

Report On

“Assessment of the selection & recruitment processes for the sustainable development of Banglalink Digital Communications Ltd.”

Submitted by:

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

BRAC Business School
BRAC University
22nd June' 2022

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Declaration

The following declaration is made:

- While pursuing a degree at BRAC University, I have submitted an internship report that is my own unique work.
- Any material accepted or submitted for a separate degree or diploma at a university or another institution is not included in the report unless it is properly credited with complete and exact referencing.
- The report does not include any previously published or written content by a third party.
- I have acknowledged all key sources of assistance.

Student's Full Name & Signature:

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Md. Shamim Ahmed, Lecturer,

BRAC Business School,

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Letter of Transmittal

Md. Shamim Ahmed,
Lecturer,
BRAC Business School,
BRAC University,
66 Mohakhali, Dhaka-1215

Subject: Submission of Internship Report on “Assessment for the selection & recruitment processes for the sustainable development of Banglalink Digital Communications Ltd.”

Dear Sir,

It brings me great pleasure to present the internship report I made for BRAC University's BRAC Business School as part of my Bachelor's program. Over the last three months, I worked hard to complete my internship program at Banglalink Digital Communications Ltd.

I was able to distinguish between real-life work and theoretical principles during my internship period at Banglalink Digital Communications Ltd. Furthermore, the internship provided me with an excellent opportunity to learn about corporate life. I hope you find the internship report useful and trustworthy. Because the internship was only three months long and there was a lot of strain at work, the report had to be produced quickly. As a result, there may be some inconsistencies in the report. As a result, I humbly beg that you consider this subject.

I'd want to take this opportunity to thank you for all of your help and advice, which I expect to continue to receive in the future. Meanwhile, I am always accessible to answer any queries you may have.

Sincerely,

Khatun A Jannat Chowdhury,
Student ID: 18104214,
BRAC Business School,
BRAC University,

Submission date: 22nd June' 2022

Non-Disclosure Agreement

This agreement is established and entered into by and between Banglalink Digital Communications Ltd. and Khatun A Jannat Chowdhury, a student at BRAC University, for the purpose of preventing unauthorized exposure of the organization's confidential information.

...Khawja Sabree Huda....

Banglalink Digital Communications Ltd.

...Khatun A Jannat Chowdhury.....

Khatun A Jannat Chowdhury

Acknowledgement

To begin, I'd want to express my gratitude to Md. Shamim Ahmed Sir, my academic supervisor, for guiding me through the completion of my whole report and keeping my progress on track. Because of the invaluable insights Sir supplied me during the process, I was able to complete the entire report without difficulty.

Second, I want to express my gratitude to Mr. Khawja Sabree Huda, my on-site supervisor at Banglalink Digital Communications Ltd., for providing me with professional support and the data I required to finish my internship report. In addition, I'd want to thank each and every one of my colleagues at Banglalink Digital Communications Ltd. for their unwavering support throughout my trip.

Thank You.

Sincerely,

Khatun A Jannat Chowdhury,

Student ID: 18104214

Executive Summary

During my three-month internship, I worked in the HR Service Delivery team of Banglalink Digital Communications Ltd.'s Human Resources and Administrations Department. This paper offers in-depth study on the selection and recruitment processes of employees, which can assist the business in selecting qualified candidates for the job. From January 16th, 2022, to April 16th, 2022, I was assigned work that not only immersed me in the real world of business, but also broadened my understanding of how some of Bangladesh's leading telcos organize their human resources activities in the most efficient manner to achieve the best employee base for the company. The article begins by giving a brief overview of my internship experience at Banglalink Digital Communications Ltd. It also contains an overview of the organization, which covers its history, context, and other vital details. After that, it summarizes the organization's many functional activities. The goal of the study is to identify the processes that are essential for the organization's long-term success by assessing the selection and recruitment processes of Banglalink Digital Communications Ltd.. Furthermore, the firm has an industry and competitive study, which can help them discover their weaknesses and give Banglalink Digital Communications Ltd. an opportunity to grow in those areas. Such a study can assist the organization in identifying the best employees and, as a result, improve its organizational efficiency and goals. Finally, it has the potential to give Banglalink Digital Communications Ltd. a competitive advantage and enable it to outperform its competitors by attracting a qualified workforce.

