Internship Report

On

Banglalink Digital Communications Ltd.

Topic of the Report

Assessment of the Recruitment Process of Banglalink Digital Communications Ltd.

Submitted To

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Letter of Transmittal

11th August, 2014

Shamim Ehsanul Haque

Senior Lecturer,

BRAC Business School,

BRAC University.

Subject: <u>Letter of Transmittal</u>

Dear Sir,

With great pleasure I am submitting my Internship Report on *"Assessment of the Recruitment Process of banglalink Digital Communications Ltd."* that you have assigned me as an important requirement of BUS-400 course. I found the study to be quite interesting, beneficial & insightful. I tried my level best to prepare an effective & creditable report.

The report contains a detailed study on the Recruitment process of Banglalink, the rules, policies and procedures of HR department regarding Recruitment, and the evolving role of other departments along with the integration of HR department in recruitment process and activities of Recruitment that are practiced in real business world aligning with the organizational strategy.

Here I have gathered information through different sources such as websites and actual interviews from the employees of different departments along with HR executives. Besides that, I have conducted a survey among the employees through questionnaires based on the Recruitment process of Banglalink.

I also want to thank you for your support and patience you kept for me and I appreciate the opportunity that you provided through assigning me to work on this thoughtful project.

Sincerely Yours,

Rohimul Hossan Shepon

Acknowledgements

First of all, my heartiest gratitude goes to almighty ALLAH for his immeasurable kindness and blessings. Secondly, I would like to thank my course instructor, Mr. Shamim Ehsanul Haque, for giving me the opportunity to make a report on the Recruitment Process of Banglalink Digital Communications Ltd. I am really grateful to him for his patience, cooperation, help and guidance without which making of this report would not have been possible.

Thirdly, I want to express thanks to my line manager, Ms. Tanzina Kabir, Recruitment Assistant Manager, Human Resource and Administration, Banglalink Digital Communications Ltd. for the guidance, help and support she provided me throughout my internship period. Without her help and support the adequate information for making this report could not be gathered. I appreciate her effort regarding my learning as well as my report.

Finally, I want to show my gratitude to each and every employee of Banglalink who gave me their precious time from their busy schedule. Without their help and support the collection of the information would not have been that much easier.

Executive Summary

Banglalink Digital Communications Ltd. is the second largest telecommunication company in Bangladesh being the first competitor to Grameenphone. This company has been serving the Bangladeshi people for more than 9 years. I have analyzed the whole Recruitment Process of Banglalink, the rules, policies and procedures of HR department regarding Recruitment, and the evolving role of other departments along with the integration of HR department in Recruitment process and activities of Recruitment that are practiced in real business world aligning with the organizational strategy.

This report is a detailed representation of all the mentioned topics and contains a preliminary discussion about Banglalink. This company is one of the best companies in telecom sector in Bangladesh. Banglalink Digital Communications Ltd (former Sheba Telecom Pvt. Limited) is a limited liability public company incorporated in Bangladesh. The company is offering its services under the brand names "Banglalink" and "Icon". In the overview part the vision, mission, core values, objectives, efforts, products and services are described. In the finding and analysis part I have discussed the whole recruitment process along with the steps in it. Moreover, I have discussed about the thoughts of the employees about the recruitment process. What they think about the recruitment process, what they want to add or eliminate from it, how it is adding value to the organization and how this process can be make more effective and efficient. Finally, I have tried to give some recommendations from my learning that I have got from my day to day job at Banglalink and from my university lectures as well.

Table of Content

Chapter – 1

(Introduction)

1.1 Introduction

The telecommunication sector of Bangladesh, after its liberalization began with small steps in 1989 with the insurance to a private operator for the provision of Inter Alia Cellular Mobile Services to compete with the previous monopoly of telecommunication services the BTRC (Bangladesh Telecommunication Regulatory Commission), has since never looked back. Significant changes in the number of mobile services deployed in Bangladesh occurred in the late 1990's and the number of the service in operation has subsequently grown exponentially in recent years.

The incentives from both public and private sector have helped to grow this sector and it now one of the biggest sectors of Bangladesh that is only generating huge amount of profit but also developing the social and economic conditions of the people. As a populous country, its huge market has attracted many foreign investors to invest in this sector and Banglalink Digital Communications Ltd. is the fourth telecom operator to step in to the market after Citycell, Grameen Phone and Sheba Telecom. Basically Orascom Telecom took over Sheba Telecom in 2005 and started its journey under the brand name of Banglalink.

The project was conceived from the idea to assess the overall Recruitment Process of Banglalink Digital Communications Ltd. Much of the work has been based on the first hand experiences and the employees feedbacks as collected in the survey are also looked and studied upon, with much importance.

1.2 Background of the study

For the successful completion of the Bachelor of Business Administration (BBA) program every student of BRAC University must accomplish a three months of Internship program. The Internship program refers to an attachment with an organization under the observation of a supervisor in the organization. In addition a faculty from the university is also endorsed as an advisor for each of the student who provides guidance, help and support to the student regarding his/her learning process and repot preparation. I got the opportunity to do my internship in an international telecom company which is the second largest telecom service providers in Bangladesh, "Banglalink".

Under the proper guidance of my organizational supervisor, Ms. Tanzina Kabir (Recruitment Assistant Manager), I have conducted my study on **"Assessment of the Recruitment Process of Banglalink Digital Communications Ltd"**. My faculty supervisor Mr. Shamin Ehsanul Hoque, Senior Lecturer of BRAC University, also approved the topic and authorized me to prepare this report as a part of the fulfillment of my internship requirement and gave me proper guidance and assistance over time.

1.3 Objectives of the Study

The basic objective of this study is to have knowledge about the overall organization. It covers the understanding about the organization's culture, rules, norms, values, structure, policies and procedures, strategy, its business and its customers. Beside that the imperative objective of this study is to understand the whole recruitment process comprise of each and every steps. Moreover the study aims to evaluate the recruitment process thoroughly by a survey among the employees which will give a flawless idea about the efficiency and effectiveness of the current recruitment process.

1.4 Methodology

Sources of Information

- **Primary:** The primary information is collected through face to face interview, observation and by participating in the recruitment process directly along with a survey amongst the employees of different departments.

- **Secondary:** The secondary information collected from website, magazine, memorandum, journals, internal database and some other relevant sources. Both primary and secondary data sources were used to generate this report. Primary data sources are scheduled survey among the employees of the different departments of the organization, informal discussion with professionals' and observation while accomplishing day to day jobs. The secondary data sources are website, different published reports, manuals, different publications of "Banglalink"

1.5 Scope of the study

The report deals with the recruitment process in terms of theoretical point of view and the practical use. The study will allow learning about the steps, process and procedures regarding recruitment. The study will also help to learn the practical procedures followed by the leading organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization is recruiting. Lastly the report contains many suggestions which will provide the opportunity to find out the ways to make the recruitment process more effective and efficient.

1.6 Limitations of the study

The main limitation of the study was the collection of information, because most of the information was confidential. So neither the organization nor the employees want to disclose those. It was also a biggest challenge as I have to make a complete qualitative research paper. Moreover many of the employees form the different departments were not entirely aware of the overall recruitment process which made the information collection process more difficult. Time constraint was also a major challenge for preparing the report given by the organization because besides preparing the report as an intern I had to work like an employee.

Chapter – 2

(Organizational Overview)

2.1 Organizational Overview

Sheba Telecom was one of the pioneers in the telecom industry of Bangladesh. The company which was a joint venture of Bangladesh and Malaysia, received its license in 1989 with the name of Sheba Telecom (Pvt.) Limited to operate its business in rural areas. Later on it attained GSM license in 1996 to extend its operation to cellular mobile and radio telephone services. In 1997 the company launched its operation under the brand name **Sheba** in Bangladesh.

In July, 2004 An Egyptian company Orascom Telecom Holding also known as Global Telecom Holding took over the Malaysian shares of the Sheba Telecom (Pvt.) Limited. Orascom Telecom Holding is an international telecommunications company operating GSM networks in the Middle East, Africa, Canada, and Asia. By September, 2004, Orascom Telecom Holding purchased 100% shares of Sheba Telecom (Pvt.) Limited and started its operations under the brand name of **Banglalink** on February, 2005. Matching its parent company name Sheba Telecom (Pvt.) Limited changed its name as Orascom Telecom Bangladesh Limited In March, 2008.

VimpleCom Ltd. a global provider of telecommunication services originated in Russia, registered in Malta, incorporated in Bermuda and headquartered in Amsterdam who has 100% ownership over WIND Telecom. On April, 2011 VimpleCom Ltd. announced that the company holds 51.92% shares of Orascom Telecom (Global Telecom Holding) through WIND Telecom. As a result VimpleCom Ltd. became the sixth largest mobile network operator in the world. VimpelCom Ltd. is providing voice and data services through a range of traditional and broadband mobile and fixed technologies in Russia, Italy, Ukraine, Kazakhstan, Uzbekistan, Tajikistan, Armenia, Georgia, Kyrgyzstan, Laos, Algeria, Bangladesh, Pakistan, Burundi, Zimbabwe, central African republic and Canada. VimpelCom's operations around the globe cover territory with a total population of approximately 753 million people. During the first two quarters of 2013, VimpelCom's 71% operating revenue and 73% EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) were generated from the emerging markets. The company provides services under the "beeline", "kyivstar", "wind", "infostrada" "mobilink",

"leo", "banglalink", "telecel", and "djezzy" brands. As of June 30, 2013 VimpelCom had 215 million mobile subscribers on a combined basis.

