

INTERNSHIP REPORT
ON
BANGLALINK DIGITAL COMMUNICATIONS LIMITED



TOPIC OF THE REPORT

Recruitment Process of Banglalink

Submitted To

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Subject: Submission of Internship Report on Banglalink

Dear Mam,

With great pleasure I submit to you my report named “Recruitment process of Banglalink” as per the obligation of my internship. I have tried my best to follow your guidelines in every aspect on my report. I believe that you will find this report more specific, objective, precise, useful and consistent.

The report presents the rules, policies and procedures of HR department regarding Recruitment, and the role of other departments along with the recruitment process. It shows the actions of Recruitment that are adapted in real business world aligning with the organizational strategy.

The whole project has been a great learning experience for me. I am grateful to you for your guidance, suggestions, and positive attitude during the preparation of this report that only provoked me to get success on making the internship report. I appreciate your patience and opportunity that you provided through assigning me to work on this report. I am available at all times if you need any assistance with the report.

Sincerely yours,

Md. Navid Hossain Chowdhury

ID: 10304078

BRAC Business School

Acknowledgement

At the very beginning, I would like to express my sincere gratitude to Almighty Allah, who has given me the strength to complete my internship program in a very comfortable manner. My gratitude and thanks goes to respected supervisor **Nusrat Hafiz** who co-operated me all through the times for completing my internship report. I have conducted my report on “Recruitment Process of Banglalink.” For which; I want to mention special thanks to **M Aminul Haque** (Recruitment Assistant Manager) and **Rezwanul Arefin** (Recruitment Senior Executive) of HR Department. There were some people who always helped me in the entire period of four months whenever I need them. Among them; **Ahmed Inam** (Remuneration Assistant Manager) and **Md. Shujon Alam** (Remuneration Senior Executive)- I would like to thank these two person to help me by processing and approving my application for Internship program in Banglalink. I want to express special thanks to all the employees of Banglalink to help me to create an official behavior on me and also for co-operating in my survey. I wish to take this opportunity to extend gratitude to all those who supported me to complete this report.

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Executive Summary

In this report I have tried to define the major activities related with HR Recruitment Activities of Banglalink. In addition, I tried to discuss how the recruitment process works through all over Banglalink. It will provide the rules, policies and procedures of HR department regarding Recruitment, and the role of other departments along with the recruitment process. The function of this report is to get details knowledge about the recruitment process in Banglalink and its impact on organizational policy.

The Recruitment team is the essential part of HR department where the recruitment process is moving towards for organization development. Job evaluation, Role clarification and HR show- these things are mostly practiced almost every year in Banglalink. The employees get the chance to participate in these HR activities.

In conclusion, preparation and scheduling are the two best things for Recruitment process. The recruitment process needs perfect planning for every steps of working. So to perform the operations successfully proper planning and formulation are compulsory. Because of this Recruitment process plays an important role in Banglalink. To be centralized the recruitment system moves to the upper level of its area and it is creating more value to Banglalink.



Chapter 1: Introduction

1.1 Introduction

The basic function of telecommunication is to connect people through voice transfer and via Internet. Apart from this basic function, telecommunication has already started introducing some diversified areas with the help of its mobile network.

Mobile technology is presently providing various cheap solutions in people's daily life. The traditional thinking of connecting people through mobile phone is far behind in comparison with the present scenario. Information technology enables telecom companies to provide economic solutions with a very cheap and easily available access, which was earlier costly and not accessible to some extent.

Today, “The Globe is a village” and telecommunication has become a day-to-day necessity of the people. Nearly 35 million people own and use mobile phones as an important device and depend on these for their ultimate connectivity. Bangladesh is presently one of the top 10 mobile phone markets in the Asia-pacific region in terms of the number of subscribers. Industry people said the number of mobile phone subscribers will top 50 million in the next three years as the start-up cost as well as call tariff will be constantly shrinking because of cutthroat competition among the operators to woo new customers

Mobile phone is becoming a very common measure of communication in our country. The number of mobile user is increasing day by day. It is a very attractive market for the mobile connection providers. Presently there are six companies in the market. Each of them is trying to maintain and increase their market share. Among them Banglalink Digital Communication Limited is one of the leading companies in this sector. 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.



1.2 Background of Banglalink Digital Communications Ltd.

Banglalink Digital Communications Ltd. is a telecommunication company which has been registered under the Companies Act 1994. It is the 2nd largest operator in terms of coverage, subscriber base and revenue. It has 25.848 million subscribers as of February 2013 which representing a market share of 29.45%. It is significant contributor to national exchequer.

The success of Banglalink is based on a simple mission: "Bringing mobile phone to the masses" which was the cornerstone of its strategy. Banglalink has changed the mobile phone status from luxury to a necessity and brought mobile telephone to the general people of Bangladesh and made a place in their hearts. The mobile phone has become the symbol for the positive change in Bangladesh.

Banglalink Digital Communications Limited is fully owned by Telecom Ventures Ltd. (previously Orascom Telecom Ventures Limited) of Malta, which is a fully owned subsidiary of global telecom holding s.a.e. (formerly known as Orascom Telecom Holding s.a.e.) (www.orascomtelecom.com). following business combination in April 2011 between Vimpelcom Ltd and Wind Telecom s.p.a, Vimpelcom owns 51.92% shares of global telecom holding s.a.e. (formerly known as Orascom Telecom Holding s.a.e.). Vimpelcom (www.vimpelcom.com) is one of the world's largest integrated telecommunications services operators 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, Pakistan, Burundi, Zimbabwe, Central African Republic, Canada and Bangladesh. Vimpelcom is headquartered in Amsterdam, the Netherlands and listed as an ad on the New York stock exchange under the symbol "vip".



1.3 Product or service offerings

1.3.1 Product of Banglalink

Prepaid Package:

Banglalink primarily recommends two prepaid plans; Desh and Banglalink play. Adding some changes with Banglalink Desh they offer their other prepaid packages like Desh hello, Desh7FNF, Desh 10 FNF and others.

- Banglalink launched Desh on September14, 2006. Desh is one of the cheapest prepaid plans in the country by tariff. It gives you 10 paisa per 10 second to all Banglalink FNF numbers, all day long.
- Banglalink play provides 16 FNF at any number and at the best rate is 4.17 paisa per 10 sec. Besides for special FNF 29 paisa per SMS and 100 SMS only at 99 paisa per day can get on Banglalink Play.

Postpaid Packages:

Banglalink post-paid packages are mostly customer centric and it provides customer the best value for money. Currently there are two postpaid plans from Banglalink. These are:

Banglalink Inspire:

It brings special new features for post-paid subscribers with extremely low call rates, along with the lots of FNF numbers and many other services and facilities. No deposit is required for auto-bill pay subscribers. Every new connection has 300 SMS per month (to any operator), 500 MMS per month, 100 MB internet pack per month, Amar tune subscription and news service subscription free for the first 3 months. In Banglalink Inspire 42 paisa per minute call rate for two supplementary numbers.

Banglalink SME:

Banglalink SME package offers attractive tariffs and a complete package customized to suit the needs of small and medium enterprises. Banglalink SME package offers flexibility to choose



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from two packages Banglalink SME- postpaid and Banglalink SME call & control. It offers 1second pulse to Banglalink numbers and 10% bonus on incoming calls from other operators.

Banglalink 3G:

Banglalink 3G provides customers to surf the internet with fastest internet speed even on the move with the superior HSPA+ connection. Banglalink 3G brings the experience of using mobile broadband on 3G mobile phone/device. Banglalink 3G people are enjoying superior video streaming, download experiences, enhanced video calling, high-speed data transmission and accessing innovative 3G services on the mobile phones. In 2014, Bangladesh Telecommunication Regulatory Commission declared that Banglalink's third- generation data service fastest in the country. Besides providing the fastest3G internet, Banglalink is only the second telecom operators in Bangladesh to cover 64 district headquarters.

1.3.2 Services offered

To introducing state-of-the-art communication solutions for its customers Banglalink has always been the market leader. They are continuously adding up to the range of their Value Added Services, all for customer convenience.

The Value Added Services (VAS) Section will disseminate the consumer with the new services that can now benefit from, which will give them all the freedom they need, making mobile communications more exciting, convenient and enjoyable. Since its beginning, Banglalink has always endeavored to offer its customers with innovative products and services on a regular basis. Banglalink offers the following Value Added Services that designed to meet customer's needs: Golpo Chora Gan, Friend Finder, Amar Tune, Azan Alert, Namaz Alert, Stock Information, Banglalink Jigyasha, Quran, Messenger, Call Block, Internet, Voice Adda, Missed call Alert, Song Dedication, Call Me Back, SMS (Text, Quotes, Jokes), SMS email, SMS Adda, SMS Facebook, Daily Facebook, Instant Recharge, Money Transfer from Abroad.