Keywords: Banglalink; 4G; 3G; Sustainable development; Skills; Telecommunication

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List of Acronyms

2G	Second-generation cellular network
3G	Third-generation cellular network
4G	Fourth-generation cellular network
VAS	Value added service
HR	Human Resource
BTCL	Bangladesh Telecommunications Company Limited
BTB	Bangladesh Telegraph and Telephone Board
FNF	Friends and Family Call Service
SME	Small and medium-sized enterprises
Telco	Telecommunications company
GP	Grameenphone
IFRS	International Financial Reporting Standards
IAS	International Accounting Standards

Chapter 1: Overview of Internship

1.1. Student Information

I am Khatun A Jannat Chowdhury from BRAC Business School, BRAC University. My student ID is 18104214. I have done a major in Human Resources Management (HRM) and a minor in Computer Information Management (CIM).

1.2. Internship Information

1.2.1. Period, Company Name, Department/Division, Address

I joined as an intern at Banglalink Digital Communications Ltd. on January 16, 2022. I have worked in their Human Resources and Administrations Department and more specifically, I have worked for the HR Service Delivery team of the Human Resources and Administrations Department at Banglalink. The internship duration at the Banglalink Digital Communications Ltd. was three months and it ended on April 16, 2022. The location of the office was Tigers' Den, House No 4, Sw, Bir Uttam Mir Shawkat Sharak, Gulshan-1, Dhaka-1212.

1.2.2. Internship Company Supervisor's Information: Name and Position

During the internship at Banglalink Digital Communications Ltd., I have got Khawja Sabree Huda as my on-site supervisor. He is working as the HR Service Delivery Lead Specialist of the Human Resources and Administrations Department of the bank. I have worked under his supervision during the entire tenure of my internship. He is mainly responsible for the facilitation of the employee life cycle management process of Banglalink Digital Communications Ltd.

1.2.3. Job Scope-job Description/Duties/Responsibilities

At Banglalink Digital Communications Ltd., I was assigned as an HR intern in the HR Service Delivery team, and I used to assist in the managing and processing of 1000+ employee database systems in the onboarding of Strategic Assistant Program (Management Trainee program). Moreover, I was

asked to assist in the employee benefit programs, for example- I have called candidates for various purposes, I have coordinated several interviews and I also helped in invigilating a written examination. Furthermore, Assisted the rewards team in presentation and content development and in organizing employee engagement events.

1.3. Internship Outcomes

1.3.1 Students' contribution to the company

I was assigned daily or weekly duties during my internship period at Banglalink Digital Communications Ltd. I used to finish those chores and send updates to my supervisor via email, which helped the HR Service Delivery division run their operations more smoothly and efficiently. Furthermore, by taking care of calling prospects and scheduling interviews, I was able to relieve the stress of the organization's permanent staff, allowing them to focus on more vital issues.

1.3.2 Benefits to the student

To begin with, the internship at Banglalink Digital Communications Ltd. provided me with a closer look at corporate life, which would help me prepare for my future job. In addition, I learnt about the HR Service Delivery division, as well as their numerous HR activities and contributions to the organization's Human Resources activities. I also had the opportunity to work with seasoned professionals and get insight into how an organization's Human Resources Department operates. In addition, I learned about numerous Human Resources groups, including Selection & Recruitment, HR Training, Organizational Development, and Operations, etc.

1.3.3 Problems/Difficulties (faced during the internships)

During the internship at Banglalink Digital Communications Ltd., I faced some difficulties/problems there.

The problems are such as:

-  To begin with, the office was fairly distant from my home, and there was a significant amount of traffic, resulting in a significant amount of time and money being lost as a result.

- ✚ Furthermore, the internship was relatively brief, which impacted the data collection procedure for my internship report.

1.3.4 Recommendations (to the company on future internships)

After completing a three-month internship at Banglalink Digital Communications Ltd., I have developed some ideas for future internship organization.

