



Inspiring Excellence

Internship Report
On
The Recruitment Process of Robi Axiata Limited

Course Title:
Internship (BUS 400)

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The Recruitment Process of Robi Axiata Limited



Letter of Transmittal

30th April, 2019

Afsana Akhtar

Assistant Professor,

BRAC Business School, BRAC University

66, Mohakhali, Dhaka 1212

Subject: Submission of Internship Report on “The Recruitment Process of Robi Axiata Limited”.

Dear Madam,

It is an immense pleasure for me to complete my internship report on “The Recruitment Process of Robi Axiata Limited” which I have prepared by performing primary and secondary research. As a requirement for the completion of BUS400 course, I was assigned to prepare this report. I am happy to inform you that I have successfully completed my 3 month internship at Robi Axiata Limited, under Resourcing team with gaining depth knowledge of recruitment process and other HR activities. I tried my level best to go deep into the matters with as much as information & relevant issues and made full use of my capabilities in making this report meaningful. I also tried to follow the instructions though I believe there may be some mistakes and shortcomings.

I am thankful to you for your valuable advice, direction and great cooperation at each and every time. It would be extremely grateful if you kindly check my report and evaluate my performance on this report.

Thank you.

Sincerely yours,

.....

Sharmin Shejoti (15104200)

BRAC Business School, BRAC University.



Letter of Endorsements by the Supervisor Faculty

This is to certify that **Sharmin Shejoti, ID: 15104200**, has complete the report on “**The Recruitment Process of Robi Axiata Limited**” for the purpose of internship of BBA program in BRAC University. Under my guidance, she successfully established the report by following my instruction. I accept this report as her final internship report and I wish her every success and prosperity in her career and life.

.....
Afsana Akhtar

Assistant Professor,

BRAC Business School

BRAC University



Acknowledgement

Firstly, I would like to express my gratitude to Almighty Allah for granting me with continual patience and strength, ability and opportunity to complete this internship report successfully on time. The achievement and result of this report required a great guidance and help from many peoples. They supported me by providing adequate information regardless of having many responsibilities.

Secondly, I would like to give special thanks to my internship advisor, Afsana Akhtar who is an Assistant Professor at BRAC Business School in BRAC University. She helped me every time with valuable suggestions and gave me constant inspiration to prepare this internship report. Her instructive advice and guidance have emerged as stepping stone in making this report fruitful.

Thirdly, my thankfulness goes to Robi Axiata Limited which gave me change to work there as an intern. It also gave me opportunity to learn about how Telecommunication Company in Bangladesh works through their skillful employees. Moreover, there I got to know about the differences and similarities between the theoretical concepts and practical works.

Lastly, I would like to give thanks to my line manager; Nahid Islam Bithi who is a specialist of resourcing unit at HR division in Robi Axiata Limited and who also helped me to learn about how to perform different works of resourcing team and different HR issues and activities. Then my special thanks for my internship supervisor, Md. Zaved Parvez who is a vice-president of resourcing team and the mangers of resourcing team Khandakar Raihan Sayeed and Shirin Khan for helping me to select my internship report's topic and providing me important and valuable information to complete this report successfully. Along with that, I would like to express my gratitude to all the members of the Human Resource Division of Robi Axiata Limited.



Executive Summary

The main objective behind preparing this report is to observe the “The Recruitment Process of Robi Axiata Limited” within the broader perspective of internship of BBA program in BRAC University. I tried to collect detail information and put it in the report as much as it was possible. This report starts with an overview of Robi Axiata Limited which contains Robi’s profile and the description of total business of Robi Axiata Limited. Based on number of subscriber and revenue generation currently it gains the 2nd leading position in telecommunication sector of Bangladesh. After that, I mention all the works in details which I did in my internship period in Robi Axiata Limited. Then the report includes the origin, purpose, scope, limitations, objectives and research question of the report. Then a literature review is being provided in the report which includes the definition of recruitment, its classification and how important the recruitment process is for any organization. Moreover, methodology of the report is being provided which tells how I gathered all the information and data to prepare this report and then try to analyze and interpret all the data. Then the procedures of recruitment process of Robi Axiata Limited and the findings are given in the report by recognizing the problems of recruitment process. Then, the recommendations are being provided followed by a conclusion of the report. Finally, it could be said that I’ve given utmost care to explain all necessary aspects to complete the report successfully on time.



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1. Organizational Overview

1.1 Profile of the Organization

Robi Axiata Limited is the second largest company in the telecommunication sector in Bangladesh. It is one of the popular telecommunication companies which provide mobile telecommunication services. It is a joint venture between three shareholders and those are Axiata Group Berhad of Malaysia (holding 68.7% stake), NTT DoCoMo Inc. of Japan (holding 6.3% stake) and Bharti Airtel of India (holding 25% stake). Robi started its journey at 1997 as Telekom Malaysia International (Bangladesh) under the brand name of AKTEL to meet the communication needs of peoples of Bangladesh. In 2010, it was rebranded and named Robi Axiata Limited which is popularly called Robi that denotes sun in Bangla. Moreover, Robi's tagline is 'Jole uthun apun shoktite which means 'Light the Power Inside' (Aziz, 2018)



Figure 1 Aktel renamed as Robi

In the history of Bangladesh, Robi is the 1st telecommunication company who had successfully merged with another telecommunication company named Airtel and after the merger; both brands are operating their business independently. They were begun to start their business activity together from November 16, 2016. It is the 1st merger in the telecommunication sector in Bangladesh and also one of the biggest mergers in our country. Moreover, Robi is a people oriented telecommunication brand which has approximately 3.2 million subscribers. It has tried to connect more than 24 million users. It was the first operator who introduces 4.5G services in all the 64 districts in Bangladesh. Moreover, Robi is loyal to its client by providing best data and a good voice quality with warm and friendly approach. It also tries to serve the rural areas people by providing them digital life. Robi Axiata Limited has a rich portfolio in the sector of digital



services which offers mobile banking services, m-commerce services, digital advertising etc. Moreover, Robi also has undertaken many CSR activities such as helping educational organization, health and environment sectors, sponsor of Bangladesh National Cricket Team etc.

1.1.1 Vision and Mission

Vision:

Robi's vision is 'To be the leader by providing services in the telecommunication sector in Bangladesh'

Mission:

Robi's mission is 'to empower their customers' and for that they are providing preferable services to their customers. To be the leader in the market, they always try to do the effective HR practices, hire the suitable candidates for the right position and maintaining the effective work environment.

1.1.2 Purpose of Robi Axiata Limited

Rahman (2019) discusses the purposes of Robi given below:

- Customer centric.
- Uncompromised nature.
- I can and I will.

Customer centric

Robi Axiata Limited is a customer driven organization and it remains its business simple, so that customer can understand their business easily. It always provides the customers best quality and satisfactory services, which Robi believes it will lead them to build their loyal customers. They always engage with their customers by hearing their needs and wants and always try to solve the problem.



Uncompromised nature

Robi always try to do everything which is legally, morally and ethically right and correct. They always try to remain accountable and faithful towards their stakeholders and all the communities. Moreover, they always accept their mistakes and try to solve them with a positive manner. Even, they encourage open dialogues too.

I can and I will

To implement opportunities at the right time, Robi emphasizes on putting relentless efforts towards producing the desired results. Robi has a firm believe that they have the ability to do anything and they always ready to do that thing.

1.2 Description of the Total Business of Robi Axiata Limited

To give a description of the total business of Robi Axiata Limited (Robi Axiata Limited, 2019), I would be starting with the description of products and services of their business and then I would be describe their every division and their activities, their market share, SWOT analysis and porters five forces.

1.2.1 Products and Services

To run a successful business and to hold more customers, Robi always offers different prepaid and postpaid packages so that customers can choose different packages according to their choice. Moreover, they offer Internet packages, Robi cash app, wifi support, international roaming, video calls, making easy loan purchase, a mobile payment service app that enable users to pay the utility bills, acquire train tickets from their device etc.

- **Prepaid**

Prepaid package is when someone pays for the service upfront. Robi prepaid packages always add new features, facilities and plans to provide the customers complete freedom



and easy access. Robi offers single prepaid package with the best rates in the market and provide the facility of 5 FnF with any operator. Some of the Robi prepaid packages are Goti 36, Shorol 39, Noor Pack etc. Customers can recharge Robi prepaid by using easy load facilities or scratch cards.

- **Postpaid**

Postpaid package is when someone pays for the service at the end of each month based on his or her actual usage of that service. Robi also offers two postpaid packages such as pack 1 and pack 2. Customers can pay their postpaid bills through scratch card or going to customer care center by knowing the bill information from web-bill, e-bill, SMS, customer care center etc.

