

INTERNSHIP REPORT
ON
DESIGNING A LEAN RECRUITMENT PROCESS
AT ROBI AXIATA LIMITED



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Subject: Submission of Internship Report on Designing a Lean Recruitment Process at Robi Axiata Limited

Dear Sir,

I am pleased to inform you about the completion of my internship report on „Designing a Lean Recruitment Process at Robi Axiata Limited“ under Rawnak Afroze, Specialist, Resourcing, People & Corporate division. This report focuses on my 12-week work experience which has been nothing short of a memorable journey at one of the reputed companies of Bangladesh. Moreover, this internship program provided me with the opportunity to get exposure into the recruitment process of different job positions as well as several other aspects of the corporate world. On an ending note, your kindness and earnest supervision throughout the semester is what kept me going and I am truly grateful for that.

Sincerely,

Sukanya Fuad

11204074

Acknowledgement

First off, I would like to thank the Almighty for blessing me with the strength and enthusiasm needed to complete this report as well as my internship program.

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It has been a true honor working with such talented and enthusiastic individuals that their names certainly cannot go amiss. My humble appreciation goes to Ms. Rawnak Afroze, Specialist, Resourcing, People & Corporate division of Robi Axiata Limited for her immense cooperation and optimism as my „line-manager“. Additionally, I express my heartfelt respect and admiration to the entire Resourcing unit comprising of Serene Hasan, Rifat Ferdous, Khandakar Raihan Sayeed and last but definitely not the least, Sharmin Sultan, for their constructive opinions, inspiration and giving me the opportunity to gain enriched learning through practical work regarding the respective unit and the division as a whole. Furthermore, this report would remain incomplete if I fail to mention the warm welcome and the amazing working environment I was bestowed with, at Robi Axiata Limited, by all other employees that kept me going till the very end.

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Executive Summary

This report on „Designing a Lean Recruitment Process at Robi Axiata Limited“ opens up with an overall introduction on how this topic came to be and why it was chosen for the internship program including the sources of data collection and constraints faced during the 12-week work experience. The second chapter talks about the company overview of Robi Axiata Limited, its guiding principles that make it an outstanding company to work for and some noteworthy achievements as well as a basic introduction on People & Corporate - the division I was assigned to for my internship. Afterwards, chapter three breaks down all the job responsibilities in several short segments for better understanding - including detailed descriptions of the tasks allotted for me as the intern of the Resourcing unit - making it easier to relate to when chapter four brings in the full analysis on the challenges and positive aspects of working in a big corporate. In terms with the previous section, this report similarly provides authentic recommendations based on the knowledge and understanding I have gathered during my Business Administration degree that are also supported by noteworthy individuals throughout history. Lastly, chapter six concludes the report on an encouraging note, highlighting the scope for perfection.

Chapter 1: Introduction

1.1 Origin of the Report

This study has been conducted partially for the purpose of designing and analyzing a lean recruitment process at Robi Axiata Limited. Additionally, it also contributes to the completion of the internship program, a requirement for attaining the Bachelor of Business Administration degree under BRAC Business School of BRAC University. Students are assigned to respective companies relative to their major or minor in order to allow them to gain a professional job experience for 12 weeks. Henceforth, these students are termed as interns and are given the opportunity to learn and contribute to the company by performing certain tasks and responsibilities. I was placed under the internship program of the Resourcing unit of People & Corporate division at Robi Axiata Limited where I assisted in all sorts of HR events and coordinated the internship activities.

1.2 Objective of the Report

The objectives of this report are stated below:

- 1) To have basic understanding about the functions of an HR division of a reputed telecom company
- 2) To learn how recruitment is planned, conducted and executed in full-depth
- 3) To provide explanations of findings and analysis regarding the recruitment process, alongside relevant recommendations
- 4) To related theoretical knowledge with practical/actual work

1.3 Methodology

Relevant data for preparing this report has been obtained through two sources.

Primary Source:

- Interviews or face-to-face conversations
- Observations and findings at work

Secondary Source:

- Company and other relevant websites
- Handbook and online articles

1.4 Scope

Recruitment is a crucial part of an HR department or division since the rightly employed personnel could break or make a company. Learning to identify the traits and behaviors even before a candidate is hired is what this unit strives to comprehend. Moreover, this report gives a glimpse into the recruiting process conducted by one of the leading companies in our country. Therefore, it can provide insights and recommendations for designing a lean process flow in terms of work.