As Banglalink is a fully owned subsidiary of Global Telecom Holding (Orascom Telecom Holding) and VimpleCom Ltd. holds 51.92% share of Global Telecom Holding through WIND Telecom since 2011 so Banglalink is operating its business under the concentration of VimpleCom Ltd. with a new name Banglalink Digital Communications Ltd. from July, 2013.SinceBanglalink's launch in February 2005, its impact was felt immediately. Overnight mobile telephony became an affordable option for customers across a wide range of market segments.

Banglalink's initial success was based on a simple mission "bringing mobile telephony to the masses" which was the cornerstone of its strategy. This company has changed the mobile phone status from luxury to a necessity, brought mobile telephone to the general people of Bangladesh and made a place in their hearts. The mobile phone has become the symbol for positive change in Bangladesh. The previous slogan of this company "making a difference" or "din bodol" refers the change not only in the telecom industry, but also through its products and services, to the lives of its customers. This corporate stance of "making a difference" has been reflected in everything Banglalink does. The new slogan "start something new" is in essence derived from Banglalink's promise of empowering people with affordable communication solutions so that they can take new initiatives in life. The company believes that, it is through such new initiatives that positive change will occur for the overall betterment of the nation. This positive change that is quite correctly attributed to Banglalink, has become the corporate positioning of Banglalink and is translated in.

Banglalink attained 1 million subscribers by December 2005 and 3 million subscribers in October 2006. In less than two years which is by December 2007, Banglalink went ahead of aktel to become the second largest operator in Bangladesh with more than 7.1 million customers.

Banglalink currently has 27.07 million subscribers as of June 2013, representing a market share of 25.7%.

Banglalink's growth over the preceding years have been fuelled with innovative products and services targeting different market segments, aggressive improvement of network quality and dedicated customer care, creating an extensive distribution network across the country, and establishing a strong brand that emotionally connected customers with Banglalink.

2.2 Vision, Mission, Values & Strategies

Vision:

"Banglalink understands people's needs best and will create and deliver appropriate communication services to improve people's life and make it easier".

Mission:

- Achieving a leading position in the Bangladesh wireless market in net additions and ARPM.
- Delivering superior benefits in every phase of the customer experience before, during and after sales.
- Creating optimum shareholder value.

Values:

Banglalink aims to understand people's needs best and develop appropriate communication services to improve and simplify people's lives. All our work is aimed towards meeting our vision. All members of the Banglalink family are highly passionate individuals, fully committed to achieving the Banglalink's vision. Our customers' needs are what matters most to us, and simplifying and improving their lives is all we want. This is why our values include:

- **Straight Forward:** We say what we do and we do what we say.

- **Reliable:** A promise made, is a promise kept.

- **Innovative:** No gimmicks; useful and usable.

- **Passionate:** If we do not enjoy what we are doing, how can the customer enjoy ours?

Strategies:

Banglalink follows the following strategies

- ❖ **Functional Level Strategy:** Banglalink focuses on efficiency, quality, innovation, and customer responsiveness.
- ❖ **Business Level Strategy:** Banglalink applies both the cost leadership and differentiation strategies as their business level strategies.

2.3 An Overview of the Department

Previously Banglalink had six different departments with a long hierarchy of eighteen levels. As the company is going through restructuring it has eliminated the previous departmental structure and came up with a new structure of twelve departments. Currently the company is working on its levels based on the decision of the management to minimize its levels and go to a flatter hierarchy. As a result the organization will get a horizontal hierarchy instead of the vertical one. The new departmental structure consists of Customer Care, Marketing, Sales, Technical Programs & Network Quality, Operations & Maintenance, Infrastructure & planning, Network Deployment, Accounting & Finance, Human Resources & Administration, Information Technology, Regulatory & Legal Affairs, and Strategy & Business Planning. The organogram is given below:

Organogram of Banglalink Digital Communication Ltd.

Apart from these departments Banglalink has 3-4 sub departments in each department known as division. On the other hand the organization has three different levels like Top level posts, Mid-level posts and Entry level posts based on authority, responsibility, technical skills, qualifications, functional knowledge, experience, expertise etc. that the position requires. As an Intern (Recruitment Trainee) I used to work in the Recruitment division under Human Resources & Administration Department. Basically the department has two wings. One is Human Resource also known as core HR and another is Administration known as support HR. The core HR has four different divisions- Recruitment, Remuneration, HR Operations and Organizational Development. Besides the Administration has two divisions- Operations and Facility. The diagram of the HR & Admin is given below-
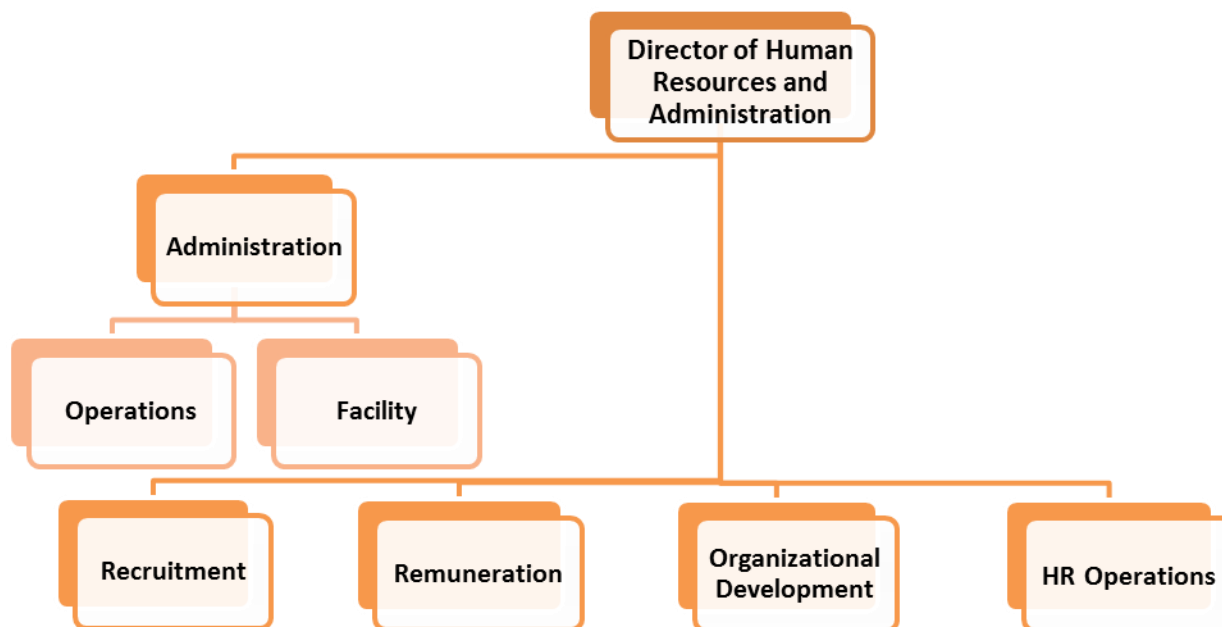

Diagram of the HR & Admin of Banglalink Digital Communications Ltd.

In Banglalink every division is considered as a team or unit. Each of the unit has a unit head,who is liable for all the duties and responsibilities of that particular division. All the team members in a division are likely to report to the unit head and the unit head reports to the director of the HR & Admin. In Recruitment division there are six members including me. Mr. Quazi Nafees Ahmed is the Recruitment Senior Manager who is also the head of this division. After him Mr. Aminul Hoque and Ms. Tazina Kabir are holding the position of recruitment Assistant Manager. Moving on Mr. Rezwanul Arefin is serving the division as Recruitment Senior Executive and Ms. Nadira Afsana Haque as Recruitment Executive. Lastly I have been working in the position of Intern as a helping hand of this Unit. I report to my line manager Ms. Tanzina Kabir about my daily activities and all other members in the team reports to Mr. Quazi Nafees Ahmed. With the flow of command Mr. Quazi Nafees Ahmed reports to Ms. Madhubanti Kabir, Deputy Director of Recruitment and Remuneration, who is the in charge of two separate unit Recruitment and Remuneration. Lastly Ms. Madhubanti Kabir reports to Revira Ho rathore, the director of the HR & Admin department.

Chapter – 3

(Job Description)

3.1 Job Description

Banglalink does not treat its interns as juniors or less important part of the organization but this company treats its interns as important parts as well as employees of this firm. It provides the opportunity to explore the real business & professional world to the interns of this organization. It also offers learning by doing culture for interns. So as an intern (recruitment trainee) of recruitment division in the HR department I used do jobs that are usually done by any other employees of the organization.

The basic job of this position is to collect CVs from different sources and maintain the CV archive. Banglalink collects CVs through different sources such as websites, personal references, online job portals, HR consultancy firms & head hunter agencies and social medias (LinkedIn, Facebook) etc. The company maintains a healthy relationship with different organizations which can be a potential CV source for its CV archive. Besides the collection of CVs, the position is also required to maintain the CV archive by sorting those CVs based on different criteria's such as years of experiences, academic background, academic institutions, academic results, areas of expertise and the position that the candidate will be suitable for etc.

The second important job I have to do is to assist line manager to prepare possible candidate lists for different position through initial CV screening and make appointments over the phone with candidates for different tests and interviews. Before making the calls to the candidates I need to schedule the possible date and time with different departments along with the concerned HR personnel for the tests and interviews.

Moreover, this position requires the coordination of different tests (IQ test, Functional test, and Computer tests), interviews (initial interview, interview with HOU and interview with HOD) on a regular basis. After completion of the different IQ tests it was my responsibility to check the papers and verify whether the candidate got the pass mark or not. Besides checking of IQ test papers, coordinating different functional tests and computer tests (assigned by the concerned departments) and interviews was another major responsibility of this position. Most of the time

the position provides the opportunity to invigilate the IQ test, functional test and computer tests. It also offers the chance to take part in interviews as an interviewer.