- **Internet**

Robi first launch 3.5G and 4.5G internet which is high speed browsing more than three times faster than 2G. By using their high speed internet, one can browse social media, make video call and watch live TV etc. They provide many internet packages.

- **Value added services**

To attract new customers and to provide more services to current customers, Robi always introduces many value added services like information services, music, Islamic services, entertainment services, balance transfer services, missed call alert, Robi radio, for messaging and chat they have services like SMS, MMS, voice SMS, voice chat, SMS chat, for education and career they have services like job portal, one minute's school, for mobile assistance and call management they have services like call block, phone backup, FNF, call waiting etc.



- **Enterprise solutions**

Robi provide enterprise solution like

- **Sales forces automation**

By using low cost mobile devices and web technologies this allows a customer to capture orders and sales data in the fastest and easiest way.

- **Robi iMOVED service**

This enables a customer to notify all incoming callers of a number change. Moreover, this service helps to non-Robi customers to transfer in Robi network in a cost-effective way.

- **Robi secure connect**

By Robi's mobile network, this offers a secured and effective data connectivity between mobile devices or terminals.

With that Robi offers many enterprise solutions like mobile device management, restaurant management solutions, enterprise resource locator, mobile business connet etc.

- **Robi cloud**

Robi have virtual private server which create and manage any server configuration and provide secure and cost-effective server access and co-located service which provide the customer opportunity to transfer their infrastructure into Robi's purpose-built data center building which are located all over Bangladesh.

- **IT services**

Robi provide different IT solutions such as

- **Business process automation**



This process manages data, information etc. and also helps to reduce costs, investment and resources.

➤ **Robotic process automation**

This states a software which is programmed to do tasks as human workers do.

➤ **Internet of things (IoT)**

This provides services like built on own cloud for comprehensive analytics, smart attendance system, one solution to control it all, flexible payment modality etc.

➤ **Application Development**

By application development solutions Robi helps organizations to manage their application portfolio effectively and efficiently.

1.2.2 CSR Activities of Robi

Robi also engage in CSR (Corporate social responsibility) activities (Robi Axiata Limited, 2019). Like other renowned organization, Robi is always trying to contribute towards the development of socioeconomic condition of the country. Moreover, Robi always works for women empowerment and also try to help in the sectors of education, health, environment, culture and heritage and ICT (information, communication and technology). Robi's recent CSR activities are Robi-10 Minute School, safe drinking water for railway passengers, Robi internet corner, e-library buses for ICT education blood donation camping, providing photocopy machine to women for women empowerment, mission kombol for poor cold affected people etc.



Figure 2 Safe drinking water for railway passengers

1.2.3 Divisions of Robi Axiata Limited

Robi is headed by a managing director (Rupa, 2013). It has many divisions and each division is headed by a divisional head. Every division contains many teams and each team contains a vice-president, a general manager, a manager and a specialist. Now the divisions of Robi is given below

- **Finance**

Robi's finance division is accountable for financing and controls many finance related work. Such as corporate finance, financial accounting and management reporting, creating salary sheets for employees, financial compliance maintaining, insurance and process, revenue assurance etc.

- **Market Operation**

Robi's market operation division is in charge for fulfilling targeted sales. They also works for market communication, build new product pricing, develop brand etc.

- **Corporate Strategy**

This division is responsible for develop new business proposals for Robi and analyzing monthly growth, revenue, KPIs etc.



- **Corporate Regulatory Affairs**

This division is responsible for all CSR activities approval, handling legal issues maintaining relations with media etc.

- **Technology**

Robi's technology division is responsible for technology compliance and controls Robi's website and divisional websites.

- **Information Technology**

Robi's IT is responsible for providing support to all the divisions and departments of Robi, providing necessary hardware and software to support employees, monitor central network, maintain regional IT operation etc.

- **Internal Audit**

This division is responsible for inspecting every activities of Robi in accordance with the law and regulations.

- **Digital Service**

This division is responsible for creating new ideas for digital services and preserving the performance of those services.

- **Enterprise Business**

To guarantee consumer loyalty and maintenance, this division is works for planning, arranging and executing viable and feasible strategies

- **Supply Chain Management**

This division is in charge of planning, arranging, and checking the overall supply chain strategies which are teaming up with sales, operations, and customer services to boost proficiency and profitability of Robi.



- **Human Resource Division**

According to Aziz (2018), Human resource division is one of the major working division's in Robi Axiata Limited. Like other divisions it follows the hierarchy to maintain the workflow in the organization. Under human resource division there are five teams and every team is driven by a vice-president, a general manager, a manager and a specialist. This division is also considered as people and corporate division as five teams are mainly work for the people and corporate of the organization and these five teams are:

- Resourcing
- HR Business partnering
- Engagement and Culture
- Talent and development
- Compensation and Reward

Resourcing team engaged with employee branding and hiring process. They actually engaged with organization recruitment and selection process. For these, they engaged with every division of the organization to fill up the vacant position with the right candidates and also they have very good connections with different universities and recruitment agencies for this purpose.

HR Business Partnering team builds a connection between all the divisions of Robi with human resource division. They handle all the matter of different divisions with the assistance of all human resources groups.

Engagement and Culture team works for providing the secure working environment and also dedicated towards diversity, representative engagement, motivational occurrences, organization morals and ethics and celebrated different cultural programs.



Talent and Development team works for finding out the employees' talent and also developing the employees. They actually help the employee to build their career by using their knowledge, skill and ability. They also conduct different training sessions for the betterment of the employees.

Compensation and Reward team works for employees' payment and furthermore setting rewards by advising workers' execution and commitment towards work. Moreover, they are responsible for handling monetary thoughts.

1.2.4 Market Share

In March, 2019, BTRC (Bangladesh Telecommunications Regulatory Commission) published that the total number of mobile phone subscribers has been reached in 159.780 Million and Robi is the 2nd largest telecommunication operator in Bangladesh in the field of market share (Mobile phone subscribers Bangladesh March2019, 2019).

Operator	Subscriber (in million)
Grameen Phone Ltd.	74.053
Robi Axiata Ltd.	47.341
Banglalink Digital Communications Ltd.	34.372
Teletalk Bangladesh Ltd.	4.014

Table Market share of telecommunication operators in Bangladesh

Source (Mobile phone subscribers Bangladesh March2019, 2019)

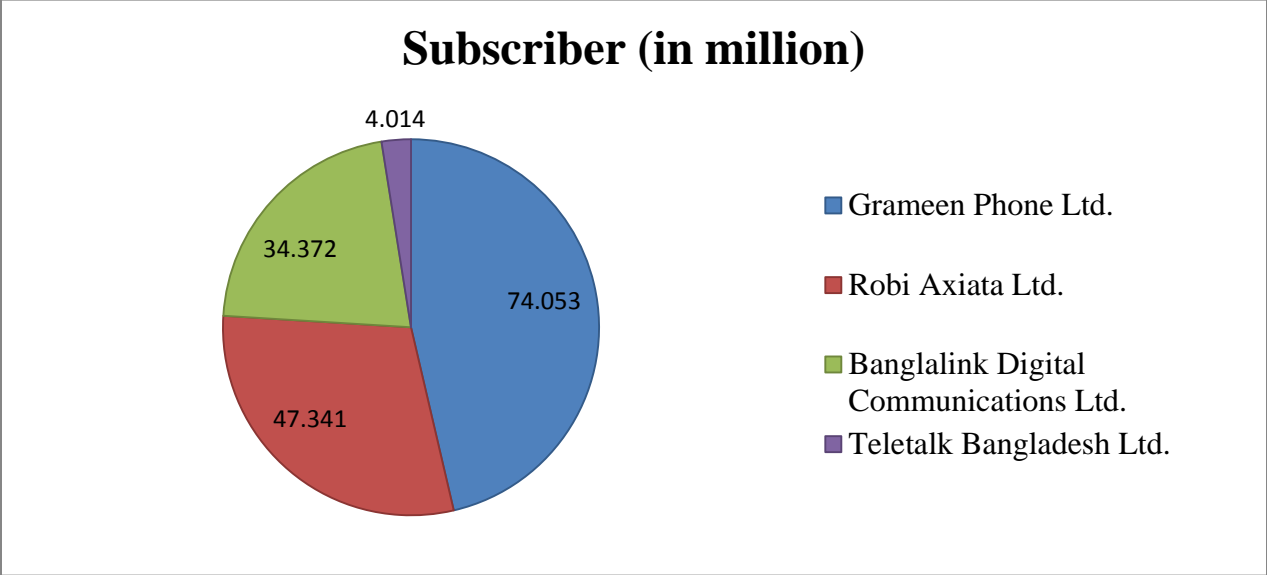


Chart: Market share of telecommunication operators in Bangladesh

1.2.5 SWOT Analysis of Robi Axiata Limited

SWOT analysis helps to identify the strengths, weakness, opportunity and threats of an organization. By analysis it, an organization can gather the knowledge and the idea of current situation of the organization and try to be competitive in the business market. Now, the SWOT analysis of Robi Axiata Limited is given below

Appendix 1 SWOT Analysis of Robi Axiata Limited

Strength:

Robi has a strong capital base which helps them to compete with other telecom companies in Bangladesh easily and establish their position and increase their revenues. Moreover, it is the first MNP service provider in Bangladesh and the MNP denotes Mobile Number Operator. The MNP’s actual meaning is without changing the current number a customer can change the operator. Moreover, Robi is first one who provides 4.5G network service all over the country. Besides, Robi has experienced and loyal management team. Those are hard workers and always



busy to provide the best services and try to make their business the leading telecom business in Bangladesh.