1.5 Limitations

Despite having received adequate cooperation from my immediate supervisor and other seniors, I was still unable to gather much information regarding the recruitment process and other internal procedures due to company confidentiality clause. This report would have appealed more to the audience had it contained screenshots of the tasks I undertook during my internship. In addition to that, I would like to point out that it becomes difficult to put up a noteworthy report at the end of an undergraduate degree because as an intern, I was not entrusted with any significant task.

Chapter 2: Overview of Robi Axiata Limited

2.1 The Company – Robi Axiata Limited

Robi Axiata Limited is recognized as one of the distinguished mobile telecommunications operators in Bangladesh - a joint venture company concerning Axiata Group Berhad of Malaysia and NTT DOCOMO Inc. of Japan. In 1997, Robi launched its operation as Telekom Malaysia International (Bangladesh) and branded themselves as „Aktel“. However, the company rebranded themselves to „Robi“ in 2010 and Robi Axiata Limited was born. More than 24 million people throughout Bangladesh are being empowered by Robi by means of its strong and seamless network connectivity. Termed as „the most dynamic and rapidly-growing telecommunications operator in Bangladesh“, it is increasingly meeting customer needs by developing the number of services ranging from voice quality and high speed Internet services to customized telecommunications solutions, etc.

According to their website, Robi gathers the international proficiency from Axiata and NTT DOCOMO Inc. Services support 2G and 3.5G voice, CAMEL Phase II & III and 3.5G Data/GPRS/EDGE service using high speed internet connectivity. Its GSM service is centered on a strong network structure and advanced technology. Robi connects 600 operators through more than 200 countries, creating the widest International Roaming coverage in Bangladesh. Value added services (VAS), quality customer care, digital network security and flexible tariffs are some of the customer centric solutions operated by Robi.

Till 2012, Axiata Group and its predecessor Telekom Malaysia together have invested approximately BDT 11,000 crore as equity ever since it started its journey in 1996. In addition to that, the company has subsidized nearly BDT 10,000 crore to the Bangladesh Exchequer simultaneously.

Robi is devoted to its customers in terms of providing the best data and voice quality, thereby continuing to ensure the best experience through advanced technology and pioneering products and services with almost 100% population coverage.

2.2 Shareholdings

Axiata Group Berhad and NTT DOCOMO INC. respectively own 91.59% and 8.41% of the joint venture company - Robi Axiata Limited.

Axiata is known as an emerging Asian telecommunications leader with its major influence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia according to the official website of Robi. Listed on Malaysia's stock exchange (Bursa Malaysia), the Malaysian group holding company has 120 million mobile subscribers in Asia including its subsidiaries and associates with strategic operations in mobile and non-mobile telecommunications investments in India, Singapore, Iran, Pakistan and Thailand.



Fig. Logo of Axiata Group

Serving over 56 million customers, NTT DOCOMO INC has become the world's leading mobile communications company and is acknowledged as Japan's largest mobile communications company by launching world's first 3G mobile services in 2001. The world's most popular e-mail/Internet service used by 48 million people called i-mode™ is offered by DOCOMO alongside other varieties of cutting-edge mobile multimedia services. Moreover, DOCOMO mobile phones comprising of functions such as credit-card and e-wallet have become highly resourceful tools when it comes to daily life use.



Fig. Logo of NTT DOCOMO

2.3 Principles and Purpose

A company cannot simply generate revenue by any means necessary. It needs to be based on some values or principles that it believes in and is committed to. Robi follows three guiding principles and they are stated below:



Fig. Guiding Principles

Uncompromising Integrity

Robi is committed to be legally, ethically and morally correct, whilst ensuring fairness and honesty in its actions. It encourages open dialogue through listening and seeking understanding and is passionate in regards to pursuing its beliefs. Treating others with dignity all the while, valuing and benefitting from diversity is what it relies on. It remains accountable for its actions and behaviors following its employees, customers, shareholders and the operating communities. It chooses to be courageous through sharing its work and learning and refining itself from the error in its ways even as, observing and maintaining its Code of Conduct.