1.4 Organogram of Management Team of Banglalink

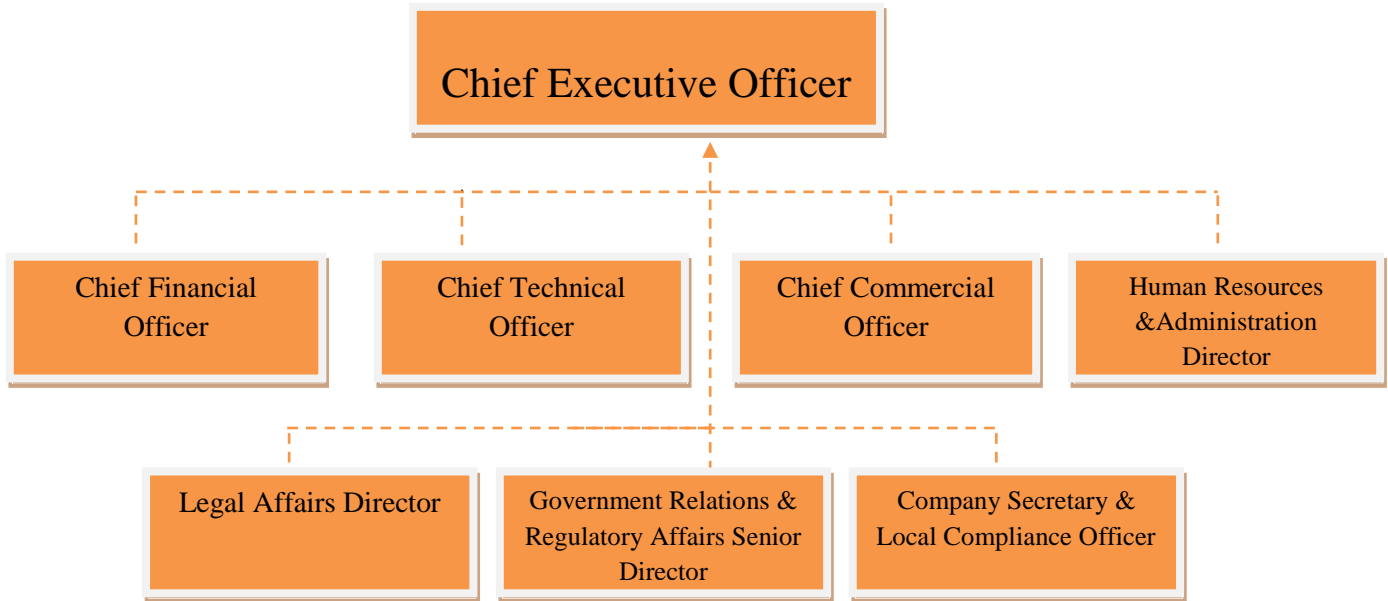


Figure 1: Organogram of Management Team of Banglalink

1.4.1 The Management Team of Banglalink

Chief Executive Officer	Ziad Shatara
Chief Financial Officer	Ahmad Y. Haleem
Chief Technical Officer	Perihane Elhamy
Chief Commercial Officer	Shihab Ahmad
Human Resources & Administration Director	Riviera Ho Rathore
Legal Affairs Director	Jahrat Adib Chowdhury
Government Relations & Regulatory Affairs Senior Director	Taimur Rahman
Company Secretary & Local Compliance Officer	M Nurul Alam

Table 1: Organogram of Management Team of Banglalink

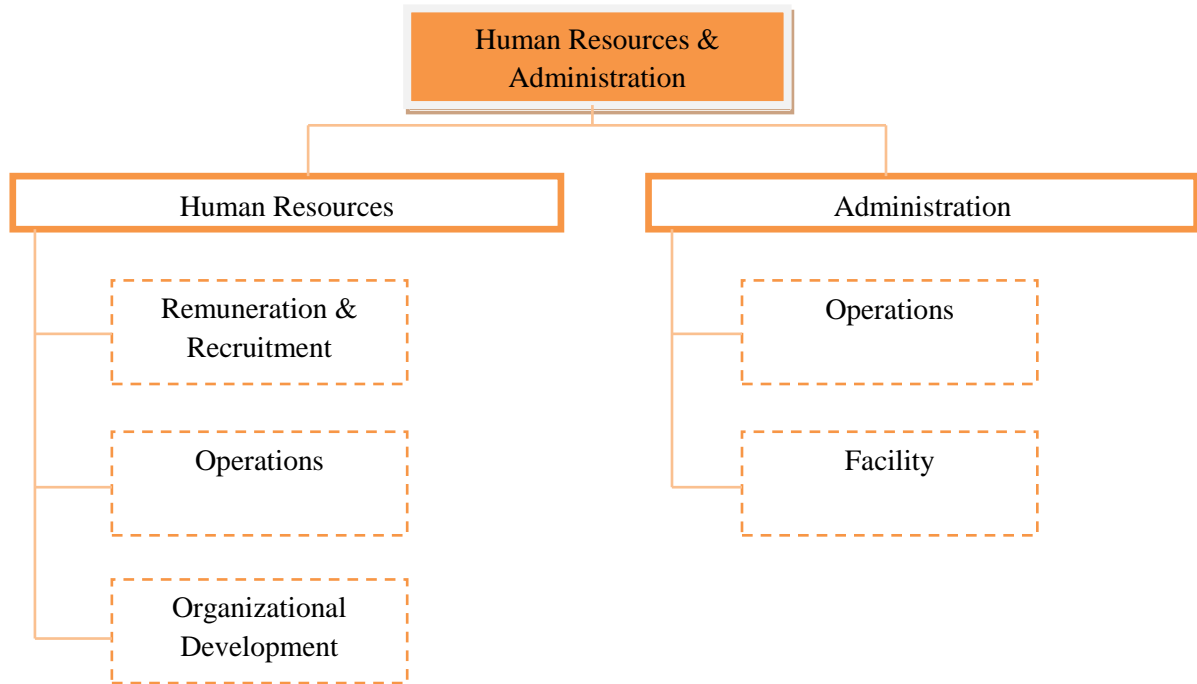


Figure 2: Organogram of Human Resources & Administration Team of Banglalink

1.5 Vision, Mission, Values and Strategies

1.5.1 Vision

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

1.5.2 Mission

- Attaining a top position in the Bangladesh wireless market.
- Conveying advanced benefits in every phase of the customer experience before, during and after sales.
- Generating optimum shareholder value

1.5.3 Values

- 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.



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- Passionate: We are passionate to provide the best product and best service.

1.5.4 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.



Chapter 2: Job Activities

2.1 Job Description

Banglalink treats its Interns as important parts as well as employees of this firm. Interns get the opportunity to discover the real business & professional world of this organization. Banglalink provides the environment to Interns to learn through culture. As an Intern I used to do jobs that are usually done by any other employees of the organization. I used to work as an Intern at Remuneration and Recruitment division of HR department.

2.2 Specific Responsibilities of Job

In Remuneration team the duty of this position is to assist in Medical claim of the employees. Employee applies for Life Insurance on the day of their joining through a prescribed form shared by Pragati. After being a member of Pragati the employees can submit their medical claim through online system. By coordinating with the representative of Pragati the medical claim has been settled in a certain time. In this case many employees have many queries regarding medical issues and as an Intern I assist the employees by facilitating the news from Pragati. In spite of these responsibilities I have been worked for projects in this issue.

In Recruitment team the basic job of this position is collecting CVs from different sources and maintaining the CV archive. Banglalink collects CVs through different sources such as personal references, websites, online job portals, and social medias (LinkedIn, Facebook) etc. 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 candidate's suitable position etc.

The next job of mine is to assist line manager to arrange possible candidate lists for different position through initial CV screening and make appointments over the phone with candidates for tests and interviews. I need to select the possible date and time with different departments along with the concerned HR personnel for the tests and interviews before informing the candidates.



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In addition, this position entails the coordination of different tests (IQ test, Functional test, and Computer tests), interviews on a regular basis. It was my task to check the papers and verify whether the candidate got the pass mark or not after completion of the different IQ tests. Another major duty of this position was coordinating different functional tests and computer tests and interviews. As an Intern I got the opportunity to invigilate the IQ test, functional test and computer tests. The position also offers the chance to take part in interviews as an interviewer.

Beside those duties the job provides another major duty which is contract extension. There is large number of contractual employees (known as temporary employees) in Customer Care Departments. The organization needs to deal with a vast amount of contract extension activities each and every month. After the successful completion of one year contract each and every temporary employee is being offered a contract of another one year. Many employees are completing their contract in different months so every month the company needs to offer another new contract and update the list of the temporary employees by every month. Besides these works I am responsible to prepare the new contract for each and every employee after completion of their existing contracts.

Furthermore I am responsible to prepare the joining letters too. When an employee is offered contract in Banglalink 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 Director of HR department. After preparing the contract papers I have to provide and help each and every employee to sign their new contract. As Banglalink sustains specific file for individuals, so those files are need to be updated when an employee signs a new contract.

