Report On

Recruitment, Resourcing and Psychological Wellbeing of Employees of Telecommunication Industry in Bangladesh: A quantitative analysis on Robi Axiata Ltd.

By

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Id: 19104114

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
September 2023

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Shayakhul Islam
19104114

Supervisor's Full Name & Signature:

Dr. Tarnima Warda Andalib
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Tarnima Warda Andalib

Assistant Professor

BRAC Business School

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka

Subject: Submission of the Internship Report

Dear Madam,

With all due respect, allow me to introduce myself as Shayakhul Islam, a BRAC Business School undergraduate student. I'm incredibly appreciative of the opportunity to present a paper on my internship with the title "Recruitment, Resourcing, and Personal File Management of the Telecommunication Industry in Bangladesh: A Quantitative Analysis on Robi Axiata Ltd."

It is a unit of BUS 400, my final course required to earn a bachelor's degree in business administration. I should add that it was advantageous to have the chance to do my internship at Robi Axiata Ltd. I got the chance to link what I discovered about brand-new corporate facets to my academic studies. Additionally, I made an effort to do some research for my paper on the hiring, resourcing, and personal file management practices of Robi Axiata Ltd.

I've got the opportunity to thoroughly consider practical work during this internship program and see how it differs from theoretical study. Given that I am still studying, this paper and my work experience have given me the chance to learn more about the foundations of this company. I truly hope you will consider any discrepancies in my report as a result.

Sincerely yours,

_____

Shayakhul Islam

19104114

BRAC Business School

BRAC University

Date: September 17, 2023

Non-Disclosure Agreement

To prevent the unlawful exposure of the company's proprietary information, Robi Axiata Ltd. and the undersigned Shayakhul Islam, a student at BRAC University, have made and entered into this agreement.

Shayakhul Islam
19104114
BRAC Business School
BRAC University

Acknowledgement

I want to start by thanking my academic supervisor, Dr. Tarnima Warda Andalib, for helping me finish my entire report and for keeping me focused on moving forward on schedule. I was able to finish this entire report well thanks to her guidance. Second, I want to express my gratitude to Shirin Khan, my on-site line manager at Robi Axiata Limited, for providing me with the chance to acquire professional assistance and the data I needed to complete my report. Additionally, I want to thank all of my coworkers at Robi Axiata Limited for their cooperation during my search.

Executive Summary

I created this report using the knowledge and expertise I gained from my internship at Robi Axiata Limited. It is essentially a written document that combines my understanding of daily human resources responsibilities with organizational scheduling and planning. The report focuses on my commitments for the internship, my actions, appreciating achievements, and other elements.

There are chapters separating the entire report. The first portion is completed by adding details about the student, the internship, the supervisor, my tasks and responsibilities, the conclusion of the internship, the student contribution, the student benefits problem & difficulties, and the recommendation. I tried to give a summary of the complete report in this part.

In the second section of the report, I provide a synopsis of the company's background, mission, and vision as well as its sibling companies, departments, and HR procedures like hiring, resourcing, and personal file management. Additionally, the research report will go through their data technology practices, operating, and promotional efforts. It will also evaluate competitors.

Analysis, practice, and perception are the topics of the third chapter. I mix various data for HR practices in this part. The data in this report includes information on staff retention, employee turnover, and the general state of the HRBP team.

Last but not least, I provided a succinct conclusion to my report. I offer my advice for the business based on the findings of my investigation. In addition, the final portion includes the sources I altered.

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Chapter 1

Overview of Internship

1.1 Student Information

Name: Shayakhul Islam

ID: 19104114

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Period: May 14, 2023 to September 14, 2023

Company Name: Robi Axiata Limited

Department/ Division: Human Resources Department

Address: Robi Corporate Office (RCO), Nafi tower, 53, Gulshan

                      South Avenue, Dhaka-1212

1.2.2 Internship Company Supervisor's Information: Name and Position

Name: Shirin Khan

Position: General Manager, Human Resource Business Partner &

                      Talent Acquisition, Robi Axiata Limited

1.2.3 Job Scope – Job Description/Duties/Responsibilities

My main responsibility was to assist **<u>HRBP</u>** in their operations, management works as an HR intern. While working for Robi Axiata Limited my responsibilities were:

- Personal file management in digital platform
- Coordinate with hard copy personal file preparation
- Work with large number of database
- Coordinate post and pre onboarding activities
  - Coordinate to call candidates for interview
  - Creating Applicant summary
  - Coordinating interviews
  - Support with new joiners and reassignment announcement
- Preparing Release order, Experience Letter other documents related with current employees
- Assist any member from the HRBP team regarding resources.

Personal file management in digital platform

I used to scan all the documents from the new joiners which we collect during their joining to create a file for easy access in digital platform. There are 28 necessary documents which is needed before onboarding any employee in Robi.

Coordinate with hard copy personal file preparation

Collecting data of new joiners are also one of my core responsibility in Robi during my internship. For example, collecting academic certificates, NID card copies, pictures many other documents from the end of Robi HR team. I used to collect all documents hard copy and make an individual file for each employee.

Work with large number of databases

I used to work with some large data sets which contains information about the employees of Robi and some confidential information which can't be disclosed.

Coordinate post and pre onboarding activities

Coordinate to call candidates for interview

Communication with applicants was part of my work. It was sometimes challenging to complete. It was a little difficult for me because I occasionally had to convince candidates about the culture of our company. Sometimes the candidates' choices couldn't meet our requirements, and other times they couldn't line up with our company's policies. In the end, we had a good field of prospects. As a result of this effort, my communication skills have substantially improved.

Creating Applicant summary

Once a large pool of qualified applicants has been gathered, a day for the interview is scheduled. To schedule interviews, the selected candidates are contacted. Before administering the interview, I must produce a summary of the candidates who have been selected. The brief included their name, contact information, educational background, and years of experience. The examiner can benefit from having the capacity to quickly scan a candidate's profile.

Coordinating interviews

The scheduling of the interviews fell under my purview. I was in charge of tracking candidate serial numbers and making sure they were on time for the interview. Again, keeping an eye on the interviews was one of my duties.

Support with new joiners and reassignment announcement

Creating announce for new joiners and reassignment was another responsibility of mine. This was created to overview the employees' previous experiences and a short description about the employees.

Preparing Release order, Experience Letter other documents related with current employees

Preparing release order experience letter and any other document instructed by the HRBP's using the correct format designed for all Robi employees was also one of my responsibilities in this job.

Assist any member from the HRBP team regarding resources

Another major responsibility was to help any member of HRBP team or completion some tasks if they ask me to do. Also helping them in all the recruitment process and other day to day activities.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

- Depending on the job they picked, an intern has the opportunity to apply what they learned in school to real-world circumstances every day while developing skills like teamwork and collaboration and learning about corporate tactics, cultures, settings, etc.
- Through internships, a student can acquire real-world work experience for their CV or resume while also learning how to act professionally.
- An intern may discover crucial information about his or her talents and shortcomings during the internship. Students get the chance to acquire unique levels of feedback on their work from supervisors and other industry professionals during internships. educational experiences that are practical and hands-on that an intern might not be able to succeed on their own.
- A student intern has a fantastic opportunity to grow their professional network. For instance, my boss is aware of my potential, excitement, and readiness to work, and I

find myself surrounded by brilliant executives at my job in the telecommunications industry. We speak frequently so they can assist me in achieving my professional objectives and so I can list them as referrals on my CV.

1.3.2 Problems/Difficulties

At Robi, standard circumstances are in place. The employees at this company get connected with one another. Although the workplace at this company is excellent, I nevertheless had some challenges when working with the team on a project. The constraints that below is a list of what I saw:

- There is a ton of paperwork. Even though they had several digital and data-based technologies, they still used to save a lot of paper. For instance, even after entering all the information relating to employment and selecting into their program, they must still keep all the paper copies and registered copies in case a future approval is required.

- There is a lot of repetitive manual labor involved, and it is difficult to keep pace of and verify everything.

- Working consistently throughout rigorously prescribed hours might occasionally be demotivating.

1.3.3 Solicitation

Since it inspires students like me who want to work in a setting where their efforts are appreciated, they should keep dealing with interns like regular employees.

Next Robi ought to set up digital internship initiatives. They routinely receive applications for internships as a result of their popularity. By launching intercampus contests, they can raise curiosity about the program. They ought to host a range of employment fairs to draw applicants from various institutions. They can introduce their business to a greater number of youngsters. They won't have any trouble locating outstanding candidates among the young stars. Additionally, they can begin the on-campus hiring process.

Chapter 2

Organization Part

2.1 Overview of the Industry

Bangladesh's telecommunications sector is expanding quickly, and the country's population is sizable and becoming more technologically adept. A number of major companies, including Grameenphone, Robi Axiata, Banglalink, and Teletalk, among others, dominate the market. With a significant portion of the population owning at least one mobile device, Bangladesh has seen a dramatic increase in mobile phone usage. Bangladesh is one of the most important markets in the region for mobile operators because of the country's high rates of mobile phone penetration. Mobile phones have revolutionized networking, business, and communication across the nation. In Bangladesh, there has been an increase in the number of people who use the internet, and more of them are doing so via smartphones. Government attempts to support internet connectivity in remote and underdeveloped areas have boosted this trend, bridging the digital gap and allowing more people to engage in the digital economy.

Key players including Grameenphone, the largest mobile operator, Robi Axiata, another significant rival, Banglalink, and the state-owned Teletalk are mostly responsible for shaping the telecommunications sector. To meet the different needs of their clients, these businesses provide a range of services, from voice calls and text messages to data plans and digital services. Both urban and rural areas have benefited from the tremendous improvement in mobile internet access brought about by the launch of 3G and 4G services. These technologies have revolutionized how consumers access information and carry out transactions by opening the door for mobile banking, e-commerce, and other digital services.

