

**Internship Report**  
**On**  
**The Recruitment Process of Robi**  
**Axiata Limited**



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**Course Title:**

Internship (BUS400)

**Date of Submission:**

17<sup>th</sup> August, 2016

## **Letter of Transmittal:**

17<sup>th</sup> August, 2016  
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**Subject: Submission of Internship Report on “The Recruitment Process of Robi Axiata Limited”.**

Dear Sir,

I am pleased to inform you about the completion of my internship report on **“The Recruitment Process of Robi Axiata Limited”** which was assigned to me as a requirement for the completion of BUS400 course.

It was a great opportunity for me to work in a multinational organization and gain in-depth knowledge on the recruitment process and other HR issues of Robi Axiata Limited. I have tried my level best to prepare a representative and reliable report by conducting a qualitative research. Throughout this research, I tried to accommodate as much information and relevant issues as possible and attempted to take after the guidelines you proposed to make this report informative.

I am grateful to you for your direction and kind cooperation at each step of progression. I hope that this report will meet your expected standard.

Sincerely,

Nuren Durdana  
ID: 11204019

## **Acknowledgement**

This research has been a great learning experience for me as I got an opportunity to learn the differences and similarities between the practical work and theoretical concepts. It has helped me to enhance my interpersonal skills and understanding about the working environment in a multinational corporation.

Firstly, I would like to express my gratitude towards the Almighty for empowering me to prepare the report successfully.

Secondly, my gratitude goes to Robi Axiata Limited for selecting me as an intern and providing me with the opportunity to learn from one of the leading Telecommunication Company in Bangladesh through the skilled and expert managers. The learning has been vital and incalculably informative.

Thirdly, at Robi Axiata Limited, I had the opportunity to learn from my line manager, Ms. Rawnak Afroze, Specialist, Resourcing, People and Corporate Division (HR). I must also express my gratitude towards all the other Managers, General Managers and Vice Presidents of all the departments under the HR division of Robi. After my direct supervisor they had been very much supportive and helpful and guided me all throughout.

Lastly, I would like to express my gratitude towards our respected faculty member, Md. Fazla Mohiuddin, Lecturer, BRAC Business School, BRAC University for providing me the proper guidance to complete the whole internship report.

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## **Executive Summary**

This report on “The Recruitment Process of Robi Axiata Limited” begins with an introduction about how this particular topic came into being followed by the objective of this report, the methodology that has been followed to collect data and the limitations that are involved. In the second chapter of this report, an overview on Robi Axiata Limited is provided which includes the consolidated information about the company. The third chapter describes about my job responsibilities at Robi in details.

The fourth chapter of this report defines recruitment, the different types and approaches of recruitment and how important this concept is for any organization. In the fifth chapter, the recruitment process of Robi Axiata Limited has been discussed in details. Chapter six contains the analysis of the organization’s recruitment process followed by the recommendations in chapter seven based on analysis and my personal source of information.

## **Chapter 1: Introduction**

### **1.1 Origin of the Report**

This study has been conducted to analyze and gain an in-depth knowledge about the Recruitment Process of Robi Axiata Limited. At the same time, this report is mandatory for the completion of internship program that is a requirement for attaining the degree of Bachelors of Business Administration under the BRAC Business School of BRAC University. It is a 12 week long program where all the students are placed in different organizations according to their majors or interest to gain a professional experience which helps them to prepare for the future after they graduate from the university. The students are required to carry out different tasks in the workplace related to the departments they have been placed in the organization and the students are referred to as interns. In this way, the interns are provided with the learning opportunity by contributing to the organization through their assigned tasks and responsibilities. Likewise, I was assigned as an intern of the Resourcing Unit under the People and Corporate Division of Robi Axiata Limited where I had to assist in the recruitment procedures of the organization, conduct other HR events and coordinate the internship program of Robi Axiata Limited.

### **1.2 Objective of the report**

#### **Broad Objective:**

To analyze the efficiency and sustainability of the recruitment process of a leading telecom operator.

#### **Specific Objectives:**

1. Analyze interviewee short listing process
2. Examine the interview process planning
3. Analyze department managerial involvement in recruitment process
4. Identify the efficient recruitment process
5. Identify recruitment process sustainability

### 1.3 Methodology

This research is purely a qualitative research and the following methods have been used to obtain data for the preparation and analysis of this report. The sources of data are as follows:

1. Primary Source:
  - Face-to-face interviews and interviews over telephone
  - Observation during work
2. Secondary Source:
  - Company website and other relevant websites
  - Articles and past reports

In this context of the report, Qualitative research was more appropriate than Quantitative research because the latter is used to quantify the problem by way of generating numerical data or data that can be transformed into statistics. This particular method of research includes measurable data to formulate facts. The data collection methods are more structured than that of Qualitative research (Wyse, 2011).

On the other hand, Qualitative Research is used to gain an understanding of underlying reasons, opinions and motivations. It provides insights into problems or helps to develop ideas or hypotheses for potential quantitative research. The data collection methods are unstructured or semi-structured techniques. The sample size is typically small compared to that of Quantitative research (Wyse, 2011).

Since, this report does not include any numerical or statistical data and is purely based on observation, personal interviews and past articles therefore I chose to conduct a Descriptive Research. A Descriptive Research can use the elements of both Quantitative Research and Qualitative Research (<http://www.aect.org/edtech/ed1/41/41-01.html>). In the context of this report, it is a Qualitative Research. This research deals with gaining an understanding of the recruitment process of Robi Axiata Limited, the problems that are involved with it and the ways to overcome those problems. Moreover, I did not use any structured methods to analyze the issue. Additionally, the sample size of this report is very small and includes only the managers and specialists of the Resourcing department and few employees and new recruits from other departments of the organization.