Apart from those duties the job contained another major accountability which is contract extension. As Banglalink has a large number of contractual employees (known as temporary employees) in different departments, the organization needs to deal with a vast amount of contract extension activities each and every month. Initially a temporary employee is offered with a one year contract in Banglalink. Each and every temporary employee is being offered a contract of another one year after the successful completion of one year contract. As different employees are completing their contract in different months so every month the company needs to offer another new contract to them. Therefore the company prepares a batch of employees every month that will end up with their existing contract and will be signing another contract in next month. The organization offers new contracts to its temporary employees by the way of batch by batch. As an intern of the recruitment department I am liable to prepare the new contract for each and every employee after they complete their existing contracts. Besides I need to prepare head count requisition form, which comes from the concerned departments that needs more employees as current temporary employees are coming to an end with their contracts. Based on the declaration through head count requisition form the HR department offers a new contract to a particular temporary employee for another one year.

In addition to the contract paper and head count requisition form I need to prepare the joining letters too. When an employee is offered a new contract s/he must sign a joining letter addressing to her/his concerned department with a sign of her/his line manager and a sign of the director of HR department. After completion of the contract papers I have to help each and every employee to sign their new contract. I have to make the temporary employees understand every terms and conditions of her/his contract paper before s/he signs it. Every month the contract extension part ends with the filing of the new contracts papers. As Banglalink maintains specific file for each individuals, so those files are need to be updated when an employee signs a new contract.

Furthermore I am accountable to make the joining of permanent employees easy and smooth. I need to make the new employees understand all the terms and conditions of her/his agreement paper before s/he signs it. I also need to set up a clear view to the new employees about the documents and papers (photo copy of all the academic certificates, mark sheets, voter identification card, and passport) etc. that s/he needs to submit on her/his joining date. I have to inform the employees that s/he also needs to submit her/his release order and experience letter if s/he has previous work experience.

Additionally, I also required collecting the medical reports and updating the database of every employees of the organization. As Banglalink strictly follows the policy to conduct a medical checkup of every employee before they join in, each employee needs to go to a particular hospital and go through different tests. It is to be noted that all the expenses of these tests are fulfilled by the company. After successful completion of the tests the concerned hospital delivered the medical reports to me.

Besides, I have to coordinate with my line manager when she takes exit interviews of an employee. Exit interview is a process where an employee is interviewed just after s/he submits her/his resignation letter. The basic purpose of this interview is to identify why the employee is leaving, is there anything the organization could do to retain her/him, how the organization can improve its work environment and culture etc. As it is an online interview, I have to sit along with my line manager with the employees who would be leaving, to make each and every point clear to the employees. Last but not the least; I was assigned to deliver important documents and files to different people in different departments regularly.

Chapter – 4

(The Recruitment Process)

4.1 The Recruitment Process

As Banglalink is one of the leading organizations in the telecom industry of Bangladesh, it follows a very specific, sophisticated and authentic process in their recruitment. Each and every step in the recruitment process has its own justification and validation. Every step is designed by upholding the international standard and all the steps are required to find out the best suitable candidate to whom the job can be offered. The whole recruitment process of Banglalink is elaborated below.

The recruitment process starts with the requisition. When there is a vacancy in the organization because of the resignation of an employee the concern department sends a headcount requisition form to the HR department specifically to the recruitment division. The headcount requisition form defines how many employees the department needs and for which level. Apart from the resignation there can be vacancies because of the organizational restructure, departmental redesign, reshape in the divisions, termination of any employees, retirement or any new projects. After receiving the requisition form from concerned department the recruitment team verifies the availability of budgets to fulfill the vacancy. If there are enough funds then the recruitment team goes for the next step as availability of funds ensures the salary and befits for new recruits.

Once the budget checking is done the team collects the hiring information. The information comprise of dedicated position, level in the hierarchy, department, division, job location, reporting process, job description, job specification, required expertise and experience etc. for the vacant post. Recruitment team also amasses the information whether the concern department wants the vacancy to be filled by internally, externally or by both.

The moment information is collected the recruitment team starts planning and shares their plan with the department where employee will be recruited. The plan states the total activities and specified time frame for the recruitment to be complete. The plan sharing defines how long it will take to announce the vacancy, to collect CVs, conduct different tests and interviews and to make the final selection.

After the plan sharing the recruitment team announce the vacancy in different portals based on the decision of internal/external recruitment by the concern department. If the department decides to go for internal process then the vacancy announcement is published through internal emails and company intranet only. Besides if the department chooses to go for external process then the advertisement publishes in different media like company website, personal references, online job portals, HR consultancy firms & head hunter agencies and social Medias (linkedIn, Facebook).

As HR department consider the human resource as the most important asset of the company so they try to motivate their employees in every possible way. As a result the organization especially the HR department always encourages other departments to fill up any vacancy by internally to provide the employees a better career opportunity. By the announcement the recruitment team starts to collect CVs from different sources. Once the CV collection is done those CVs are shortlisted in two steps. Initially the recruitment team screens the CVs based on the requirements of the job and sends those shortlisted CVs to the concern department. The department screens those CVs again and sends the final shortlisted CVs to HR department for schedule the tests and interviews.

Without wasting any time the recruitment team prepares the IQ tests, functional tests, interviews schedule for the next step after they receives the shortlisted CVs. Generally the IQ test is taken by the HR department and the functional test is taken by the departments where vacancies will be filled up. There are some certain policies in the recruitment process. If an existing employee applies for a vacancy in the same department s/he is working right now then s/he will face the interviews only. S/he does not need to sit for the IQ and functional tests as s/he has faced those before. On the other hand if an employee works in a department and applies for a vacancy in another department then s/he needs to sit for the functional test but not for the IQ test. Conversely if a candidate who is not an internal employee applies for a vacancy announcement s/he has to face both interviews and tests. The IQ test verifies the English, Mathematical, Logical Reasoning and analytical ability of a candidate. If a candidate gets the pass mark then s/he has to

sit for a functional test which contains questions related to the actual job that verifies the caliber of a candidate about her/his education, leaning and knowledge. Other than these two tests many jobs requires to check the computer skills of an applicant. The candidates who are entitled for computer test are required to sit in front of a desktop and asked to solve problems with different software, applications and even the proficiency of Microsoft Office is also being checked in this test.

After passing all those tests the candidate is considered eligible for the interviews. No one can go to the interview phase without passing each of the tests separately. The initial interview takes place right after the tests. In first interview a candidate face an interviewer form concern department who is supposed to be the line manager of the candidate if s/he gets selected and another interviewer form HR department. The line manager checks whether the candidate is suitable for the job with her/his current ability, functional knowledge and technical knowhow. On the other hand the HR personnel verify the candidates' personality, behavior, and attitude to ensure that s/he is fit for the organization. Later on candidates who are passed from initial interview are asked to face another interview with the head of the unit/division (HOU). In this interview the unit/division head analyzes the ability of a candidate in terms of team work, decision making, planning & organizing, strategic thinking and leadership etc.

After the interview a very few candidates are called to face the final interview with the HOD (Head of the Department). Once the interview is done the HOD selects the final candidates to whom a job can be offered. Moving ahead on the process the recruitment team gives a verbal offer to the candidate who passes all these steps. Through this verbal offer a candidate gets a clear idea about the compensation & benefits, incentives that s/he will get side by side the job location, the joining date, the level in the hierarchy and the dead line for accepting the offer. If the candidate accepts the verbal offer then s/he has to face the final test which is known as medical checkup. In medical checkup the organization sends all the selected candidates to a particular hospital to do some tests. After receiving the medical reports from the assigned hospital a candidate is called to sign her/his appointment letter if s/he is medically (physically &

mentally) fit. No one is offered a job in Banglalink if a candidate is confirmed as medically unfit. This is to notify that all the expense of the medical checkup is taken by the organization. Medically fit candidates are asked to visit the head office to sign the appointment letter on a suitable date. Once the signing is done the candidate who is an employee now is given a particular date to join and s/he is entitled to report to her/his line manager on the day of joining at concern department.

Chapter – 5

(Finding and Analysis)

5.1 Finding and Analysis

The questionnaire that was designed for identifying the response of the employees over the recruitment process contains 17 different questions. The first few questions and their analysis give an idea about the demographical information about the sample population. The second part of the questionnaire elaborates the information that is related to the employees' opinion about the recruitment process of Banglalink and their perception towards the changes they would like to see. Last but not the least the third part of the questionnaire contains some open ended questions that describes the actual suggestions they had stated. These open ended questions will be later on described in the recommendation part. Upon elaboration of the findings the proper assessment of the recruitment process from the employees' perspective will be clearer. All the findings are discussed in tabulation, percentage and graphical analysis and their interpretation. The first five findings of the questions give answers and an overview of the demographical condition of the sample. Interpretation and graphical representation of each finding along with a total demographical analysis has been discussed elaborately below for a better understanding.