The Bangladeshi government has taken the initiative to aid in the development and growth of the telecom sector. To bring Bangladesh into line with the global digital economy, initiatives like the Digital Bangladesh agenda work to encourage digital literacy, e-governance, and digital services.Despite expansion, the industry nevertheless confronts a number of difficulties. It is still difficult to extend telecom infrastructure to remote and rural areas, and regulatory concerns, such as spectrum allotment, have proven contentious. Price wars among operators have resulted from intense rivalry, putting pressure on profit margins and mandating ongoing innovation and cost control. The telecom sector in Bangladesh appears to have a bright future. The industry is positioned for continuing growth as mobile phone and internet penetration rise.

When it becomes available, 5G technology could open up new doors by enabling cutting-edge services and applications that can significantly improve the lives of Bangladesh's residents and enterprises.

2.2 Overview of the Company

One of the top telecommunications firms in Bangladesh is Robi Axiata Ltd. It is a division of Malaysian telecommunications giant Axiata Group Berhad. With origins in Bangladesh's early days of mobile telecommunications, Robi Axiata has a long history. Robi Axiata Ltd. is a significant player in the Bangladeshi telecommunications sector, offering millions of users a wide variety of mobile and data services. It has continually led the way in introducing cutting-edge products and services to the Bangladeshi market.
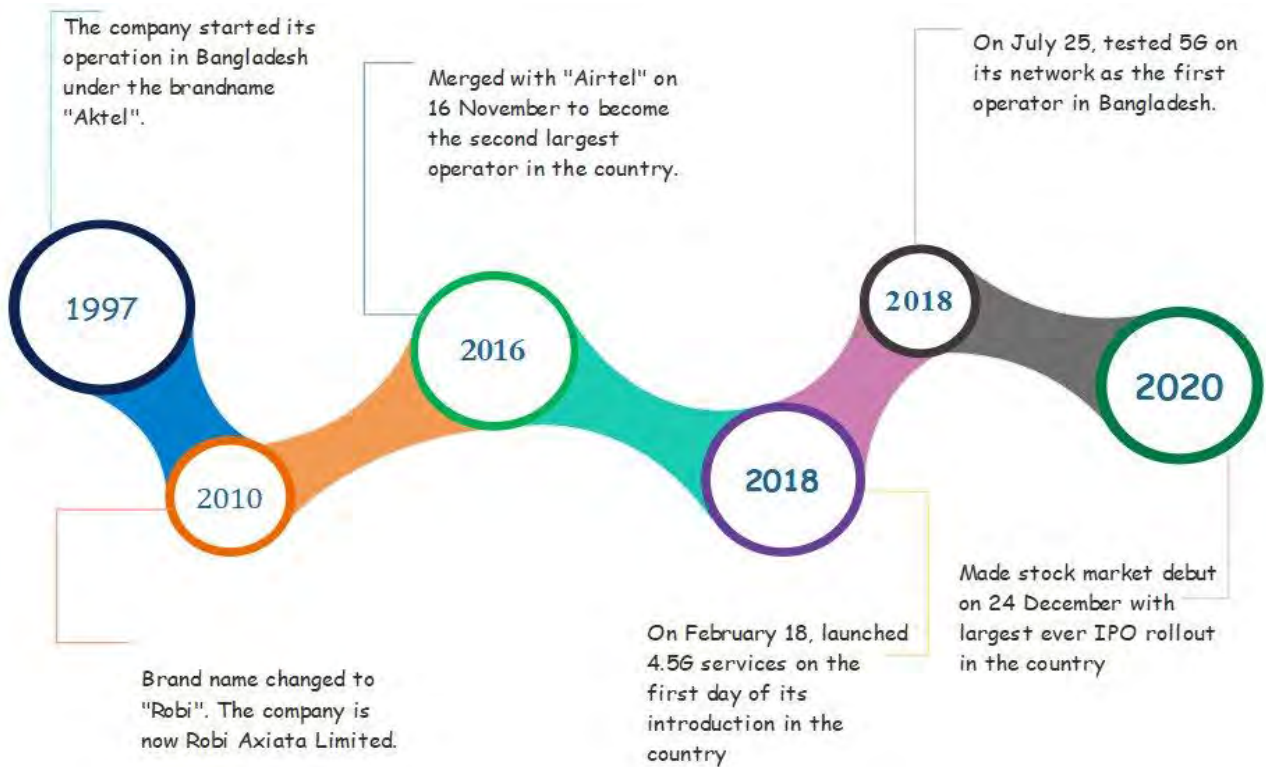
The founding of **Telekom Malaysia International (Bangladesh) Ltd. (TMIB)** in 1997 marks the start of Robi Axiata's history. To offer cellular, paging, and other wireless communication services in Bangladesh, TMIB has been given a license. This signaled the start of mobile communications in the nation. In 2005, TMIB changed the name of its mobile service to "AKTEL," making it the first operator in Bangladesh to offer 3G services. Consumers quickly began to choose AKTEL.In order to enter the Bangladeshi market, Axiata Group Berhad (formerly known as TM International Berhad) bought a 70% share in TMIB in 2008. To reflect this transformation, the company underwent a rebranding process.

In order to better fit with the Axiata Group's worldwide branding strategy, AKTEL was renamed as "Robi" in 2010. Robi launched a number of value-added services and quickly expanded its network. Robi announced a merger with Airtel Bangladesh in 2016, the regional arm of Bharti Airtel, a major telecom provider in India. As a result of this merger, Robi now

has the second-largest mobile provider in terms of user base.Robi introduced 4G services in Bangladesh in 2018, joining the expanding market for fast mobile internet services.After the merger, the business changed its name to "Robi Axiata Ltd." in order to reflect its new corporate identity.


As Bangladeshi consumers' needs changed over time, Robi Axiata continues to grow its network and deliver cutting-edge services and goods.For the benefit of the communities it serves, Robi Axiata has also participated in a number of corporate social responsibility (CSR) and environmental programs.

The company started its operation in Bangladesh under the brandname "Aktel".

Merged with "Airtel" on 16 November to become the second largest operator in the country.

On July 25, tested 5G on its network as the first operator in Bangladesh.

1997

2016

2018

2010

2018

2020

Brand name changed to "Robi". The company is now Robi Axiata Limited.

On February 18, launched 4.5G services on the first day of its introduction in the country

Made stock market debut on 24 December with largest ever IPO rollout in the country

2.2.1 Stakeholders

Axiata Group Berhad of Malaysia holds the controlling position in Robi Axiata Limited, with a stock of 61.82%, followed by Bharti Airtel of India with a stake of 28.18%, and the general public with a stake of 10%. On December 24, 2020, the firm made its debut on the country's two stock exchanges, located in Dhaka and Chattogram.
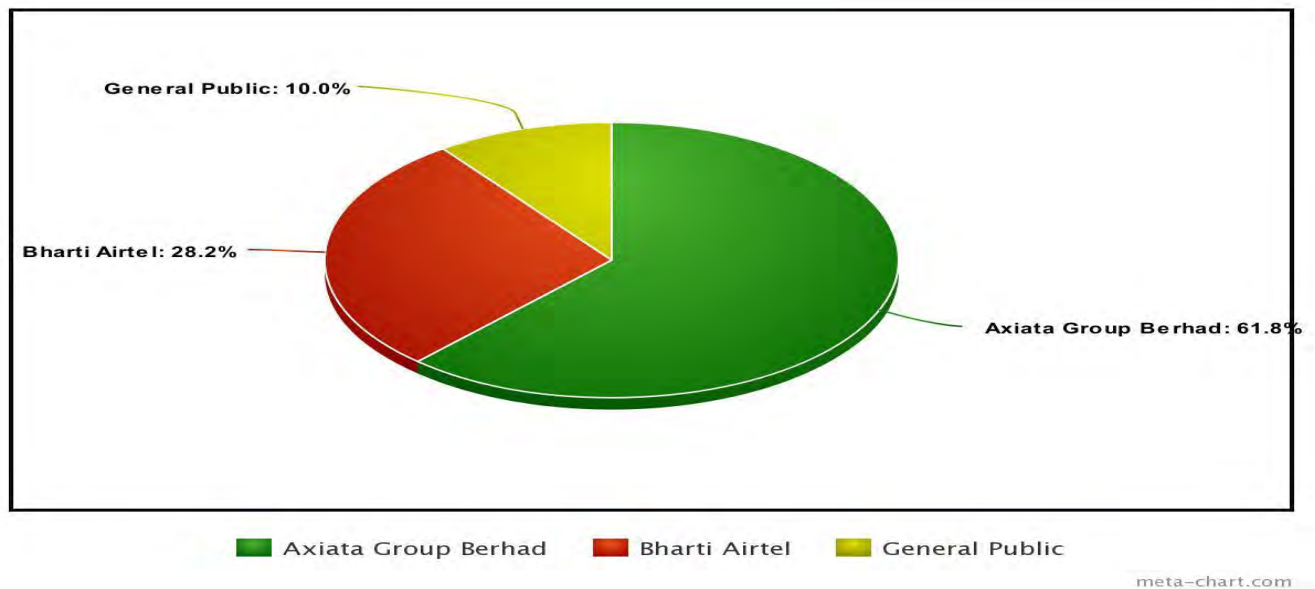
2.2.2 Tagline

"Parbe Tumio"

2.2.3 Mission

"Connecting people, empowering Bangladesh."

This mission statement highlighted their objective to provide access to communication, information, and digital services in order to link people all over the nation through their telecommunications services and to empower and develop Bangladesh.

2.2.4 Vision

"To be the best and most preferred communication service provider in the eyes of our customers, shareholders, and employees."

