



Robi Axiata

INTERNSHIP REPORT
ON
“Human Resource working process, Structure
Of Robi Axiata”

SUBMITTED TO:

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Sub: Submission of Internship Report.

Respected Sir,

It is a great pleasure for me to present the internship report titled “Human Resource Working Process and Structure”. It was assigned to me as a requirement for the completion of Bachelors of Business Administration Degree.

It was a great experience for me to work in a multi-national company and gain in-depth knowledge on Human Resource Management. Throughout this study I tried to accommodate as much information and relevant issues as possible and tried to follow the instructions you suggested. I tried to make this report informative.

I am grateful to you for your guidance and kind cooperation at every step of my endeavor on this report. I shall remain deeply grateful if you kindly go through my report and evaluate my performance.

.....

Chowdhury Shadia Hossain

ID#10204038

Acknowledgement

As part of my internship for BUS400 from BRAC University I have been assigned this report to reflect my learning and it is with great pleasure that I express my gratitude to following institutions and individuals. Firstly I would thank BRAC University and the BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of the BRAC Business School receives my greatest honor because of all their teachings.

I would thank Riyashad Ahmed, Assistant Professor BRAC Business School, BRAC University for providing me the proper guidance to complete the whole internship report. Even during times when my work seemed difficult to me, I always received proper direction after a meeting with him. My gratitude goes to Robi Axiata Limited for selecting me as intern into their organization which helped me a lot to learn about corporate culture in a highly competitive environment. I would like to thank Ms. Sharmin Sultan, Vice President, Resourcing, HR, at Robi, who was my line manager. I must set aside a vast amount of reverence for my second line manager, Ms. Serene Hasan, Specialist, Resourcing, HR. Both my line managers had been extremely cordial, supportive and optimistic with me and my efforts since the day I joined. Along with that I would also like to show my heartfelt gratitude to all the members of the HR department who have always been very supportive towards me and encouraged me to work creatively.

At last I must mention the wonderful working environment and group commitment of this bank that has enabled me a lot deal to do and observe the banking activities during my internship period of three months. Finally I convey my sincere thanks to my friends who inspire in different ways to complete the report and the course as well.

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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.bdjjobs.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.

Chapter-01

Introduction

The world is becoming closer day by day with the power of technology, internet and telecommunication. The strength of telecommunication industry has removed this distance from each other all over the world. Bangladesh is also blessed by this potency and Robi Axiata Limited is one of the major telecommunication organizations facilitating the consent. Robi is a joint venture company between Axiata Group berhad of Malaysia and NTT DoCoMo Inc. of Japan. Robi draws from the international expertise of Axiata and NTT DoCoMo Inc. Services support 2G and 3.5G voice, CAMEL Phase II & III and 3.5G Data/GPRS/EDGE service with high speed internet connectivity. Its GSM service is based on a robust network architecture and cutting edge technology. The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Robi's customer centric solution includes value added services (VAS), quality customer care, digital network security and flexible tariffs. Robi is the third largest mobile phone operator in Bangladesh with more than 20 million subscribers as of August 2012. It is the first operator in the country to introduce GPRS. Robi uses GSM 900/1800 MHz standard and operates on allocated 12.8 MHz frequency spectrum. 'Robi' means Sun in Bengali.

History

Robi is the most dynamic and rapidly growing telecommunications operator in Bangladesh. It is a joint venture company between Axiata Group berhad of Malaysia and NTT DoCoMo Inc. of Japan. It commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. In 2010 the company was rebranded to 'Robi' and the company changed its name to Robi Axiata Limited.

The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Robi's customer centric solution includes value added services (VAS), quality customer care, digital network security and flexible tariffs.

As a customer-focused information communications company, Robi believes in providing superior service that leads to good business and good development in the society. They believe that quality is continuous and never ending journey. Hence, every step Robi takes is continuously upgraded and expands their network for better and more efficient services to subscribers.

Robi is a truly people-oriented brand in Bangladesh. They stand as the people's champion and are there for the people of Bangladesh, where they want and how they want. With local tradition at its core, Robi marches ahead with innovation and creativity.

As a subsidiary of Axiata berthed Malaysia , Robi draws on leading edge technology to provide its service in Bangladesh, covering almost 100% of the population, Robi is committed to provide best data and voice quality and will continue to ensure that its customers are able to enjoy the best experience through leading edge technology and innovative products and services.

Products or Services Offered by Robi Axiata

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 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

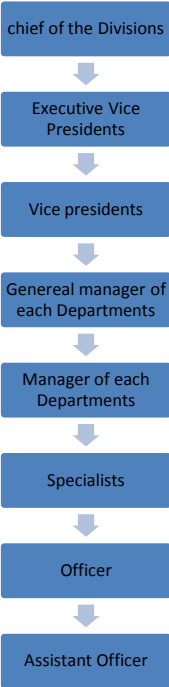
Customer Care:

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

Operational Network Organogram

Operational network organ gram is provided on the following;



Vision for the Future

Robi Axiata's main vision is;

“To be a leader as a Telecommunication Service Provider in Bangladesh”

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.

