effective and proper way. To prepare this report I have collected much information and communicated with some talented employees of Robi Axiata Ltd.

I am very grateful to those who have always provided me with information and cooperated with me to make this report. I am especially thankful to Ms. Syeda Shaharbanu Shahbazi for her cordial assistance.

I would like to express my deep gratitude to Khandakar Raihan Sayeed (Manager, HR Operations), Rubait Tauhid Siddique (Manager, HR Operations) and Somaira Monwar (Specialist, HR Operations) for helping me to complete my report. I must mention the wonderful working environment that has enabled me to have a positive attitude towards corporate world.

Executive Summary

This report was prepared during my internship report in Robi Axiata Ltd. This report has helped me to understand the practical scenario of Telecommunication Company. Robi Axiata Ltd. is one of the leading mobile companies in Bangladesh. It is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. It is the first operator in the country to introduce GPRS. There are many product and services of ROBI that is available in market.

This internship report is based on my observation and experience gathered from the company. This report focuses on the recruitment and selection process that the company is following as I had the privilege to work under HR Division. Robi does external recruitment. Interested candidates within the company can apply for a vacant position but they have to follow all the steps which are followed in external recruitment process. Robi gives advertisement in their Robi Career Site and also in “www.prothom-alojobs.com” and “www.bdjobs.com”. They do not take hard copy of CVs because it makes the CV sorting time consuming. There are six steps involved in the recruitment and selection process of Robi. Upper level recruitment is more complicated than entry level position. Candidates who have previous work experience are preferred. Selected candidates have to pass the medical test for being recruited. After joining the organization, first six months are counted as probation period. After six months, if the employee performs well then he is provided with a confirmation letter. From this time onwards, the employee can enjoy every benefit that the organization offers. For reducing inefficiency in the process, each step is cross checked by another person. However, Robi has certain limitations which are, they do not have defined job specification, they are still developing their resourcing policy and their HRIS system is not fully developed yet. If Robi can overcome these limitations, then Robi’s HR Division will be more efficient.

In my report I have described the six steps of recruitment and selection process in detail. This report also contains recommendation and conclusion which I think will increase the efficiency in the HR division.

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Chapter-1

Introduction

Telecommunication is the transmission of information, over significant distances, for the purpose of communication. Today the globe is a village and telecommunication has become a necessity to people's life. Moreover, telecommunication has started introducing some diversified areas with the help of its mobile network. Nowadays, people cannot think without mobile phone. Many people depend on it for their ultimate connectivity. It has become a part of people's day to day life. Mobile technology is presently providing various cheap solutions in people's daily life. Information technology enables telecom companies to provide economic solutions with a very cheap and easily available access, which was costly earlier and not accessible to some extent.

Using a mobile phone has become a common measure of communication in our country. From a rickshaw puller to a higher official, everyone owns a mobile phone. The number of mobile phone user is increasing day by day. So our country has become an attractive market for mobile operators. Robi Axiata is one of the leading mobile operators in our country who have seen this great potential.

1.1 Origin of the Report:

For BBA (Bachelor of Business Administration) students of BRAC University, internship program is mandatory for every student to complete the degree. Internships provide an opportunity for students to link theory with practice and further serve as a temporary labor pool for those organizations that have committed to participate in the internship program. The internship program has following purposes:

- It provides a student with a practical real world experience in the public or nonprofit sector before entering into a job market. Such experience not only increases students' job prospects, but also teaches what is expected in terms of professional behavior.
- It enables a student to develop important skills which cannot be taught in the classroom.
- It enables a student to compare theoretical ideas learned in the classroom within the world of work.
- It permits a student to apply the technical skills learned in the classroom to real world problems.

I have prepared this report after the three months internship program in Robi Axiata Ltd. This report is based on "Recruitment and Selection Process of Robi Axiata Ltd". I have also covered information regarding the organizational overview and what I did and learned everyday in Robi Axiata Ltd.

1.2 Objective of the Report:

There are two kinds of objectives of the report. They are:

- General Objective
- Specific Objective

General Objective:

This internship report is generally prepared to complete BBA (Bachelor of Business Administration) degree, required by the BRAC University.

Specific Objective:

The specific objectives of this internship report are:

- To focus on the overview of Robi Axiata Ltd
- To focus on the work environment, employee behavior and have a quick glimpse of the corporate culture of Robi Axiata Ltd.
- To focus on the recruitment and selection process of Robi Axiata Ltd and learn how this process takes place in reality.

1.3 Scope of the Report:

The report deals with the recruitment and selection process in terms of theoretical point of view and the practical use. The study will allow learning about how the process of recruitment and selection actually takes place in multi-national organizations, what kind of medium and methods they use, how they attract qualified candidates for a vacant position, how they manage recruiting and selecting the right candidate for a specific position, how they ensure quality work by supplying the qualified candidates and so on. Moreover, this report will help to understand why recruiting and selecting candidates is very important for any organization.

1.4 Methodology:

This report was prepared in a systematic manner. My academic supervisor assigned the topic of the report. All the information was collected from two sources:

Primary Sources: My supervisor in Robi Axiata Ltd, **Khandaker Raihan Sayed** helped me a lot in preparing the report. I interviewed him face to face, he gave me all the necessary information that I needed. In addition I have also gathered information by observing and by participating in recruitment and selection process.

Secondary Sources: I browsed the internet for as much information I could get. From the internet I got the background information of the company.

1.5 Limitation:

Disclosing of much information is confidential. For that reason I was unable to disclose forms that they use in the time of joining or what kind of information they keep in their personnel file.

In the following chapter I have given a glimpse of Robi - their mission, vision, principles, purpose, products, shareholders etc. This will help us to know about Robi in a broader way.