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This vision statement emphasizes Robi's dedication to offering its clients the best and most preferred communication services, guaranteeing shareholder happiness, and fostering a supportive workplace culture.

2.2.5 Core Principles

The company's key principle is its unwavering dedication to "Exceptional Performance and Uncompromising Integrity (UI-EP)" in generating value for clients by placing them first. The business works hard to keep up with Bangladesh's changing digital scene and offer customer-focused digital services. There are four core principles of Robi:

- Be Agile
- Inspire to Innovate
- Collaborate to Deliver
- Do Digital

2.2.6 Products

Robi Axiata Ltd. provides various products and services to their customers. Some Products and services are mentioned below:

1. **Mobile Voice Service:** Robi offers mobile voice services that let users make voice conversations, send SMS messages, and take advantage of a number of value-added services.

2. **Mobile Data Services:** Customers can use their smartphones and other devices to access the internet and run data-intensive applications thanks to Robi's mobile data services, which include 2G, 3G, and 4G data plans.

3. **Sim Card Services**: Both prepaid and postpaid mobile plans, including voice and data bundles, are available from Robi. These plans come in a variety of packages that are designed to meet the demands of different customers.

4. **Robi shops:** Robi has a variety of smartphones and mobile devices available for purchase through their retail locations and online channels.

5. **Roaming Service:** Robi offers worldwide roaming services so that clients can use their cell phones while they're away from home.

6. **Value-Added Services:** Robi provides numerous value-added services, including news alerts, SMS services, caller melodies, and more.

7. **RobiCash:** Robi offers a platform for mobile financial services called "RobiCash," which enables users to carry out financial transactions, pay bills, transfer money, and more using their smartphones.

8. **Bdapps:** Bangladesh's national app store.

9. **BDTICKETS:** Bangladesh's largest online ticketing platform.

10. **Binge:** Live TV & video streaming service. Built by Raskenlund and powered by RedDot Digital.

11. **Binge Box:** Android TV set-top box.

2.2.7 Corporate Social Responsibility of Robi Axiata Ltd.

In Bangladesh, Robi Axiata Ltd. is renowned for its dedication to corporate social responsibility (CSR). CSR programs give businesses a way to positively impact society and tackle a range of environmental and social issues.

- **Education:** Robi has actively supported activities pertaining to education. Programs have been started to increase access to high-quality education, particularly in Bangladesh's rural and disadvantaged areas. This includes programs like giving needed students money and educational supplies.

- **Healthcare:** Robi has made contributions to efforts in the field of healthcare, including planning health fairs in rural regions and assisting with the construction of healthcare facilities. Additionally, they have organized initiatives to spread knowledge about health-related topics including vaccination schedules.

- **Digital Inclusion:** By fostering digital literacy and granting access to digital services in rural and isolated locations, Robi has helped to close the digital divide in Bangladesh. They have started programs to teach individuals digital skills and offer reasonably priced internet connection.

- **Disaster Relief:** Robi has actively participated in disaster relief operations during cyclones and floods, among other natural calamities. They have given impacted communities emergency relief, including food, water, and shelter.
- **Employee Welfare:** Robi has put a strong emphasis on the welfare of its staff members through a number of initiatives, such as training and development opportunities, health and safety efforts, and activities that support a diverse and inclusive workplace.

2.2.8 Quality Policy

According to the official website of Robi Axiata ltd. Below Quality Policy, strict compliance has been kept. Every department is committed to doing everything within their power to fully understand client needs in order to maximize satisfaction. The most extensively used standard for quality management systems worldwide is ISO 9001. When it comes to the supply of goods and services and their ongoing improvement, the standard assists enterprises in consistently meeting the needs of clients and other important stakeholders. The first telecom company in Bangladesh to receive this honorable certification is Robi.

2.3 Management Practices

2.3.1 Executive Management

The Executive Management is under the direction of the Chief Executive Officer (CEO), who has been granted the necessary and sufficient authority by the Board of Directors.

Additional power is delegated at every level of line management in order for the Executive Management to operate. The Executive Management is in charge of developing segment plans and sub-segment plans for each profit center with budgetary objectives for each good and service. They are held accountable for deficiencies and praised for excellent performance.
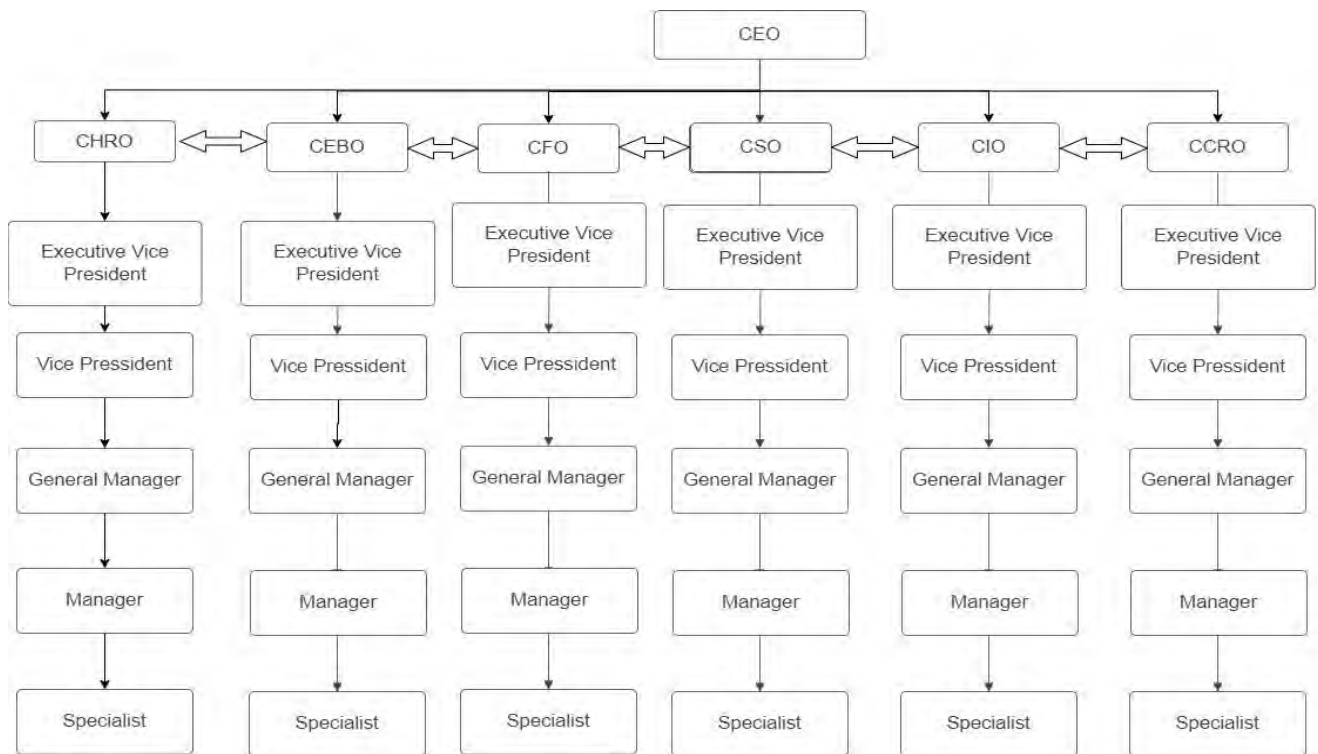
2.3.2 Divisions of Robi Axiata Ltd.

There are several divisions to operate the whole business of Robi. These divisions are mentioned below:

- Human Resources Division
- Market Operation
- Enterprise Business
- Technology

- Information Technology

- CORA Division

- Finance

- Internal Audit

- Risk and Compliance

2.3.3 Organogram

2.3.3 The Human Resource Division of Robi Axiata Ltd.

The HR Division is one of the most important division in Robi. This division is also called as the heart of this organization. Robi's HRD is known as the best HRD in Axiata Group Berhad. In the telecommunication industry HRD is a important aspect because telecommunication is a continuous fast growing industry. Moreover, in a developing country like Bangladesh, this industry has so many scopes and to take actions on this they need a dynamic team on various departments. And to create dynamic teams the HRD has to work really hard. There are 4 department in HRD.

- HRBP

- HRPD

- HRIS

- HR Admin

HRBP:

HRBP stands for Human Resource and Business Partners. In Robi, HRBP department is the recruiting team of Robi. They recruit people of every department. There is total 7 people in HRBP department including CHRO. There are no specialist in this department 4 Managers, 2 General manager and CHRO himself. They all work as Recruiters.

HRPD:

It stands for Human Resource People Development. They work to provide trainings to the employees of Robi. They analyze TNA, Design new training events and execute those trainings. There are 3 peoples in HRPD team. 1 G.M and 2 Managers.

HRIS:

Human Resources Information System works to collect and keep track of the performance of the employees. They work in Payroll, Compensation, Succession Planning, Performance Appraisal, Work Culture Management and Time & Attendance. They play a vital role in Robi and works closely with HRBP team. There are total 8 person in HRIS team. 1 VP, 1 GM, 4 Managers and 2 Specialists.

HR Admin

HR Admin also plays a vital role alongside other departments of HRD. They work for the benefits of the employees and works really close with the internal audit team. Also, works for the health and safety needs of the employee. Also help the employees with different kind of benefits like travelling allowance, hotel allowance etc.

2.3.4 Recruitment and Selection

A company's hiring process may be internal, external, or a combination of the two. Recruiting regulations, job openings and adverts, the gathering of CVs, scheduling of interviews and assessments, decision-making, the selection of candidates, and the brief definition of two types of recruiting are all included in this.