Weakness:

People in rural areas in Bangladesh are facing network problems although Robi is covering a huge market. Customer are facing call drops, poor internet connection, interrupting during calls etc. So, Robi is facing lacking to provide sufficient services. Moreover, their main competitors Grameenphone and Banglalink are big threats because these two companies always try to innovate something or do something to increase their market share and that's why these two companies are dangerous threats for Robi Axiata Limited.

Opportunity:

Robi gets a huge number of customers by merging with Airtel and it helps Robi to easily compete with Grameenphone and Banglalink. As now Robi has great revenue, they can easily expand their business. Besides, people in Bangladesh, not only the urban one also the rural one use internet exclusively. To communicate with peoples and for using many apps they need to buy internet packages. So, Robi is making huge amount of profit by selling internet packages.

Threats:

Robi's main threat is its competitors. In Bangladesh, the telecommunication sector always faces strong competition as any telecom company can easily hamper another telecom company's business by taking the market share. Moreover, the call rate of operator is increasing, that's why the switching nature of customers is high which can easily hamper the business.

1.2.6 Five Forces Model

An organization always has to be competitive in the market place in order to get success and to identify own actual position from other organization, all organizations use Porter’s Five Forces model. By using this model, an organization can understand its current position in the market place and improve the lacking things. Porter’s five forces Model of Robi Axiata Limited is given below:

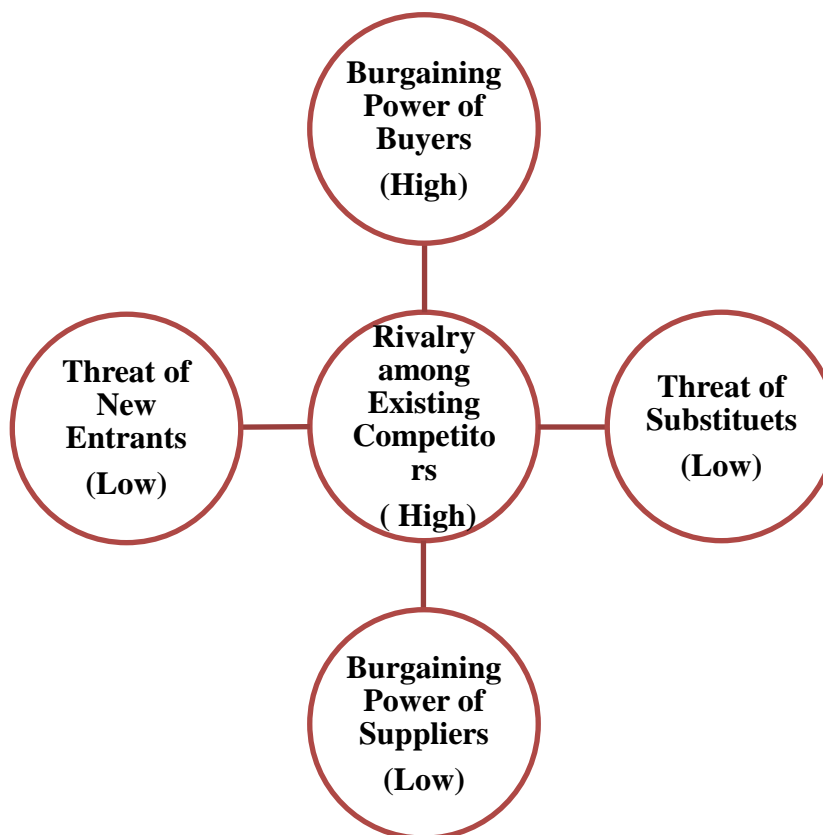


Figure 3 Porter’s Five Forces Model of Robi Axiata Limited

Rivalry among existing competitors

At telecommunication sector in Bangladesh, there is a strong competition between the four mobile telecommunication companies. Every mobile operator is trying to increase the market share and also increase the revenues by providing better services with low rate. So, the rivalry among existing competitors is **very high** by considering the power of their competition.



Threat of new entrants

As all mobile companies in Bangladesh have intensive capitals and resources and strong competition among them, they can easily make an entry barrier for those who wants to enter in the telecommunication industry. Moreover, it's not easy to obtain a radio spectrum license from BTRC as some restrictions are provided by BTRC to enter into the telecom industry. So, threat of new entrants in telecommunication industry is **low**.

Threat of substitutes

Broad band, modem, and telephone are the substitutes of mobile telecom operators. Before broad band was cheaper than mobile internet but mobile operators now host the internet as cheaper rate and anyone can use it easily at anywhere. Moreover, there are only few substitutes in this sector which does not affect the mobile operators at all. That's why; the threat of substitutes is **low**.

Bargaining power of buyers

In Bangladesh, there are now four mobile telecom operators. So, people can easily switch to another mobile operator if they face any problem or getting good service with cheaper rate. That's why; the bargaining power of buyers in telecom industry is **very high** as all mobile operators always try to modify their services and which attracts the buyers.

Bargaining power of suppliers

In telecom sector, there isn't much presence of suppliers and also there are only four mobile operators. So, bargaining power of supplier is **low** as the telecom business in Bangladesh is covered with limited competitors.



2. My Role and Responsibilities at Robi Axiata Limited

I am working as an intern of resourcing team at Human Resource Division of Robi Axiata Limited. The main works of resourcing team are recruitment and employee branding. I had to do many tasks there which were related to recruitment and employee branding. But specially, I had to perform many tasks which are related to interns' recruitment and overseeing the activities related to interns. My job responsibilities at Robi Axiata Limited are given below

- **Informing candidates for written test**

In the recruitment process, shortlist of candidates CVs' is an important part. Robi's rule is after the CV shortlisting, the shortlisted candidates had to sit for a written or online test for the specific position which they have applied for. So, after the shortlisting of candidates CVs' I had to call them through mobile phone for giving congratulation of getting change for written or online test for the specific position which they have applied for and I also had to inform them about the date, time and venue of the written or online tests and the things which they will have to bring along with them when they will come for test.

- **Invigilation of written test**

I had to assist my supervisor or other team members for invigilation during written exams and online tests. For example, helping him to prepare the question paper, making photocopy of that questions papers, being responsible as an invigilator of written test, checking those answer papers etc.



- **Communicate with the candidates**

After written or online test and preparing the shortlist of the candidates for a specific position, my supervisor emails me a table of the shortlisted candidates' name. By seeing that table, i had to communicate with the candidates through mobile phone about when they will come for giving interview, what are the position of that post, the address of the venue which is the corporate office of Robi Axiata Limited and others. A table consisted of all information is given below:

Appendix 2 the details of how to communicate with the candidates over mobile phone

- **Coordination of interviews**

I had to help and assist my supervisor or other team members of interview board at the interview sessions. For example, I had to provide the interviewer the remainder of when the interview starts and where is the venue of the interview, I had to bring the candidates to the interview rooms, I had to collect the candidates papers which they were asked to bring along with them at the interview time, I had to communicate with the candidates through mobile phone before the interview session of who will be going to attend the interview or not etc.

- **Personnel File making**

After the interview and all the recruitment and the selection process, the candidate who has been selected for the post has to submit certain important papers to the resourcing team of HR division. These papers include academic certificates, photocopy of national ID card or passport, photocopy of TIN, 3 pieces passport size photos, release letters from previous employers, pay slip of previous working organization etc. Then the selected candidate has to sign in some important documents such as appointment letter, joining letter, application information of release, employee disclosure form, code of conduct etc. Besides, the selected employee has to undergo certain pre-employment medical



examination too. I had to help my supervisor making photocopies of those documents, and then help the selected employee to sign those papers. After getting all the papers, I had to make a personal file of that selected employee.