Additionally the position requires assembling the joining of permanent employees. Before signing the agreement paper of the organization I need to make the new employees understand all the terms and conditions of her/his agreement paper. I am required to show a plain 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.



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The next job that the position required is collecting the medical reports and maintaining a database of every employee's medical reports of the organization. Banglalink follows rigorously the policy to conduct a medical checkup of every employee before they join in. Banglalink provides medical letters to the new joiners and instruct the new joiners to go for particular tests on certain hospital on credit which will be paid by the authority of Banglalink. After successful completion of the tests of the employees I got the medical reports from concerned hospital. Those medical reports list need to be maintained through a database.

Finally I have the duty to coordinate exit interviews of an employee with my senior's. Exit interview is a procedure where an employee is interviewed just after s/he submits her/his resignation letter. The purpose of this interview is to identify the reason of employee leaving; the point in which organization can retain her/him, the area needs to be improved regarding its work environment and culture etc.

2.3 Specific responsibilities in brief

- Assist in Medical Claims and provide feedback
- Conduct the Orientation session of the new employees
- Preparing Contract Extension Agreement Papers
- Assisting existing employees with the renewal of contracts
- Communicating with Head of Dept., Line Managers and Dept. Coordinators about contract extensions of employees
- Constant communication through email and calls with Dept. Coordinators and employees and setting up of Deadlines on approval of contract extensions and signing of the contracts by the employee
- Updating Workforce Database of Temporary/Contractual Employees
- Sorting of CV's for candidates for interviews and recruitment
- Calling candidates and setting up interview dates
- Preparing Schedule List & Interview Evaluation Form for interviews of candidates
- Coordinating interview sessions
- Assisting new employees with agreement papers upon joining
- Assisting HR Executives



2.4 Different aspects of Job Performance

As I was the Intern of Remuneration and Recruitment division I have to do many other things to create my job more experienced. I have to communicate to many employees of different units of different departments. For signing of many documents the communication needs to be required in different departments. I am also assigned to deliver important documents and files to different people in different departments regularly. For my personal experience in profession I used to work with Organizational Development and operations division of HR department. Besides these Banglalink arranged Rotation program for the Interns to get knowledge about the activities of other department. I enjoyed working with these different units of the organization and those things learn me more about the corporate aspects.



Chapter 3: Project Details

3.1 Summary

Banglalink is one of the telecommunication industries which has positive image in customers mind. This company is providing services by providing voice and data services through a range of traditional and broadband mobile. Banglalink's initial success was based on a simple mission: "bringing mobile telephony to the masses" which was the basis of its strategy. Banglalink 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. From that time the mobile phone has become the symbol for positive change in Bangladesh. The brand slogan of "start something new" is in essence derived from Banglalink's promise of empowering people with reasonable communication solutions as they can take new initiatives in life. By taking such new initiatives positive change will happen for the overall progress of the nation. In this progress Recruitment process is one kind of initiates to hire qualitative people for operating the company. In this case many improvements and flaws or bottlenecks are there which will be described in more details through the whole paper. After analyzing those many constraints and proposed action against those constraints will be discussed more for the improvement of Banglalink Recruitment System. So far it has the fame of good HR policy in this competitive market which will be known more after completing the paper on this certain process.

3.2 Description of the project

3.2.1 Objective of the project

The main objective of internship program is to disseminate myself with corporate life and the best opportunity to apply the theoretical concepts we have been studied in the real world. Consequently, from the beginning I have tried to conduct my internship with achievement I have gained still now. The purpose of this study was to explore the presence of Recruitment process of Banglalink. Other object is to discover the potential relationship between Recruitment process and Organization's ultimate objective. There have been performing many research related to the recruitment policies. The objective can be to knowing more about the overall activities of



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the Human Resource and Administration Department of Banglalink specifically the HR practices that's being performed in the company.

3.2.2 Scope of the project

The report provides the Recruitment process in terms of theoretical point of view and the practical procedures followed by the leading organizations. It will help to learn about the steps, process and procedures regarding recruitment. Moreover it will assist to distinguish between the performing and the theories that direct to realize how the organization is recruiting. Finally the report restrains many propositions which will afford the chance to find out the ways to make the recruitment process more effective and efficient.

3.2.3 Methodology of the project

Methodology describes how we go through all the processes of research and how we proceed on. The steps of conducting research and the explanation of the sources of data are discussed here. Both primary and secondary data sources were used to generate this report.

Primary: The primary data resource is collected through informal discussion with professionals, observation while accomplishing day to day jobs and by participating in the recruitment process directly along with a survey amongst the employees of different departments of the organization.

Secondary: The secondary data resource is collected from website, magazine, memorandum, journals, internal database, manuals and different publications of Banglalink.

3.2.4 Limitations of the project

Various constraints may be faced by individuals in every program or activities. During preparing the report, I have also faced following limitations which will be discussed below:

- The major constraint of the study was the collection of information, because most of the information was classified and confidential. To maintain its organizational privacy Banglalink cannot disclose all information's related to the report. For that reason it became difficult to me to collect the original data for this report.



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- In addition employees of different departments were not entirely known about the overall recruitment process which made the information collection process more difficult.
- Time restriction was also a principal dispute for preparing the report as besides preparing the report as an intern I had to work like an employee.



Chapter 4: Recruitment Process of Banglalink

4.1 Recruitment Process

Banglalink is one of the leading organizations in the telecom manufacturing of Bangladesh. It follows a very explicit, refined and reliable process in their recruitment. There are own rationalization and corroboration in each and every step of recruitment process. All the steps of this process are needed to choose the best possible candidate from the pool of applicants to whom the job can be offered by keeping the design of international standard. To discuss the recruitment process of Banglalink it would be better to show the recruitment team.

Serial No.	Name	Designation
1	Riviera Ho Rathore	HR & Administration Director
2	Madhubanti Kabir	Recruitment & Remuneration Deputy Director
3	Quazi Nafees Ahmed	Recruitment Senior Manager
4	M Aminul Haque	Recruitment Assistant Manager
5	Tanzina Kabir	Recruitment Assistant Manager
6	Rezwatul Arefin	Recruitment Senior Executive
7	Md. Navid Hossain Chowdhury	Intern/Trainee

Table 2: Banglalink Recruitment Division

4.1.1 Requisition

The process begins with the requisition. Because of the resignation of an employee there is an opening in the organization. Then the concerned department sends a headcount requisition form to recruitment division of HR department. The headcount requisition form includes how many employees the department needs regarding level. Apart from the resignation there can be openings because of the organizational restructure, departmental redesign, reshape in the divisions, termination of any employees, retirement or any new projects. The recruitment team confirms the availability of budgets to fulfill the openings after receiving the requisition form. After that the recruitment team goes for the next step as availability of funds ensures the salary

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and benefits for new recruits.

4.1.2 Hiring information

The recruitment division collects the hiring information after checking the budget. The information for the vacant post consists of dedicated position, level in the hierarchy, department, division, job location, reporting process, job description, job specification, required expertise and experience etc. Recruitment division also accumulates the information whether the concerned department wants the vacancy to be filled by internally, externally or by both.

4.1.3 Planning

After collecting all information, planning and sharing plans started within the department and recruitment division where employee will be recruited. Then the plan states the total activities and specified time frame for the recruitment to be complete. The plan sharing includes how long it will take to announce the opening, to collect CVs, conduct different tests and interviews and to make the final selection. Through planning the post for this organization is pre-planned through certain level. The rank and posts in the company has been divided into two specific categories: Permanent, Temporary/Contractual.

Permanent posts include: (ascending order):

1. Junior Executive or Engineer	10. Senior Manager
2. Associate Executive or Engineer	11. Associate Manager
3. Executive or Engineer	12. General Manager
4. Senior Executive or Engineer	13. Senior General Manager
5. Assistant Manager	14. Deputy Director
6. Senior Assistant Manager	15. Director
7. Associate Manager	16. Senior Director
8. Deputy Manager	17. Deputy Chief Officer
9. Manager	18. Chief Officer

Table 3: Category of Permanent Post in Banglalink



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Temporary/Contractual posts include the entire Officer posts; for example: Care line Officer, Care Center Officer, Care Line Trainee, Acquisition Officer, etc. All those employees are given 6 months (six months) or 1 year (one year) of contracts.

4.1.4 Job Advertisement

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. Internal recruiting motivates employees within the organization. It increases productivity by giving the employees feel that their hard work would be rewarded. For internal process the vacancy announcement is published through flashes (internal emails and company intranet) only. Through employee referrals, transfers, promotion etc. the internal recruitment can be done. Besides for external recruitment process 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). The main objective of this process is to identify and attract the best possible applicants available during that period of time.

4.1.5 Resume Compilation

HR department considers the human resource as the most important asset of the company and tries to motivate their employees in every possible way. HR department always encourages other departments to fill up the vacancy by internally to provide the employees better career opportunity. After the announcement the recruitment team starts to collect resumes from different sources. After collecting the resumes those resumes are shortlisted in two steps. Initially the recruitment team screens the resumes based on the requirements of the job and sends those shortlisted resumes to the concerned department. The department screens those resumes again and sends the final shortlisted resumes to HR department for scheduling the tests and interviews.