- Internal Recruitment: When there are few external threats and the organization's main priority is maintaining its current operational procedures, internal recruitment becomes its main focus. When these circumstances are present, the corporation decides to fill unfilled positions by taking into account its current workforce. This tactic streamlines the hiring process, saves time and resources, and does away with the costs associated with posting jobs externally and advertising to get resumes from outside candidates. Internal hiring can also be used to encourage team members among employees through promotions. Even contract or temporary workers may progress to permanent employment through an internal hiring process.

- External recruitment: This is the process through which a company searches outside of its current workforce for new hires. This frequently happens when a company is expanding significantly and holds a sizable portion of the market. Through external recruitment, the business can tap into a larger pool of knowledge, innovation, and perspectives that may or may not be readily accessible among its current personnel. In order to address recurrent issues within the organization, it brings fresh concepts and methods. A range of channels, including job portal advertisements, newspaper ads, university recruitment campaigns, social media recruitment initiatives, walk-in interviews, etc., can be used to conduct external hiring.

Using the recruitment process, an organization can add a person as a member or employee. Even when a business strives for an effective, cutting-edge, and fair recruitment process, it constantly runs across a number of problems and limitations.

The HRBP team adheres to certain procedures when hiring.

1. Manpower planning	8. Aarraing interview	9. Final selection of candidates
2. Employement needs by different department	7. Arranging written test	10. On-boarding
3. Preparing manpower requision form	6. Screening and choosing suitable candidates CVs	
4. Mnapower requisition form requires many signatures	5. Giving job advertisement by using recruitment sources	

Robi's HR always creates plans at the beginning of the year for how many employees they will hire and how many employees they can sustain this year, in accordance with the company plan and within its budget. A division or team presents their recruitment strategy to the HR business partner whenever they require new workers to finish specific projects or when they are in need of interns due to a staffing shortage. The HR staff will create the supplementary recruitment plan after receiving that. A manpower requisition form is created by a team inside a certain division of Robi whenever they need a new employee or intern. This form includes information such the title of the post, position of employment, work specification, job description, salary, and other benefits, among other things. This personnel request needs to be addressed to the Robi Axiata Limited division's HR business partner.

The manager of the resourcing team posts job positions on several websites, such as LinkedIn and Robi's own employment portal, in an effort to draw in candidates. The resourcing team manager also collects CVs from two sources. That applies to both internal and external sources. The manager of the recruitment team employs the internal source when Robi has an opening by sending announcements to all internal workers and disseminating internal hob adverts. Any

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employee who meets the requirements of the job is qualified to participate in the job interview. Additionally, Robi gathers resumes from external sources by employing tools like the internet, employee references, road shows at various institutions, etc.

The manager of the resourcing team reviews each and every CV that has been collected from internal and external sources. The management uses a set of criteria to choose a smaller pool of applicants for written examinations throughout the screening phase. The management will consider resumes from specialists with at least 0–2 years of experience, managers with at least 4-5 years of experience, and general managers with at least – years of experience for the position of specialist.

The recruitment manager of the resourcing team, the general manager who is looking for a new employee to fill the vacant position in their team, as well as other management whose work is related to the team, contact candidates who have applied for that specific position in Robi and have passed the written test for that position to schedule interviews. As a hiring committee, they are seated together. When they perform the interview, all of the resumes are there. Each interviewer rates each applicant individually using the criteria developed by the hiring team. Following all of the interview sessions and selection, the resourcing team sends the selected applicant to the HR compensation and benefit team. If a candidate has previously worked for or been employed by a company, the general manager of the pay team demands that they produce their wage sheet. The manager discusses the salary and additional benefits after going over the compensation sheet. Finally, 15 days before the scheduled joining date, the resource team gives the candidates pre-joining information, such as welcome materials.

2.3.5 Target Group of Robi Axiata Limited

Professionals like doctors, lawyers, and architects who predominantly use their mobile phones for business purposes are included in the individual segment. Their principal method of communication with coworkers and business partners is through these phones. Mobile phones are used by households to maintain contact with household staff, friends, and family. Students and young people utilize their mobile devices to stay in touch with their friends and family. Professionals rely heavily on their mobile devices for communication with colleagues and clients, much like small and medium-sized businesses (SME) do with their customers.
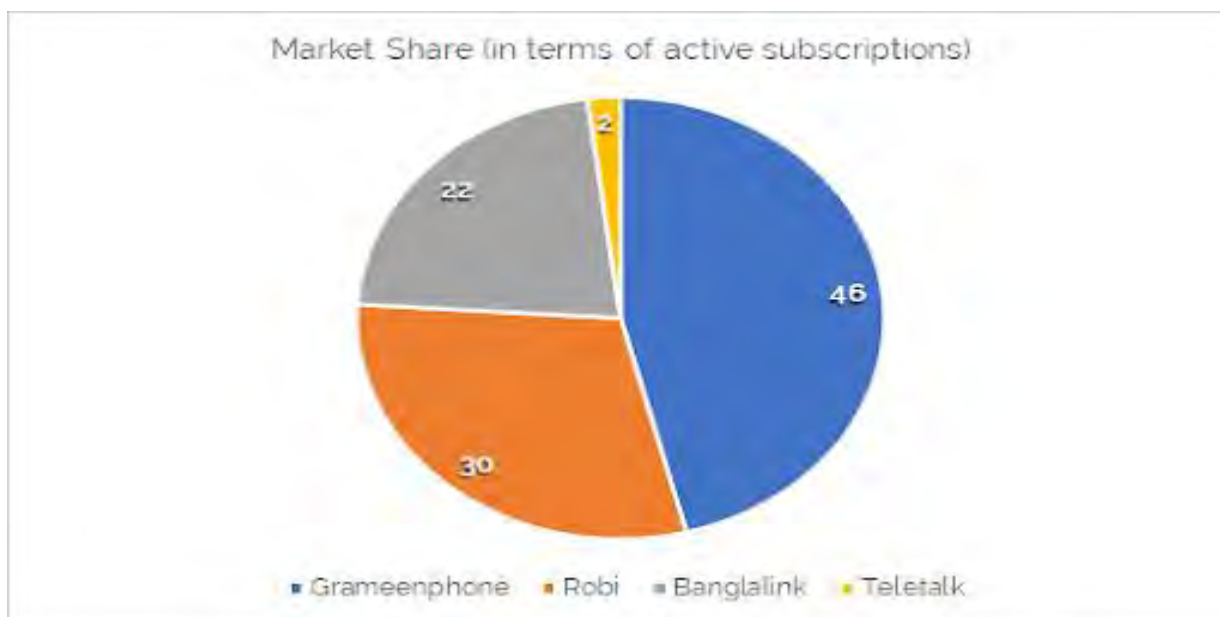
Individuals' needs are rising as a result of developments. One is that increased mobility is causing people to demand more. More people are moving, whether within Bangladesh or overseas, making phones necessary to keep in touch with their family. The network effect is the second important factor. As the use of mobile phones spreads, more individuals are becoming aware of the services offered and showing interest in using them. The emergence of prepaid services, as the last one, has made it simpler to both purchase services and track consumption. With the introduction of this service, a completely new demographic has been added to the market.

Multinational firms, sizable state-owned businesses, non-governmental organizations, governmental organizations, and diplomatic missions are examples of corporate customers. They required specialized devoted services and customized sales strategies. They typically make use of a wide variety of value-added services, such as SMS messaging, international calling, global roaming, and VMS (Vertical Marketing System). When compared to normal customers, corporate clients typically have a greater Average Revenue Per User (ARPU).Villagers continue to make up a modest portion of total income, but they produce better ARPU than other categories, making the market more accessible to individuals in Bangladesh of all economic levels.

2.4 Industry Analysis

Bangladesh's telecommunications industry has seen remarkable development and transformation in recent years, driven by factors like rising mobile phone usage, expanding internet access, and government initiatives to foster digital transformation. The Bangladeshi telecommunications industry's public and commercial sectors both play a sizable role in this. The telecom industry in Bangladesh is fiercely competitive.

Market Share (in terms of active subscriptions)

- Grameenphone: 46
- Robi: 30
- Banglalink: 22
- Teletalk: 2

The main mobile phone network providers that compete with one another include Grameenphone, Robi Axiata, Banglalink, and Teletalk. In times of fierce competition and price wars, operators usually offer a range of bundles, discounts, and promotions to draw in and keep customers. Operators constantly launched new features and services, such as value-added services, content services, and data bundles, to keep one step ahead of their rivals. To gain a competitive advantage, operators invest in expanding their network coverage, which benefited users by enhancing connectivity in previously unreachable locations. Operators are interested in strategies to draw in and keep customers, including VAS (value added services), bonuses, alluring data bundles, and customer service alternatives. The Bangladesh Telecommunication Regulatory Commission (BTRC) is crucial to the sector's oversight, preserving fair competition, and defending client interests. Operators are continually improving their network to deliver quicker internet and high-quality conversations.

For new entrants to the Bangladeshi telecommunications market, there are both possibilities and difficulties. Entry barriers can range in complexity depending on a number of factors. Below are a few of them:

- **Licensing and Regulatory Requirements:** In order to get spectrum licenses from the Bangladesh Telecommunication Regulatory Commission (BRTC), it is frequently necessary to take advantage of competitive spectrum auctions. For new competitors, the financial burden of winning a spectrum bid may be fatal. The legal necessity for telecom providers has been adherence to telecommunications regulations, quality of service standards, and rates that have been approved by regulators. It could be

challenging and expensive to meet these criteria. Telecom operators had to adhere to a number of regulatory constraints in addition to telecommunications legislation, quality of service requirements, and regulator-approved pricing. The cost and complexity of meeting these criteria may be high.

- **Infrastructure Investment:** To create and maintain a robust network infrastructure, significant costs were incurred for towers, necessary switches, and fiber optic cables. It was challenging for entrants to compete on infrastructure because to the significant expenditures made by established providers.