- **Personal File tagging**

After making personal file I had to tag these personal files. After tagging those files, I had to take sign in these personal files from resourcing team and business partnering team. Then I had to scan those personal files.

	Mohammad Ehsanul Alim, Specialist, Information Technology		PF. 10004819
	Md. Modabbir Rahman Khan, Specialist, Digital Services		PF. 10004812

Figure 4 Personal File Tagging

- **Overseeing the activities of other Interns**

My main work in Robi Axiata limited was to carrying out all the activities which is related to interns and behaves like a head of interns and overseeing all the activities of other interns. I had to perform as a middleman between all the interns and all the teams of different division. I had to look after the interns about are they facing any problem in their department or not. When they faced any problem, I had to discuss it with the resourcing team and the team tried to help them from getting out of that problem. Moreover, I also had to oversee interns' absence and leave from their works and kept track their attendance too.



- **Helping for Intern recruitment**

Robi Axiata Limited follows a step by step process of Intern recruitment. The steps are given below

- First, collect the CVs' of final year university students internally.
- Then they shortlist the received CVs' by following some criteria.
- After that they take the interview.
- Finally, they select the intern for specific team of specific division through interview.

I had to help my team for shortlisting the interns CVs'. Then I had to call the shortlisted candidate for the interview through mobile phone. During the interview session, I also had to take part of taking the interview and also assisting my team member who is taking the interview. After the selection of interview, I had to again call the selected candidates for giving congratulation on behalf of Robi Axiata Limited. Then I had to prepare the appointment letters of internship and also had to send the appointment letters to the selected candidates' university via email. After that, the candidates collect the appointment letters from their respective university.

- **Helping during the joining day of interns**

During the joining day of interns, I had to seat along with my supervisor to discuss the rules and responsibilities of an intern in different department in Robi Axiata Limited. Then I had to distribute different documents to the interns. Those documents are the attendance sheets, declaration forms, code of conduct papers etc. Moreover, I had to collect interns' academics certificates and mark sheets and forwarding letter from their respective universities'. Then I had to provide them some documents of confidentiality that they had to signature. After finishing all those, I had to take all the new interns along with me and take over them to their respective team members of different department.



- **Keeping and updating interns' database**

Resourcing team of Robi created a database about all information of interns who have worked at Robi Axiata Limited. The information includes the name of interns', their mobile number, e-mail address, educational institution, name of the projects assigned to, supervisors' name, supervisors' designation, assigned division, period of internship etc. I had to maintain this database. When new interns come to join Robi, I had to update this database with all the information of new interns and always had to keep record with new information and update the database always. Interns' database is given below

S.	Name	University	Phone Numb	Project	Divisic	Line Manager	Line Manager Co	Joining Date	End Date	Remarks
488	SHAZNEEN RAH	ULAB	01842750150	Digital archiving	HR	Oruna Irani	Manager	9/23/2018	12/22/2018	Complete
489	Sumaiya Mim F	UIU	01783758734	Disbursement	MO	Md. Omar Faruq Ib	GM	9/23/2018	12/22/2018	Complete
490	Aqib Hossain	NSU	01775335511	ally Contract Archi	SCEPMO	ub Ahmed Chowd	GM	10/1/2018	12/31/2018	Complete
491	Noushin Sharm	BRACU	01623618316	BDAPPS Develop	DS	Md. Salah Uddin	Manager	10/1/2018	12/31/2018	Complete
492	ASMA UL HUSN	NSU	01624702171	Service level churr	VAS	Shahana Parvin Sh	Manager,	10/21/2018	1/20/2019	Continuing
493	MD. AKHLAQ RI	IUT	8801521432008	Single App & RPA	IT	Yamin Mawla	Manager	11/11/2018	1/10/2019	Complete
494	Tanzil Nasir	IUT	01521504008	EasyLoad System	MO	Shiblee Noman,	Manager	11/15/2018	1/14/2019	Complete
495	Sharmin Shejot	BracU	01763808323	Resourcing Digitiz	HR	Md. Zaved Parvez	Vice President	12/2/2018	2/28/2019	Continuing
496	Shurovi Sultana	AUST	01670-004979	Business Develop	IT	Sabbir Imtiaz Khan	General Manager	12/2/2018	2/28/2019	Continuing
497	Maisha Farzana	BracU	01680-062135	Digitalization of Le	HR	Sharmin Sultan	Vice President	12/9/2018	3/8/2019	Continuing
498	SAKIB UL HOQU	IUB	01521-439787	4G & MNP	MO	Sabrina Hoque	General Manager	12/9/2018	3/8/2019	Continuing
499	Shamanta Islam	IUB	01746-611779	Regional Play	MO	Md Al-Amin	Manager	12/9/2018	3/8/2019	Continuing
500	Md. Mohaimin	Army, IBA	01750-040835	Single App Battle	MO	Mohammad Monz	Manager	1/1/2019	3/31/2019	Continuing
501	Priyanka Rani S	UIU	01983-872825	4G & MNP	MO	Abdalur Rahman S	Manager	1/1/2019	3/31/2019	Continuing
502	Arianul Islam	IUB	01866-204811	BDAPPS Develop	Digital S	Md. Salah Uddin	manager	1/1/2019	3/31/2019	Continuing
503	Namaki Biswas	IUB	01716945017	EasyLoad System	MO	Shiblee Noman	Manager	1/1/2019	3/31/2019	Continuing
504	Al Asma Ul Husn	BUP	01679410724	Cost Excellence Pr	Finance	Salauddin Ahmed	General Manager	1/1/2019	3/31/2019	Continuing
505	Debjani Chakra	CUET	01746625236	Business Continui	Corpora	Shamsuddoha Mo	General Manager	1/1/2019	3/31/2019	Continuing
506	Nafisee Abdulla	Army, IBA	01747468627	Safety Net Fund D	MO	Md. Omar Faruq Ib	General Manager	1/3/2019	4/2/2019	Continuing
507	Md. Mushfiqur	AIUB	01675888004	Single App & RPA	IT	Md Rafat Kamal	Manager	1/13/2019	4/12/2019	Continuing

Figure 5 Interns' information database

- **Preparing interns' salary sheet and distributing salary cheques:**

At the end of every month, all interns had to submit their attendance sheet along with the signature of their respective supervisor to the resourcing team. There is a rule in Robi and which is an intern can take leave of two working days with a valid reason without cutting of money from salary. If the intern takes leave above of two working days, his or her salary will be decreasing in according to the increase of taking leaves. After getting all the attendance sheets, I had to prepare a salary sheet of interns. The salary is calculated according to the number of days an intern was present at the work in the given month. Then I had to take a signature in the salary sheet from the vice-president of resourcing team and submit the salary sheet along with all the interns' attendance sheets to the



finance division. After 4-5 days, the finance division providing the salary cheques. Then I had to text through mobile phone all the interns individually to collect their salary cheques from me. I had to distribute all the salary cheques within two days. A salary sheet of interns' is given below

January 9, 2019

Payment Instruction

Finance and Accounts Department

Robi Axiata Ltd.

Robi Corporate Office, Dhaka.

Subject: Payments for Monthly Allowance to the Interns of Dhaka, Office for the below mentioned month(s).

For the month of December

TWD 19

Sl.	Name	Division	Department	Month	Cost Centre	Total Days	Net Payment	Remarks	Signature
1	Shazneen Rahman	Compensation	Human Resource	December	957100	15	3947		
2	Sharmin Shejoti	Resourcing	HR	December	957500	17	5000		
3	Maisha Farzana	alent & Developmer	HR	December	953400	19	5000		
4	Shahriyar Khan	Market Operation	Market Operation	December	951140	19	5000		
5	Simum Tasnim	SCEPMO	SCEPMO	December	952500	18	5000		
6	Shamanta Islam	market Operation	M Voice	December	951111	16	4211		
Total							28158		

Finance division is requested to arrange individual cheques in favor of each intern.

NOTE: The monthly allowance is TK. 5000/- for each intern. Please make the payments for the following mentioned Interns relevance with their working days. The interns' attendance sheet is enclosed with this payment instruction.

Prepared by:

Nahid Islam Bithi
Specialist, Resourcing

Approved by:

Md. Zaved Parvez
Vice President, Resourcing

Figure 6 Interns' salary sheet

- **Preparing experience letters of interns**

After completing internship periods, all the interns have to submit their internship reports to the resourcing team of Robi Axiata Limited. Then one of the resourcing team members is checking the internship reports and also takes the interview of all the interns about their journey and learning period at different departments of Robi Axiata Limited. After that, the resourcing team provides the experience letters or internship certificates to all the interns of those who complete their internship contract in the organization. I had to prepare all the experience letters and take signatures in the experience letters from our department's vice-president. Then I had to call the interns to collect their experience letter.