4.1.6 Call for Tests and Interviews

After receiving the shortlisted resumes the recruitment team prepares the IQ tests, functional tests, interviews schedule. Usually 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



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policies in the recruitment process. If an existing employee applies for a vacancy in the same department then s/he will face the interviews only; s/he does not need to sit for the IQ and functional tests. In contrast 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. Those candidates who are external staffs apply for a vacancy announcement s/he has to face both interviews and tests. The IQ test contains the English, Mathematical, Logical Reasoning and analytical ability of a candidate. If a candidate gets the pass mark in IQ Test 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 skill of Microsoft Office is also being checked in this test.

4.1.7 Initial Interview

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 the interview board consists one from the recruitment team mentioned and one or higher level official from the department the new recruit will join. 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 division. 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.

4.1.8 Final Interview

A few candidates are called to face the final interview with the HOD (Head of the Department) after interview. HOD selects the final candidates to whom a job can be offered. After successful completion of all steps the recruitment team gives a verbal offer to the candidate. This



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verbal offer gives a clear idea about the compensation & benefits, incentives, the job location, the joining date, the level in the hierarchy and the dead line for accepting the offer to the successful candidate.

4.1.9 Medical and Physical Examination

After accepting the verbal offer the candidate has to face the final test which is called medical checkup. Then the recruitment team asks the candidate to go for a medical checkup/fitness which is bared fully by Banglalink. After receiving the medical reports from the assigned hospital the 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.

4.1.10 Permanent Job Offer

Medically fit candidates are called to visit the head office to sign the appointment letter on a suitable date. Once the signing is done the candidate is given a particular date to join which means s/he is entitled to report to her/his line manager on the day of joining at the concerned department.



Figure 3: Recruitment Process

Chapter 5: Findings and Analysis

5.1 Findings and Analysis

For analyzing the recruitment processes a questionnaire containing 17 different questions which has been made on the sample of 30. It will help for getting the response of the employees. Demographical information of employees can be known at the first phase of questionnaire. To know more details about the response of employees view on the recruitment process of Banglalink the second phase of questionnaire will be helpful. And the third phase of the questionnaire contains some open ended questions that defines the suggestions the employees had stated. These suggestion of the employees stated in open ended question will be discussed in the recommendation part of this report. From the response of the respondents all the findings will be discussed through tabulation, percentage, graphical analysis and their interpretation which will be discussed below.

5.1.1 Analysis of Gender

The below table is found after having the survey on the gender of the respondents in Banglalink.

Variables	Male	Female	Total
Frequency	26	4	30
Percentage	87%	13%	100%

Table 4: Gender Analysis of the Respondents

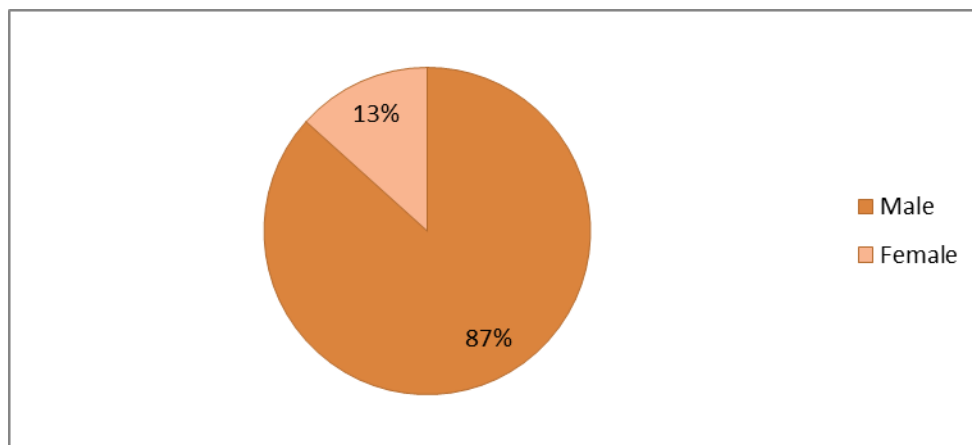


Figure 4: Gender Analysis of the Respondents

Recruitment Process of Banglalink Digital Communications Ltd.

Interpretation and analysis: From the above table and chart it can be said that from the sample of 30, 26 were male and 4 were female. Moreover, 87% respondents were male and 13% respondents were female. It can be said that both the genders have their opinion.

In terms of recruitment process analysis the views from male and female do not vary. But in many questions it varies in terms of gender and the gender always become the demographic factor in any analysis.

5.1.2 Analysis of Age

The below table is found after having the survey on the age of the respondents in Banglalink.

Variables	Below 21	21-25	26-30	31-35	36-Above	Total
Frequency	0	2	18	10	0	30
Percentage	0%	7%	60%	33%	0%	100%

Table 5: Age Analysis of the Respondents

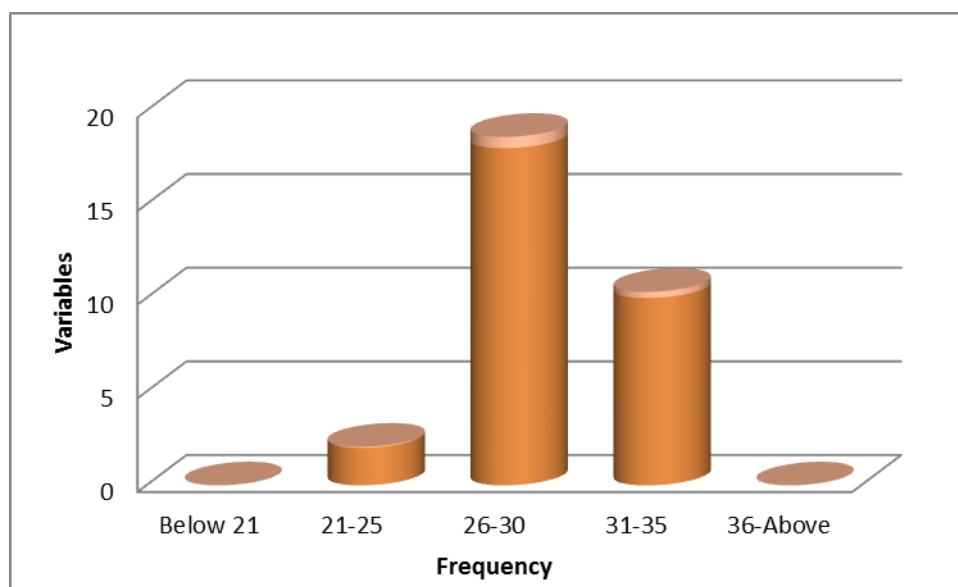


Figure 5: Age Analysis of the Respondents

Interpretation and analysis: From the above table and chart it can be said that no employees who were below 21 years, 7% of respondents were between 21 to 25 years, maximum 60% of respondents were between 26 to 30 years. 33% of the respondents were belonging to 31 to 35

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years and no one of the respondents was above 36. It can be stated that most of the employees were between 26 to 30 years.

If we consider the age of the employees we can obtain that most of the employees are young who belong to age group of 26-30. This means that Banglalink recruits people of young age and provide them the chance to expand themselves and contribute to the growth of the organization efficiently. Those who are in the age group of 31 to 35 years are more seniors and trained than the group of 26 to 30 years.

5.1.3 Analysis of the working position of the employees

The below table is found after having the survey on the working position of the respondents in Banglalink.

Variables	Entry Level	Mid-Level	Top Level	Total
Frequency	10	20	0	30
Percentage	33%	67%	0%	100%

Table 6: Analysis of the Respondents on their Working Position

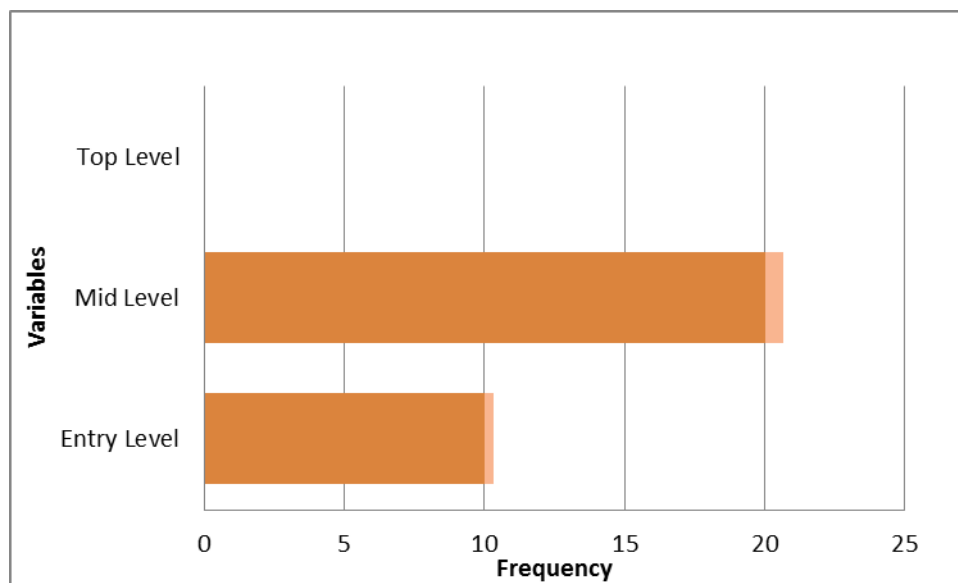


Figure 6: Analysis of the Respondents on their Working Position

Interpretation and analysis: From the above table and chart it can be said that the working position of the employees were also taken so that proper opinions can be collected. The

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positions are divided in to three categories which are Entry Level, Mid Level and Top Level. Going through the table and the chart it can be seen that 33% respondents were from Entry Level Group where 67% of respondents were from Mid Level Group. There were no more people from Top Level Group in this survey.