Customer at the Centre

Robi is devoted to ensure value, quality and satisfaction by being a customer centric company, thereby, relentlessly emphasizing on building optimistic experiences at every wake, sale and post-sale. It believes that its simplistic ways will help customers to learn and provide support whenever needed while it will continue to pursue innovative solutions without getting distracted to provide value for them. Furthermore, it exceeds its competitors by engaging more with its customers to know and care for their demands.

I Can, I Will

Robi ensures that its efforts yield desired outcomes by seizing and implementing the right opportunities on time. It strives towards excellence by going beyond its scope and taking the right measures in terms of ensuring delivery of results without waiting to delegate responsibilities. In addition to going an extra mile to bring success, Robi also emphasizes on having the courage to say and do what it takes to ensure exactly that.

2.4 Key Achievements

At the 22nd World HRD Congress in 2014, the 5th Best Employer of the Year went to Robi Axiata Limited

From excellence to greatness, Robi reaches yet another landmark in its expedition according to the „Key Achievements“ section in Robi Axiata Limited’s website. In 2014, it was presented with the 5th Best Employer of the Year award at the 22nd World HRD Congress. Moreover, achieving awards in the categories of Talent Management, Best HR strategy in line with Business, and Global HR Strategy further strengthened its belief in heading towards the right direction.

The World HRD Congress encompasses of reputed HR professionals from across 100 nations around the globe. According to the World HRD Congress Advisory Council, this award has been

dubbed as one of the most sought-after HRD Congress events and contended for by corporations around the world. Successful implementation of so many HR initiatives at Robi Axiata Limited is what impressed the Jury board. The assessment procedure of the award involves a preliminary screening by an Academic Council after which, a Professional Council reviews the screening further.

Robi's objective was to set down a „performance driven culture“ reinforced by its guiding principles as mentioned above and its success lay in the holistic approach of setting down people practices, addressing affected performance of all enablers in terms of organization structure, Resourcing, Performance Management or Learning and Development. It established an HR strategy addressing all the aforementioned units as well as Integrity and Ethics and Employee Engagement.

Robi marched along with an average of 20% revenue growth since its transformation in 2010, regaining the No. 2 position in terms of revenue generation and has been branded as one of „the top three employers of choice in the country“. At the 10th Frost & Sullivan Asia Pacific ICT Awards, it also acquired „the Emerging Market Service Provider of the Year Award“.

Robi believes that its success cannot be defined by a mere chance but rather by choice and through carefully crafted strategies to support and surpass the necessities of the shifting industry, it has anticipated, transformed and implemented its people strategy using demanding processes and practices.

Robi aims to take itself one step further from excellence to greatness concerning company performance and industry parameters and rather than be limited to the No. 2 position, it wants to exceed all performance strictures to gain the leading telecom operator in the country holding a strong local heritage. It has placed itself among the Global High Performing Companies in terms of exceptional performance and uncompromising integrity, while remaining true to its corporate brand value, that is, it strives to ignite the power within its people.

2.5 Robi Axiata Limited, People & Corporate

Robi Axiata Limited comprises of many divisions among which People & Corporate is one of the significant ones encompassing nine smaller departments or units, led by a Vice President. Each unit consists of specialists, managers, and a general manager under the Vice President, all working side by side on an open floor for better communication among employees. People & Corporate, individually, is dedicated to understand and ensure the effectiveness of how the company can work more proficiently with the assistance of its human assets. Determining the right strategies and practices in regards to the company's culture and performance while observing its employee relationship across various units are some of the other functions that „P & C“ deals with. The core units of this division are as follows:

- 1) **Talent & Development** – This unit trains individuals working at Robi, providing various day long sessions on issues such as trust and ethics, software and its applications at work place, presentation skills, transforming daily life habits, etc. It also grooms talented employees and recognizes them as company assets and leaders suitable for value addition.
- 2) **Resourcing** – The Resourcing unit works hard to recruit the most suitable candidate for the right job position. This unit is in charge of all kinds of recruitment, starting from interns to General Managers of a particular department. They also uphold professional relationships with several institutions and career centers in order to widen their applicant pool for efficient recruitment.
- 3) **Compensation & Rewards** – Compensation & Rewards deal with preparing a fair salary and benefits structure, increment based on performance management and hard work, market mapping, etc. This unit works hard to ensure that all documentation on employees are recorded and archived properly for reference.
- 4) **Engagement & Culture** – This department of the People & Corporate division is the most dynamic one out of all. It works towards employee engagement, motivational events, world reputed consultancies and engages in surveys. Engagement & Culture

upholds exactly what the title suggests, promotes a culture that ensures a lively and safe working environment for all employees concerned.