- **Competition:** The telecommunications industry in Bangladesh is very competitive, with a large number of recognized businesses. Emerging challengers may find it challenging to compete with these sector heavyweights for market dominance.

- **Market expertise and knowledge:** An organization needs to be aware of local laws, market dynamics, and client wants in order to succeed. Newcomers would need to spend in market research and develop a thorough understanding of the Bangladeshi telecom business in order to succeed.

- **Capital Access:** To start and sustain a telecom company, substantial financial resources are needed. For new competitors to afford operational expenses, marketing, and infrastructure expansion, they must have access to resources.

- **Strategic Partnership:** By collaborating with regional groups or doing business with established businesses, some entrance hurdles may be removed.

- Keeping up with the most recent inventions and advances is crucial for company to remain competitive. Newcomers are expected to show that they can deliver cutting-edge goods and services. It's important to remember that entry barriers may change at any time as market conditions, legal frameworks, and technical advancements change over time.

2.5 Competitive Analysis

The process of studying and looking at a company's competitors' strengths and weaknesses in a particular market or industry is known as competitor analysis. It entails gathering information and data about rival businesses, assessing their methods, capabilities, and performance, and then utilizing this data to develop sensible company decisions and strategies. Competitor analysis is a crucial part of strategy formulation and market understanding. There are a few important factors that drive company competitor analysis. An organization can stay current

with market changes by performing competitor analysis. By monitoring what other businesses are doing, a company can spot emerging industry trends, consumer preferences, and technology breakthroughs. It establishes a basis for contrasting the company's performance with that of its rivals. This could aid a company in identifying its main assets and areas for improvement. Competitive analysis aids in the creation of strong business ideas. When a company is aware of the strategies being used by its rivals, it can make better decisions about its own strategy, including pricing, product development, and market positioning. In Bangladesh, Robi Axiata Limited is opposed by companies like Grameenphone, Banglalink, Teletalk, etc.

Grameenphone:

Grameenphone, popularly known as "GP," is one of the biggest and most well-known telecommunications companies in Bangladesh. A significant stake in Grameenphone is owned by Telenor Group, one of the biggest telecom companies in the world. Grameenphone has a substantial market share and a broad network coverage in both urban and rural areas of Bangladesh. It has consistently been rated as one of the top telecom companies in the entire nation.

Grameenphone has launched a number of social development initiatives in areas like women's empowerment, healthcare, and education with a strong emphasis on corporate social responsibility (CSR). Grameenphone has received a number of medals and awards for its contributions to the telecommunications industry and its efforts to promote sustainable development in Bangladesh.

One of Bangladesh's largest and most respected telecommunications companies, Grameenphone, has a considerable market share. They control the market. Grameenphone has a long history of introducing cutting-edge services to the Bangladeshi market, such as online payments and medical services, which have helped it expand its service offering and attract clients. Reaching a large customer base requires a corporation with a wide and reliable network architecture that provides coverage in both urban and rural locations.

The regulatory issue, such as frequent policy and regulatory changes that could affect the operations, may be Grameenphone's vulnerability. Given Bangladesh's increasing demand for data and internet services, Grameenphone has a lot of room to develop. Grameenphone may further profit from the movement toward digital transformation by offering digital services, e-commerce partnerships, and digital payment solutions.

The opportunities provided by Grameenphone might aid in closing the market's gap. The company has the choice of expanding its network. It can grow its network via BTTB. Aggressive competition marketing may pose a danger to Grameenphone. Robi and Banglalink recently presented their new ideas and goals in an effort to compete with Grameenphone.

Banglalink:
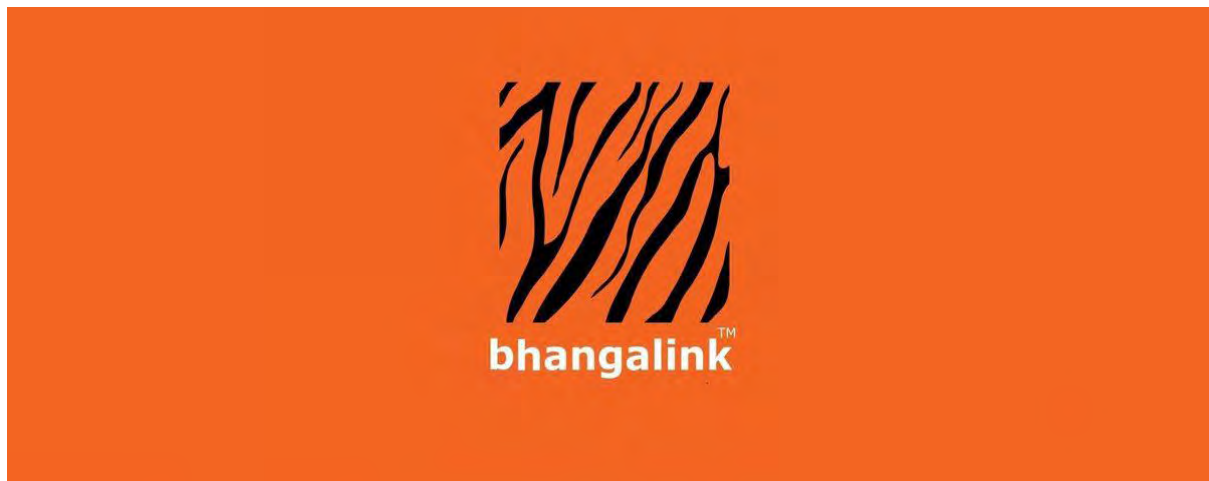
"Orascom Telecom Bangladesh Limited" was the name of Banglalink's initial launch in February 2005. In 2011, the company changed its name to Banglalink. It is currently a subsidiary of a large international telecommunications firm called VEON ltd.

One of the key participants in the Bangladeshi telecom industry, Banglalink commands a sizeable market share. It has a sizable consumer base, a well-established presence, and it dominates the market. In order to cater to a variety of customers, Banglalink has maintained a competitive pricing approach by offering affordable mobile plans and packages. This strategy has aided in attracting clients who are concerned about price.

In order to cater to a variety of customers, Banglalink has maintained a competitive pricing approach by offering affordable mobile plans and packages. This strategy has been successful in attracting customers that are on a tight budget. The ability of Banglalink to adapt to changing market dynamics and regulatory frameworks is one of its strengths.

The telecom sector frequently faces regulatory challenges, but Banglalink has proven it can adapt to these changes. One of Banglalink's main limitations is that they are frequently subject to governmental regulations and restrictions. This flaw may have a big influence on their operations, financial outcomes, and overall corporate strategy.

2.6 SWOT Analysis

Strength:

Because Robi has a solid financial base, it is simpler for the business to compete with other telecom companies in Bangladesh, allowing them the potential to establish a sizable market presence and boost their income. The first MNP (Mobile Number Portability) service provider in Bangladesh, Robi, is also well-known for enabling customers to switch carriers without having to alter their current phone numbers. Additionally. The first business in the nation to bring out 4.5G network services was Robi. Additionally, Robi has a dedicated and tenacious management team that is well-known for its professionalism in providing first-rate services and its steadfast dedication to becoming the best telecom business in Bangladesh.

Weakness:

Despite Robi's widespread market presence in these places, people there nevertheless encounter network issues like call dropouts, erratic internet connections, and call disruptions. As a result, Robi's capacity to offer top-notch service has suffered. The corporation also deals with fierce competition from its main rivals. Grameenphone and Banglalink are two companies that always seek out new opportunities to innovate and grow their market share. As a result, these two businesses pose serious dangers to Robi Axiata Limited.

Opportunity:

As a result of the merger with Airtel, Robi's subscriber base has drastically risen, putting it on par with Grameenphone and Banglalink.Due to the increase in income, Robi presently has plenty of resources to assist business expansion. Additionally, both urban and rural Bangladeshis are increasingly using interests. There is a great demand for internet bundles because everyone utilizes the internet exclusively for communicating and downloading apps. Robi thus profits greatly from the sale of these internet bundle deals.

Threats:

Competitors pose the biggest threat to Robi. The telecom industry in Bangladesh is continually engaged in strong competition, with one telecom company having the ability to significantly impact the market share of another. Additionally, a potential threat to the business is the large client turnover brought on by higher call rates among the operators.

2.7 Conclusion

Since it is responsible for sustaining the organization's whole pool of human resources, the human resources department of an organization performs a crucial function. Robi Axiata Limited's human resources division is extremely capable and proactive. I was lucky enough to work with the most high level HR team—the human resource business partnering team—and get to see how they function. It's important to take into account the recruitment process effectiveness of a company. A successful business has a hiring strategy that is regularly modified and updated to satisfy market demands and conform to international hiring standards. Robi consistently focuses a focus on its hiring process and adheres to particular policies, practices, and guidelines to select the best applicants. Robi should always give its talent acquisition process more priority in order to advance the company's growth and development as well as guarantee that its clients receive the greatest and most efficient services.

2.8 Findings of Recruitment Process

- Why Robi looks for people that fit their organization's beliefs and culture the best, not those with the highest CGPAs or years of experience.
- Robi is continuously on the lookout for those who have a collaborative spirit. As a result, during the interview, candidates are asked if they prefer to work alone or in a team.
- The greatest way for any firm is e-recruitment, also known as online recruitment, which Robi uses the majority of the time.
- Robi only hires from the outside, but he also uses internal recruitment to advance his current staff.
- The management uses a standard questioning format for the interview; the written exams lack variety.
- Robi does not conduct focused group discussions during the hiring process, but they ought to do so to get a better understanding of potential employees.
- Robi gives outside candidates consideration for every promotion. The employees who are going to receive a promotion must also interview potential outside candidates.

2.9 Recommendation

Although Robi's hiring process is quite amazing, I would still like to make a few suggestions that might be helpful. The suggestions are listed below:

- Robi can add some specific situation-based questions to the written test in addition to the usual math, English, and knowledge-based questions so that the employer can assess the applicant's cognitive ability.