## **1.4 Scope of the report**

This report deals with the recruitment process of a leading organization of the country. Recruitment is a very crucial element of the Human Resource division of any organization. It is the employees who can either take the organization to a whole new level or disrupt the work process and distort the image of a company. Therefore, it is very important to recruit the right people for the right job with the right skills at the right time. Since, this report is about the importance of recruitment and describes recruitment procedures and practices of a leading telecommunication organization therefore this report can be utilized to further improve and design the recruitment process based on the insights and recommendations that have been provided.

## **1.5 Limitations**

The main limitation of this report is the failure to obtain detailed information from the organization due to their policies and confidentiality issues. The second limitation is the lack of appointment of significant tasks. I was mostly assisting all the procedures and had limited access to everything. I did not have much opportunity to witness and observe all the procedures always therefore I had to rely on whatever information I could gather from the personal opinions of the current employees of Robi Axiata Limited. Therefore, there is a significant chance of biasness in this report. Lastly, time constraint is also a major limitation because during my three months internship period it was very difficult for me to spend time on the preparation of this report due to work pressure and office hours. Also, I have started working as a full-time teacher right after the completion of my internship so that made it more difficult for me to complete this report by the allotted time.



## Chapter 2: Overview of Robi Axiata Limited<sup>1</sup>

### 2.1 The Company – Robi Axiata Limited<sup>2</sup>

Robi Axiata Limited is perceived as one of the recognized telecommunication companies in Bangladesh - a joint endeavor organization concerning Axiata Group Berhad of Malaysia and NTT DOCOMO Inc. of Japan. In 1997, Robi propelled its operation as Telekom Malaysia International (Bangladesh) and marked them as "Aktel". Be that as it may, the organization rebranded themselves to "Robi" in 2010 and Robi Axiata Limited was conceived. Robi is enabling more than 24 million individuals all through Bangladesh by its solid method and consistent system network. Termed as 'the most dynamic and quickly developing telecommunication company in Bangladesh', it is progressively meeting client needs by building up the quantity of administrations going from voice quality and rapid Internet administrations to redid information transfers arrangements, and so forth.

As per their site, Robi assembles the universal capability from Axiata and NTT DOCOMO Inc. Administrations bolster 2G and 3.5G voice, CAMEL Phase II & III and 3.5G Data/GPRS/EDGE administration utilizing rapid web network. Its GSM administration is focused on a solid system structure and propelled innovation. Robi associates 600 administrators crosswise over more than 200 nations, making the most stretched out International Roaming scope in Bangladesh. Value Added Services (VAS), quality client care, computerized system security and adaptable tariffs are a portion of the client driven arrangements worked by Robi.

Till 2012, Axiata Group and its forerunner Telekom Malaysia together have contributed around BDT 11,000 crore as value as equity as it began its trip in 1996. In expansion to that, the organization has financed almost BDT 10,000 crore to the Bangladesh Exchequer at the same time.

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<sup>1</sup> Corporate. (n.d.). Retrieved June 2016, from <http://www.robi.com.bd/en/corporate>

<sup>2</sup> Company Profile. (n.d.). Retrieved June 2016, from <http://www.robi.com.bd/en/corporate>

Robi is committed to its clients as far as giving the best data and voice quality, in this manner keeping on guaranteeing the best experience through cutting edge innovation and spearheading items and administrations with about 100% populace scope.

## **2.2 Shareholdings<sup>3</sup>**

Axiata Group Berhad and NTT DOCOMO INC. separately own 91.59% and 8.41% of the joint endeavor organization – Robi Axiata Limited.

Axiata is known as a developing Asian telecommunication company pioneer with its major impact in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia as indicated by the official site of Robi. Recorded on Malaysia's stock trade (Bursa Malaysia), the Malaysian developed holding organization has 120 million versatile endorsers in Asia including its backups and partners with key operations in versatile and non-mobile telecommunications interests in India, Singapore, Iran, Pakistan and Thailand.

Serving more than 56 million clients, NTT DOCOMO INC has turned into the world's driving mobile communication organization and is recognized as Japan's biggest mobile communication organization by dispatching world's initial 3G mobile services in 2001. The world's most prominent email/Internet services utilized by 48 million individuals called i-mode is offered by DOCOMO alongside other assortments of cutting edge multimedia services. In addition, DOCOMO cellular phones containing capacities, for example, credit- card and e-wallet have turned out to be profoundly ingenious apparatuses with regards to everyday life use.

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<sup>3</sup> Shareholders. (n.d.). Retrieved June 2016, from <http://www.robi.com.bd/en/corporate/shareholders>

## 2.3 Principles and Purposes<sup>4</sup>

An organization should be based on a few qualities or rules that it has confidence in and is focused on. Robi takes after three directing standards and they are expressed beneath:

**Uncompromising Integrity**

**Customer at the Centre**

**I Can, I Will**

*Figure: Guiding Principles of Robi*

**Source:** [www.robi.com.bd](http://www.robi.com.bd)

### **Uncompromising Integrity**

Robi is resolved to be lawfully, morally and ethically right, whilst guaranteeing decency and trustworthiness in its activities. It supports open exchange through listening and understanding and is energetic with respect to seeking after its convictions. Treating others with nobility at the same time, esteeming and profiting by assorted qualities is the thing that it depends on. It remains responsible for its activities and practices taking after its representatives, clients, shareholders and the working groups. It is bold through sharing its work and refining itself from the mistake in its ways while watching and keeping up its Code of Conduct.

### **Customer at the Centre**

Robi is dedicated to guarantee worth, quality and fulfillment by being a client driven

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<sup>4</sup> Principles & purpose. (n.d.) Retrieved from June 2016, from <http://www.robi.com.bd/en/corporate/principles-purpose>

organization. It tenaciously underscores on building idealistic encounters at each wake, deal and post-deal. It trusts that its basic ways will help clients to learn and give support at whatever point required while it will keep on pursuing creative arrangements without getting occupied to give quality to them. Moreover, it surpasses its contenders by connecting more with its clients to know and nurture their requests.