January 14, 2019

TO WHOM IT MAY CONCERN

This is to certify that **Farhana Aziz** of **BRAC University** has completed her Internship with **Robi Axiata Limited** from August 16, 2018 to November 15, 2018.

During her attachment with us, she worked for the project of “**Resourcing Digitization**” under **Human Resources Division** at Robi Corporate Office, Nafi Tower, 53, Gulshan South Avenue, Gulshan-1, Dhaka 1212.

We wish her all the best in life.

Thanks & Regards,

Md. Zaved Parvez
Vice President, Resourcing
Human Resources Division
Robi Axiata Limited

Figure 7 intern’s experience letter



3. Introduction of the Report

3.1 Origin of the Report

To achieve the degree of Bachelors of Business Administration under the BRAC Business School of BRAC University, students have to complete the internship program after finishing all the courses. Students are engaged in different organization for 3 months internship program where they gather professional experience and narrate the academic study into real life experience and to complete the internship program, this report is a compulsory requirement. The core idea of this internship report is to analyze in-depth knowledge about “The Recruitment Process of Robi Axiata Limited”. I got an opportunity to be an intern of resourcing team in Robi Axiata Limited. The work which I have to do in my internship period is to help and assist the resourcing team of Robi in recruitment and selection process, internship program and other resourcing team’s activities. Moreover, this Internship program developed my knowledge and skills in the field of management and I also learned how to work in an organization and maintain the rules and responsibilities and corporate culture of Robi Axiata Limited.

3.2 Rationale of the Study

As I was mainly help the resourcing team of Robi in the recruitment procedures, so my team was helping me to choose the topic of my internship report which is “The Recruitment Process of Robi Axiata Limited”. An organization can get achievement effectively with the assistance of their working representatives and an effective recruitment process can choose the right employees for the right position at a right time. So, the reason of choosing the topic is: we think the recruitment process has to be standardly organized and we want to know how it creates impacts on candidates mind.



3.3 Statement of the Problem

A good recruitment process can attract a sufficient pool of candidates and from them can recruit the most qualified candidate for the right position at a right time. So, to follow and run a suitable recruitment process is an important issue for every organization. This study will therefore identify and assess whether the existing recruitment process of Robi Axiata Limited is suitable or not.

3.4 Scope of the Study

This report states about the recruitment process which is a very essential part of human resource management of any organization. We know, for organization's success it is important to recruit the right candidates with right skills for a right position at a right time. This study will help in analyzing the recruitment issues, its importance, its techniques and also the condition of an effective recruitment process of Robi Axiata Limited. Moreover, the recommendations which have been provided in this report can be used to improve and redesign the recruitment process of Robi Axiata Limited.

3.5 Limitation of the Study

I had faced many limitations when I was writing my internship report. The limitation of the study is given below:

- Due to organization policy and confidentiality, it is restricted of using detailed information about the recruitment process of Robi Axiata Limited.
- I did not get the permission of quantitative research and survey for my internship report.
- I had a limited access to everything about the recruitment process which means I did not get that much chance to witness everything. That's why I had to use limited information which I gathered from resourcing team's people of Robi Axiata Limited.
- It was difficult for me to prepare this report along with doing the office work during my three months internship period.



3.6 Objectives of the Report

The objectives of this study are given below

Broad Objective:

To know the details information of the recruitment process of Robi Axiata Limited within the broader perspective of internship of BBA program in BRAC University.

Specific Objectives:

- Identify and analysis the efficiency and sustainability of the recruitment process.
- Analysis the organization's management involvement in the recruitment process.
- Analysis the each and every parts which is related to recruitment process.
- Compare the leading telecom operator organizations recruitment process.
- Identify the problems which are associated with the recruitment process and give some recommendation about it.

3.7 Research Questions

The research questions will serve as guides which are given below.

- Is the recruitment process of Robi Axiata Limited flawless or not?
- What are the steps of recruitment process followed by Robi Axiata Limited?
- What are the differences among telecommunication companies in Bangladesh in the field of recruitment process?
- What are the good things which are related with the recruitment process of Robi Axiata Limited?
- What are the challenges which are related with the recruitment process of Robi Axiata Limited?
- What are the ways to improve the challenges associated with the recruitment process of Robi Axiata Limited?



4. Literature Review

4.1 Recruitment

Recruitment is the process of actively seeking out, finding, screening, hiring and eventually onboarding job candidates for specific positions or jobs. Decenzo and Robbins had said- “Recruitment is the process of discovering plausible candidates for actual or anticipated organizational vacancies. Or from another perspective, it is a linking activity-bringing collectively these with jobs to fill and these searching for jobs” (Decenzo, 1998). It is the core function of Human Resource Management. To recruit the best talent, HR and HRM have been growing in importance and its recruitment process too (Fetzer et al. 2017). This term also works for attracting, selecting, and appointing right candidates to fill up the vacant position of the organization and to meet the organization’s resource requirements. Small organizations do their recruitment very informally. Sometimes to fill up vacant positions or job opening may be communicated by word of mouth or sometimes by allowing the direct supervisor to find someone of own choosing (Mello, 2012). However, large organizations do their recruiting by some means of formal job posting or internally fill up the vacant position. They assign one or more recruiter who conducts the recruitment process (Recruitment, 2018).

4.2 Classifications of Recruitment

An organization recruitment process is either internal or external or may be both and this process carries recruitment policies, job postings and advertising, collecting CVs, arranging interview, arranging assessment, decision making, selection and training (Korsten, 2002). The two types of recruitment are given below

Internal Recruitment takes place within the organization. When an organization faces few major threats from its external environment and it is also worried about maintaining the status quo compared to its operating systems, in that time the organization is going for internal recruitment. It is not only saving time and effort by doing the recruitment process with existing employees of the organization but also saving money not to provide job advertisement for collecting CVs from outside of the organization. Moreover, by doing internal recruitment an



organization motivates employees through promotion. Sometimes, contractual or temporary employees promote with permanent job by this internal recruitment (Mello, 2012).

External Recruitment takes place outside of the organization. When an organization is involved in large expansions and high market share, then the organization is going for external recruitment. It allows an organization to expand its knowledge base and creativity beyond that of its existing employees and bring new and innovative ideas and a fresh approach to problems that have afflicted the organization. There are many sources of external recruitment include advertisement in job portals, newspaper advertisements, campus recruitment, social media recruitment, walk-in-interviews etc. External recruiting however can be expensive and time-consuming but proper sourcing can save money and time both. Moreover, by doing this process an organization gets potential candidates with unique abilities that eventually help an organization to grow and achieve success (Mello, 2012).

4.3 Importance of Recruitment

D. Nuren said that Recruitment is an important part of HRM (Durdana, 2016) and its importance is given below:

- Recruitment helps to find out the right candidates for the right position at a right time who also fit the organization's culture.
- A good recruitment process can minimize the time involved in the searching, interviewing, hiring and training the new candidates.
- A good recruitment process can increase the achievement of selection process by reducing the number of under qualified or over qualified candidates and also saving training time, money and effort with proper selection.
- Recruitment helps to form talented and potential candidates who add value to the organizations growth and development and also generating high-quality employment applications.
- A good recruitment process reduces potential legal ramifications. When recruiters follow a systematic process to find out every candidate, they actually reduce employment-related legal issues.



5. Methodology of the Study

I have completed the whole internship report by following mainly qualitative research and the methods have been used to gain data for the making and analysis of the report. Moreover, the report is organized and prepared by using two sources of data which are given below

I. Primary sources

I gathered most of the information by using primary sources such as took face to face interview, participated in the recruitment process, observed everything during work etc. To prepare the report effectively, Robi's resourcing team Vice-president (Md. Zaved Parvez), managers (Shirin Khan and Khandakar Raihan Sayeed) and specialist (Nahid Islam Bithi) helped me by providing all the necessary information about Robi's recruitment process through face to face interview. This helped me a lot to make a brief and descriptive report about the recruitment process of Robi Axiata Limited.

II. Secondary sources

The secondary sources of information were gathered from company's website and other relevant sites, journals, articles, magazines, past published reports etc. Mostly, I used internet as a secondary sources to take all the necessary information which I did not get from primary sources.

Both sources of data and information are used to make this report effectively but it's a purely qualitative research. Moreover, qualitative research is more appropriate than quantitative research because qualitative research is used to achieve an understanding of underlying reasons, opinions and motivations. As, this report does not contain any numerical or statistical data and as it is based on observation, personal interviews and past articles that's why I chose to conduct a descriptive research of the recruitment process of Robi Axiata Limited. Moreover, I did not use any structured methods to prepare and analyze the research.