Gender analysis:

| Variables	Male	Female	Total
Frequency	25	15	40
Percentage	62.5%	37.5%	100%
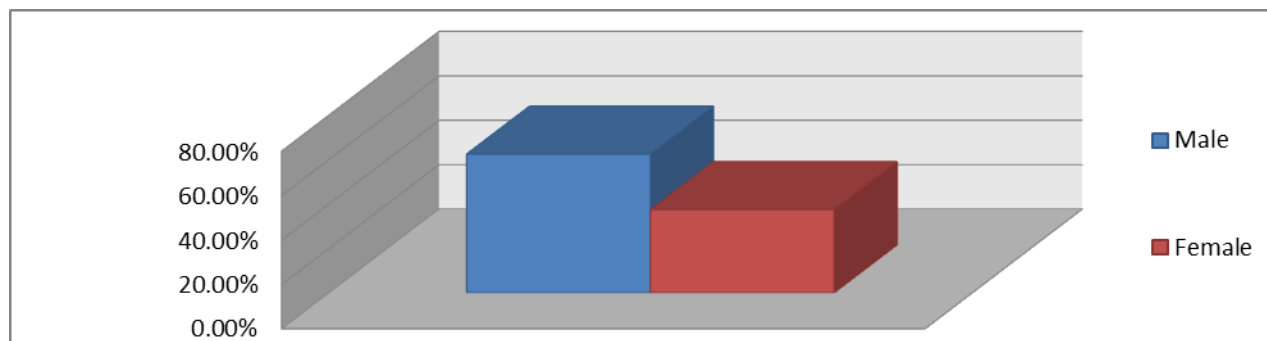
Gender analysis of the respondents

Interpretation:

The above table and the chart show the representation of the gender of the surveyed employees. Here, among all the 40 respondents 25 are male and rest of the 15 respondents are female which clearly states that 62.5% of the sample population is male and 37.5% is female. Both the genders have been considered here to have their opinions.

Analysis of age:

| Variables	Below 21	21-25	26-30	31-35	36-Above	Total
Frequency	0	08	22	06	04	40
Percentage	0	20%	55%	15%	10%	100%
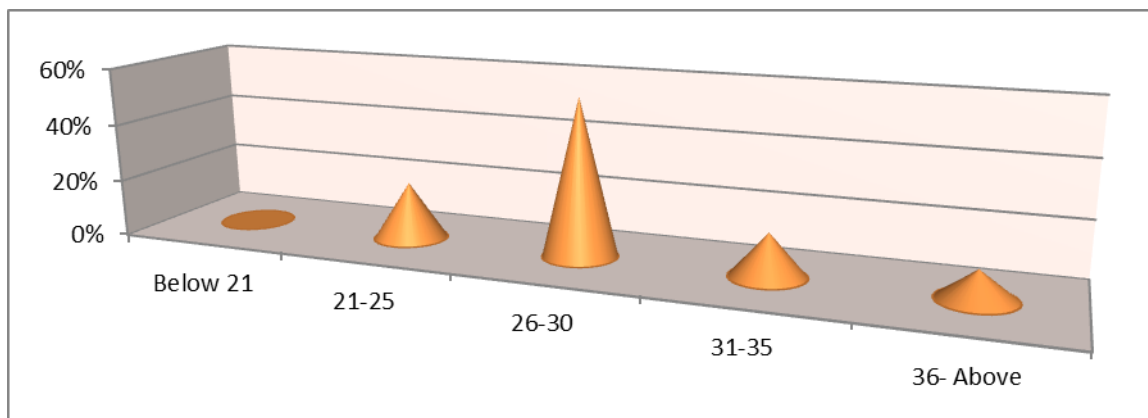
Analysis of Age of the Respondents

Interpretation:

From the above table, it is seen that among the 40 respondents there were no employees who were below 21, 20% of them have their age in between 21-25, majority of the respondents that means 55% have their age in between 26-30. 15% of the respondents belong to the age group of 31-35 and the rest of the 10% are 36 years old or have their ages more than 36. From the above statistics, we can see that majority of the employees are of 26 to 30 years old.

Analysis of the working position of the employees:

| Variables	Entry Level	Mid Level	Top Level	Total
Frequency	23	12	05	40
Percentage	57.5%	30%	12.5%	100%
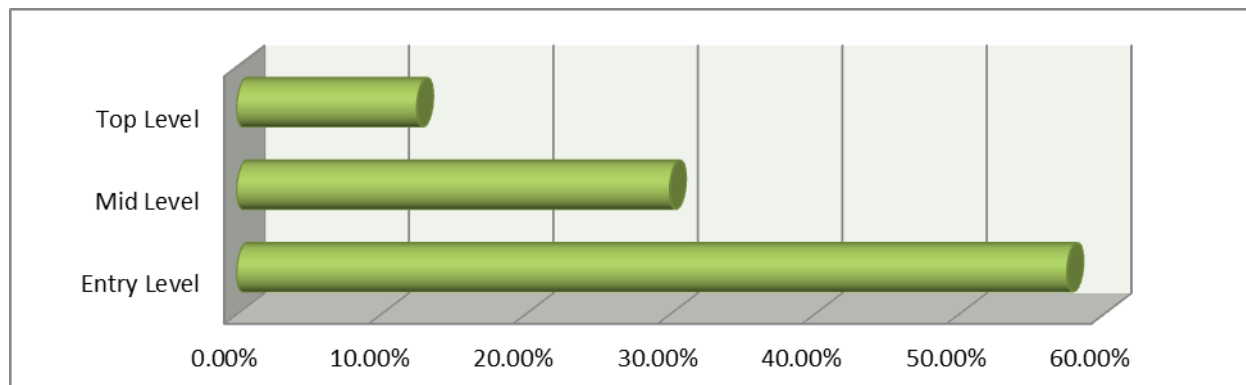
Analysis of the Working Position of the Employees

Interpretation:

During the survey the working position of the employees were also taken in to account so that proper opinions can be collected. Here we can see that the positions are divided in to three broad categories which are Entry Level, Mid Level and Top Level. If we go through the table and also have a look at the chart we can see that majority of the surveyed employees belong to the Entry Level Group as in 57.5% that means more than half of the employees belong to this group where as the Top Level employees are quite less which is 12.5%. On the other hand a very dominant number of employees with a percentage of 0.30.

Concerned departments of the employees working in:

| Variables	HR & Admin	Marketing	Operations &Maintenance	Information Technology	Finance	Total
Frequency	19	08	03	05	05	40
Percentage	48%	20%	8%	13%	13%	100%
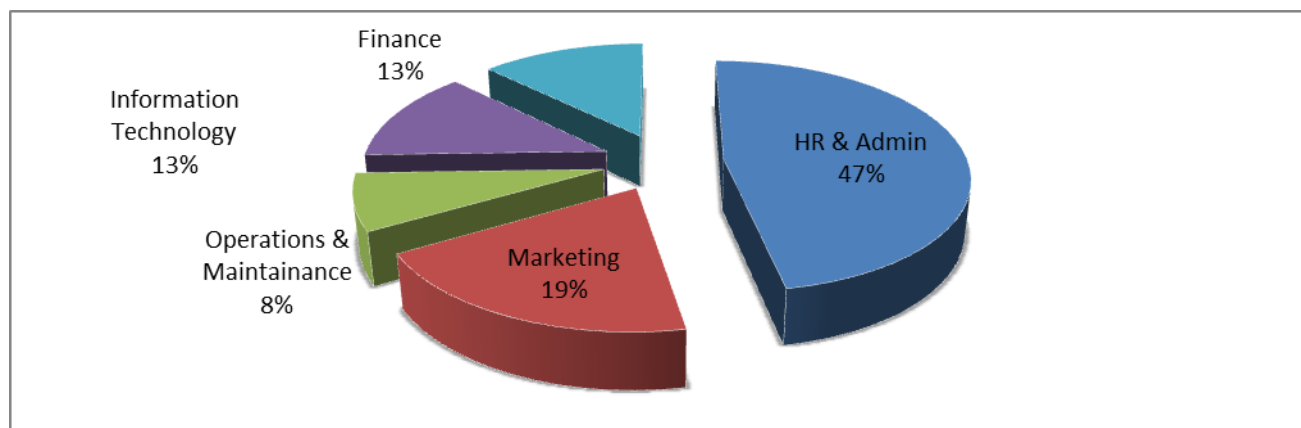
Concerned Departments of the Employees Working In

Interpretation:

The above table along with the graph shows the specific departments of which employees were surveyed for having the opinion over the evaluation of the recruitment process. The employees of mainly five departments were surveyed for the research and those respected departs are HR & Admin, Marketing, Operations & Maintenance, Information technology and Finance. Majority of the employees that is 48% were from the HR department however 20% of the employees were from Marketing department which is second largest in the number of employees who were surveyed. The employees of other departments were 8% from Operations & Maintenance, 13% from Information Technology and rest of the 13% from Finance Department.

Time duration of the employees working in Banglalink:

Variables	0-2	2-5	5- Above	Total
Frequency	15	14	11	40
Percentage	38%	35%	28%	100%
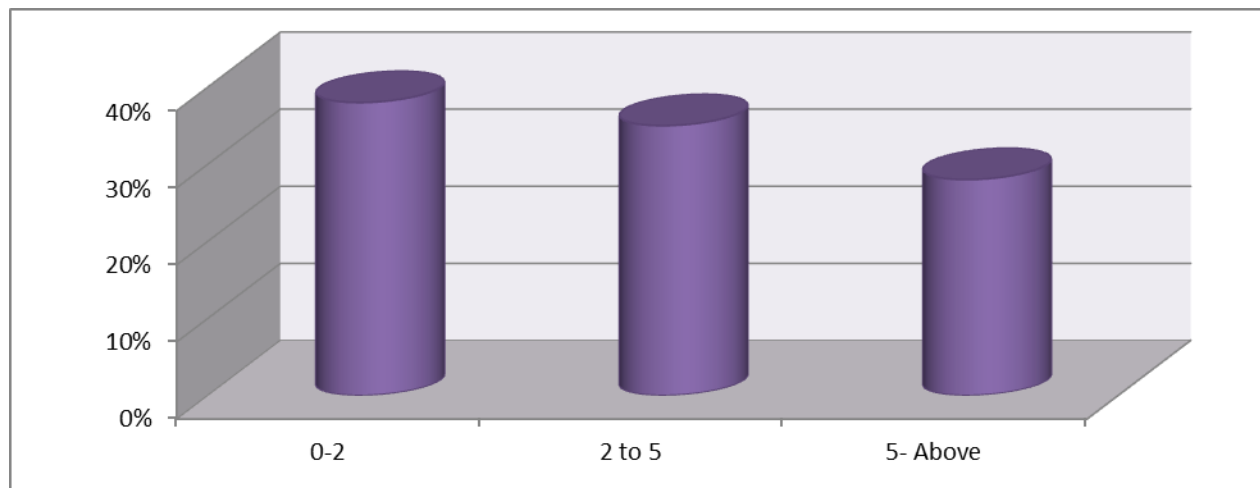
Time Duration of the Employees Working in Banglalink

Interpretation:

Another demographical factor that was kept in focus was the employees' duration of the working period in Banglalink. If we have a look at the statistics and the chart we can find out that 38% of the employees completed less than 2 years in Banglalink where as 35% have been working for more than 2 years and less than 5 years. On the other hand people working more than 5 years are only 28% which is the minimum percentage.