The recommendations are provided below:

- ✚ To begin with, the tools they supply interns, such as high-quality laptops, need to be improved. This is because slow resources can sometimes stifle an intern's productivity and motivation.
- ✚ Additionally, staff should wear masks and take all required precautions to protect their safety during Covid-19.

Chapter 2: Organization Part

2.1 Introduction

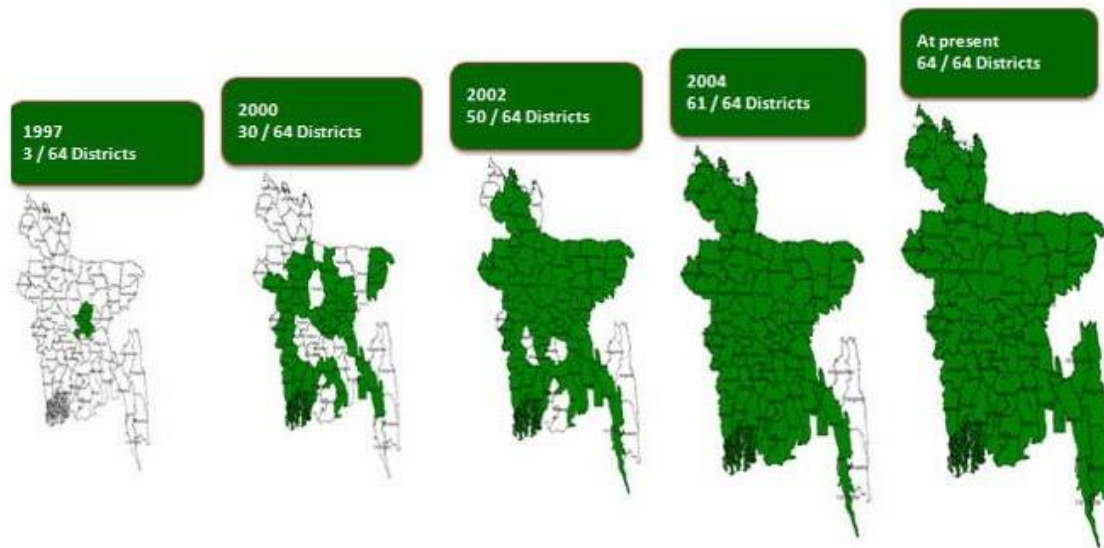


Figure 1: Mobile Coverage in Bangladesh

(<https://www.amtob.org.bd/home/industrystatics> 2022)

2.1.1 Objective

Broad Objective

The major goal was to obtain business experience and learn how to best align myself and my talents to the needs of a corporate organization. As a final project for my BBA program at BRAC University, I had to write this report to authenticate my experience, have it assessed, receive direction, and follow a structure. Apart from that, the goal is to comprehend and analyze the aspects in order to construct an assessment for the staff selection and recruitment procedures, which are critical for Banglalink Digital Communications Ltd.'s long-term success.

Specific Objective

The purpose of this research was to examine and comprehend the aspects in order to construct an assessment for staff selection and recruitment processes that are critical to Banglalink Digital Communications Ltd.'s long-term success. To be more specific:

- ✚ To have a deeper understanding of Banglalink Digital Communications Ltd's staff selection and recruitment processes.
- ✚ To apply theoretical knowledge and create an assessment regarding the employees' selection & recruiting processes in achieving sustainable development of Banglalink Digital Communications Ltd.

2.1.2 Scope

To begin, I will outline the various management approaches used by the firm based on my internship experience with Banglalink Digital Communications Ltd. Furthermore, the data is evaluated through a survey of Banglalink Digital Communications Ltd personnel. Personal observation and data from other media are also used to gather knowledge on the company's various marketing plans, operations tactics, and IT practices.

2.1.3 Methodology

The paper is based on my personal observations made while working as an intern at Banglalink Digital Communications Ltd. Furthermore, several sections of the study are based on secondary data obtained from a variety of sources. Based on those data, I prepared an in-depth and predictive review for this report.