### **I Can, I Will**

Robi guarantees that its belongings yield sought results by seizing and executing the privilege opportunities on time. It endeavors towards greatness by going past its extension and taking the right measures as far as guaranteeing conveyance of results without holding up to designate obligations. in spite of going an additional mile to bring achievement, Robi too accentuates on having the valor to say and do what it takes to guarantee precisely that.

## **2.4 Key Achievements<sup>5</sup>**

According to the Robi Axiata Limited's site, in 2014, it was given the 5th Best Employer of the Year grant at the 22nd HRD Congress.

Additionally, accomplishing grants in the classifications of Talent Management, at the 22<sup>nd</sup> World HRD Congress in 2014, the 5th Best Employer of the Year went to Robi Axiata Limited. From fabulousness to significance, Robi comes to yet another historic point in its endeavor as per the "Key Achievements" activity in best HR technique in accordance with Business and Global HR Strategy which further reinforced its faith in heading towards the right course. The World HRD Congress consists of HR experts from over 100 countries around the world. As per the World HRD Congress Advisory Council, this honor has been named as a standout amongst the most sought-after HRD Congress occasions and battled for by enterprises far and wide. Fruitful execution of such a large number of HR activities at Robi Axiata Limited is the thing that inspired the Jury board. The appraisal method of the reward includes a preparatory screening by the Academic Council after which a Professional Council surveys the screening further.

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<sup>5</sup> Key Achievements. (n.d.). Retrieved June 2016, from <http://www.robi.com.bd/en/corporate/achievements>

Robi's goal was to set down an 'execution driven society' strengthened by its managing standards as specified above and its prosperity lay in the all encompassing methodology of setting down people practices, tending to influenced execution of all empowering agents regarding association structure, resourcing, execution administration or learning and advancement. It built up a HR technique tending to all the previously stated units as well as Integrity and Ethics and Employee Management.

Robi marched along an average of 20% income development since its change in 2010, recapturing the No. 2 position in terms of revenue growth and has been marked as one of "the top three employers of choice in the nation". At the 10th Frost & Sullivan Asia Pacific ICT Awards, it likewise procured "the Emerging Market Service Provider of the Year Award".

Robi trusts that its prosperity can't be characterized by a simple chance but instead by carefully crafted strategies, through precisely made techniques to bolster and surpass the necessities of the moving industry that it has expected, changed and actualized its people strategy utilizing demanding procedures and practices.

Robi expects to make itself one stride further from excellence to greatness concerning organization execution and industry parameters and opposes to be restricted to the No. 2 position. It needs to surpass in all execution strictures to pick up the title of the leading telecom administrator in the nation holding a solid neighborhood legacy. It has put itself among the Global High Performing Companies for excellent execution and uncompromising trustworthiness, while staying consistent with its corporate image esteem – ignite the power within its own people.

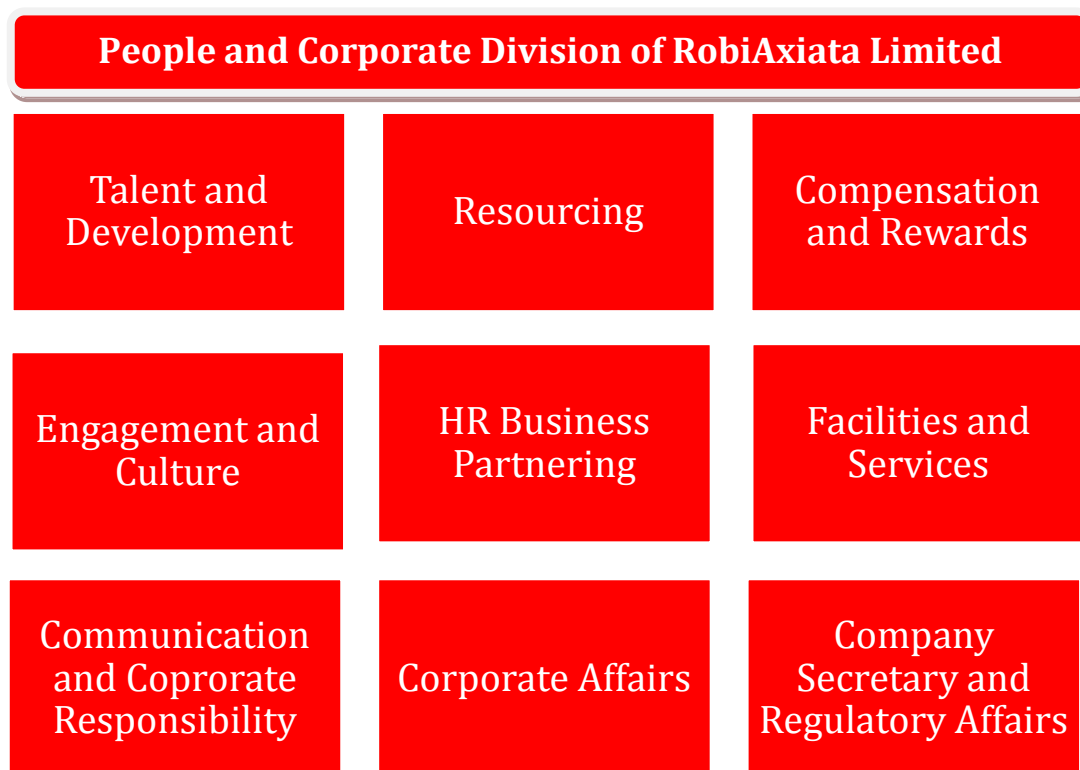
## **2.5 People & Corporate Division of Robi Axiata Limited**