Overall demographical analysis of the survey:

Demographic factors not only represent a population's different aspects but also possess an impact on how the population will behave towards a specific thing. So for this reason in this research having an idea on the demographic conditions of the sample population is important. Among many demographic factors five have been given preferences in this research and those are Gender, Age, Working Position of the employees, Concerned Departments the employees working in and Time Duration of the employees working in Banglalink. From the finding of the demographical factors we can see that majority of the employees are male. Though this factor

does not have any impact on the evaluation process of the recruitment system of the company, a record of the gender always becomes the demographical factor in any survey. If we consider the age of the employees we can find that majority of the employees are young who belong to age group of 21-30. This signifies that Banglalink always recruits people of young age and give them the opportunity to develop themselves and contribute to the growth of the organization efficiently. There are a few employees who belong to the middle aged or older group as they are people working in the top level. The organizational systems are implemented and looked after the people who basically work in the entry or top level. Because of this reason people with young ages and working in the entry and top level are given much importance. Another reason for the older and top level employees' less contribution is their busy schedule, availability and interest. After the age and the level of working, comes the factor of departments. Here we can see that majority of the employees are from HR & Admin department. As recruitment is the function of HR department, the employees working here have been the focus of the collection of information. It would be HR people who would know the process more clearly and can suggest thoughtful opinions for improvement. However the employees from Marketing, Finance, Operation and Maintenance and IT were also surveyed to have their views on the recruitment process they have been to. This also clarified what they would like to change in the technical parts needed to be changed, added or eliminated in line with functions that the respected departments perform. Last but not the least the time duration of the employees involved in Banglalink were also looked upon so that the change in the recruitment process in time to time can be identified. The more years an employee is being working the more strong suggestions s/he can give. The development of the current recruitment process has been evaluated many times and the working time duration of the employees has helped to have a thorough elaboration of the survey.

From this section the analysis of the second part of the questionnaire will be carrying on. The next few questions will focus on the perception and opinion of the employees about the overall recruitment process of Banglalink. These findings are also elaborated with tabulation, percentage

analysis, graphical representation and interpretation of individual finding and an overall elaboration of the employees' perspectives is stated.

Do you find the current recruitment process effective and efficient?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	03	19	12	06	0	40
Percentage	8%	48%	30%	15%	0%	100%
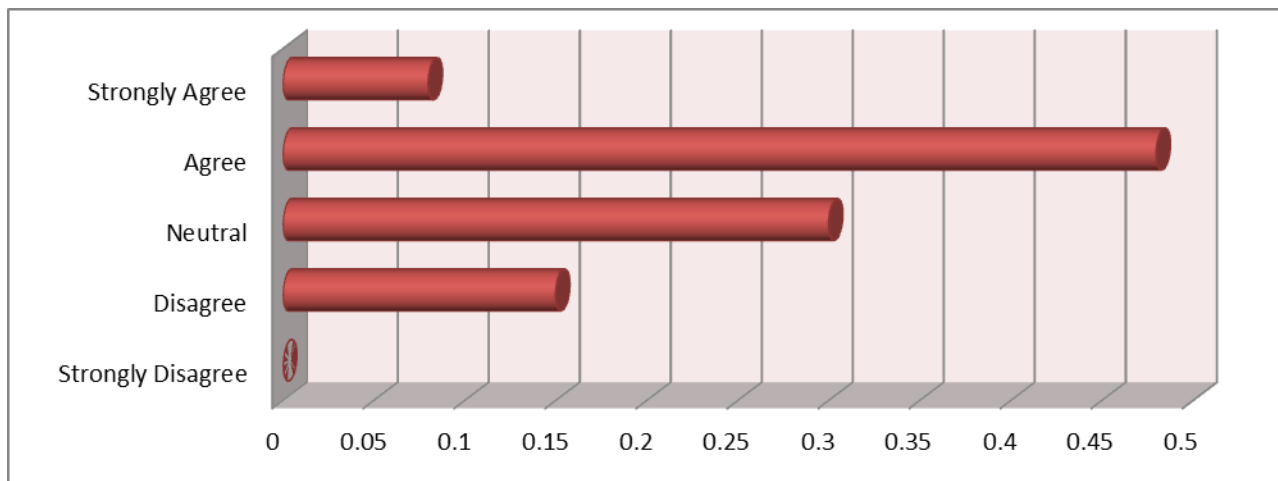
**Do you find the current recruitment process effective and efficient?**

Interpretation:

The above mentioned table and the diagram show the percentage of people who gave their opinion about the efficiency and the effectiveness of the current recruitment process of Banglalink. In this statistics we can see that the major portion of the employees with 48% have

agreed that the statement. There was no employee who strongly opposed to this statement however 15% of the employees did not agree about this. Another significant proportion of the sample of 30% remained neutral.

Do you think the recruitment process should be internal?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	01	08	12	17	02	40
Percentage	3%	20%	30%	43%	5%	100%
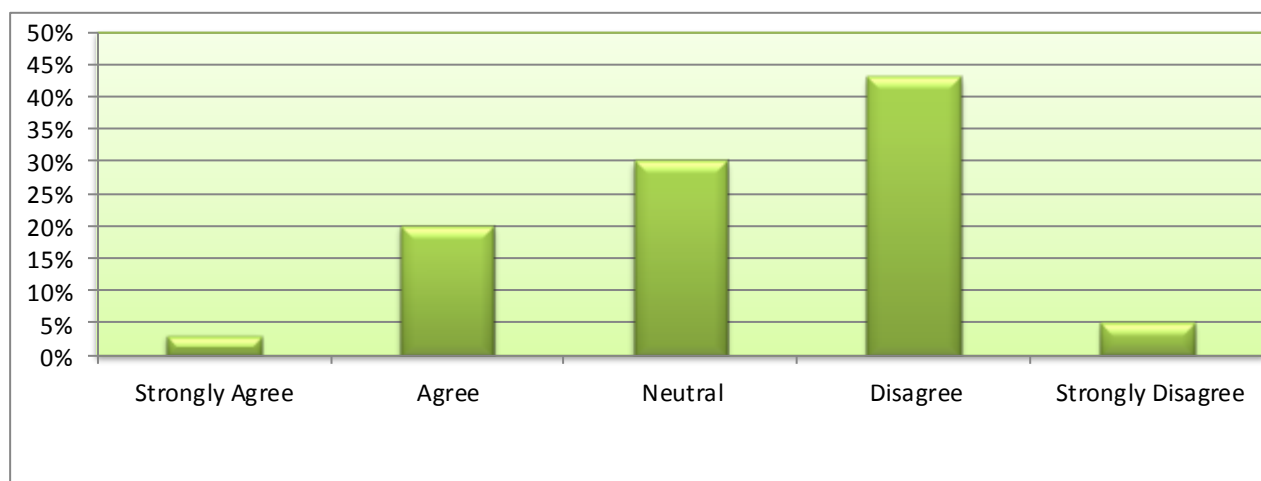
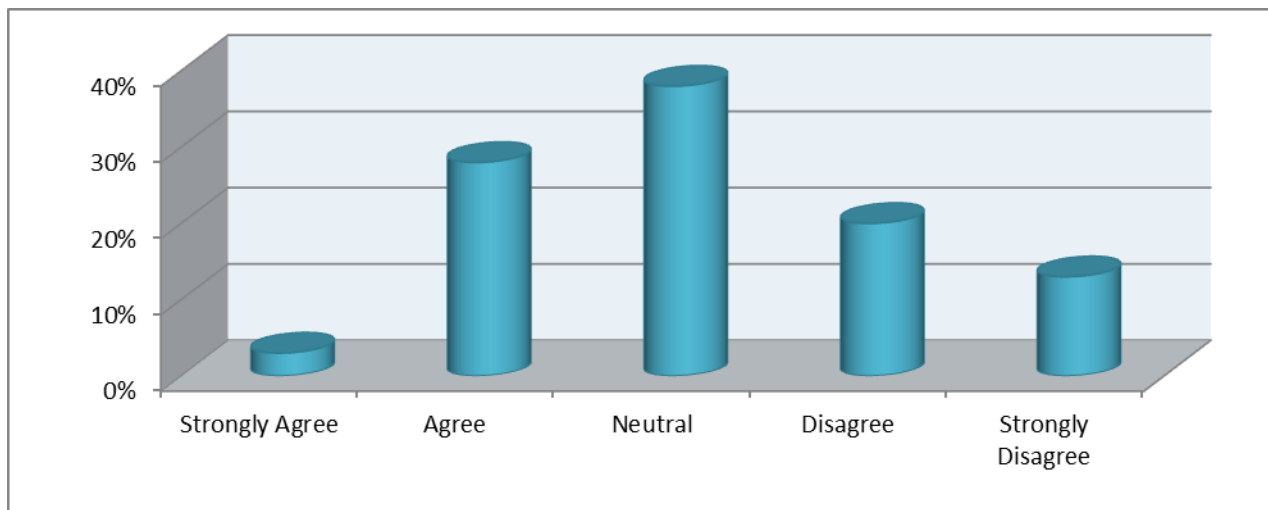**Do you think the recruitment process should be internal?**

Interpretation:

If we go through the table and the chart we can clearly find that 48% of the employees disagree with the fact that the recruitment process should be internal among which 43% disagree and 5%

strong disagree with this. On the other hand there are 23% respondents think that the process should be internal. However 30% of the employees remained neutral about regarding this fact.