2.1.4 Limitations

Because the internship term was so short and permanent employees were always busy, it was difficult for me to collect data on my own. As a result, I had to rely on secondary data to fill in the gaps left by the original data. Furthermore, the telco maintains tight confidentiality while disclosing information. If there were no time limits or concerns about anonymity, the report may include more details and information.

2.1.5 Significance

The report highlights the organization's various functional activities. Furthermore, the report analyzes how the firm conducts its HR procedures, determining whether it needs to improve or is doing more than enough. In addition, the report provides an in-depth industry and competitive analysis that can assist the firm in recognizing its weaknesses and addressing such challenges with effective and efficient methods.

2.2 Overview of the company

Within the telecommunication service industry, Banglalink Digital Communications is one of the three leading cellular service providers in Bangladesh. Formerly known as Orascom Telecom Bangladesh Limited, Banglalink Digital is fully owned by Telecom Ventures Limited, previously known as Orascom Telecom Ventures Limited, based in Malta. Telecom Ventures Limited is a fully owned subsidiary of Global Telecom Holding which happens to be a subsidiary of VEON, a Dutch holding company. Until December 2005, Banglalink had 1.03 million users. Banglalink's customer base expanded by 257 percent to 3.64 million by the end of 2006, making it the world's fastest-growing operator at the time. Banglalink was the first carrier to offer free incoming calls from BTCL (Bangladesh Telecommunications Company Limited), formerly BTTB (Bangladesh Telegraph & Telephone Board), both for postpaid and prepaid clients in August 2006. Banglalink surpassed the ten million subscriber level on August 20, 2008. As of August 2021, Banglalink has an active user base of 36.90 million subscribers. Even today Banglalink Digital is growing its customer base by offering a diverse range of high-quality services through 2G, 3G, and 4G mobile networks. Banglalink's network managed to bring more than 90 percent of Bangladesh's people closer together and kept them linked.

Banglalink Digital Communications Ltd. began gaining traction in Bangladesh's quickest economy by pursuing an original concept of delivering low-cost structured offers as well as services to clients for the very first time. It started offering pre-paid, post-paid, international roaming, information-based, entertainment-based, data-based, call management, and mobile financial services, which led to a large distribution in Bangladesh as well as a strong brand value among users. Banglalink is heavily focused on a few fundamental ideas centered on customer benefit and improvement via creative and cost-effective methods. Banglalink has made a beneficial impact on the telecommunications business by fully engaging customers and meeting their needs through entrepreneurship and other activities. Its goal is to help clients get the most out of the digital future and to build a true digital ecosystem by providing goods that meet their needs. Banglalink is committed to investing in the development of a reliable and efficient network.

Banglalink is now working relentlessly to bring the digital world to each and every customer in order to build a true digital Bangladesh. They are shifting from a traditional mobile operator to a tech company, fueled by the strong core values that can be seen amongst subsidiaries of VEON - Customer-obsessed, Entrepreneurial, Innovative, Collaborative, and Truthful. Banglalink ensures that all employees are treated equally and that the workplace is kept open. The compliance department's rules and regulations are closely followed by the company. Banglalink is now concentrating on bringing digitized lifestyles to all of its customers in order to create a real Digital Bangladesh.

2.2.1 History of Banglalink

Banglalink is a public limited company incorporated under the Companies Act of 1994 in Bangladesh. Banglalink began as Sheba Telecom (Pvt.) Ltd., a Malaysian joint company that was registered and authorized to operate in the rural regions of 199 Upazilas in Bangladesh, starting in 1989. In November 1996, Sheba Telecom (Pvt.) Ltd. obtained a 15-year GSM license, allowing it to expand its cellular mobile and radiotelephone services throughout the country. In 2004, Orascom Telecom, a corporation located in Egypt, purchased the company altogether.

After that, in February 2005, it was renamed Banglalink, which marked a significant shift in Bangladesh's telecom market. Sheba Telecom (Pvt.) Limited changed its name to Orascom Telecom Bangladesh Limited in March 2008, to match its parent business. The company quickly grew and established itself in the telecommunications market. During the year 2011, Veon (Formerly Vimpelcom Ltd.) bought 51.92 percent of Orascom's stock. Banglalink Digital Communications Ltd is their new brand name in 2013.