The number of Entry Level employees is comparatively lower than Mid Level employees as the Mid Level employees have to look after on the Entry Level employees and Top Level employees. As per the implemented system of organization Entry Level and Top Level employees are given more value than the Mid level groups.

5.1.4 Analysis of the Concerned Departments of the employees working in

The below table is found after having the survey on the concerned departments of the respondents working in Banglalink.

Variables	HR & Admin	Marketing	Legal Affairs	Information Technology	Finance	Total
Frequency	0	19	2	0	9	30
Percentage	0%	63%	7%	0%	30%	100%

Table 7: Analysis of the Concerned Departments of the employees working in

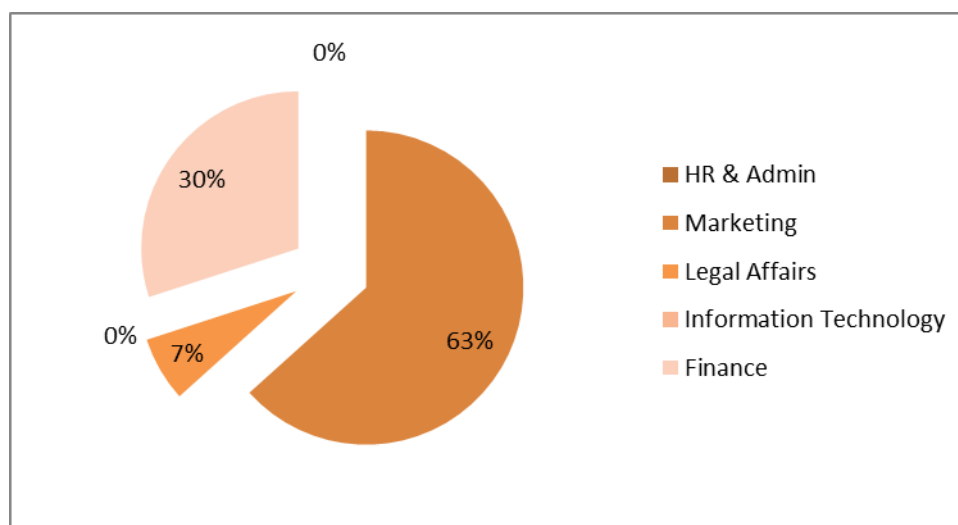


Figure 7: Analysis of the Concerned Departments of the employees working in

Interpretation and analysis: From the above table and chart it can be said that no respondents were from HR & Admin and Information Technology department where 63% respondents were

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from Marketing. Besides, 30% respondents were from Finance and very few 7% of the respondents were from Legal Affairs.

Here it can be seen that most of the employees were from Marketing Departments. As more people are going in and out frequently from Marketing so they have enough knowledge on the process. As there are no employees from HR & Admin Department then the information regarding the survey would be accurate. The respondents from Finance and Legal Affairs may have different views which are needed also for this analysis.

5.1.5 Analysis of the Time Duration of the employees

The below table is found after having the survey on the time duration of the respondents in Banglalink.

Variables	0-2	2 to 5	5- Above	Total
Frequency	11	13	6	30
Percentage	37%	43%	20%	100%

Table 8: Analysis of the Time Duration of the employees

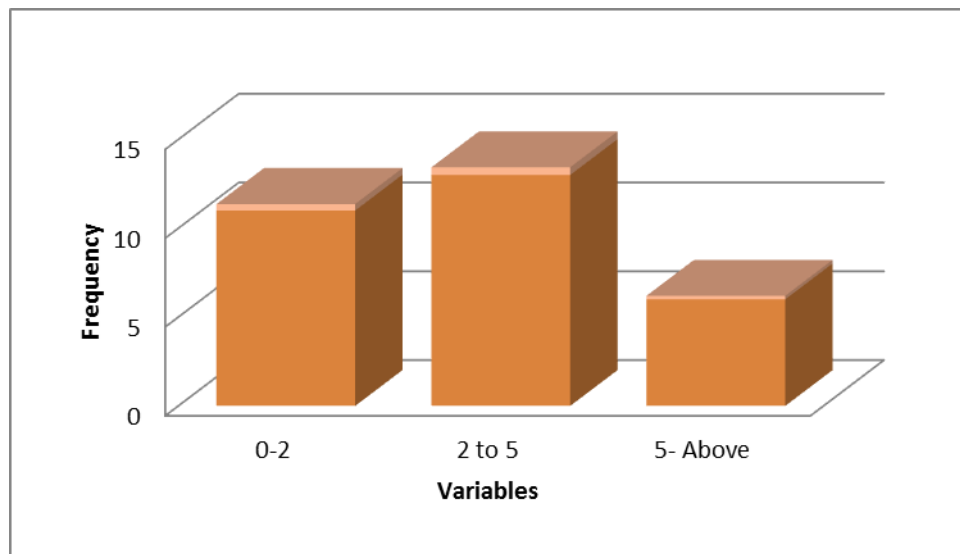


Figure 8: Analysis of the Time Duration of the employees

Interpretation and analysis: From the above table and chart it can be said that there were all types of employees in terms of their time duration in the organization. 37% respondents are

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being here for 0-2 years where maximum 43% respondents remain here for 2-5 years. There are 20% respondents staying here over 5 years.

As the time duration of the employees were also looked upon so that the change in the recruitment process in time to time can be identified. The more strong suggestions can be given by employees working here for more years. The development of the current recruitment process has been evaluated many times through the working time duration of the employees.

5.1.5 Analysis on the question- Do you think current recruitment process is effective and efficient?

The below table shows the ratios of respondent’s view about the current recruitment process whether it is effective and efficient.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	0	20	6	4	0	30
Percentage	0%	67%	20%	13%	0%	100%

Table 9: Analysis of the current recruitment process whether it is effective and efficient

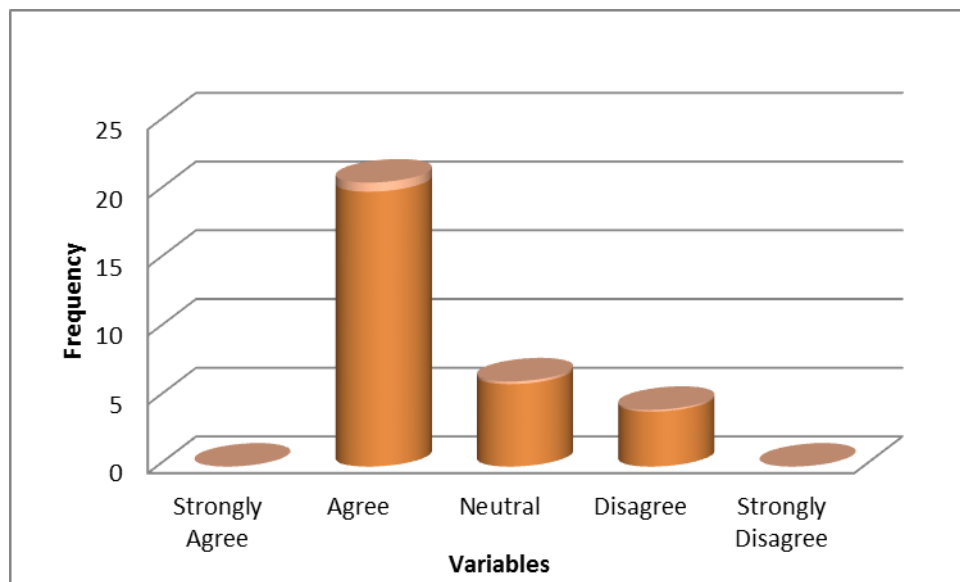


Figure 9: Analysis of the current recruitment process whether it is effective and efficient

Interpretation and analysis: From the above table and chart it is shown that the percentage of people who gave their opinion about the efficiency and the effectiveness of the current

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recruitment process of Banglalink. In this statistics, the major portion of the employees with 67% have agreed that the statement. There was no employee who strongly disagreed to this statement however 13% of the employees did not agree this statement. Another significant proportion of the sample of 20% remained neutral.