- 5) **HR Business Partnering** – HR Business Partnering department looks over any issue regarding concerned divisions and deals with operations that follow the recruitment process, working as a bridge between HR and the concerned division. It comprises of Market Operations, Technology, Finance, Enterprise Project Management Office, Digital Services, Internal Audit, People and Corporate.

Besides these five core units, there are four other additional ones including Facilities and Services, Communication and Corporate Responsibility, Corporate Affairs, and Company Secretary and Regulatory Affairs. Moreover, the Chief Corporate and People Officer’s headquarters ensures coordination and tracking of all sorts of activities taking place in the respective division.



Fig. Departments/units under People & Corporate division

Chapter 3: Job Responsibilities

3.1 Description of Specific Tasks and Responsibilities

As the intern of Resourcing unit of People & Corporate, I was instructed to perform some specific duties that required attention to details and basic HR knowledge.

- Assisting in Preparing Appointment Letters and Experience Letters for Interns*** – The Resourcing unit prepares all sorts of documents for all new entrants. Each respective unit in the other divisions informs the Specialist in-charge of the internship program at Robi Axiata Limited when and if they require interns. After shortlisting CVs and taking interviews, candidates are selected for their respective posts. The next task requires preparing appointment letters to be sent to the individual institutions. These letters contain details such as the time period of the internship, the project he/she has been assigned to under which unit of a division, the supervisor in-charge of the intern, remuneration and other guidelines, etc. Afterwards, these letters have to be signed by the Vice President of the Resourcing unit, scanned and sent to the career centers of the corresponding universities. Similarly, when the interns complete their internship, they are entitled to receive an experience letter for the time spent working on a project. The experience letters state the project worked on and a vote of appreciation for their service. My task was to assist in preparing these letters, getting them signed and scanned to be sent to my line-manager who would then send them to the universities in case of appointment letters and as for the experience letters, I was trusted with the responsibility of passing them on to the respective interns.



Fig. Intern Recruitment Process

- ***Joining of Interns*** – Joining of interns involve greeting them on their first day, handing over some documents that they are required to sign and submit or keep and finally taking them to their respective floors to be introduced to their in-charge.
- ***Keeping Track of Attendance, Internship Issues, Documents and Acting as the Intermediary*** – As the intern of Resourcing unit, I was entrusted with the responsibility of keeping records of all kinds of intern issues such as their extension period or if they had to take leave due to illness, etc. Interns are required to sign and submit some confidential documents to the intern in the Resourcing unit when starting out. Moreover, acting as the intermediary between interns and the Resourcing unit in terms of communication and solving issues was one of my other tasks.
- ***Updating Intern Database*** – A database is kept on all the interns who have worked at Robi Axiata Limited which includes details of their educational background, the project they worked on, an account of their contact details, etc. Whenever a new intern has been appointed, this database has to be updated with his/her particulars and referred to in case complications arose.
- ***Assisting in Preparing and Disbursing Intern Salary*** – At the end of each month, all interns are informed to submit their attendance sheet, which had been passed on to them on their first day, by the Resourcing unit of People and Corporate division. These attendance sheets contain the number of days an intern has worked in the given month and any absences with remarks alongside the consent of their supervisor. Salary is calculated according to the number of days remained present at work. It is then sent to the Finance division to go through the general formalities after which, the amount is withdrawn and assorted accordingly in envelopes for the interns to collect on a given date and time.
- ***Preparing Database for Shortlisted Candidates*** – Apart from looking after internship duties, I also assisted in the recruitment process of other positions such as Territory Executives, Territory Managers, Specialists, etc. The CVs were shortlisted by specialists and managers of the Resourcing unit, after which, they were sent to me for extraction of

certain details about the candidates from their CVs based on which they were going to be assessed for the next steps into the recruitment process.