Following a corporate merger in April 2011, between VEON ltd. and WIND TELECOM S.p.A., Banglalink's parent firm, VEON, now owns shares in Global Telecom Holding. VEON is a worldwide connection provider traded on the NASDAQ and Euronext Amsterdam, with the goal of leading the personal internet revolution for the 235 million+ consumers it currently serves, as well as many more in the years to come. Banglalink is owned by Telecom Ventures Limited, a wholly-owned subsidiary of Global Telecom Holding, which owns more than 99 percent of the company. It serves consumers in 13 countries: Russia, Italy, Algeria, Pakistan, Uzbekistan, Kazakhstan, Ukraine, Bangladesh, Kyrgyzstan, Tajikistan, Armenia, Georgia, and Laos, to name a few. VEON's brands include "Beeline," "Kyivstar," "WIND," "Jazz," "Banglalink," and "Djezzy."

2.2.2 Vision of Banglalink

Banglalink Digital Communications Ltd. aspires to be the best in the industry by offering excellent service. The company focuses on bringing Bangladesh's large population closer together and connected. Furthermore, their vision entails digitalizing the country and bringing new opportunities through meeting people's demands and improving their quality of life.

2.2.3 Mission of Banglalink

In every action they take for the welfare of the people of Bangladesh, the brand Banglalink adheres to its slogan. The company's slogan is "Start something new," and it focuses on enhancing people's lifestyles by making them easier and more convenient.

To summarize, Banglalink's missions are to follow market segmentation in the case of products and services, create maximum shareholder value, and ensure customer advantages at every step of the service (before, during, and after-sales).

2.2.4 Values of Banglalink

In their functional activities, Banglalink Digital Communications Ltd. adheres to five core values. These values are intertwined with the company's vision and mission and drive it forward.

The following are the values:

Customer-Obsessed

- We have a passion for our customers - they are at the heart of everything we do
- We can make difficult decisions when we know it's in our customers best interests
- We keep an eye on our competitors but it's our customers who are always front of mind
- We are driven by our customer insight - all our digital innovations are borne out of customers' needs

Entrepreneurial

- We have an ownership mentality, demonstrating passion and taking responsibility of the business as if it were our own
- We are agile and dynamic. We like to push boundaries and explore what's possible. We are not held back by a fear of failure and are always looking to develop new things
- We take smart risks, but only when it's in our customers best interests
- We lead by example - we do what we say we are going to do

Innovative

- We never stop. We are always moving, looking for the next disruptive digital ideas
- We are adventurous and excited about trying new things.
- We are quick to bring new digital products and services to market, always driven by a clear customer need
- We don't follow the status quo; we are passionate about creating our own path

Collaborative

- We bring people together, united by our passion for our customers
- We work with each other, and we respect the time of others
- We don't look to blame; we look for solutions to problems and we take ownership
- We partner with others to achieve more
- When doing things together, we do them smarter and faster

Truthful

- We are open, honest and demonstrate integrity and respect in all our dealings – both
- internally and externally
- We are trustworthy, we keep our promises and admit our mistakes
- We are focused on upholding the highest level of ethics at all times
- We set clear expectations and communicate feedback in a transparent and respectful way

2.3 Products & Services of Banglalink

2.3.1 Prepaid Packages

At the primary level, Banglalink offers two prepaid plans. These are Desh & Banglalink Play. With these two prepaid offers intact, Banglalink adds some changes and offers other prepaid packages like Desh hello, Desh 7 FNF, and others (Annual Report of Banglalink, 2018).

On 14 September 2006 Banglalink launched the Desh offer. It is the cheapest plan in the country by the tariff. It offers 10 paise per 10 seconds to all Banglalink FNF numbers all day long. In another prepaid plan, Banglalink play offers 16 FNF at any number at the rate of 4.17 paisa per 10 seconds. Besides for special FNF, 29 paise per SMS and 100 SMS only at 99 paise per day can get on Banglalink play.