Do you think the recruitment process should be external?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	01	11	15	08	05	40
Percentage	3%	28%	38%	20%	13%	100%

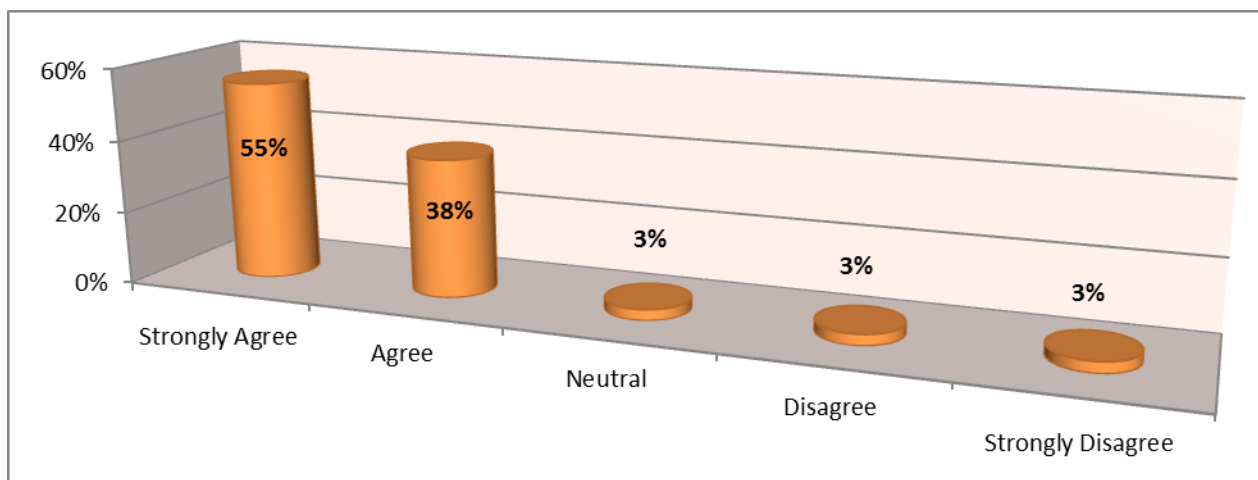**Do you think the recruitment process should be external?**

Interpretation:

Here we can see unlike the previous statement the majority of the employees remained neutral with 38% while they were asked whether the recruitment process should be external. However

apart from the people who had no comments a significant portion of employees that means 33% of the employees said that they would not suggest for the recruitment process should be totally external. In the contrary 31% said it should be external.

Do you think the recruitment process should be mixed (internal & external)?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	22	15	01	01	01	40
Percentage	55%	38%	3%	3%	3%	100%

Do you think the recruitment process should be mixed (internal & external)?
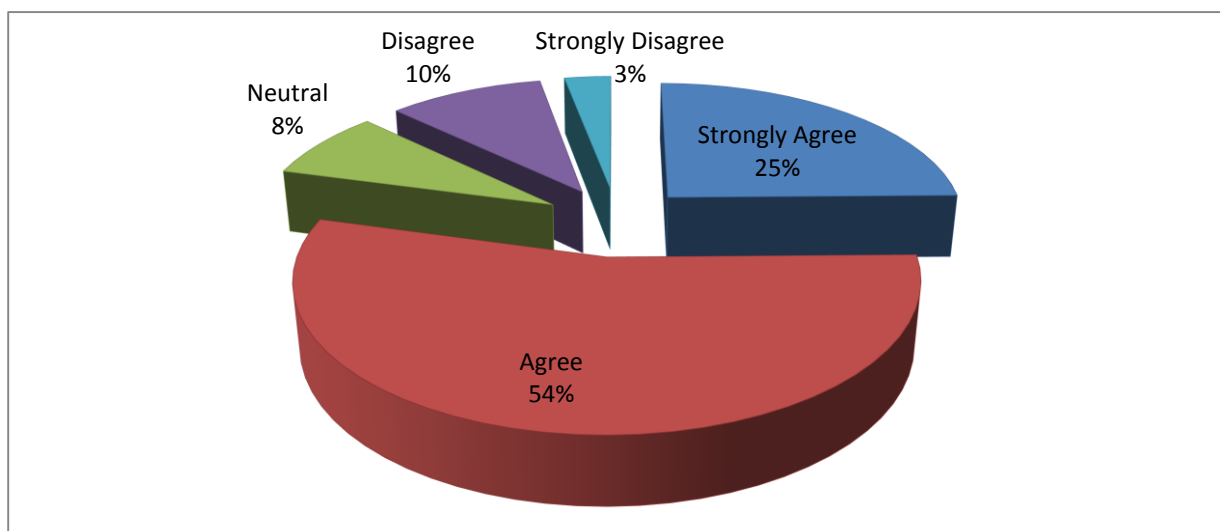
Interpretation:

Here we can see that majority of the employees find the recruitment process should be mixed. 55% strongly agreed that the recruitment process should be both internal and external whereas

38% people agreed to that. Only 3% people remained neutral and 6% people disagreed to the statement.

Do you think other media should be added alongside the current ones for vacancy advertisements?

| Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	10	22	03	04	01	40
Percentage	25%	55%	8%	10%	3%	100%

Do you think other media should be added alongside the current ones for vacancy advertisements?

Interpretation:

While the employees were asked whether there should be more media that could be added with the current ones 55% agreed to the statement and 25% strongly agreed. On the other hand there were 10% employees who disagreed with the fact and 3% strongly disagreed. Only 8% people remained neutral on the fact of adding new media for vacancy advertisements.

Do you find any changes in the recruitment process of Banglalink from time to time?

| Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	03	17	13	05	0	40
Percentage	8%	48%	33%	13%	0	100%
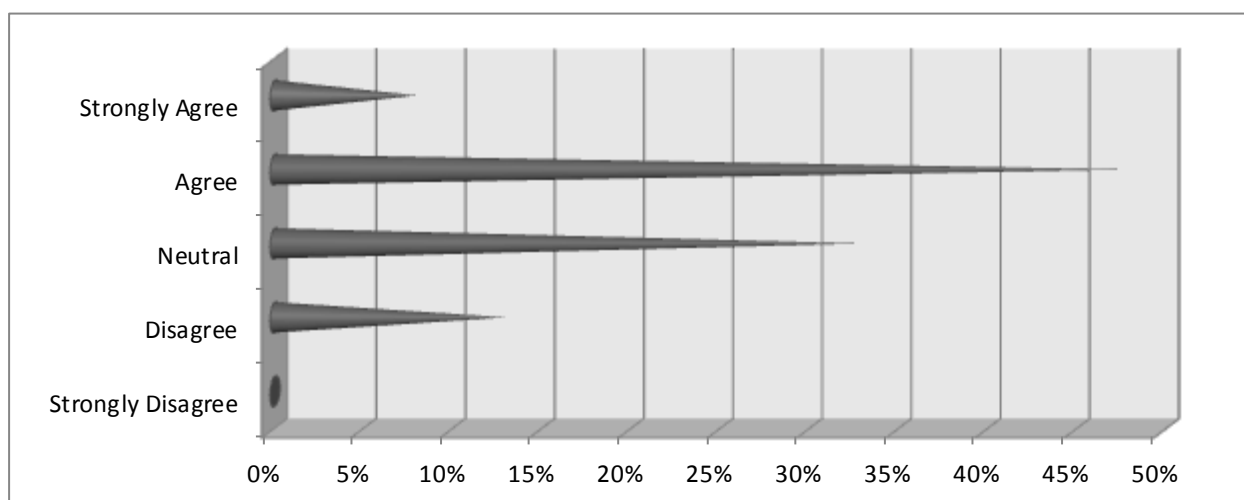
Do you find any changes on the recruitment process of Banglalink from time to time?

Interpretation:

From the table and the chart we can see that 48% of the employees find changes from time to time in the recruitment process of Banglalink. On the other hand only 13% people disagreed to the fact. However a significant portion of the employees with 33% remained neutral on the question while 8% people strongly agreed to the statement.