Most of the respondents were support the statement which indicates that most of the people are content with the current recruitment process. But there were some employees who were not contented and wanted some changes in the process.

5.1.6 Analysis on the question- Do you think the recruitment process should be internal?

The below table shows the ratios of respondent’s view about the current recruitment process should be internal or not.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	0	13	10	5	2	30
Percentage	0%	43%	33%	17%	7%	100%

Table 10: Analysis of the Recruitment Process whether it should be internal or not

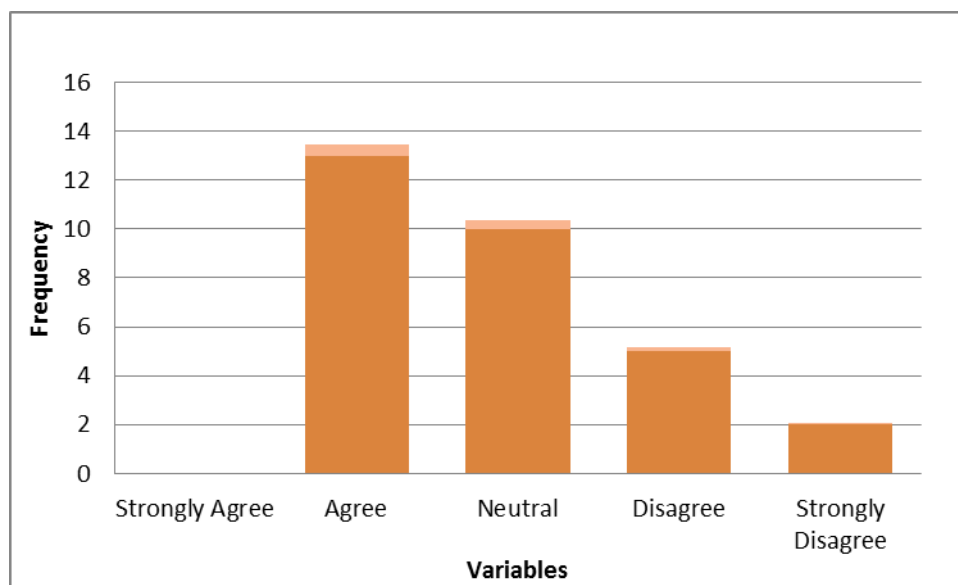


Figure 10: Analysis of the Recruitment Process whether it should be internal or not

Interpretation and analysis: From the above table and chart it is shown that the percentage of people who gave their opinion on the recruitment process whether it should be internal or not.

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Mostly 43% employees agreed that it should be internal where 17% employees disagreed and 7% employees disagreed strongly the recruitment process. Another significant proportion of the sample of 33% remained neutral.

In analysis of the recruitment process whether it should be internal or not most of the respondents were agreed that statement which proves that it is better to recruit employee from internal of the organization. On the other hand, some respondents were neutral as they prefer both- internal or external in the recruitment process. Moreover, we can see that small number of employee disagreed the statement where they don't support this internal recruitment process. As most of the employees support this statement so it would be preferable to recruit employee with internal recruitment process.

5.1.7 Analysis on the question- Do you think the recruitment process should be external?

The below table shows the ratios of respondent's view about the current recruitment process should be external or not.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	0	11	16	2	1	30
Percentage	0%	37%	53%	7%	3%	100%

Table 11: Analysis of the Recruitment Process whether it should be external or not

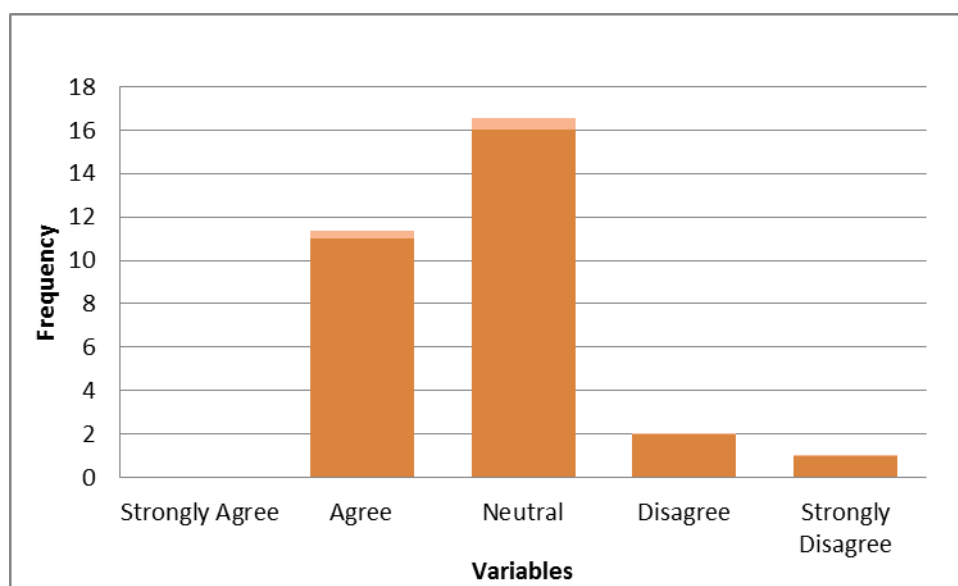


Figure 11: Analysis of the Recruitment Process whether it should be external or not

Interpretation and analysis: From the above table and chart it is shown that the percentage of people who gave their opinion on the recruitment process whether it should be external or not. Mostly 37% employees agreed that it should be external where 7% employees disagreed and 3% employees disagreed strongly the recruitment process. Another significant proportion of the sample of 53% remained neutral.

In analysis of the recruitment process whether it should be external or not couple of respondents were agreed that statement which proves that it is better to recruit employee from external of the organization besides internal. On the other hand, we can see that small number of employee were disagreed and strongly disagreed where they did not support this external recruitment process. As most of the employees were neutral to support this statement so it would be preferable to recruit employee internally rather than externally.

5.1.8 Analysis on the question- Do you think the recruitment process should be mixed (internal & external)?

The below table shows the ratios of respondent’s view about the current recruitment process should be mixed (internal & external) or not.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	19	9	2	0	0	30
Percentage	63%	30%	7%	0%	0%	100%

Table 12: Analysis of the Recruitment Process whether it should be mixed (internal & external) or not

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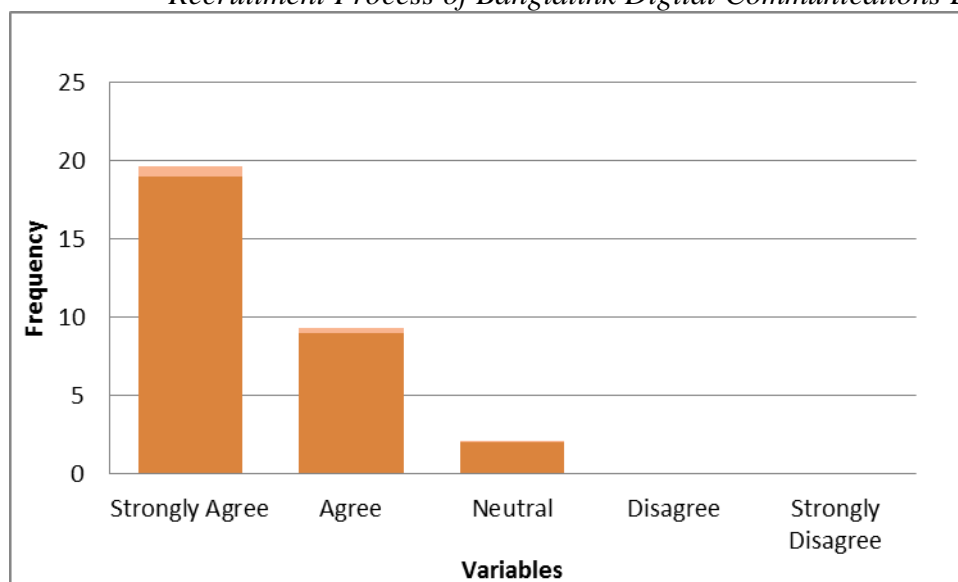


Figure 12: Analysis of the Recruitment Process whether it should be mixed (internal & external) or not

Interpretation and analysis: From the above table and chart it is shown that the percentage of people who gave their opinion on the recruitment process whether it should be mixed (Internal & External) or not. Mostly 63% employees strongly agreed that it should be mixed and 30% employees agreed this recruitment process. Another significant proportion of the sample of 7% remained neutral.

From the above graph it can be easily said that maximum employee support this statement which means in terms of many position it is better to recruit employee from both- internal and external.

5.1.9 Analysis on the question- Do you think of other media should be added alongside the current ones for vacancy advertisements?