Chapter- 2

Overview of the Company

Robi Axiata Limited is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. Robi is the third largest mobile phone operator in Bangladesh in terms of subscribers (10.82 million- information provided by the “Bangladesh Telecommunication Regulatory Committee (BTRC)” website in April 30, 2).

It was formerly known as Telekom Malaysia International (Bangladesh) which commenced operations in Bangladesh in 1997 with the brand name AKTEL. On 28th March 2010, the service name was rebranded as ‘Robi’ and the company came to be known as Robi Axiata Limited. Robi is truly a people-oriented brand of Bangladesh. Robi, the people's champion, is there for the people of Bangladesh, where they want and the way they want. Having the local tradition at its core, Robi marches ahead with innovation and creativity.

It is the first operator in the country to introduce GPRS. To ensure leading-edge technology, Robi draws from the international expertise of Axiata and NTT DOCOMO INC. It supports 2G voice, CAMEL Phase II & III and GPRS/EDGE service with high speed internet connectivity. Its GSM service is based on a robust network architecture and cutting edge technology such as Intelligent Network (IN), which provides peace-of-mind solutions in terms of voice clarity, extensive nationwide network coverage and multiple global partners for international roaming.

It has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Its customer centric solution includes value added services (VAS), quality customer care, easy access call centers, digital network security and flexible tariff rates.

2.1 Mission and Vision:

Vision:

To be a leader as a Telecommunication Service Provider in Bangladesh

Mission:

Robi 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.

2.2 Purpose and Principles:

Purpose: Robi's purpose is to empower their customers and enable them to make a better life. They believe that, *"We are there for you, where you want and in the way you want, in order to help you develop, grow and make the most of your lives through our services."* They also believe that, *"We will keep our promises and deliver. We will innovate, execute fresh ideas and as a nationwide organization, we will be respectful of our customers and stakeholders."*

Principles of Robi: Principles statements define how people want to behave with each other in the organization. Robi Axiata Limited statement is about how the organization will value their customers, suppliers, and the internal community. Robi believes, no matter what they do in order to realize their purpose, they hold themselves accountable to the following guiding Principles for their organization:

Emotional: Passionate, Creative, Respectful, Open.

Functional: Simple, Ethical, Transparent, Ownership.

1. Being **respectful** towards everyone.
2. Being **passionate** and **creative** in everything they do.
3. Keeping things **simple** in the way they do things.
4. Being **ethical** and **transparent**.
5. Demonstrating individual and collective **ownership**.
6. Practicing an **open** culture in communication.

2.3 Logo and Visual Language:

The logo of Robi Axiata Ltd. is . It symbolizes balance, movement and change. Their logo should always appear in Bengali. Special authorization is required if logo is presented in English.



Robi's Alpona motif is uniquely created, especially for them. The alpona is vibrant and modern. It has a very organic soft feel whilst providing a forward moving direction- one of positivity and focus. The lack of sharp points and use of large curves provides a feeling of warmth and friendliness.

2.4 Shareholders:

Shareholdings: Robi Axiata Limited is a Joint Venture company between Axiata Group Berhad (70%) and NTT DOCOMO INC. (30%).

Axiata Group Berhad:



Axiata is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian grown holding company has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. Axiata Group Berhad, including its subsidiaries and associates, has approximately 120 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia).

NTT DOCOMO INC:



NTT DOCOMO INC is the world's leading mobile communications company and the largest mobile communications company in Japan. DOCOMO serves over 56 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide

variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit-card and other e-wallet functions, DOCOMO mobile phones have become highly versatile tools for daily life. With cutting edge technology and innovative services, DOCOMO is fast becoming a preferred lifestyle choice, continuously expanding its role in its users' lives, growing globally throughout Asia, Europe and North America. NTT DOCOMO INC is listed on the Tokyo (9437), London (NDCM) and New York (DCM) stock exchanges.

2.5 Divisions of the Company:

Robi has following divisions:

- Corporate Affairs Division
- Corporate Strategy Division
- Administration Division
- Enterprise Program Management Office
- Industry Relations
- Finance Division
- Human Resource Division
- Internal Audit Division
- Legal & Compliance Division
- Market Operation Division
- MD's Office
- Regulatory Affairs Division
- Technology Division

Human Resource Division: The detail information regarding Human Resource Division is given because I did my internship under this division.

Human resource department is responsible for the recruitment and training of the employees of the company. They also monitor the performance and handle the promotion and salary related matters.