Empowering you – means, 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.

No matter what Robi does in order to realize its purpose, it holds itself accountable to the following overarching guiding Principles for the organization:

1. being respectful towards everyone.
2. being trustworthy by action. Being passionate and creative in all we do.
3. Keeping things simple in the way we do things.
4. being ethical and transparent.
5. Demonstrating individual and collective ownership.
6. Practicing an open culture in communication and interaction.

Robi promises, “To provide relevant and affordable solutions supported by exceptional customer service and availability, continuously improving our network coverage and quality.”

Chapter-02

The Job

Nature of the Job

Internship is a kind of training where students and fresh graduates experienced the practical view of job life and what they learn all through their graduation. Internees are taught very basic things during the internship. Generally it takes place for three month. I am BRAC University student, as part of BBA student I have to complete internship. I did my three month internship program in Southeast Robi Axiata. During my internship program, I gained lots of experience about corporate environment.

Specific responsibilities:

The specific responsibilities during the internship are;

- Intern Recruiting
- Employee Personal Filing
- Calling selected candidates for Interview and Written exam
- Coordinating Interviews and Written Exam
- Preparing salary Sheet for the Interns and disbursed them
- Handling the issues of Interns
- Assisting in any upcoming Event in Robi

In a few words the responsibilities are explained in a short manner on the followings.

Intern Recruiting

The entire intern recruiting process was coordinated by me. Sorting the CV, calling the candidates for interview, on boarding them and joined them it is the entire recruiting process. 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.

Employee Personal Filing

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.

Calling selected candidates for Interview and Written exam

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.

Coordinating Interviews and Written Exams

I also coordinated interview and written exam (rare case). For interview, they used to provide me a list of candidates with the time, specified for each candidate. Based on the time, it was 21 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.

Preparing salary Sheet for the Interns and disbursed them

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 VP Resourcing, send it to the finance division for payment and also disbursed it to the interns.

Handling the issues of Interns

Sometimes intern's face some problems such as not getting salary on time, not being able to attend office regularly, etc. My duty was to contact with the interns and find out the exact problems and pass it to my supervisors to solve them.

Assisting in any upcoming Event in Robi

I was HR intern so; I have assisted my supervisors and others to organize the events perfectly. My duties varied in this case sometimes coordinate the event, prepare the gifts, etc.

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.

Different Aspects of Job performance:

There are two different aspects of one is negative and the other one is positive. I have discussed both the aspects of job performance.

Positive

The positive aspects are;

- Gaining the practical knowledge
- Having a experience of corporate life
- Experience will later on help in near future in job life
- Building up a good link with the corporate people
- Understanding the difference between the practical and text based knowledge

These are some positive aspects of the job performance.

Negative Aspects:

The negative aspects of the job performance are;

- I have not been attended properly
- Some of the case I have been treated as low category employees which discourage the me to learn something
- Sometimes miscommunication has occurred which has affected my reputation negatively.

Critical Observation and recommendations

Critical Observation

Robi Axiata is one of the potential telecom operators in the telecommunication sector. It was a wonderful experience working at Robi Axiata. The employees of the bank were very helpful and nice to me. In spite it was not an easy job to find so many things during the very short period of practical orientation program. Now, I would like to present my observations and give, my opinion to improve the service and make their employees more satisfied.

Lack of prompt employee service:

Sometimes employee does not get the prompt services which sometimes de-motivate the employees. Sometimes it is become quite impossible to provide instant service to the employees, so, the employees should also understand the organization.

Need little bit more discipline:

It does not mean that there is no discipline in the office there is, but it is needed little bit more. Sometimes it hampers the image of the organization to the external people and it may hamper the future growth.

Need more benefits to the Interns:

In Robi interns are treated as a permanent employee. They are tough the whole corporate culturCe but they are not given any facilities rather than a small amount of salary. While working at I personally faced the problem. On the other hand Grameenphone is not paying the interns but they are giving them transportation and food as a facility. Banglalink is giving salary and food to the interns. That why students prefer Grameenphone and Banglalink for internship than Robi.

Chapter-03

Human Resource Department Working Process Structure

Summary

My main project for my internship topic is Human Resource department's working process, Structure and Financial ratio Analysis of Robi Axiata. In whole report my main focus was on the HR activities of Robi Axiata. The entire report has developed on the basis of different level of activities of HR and different aspects of my internship also. The report mainly explains about the HR activities, along with how it is done and how the processes are preceding step by step. There are different levels of activities; some of them are recruitment, selection, arranging events, etc. The entire report has been explained about these activities, such as, how recruitment, selections, recruitments are done etc. On the basis of the explanation of the activities analysis has been done and some I have recommended my view at the end of the report.