6. Analysis of Robi’s Recruitment Process

6.1 Recruitment of Permanent or Fulltime Employees

By using recruitment process an organization makes a person as their member or employee of it (Durdana, 2016). Though an organization wants a modern, developed and fair recruitment process, it always faces lots of problems and limitations too. Durdana further discusses the steps of recruitment process followed by Robi Axiata Limited of which are discussed below



Chart Steps of Robi’s recruitment procedure



I. Manpower planning

Robi's HR is always making plan at the beginning of the year of how many employee they will recruit and how many employee they can carry at this year in accordance of their business plan and within budget.

II. Employments need by different department

When there is a demand for new employees or interns in specific team in specific division in Robi because of shortage of employees or the division or team wants any new employee for accomplishing specific projects, then this division or team submits their recruitment plan to the HR resourcing team. After getting that, resourcing team will prepare further recruitment plan.

III. Preparing manpower requisition form

When a team of specific division in Robi needs a new employee or intern, they prepare a manpower requisition form which includes some information such as name of the position, position of the employment, job specification, job description, signature of that needy team manager and vice-president etc. After obtaining the necessary approvals from the MD of Robi, this manpower requisition form is to be sent to HR Business Partner of that specific division of Robi Axiata Limited.

IV. Manpower requisition form requires many signature

The person who is assigned as a manager of HR business partner in Robi Axiata Limited goes through the manpower requisition form after getting it from the division which needs new employee. Then the manager of business partner signs the requisition form and sends it to the Vice President of Resourcing team for further procedures. After that, the Vice President of resourcing team again goes through everything and checks that, any changes needed in that form or not. Then he signs the form and sends it to the manger of resourcing team. After getting the form with signatures, the manager then starts furthers step.



V. Giving job advertisement by using recruitment sources

The manager of resourcing team posts job advertisements in different locations such as Robi's own job portal, LinkedIn etc. to attract candidates. Moreover, the manager of resourcing team collects CVs from two sources. Those are internal sources and external sources. When Robi has a vacancy, then the manager of resourcing team is 1st using the internal sources by notify all the internal employees with internal job advertisement notices. If any employee can match with job's role profile he or she can be eligible for giving the interview for that post. Robi also take CVs from outside by using external sources to give chance outside peoples. They collect outside peoples CVs from external sources which are given below:

➤ **Internet**

Robi has a career website in internet and there is an option of dropping CV for several posts. They post job advertising in their career website. Robi collects CVs from career website when people submit their CVs there. Moreover, Robi gives job advertisement in www.bdjobs.com and their LinkedIn profile too and those two sites also have a CV dropping option. By using those sites Robi gets more CVs.

➤ **Employees' reference**

Robi Axiata Limited considers specially those CVs which contain Robi's employees' reference. If an employee refers a candidate which means the employee knows him or her about how is he or she. Robi's perception is when an employee refers a candidate, that candidate will be better for the organization because Robi's employees do not do anything which can harm their organization.

➤ **Career roadshow at different universities**

Robi goes to different university for career road show. In career road show, they arrange seminar, written test and collecting CVs from those universities fresh graduates or last year students. Every year Robi arrange many career roadshow in



different universities. In January 2019, they arrange three career roadshow and those are IBA career road show 2019, Jahangirnagar career road show 2019 and Green University career roadshow 2019. The purpose of arranging career road show is actually to do branding their organization and encourage universities students to drop CVs for job in Robi. Moreover, they have link with Bangladesh's renowned universities which helps them to get eligible students CVs for internship and sometimes for jobs purpose too.

VI. Screening and choosing suitable candidates CVs

The manager of resourcing team screens all the CVs which are collected from internal and external sources. At the time of screening, the manager follows some criteria to short-list the candidates for written exams or interviews or both. For the position of specialist, they actually take those candidates CVs who have at least under- graduation degrees and have 0-2 years' work experiences. For managerial post, they actually take those candidates CVs who have under-graduation and post-graduation degrees and have 4-6 years' work experiences. For general managerial post, they want 6-8 years' work experiences candidates.

VII. Arranging written tests

After shortlisting the candidates, the resourcing team arrange a written test for those candidates who never giving written test for jobs in Robi (Soares, 2016). Resourcing team has a database which contains all the information about those who ever attend any job's written test in Robi. The written tests are actually aptitude tests and the question papers of the written test include mathematics, english, general knowledge and analytical ability questions and the duration of that written tests are taken one hour. Moreover, this written test is very important and useful way to find out the good candidates from all types of candidates. If a candidate passes the written test for the post he or she is applied for., then he or she is called for giving an interview of that post.



VIII. Arranging interview

Those who are passing in the written test ever for jobs in Robi and also applied for that specific post, then those candidates are called for interview. The recruitment manager of resourcing team, the manager and general manager of that team who wants new employee for the vacant position in their team and another manager whose work is also related with that team are sit together as an interview board for taking the interview. They conduct the interview session with having all the candidates CVs. All interviewers individually mark the candidates based on some criteria which is designed by resourcing team. Then they select 2 to 3 candidates for the post and those selected candidates have to go for interview in the technical department. After the interview, the resourcing team collects both interviews results and selects the best candidates for the position by analysis two interviews results. Sometimes, after taking the 1st interview of all the candidates, the interview board chooses 2 to 3 of the candidates who are eligible for the post. Then those 2 to 3 candidates are again asked to give interview which are taken by the head and vice president of that division who wants new employee to fill up the vacant position of that team. After that interview, the resourcing team sends those 2 to 3 candidates to the technical department and those departments 2 members also take interview of those candidates to know individually who is suited for the post. All the interview boards who are taking interview send interview sessions reports to the resourcing team. After analyzing all the interview sessions reports, the resourcing team select the best candidate and may be this selected candidate is going to be their new employee.

IX. Final selection of candidate

After all the interview sessions and selection, the resourcing team sends the selected candidate to HR compensation and benefit team. Then the general manger of compensation and benefit team asked the candidates to submit his or her pay slip if he or she worked earlier for any organization or is currently doing work for any organization. After seeing the pay slip the GM discuss the salary and benefits of working that post in Robi Axiata Limited and also talk about the appointment formalities. If the candidate is agree with the salary and appointment formalities and then the resourcing team manager



goes to MD and takes the approval of MD in the appointment letter of that candidate. After that the selected candidate has to go for medical checkup by taking a letter for medical test from the resourcing team and the medical cost is carried by Robi. After getting a satisfactory medical report of the selected candidate, the formal appointment letter will be issued. Then the resourcing team checks the references of selected candidate and takes all the information of selected candidate about his professional life and how as a person he or she is. After doing all this things with perfection, the resourcing team manager calls the selected candidate for giving congratulation to be a new employee of Robi Axiata Limited. The manager also asks the candidate to come to Robi corporate office with carrying all the academics certificates, release letter and pay slip of previous organization, NID, TIN, passport size photos etc. and collect the appointment letter. When the selected candidate comes for taking appointment letter, in that time he has to sign all the confidential papers which are requirement for new employee by the rules of Robi Axiata Limited.

X. On-boarding

Fifteen days before the joining date at Robi Axiata Limited, the resourcing team tells the candidates pre joining information such as welcome information of Robi Axiata limited, the exact joining date etc. Robi's joining date always took place month's starting working days or month's middle working days. An orientation takes place on the joining date where the new joiners are personally greeted by Robi's HR department's peoples. They formally introduced to the workplace culture and rules and responsibility of Robi Axiata Limited. Moreover, the new joiners are got personal laptops, new Robi sim and phone connection and official passwords from Robi. New joiners' salary accounts are created in HSBC or Standard Chartered Bank on that day. New joiners can open their salary accounts in which they want among these two banks. Then the new joiners are taken to their respective work division to introduce with their line managers and other colleagues in which they are going to work. The first week of joining date, the new joiners' can know the vision, mission and values of their respective team and division and also know the assign meaningful and achievable work of their team, division and Robi as whole. At



the end of the first month, the joiners clearly understand the rules and responsibility, KPI, expectation, training and development needs etc. from their respective line manager. At the end of 2nd month from the joining date, the resourcing team gathers all the information of working behavior of new joiners from their respective line managers. Again at the end of 3rd month, the resourcing team discusses the progress of new joiners with their respective line managers. There is a 3 month probationary period for a new joiner. If the new joiner progress meets with Robi's expectation and then the new joiners get the notice of being a permanent employee of Robi Axiata Limited. But if the new joiner progress does not meet with expectation then, the new joiner get a chance of again 3 month probationary period. After the probationary period, again the resourcing team monitors the new joiner's progress. If the new joiner progress meets with Robi's expectation, then he or she will be remain as a permanent employee but if his or her progress fails to meet Robi's expectation then he or she will be fired from the job. Moreover, if any employee in Robi does any unethical or harmful work, he or she will be fired from the job immediately (Manager's Onboarding Timeline, 2018). Robi's onboarding experience will be continued for 6 month, starting fifteen days before the joining date and will cover the following area.