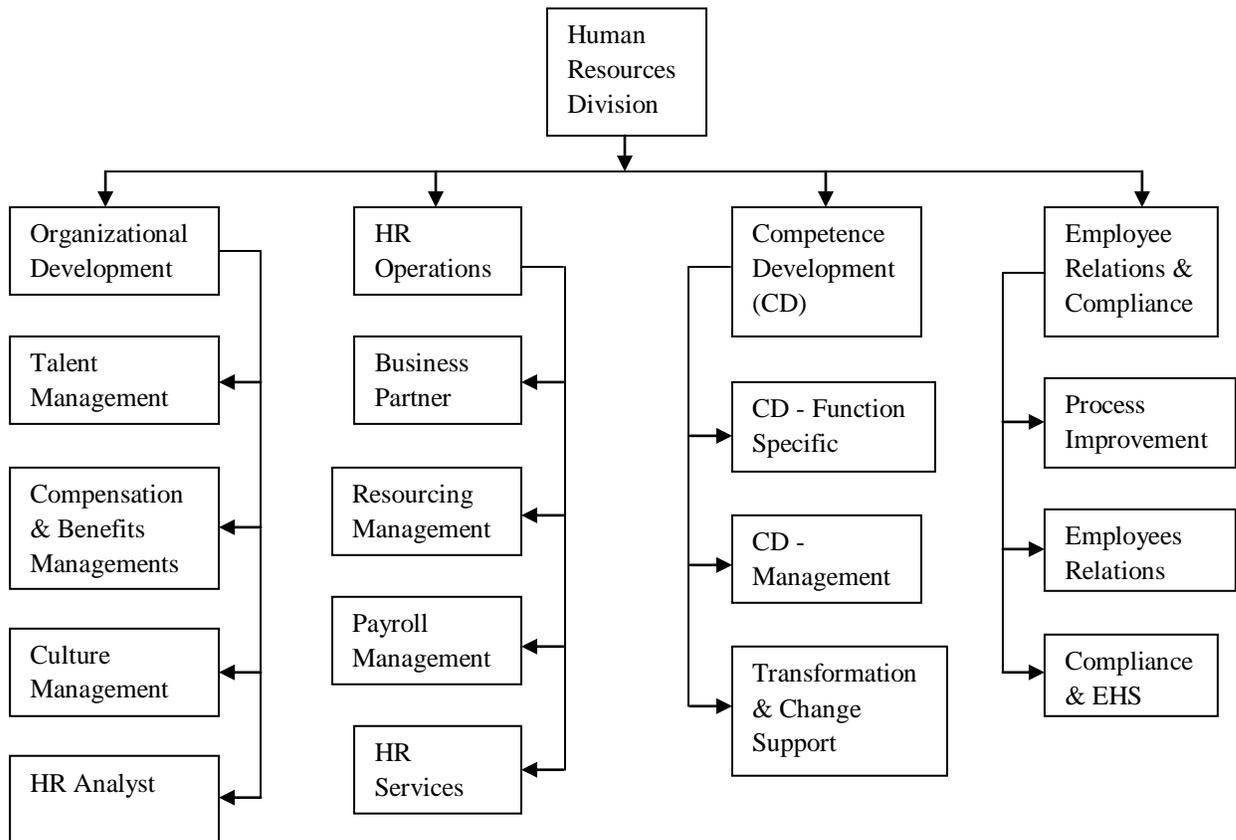


Fig: Organogram of Human Resources Division (Robi Axiata Ltd.)

As mentioned earlier, Human Resources Division of Robi Axiata Limited has following 4 (Four) major functional departments in Operation. And they are listed below:

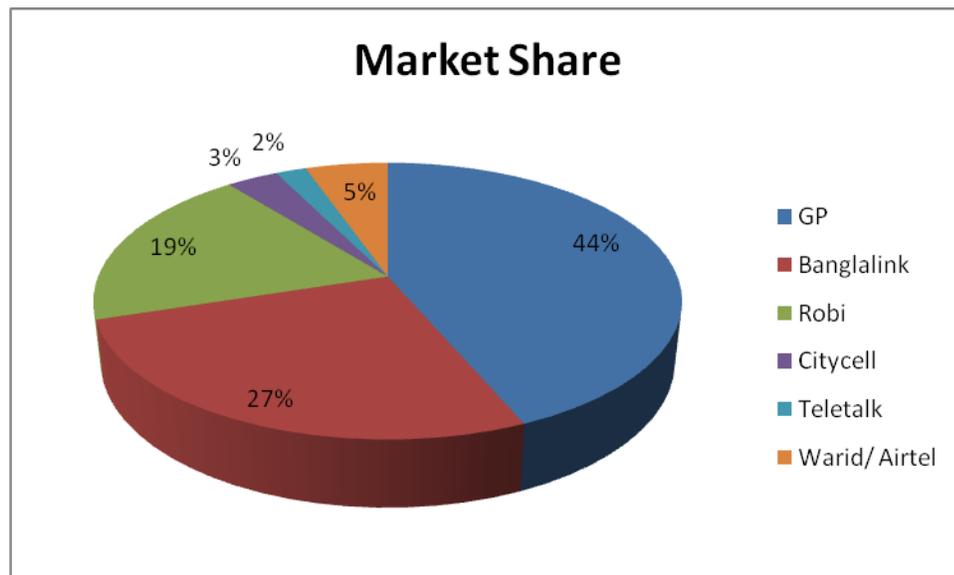
Organizational Development	HR Operations	Competence Development	Employee Relations & Compliance
Align and support Human Capital requirement to Strategic Business Objectives	To lead HR Business Partners for providing Employee Services. Ensure minimum downtime due to employee shortage in approved positions within divisions	Identify, prepare, propose and execute competence development activities to continuously upgrade skill set of available resources to excel in their roles	Ensure effective and efficient roll-out of HR processes for employee satisfaction. Facilitate implementation of HR Policies, employee engagement activities throughout the organization
Support Organization in nurturing talents by creating a transparent environment for performance management in order to make AXB the Employer of Choice	Facilitate effective and efficient implementation of HR processes and management of staff lifecycle	Support implementing Change Projects through people engagement	Ensure implementation and compliance of all statutory requirements
HR Strategy analysis & periodic review of HR effectiveness. Review and propose changes in HR policy. Drive Employee Satisfaction Index through periodic surveys and follow up action plans	Implement and comply with Headcount Plans, Policies and Work Codes	Liaison with top local and international institutions and training providers to develop training intervention to minimise identified competency gaps	Represent organization in employers' organizations, and all relevant inspectorates.
Drive performance management culture			Provide support to Internal Audit from HR
Drive collective leadership agenda			Lead EHS services

2.6 Market Share:

The market share of Robi Axiata Ltd. is shown below:

Company	Brand	Subscriber (in millions)	Market Share
Grameen Phone Ltd.	GP	24.55	43.56%
Orascom Telecom Bangladesh Ltd.	Banglalink	14.94	26.51%
Robi Axiata Limited	Robi	10.82	19.20%
Pacific Bangladesh Telecom Ltd.	Citycell	1.89	3.35%
Teletalk Bangladesh Ltd.	Teletalk	1.13	2%
Warid Telecom, Bangladesh/ Airtel Bangladesh	Warid/ Airtel	3.03	5.38%
Total		56.36	100.00%

Source: “Bangladesh Telecommunication Regulatory Committee (BTRC)” website in April 30, 2010



2.7 Products and Services:

Robi mainly offer two types of product based on the subscription category for general subscribers:

- Pre-paid
- Post-paid

Pre-paid: Robi pre-paid product offers simplicity and flexibility at the same time. Robi is adding new features and plans to provide absolute freedom to the customers. There are different tariff plans in one package to meet different types of needs of the customers. There are instant, easy and multiple migration facility from one tariff plan to another. A customer can have five FnF to any mobile operator with one Robi partner facility. There is full BTCL connectivity with free BTCL incoming. Nationwide, Robi provides Easy Load facility and customers can recharge their Robi Prepaid by using scratch cards and easy load facility. High-speed internet connectivity and all available value added services (SMS, MMS, GoonGoon, Ringtone, Wallpaper, Games, Animation, and Downloads) are available in this package.

Post-paid: Robi's postpaid product comes with various packages. Robi Push Mail is a secure and reliable e-mail solution at an affordable price. Now, customers can work as if at their desktop from anywhere. Customers can know their bill information through Web Bill, E-Bill, SMS, USSD and Customer Care Center. Customers can pay their bills by Scratch Cars Auto Debit Easy Load Bank and Customer Care Center.

Other Packages: Robi's other packages are-

- SHASROYEE Plan
- Robi Club Facility
- Robi Corporate

- Lifetime Validity for Prepaid
- Prepaid Service in Same Postpaid Number
- Ek Second Tariff Plan
- Robi Prothom Package for YOUTH
- Prepaid Shorol Package

Value Added Services: Robi's value added services are-

- Robi GoonGoon
- Robi Radio
- Unlimited Song dedication
- Entertainment
- Downloads
- Lifestyle
- Finance
- Community and Chat
- Messaging
- Internet and Data Services
- Information Service
- Education and Career
- Mobile Assistance
- M-ticket
- Call Management
- Balance Transfer and Request
- International Roaming

Customer Services: Robi's customer services are-

- 24 – Hours Helpline
- Customer Care Center
- Robi Care Point
- Customer Feedback Forms

2.8 Customer Care:

Robi has 21 Customer Care Centers and 443 Robi Care Points in 64 districts all over the country. In addition to selling Robi products, these 443 Channel Partners are now providing the following customer services:

- SIM Change
- Re-initialization (Prepaid)
- Re-connection (Postpaid)
- Ownership Change (Postpaid)
- Scheme Migration (Postpaid)
- Itemized Bill (Postpaid)
- Activation of Value Added Services
- Easy Load

2.9 Corporate Social Responsibilities (CSR):

Robi dreams of a prosperous and strong nation and thus Robi's commitment to the society is an integral part of its business. Robi intends to build a better Bangladesh by empowering people and by providing support towards the sustainable development of the community.

In line with Government's development plan as well as its own Corporate Responsibility

(CR) philosophy, Robi engages itself in various types of Corporate Responsibility (CR) programs. Through its CR initiatives, Robi intends to contribute towards the development of socio economic and ecological condition of the country through enriching people's lives focusing on their primary needs as well as conserving the unique culture & Heritage of Bangladesh.

Robi endorses its enabling and positive impact on the society, primarily, through its 'core operations' or business footprint and secondly, through its ability to reach out to national development goals by 'Empowering People'.

Renewing its CSR philosophy, Robi is widening its core CSR area with the launching of new brand in 2010. Robi has redefined its CSR drive under five thematic aspects - Education, ICT (information, communication and technology), Health, Environment and Culture & Heritage with prime focus on women empowerment. Among the core areas, education is the major thrust areas of Robi's CSR interventions. In line with Government's 'Digital Bangladesh Vision 2021', Robi will be working towards ICT development across the country especially in the colleges and libraries. With special focus on women, Robi is emphasizing on women health and women entrepreneurship. Thus Robi aspires to be a powerful agent of change through enriching people's lives for a better living.

2.10 Achievements:

- Robi has been conferred the prestigious Frost & Sullivan Asia Pacific ICT Award 2010 for "Emerging Market Service Provider of the Year".
- Awarded the prestigious fund grant from GSMA MMU (Mobile Money for the Unbanked) in 2009.
- Crossing 10 million subscribers mark in 2009.
- Ranked within top 6 global comparable telcos in A.T. Kearney benchmarking exercise in 2009.
- Cost optimization project saved 2 times of what was projected.
- Bangladesh Mobile Phone Businessmen Association (BMBA) Award 2008-2009 as the best service provider in Bangladesh
- The Weekly Financial Mirror –Samsung Mobile & Robintex Business Award 2008-2009 as the best Telecommunication company.
- 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.
- 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.
- Arthokontho 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.
- Desher Kagoj Business Award 2006 For Corporate Social Responsibilities activities.
- TeleLink Telecommunication Award 2005 for its excellence in service for the year 2005.

The following chapter is my job part. As an intern, I have learned to do many things in Robi. My job part covers all my duties and responsibilities in detail.