The below table shows the ratios of respondent’s view about other media need to be added alongside the current ones for vacancy advertisements.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	10	14	2	4	0	30
Percentage	33%	47%	7%	13%	0%	100%

Table 13: Analysis of involvement of other media for vacancy announcement

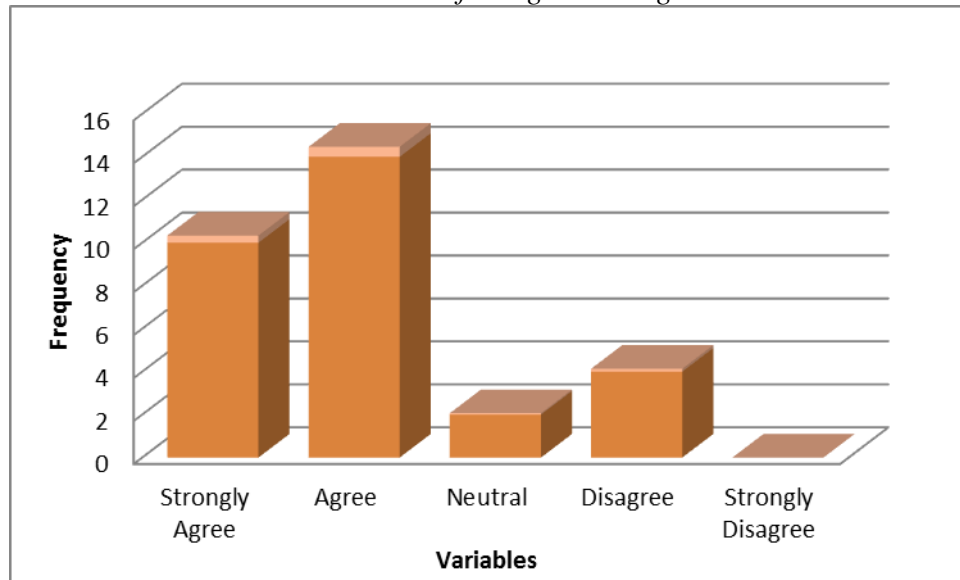


Figure 13: Analysis on involvement of other media for vacancy announcement

Interpretation and analysis: From the above table and chart it is shown that 13% respondents disagreed this statement where 33% respondents strongly agreed and 47% respondents agreed this statement. Moreover, 7% respondents were neutral to this statement.

From the above graph it can be seen that the proportion of the agree and strongly agree part is bigger than disagree part which means besides the including media for vacancy announcement another media (LinkedIn, Prothomalojobs.com) should need to be involved for vacancy announcement of any position. As some employees were in neutral and don't support this statement they think that current media is enough for the vacancy announcement.

5.1.10 Analysis on the question- Do you find any changes in the recruitment process of Banglalink from time to time?

The below table shows the ratios of respondent's view about the changes in current recruitment process of Banglalink.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	2	10	12	5	1	30
Percentage	7%	33%	40%	17%	3%	100%

Table 14: Analysis on changes in the Recruitment Process

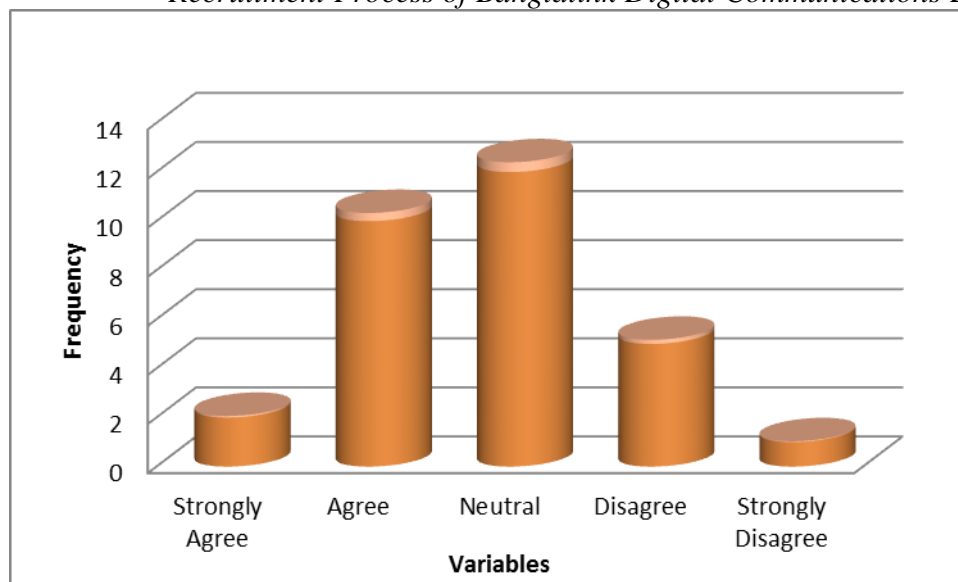


Figure 14: Analysis on changes in the Recruitment Process

Interpretation and analysis: From the above table and chart it is shown that 7% respondents were strongly agreed and 33% respondents were agreed this statement. 40% respondents were neutral to this statement where 17% disagreed and 3% strongly disagreed this statement.

The table and the chart state that the majority employees found changes in the recruitment process according to the course of time however 17% people remained disagreed and 3% strongly disagreed.

5.1.11 Analysis on the question- Do you think the involvement of the respected departments should be increased in the recruitment process?

The below table shows the ratios of respondent’s view whether the respected departments should be involved or not.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	5	12	11	2	0	30
Percentage	17%	40%	37%	7%	0%	100%

Table 15: Analysis on the Involvement of the Respected Departments

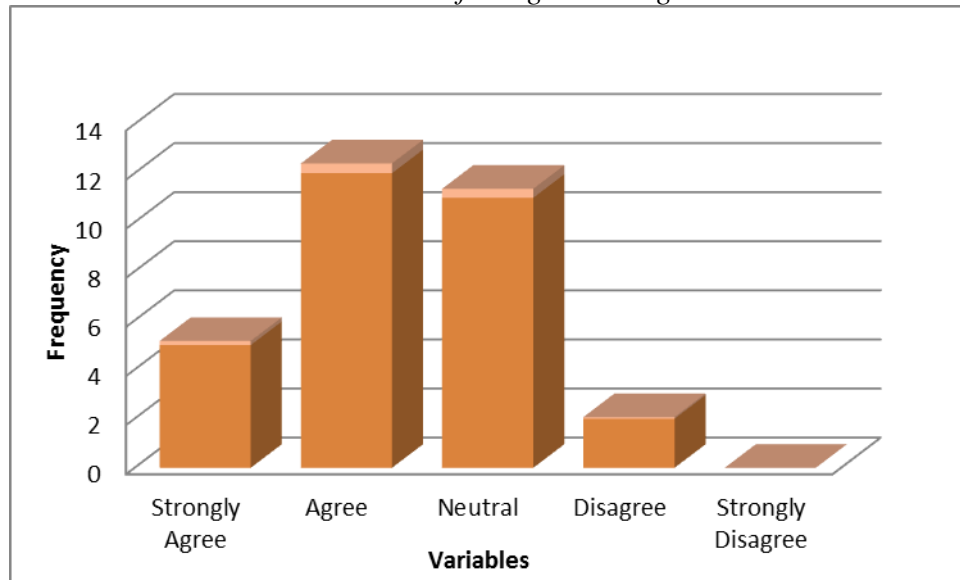


Figure 15: Analysis on the Involvement of the Respected Departments

Interpretation and analysis: From the above table and chart it is shown that 17% respondents strongly agreed and 40% agreed this statement where 7% respondents don't support this statement. Another significant proportion of 37% were in neutral.

As the employees were asked about the involvement of the respected departments should be increased or not, many people agreed with 40% whereas 37% neutral and only 7% people disagreed. It is clear that the employees wants the other departments should be involved in the process besides HR Department.

5.1.12 Analysis on the question- Do you think the recruitment process is lengthy, time consuming and costly?

The below table shows the ratios of respondent's view whether the recruitment process is lengthy, time consuming and costly or not.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	3	7	15	5	0	30
Percentage	10%	23%	50%	17%	0%	100%

Table 16: Analysis on lengthy, time consuming and costly recruitment process

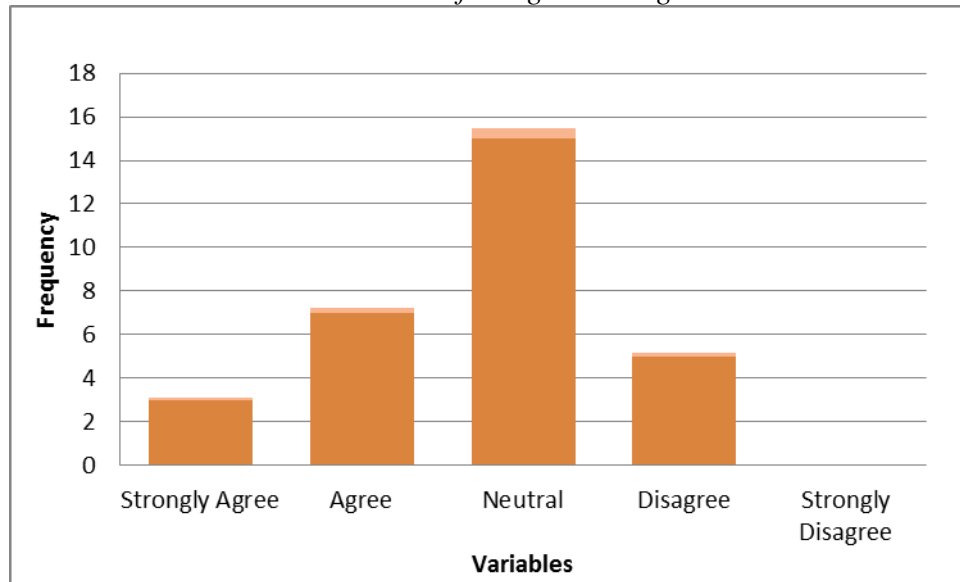


Figure 16: Analysis on lengthy, time consuming and costly recruitment process

Interpretation and analysis: From the above table and chart it is shown that 10% respondents strongly agreed and 23% agreed this statement where 17% respondents don't support this statement. Another significant proportion of 50% were in neutral.