6.2 Recruitment of Contractual Employees

Robi Axiata limited also hire contractual employee. Sometimes many divisions need some employees for accomplishing some big projects. So, those divisions then submit manpower requisition form to the resourcing team with the help of their business partner team's manager. The division also has to take MD's approval of taking the contract employees. The form must have job specification with justification of the need of contract employees for certain period. The resourcing team sometimes goes for job advertisement to collect CVs or sometimes uses their database of candidates for searching the candidates who are match with job description and job specification. After, shortlisting the CVs, the resourcing team manager calls them to give interview and sometimes calls some candidates from database those can be suited for that contact job to give interview. The interview is taken by the resourcing team manager and that team's manager who needs contact employees. After the interview, the candidates who are selected for



the contact job is very soon collect the appointment letter and start working as contact employees of Robi Axiata Limited. Sometimes, the contractual employees get the offer of permanent job in Robi but they have to face the written test. If they pass in the written test and then they go for the interview. If they are selected in the 1st interview, then they have to go for all the procedures to be a permanent employee of Robi Axiata Limited. Moreover, Robi always take some surveyor contact employees whose main work is to survey Robi's customer service in monthly basis. Undergraduate candidates face interview for contractual surveyor post and if they selected and then they will be appointed.

6.3 Recruitment of Interns

To get a BBA and MBA degree, a student must have to do internship in any organization. Moreover, to do branding and to teach how to work in an organization and to get help from the interns in the work, most of the organizations hire interns. The internship takes three months period. Robi also hires 16 - 20 interns every quarterly in the year. Robi always takes CVs from renowned university such as Dhaka University, Jahangirnagar University, North South University, BRAC University, American International University of Bangladesh etc. for internship. When Robi's different division's team send requisition for interns to HR resourcing team, then the specialist of resourcing team calls those reputed university to send those students CVs who are eligible for doing internship. After getting the CVs form universities, the resourcing team's specialist shortlists the CVs by following some confidential criteria. After shortlisting the CVs, the specialist calls the shortlisted students for giving interview. The specialist of resourcing team also takes the interview and after taking all the interviews, she selected the interns. After the selection, the specialist sends the appointment letters of interns' respective university. Then the interns collect the appointment letters from their own university and start working in the joining date which is mention in the appointment letters.



6.4 Comparative Analysis among Robi, Grameenphone and Banglalink

Previously I discussed the recruitment process of Robi Axiata Limited. The recruitment process of two other leading telecom operators in Bangladesh which are Grameenphone Ltd. and Banglalink are discussed below and also showed comparison among them

- Grameenphone follows some steps to recruit employees (Houque, 2013). Firstly, their recruitment team identify is there any need of recruit or is any vacancy has there? Then they sit with finance and accounts team and discuss with them about the recruitment budget. After that, they go for job advertisements via online and newspaper to attract candidates and get CVs from them. After getting the CVs, they start to screen the CVs initially. Then they arrange written test after shortlisting the CVs. Those who will be passed in the written test will be allowed to give interview. After taking the interview, the recruitment peoples check the references of the selected candidates. Then the selected candidates go for medical checkup and take appointment letter and meet with all other employees on the orientation day as a permanent employee.
- Not only Grameenphone, but also Banglalink follows some steps to recruit employees (Chowdhury, 2015). They start their process with the requisition of new employees. After checking the recruitment budget, they collect all the hiring information and make a plan of how to publicize openings, how to collect CVs and how to conduct different tests and interviews. By doing proper planning, they go for job advertisement via their websites and other mediums. After getting CVs, they start to shortlist those CVs. Then they arrange written tests and initial interview for the shortlisting employees. Those who will be selected in the initial interview will be allowed to attend the final interview with the head of department. After the selection of final interview, the selected candidates go for medical and physical examination. Finally, the recruiter offers permanent job after doing all of this things.



By comparing Bangladesh's three leading telecom operator companies recruitment process, I want say that there are not that many differences in the recruitment process among them. Robi and Grameenphone's recruitment process follow same steps but Robi's recruitment team go for recruitment budget planning, after the HR business partner get the requisition proposal from a division which has a vacancy in any of their team or needs new employee for accomplishing any project and before it has been signed by the vice president of resourcing team for further processing of recruitment procedure. On the other hand, Grammenphone's recruitment team sit for recruitment budget planning after knowing there is a vacancy in their organization and they do not wait for requisition proposal for planning their recruitment budget. By comparing Banglalink's recruitment process with Robi I found a difference between them. For example, Robi only takes the interview of those candidates who pass the written test. In contrast, Banglalink allows all the candidates to participate both in written tests and interviews of the positions or departments they have applied for. Without those differences, Robi follows some recruitment process just like most other renowned organizations in Bangladesh.

7. Findings of the Study

By analyzing the recruitment process of Robi Axiata Limited, I got some findings. With the help of D. Nuren report I am going to discuss the findings in below (Durdana, 2016)

- Robi does not only focus on that people who just have best academics result and best work experiences. Rather, Robi focuses on that people who are best fit in their organization's culture and values. Robi believe that the candidates who can value their organizational principles, culture, purposes and easily mix with their work, supervisors, peers and subordinates those candidates are best fitted with the organization and can go extra mile and achieve the company goals.



- Robi also focuses on that people who have the spirit of working with a team because they always believe that teamwork can create a fruitful success easily. So at the time interview, the candidates are asked, are they prefer to work alone or with a team by discussing and analyzing their previous work condition.
- Robi follows e-recruitment or online recruitment which is a best recruitment method for any organization around the globe to recruit a right candidate for a right position at a right time. Robi sometimes to fill up vacancy and to attract potential candidates post their job advertisement in their company website, job portal, LinkedIn profile etc. Moreover, e-recruitment is cost effectiveness and speedy.
- Robi does not only go for external recruitment but also do internal recruitment by promoting current employees. Moreover, they always try to provide opportunity to their contractual or temporary employees to give interview for a permanent job in Robi whereas every year other telecom companies in Bangladesh are cutting job of their temporary or contractual employees.
- Before recruiting a new employee, Robi always arranges a written test and interview session. Most of the time, their recruitment team does not get time to go for proper planning on how to conduct different tests or interviews for different job positions. So, they are using generic question pattern in the written test. The questions papers include the questions of a basic knowledge of English, Mathematics, General knowledge and analytical. These questions papers are same for all the candidates who are applied for different post at Robi Axiata Limited. Moreover, the questions are so easy that anyone can pass in the written test as the questions are not that much up to the mark in terms of difficulty and Robi also provides huge time to the candidates to answer all the questions.



- Most of time, Robi take too much time to recruit a new employee. When a vacancy is open, then the needy team of the division who wants new employee sends a manpower requisition form to their respective business partner manager. After signing the form, the business partner manager sends it to the resourcing team and after that the resourcing team starts the recruitment for further recruitment process. Then the resourcing team gives job advertisement for that vacancy, collects CVs, shortlisting CVs, taken written tests and interviews and finally recruits a new employee. So it takes most of the time 1 to 2 months to onboard a new employee. Sometimes, to recruit new employees for special positions, it takes 3 to 5 months. For example, every year, Robi takes 7-10 peoples as graduate trainees. The graduate trainee post is as like as management trainee post which is used by different renowned organization. At October to December 2018, Robi was collecting CVs for graduate trainee post. Then they were shortlisting the CVs at January and February 2019. At March 2019, they were taking the psychometric test and assessing and grooming the selected candidates who were passed in the psychometric test. After assessing, they were taking interviews of those candidates. At April 2019, there were onboarding the graduate trainees. So it takes too much time.
- In other telecommunication operator organizations had established assessment and grooming systems which are parts of their recruitment process. The assessment and grooming systems can observe and also grow a candidate's leadership abilities or interpersonal skills. Most of the time, Robi excludes this assessment and grooming systems from their recruitment process. They just only observe the new employees by seeing their working results. Even there is no group discussion where a group of candidates will be given a particular topic to discuss about.
- In the recruitment process, Robi always spends lots of money too. To attract fresh candidates and to take new creative talents, they provide job advertisement in the external mediums and collects CVs from them. Moreover, they go to different organization where they spend lots of money for branding their organization and also for collecting fresh



graduates CVs. After getting the CVs they go for CVs shortlisting, taken written tests and interviews and finally recruit a new employee. So to completing the recruitment process and onboarding a new employee, it takes too much time and costs too much money. Moreover, Robi's resourcing team always maintains a candidates' database which includes all the information about candidates who were ever facing the written test and interviews in Robi for a post but did not join Robi for some reason. Robi can save cost and time by using that database before attracting the new employees only if the database candidates' qualifications match with the criteria of that specific job position for which Robi is searching for new employee.