Chapter- 3

Job Part

I worked as an intern in Robi Axiata Ltd. so I did not have to handle any core responsibilities. I only looked after the supporting work, like: SIM card activation, calling selected candidates for written exam or interview, written exam coordination, interview coordination, help new employees to complete joining procedures, coordinate the joining of interns, preparing the salary sheet of interns, creating the user name for ITS (Incident Tracking System), updating the files of existing employees, creating new employee files and my main work was personnel file automation.

Personnel File Automation:

Robi has decided to bring the different functions of HR under the umbrella of HRIS. Now they are giving input to all the hard copy into soft copy. My main duty was a small part of Robi's HRIS. I scanned employee personnel files to make it computerized. These soft copies of personnel files will be included in the HRIS to make the organization more efficient.

Calling Selected Candidates for Written Exam or Interview:

When an interview or written test is conducted, the candidates have to be informed regarding it. Usually they used to provide me with a list of candidates. The name of the position, date and venue is also written there. It was one of my duties to call candidates and invite them for interview or written test.

Interview and Written Exam Coordination:

I also coordinated interview and written exam. For interview, they used to provide me a list of candidates with the time, specified for each candidate. Based on the time, it was

my duty to manage the queue of the candidates. For written test, they used to provide me a list of candidates. My duty was to collect the signature in the attendance sheet and guard the written exam.

Coordinate the Joining of New Employees:

When new employee joins the organization, they have to fill up certain forms. I sometimes assisted them in filling up these forms. These forms include: Joining Letter, Form 2 (Gratuity), Employee Disclosure Form, Certificate of Compliance.

Coordinate the Joining of Interns:

When new intern joins the organization, they have to fill up a form and also need some guidance. My duty was to provide them with joining letter signed by the GM Resourcing, assist them in filling up Declaration of Confidentiality form, provide them with Interns Attendance Sheet and guide them how to fill it up and how to collect salary after one month.

Preparing the Salary Sheet of Interns:

Robi provide interns with per day allowance. It was my duty to prepare the salary sheet of interns at the end of the month. This salary sheet is prepared in Microsoft Excel. After collecting the attendance sheet from all interns, I used to prepare the salary sheet, verify it with the GM Resourcing and send it to the finance division for payment.

Creating the User Name for ITS:

For two weeks I was in charge of creating the user name for ITS (Incident Tracking System). Creating ITS user name for employees helped employees to make “Call Log” using their own user id.

SIM Card Activation:

When an employee joins he needs a Robi SIM Card to communicate with other employees. To get this, employee has to fill up a BTRC form and a SIM card requisition form. I helped the employees to fill up these forms. I also kept record in a register book. From this book, we can know how many SIMs has been distributed, how many SIMs are available, which IMEI number and phone number has been assigned to which employees.

Updating the Files of Existing Employees:

Before Robi used different format for their employee personnel file. Recently it has changed. So my duty was to prepare an updated cover page for the existing employees and also give input in the Microsoft Excel for record keeping purpose.

Creating New Employee Files:

When new employee joins the organization, employee personnel file is created where lots of information regarding the employee is kept. Robi follows a certain format for the personnel file. Sometimes I created this personnel file following a sequential order.

As an intern, I had the privilege to work under HR Operations department in HR Division. HR Operations has many responsibilities. Recruitment and selection is one of them. The following chapter of my report state about the recruitment and selection process of Robi, which is my main project. Here I have covered the six steps of recruitment and selection process in detail and also provided some additional information to support my observation.

Chapter- 4

Recruitment and Selection Process of Robi Axiata Ltd.

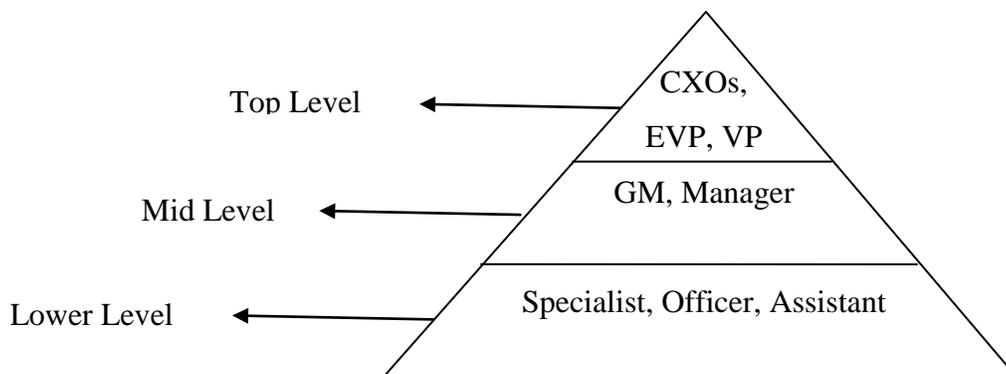
Recruitment involves locating individuals, with appropriate qualifications and in sufficient numbers and encouraging them to apply for jobs with a particular organization. The basic purpose of recruiting is to ensure a sufficient pool of applicants from which the most qualified individuals may be selected. On the other hand, selection process begins where recruitment ends- with the applicant pool. Selecting is actually the process of choosing from a group of applicants that individual deemed to be best qualified for particular job opening. Recruiting and selecting candidates is very important for any organization as qualified employees can lead an organization to its success.

4.1 Management Hierarchy:

Robi Axiata Ltd. has three levels of management hierarchy:

- Top Level
- Mid Level
- Lower Level

The management hierarchy is shown in the figure below:



Each of the designations is implied by different job bands. The list of the bands is given below:

Job Title	Band
CXOs	A
Executive Vice President (EVP)	B
Vice President (VP)	C
General Manager (GM)	D
Manager	E
Specialist	F
Officer	G
Assistant	H

Robi Axiata Ltd. uses job band to gain certain advantages. They are:

- Ranked and defined jobs.
- Effective salary administration.
- Effective use of reward investment.