As most of the respondents were in neutral to this statement and couple of them agreed and disagreed which means according to the course of time for some position this recruitment process is lengthy, time consuming and costly.

5.1.13 Analysis on the question- Do you think the recruitment process is relevant and transparent?

The below table shows the ratios of respondent's view whether the recruitment process is relevant and transparent or not.

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	3	15	6	5	1	30
Percentage	10%	50%	20%	17%	3%	100%

Table 17: Analysis on relevant and transparent the recruitment process

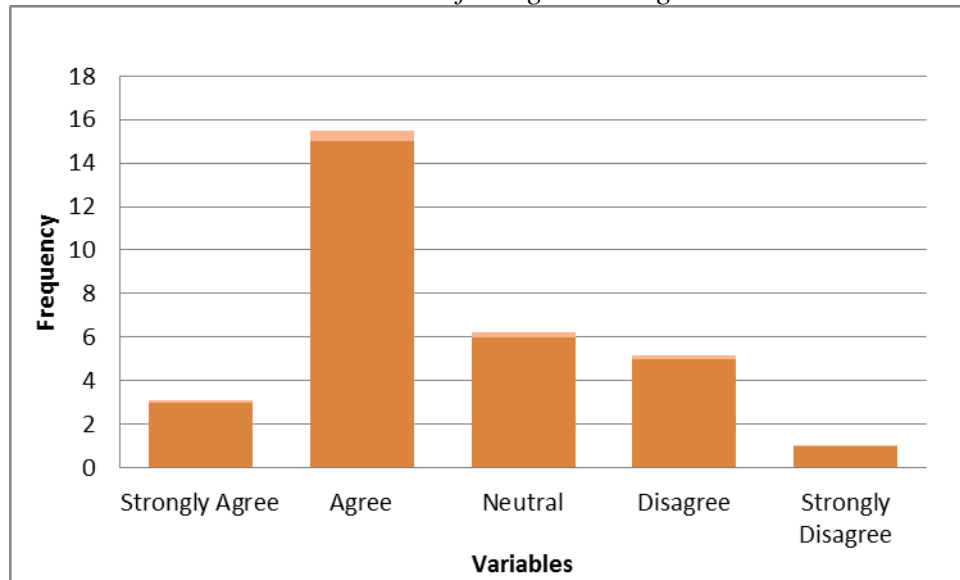


Figure 17: Analysis on relevant and transparent the recruitment process

Interpretation and analysis: From the above table and chart it is shown that the percentage of people who gave their opinion whether the recruitment process is relevant and transparent. Mostly 50% employees agreed with 10% strongly agreed. 17% employees disagreed and 3% employees disagreed strongly the statement. Another significant proportion of the sample of 20% remained neutral.

It is clearly stated in the chart that most of the employees agree that the recruitment process is relevant and transparent which is very superior for such a multinational company. Some people don't think that the recruitment process is enough relevant and transparent.

Chapter 6: Critical Observations and Recommendations

To get to know perspectives and opinions of employees about the current recruitment process of Banglalink the report has been analyzed in details. Through the tables, statistics, graphs we can see both defects and positives sides of the recruitment process. However to develop the recruitment process the recommendations and its suggestions would be more superior. Mainly the recommendations are given below through some general suggestions.

- There is no assessment session in the recruitment process. Looking through the recruitment process of the prominent organizations it can be seen that Assessment Centre is one of the essential parts. There are many features like case studies, group discussions, presentation etc. which will be more helpful to find the qualified candidates and these things will be more efficient in the recruitment process.
- There are many paper works in recruitment process. Automation of the recruitment process and less paper works should be confirmed. The paper work can be reduced by taking the tests electronically. Moreover, 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 printed forms. This will reduce the paper works and cost. It will also indicate the company's good will, professionalism and efficiency.
- Sometimes IQ test is not preferable for Mid-Level and Top-Level position. The IQ test is not an important factor to judge a candidate's credibility. Basically IQ test is conducted to judge the intellectual ability of an applicant. Still it can be confirmed through some field test, work sampling, functional tests or interviews. Through these types of tests intellectual ability of a candidate can be judged successfully by eliminating the IQ test.
- In many organizations Initial Candidate Form is not provided prior to the interview or tests. But Banglalink provides this type of paper to the candidates to know the details like candidates' educational qualification, results, career plans etc. of candidates. As these informations are already provided in the online application form or the resumes, this form can be measured as an additional work hence can be abolished.
- In recruitment process there is no online tracking system. To know the current status of prospective candidates' online tracking system should be added. This online tracking system



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should include the dates and details of written tests, interview, and employee joining. Through this process the candidates can prepare themselves for the next stage. Moreover, for the selected candidate the auto generated mail of congratulating will be more preferable. By this process a good impression about the company will be created in terms of valuing applicants.

- In Banglalink the recruitment process is lengthier than others. Currently several days are allocated for taking individual interviews and the decision making time in recruitment process is lengthy here also. I have noticed that there are more or less three interviews take place for most of the positions and all these interviews are scheduled in different days with long time constrains. Moreover the recruitment decision making also takes longer period of time and sometime for one position the completion of all the steps takes more than one month. In these cases all the interview can be taken in one day or consecutive days and the decision making on selecting candidates should made more spontaneous.
- There is biasness and nepotism in terms of recruitment. For these purpose, reference from higher authority, showing off interviews should be disregarded. Because of the reference from the higher authority many potential candidates are overlooked. Moreover, in case of the internal recruitments or transfer of the employees from one department to another, management has pre-selected candidates. To follow the organizational policy showing off interviews take place. These practices need to be removed to make the recruitment process more effective and efficiency.
- Banglalink does not provide feedback to the rejected employees. But in many foreign companies these process is being practiced. So Banglalink should provide feedback to the rejected employees. Besides this practice is done here only for the hiring of Top Level but there is no such approach for the Entry Level and Mid-Level. The process of contacting rejected applicants informing them about the causes of rejection and their lacking. It will be supportive for the candidates as well as for the company by letting them know about their inefficiencies.
- Banglalink does not offer any extensive training to Entry-Level employees. As International training would be very much expensive so Banglalink should provide employees with local trainings, technical knowing programs and in-house trainings to help Entry-Level employees at technical department to know- How programs install and how to use



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equipment working on concerned projects. Banglalink should provide these types of broad training to help employees achieving their goals and performing well.

- The exit process of Banglalink is very lengthy. The exit process should be automated. In the Internship period it is noticed that for the exit employees 2 or 3 more days are needed to finish. If Banglalink start the automated exit process it will take maximum 1 day to finish exit formalities. Thus automated exit process will increase Banglalink's employee's competence.

Chapter 7: Concluding Statements

7.1 Conclusion

Banglalink Digital Communications Ltd. is one of the second largest telecommunication of the country that serves millions of subscribers. It is driven by one of the most modern Human Resource Department. To serve the whole country this organization recruits right people for the right positions of each department with attractive remuneration and motivation. In achieving the organizational ultimate goals and objectives the importance of recruitment process is enormous. It has appeared as the most significant enterprise-wide strategic function not only to achieve goals and objectives but also to withstand the current global competitive atmosphere. I have worked on the Recruitment Process of Banglalink. Here many findings and analysis were discussed previously where the company can have the developments in the recruitment process.

Doing this study I have gained the practical knowledge of recruiting people in big organizations and motivation of the employees in terms of changing process. Beside knowing the corporate culture, this report has helped me to get a comprehensive idea to grow in my future endeavor. Despite of having some blemishes in recruitment system Banglalink follows one of the effective ways to recruit people. As a final point I would say that recruitment process of Banglalink Digital Communications Limited is also contemporary and harmonious compared to other organizations in the industry.



7.2 Bibliography

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Appendix

- Questionnaire
- Survey papers
- Annual Report 2013

Questionnaire

The following is a questionnaire on the topic titled “**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 from 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 😊