- Most of the time, Robi takes two interview. 1st one is taken by the recruitment manager of resourcing team, the manager and general manager of that team who wants new employee for the vacant position in their team and another manager whose work is also related with that team and those who are selected in the 1st interview are allowed to sit for 2nd interview. The 2nd one is taken by the technical department. After two interviews, the resourcing team collects both interviews results and selects the best candidates by analysis two interviews results. Sometimes, before technical department interview, there is another interview session which is taken by the head and vice president of that division who wants new employee in their team. But most of the time, there is an absence of the interview which is taken by departmental head and vice-president. As head of any division knows everything of their respective division, by taking interview, the head can easily judge the candidate about is the candidate suite for the work, the team and the division or not.
- Interviewers in Robi always ask questions to the interviewees following some criteria. Most of the time, the questions are same for all interviewees such as candidates' education and family background, why they choose this post and why they choose to work in this field of division at Robi Axiata Limited etc. Most of time, Robi excluded the structural question pattern of asking different questions to different interviewees from the



interview session. Moreover, we know situational based questions help to identify the candidates' ability of how they react in different and emergency situations and how they face it easily with success and patience. But most the time, Robi excluded this situational-based question from the interview session and that is main differences to Robi with other renowned organization in the field of recruitment process during the interviews.

- Robi's hierarchical structure is small. Every division contains a divisional head and many teams and every team contains a vice-president, a general manager, a manager and a specialist. Moreover, as employees of multinational organization, their salary range is very high. They do not have any small position like executive, senior executive etc. So, most of time they prefer candidates with previous job experience above fresh graduate candidates. Moreover, though a good, hard worker and suitable candidates and also grooming and assessing by Robi's employees, they do not offer their intern a permanent job because of lack of 1-2 years previous permanent job experiences of their interns.
- Another important issue is most of the time Robi goes for internal recruiting. They actually give both external and internal candidates the opportunity to attend the interview sessions. After the interviews, they actually prefer to select the internal one as they think that the internal one knew the organization's rules, responsibility, cultures etc. very well and they suit with the work and position easily. Moreover, by doing internal recruitment they motivate employees through promotion. So, external candidates do not get that much priority than internal candidates.



8. Recommendations

To gain the right candidates and to improve the recruitment process of Robi Axiata Limited some basic recommendations have been discussed in below:

- Robi can conduct written tests not only by providing the generic questions which include the questions of a basic knowledge of English, Mathematics, General knowledge and analytical but also providing the situational based questions and the question which is related to the respective post for which candidates are applied for. Maybe then the questions will be up to the mark what it should be for a multinational company's job written test questions and maybe Robi can judge the best candidates easily.
- To save the lengthy time which is required in recruitment process, Robi can establish time schedule under which they recruit new employee by at any how to fill up the vacant position. For example, they can take maximum one month to fill up the vacant position by recruiting the right candidate for a right position.
- Robi can include assessment and grooming systems always in their recruitment process just like other telecommunication operators in Bangladesh. Moreover, they can arrange a group discussion after the written test where the selected candidates from the written test discuss a particular topic related to the respective post in front of the recruitment manager and the manager of the team of that respective post. Robi can observe the candidates nature and qualities, their leadership abilities, their interpersonal skills etc. by analyzing the group discussion.
- Robi always spends lots of money and time by advertising job posting and going to different universities to attract new candidates and to get candidates CVs for recruitment process. They can save cost and time by using a database about the candidates who were ever facing written test and interviews in Robi for a post but did not join Robi for some reason before attracting the new candidates. If the database's candidates' qualifications



match with the criteria of that given post, then Robi does not go for job advertising which makes their recruitment process cheaper and faster.

- In Robi most of the time, the interview which is taken by departmental head and vice-president of the given post is not occurred. Moreover, sometimes the whole recruitment process has to be repeated because the departmental head and vice-president realize that the selected candidate is not right for the position after the final selection. So, Robi can include the interview which is taken by departmental head and vice-president always in their recruitment process so that the recruitment process will not repeated again because the repetition of recruitment process takes too much time, money and also too much efforts of recruitment team.
- Most the time, Robi does not ask the candidates a situational-based question related with the given post in the interview session and that is lack of Robi in the field of recruitment process during the interview sessions. So, interviewer of Robi can ask more situational-based questions to find out candidates' reaction in different and emergency situations and their problem-solving ability and decision-making skills.
- As Robi's hierarchical structure is small so that they always want previous job experiences candidates for recruiting. Most of the time they do not offer permanent job to the fresh graduates because of lack of previous job experiences. Besides, they always hire temporary or contractual employees with better salary. However, it showed that a permanent job holder is more responsible and dedicated than temporary or contractual job holder towards work and organization. So, Robi can introduce many new permanent positions in their organization like executive, senior executive etc. to give opportunity to the fresh graduates and also to complete all the projects without hiring temporary or contractual employees.
- It's not always easy to get best candidates CVs. So, to get best candidates CVs from outside Robi can take help from 3rd party like www.BDjobs.com, kormo apps etc. Moreover, most of the time, the authority of Robi does not check a candidate's face who



is come for written test or interview with the picture attached with the application. So, Robi can establish a strict rule to maintain the checking policy.

- Robi can always carry out the auditing in the field of recruitment process by checking all the information related to recruitment process like whether the job descriptions are up to date, whether the interview standard is up to the mark, whether the steps involved in the interview process is suitable and effective.

9. Conclusion

In Bangladesh, there is a huge competition among telecommunication companies and Robi Axiata Limited sets its position as a leading telecommunication company which main motive is to provide their customers best services. Moreover, it is always trying to grow their business and services at a faster rate than their competitors. Besides, their employees always try to work hard and put their best effort to provide excellent services which helps them to achieve many appreciation and recognition for their work every year.

Moreover, recruitment is an important part of human resource management of an organization and an organization's success depends on its successful recruitment process too. An efficient organization is one who has an effective recruitment process and always improves and updates its recruitment process in terms of market needs and to match with global recruitment process. Robi always put emphasizes on their recruitment process and maintain certain strategies, rules and regulations to select the right candidate. They always try to hire those candidates who can carry their organization's cultures and ethics and work hard to be a part of their organization's development. Moreover, Robi always try to improve and update their recruitment process by following global successful recruitment process to select the right candidates.

Robi's recruitment process is flawless without some shortcomings. So, Robi should always more focus on their recruitment process for selecting the best candidates with effective knowledge, skill and abilities for their organization's success and development and provides the best and effective services to its customers as it provides always



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Appendix

- **Appendix 1 SWOT analysis of Robi Axiata Limited**

Strengths	<ul style="list-style-type: none">• They have strong capital base.• They first provide MNP service and 4.5G network all over country.• They have experienced and loyal management team.
Weaknesses	<ul style="list-style-type: none">• They have network problem.• They are confronting lacking to give adequate services.• Their Competitors are bigger threats.
Opportunities	<ul style="list-style-type: none">• They get a huge number of customers through merging.• The have business expansion opportunities.• They make profits by selling internet packages.
Threats	<ul style="list-style-type: none">• They face solid competition in the market.• The switching nature of customers hampers their business.



- **Appendix 2 : the details of how to communicate with the candidates over mobile phone**

SL	Name	Cell	Int/Ext	Time	Date	Position	Remark
1	Md. Ariful Enam	01610001491	Int	3:00pm- 3:20pm	17/1/2019	Manager, Digital	Confirmed
2	Raza Mukherjee	01939900403	Ext	3:20pm- 3:40pm		Recharge, Under	Confirmed
3	S. M. RIFAT AZIM	01731652629	Ext	3:40pm- 4:00pm		Digital Services	Confirmed
4	Sabbir Ahmed	01833181988	Int	4:00pm- 2:20pm		Division	Confirmed

- **Appendix 3 Research Questions**

The research questions will serve as guides which are given below

- Is the recruitment process of Robi Axiata Limited flawless or not?
- What are the steps of recruitment process followed by Robi Axiata Limited?
- What are the differences among telecommunication companies in Bangladesh in the field of recruitment process?
- What are the good things which are related with the recruitment process of Robi Axiata Limited?
- What are the challenges which are related with the recruitment process of Robi Axiata Limited?
- What are the ways to improve the challenges associated with the recruitment process of Robi Axiata Limited?