Robi comprises of various divisions among which People Corporate are one of the critical divisions. This division is the Human Resource division of the organization and includes nine littler divisions or units. Every division or unit is driven by a Vice President furthermore comprises of a general manager, managers and specialists as the Vice President's subordinates. Every one of them cooperates by sitting alongside each other on

an open floor for viable correspondence among themselves and different employees from different divisions and departments. This specific division, prominently known as P&C inside the organization is committed to comprehend and guarantee the effectiveness of the human advantages to run the organization viably. P&C decides the right methodologies and practices adjusting to the organization's way of life and execution while keeping up an appropriate and sound relationship among every one of the employees of different units over the association. The center units under the P&C division are as per the following:

1. **Talent &Development:** This unit manages the preparation and advancement of the Robi employees. It gives different day long preparing projects and sessions on distinctive angles, for example, trust and morals, programming and its application at work environment, presentation aptitudes, changing day by day propensities etc. It extraordinarily grooms skilled representatives and consider them as organization resources.
2. **Resourcing:** This unit is in charge of enrolling the most reasonable gifts for the right occupation. Beginning from assistants to general chiefs, this division manages all sorts of enlistment. They likewise keep up proficient contact with a few educational institutions and recruitment agencies to increase and enhance their pool of candidates.
3. **Compensation and Rewards:** This unit manages the readiness of pay and advantages structure of the Robi representatives alongside their performance appraisal. This unit likewise guarantees that every one of the employee's personal data and private reports are recorded and documented appropriately.
4. **Engagement and Culture:** This specific unit amongst the various units under P&C is the most self-inspired one. It is committed towards representative engagement, motivational occasions, world renowned consultancies and studies. This unit guarantees a dynamic and secured working environment for all the Robi representatives.
5. **HR Business Partnering:** This division acts as a bridge between Human Resource division and different divisions of the organization. It manages the enlistment of those divisions furthermore takes care of any matter with respect to the concerned division. This unit comprises of Market Operations, Digital Services, Finance, Technology, Enterprise Project Management Office, Internal Audit and People and Corporate.

Other than the previously stated five center units which fall under the “People” of People and Corporate division, the “Corporate” part consists of four extra units. This part in the division involves Facilities and Services, Communication and Corporate Responsibility, Corporate Affairs and Company Secretary and Regulatory Affairs. The Chief Corporate and People Officer’s office screen the exercises of the particular division.



**Figure: Units under People and Corporate Division of Robi**

**Source:** Fuad, S. (n.d.) *Internship Report on Designing a Lean Recruitment Process at Robi Axiata Limited*

## Chapter 3: Job Responsibilities at Robi Axiata Limited

As an intern of People and Corporate Division I had to perform tasks that are mainly related to Human Resource Management and specifically Recruitment since I was assigned to the Resourcing department of that division. My job responsibilities at Robi consisted of the following:

1. **Intern Recruitment:** This included the short listing of received CVs, calling the short listed candidates for interview, assisting my line manager or any other resourcing manager during interview sessions, assisting them to short list the candidates for final selection, preparing the internship appointment letter to be sent to the selected candidates' respective institutions, calling the candidates to let them know and congratulate them for their final selection on behalf of Robi and lastly escorting the interns to their respective departments and introducing them to their assigned line managers on the day of their joining.
2. **Joining of interns:** Along with accompanying the interns on their first day, the process of joining also includes handing them over attendance sheets for the entire period of internship to keep with themselves for maintaining their attendance and some documents of confidentiality that they require to sign and also has to get the signature of their respective line managers before returning those to the resourcing department.
3. **Preparing experience letters for the interns:** Experience letter or Internship certificate as popularly known is prepared right after the intern completes his or her tenure in the organization. This preparation of letter takes place in Robi only after the intern has submitted his or her internship report to the Resourcing department. The experience letters state the name of the projects the interns have worked on during their stay in the organization and also a note of appreciation. I had to prepare that letter and get it signed by our department's vice president before giving it out to the interns.
4. **Carrying out the responsibility of Head of Interns:** It is one of the main duties of



the Resourcing unit intern to act as an intermediary between the department and all the interns. It includes solving any intern related issues such as permission of leave, absence from work, extending their internship period if required, taking care of any difficulties that they are facing in their respective departments and reporting it to the HR and keeping track of their attendance.

5. **Assisting in preparing and disbursing intern salary:** Another important responsibility of the Resourcing unit intern is the preparation of interns' monthly salary. All the interns are required to submit their attendance sheet to the Resourcing unit at the end of month. The attendance log contains the total number of working days in a month plus the days the interns were present. If anyone is absent on any day that has to be marked in the attendance sheet and the reason has to be mentioned in the remarks section of the attendance sheet. In case of severe absence issues application is required to be submitted to the resourcing unit signed by the intern's respective supervisor. Salary is calculated according to the number of days the intern was present at work in the given month. After this a salary sheet is prepared which is sent to the Finance division along with all the attendance details of interns for carrying out general procedures and then once all the formalities have been completed the salary is withdrawn and distributed among the interns.
6. **Maintaining and updating intern database:** A database is maintained for all the interns who have worked at Robi. It includes all the details such as full name, contact number, e-mail address, residence address, educational background, name of projects assigned to, supervisor details and period of internship. Every time a new intern is recruited this database has to be updated by including the aforementioned details of the current intern for keeping record as well as for further reference if and when required.
7. **Preparing database for other shortlisted candidates:** Apart from maintaining the database of interns, I have also prepared the database of shortlisted candidates for permanent employment positions such as Territory Managers, Regional Managers, Territory Executives, Specialists, etc. I used to extract and update certain details that were required to maintain the record after the CVs would have been screened and shortlisted by the respected managers or specialists of the department.

8. **Informing the candidates:** When the short listed candidates made it to the second phase of the recruitment process which usually required them to sit for a written exam or online test for the position they have applied for, my duty was to call them and congratulate them for proceeding to the second phase along with informing them about the date, time and venue of the exams or online tests.
  
9. **Coordination of interviews and Invigilation of exams:** During interview sessions I had to assist my supervisor to conduct those sessions and also had to assist her for invigilation during written exams and online tests.
  