Different designation requires different level of skills. For example: the job functions of Vice president in HR operations are different from the job functions of Vice President in HR Admin. Robi Axiata Ltd. is still developing their resourcing policy. So job specification for different designation is not defined yet. Based on the responsibilities of the designation, they develop the job specification that is needed to perform the job successfully.

4.2 Internal Recruitment:

Robi Axiata Ltd. usually does not follow any internal recruitment process. They believe in equal opportunity for all. However the company does inform the employees about any vacant position through e-mail. But interested employees have to go through all the steps which are followed in external recruitment process.

4.3 External Recruitment:

Robi Axiata Ltd. always does in-house recruitment. That means, the company does not outsource the recruitment and selection process to any other agencies. The Human Resource Operations department of Robi Axiata Ltd. controls the process very efficiently. The whole process is centralized.

4.4 Preliminary Steps for Recruitment:

There are some issues which are controlled by the administration of the company during the recruitment process. These are given below:

- **Requisition:** Whenever recruitment is needed the respective department informs the HR Operations about their vacancy position and thus the HR starts their activities.
- **Timing:** The HR Operations department usually gets 60 days to recruit and select a candidate. This time is not specified by the respective department in which a vacancy has been opened. Time period is totally controlled by the HR Operations. They claim that they never exceeds 60 days deadline. All the recruitment are done within 60 days.

- **Types of Contact:** Qualification needed to perform the job is provided to the HR operation by the respective department to make the recruitment process more efficient.
- **Recruitment budget:** Robi Axiata Ltd. allocates a fixed amount of recruitment budget every year. Division wise this budget is allocated.
- **Sources of candidates:** Robi Axiata Ltd. always prefers recruiting online. They have their own website where applicants send their CV's. Apart from this, the applicants can apply in “www.prothom-alojobs.com” and “www.bdjjobs.com”. They take part in job fairs and also use Word of Mouth to attract competent candidates. Occasionally they take help from employment agencies. These agencies only provide CVs of competent candidates.

4.5 Recruitment Strategy:

Robi Axiata Ltd. prefers targeted recruitment. If any post becomes vacant or any new position is created then the company just advertises for that particular position with the specific requirements needed to apply.

4.6 Communication Methods and Medium:

Robi Axiata Ltd. uses targeted message for recruitment. They point out how the job matches the need of the applicant. They use advertisement as their medium. They give advertisement in their Robi portal as well as in “www.prothom-alojobs.com” and “www.bdjjobs.com”.

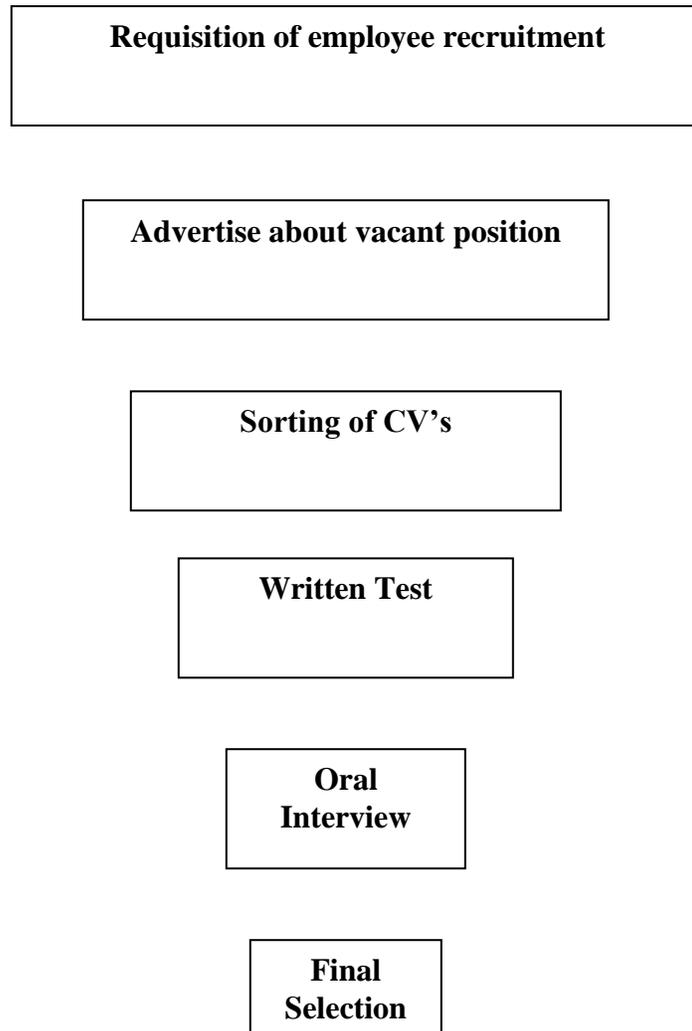
Robi Axiata Ltd. gives advertisement in “www.prothom-alojobs.com” and “www.bdjjobs.com”. With Prothom Alo, they have one year agreement. The organization

can post unlimited job advertisement within this one year. The organization also has their banner on the website. This also helps in terms of publicity. On the other hand, with BD Jobs, they do not have any contract based on time limit. Here, the organization post advertisement in bdjobs' website and for each job advertisement they charge a certain amount of money. After the job advertisement is post, they send the bill to the organization.