- ***Informing Candidates*** – The candidates who make it to the second step of the recruitment process after having their CV shortlisted are required to sit for either a written exam or an online test based on the position they are being recruited for. My task was to congratulate these candidates and inform them of the next step that includes giving them a brief about what is to come next, answer any questions, etc. via text and phone calls.
- ***Invigilation and Coordinating Interviews*** – When written or online tests were being conducted, my task as an intern in the Resourcing unit was to communicate with the specialist in charge for taking the tests if all the candidates have arrived and assist in invigilation. Similarly, when the selected candidates were being interviewed for the final assessment, I had to assist in coordinating the session along with the aforementioned specialist who was in charge of taking the interviews.
- ***Personnel Filing*** – When all procedures of recruitment have been carried out and a candidate has been selected to join the company, he/she needs to provide certain documents such as academic certificates, release letters from previous organizations, a copy of national ID, etc. Moreover, he/she is required to sign certain documents and go through medical examinations that are all recorded in their personnel file and kept as evidence. The process of preparing, revising and labeling this paperwork according to each new-entrant is known as personnel filing and this task had also been partly entrusted upon me.

3.2 Other Responsibilities

Apart from carrying out the responsibilities that an intern in the Resourcing unit is supposed to assist with, I also had plenty of opportunities to be exposed to various kinds of work from other units of People & Corporate division due to it being an open floor.

- ***Updating Feedback Files and Acquiring Training Knowledge*** – The Talent & Development unit provided me with knowledge on how various training evaluations are assessed based on certain criteria and how to update the feedback from the participants.
- ***Formatting Employee ID Card Photo*** – There are several official procedures that have to be conducted when new joiners start out. For instance, he/she is provided with an employee ID card that has to be issued by the People & Corporate division. Although, before the card can be activated and the online database can be updated with the individual's identity, his/her passport sized photo needs to be scanned and configured to a certain frame and format for the technology division to work on further.
- ***Updating New Joiners' Details*** – Along with formatting the photo of new joiners, I also assisted with updating their details on the database with accuracy, usually twice a month for the HR Business Partner unit.
- ***Assisting in Preparing Templates and PowerPoint Presentations*** – As students, we were taught to use very simple and formal slides during presentations in order to not drag away the attention from the main idea and to keep it smart and sophisticated. Hence, we listened and rarely experimented on how to make it more appealing to the audience. However, here at Robi Axiata Limited, I learned what we should have learned in our student year, that, simple is not always the most competent. I was assigned a few tasks from the Culture & Engagement unit that required the formation of PowerPoint slides and templates with animation and pictures to make it captivating.

Chapter 4: Findings and Analysis

4.1 Challenges Faced at Robi Axiata Limited

Despite being one of the top telecommunication operators in Bangladesh and the second best revenue generator in the telecom industry, there is still room for improvement at Robi Axiata Limited to conduct all the processes with more ease and expertise. After a vigorous analysis and a 3-month stay, some of the crucial points have been brought to light in this section and they are mentioned below:

4.1.1 Inadequate Supervision - In every organization, big or small, there is some part that plays into the inadequacy of supervision which is part of the daily routine and there are more than a few ways it can delay or hinder the workflow.

- **Time:** During the recruitment process as mentioned in the previous chapter, Robi gathers all the prospective CVs from LinkedIn, Robi portal, etc. by downloading and reviewing them on the basis of several criteria such as CGPA, work experience, background and many more. After going through the initial review, these CVs are sent to the intern working in the Resourcing department of People & Corporate Division to extract all the necessary information and formulate them all in tables to make the process simpler, also mentioned earlier. However, it should be noted with significance that, the time taken to break down all the details into charts is quite extensive even if the process does not seem complicated and each CV takes 3 minutes on average to be simplified. Near to 150 CVs are considered for particular positions such as the one of Territory Executive. The intern is given under less than 2 days to process all the information on an Excel sheet and inform the shortlisted candidates for a written test on a particular day. It should also be mentioned that while preparing the database of the candidates, there are several other tasks that are constantly being instructed for the intern to complete and most of the time, the candidates call back on the pool phone- that is being used to inform them of their outcome- to confirm the address or the timing of the written test which further delays the workflow due to tending to their queries.