10. **Personnel Filing:** When the candidate has been finally selected after all the recruitment procedures, the person is required to submit certain documents to Resourcing unit such as academic certificates, personal details information, photocopy of national ID or passport, release letters from previous employers, etc. The selected candidate is also required to sign different documents of confidentiality and also has to undergo pre-employment medical examination. All these paper works are prepared, recorded and labeled according to each of the new joiners in their personal files. This is known as personnel filing.

## **Chapter 4: Literature Review**

### **4.1 Recruitment**

Recruitment is the process of finding and hiring the best-qualified candidate from within or outside of an organization for a job opening in a timely and cost effective manner (<http://businessdictionary.com/definition/recruitment.html>). It is a linkage activity bringing together those with jobs and those who are seeking jobs. According to Edwin B. Flippo, “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization” (Chand, 2012).

### **4.2 Recruitment Process**

The Recruitment Process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring and integrating the new employee to the organization. The scientific recruitment process leads to higher productivity, better wages, high morale, reduction in labor turnover and enhanced reputation. Hence, it is a positive process (<http://www.businessdictionary.com/definition/recruitment.html>). However, according to, Edwin B. Flippo, it is both a positive and a negative process. He says, “It is often termed positive in that it stimulates people to apply for the jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired” (Chand, 2012).

### **4.3 Benefits and Importance of Recruitment:**

- I. Recruitment helps to create a pool of talented and potential candidates to add value to the organization.
- II. Recruitment helps to increase the pool of job seeking candidates at minimum cost.
- III. Recruitment increases the success rate of selection process by decreasing number of visits of under qualified or over qualified candidates.
- IV. Recruitment helps to identify and prepare the potential candidates who will be

appropriate for the applied job position.

- V. Recruitment helps to find employees who fit the organization's culture.

#### 4.4 Types of Recruitment<sup>6</sup>:

Recruitment is mainly of two types:

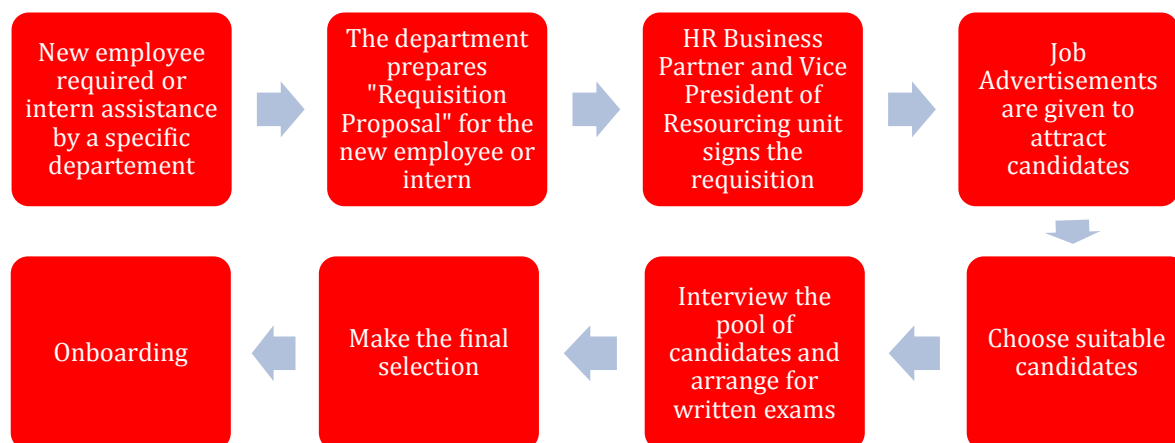
- i. **Internal Recruitment:** It takes place within the organization. It saves time, money and effort because the recruitment process occurs among the existing employees of the organization. This might be in the form of transfer, promotion or re-employment of ex-employees. Other sources of internal recruitment include assigning temporary employees to contractual period or making the employment permanent and also providing the retired employees for freelancer position.
  
- ii. **External Recruitment:** It takes place outside the organization. Though it requires lot of time, money and effort but it creates an opening for innovative ideas and improvement and also potential candidates with unique abilities that eventually help an organization to grow and achieve success. Sources of external recruitment include advertisement in job portals, social media recruitment, newspaper advertisements, campus recruitment, walk-in-interviews, recruitment agencies or head hunters and employee referrals.

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<sup>6</sup> Retrieved July 2016, from <http://www.managementstudyguide.com/types-of-recruitment.html>

## Chapter 5: Recruitment process of Robi Axiata Limited

Steps followed by Robi in their process of recruitment are discussed in details below:



### **Step 1: New employment or intern assistance required by a specific department.**

The process of recruitment initiates only when there is demand for new employees or intern assistance in a particular department. The demand may create due to shortage of employees or due to the need for people with innovative ideas that would add value to the organization.

### **Step 2: The particular department prepares “Requisition Proposal” for the new employee or intern.**

Once it is decided that a given department is in need of new employees or interns, a requisition proposal is prepared to be sent to the HR Business Partner for that particular division. The proposal contains signature of the concerned manager and vice-president of the department.

### **Step 3: Requisition proposal requires the signature of the HR Business Partner and the Vice President of Resourcing unit.**

Once the requisition proposal is sent to the HR Business Partner, the person goes through the proposal, signs the paper and sends it to the Vice President of Resourcing unit for final check.

The Vice President provides the final signature before transferring it to the recruitment managers in order to carry out the further procedures.

#### **Step 4: Give Job Advertisements to attract candidates.**

The recruitment managers post advertisements in their own portal or third-party job portals to get more applicants. At the same time, they go through their old database of the applicants to check whether any of them match the job criteria.

#### **Step 5: Choose suitable candidates.**

After receiving all the resumes of applicants, the managers screen those and short-list candidates for written exams or interviews or both.