Robi does not give advertisement in newspaper because they want to attract those people who are smart enough to use internet. Besides, taking soft copy make it easier to sort CVs. This saves valuable time. Moreover, they believe, giving advertisement in newspaper for only a few vacant positions does not add value to their organization. May be in future they will use newspaper as their medium of advertisement but currently they are reluctant to do so.

4.7 Recruitment and Selection Process:

There are six steps in the recruitment and selection process of Robi Axiata Ltd, which are first shown as a flow chart below and later it has been discussed in detail:



- i. **Requisition of employee recruitment:** The recruitment process of Robi Axiata Ltd. starts with a manpower requisition form. A manpower requisition form is a formal document that authorizes the filling of a job opening indicated by the organization by the signatures of top management. Whenever any department is in a need of employee, they send the manpower requisition form to HR operation to start the recruitment process. They pass different criterion, such as, type of employee they need, for which position they want to recruit etc. Then they verify the requisition form. For new position they basically verify whether their headcount figure supports it or not. Conversely for replacement, they verify whether there is an actual need for replacement or not. If all goes well, then the manpower requisition form is signed by the HR head and divisional head.

- ii. **Advertise about vacant position:** Once the manpower requisition form is signed, they give add on their Robi Career Site. They also advertise job vacancy on “www.prothom-alojobs.com” and “www.bdjjobs.com”. In their job add they include title of the position, number of vacancy opened, their requirements, what kind of educational qualification is needed, how many years of experience is needed etc. Usually the deadline for job advertisement is seven to eight days. Interested candidates have to fill up a form and apply online for a vacancy. Robi Axiata Ltd. does not take any hard copy of CV. Because it makes the CV sorting time consuming.

- iii. **Scanning of CV’s:** After getting CV’s from the applicants the company then short list the CV’s by analyzing them. They short list those candidates whose qualifications match the criteria of a vacancy.

- iv. **Written Test:** For entry level position, short listed candidates have to sit for a written exam. Here the candidates are asked questions on general knowledge, work related questions etc. The questionnaire is usually designed by HR personnel in HR operations. However, sometimes the questionnaire can be designed by the personnel of the respected department where there is an opening of a vacancy. For upper level position, written test is not mandatory.
- v. **Oral Interview:** For entry level position, those who qualify the written exam are then called for interview. If they have many qualified candidates, they conduct two interviews-
- **First interview**
 - **Second interview**

The interview is taken by the divisional representative and HR representative. After the first round interview, they eliminate some candidates who are unable to perform up to the mark. The remaining candidates then face second round interview. After the second round interview they select the best candidate who is suitable for a vacancy. On the other hand, if they have only a few qualified candidates, they go for only one interview. After the interview, they select the best candidate for a vacancy. For upper level position, candidates have to face interview. Selection of upper level employees is critical compare to entry level candidates. Sometimes candidates are evaluated by a competency evaluation. Robi evaluates seven competencies. Since these seven competencies are confidential, so I was unable to collect any data regarding it. In competency evaluation if they are evaluating a candidate's teamwork capability then usually they ask questions like, "Give us an example of teamwork where you have successfully succeeded, give us an example of teamwork where you have failed, why and what you have learned from it?" Sometimes Robi evaluates candidates

by asking them to solve a case study. Occasionally candidates have to do a presentation on it. For example, for “Manager, Pricing” position, Robi asked the candidates to solve a case study and show it in a Microsoft Excel. Therefore based on the performance level, they select the best candidate for a vacant position.

- vi. **Final Selection:** Robi Axiata Ltd. always selects those whom they think are most preferable. Once they have selected a candidate, they carry out reference check and background investigation. If everything is ok then they start salary negotiation. For entry level position, they offer the standard salary according to their company policy. And for upper level position, they ask the selected candidate to e-mail them his pay slip of his present organization in which he is working. They analyze the pay slip and send him an offer letter via e-mail. If the selected candidate agrees with the offer letter then he let the HR operations department know that he has accepted the offer letter. This process also occurs via e-mail. Once the salary negotiation is done, the HR department then closes the position. After that they prepare an approval note. This approval note is signed by the Chief Human Resource Officer and the Divisional Head.

Next, they send the candidate for medical test in their prescribed medical center which is Medinova Medical services Ltd. They do this to ensure that the selected candidate is physically capable of performing the work. The medical test reports are directly sent to the HR operation department. If the selected candidate passes the medical examination then he is provided with a joining letter. However, it is mandatory to pass the physical examination. If the selected candidate fails to meet the physical requirements, a new candidate from the panel is selected.

4.8 Appraisal and Probation Period:

In Robi Axiata Ltd, six months are counted as probation period. In these six months, they do performance appraisal two times –

- Mid appraisal
- Final appraisal

Mid appraisal is done after 3 months and all the documents are kept to the supervisor in the department in which the employee is working. Final appraisal is done after six months and all the documents are sent to the HR operation department. A PMS (Performance Management System) form is used to evaluate employee's performance. If an employee performs well and his supervisor is satisfied with his performance then they provide the employee a confirmation letter. If the employee fails to perform well then he is terminated. However, Robi believes that most of the time almost 90% employees can perform up to the mark. This appraisal is done based on supervisor's perspective. During the probation period, an employee is entitling to only three benefits which are:

- Provident Fund
- Gratuity
- Wedding Loan

After getting the confirmation letter, an employee is entitling to all the benefits which are:

- Wedding Loan
- Children Education
- Handset
- Hospitalization
- Furnishing Alliance
- Transport Car Allowance (Only for GM and above positions)

- Gratuity
- Provident Fund

4.9 Factors Affecting Selection Process:

There are some common factors that have affect on every organization's selection process. These factors are:

- **Organizational Hierarchy:** This has an obvious affect on selection process. At first the selection process for entry level employees and for upper level employees are not the same. The higher the job post is the more critical the selection process. For example; in Robi Axiata Ltd. the entry level selection process is quiet easy comparing to those of upper level.
- **Speed of Decision Making:** Making a correct decision in a very short time is very difficult. To avoid this difficulty Robi Axiata Ltd. has a policy that if any employee wants to leave the organization, they can leave but they have to inform the HR Operation before 30 days. So that the organization needs not to face any sudden vacancy and can select the employee through a proper selection process.
- **Employee Pool:** The greater the number of employee for the selection, the number of choices organization gets to select the right person for a vacant position is better. To facilitate the selection process, the Robi Axiata Ltd. stores many CV in their CV bank. Suppose a candidate may not be suitable for a specific job but he may have the potential to succeed in other position. So they store these CVs for three months. As a result, in case of need they can select their required person.

4.10 Steps Taken to Reduce Inefficiency in the

Process:

To avoid loopholes in their recruitment and selection process and find the best job-person match, Robi makes sure that each step of recruitment and selection must be verified by a third person. When the CV sorting is that the list of shortlisted candidates are checked by the Vice President of HR Operation. If the Vice President feels that one or more candidates are not suitable then he can eliminate them from the list. The initial interview and final interview is another check point. Here unqualified candidates are rejected. Only those candidates who have the caliber are selected. Finally, the Chief Human Resource Officer checks the final candidate's quality before signing the approval note. If he feels that the candidate is perfect for the job then he signs the approval note or if he feels that the candidate is not suitable for a vacant position then he can also reject the candidate.

4.11 Monthly Recruitment and Employee

Turnover:

Robi Axiata Ltd. employs around five persons in a month. They said that about 90% of these employees stay in the organization. The rest 10% does not leave the organization right away. They leave after one to two years. The reasons behind this turnover are:

- Migration
- Educational Purpose
- Better Career
- Personal Reasons

They do not believe that there is any error in their recruitment and selection process. They are satisfied with the process they are using currently. In the last year (2010),

Robi's attrition rate was 7.21%. They employed 153 employees and 131 employees leaved the organization.

After observing and collecting data regarding the selection and recruitment process of Robi, I found certain positive and negative aspects which are written in the next chapter of my report.

Chapter- 5

Analysis

- Robi selects candidates from a pull of application so that they can choose most suitable candidates.
- Robi Axiata Ltd. mainly gives importance to those candidates who have previous work experience.
- Internally the organization discloses the positions of the job and announces it to all current employees. Nature of the position and the qualification needs for the job is described in the announcement so that the interested candidates can apply.
- For external sources the organization gives advertisement in their portal as well as in bdjobs.com and prothom-alojobs.com.
- Robi sometimes take help from employment agencies to recruit employees.
- Robi take part in various job fairs to attract pool of candidates.
- Interns are recruited based on their performance.
- Robi Axiata ltd. has CV bank. Here they store CVs for three months.
- In the time of calling the candidates for interview or written exam, if they cannot reach the candidates then they try hard to inform them.

- No one who is below 18 years of age is hired as an employee for ROBI on regular, contract or temporary status.
- Recruitment does not allow any favor or preferential treatment to anyone.
- Once an employee is recruited, he/she is given a user id, e-mail address and id card. The employee's name is updated in SAP System (for payroll purpose) and in HRIS System.
- Inter-departmental relation is very smooth, well defined & well structured.
- Sometimes the divisional representative who is supposed to be there in the interview board can not give the time. So this delays the selection process.
- Often the selected candidate delays the joining because he/she has to collect the release order from the organization in which he/she is working at present. Often this takes one to two months. So this also delays the selection process.
- Robi uses PMS form in employee appraisal.

After analyzing my findings, I have made some recommendation that will hopefully make the HR Division more effective and efficient. The next chapter states my recommendations in detail.

Chapter- 6

Recommendation

Though Axiata Group Berhad and NTT DOCOMO (Robi) is a well-established company in Bangladesh and running successfully in the domestic market, it has a handful of internal weaknesses which are written below:

- Currently the HRIS that Robi is using cannot provide much useful information. However, Robi is still updating their HRIS so that it can be useful in many purposes. They should do it as soon as possible to save valuable time and to become more competitive in the market.
- At present Robi does not have any resourcing policy. They are still developing it. The resourcing policy must be developed as quickly as possible so that the employees who are in charge of recruitment can have a proper guide to follow.
- Robi should sometimes go for open recruitment, because in targeted recruitment process sometimes for a less number, a good and efficient applicant failed to apply.

After analyzing the whole report I have come to a conclusion about Robi Axiata Ltd which is written in the next chapter.

Chapter- 7

Conclusion

Robi Axiata Ltd. is one of the top mobile companies in Bangladesh. It covers the whole Bangladesh by its network. There are many product and services of ROBI that is available in market. At this moment the company is in growing position. Robi's decisions are based on facts from market research and coverage survey. The company also monitors it's competitor's activities and is proactive in marketing decisions.

For any company, whether it is small or big like Robi, Human Resource Management is one of the major tasks to do. Because without the proper support from the employees, the organization may find it difficult to achieve its goal. So recruitment and selection is very important for any organization. Recruitment and selection allows an organization to asses the vacancy and choose the best personnel who will lead the organization in future. Robi's recruitment and selection process is a very developed and effective one. Robi is determined to achieve its goal and target and be e established in the market with the support of its each and every employee. However, they have some major changes to do in terms of resourcing policy and HRIS. If they can do so as they have planned, then Robi's Human Resource Division will be more effective and efficient.

Chapter- 8

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