2.3.2 Postpaid Packages

Most of the Banglalink postpaid packages are customer-oriented and they provide customers the best value for money. At present, there are mainly two postpaid packages available from Banglalink. These are:

Banglalink Inspire:

Banglalink Inspire is designed especially for postpaid subscribers with a minimum level rate and lots of FNF numbers and many other services and facilities. No deposit is required for auto bill pay subscribers. Every new customer has 300 SMS per month, 500 MMS per month, 100 MB internet pack per month, Amar tune subscriber, and new subscriber free for 3 months. For two supplementary numbers enjoy 42 paise per minute call rate in Banglalink inspire.

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. It offers customers the flexibility to choose plans from Banglalink SME call & Banglalink SME call & Tune. (www.banglalink.com, 2019).

2.3.3 Banglalink 3G



Figure 2: Banglalink 3G (www.mobilenewsbd.com)

By using Banglalink 3G, customers can surf the internet at high speed even on the move with an HSPA connection. For the first time in Bangladesh, Banglalink 3G brings the experience of using broadband on a 3G mobile phone/device. Banglalink 3G users enjoy superior video calling, streaming, downloading, data transmission, and accessing innovative 3G services on their mobile phones. The telecommunication authority of Bangladesh declared that Banglalink's third-generation services are the fastest service in Bangladesh compared to the other operators.

2.3.4 Banglalink 4G



Figure 3: Banglalink 4G (www.banglalink.net, 2022)

Bangladesh has recently entered a new era of internet experience. And that is 4G! 4G is the fourth generation of mobile phone technology that follows on from the existing 3G and 2G mobile technology. To get the best internet experience for customers Banglalink has been awarded technology neutral spectrum in the 1800 and 2100 MHz bands (VEON, VEON, 2018).

BTRC conducted the auction and Banglalink has acquired:

- 5.6 MHz paired spectrum in the 1800 MHz band; and
- 5 MHz paired spectrum in the 2100 MHz band (VEON, VEON, 2018).

The spectrum is mainly technology-neutral which means we can use any band in any technology. This will not only enable 4G but also increase the performance of the 3G network. Banglalink will have to pay a total of USD 308.6 million for the spectrum excluding VAT (VEON, Veon-Media, 2018).

4G will give us the new and fastest internet experience around the country. Bangladesh Telecommunication Regulatory Commission (BTRC) imposes rules and regulations on the quality of service where the minimum speed for the service will be set at 7 Mbps and the regulator would be tough on ensuring quality. The service provided by the 4G network will ensure No buffering while HD streaming, also HD video calling, high-quality music streaming and other services.

2.3.5 Banglalink Apps



Figure 4: Banglalink Apps [source: www.banglalink.net]

Banglalink Boighor:

- Banglalink presents the country's first eBook app, which allows readers to read all of their favorite books.

Vibe:

- Vibe is the World's biggest app for streaming Bangla music which allows the users to enjoy high-quality music that suits their moods and musical preferences.

Toffee:

- Banglalink provides an ideal streaming app, which provides users with a diverse selection of material on their mobile devices. Consumers have a plethora of options to pick from with the largest number of TV channels available on any local app, as well as numerous fascinating video features such as exclusive movies and telefilms.

Cinematic:

- Keep up with all the latest Bangla movie news, including trailers, new film releases, behind-the-scenes footage, and more with cinematic.

Activate Wind

2.3.6 Banglalink Internet

In Bangladesh, Banglalink first launched third-generation services to the customers. The 3G service allows its customers to surf the internet at the fastest speed. To ensure high-quality voice, internet, and other services for the customer, Banglalink is continuously investing and expanding our infrastructure. The best example of Banglalink's relentless commitment is the nationwide fiber-optic network and fastest 3G service. It provides superior video streaming, download experience, enhanced video calling, and high-speed internet transmission to its customers, accessing innovative mobile phone 3G services, etc. Banglalink is continuously expanding its 3G coverage to better serve customers nationwide. Banglalink offers prepaid and postpaid internet services.

MyBL:

- They are providing subscribers with a new and updated MyBL App that puts all of Banglalink's self-service at their fingertips.