- **Resource:** Resources at office such as the printer, photocopier and other equipment that assist with the daily activities on the entire floor frequently malfunction due to overuse or heat. These tools are extremely fundamental for the kind of work that goes around the office and each minute spent on fixing those, sets back the flow of work, which gradually builds up bit by bit throughout one whole working day. Other resources such as paper and office stationary are either seen to be misused or identified as inadequate.
- **Effort:** An employee of an organization is in charge of numerous responsibilities and the chances of the number getting multiplied every day is high. It is not always possible to keep track unless there is a synchronized way of getting tasks done from all ends, starting with specific instructions till the feedback/review process. Otherwise, the unsystematic nature of work overpowers the effort put in a particular work and it would take twice as much time and effort to get it done. As a result, this plays a significant role towards employee dissatisfaction, hindering the company in the long run.

4.1.2 Less Scope of Learning - There is no denying that there are many things to learn when you work in a corporate environment. However, after spending four valuable years trying to learn as many theories and concepts and using analytical knowledge for solving case studies and other problems in a classroom setting, one would expect to apply that understanding and add value to an organization. Nowadays, most students are also participating in business competitions and other events where they have the scope to discover aptitudes such as leadership, management skills, etc. in themselves that are highly essential to function well in a working environment and they have been groomed as such from the beginning. Yet, it becomes very de-motivational when they actually start working for an organization only to perceive that their talents and skills are going unnoticed. One would contemplate that due to the confidential clause in an organization for internship opportunities at leading MNCs, students or fresh graduates are not given such work with heavy responsibilities. Although that plays a big role, there is still some scope to get work done with the aid of several software tools and applications, thereby fulfilling the learning needs. It becomes a challenge in the sense that interns get a wrong

perception about work just before they officially join the workforce. Many might get disheartened and start pursuing a different career altogether despite having the potential to thrive in a leading organization.

4.1.3 *Inadequate Incentives for Interns* - Due to the vast number of internship opportunities available to students in leading organizations at Dhaka of Bangladesh, they have a wide array to select their desired placement from. As calculative human beings, they consider the positive aspects as well as the negative ones in terms of future prospect, department, remuneration and other facilities, etc. Interns at Robi Axiata Limited are only provided with a minimal salary throughout the entirety of their internship period. In comparison, other leading MNCs are providing additional facilities, such as transport and lunch that appeal more to the students since the cost incurred for these approximately amount to what they are paid each month. As a result, they tend to leave the organization if they are provided with better opportunities elsewhere. This hampers the effective flow of work in the respective departments and puts pressure on the recruitment specialist as he/she has to appoint replacements for them.

4.1.4 *Lack of Guidelines* - Even though internship periods last around 3 months, students are considered to be similar to temporary employees of a company. Newly joined full-time employees are welcomed into the organization through proper introduction, in terms of culture, policies, trainings, etc., collectively known as an orientation program that generally takes 2/3 days to get acquainted with the ways and means of accomplishing their work. Interns, however, are not given any such briefing about the department or the sort of tasks they have to perform during the period. If they are expected to perform well, without leaving any room for errors, then they have to be prepped well at the beginning, for instance, what kind of work they will be doing and why it is needed, how it helps the organization, etc. in order to get a full understanding.

4.2 Positive Aspects at Robi Axiata Limited

It must not go without mention that some aspects about Robi Axiata Limited have impressed me beyond my expectations and have added a definitive value to my life.

4.2.1 *Personal Accomplishment* – Communication was never my forte and I used to shy away from confrontations and having to make contact with others. However, People & Corporate division mostly works with communication and being part of it only meant that I, too, had to play the part of a confident individual with good communication skills. Communication does not only involve conveying and receiving the right message. It is associated with other traits such as the tone of the voice, body language, etc. Within the three months of my internship period, I have learned to communicate well with various individuals on the phone as well as in person and by taking on that responsibility, I truly believe that Robi Axiata Limited has greatly facilitated me by making me come out of my comfort zone and contributed a lot when it comes to personal accomplishments.