#### **Step 6: Interview the pool of candidates and arrange for written exams.**

Once the candidates have been shortlisted, they sit for written exams which are mainly aptitude test and contain questions from English, Mathematics and Analytical Ability. When a candidate passes the exam, he or she is called for an interview. The recruitment managers conduct those interview sessions and mark the candidates based on the pre-determined criteria by the Resourcing unit.

#### **Step 7: Make the final selection of candidates.**

After consolidating the outcomes of both the exam and interview, the candidates are finally selected.

#### **Step 8: On-boarding**

Once the candidates are selected, they are given a joining date. On that date, the new joiners are welcomed and an orientation takes place where they are formally introduced to the organizations. They are provided with personal laptops, new Robi phone connection and official passwords. Few confidentiality papers are signed by them and salary accounts are created in Standard Chartered Bank. After all the formalities have been completed, the new joiners are taken to their respective workstations to meet their line managers and other colleagues.

## Chapter 6: Analysis

This chapter provides a comparative analysis of the recruitment process among Robi and two other leading telecom operators of the country which are Grameenphone Ltd. and Banglalink. Apart from this comparison, few aspects of Robi's recruitment practices have also been compared with that of Microsoft and Vodafone UK. The aforementioned comparative analysis along with personal observation throughout the internship period will help to provide insights on the weaknesses and strengths of Robi's Recruitment Process. The previous chapter has already talked about the steps followed in the recruitment process of Robi Axiata Limited. The recruitment processes of Grameenphone Ltd. and Banglalink have been provided below:

### 6.1 The Recruitment Process of Grameenphone Ltd.<sup>7</sup>:

The following steps are carried out in the recruitment process:

- Step1:** Identify the need to recruit
- Step2:** Recruitment Budget
- Step3:** Advertisements-Online and Newsprint
- Step4:** Initial Screening
- Step5:** Written Test
- Step6:** Interview
- Step7:** Reference Check
- Step8:** Medical Examination
- Step9:** Appointment and Orientation

### 6.2 The Recruitment Process of Banglalink<sup>8</sup>:

The following steps are carried out in the recruitment process:

- Step1:** Requisition
- Step2:** Collection of hiring information after checking the budget
- Step3:** Planning of how to announce openings, to collect CVs and conduct different tests and interviews.

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<sup>7</sup> Houque, N. P. (2013). Internship Report on Employee's Perception about HR functions in Grameenphone Ltd.

<sup>8</sup> Chowdhury, N.H. (2015). Internship Report on Recruitment Process of Banglalink

**Step4:** Job Advertisement

**Step5:** Resume Compilation

**Step6:** Call for tests and interviews

**Step7:** Initial Interview

**Step8:** Final Interview with the Head of Department

**Step9:** Medical and Physical Examination

**Step10:** Permanent Job Offer

By comparing the recruitment process of Robi with its top two rivals in the country, it can be seen that there are not much differences among the recruitment process of these three telecom companies of the country. However, there are some subtle differences among the recruitment processes of these three organizations. If Robi and Grameenphone Ltd. are compared it can be deduced that they are following exactly the same steps during their recruitment process. Though, Recruitment Budget Planning and Medical Examination have not been mentioned specifically in the previous chapter which talks about the recruitment process of Robi. Therefore, it should be mentioned that, the budget planning of Robi is done in Step3 after the HR Business Partner receives the requisition proposal from a certain department and before it is been finally signed by the VP of Resourcing Unit for further processing. On the other hand the Medical Examination or “Pre-employment medical examination” as called in Robi is carried out between Step7 and Step8 i.e. between the final selection and on boarding of employees. When compared with the recruitment process of Banglalink, few differences have been identified. The first one is that there is no planning on how to conduct different tests or interviews for different job positions in Robi. The written tests and the interviews are same for all the candidates irrespective of the positions or departments they have applied for. However, Banglalink has a different step in which they plan what kind of tests should be conducted for what kind of candidates. There is a variation in their assessment process which Robi lacks in. The other difference between Banglalink and Robi is that Banglalink ensures to conduct two interviews and the final one is conducted in the presence of the departmental head. This is one of the biggest drawbacks of Robi. Robi usually conducts only one interview and most of the times there is no presence of the head of department which causes a lot of disruptions in various aspects which have been discussed in details in the weaknesses section of the Recruitment Process of Robi. Apart from these two differences, all the other steps are exactly similar in the case of these three top competitor companies in the Bangladesh Telecom Industry.



From the above discussion, it can be understood that Robi follows a recruitment process just like most other organizations in the country. Though, the process is a conventional one but it still is effective for the organization or else Robi would not have been awarded in the World HRD Congress as the “5<sup>th</sup> Best Employer”. However, there are certain drawbacks in every organization and Robi has those too.

### **6.3 Weaknesses of the Recruitment Process of Robi Axiata Limited:**

To start with, when the recruitment managers are required to recruit new employees, they concentrate more on attracting fresh candidates which is great in its own way because it shows that Robi is willing to embrace new talents since it adds value to the organization. However, Robi also maintains a database with all the details of candidates who have applied to Robi at least once but for some reason did not join the organization. This record of past candidates can also provide a pool of potential candidates if their qualifications match the criteria of the job position for which Robi is recruiting. If the managers check this database before going for fresh applicants then they will be able to save both time and money.

Secondly, when the recruitment managers seek for internal employee referrals, they stick to only the division’s employees for which they will be recruiting. This somehow slows down the process. Instead of this, they can opt for companywide employee referrals to make the process faster and more effective.

Thirdly, the written exams that are conducted during the recruitment process are very generic. Anyone with a good basic knowledge of English and Mathematics can ace the exams. The difficulty level of these exams is not up to the mark and is same for all the candidates irrespective of the job positions they have applied for. Someone, who has applied for a marketing position has to attempt the same questions as those of the person who is an engineer and has applied for a position in the Technology division of Robi.