- Given that candidates may argue about particular subjects and recruiters will be able to assess the prospects more carefully, Robi can incorporate a "Focused Group Discussion" stage in the hiring process.

- Robi conducts online interviews for jobs involving sales, but they ought to additionally hold in-person interviews to evaluate applicants' posture and gesticulation because the sales department places a lot of emphasis on body language.

- Robi frequently declines to hire recent graduates. However, given that young people are capable of having fantastic ideas, they should change this process.

- Robi only posts job postings on their career webpage and on LinkedIn. The company should also consider posting on BDjobs, one of the most popular employment boards in Bangladesh.

Chapter 3

Project Part

Psychological Capability of Employees and Well-being in the HR Department of the Telecommunication Industry

Literature Review:

The literature review offers an all-encompassing examination of psychological well-being within the telecommunications sector, with a particular focus on its importance. It has been determined that job demands are a significant factor influencing the mental health of employees. In the telecommunication industry, where personnel frequently encounter substantial work demands, stringent time constraints, and the necessity to swiftly adjust to technological advancements, it is imperative to comprehend the ramifications of these pressures on psychological welfare.

The function of organisational support mechanisms in alleviating the adverse consequences of job demands is crucial. The literature examines training programmes, mentorship initiatives, and employee assistance programmes as critical elements of organisational support. The objective of this review is to evaluate the efficacy of these mechanisms in cultivating psychological resilience within the human resources sector of the telecommunications industry.

The issue of work-life balance becomes a substantial concern in light of the demanding nature of the industry. The scholarly literature critically examines the effects of policies and practices governing remote work and flexible work arrangements on the overall welfare of human resources professionals. Achieving an optimal equilibrium between one's professional obligations and personal life is critical for sustaining a constructive mindset amidst the stresses of a demanding workplace.

Leadership styles employed within the human resources department are widely acknowledged as significant determinants of employee welfare. An assortment of leadership methodologies, including transactional, laissez-faire, and transformational, may elicit disparate responses in terms of employee motivation, job satisfaction, and overall psychological capacity. The literature review aims to identify leadership practises that have a positive impact on the mental health of human resources personnel in the telecommunications industry, based on an examination of previous research.

3.1 Introduction:

Employees and organisations in modern society operate within a constantly evolving environment characterised by rapid technological advancements (Magnusson and Berggren, 2011). In response to the rapidly changing market, organisations are adopting a new organisational structure known as project-based organisation, which is considered a current business trend (Clark and Wheelwright, 1992). Huemann et al (2007) define projects as temporary endeavours that have particular objectives, are subject to budgetary constraints, and involve diverse personnel.

There is increasing attention towards the maturity of Telecommunication , as highlighted by the Project Management Institute in 2003. However, there is limited research that specifically examines personnel management as a crucial aspect of Telecommunication , as noted by Gareis in 2005. This is particularly true when it comes to addressing employee wellbeing in

Telecommunication , as highlighted by Huemann et al. in 2007.   Put simply, the importance of employee wellness (EW) in TELCO has been disregarded.   Organisations often overlook employees, who are one of the stakeholders (Sharma et al., 2009).

Studies have demonstrated that employee wellbeing has significant effects on organisations, including performance, productivity, turnover, and indirect costs (Page and Vella-Brodrick, 2009; Wright et al., 2007; Keyes et al., 2000; Danna and Gryphon, 1999).   Many scholars recognise the significance of employee wellbeing and initiate study by first establishing a clear definition of employee wellbeing.   According to Currie (2001), employee well-being can be defined as the whole state of workers' happiness and their physical and mental health.   Grant et al. (2007) provided a comprehensive summary of well-being by examining research findings from psychologists and sociologists. They identified three key dimensions: psychological, bodily, and social.   The psychological elements are contentment, self-esteem, personal development, and a sense of purpose.

Environmental mastery and autonomy are important aspects of life (Keyes et al., 2000; Grant et al., 2007).   The physical elements encompass the provision of sustenance, housing, medical assistance, garments, and the ability to move (Grant et al., 2007).   The social components encompass engagement in the community, acceptance in public, self-fulfillment, contribution to society, coherence in social interactions, and integration into social networks (Keyes et al., 2000; Grant et al., 2007).   Regrettably, the aspect of employee wellness is commonly disregarded in the realm of human resource management (HRM) within organisations (Baptiste, 2008).

In addition to the disregard for employee welfare in organisations, the characteristics of projects and Telecommunication (TELCO) impose significant stress on employees (Huemann et al., 2008).   Tonnquist (2008) defines a project as a strategy or methodology that is goal-oriented, with a clear emphasis. A project is characterised by its precise allocation of time and resources.   TELCO employs transitory operational procedures, such as projects or programmes, to ensure timely delivery of products and services to consumers. This approach fosters a transient and dynamic work environment (Huemann et al., 2008). Moreover, the composition of human resources is constantly evolving due to the movement of people from the production line to various projects or from one project to another (Huemann et al., 2008). The nature of working in a project-based environment can cause employees to experience various pressures, including conflicts between different roles, excessive workload,

uncertainty about future career plans, and an imbalance between work and personal life. These pressures have a direct impact on the wellbeing of employees (Huemann et al., 2008). Certain organisations have adopted proactive approaches and exerted additional efforts to enhance employee well-being in order to enhance performance. Some managers contend that implementing certain human resource management (HRM) policies and practises are necessary in a Telecommunication (TELCO) to demonstrate concern for employees and achieve effective human resource management (Huemann et al., 2007). Nevertheless, there is a scarcity of scholars that provide comprehensive recommendations on enhancing employee welfare in Telecommunication from the standpoint of human resource management.

3.1.1 Objectives:

- Examine existing theories on employee well-being and Telecommunication to identify potential challenges faced by HR departments in the Telecommunication industry.

- Explore the relationship between Telecommunication industry characteristics and human resource management, specifically focusing on employee well-being.

- Utilize a qualitative research approach to gather in-depth insights into the challenges and opportunities related to employee well-being in Telecommunication.

- Employ the case study research method to analyze real-world scenarios within Telecommunication companies, aiming to understand the nuances of employee well-being issues.

- Identify concrete human resource management policies and practices that have the potential to enhance the overall welfare of employees in the Telecommunication industry.

- Address the research gap by providing practical insights and recommendations for improving employee well-being in Telecommunication from a human resource management perspective.

3.1.2 Significance:

Because psychological health can have a significant impact on organizational performance, productivity, employee turnover, and indirect expenses, it is imperative to understand the psychological health of telecom workers. Employee stresses must be identified and reduced as businesses in this sector manage the demands of projects and temporary operational

procedures. The study also emphasizes how crucial work-life balance strategies, leadership philosophies, and organizational support systems are for affecting employee well-being.

This study aims to fill the knowledge vacuum in the field by doing a thorough analysis. It also provides practical human resource management policies and practices. These results can help managers and HR specialists in the telecom sector proactively address the well-being of their workforce, which will enhance overall organizational outcomes.

3.2 Methodology

The current work's methodology is explained in this chapter. Study design, populations, samples and units of analysis, sample size, sample size determination techniques, measurements employed in the current study, and questionnaire design are all covered in this chapter. This chapter concludes with a description of the data compilation and analysis procedure.

3.2.1 Design of Research

According to Creswell (2009), research design is the methodical process of gathering, evaluating, and synthesizing data in order to formulate hypotheses. Research data and information obtained between January 2023 and March 2023 are gathered for this cross-sectional study. The present investigation can also be viewed as a correlation study because all pertinent data was gathered in accordance with a theoretical framework (Cooper and Schindler, 2008).

Managers' assessments of several facets of meaningful engagement and employee retention are included in the data from the current study. A survey made up of questionnaires was utilised in this investigation to gather data. Salkind (2006) promoted the use of questionnaire approaches in social science research to investigate correlations between different variables.

3.2.2 Analysis Unit, Sample, and Population

Population (Sekaran & Bougie, 2010) is the total number of individuals or events taken into consideration. Any research study must identify its target groups in order to prevent mistakes in sample selection (Cavana, Delahaye, Sekaran, 2001). Since they are the main respondents to this study, all white-collar workers in Bangladesh who hold various professional, clerical, administrative, or management roles are the target group for the current thesis. Since they are

the largest group in the industry and are primarily in charge of employee behavior management, Rubel et al. (2015) claim that they are the most significant workers in this sector. As a result, in this study, supervisors serve as valid sample subjects.

There were 79,00,000 SMEs and 628 large organizations registered in Bangladesh. The sampling frame from which the samples were taken was determined to be Dhaka. Since more than 80% of him in the organization was based there, Dhaka was selected. A sample frame is a legitimate representation of the study population, according to Sekaran and Bogie (2010), and selecting a suitable sampling frame can aid researchers in getting high-quality data. As a result, Dhaka served as the study's representative sample base for all Bangladeshi traditional workers.

Sekaran and Bogie (2010) suggested gathering a minimum sample that was at least ten times as many variables as there were in the study. As per the recommendations provided by these authors, the current study has a sample size of at least 50 (5 x 10). Once more, Hoe (2008) emphasized that a minimum of 200 instances should be included in the sample size for multidimensional research. When employing partial least squares (SEM-PLS) for structural equation modelling, Hair et al. (2017) suggests a sample size of 100. The authors also note that the study might yield a suitable result if 100 respondents were included.

Decision sampling methods were employed in the current investigation as a component of an ambiguous sampling plan. Despite the lack of an exhaustive roster of participants, an evaluative sampling methodology was utilized. Sekaran and Bougie (2010) suggest that evaluative sampling approaches are superior because there is no precise list of respondents. Additionally, Cooper and Schindler (2011) demonstrate that when researchers select samples that satisfy many principles, predictable selection is appropriate. For this specific study, data were gathered from a pre-selected pool of respondents using this sampling approach. Two criteria were used to choose respondents for this study:

- Have been employed by the company for more than a year;
- Have held positions as an employee in two or more companies.