Do you think the involvement of the respected departments should be increasedin the recruitment process?

| Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	15	19	04	02	0	40
Percentage	38%	48%	10%	5%	0	100%
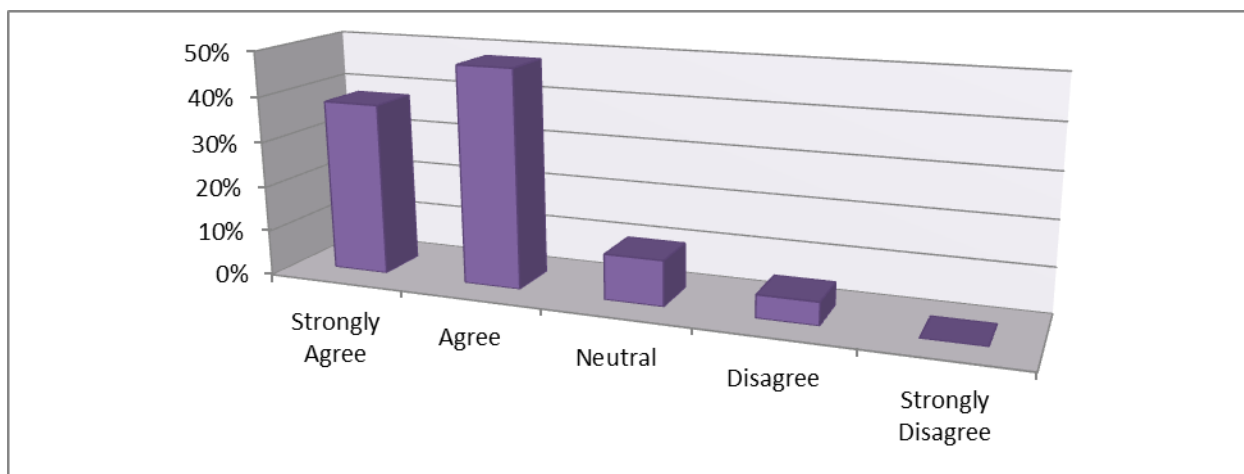
Do you think the involvement of the respected departments should be increased in the recruitment process?

Interpretation:

From the above mentioned table and chart it is clear that while the employees were asked whether they think that other departments should be involved in the recruitment process 86% of the employees agreed to that among which 38% strongly agreed. On the contrary only 5% disagreed to the fact and 10% remained neutral. There was no employee who strongly disagreed to that.

Do you think that the recruitment process is lengthy, time consuming and costly?

| Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	04	16	11	08	01	40
Percentage	10%	40%	28%	20%	3%	100%
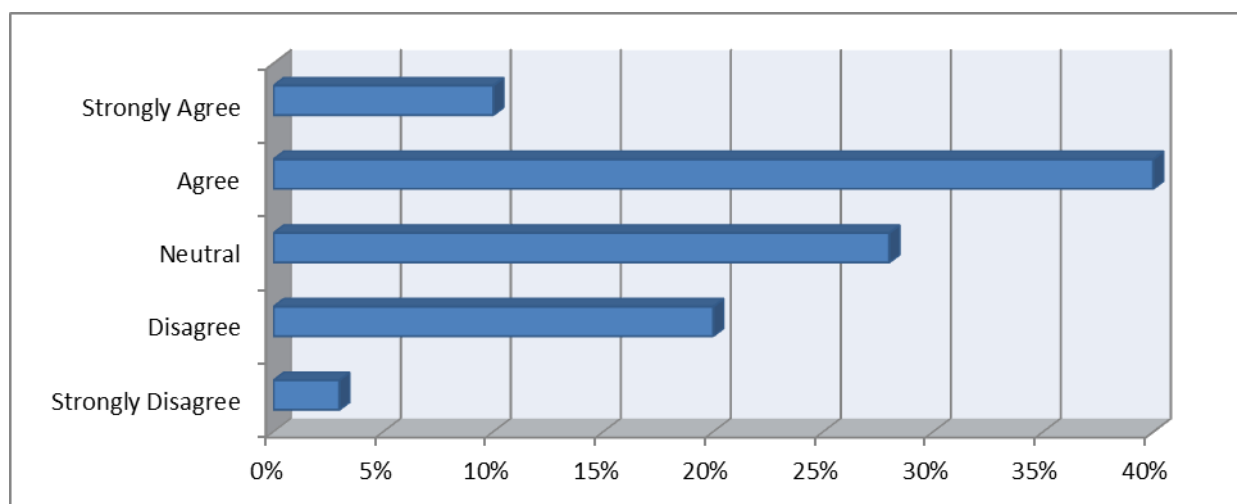
Do you think that the recruitment process is lengthy, time consuming and costly?

Interpretation:

The table and the chart are the representations of the surveyed employees' opinions on the length, time consumption and cost. Here we can see that half of the employees agreed to the fact that the recruitment process of Banglalink is lengthy, time consuming and costly. Among the 50% employees 10% strongly agree while only 23% employees disagreed with the statement. On the other 28% employees remained neutral with not having any agreements or disagreements.

Do you think the recruitment process is relevant and transparent?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	02	20	14	03	01	40
Percentage	5%	50%	35%	8%	3%	100%
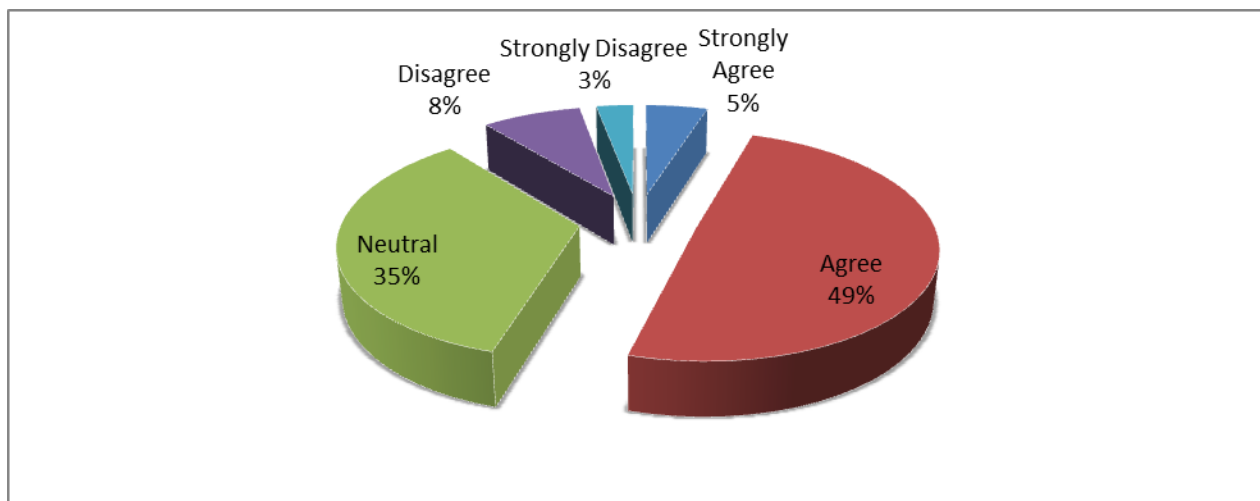
Do you think that the recruitment process is relevant and transparent?

Interpretation:

Here from the mentioned table and graph it is clear that majority of the employees with 50 % agrees to the fact that the recruitment process is relevant and transparent. 5% of the employees strongly agree to this while 35% of the employees remained neutral with no specific opinion. On the other hand 11% employees think that the recruitment process is not relevant and transparent where 3% strongly disagreed.

A whole analysis of the employees' opinion about the recruitment process of Banglalink:

The second part of the survey is basically the main part that focuses on the agreement, disagreement and the perceptions of the employees on the recruitment process of Banglalink Digital Communications Ltd. These nine questions were asked from the employees on the basis of five dimensions which are Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. In each and every question among this nine, some people agreed and some Disagreed. The first question was asked to know whether the current recruitment process that Banglalink is using effective and efficient. Here majority of the employees agreed to the fact whereas the second significant portion remained neutral. This states that the majority employees are satisfied with the current recruitment process. But there were some employees who were not contented and wanted some changes in the process. The next three questions aim to discover the fact about the employees' perspective about whether the recruitment process should be internal, external or a mixture of both. When the employees were asked about this majority of them denied about the fact that the recruitment process should be either internal or external. Rather they suggested that the recruitment process should be a mixed approach of both internal and external. If we give a look at the statistics of tables we can find out that, 43% employees disagreed with internal recruitment process while only 23% people remained agreed to this. So here the majority people were against the statement. Additionally, 31% people agreed to the fact that the recruitment process should be external whereas 33% disagreed to this. However 38% people remained neutral. But while they were asked about the recruitment process to be both internal and external

93% people agreed to this. It clearly states the fact that the highest portion of the employees suggests that the recruitment process should be a mixture of internal and external approach. The next question was asked to know whether the current media that are being used to vacancy advertisements are enough. Here the larger portion of the employees agreed to the fact that new media should be added along with the current ones with only 13% people disagreed to the fact while 25% strongly agreed. The following question was asked to know the employees' perspective on the changes of the recruitment process in time to time. The table and the chart state that the majority employees found changes in the recruitment process according to the course of time however 33% people remained neutral and 13% disagreed. While the employees were asked about the involvement of the respected departments should be increased or not the significant of the people agreed with 86% whereas 38% strongly agreed and only 5% people disagreed. This clearly implies that the employees wants the other departments where the recruitment would be taking place should be involved in the process besides only Human Resource Department. The next two questions were asked to know about the quality of the recruitment process. The questions were asked on the transparency, cost, length, relevance and time consumption. Here the half of the surveyed employees agreed to the fact that the recruitment process is lengthy, time consuming and costly while only 23% people disagreed. But more than half of the people said that the recruitment process is relevant and transparent. From these nine questions we can see that there are some flaws of the recruitment process with some positive sides thatBanglalink Digital Communications Ltd. currently follows.

In the following part there will be three open ended questions that were asked to the employees to know about the actual suggestions they provided with. The answers of these questions are taken as suggestions and are stated in the recommendation part.

Chapter – 6

(Recommendations)

6.1 Recommendations

The report has been analyzed to get to know the employees' perspectives and opinions about the current recruitment process of Banglalink. This report explains the total assessment of the recruitment process that Banglalink is currently following. It has been mentioned before that the recruitment process of Banglalink is one of the international standards. If we go through the tables, statistics, graphs and analysis we can see that there are both flaws and positive sides of the recruitment process. However there is nothing called best hence this recruitment process also needs some improvements for which an elaborated list of recommendations has been stated. The recommendations are basically given in light of every finding yet some general suggestions are also stated.