Description of the project

The report is prepared as a requirement of the internship of BBA program of the BRAC University. The internship program has given me enormous opportunity to minimize the gap between theoretical and practical knowledge. My practical experience through performing different activities of HR including other process it enhanced my view, mission and acceptability as well as has increased my overall experience about to deal in real world phenomenon.

As per requirement, I have chosen the topic of "HR Working Process, Structure and financial ratio analysis" with the help of my three month working experience in Robi Axiata, I have tried my best to make this report effective and realistic and my endeavor will be fruitful if anybody is benefited from this one.

Objective of the report:

Introduction The objective of the report covers both general and specific objectives. These two types of objectives are discussed below

General Objective:

Having a glance on overall of the company of Robi Axiata Limited and also know each and every parts of the Human Resource department of that company.

Specific Objective:

- To focus on major elements of HR Department.
- To focus on the working process of Human Resource department.
- To focus on the basic information of the organization.
- To conduct some financial ratio analysis from the data.

Methodology:

For collecting the necessary information for the report, I had to rely on some primary and secondary data collection methods.

Primary data:

The primary information is collected through face to face interview who were involved in such activities, observation and by participation in the employer branding activities and process.

Secondary data:

The secondary information collected from official website of Robi.

Scope:

The report deals with the Hr Departments working process and financial ratio analysis in terms of theoretical point of view and the practical use of it. The study allows learning about the Human Resource management and financial issues, importance and different techniques to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations.

Limitations:

As I did internship under the project of “Internship and resourcing co-ordination”, so most of the time my priority task was Intern management, which is from recruitment of interns, to keeping liaison with them. As a result I had to wait for people to provide me with information which was

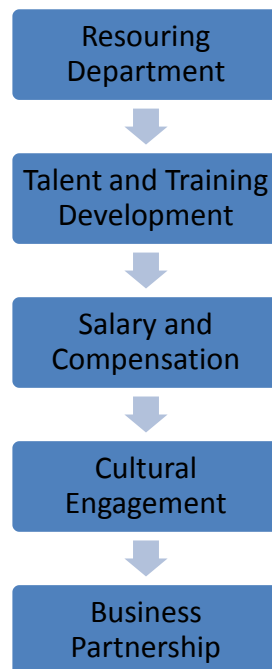
another challenge because all of the bosses were always so busy that it was tough to collect information from them.

Human Resource working process and Structure

Of Robi Axiata

Structure

Basically the entire HR division of Robi is called People and Corporate, since recently two divisions has merged together. I will discuss here about the resourcing department only and will try to give a short brief on it. I will discuss here about the HR Division only not the corporate one. The HR Structure is;



I was the part of Resourcing team, but I have worked other departments too. Each of the departments seat in a single room there is individual cabin for anyone, even the Vice presidents also sit together in the same room. It represents the unity of Robi. The other departments excluding the resourcing one short brief has been provided on the following.

Talent and Training Development

They work hard to train the employees and they also provide different training such as ethical issues in the corporate level, etc. they try to keep upgrade the employees. These are the main focus of the department.

Salary and Compensation

This department work hard to provide the employees on time salary and other benefits on need of situation. They work hard heart and soul to be available themselves for all the time to the employees.

Cultural Engagement

Employees have cultural environment and their other cultural activities are maintained properly is the main aim of the department.

Business Partner

Their main activities keep relate the employees to the corporate world and each of the employee has business partners where they help each other in job.

Resourcing Department

These people work hard and very carefully to recruit the suitable person for the suitable position. Their job is the most hard and important for the organization, since wrong recruitment may negatively affect the working environment and also the image of the organization.

Activities of HR

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.

Management Hierarchy:

Robi Axiata Ltd. has three levels of management hierarchy:

Top Level

Mid Level

Lower Level

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.

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.

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.

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 recruitments 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.

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.

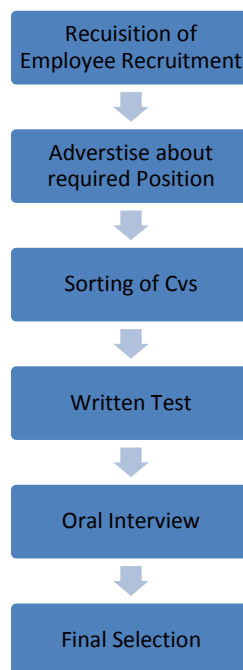
Communication Methods and Medium:

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.

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:



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.

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.bdjobs.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.

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.

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.

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 faces 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 31 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.

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.

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

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.

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.

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), 35 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.

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 cannot 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 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.

Recommendations

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 exact 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

Conclusion

Comparing practical knowledge with theoretical involves identification of weakness in the branch activities and making recommendations for solving the weakness identified. Through all departments and sections are tried to cover in which I got the chance to gather practical experience for the internship program; it is not possible to go to the depth of each activities of branch because of time limitation. However, highest effort has been given to achieve the objectives the internship program. 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 assess 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 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.

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