3.2.3 Restriction

Nonetheless, no research project is perfect. We call these imperfections limitations. The main flaw in the paper is that it analyses secondary data using information obtained through oral communication. Employees who try to make other departments responsible for their own failures and get around their own limits at work may misrepresent part of the study's data. The study was not comprehensive or convincing because of the short time frame in which it was finished. In the course of my investigation, I came across a few standard limitations. I was not able to obtain information about every department because of the organization's policy of keeping information confidential.

The limitations of my research are outlined in the following statements:

- It was hard to find information and data on the topic.
- The absence of data made the research even more difficult.
- The study's lack of experience contributed to its lack of success.
- A further problem is the dearth of more current and useful data.
- An additional drawback of this research project is the interviewer's non-response.
- Young, talented, and enthusiastic officers and employees are hard to come by.
- Relevant information is hard to come by.
- Time Restraints.
- Insufficient knowledge.
- A lack of comprehension of the operational facets of capital market operations.
- It is difficult to find updated data.

3.2.4 Confidentiality of Data

I was unable to get enough information because of a number of departmental problems and confidentiality concerns. Every organization keeps its secrets to itself and doesn't divulge them to others. During data gathering, certain employees failed to submit enough information to protect the organization's anonymity.

3.2.5 Inadequate Data

There is a lack of understanding of the range of costing applications and the diverse costing procedures employed by various businesses. There aren't enough books written about the subject, and there aren't enough statistics. The scope of appropriate analysis was constrained by these constraints. Had these limitations not been present, the report would have been more worthwhile and attractive.

3.3 Findings and Analysis

3.3.1 Elements Influencing Mental Health:

Workplace Duties: HR professionals in the telecom industry are often in charge of managing complex hiring processes, keeping up with employee relations, and making sure that quickly changing employment laws are followed. The study will look into the specific job requirements that HR professionals deal with and analyse how these affect psychological well-being in general, stress levels, and burnout.

The research will look at the specific and general forms of assistance that businesses provide to their human resources divisions. The assessment will concentrate on employee support programmes that deal with mental health concerns, mentorship programmes that provide direction, and training courses meant to increase skills and competencies. The goal is to understand how these processes support HR staff members' psychological resilience in the face of business-specific challenges.

Work-Life Balance: To reduce burnout and maintain the wellbeing of HR professionals, work-life balance practises must be put into place. The research will examine the implementation and effectiveness of policies pertaining to remote work, flexible work schedules, and other programmes intended to promote a healthy balance between an individual's home and professional lives. The impact of these practises on overall mental health, job satisfaction, and engagement will be thoroughly examined.

Leadership Styles: The HR department's ability to effectively lead is essential to creating the company's culture and values. The study will assess a variety of leadership philosophies, looking at their benefits and potential downsides in the context of the telecom industry. The purpose of the study is to examine how leadership practises affect the psychological capability

and job satisfaction of HR professionals in order to provide actionable insights for enhancing their overall well-being.

3.3.2 Research Questions:

- What are the main obstacles to employee well-being that HR departments in the telecom sector must overcome, given the dynamic character of the industry and the implementation of project-based organisational structures?

- How do employment demands, time restrictions, and technology improvements affect employees' psychological well-being in the dynamic and transient world of telecommunications?

- To what degree do organisational support mechanisms—like training courses, mentorship efforts, and employee assistance programs—help human resources professionals in the telecoms sector develop psychological resilience?

- What is the telecom industry's take on work-life balance, and how do policies and practises pertaining to flexible scheduling and remote work impact the general well-being of HR professionals?

- What effects do various HR department leadership philosophies have on workers' motivation, mental well-being, and job satisfaction in the telecommunications industry?

- Which particular HRM practises and policies have telecom businesses implemented to improve the wellbeing of their workers, and how do they feel about the effects these practises and policies are having on output and general well-being?

These research questions seek to give a thorough grasp of the potential and problems associated with employee well-being in the telecommunications sector and to direct the study towards useful suggestions for human resource management.

- Principal impediments to the health and happiness of workers in the telecommunications industry:

  The dynamic character of the telecom business and the adoption of project-based organisational structures are the primary factors that contribute to the challenges that pertain to the well-being of employees in this sector. Magnusson and Berggren (2011), Clark and Wheelwright (1992), Huemann et al. (2007), and Huemann et al. (2008) all point out that some of the challenges that the profession faces include high job expectations, time pressures, and the ever-changing nature of technology.

- Effects on psychological well-being brought about by the pressures of employment, limitations on available time, and advancements in technology:

  In the telecommunications industry, increased stress levels and the possibility of burnout among workers are caused by factors such as the demands of employment, time constraints, and the rapid implementation of technological breakthroughs. According to Huemann et al. (2008) and Tonnquist (2008), the dynamic and transient nature of the sector results in conflicts between positions, excessive workloads, uncertainty about career ambitions, and a work-life imbalance. All of these factors have an impact on how well an individual is able to maintain their psychological well-being.

- Measurement of the effectiveness of organisational support mechanisms in the development of psychological resilience:

  Organisational support mechanisms, such as training courses, mentorship activities, and employee assistance programmes, play an essential part in the development of psychological resilience among human resources professionals working in the telecommunications industry. Page and Vella-Brodrick (2009) and Wright et al. (2007) found that these methods make it easier for employees to deal with the issues that are brought about by the dynamic character of the sector.

- From the perspective of the telecom business, work-life balance and the influence it has on human resource professionals:

  The telecom sector acknowledges the need of maintaining a healthy work-life balance. To alleviate the stress caused by the demanding nature of the sector, it is essential to have policies and practises in place that pertain to flexible scheduling and working remotely. Research conducted by Page and Vella-Brodrick (2009) and Wright et al. (2007) found that HR professionals who participated in these programmes reported higher levels of job satisfaction, engagement, and general well-being.

- The influence of leadership ideologies within the human resources department on motivation and well-being:

  The telecommunications business is characterised by a wide range of HR department leadership philosophies, including transactional, laissez-faire, and transformational styles. These philosophies have a variety of consequences on employee motivation, mental well-being, and job satisfaction. According to Grant et al. (2007), transformational leadership in particular does have a tendency to have a favourable impact on these qualities.

- In order to increase well-being, the following HRM practises and policies are implemented in the telecom industry:

  Telecom companies have developed proactive human resource management practises and policies in order to improve the well-being of their employees. Wellness programmes, flexible work arrangements, and initiatives targeting mental health are some examples of what can fall under this category. According to Huemann et al. (2007) and Baptiste (2008), the business sector is beginning to acknowledge the significance of employee well-being in relation to overall productivity and success.

3.3.3 Survey Questionnaire:

To gather data for my research, I administered a survey questionnaire to approximately 40 personnel from the HR department in telecommunication industry. Every question presents Three options, "Yes", "No" and "Maybe". Below are the questionnaire and corresponding responses:

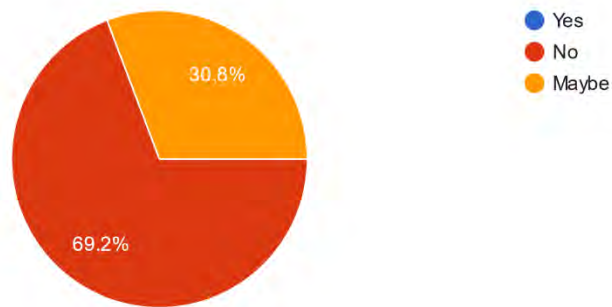1. Do you feel welcomed in your workplace?
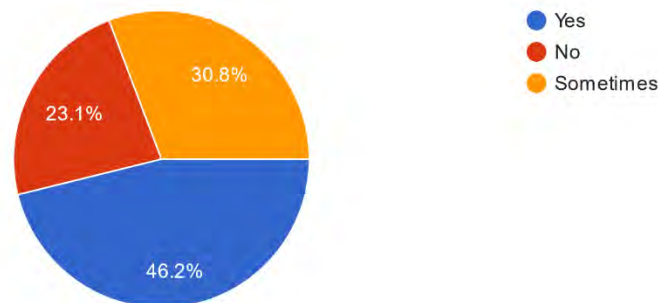
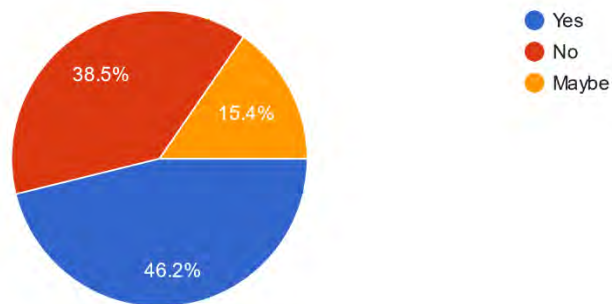2. Do you feel any kind of anxiety or depressed about your work?
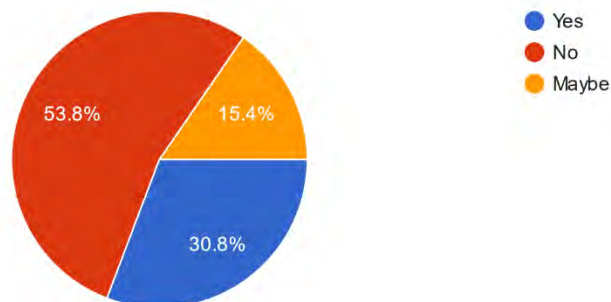
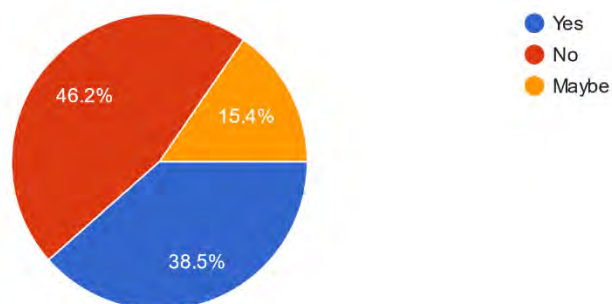3. Do you feel the work pressure is not meaningful?