- If we look at the recruitment process of the leading organizations we can see that Assessment Centre is one of the crucial parts. There are many elements like case studies, group discussions, presentation etc. not only help the HR to find the eligible candidates but also make a recruitment process more efficient. While the employees were asked about any changes they would like to suggest majority of the employees said that assessment centre should be included in the current recruitment process.

- Another important test that could be added to the recruitment process of Banglalink is Personality or Behavior test so that person-job match and person-organization match can be ensured. Though from the interviews with HR and concerned departments both can be known however the personality test gives more authentic result. Moreover this test will also help the organization to determine what kind of training could be given to the employees in necessary situations. Furthermore these results can be used in succession planning of the company.

- An online tracking system should be added so that the prospective candidates can know about their current status. This online tracking system should include the result of written tests, interviews, IQ tests etc. the candidates can prepare themselves for the next stage. Besides this will also create a good impression about the company in terms of valuing applicants.

- Automation of the recruitment process and less paper works should be ensured. The IQ tests, Functional tests etc. can be taken electronically so that paper work can be reduced. Furthermore, the resumes and the interview evaluation forms that are printed for the interviewers in the interview boards can be provided in a computerized way rather than delivering them in printed forms. This will not only reduce the paper works but also signifies the company's goodwill, professionalism, efficiency and also reduce cost.

- In Banglalink currently multiple days are allocated for taking individual interviews and the time for decision making in recruitment process is lengthy. For most of the positions there are more or less three interviews take place and all these interviews are done in different days with long time constrains. Moreover the decision making also takes longer period of time and sometime for one position the completion of all the steps takes more than one month. So in these cases all the interview of one position can be taken in one day or consecutive days and the decision making of the selection of candidates should made more spontaneous.

- Biasness, reference from higher authority, showoff or eye wash interviews should be eliminated. These are very rare cases however happen sometimes. Because of the reference from the higher authority there remains a chance to overlook many potential candidates. Besides, in case of the internal recruitments or transfer of the employees from one department to another, management has pre-selected candidates. But to follow the organizational policy eye wash interviews take place. These sorts of practices should be eliminated as through this the efficiency of the recruitment process diminishes and impression of the organization on the rejected applicant becomes negative.

- The IQ test could be eliminated from the recruitment process as it is not an important factor to judge a candidate's credibility. The IQ test is conducted by the HR to verify the intellectual ability of an applicant. However, this can be confirmed through functional tests or interviews. The IQ test can be eliminated because a candidate with lower intellectual ability will not qualify the functional test successfully.

- Initial Candidate Form is not a necessary step that is followed in the recruitment process of Banglalink. This is a form that is provided to the candidates before the interviews which

contains information regarding candidates' educational qualification, results, career plans etc. As this information is already provided in the online application form or the resumes, this form can be considered as an additional work hence can be eliminated.

- Last but not the least another important step that should be added to the recruitment process is to provide feedback to the rejected employees. This practice is done only for the top level hiring but for the entry level and mid level there is no such approach. The rejected applicants should be contacted to inform them about the causes of rejection and how to improve the lacking. It will be helpful for the candidates and the company as the applicants would know their inefficiencies and the organization would become more professional.

Chapter – 7

(Conclusion)

7.1 Conclusion

Banglalink Digital Communication Ltd. one of the successful multinational companies in Bangladesh that has earned its success in short course of time. This is the second largest telecommunication of the country that is serving millions of subscribers with its level best services. The human capital is the main asset for the company and The Human Resource Division plays an important role in the success of the organization and this department ensures hiring right people for the right positions of each department with attractive remuneration and motivation. In this report I have worked on the Assessment of the Recruitment Process of Banglalink. It has been mentioned before that the recruitment process of Banglalink is based on international standards for which potentials candidate recruitment and selection is taking place. However, there were 40 employees of different departments were surveyed to have their opinion on the recruitment process.

In the study a notable number of findings were obtained based on which the company can do better in terms of the recruitment process. Here we can see that majority of the employees said that the recruitment process should be a blend of internal and external approach. Moreover they have also said that there could be other media that can be added with the current media used for vacancy advertisement. Additionally they also encouraged the view of involving the concerned departments in the recruitment process. There were many employees who think that the process is time consuming, lengthy and costly however majority of the employees found the process relevant and transparent. They have also suggested that there should be personality test, online result checking system, less paper work, assessment centre etc. and unnecessary steps like IQ tests, Initial Candidate Form etc should be eliminated.

Through this study I have been able to understand about the practical knowledge of recruiting people in big organizations and how the employees can motivate the company to change the process positively. This report has helped me to get a thorough idea about working professionally and this will help me to grow in my future endeavor. In brief it can be said that despite of having some flaws in their recruitment system Banglalink is following one of the

effective ways to recruit people and working on this report has also enabled to discover the actual scenario of the professional environment.

References

http://www.banglalink.com.bd

http://tigerslounge/Main/Home.aspx (Intranet)

http://www.gtelecom.com/

http://www.vimpelcom.com/

Employee Handbook of Banglalink

Appendix

Questionnaires

Head Count Requisition Form

Letter of Joining

Medical Repots

Questionnaire

The following is a questionnaire on the topic titled "**Assessment of the Recruitment Process of Banglalink Digital Communications Ltd**". The survey basically tries to identify and assess the competence of the recruitment process. Please take some time form your busy schedule (max 5 minutes) to fill up this questionnaire. The survey is intended for academic purpose along with the fulfillment of the successful completion of my Internship.

1. **Gender :**
   a) Male   b) Female

2. **Age :**
   a) Below 21   b) 21-25   c) 26-30   d) 31-35   e) 36-above

3. **Position :**
   a) Top Level   b) Mid Level   c) Entry Level

4. **Department& Designation:**
   _____

5. **Duration of Job:**
   a) 0-2 years   b) 2-5 years   c) More than 5 years

6. **Do you think current recruitment process is effective and efficient?**
   a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

7. **Do you think the recruitment process should be internal?**
   a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

8. **Do you think the recruitment process should be external?**
   a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

9. **Do you think the recruitment process should be mixed (internal & external)?**
   a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

10. Do you think of other media should be added alongside the current ones for vacancy advertisements?

a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

11. Do you find any changes in the recruitment process of Banglalink from time to time?

a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

12. Do you think the involvement of the respected departments should be increased in the recruitment process?

a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

13. Do you think the recruitment process is lengthy, time consuming and costly?

a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

14. Do you think the recruitment process is relevant and transparent?

a) Strongly Agree   b) Agree   c) Neutral   d) Disagree   e) Strongly Disagree

15. What step/steps do you think that need to be changed in the recruitment process?

16. What step/steps do you think that need to be added in the recruitment process?

17. What step/steps do you think that need to be eliminated from the recruitment process?

☺**Thank You**☺

Headcount Requisition Form for Projects

Department:	Division:
Job title:	Position Required (No.):
Level: Job Location:	Reports to:

Reference number (if any):

Justification To Hire Resource (s):

Requested by (Line Manager's name):

Signature & Date: _____

Recommended by (Head of Department's name):

Signature & Date: _____

Received and Checked by (HR representative's name):

Signature & Date: _____

HR USE ONLY

For the period: From _____/_____/_____ (dd/mm/yy) To _____/_____/_____ (dd/mm/yy)

HC Budgeted?   Yes ☐   No ☐

Human Resources & Administration
Banglalink Digital Communications Limited
Tigers' Den
House 4, (SW), Bir Uttam Mir Shawkat Sharak
Gulshan 1, Dhaka 1212

Letter of Joining

Dear Madam / Sir:

With reference to the Letter of Appointment signed on   /   /2014 for the position of _____ I formally write to inform you that I have joined your company from   /   /2014.

I would highly appreciate if you accept my joining. Thanking you.

Yours faithfully,

_____

Name:

Department:

Division:

Date:

Accepted by: Approved by:

_____   _____

Concerned Department   HR Operations

Name: Name:

Date: Date:

MEDICAL FITNESS

To
Rezwanul Arefin
Recruitment Senior Executive.
Human Resources & Administration
Banglalink Digital Communications Ltd.
Gulshan - 1, Dhaka- 1212

Name of Applicant:	**Syed Wasif Ahsan**
Date of Birth/Age:	26 Years
Examination for Duty as:	Rollout Junior Engineer
Our Registration no:	D0068828
Date of Exam:	16.06.2014
Date of Issue:	17.06.2014

I the undersigned **Dr. M. Ataur Rahman,** *after having performed the required General Physical examination and Lab. tests, according to PEME protocol for BanglaLink testify that the above named person is found:-*

Height: 183 cm		Blood Pressure: 110/80 mmHg
Visual	Eye :	Eye :
Colour	llow rmal Re Normal	ue: Normal
Hearing:	Rt. Ear: Normal	Left Ear: Normal
Speech:	Normal	**Extremities** Normal

1. He is **normotensive** and **non-diabetic**.
2. He is **free** from any physical disabilities and is emotionally stable.
3. He is **not anaemic** & his total counts for red cell & white cells are within normal limits.
4. His chest x-ray shows normal findings.
5. He is serologically **negative for Hepatitis-B & Negative for HIV 1 & 2, non-reactive** for **VDRL**.
6. His urine is found not to contain Sugar but trace Albumin.
7. His renal function is normal (S. creatinine normal).
8. His Blood Group is:

> **"AB" Positive**

9. On the basis of above investigations, I therefore recommend that he **may be considered medically fit to join with Orascom Telecom Bangladesh Ltd.**
10. **Remarks** (If Any) :

Dr. M. Ataur Rahman