Fourthly, during interviews, the candidates do not face many questions regarding the knowledge they have in their own field of study or the position that they have applied for. Usually, the interviews are more like formal conversations which start with candidates’ educational and family background, why they have chose to study in a particular field, what

they know about Robi, why they want to work for Robi and such. The same questions are also asked to an intern. This is to some extent alright because not much is expected from an intern but when it comes to recruiting employees the interviews should be designed in a better way since there is a lack of situational-based questions.

Another important point that should be mentioned over here is the absence of departmental heads or line managers during interview sessions. Most of the time, it has been noticed that the recruitment managers are the only people conducting the interviews. No other managers from other departments are present. For example, if Finance division is in need of new employees and for that division the recruitment managers have shortlisted the candidates then someone from that division should be present during the interview. A recruitment manager might not always be familiar to the technical terms or way of work in the Finance division. However, if a line manager from that department or division is present then there are narrow chances of communication gap between the interviewee and the interviewer. Both the parties will have a good understanding of each other's expectation and potential which is very important while working together in the long run.

It has also been seen at times that due to this absence of departmental managers, a recruitment process had to be repeated. The reason behind this is the candidate whom the resourcing unit has selected was not fit for the working environment of that particular department. Hence, the resourcing unit's previous recruitment process resulted in a waste of time, money and effort and also disruption in the work process.

Lastly, the interviews are usually one-to-one sessions i.e. it consists of one interviewer and one interviewee. There is no such thing as Group Discussions through which the recruitment managers can observe a candidate's leadership abilities or interpersonal skills.

#### **6.4 Strengths of the Recruitment Process of Robi Axiata Limited:**

Firstly, Robi follows mixed methods of recruitment. It does not only stick to one method in order to recruit employees. Rather, Robi resorts to its corporate website, its own job portal, newspapers, third party portals and social networking sites, head hunting agencies, career fairs and employee referrals which help the company to attract a better pool of talented candidates for all the job positions. According to Microsoft's "Mixed Model" Recruitment,

the best recruitment results are achieved through flexible and combining various approaches, to broaden the reach to diverse groups of potential applicants. Microsoft believes that the recruitment methods used need to be tailored to each job vacancy and that one size certainly does not fit all. Microsoft advertises their vacancies on their corporate website but also use a range of additional recruitment methods including recruitment agencies, job boards, technical journals, searching internet resources and occasionally newspaper advertising (Public Appointments Service, 2006). In the same way, Robi believes that only one method of recruitment will not yield best results and will not help the organization to attract a large number of potential candidates.

Secondly, Robi religiously follows e-Recruitment practice to recruit eligible candidates for the organization. In this digital era, e-Recruitment plays a very crucial role and is currently a top choice of recruitment method for any organization around the globe. According to the Cap Gemini Survey that has been conducted in UK back in 2004, it was found that nearly all respondents (91%) stated that they were either using or planning to use the internet for some aspect of the recruitment process. Four in ten (39%) indicated that online recruitment is a “very important” part of their overall recruitment strategy. 26% indicated that it was “quite important” while 33% indicated that it was of “emerging importance”. Only one respondent considered online recruitment of “no importance” and it was found that private sectors were engaging more in e-Recruitment than the public sectors (Public Appointments Services, 2006). E-Recruitment, also called as Online Recruitment, is the process of hiring the potential candidates for the vacant job positions, using the electronic resources, particularly the internet (<http://businessjargons.com/e-recruitment.html>). Robi consistently updates any job opening in their company website, job portal and linked in profile to attract as many potential applicants as possible. Since, today’s world is highly depended on the internet especially social networking sites, it helps Robi to gather 70% of its applicant through this particular recruitment method. Apart from getting more suitable applicants, the main drivers of e-Recruitment are cost effectiveness, speed and efficiency, employer branding and improved quality of candidates (Public Appointments Service, 2006). By following this recruitment method Robi is being able to save time and money while receiving potential resumes.

Thirdly, Robi focuses on people who fit organization’s culture and values. According to the Resourcing Specialist and my line manager Ms. Rawnak Afroze, “Robi does not look for the Best Resource. Robi looks for the Best Fit”. This statement shows that Robi prefers

candidates who can adjust with the organizational principles and purposes, who can blend in with their supervisors, peers and subordinates and align their personal goals with the organizational goals. According to the Resourcing unit, people who fit the organization's culture add more value to the organization because they feel more connected to the organization since they share the same values and principles as that of the organization which motivates them to go extra mile and achieve the company goals. Such people help an organization to grow rather than people who are the best in the field but unfortunately have conflicts with the organizational culture, principles and purposes.

Fourthly, Robi resorts to SHL online tests for the recruitment of their management trainees or graduate trainees. It is one of the strengths of Robi specially when it comes to recruiting the company's graduate trainees. SHL online tests are actually talent measurement tests. SHL Group Limited which is an UK based company provides talent measurement solutions. It offers science-based assessments, benchmark data, technologies and consultancy services that help organizations to assess, select and develop right people for the right roles. The company provides tools for talent acquisition in the areas of volume recruitment, graduate recruitment and managerial and professional hires. SHL Talent Analytics provides data to drive talent decisions that improve business performance. In addition, it offers online assessments in the areas of aptitude, personality/behavior, knowledge and detailed description (<http://www.bloomberg.com/research/stocks/private/snapshot/>). One such assessment test by SHL is called the DSI or the Dependability and Safety Instrument. This particular test is conducted as the first phase of graduate trainee recruitment at Robi. This test helps to understand how dependable and reliable the candidates are and also whether they are customer centric and able to work in a team. This DSI test was also used by Vodafone UK for the recruitment of their call centre executives since there was a large pool of applicants to choose from. Business Psychologist-Human Resources, Carole Driver of Vodafone UK focused on raising the quality of the recruitment process in key areas including: updating selection and assessment methods, innovation in practice and improving the candidate experience. Hence, as a solution Vodafone UK chose the DSI (SHL Case Study, 2008). In the context of Robi, DSI test scores help to screen and short list a huge number of applicants fast and effectively for the second phase while giving an initial idea about few of their personality traits which are very crucial for any employee in any workplace.