4.2.2 *Learning the Ways of a Corporate Environment* - Even though interns are still not considered graduates, they mature a great deal within the three months they get to work with an organization. They learn how to work with different kinds of people from various backgrounds and to adjust to the working environment. Moreover, they learn how to cope with difficult situations and work with flexibility, how to turn an impossible situation into a do-able one, how to get tasks done with ease, etc. Apart from all these, interns also get the opportunity to learn about the corporate culture that involves knowing how to present themselves in a manner that is acceptable to all. These tiny but very significant aspects of the working environment shape up the natural course of one's wisdom. Robi Axiata Limited is a place where every individual is respected and welcomed with an open mind. The working environment is absolutely brilliant, especially in the People & Corporate division, comprising of friendly, enthusiastic individuals.

4.2.3 *Truth, Honesty and Fairness* – One other aspect of Robi Axiata Limited that I truly admire is its integrity and trust in its people. These people in turn, honor the said

practices by having faith in each other, thus, generating one of the most powerful weapons an organization could possess in order to thrive on the global platform.

4.2.4 Engagement – People are at the core of an organization; without them, it only remains a hollow shell. Organizations need to be committed towards its employees by engaging them in events and programs other than work, on a regular basis. Very few companies tend to follow through and the ones that do implement such practices turn out to have a high employee satisfaction level. Thereby, boosting the morale and keeping employees happy should be one of its values as its employees will be motivated to assist in the generation of more revenue and goodwill. Robi Axiata Limited recognizes this logic and gives back to its employees in turn. Moreover, the employees turn to one another for counsel even if they are not directly involved, regarding various work issues, instilling a sense of high appreciation and respect for each other. Despite only being an intern, I was bestowed with such kindness by all individuals in the People & Corporate division that it changed my notion regarding the corporate world. They regarded my input and made me feel important enough to be taken seriously.

Chapter 5: Recommendations

Companies should be flexible in terms of making changes to further better themselves in the business environment and it is definitely encouraging to say the least that Robi Axiata Limited is always open to change and ready to receive any feedback with optimism.

- Supervision** - The challenges faced in terms of inadequate supervision focuses on three aspects as mentioned earlier- Time, Resource and Effort. It is safe to say that working at a large organization like Robi Axiata Limited is, in fact, very stressful to the ones who are only just stepping into the corporate world and there are both positive and negative sides of getting the work done under pressure. In the earliest works done by Lewin (1935) and Murray (1938) on the Person-Environment Fit only proves that the various stimuli received at workplace may not match with what an individual may prefer. This reduces his/her sense of psychosocial well-being as there is an imbalance between these two parameters, causing high strain and a misfit. The diagram below shows this relationship between „Received“ strain and „Preferred“ strain:

		Preferred	
		High	Low
Received	High	Low strain	High strain
	Low	High strain	Low strain

Fig. Levels of psychological strain predicted by P-E fit theory

If the individual is not accustomed to such an environment, there are plenty of chances open for him/her to making a mistake. They should be given an appropriate deadline whereby they could get their tasks done without causing any blunder. As for the subject of resource, office utilities and equipment should be maintained well and checked regularly. According to the Fourteen Points for Management by W. Edwards Deming, it is stated that in order to institute leadership, “the aim of supervision should be to help people and machines and gadgets to do a better job”. Units should sit together to avoid the energy and time spent on walking from one desk to another when they could be using it for something more productive and innovative instead. This creates a smooth workflow without causing any communication gap between the colleagues. The interns do not

necessarily work under one supervisor throughout their internship period; they have to assist in all kinds of work whether it is directly related to their line of work or not. Most times, they are given more than one task at the same time and are instructed to complete them as soon as possible. Their superiors need to communicate with each other and come up with a solution on how to share the interns effectively. In addition to that, Resourcing unit mainly deals with recruitment of interns, territory executives, territory managers, specialists, managers, general managers, etc., however, each unit or department in the People & Corporate division work together not unlike a relay race to ensure an efficient sequence from shortlisting of CVs, written exams, interviews to training them after on-boarding, providing them with ID cards, SIM cards, opening a bank account, processing their salary, recording all their documents, etc. For an intern to understand how this whole process works, it would have added a great deal of learning if they had been prepped from before, hence, relating with their tasks while they assist would ensure a lean designing of the recruitment process.