Yes
No
Maybe

61.5%
7.7%
30.8%
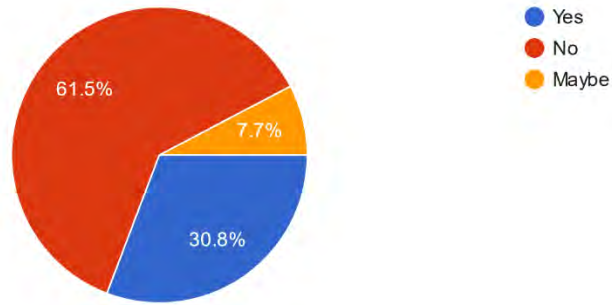
4. Do you feel that your team leaders are not supportive enough?

Yes
No
Maybe

30.8%
69.2%

5. Do you feel imbalance between professional life and personal life?

Yes
No
Maybe

38.5%
15.4%
46.2%

6. Do you have enough resources to support your mental well-being?

Yes
No
Maybe

46.2%
15.4%
38.5%

7. What is the most important thing in workplace for psychological well being?

Salary
Environment
Work pressure
Higher authorities

76.9% 7.7% 15.4%
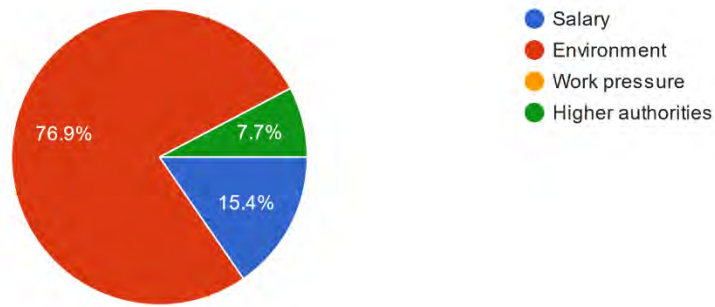
8. Does your job satisfy you?

Yes
No
Maybe

53.8% 15.4% 30.8%
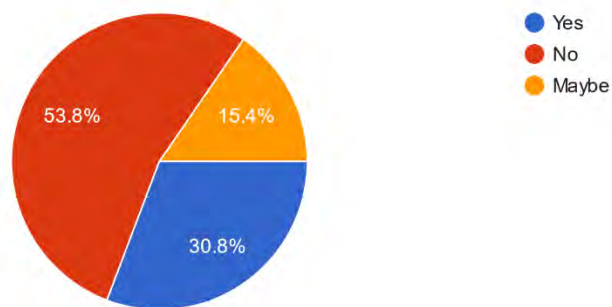
9. Organizations care about the mental health of its employees

Strongly disagree
Disagree
Neutral
Agree
Strongly agree

53.8% 15.4% 30.8%
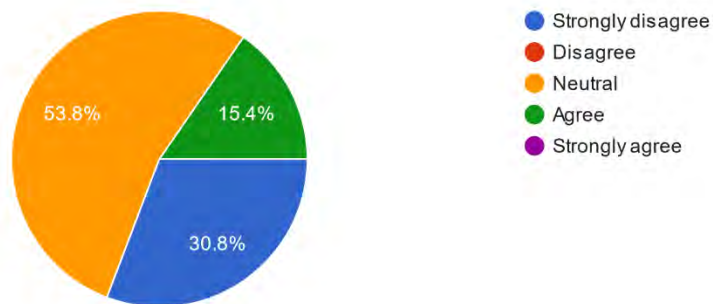
10. Work pressure affects the mental health and causes many problems: "Anxiety", "Depression" etc.

Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree

46.2% 15.4% 38.5%

45
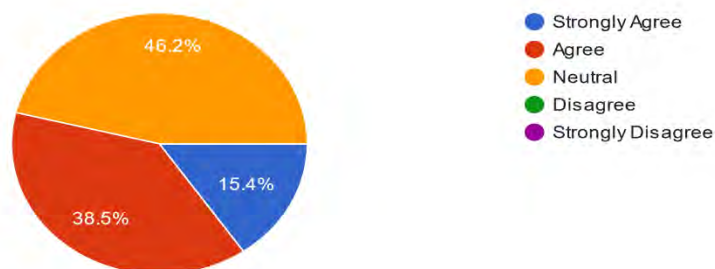
Based on the responses to the aforementioned poll, the majority of HR department employees have mixed opinions about their jobs. But, when we look at the TELCO industry, we find that, compared to other departments, the percentage of resignations and job changes is moderate because of the strain on their psychological well-being.

3.3.4 Observed findings:

For the good of the business, some matters need to be resolved as soon as possible. These are:

1. Imbalance between personal and professional life: A mismatch between a person's personal and professional lives can have a negative impact on their psychological wellness by leading to burnout, prolonged stress, and less time for leisure and recreation. Anxiety, sadness, and medical issues can be exacerbated by ignoring interpersonal interactions, feeling as though one's life is not as fulfilling as it could be, and battling the never-ending demands of the workplace. The significance of striking an appropriate equilibrium between both personal and professional responsibilities for general well-being is further highlighted by symptoms such as difficulty shutting off from work, feelings of overwhelm, and possible effects on job performance.

2. Not enough resource to support mental well being: The absence of mental health programs, counselling services, and an encouraging work atmosphere can deprive employees of essential coping mechanisms for managing stressors at work. The lack of resources may cause employees to become more stressed, anxious, and burned out, which can eventually harm their mental health. Lack of proactive steps to treat mental health issues can lead to a bad work environment, which affects output and general job satisfaction.

3. Importance of work environment: Developing employees' mental health requires a healthy work environment. A welcoming environment at work promotes a feeling of community, lowers stress levels, and improves general job satisfaction. An environment that is conductive fosters positive connections, honest debate, and teamwork, which acts as a buffer against pressures in the workplace. Additionally, a positive work environment honors and acknowledges the mental health of its workforce by providing tools and initiatives that deal with stress reduction, work-life balance, and understanding mental health. In addition to improving mental health, a supportive and engaged work environment also increases creativity, efficiency, and general job performance—a win-win situation for the organization and its workforce.

4. Work pressure and psychological issues: Stress, burnout, depression, and anxiety are among the psychological problems that are closely associated with high work pressure. Intense deadlines and ongoing pressures can cause physical health issues, tiredness, and a decline in satisfaction with work. It is imperative to prevent mental illnesses in the workplace by using stress-reduction measures and fostering an encouraging work setting. This will ultimately enhance productivity and job effectiveness.

3.4 Recommendations:

1. **Open Work Plans:**
- Offer workers remote employment or time off at home to assist them better balance between their private and professional lives.
- Promote and assist programs such as sharing duties agreements or shorter workweeks.

2. **Cognitive Health Initiatives:**
- Put in place psychological awareness initiatives to lessen stereotypes and raise knowledge of mental health concerns.

- Make counselling services, Worker Assistance Programs (EAPs), and adaptation and stress reduction seminars accessible.

3. **Education and Training:**

- Provide managers and staff with training on how to spot mental health concerns, stress, and burnout.

- Offer resources for successful communication, boundary-setting, and time management.

4. **Encourage a Healthy Workplace Atmosphere:**

- Encourage an environment where candid communication, teamwork, and assistance from one another are valued.

- Celebrate and acknowledge accomplishments while promoting a good environment.

5. **Work-Life Balance Campaigns:**

- Motivate staff members to take holidays and holidays in order to refuel.

- To avoid creating the impression that you must always be available, clearly define the rules for communication after hours.

6. **Efficiency Acceptance:**

- Put in place an impartial and open method for evaluating performance.

- Acknowledge and honour staff members for their efforts and hard work.

7. **Activities for Stress Lowering:**

- Set up wellness initiatives, including yoga or mindfulness classes, to assist staff in reducing stress.

- Establish specific areas for resting in the office.

8. **Mechanisms for Employee Feedback:**

- Provide regular avenues for staff members to express their opinions on their jobs, workloads, and general work satisfaction.

- To obtain ideas and suggestions for improvement, use anonymous suggestion boxes and surveys.

9. **Management Training:**

- Assist managers in managing their teams and giving them the empathy-based leadership skills, they need.

- Promote candid communication between team members and managers.

10. **Encourage Professional Development:**

- Provide chances for growth in one's career and promotion.

- Offer mentorship programs to assist with career advancement.

3.5 Summary and Conclusion:

One of the most crucial parts of the HR division is the HR function. Businesses that provide management of employees must give their full attention and devotion. The dynamic business landscape of today makes it even more difficult for HR managers to compete under difficult circumstances in both home and international markets. Developing plans in a complex situation requires rigorous adherence to the organization's core values and a thorough examination of the circumstances. They offer opportunities to learn about different subjects as well as a respectable working environment. I gained knowledge of every aspect of operations and human resources during my internship, which has undoubtedly extended my outlook. They create a collaborative atmosphere where people acknowledge each other's efforts and contributions and never judge one another.

Ultimately, it can be said that if they attempted to overcome their weaknesses through a variety of distinctive solutions, they would be able to draw in a good workforce that would prefer to work for multinational corporations than for small businesses. The way they function gives

someone the chance to discover and explore their hidden abilities. It is, certainly, a wonderful place to work.

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