The next strength of Robi's recruitment process is the focus on candidates with the "can-do" attitude. There are some candidates who might not have the highest standard of skills but with proper training they can be improved because they have the zeal in them to take up challenges and be committed towards their work. Such people will work hard to accomplish given tasks and will not give up in the midway. This kind of people add more value to the organization rather than people who are highly skilled but not willing to get out of their comfort zones.

Lastly, Robi focuses on the spirit of teamwork in a candidate and also focus on the "soft skills" of a candidate along with the "hard skills". During interview, the resourcing managers casually talk about the candidates' previous colleagues and what is their take on teamwork and through their answers the recruitment managers can understand whether the candidate is able to work as part of a team or prefer working alone. Team spirit is a crucial matter and people who lack in that have a hard time working in groups. The "soft skills" of a candidate like communication skills, interpersonal skills, leadership skills, emotional empathy and such are brought under consideration along with the candidate's "hard skills". Striking a proper balance between these two types of skills is essential in the workplace and Robi always maintains that balance while choosing candidates for the organization.

## Chapter 7: Recommendations

Below are some recommendations that have been proposed in order to improve the current recruitment practices of Robi Axiata Limited to make it more effective and gain a competitive edge over other telecom companies in the country:

- i. Robi can conduct more situational-based interviews. If they put the candidate in a particular situation, it will help them to gain a better understanding of that person's approach to certain problems. Through such interviews, a candidate's decision-making skills and problem-solving skills can be observed.
- ii. Robi can arrange Group Discussions where a group of candidates will be given a particular topic to discuss about. Through this the recruitment managers can observe which of the candidates are more outspoken and extrovert and who the shy ones are. This kind of discussion will aid in gaining an understanding of candidates' leadership abilities. At the same time, the candidates' interpersonal skills can be observed based on how they react to opinions of other people.
- iii. Robi can consider past candidates during recruitment in order to save time and money. If the recruitment managers go through the records of candidates who have previously applied to Robi, then they can easily extract their qualifications and match with the criteria of the given job position. In this way, they might end up getting a pool of potential candidates in a faster and cheaper way.
- iv. Departmental heads should be actively present throughout the entire recruitment process for effective selection of employees. Otherwise, at times the entire recruitment process has to be repeated because after the final selection, the departmental manager realizes that the employee is not right for the job. This results in a waste of time, money and effort.
- v. Robi can follow a lean recruitment process. The Lean Just-in-Time Recruiting strategy is the process of identifying an organization's talent needs and

identifying, acquiring and retaining talent for those needs only. This will help to combat “over processing” and “over production”. Over processing occurs when more work is done than required. At times it is seen that the recruitment managers engage themselves too much in the screening, short listing and maintaining relationships with candidates but ultimately some of these candidates are not even considered for interview. This is a complete waste of time and does not benefit the organization in any way. On the other hand, over production occurs when the supply of candidates is greater than the demand for new employees. When the recruitment managers attract, and engage more candidates than required it actually leads to a waste of time and effort. Moreover, it gets quite difficult to handle so many candidates at the same time and also to respond to everyone’s queries (<http://booleanblackbelt.com/2011/02/what-is-lean-just-in-time-recruiting/>).

- vi. Robi can drive referrals as a companywide initiative. For example, when Marketing division is searching for new employees, internal employee referrals are considered from within that particular division only. So, at times the search based on these referrals is not fruitful. Therefore, if the employee referrals are driven as a companywide initiative then there are better and faster chances of finding suitable candidates.
- vii. Robi can use Dependability and Safety Instrument (DSI) in the recruitment of all the job positions along with that of the Graduate Trainee. This test will help Robi to identify candidates who are dependable and reliable and also who are customer centric and a team player. These personality traits play vital roles during the recruitment of people for the organization. Moreover, the test is usually conducted in the first phase of recruitment which helps to speed up the process of screening for the second phase and also makes the assessment more effective.
- viii. Robi can carry out Recruitment Process Auditing at regular time intervals through which they can determine (<http://legacybowes.com/latest-blog-posts/entry/recruitment-a-selection-audits-start-with-this-nine-step-checklist-.html>):
  - Whether the job descriptions are up to date.
  - Whether the salary framework is equitable and at market rate.

- Whether the jobs and work environment have been described accurately.
- Whether the candidate search strategies are effective.
- Whether the proper screening techniques are being used.
- Whether the interview standard is up to the mark.
- Whether the steps involved in the interview process is adequate enough.
- Whether the right tools are being used to assess the candidates.
- Whether the employment agreement is up to date and is clear to both parties.



## Chapter 8: Conclusion

Robi Axiata Limited is one of the leading telecommunication companies in Bangladesh. The company tries their best to give the paramount service to their customers. It is improving and growing at a faster rate than any of its competitor companies day by day. This is the first company that introduced 3G network in Bangladesh. Other than that, they provide innovative products and services to their end users. Through their 24 hour services they have won the hearts of millions of customers. The employees put their best effort to provide excellent service to the Robi users to gain their customers' complete faith. The biggest acknowledgement lies in the 22<sup>nd</sup> World HRD Congress 2014's 5<sup>th</sup> Best Employer of the Year Award. This implies that Robi Axiata Limited is following the right path towards success.

Robi usually follows strict rules and regulations and carefully crafted strategies to chose and select the right candidate for the right job at the right time. This is highly essential for the company's success. The Robi HR makes sure that teamwork is fostered in every department of the organization for a better future. The key to have an efficient organization is to conduct an effective recruitment process by improving and updating the procedures continuously.

To conclude, Robi should keep up the way it strives to provide the best opportunities for its customers and at the same time should also concentrate on their recruitment practices in order to select the best and most suitable talents for the organization's successful escalation.

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