- **Learning** - Interns are always eager to learn and apply whatever knowledge they have gained throughout the years. Organizations should take advantage of this great opportunity and exploit the students equally, creating a win-win situation for both the sides. These young final year students are full of bright, feasible ideas that could help organizations to expand/thrive further and achieve their goals sooner. If one of their target markets comprise of youth-based communities, these interns could be a valuable addition to their respective teams as they could become the key to gaining insights on how the young minds function. It should also be stated that these interns could be trusted with more number of responsibilities and tasks, instilling the impression that there are scopes to grow in large organizations and that they do motivate interns in ways more than one. If they are not given the opportunity to flaunt their talents, organizations will never know how these interns or graduates could become significant in terms of serving them. A good educational background is inadequate if an individual is not able to utilize it to feel competent, self-confidence, etc. Maslow's hierarchy of needs provides insights into this concept on identifying the need for self-esteem and self-respect. In his theory, he goes on to point out that there are two version of esteem needs - the lower version

includes the need for status and glory whereas, the higher version states the need for strength, competence, mastery, self-confidence, etc. This higher version of esteem needs can be related to what an intern or any employee may want to achieve in order to prove themselves. Establishing proper internship programs with opportunities to acquire knowledge on various aspects of how an organization functions as a whole and encouraging the interns to take part in discussions as well as coming up with suggestions and constructive criticisms to improve and shorten a particular work process is the key to value addition at all ends.

- **More Incentives** - It is true that students are given the privilege of working in a company to learn, however, if they are not given proper opportunities to learn, then their whole idea falls apart. In such cases where opportunities are few in number or there are restrictions, interns should be given more privileges than just a salary. John Stacey Adam's Equity Theory (1963) suggests that an individual feels satisfied and motivated if he/she feels that the rewards received are fair or just compared to what others receive in similar positions either inside or outside the company. These rewards are mostly „hard“ factors such as salary, employee benefits, etc. but extend to intangible factors including praise, sense of achievement, etc. as well. Companies should become creative and come up with means of motivating interns by providing them with free lunch or transport or a monthly mobile allowance, etc. As a result, interns will not be influenced by other offers and the company gets to spend less time and expense on recruiting interns.
- **Providing Guidelines** - Direction is always necessary in order to perform well and within deadlines. A proper system needs to be implemented that can help the interns to get a complete idea about why the organization exists, what it is trying to achieve by what means and how they would be assisting their supervisors to help achieve that. It should keep records of the kind of work done by previous interns and use them as demonstrations for the newly joined ones when they start their internship. It is very unfortunate that interns are given the least priority when they should be groomed further for the next step in their lives. That is to say, it is not the fault of the organization, rather the whole system that exists in Bangladesh because these interns are acting as

representatives of that organization and spreading good or bad messages through WoM (Word of Mouth), depending on the kind of experiences they acquire during their internship period. Organizations, large or small, are always trying to attract prospective graduates from reputed universities all over the country; hence, they should also consider the possibility of losing these potentials to competitors if their goodwill gets tainted.

Chapter 6: Conclusion

Robi Axiata Limited remains one of the top telecom companies in Bangladesh that is still growing at a faster rate than any of its competitor companies by continuing to provide innovative products and services and also by winning the hearts of millions of customers across the country. However, a company cannot thrive without its people. The employees, who make these said customers happy, work themselves to the bone in order to make it happen because they have complete faith in the organization as well and the biggest acknowledgement lies in the 22nd World HRD Congress, 2014's „5th Best Employer of the Year“ award. This implies that Robi Axiata Limited must be doing something right.

By breaking it down further, one is able to identify some key segments that play a bigger role for Robi's success towards greatness and the Resourcing unit can be dubbed as such. Recruiting and selecting the right candidate for the right job at the right time is significantly important as this certifies a better future for the company. Hence, a recruitment process that ensures the most effective and efficient way of conducting the procedures is the key. To conclude, it is imperative that the company as a whole recognizes the scope for further improvement and continues to keep on perfecting its ways and means of growing and sustaining in this dynamic business environment.

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