Game On:

- Banglalink introduces "Game On," a brand-new app that allows users to stream live cricket and football matches, among other things.

Banglaflix:

- Banglalink subscribers can use the Banglaflix app to access high-quality video streaming services.

Daktarbhai:

- Daktarbhai is a new app from Banglalink that brings healthcare to users' fingertips. All healthcare services such as Health Tips, Medicine Reminders, Personal Health Records etc. are available in one place via the Daktarbhai app.

TutorsInc:

- TutorsInc and Banglalink have teamed up to provide clients with a convenient way to access both national and foreign curriculum study materials. It's a one-stop-shop for educational materials that include online courses, one-on-one video sessions, notes, bespoke question papers, live classes, and more.

2.3.7 Banglalink Customer Care



Figure 5: Banglalink Customer Care Slogan (www.amarsim.com, 2022)

To serve the customers, Banglalink has a satisfactory number of customer care services across the country. To comply with government regulations, Banglalink successfully registered their biometric process through their customer care. Customers can get any kind of information regarding SIM registration, SIM replacement, call block services etc. through their customer care service. All the dedicated customer care services are ready to provide answers to any customer query. Banglalink customer care are always trying their best to serve their services 24/7 (Annual Report of Banglalink , 2018).

2.3.8 Banglalink Market Share

The total number of Mobile Phone subscribers has reached 180.78 Million at the end of January 2022. The Mobile Phone subscribers are shown below:

Operator	Subscribers (In Millions)
Grameenphone Ltd. (GP)	83.02
Robi Axiata Limited (Robi)	53.57
Banglalink Digital Communications Ltd	37.41
Teletalk Bangladesh Ltd. (Teletalk)	6.78
Total	180.78

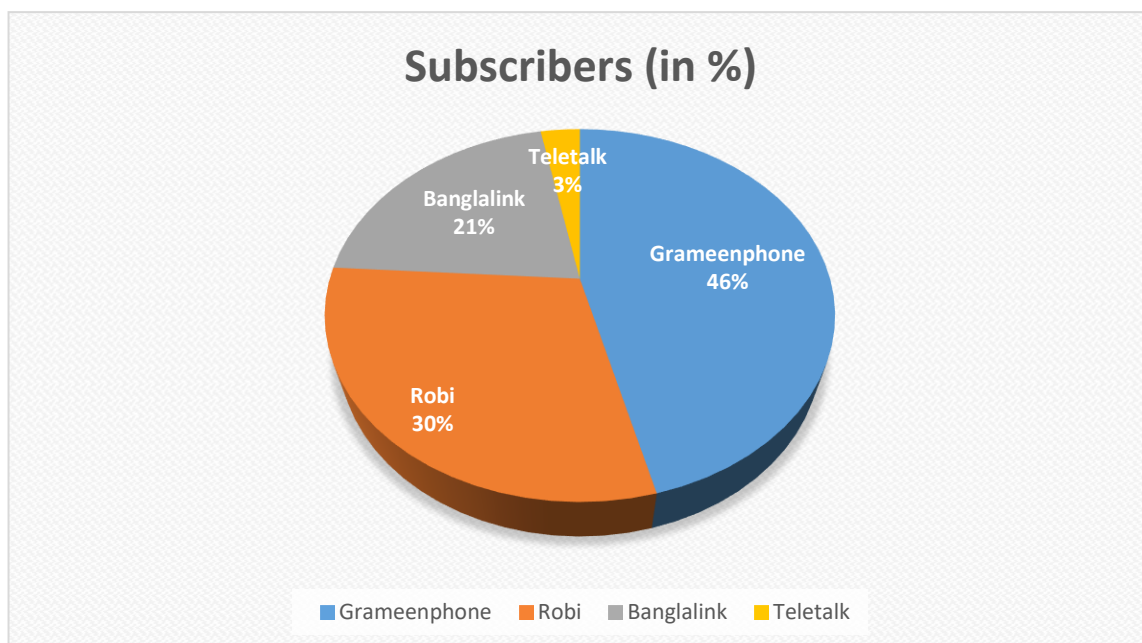
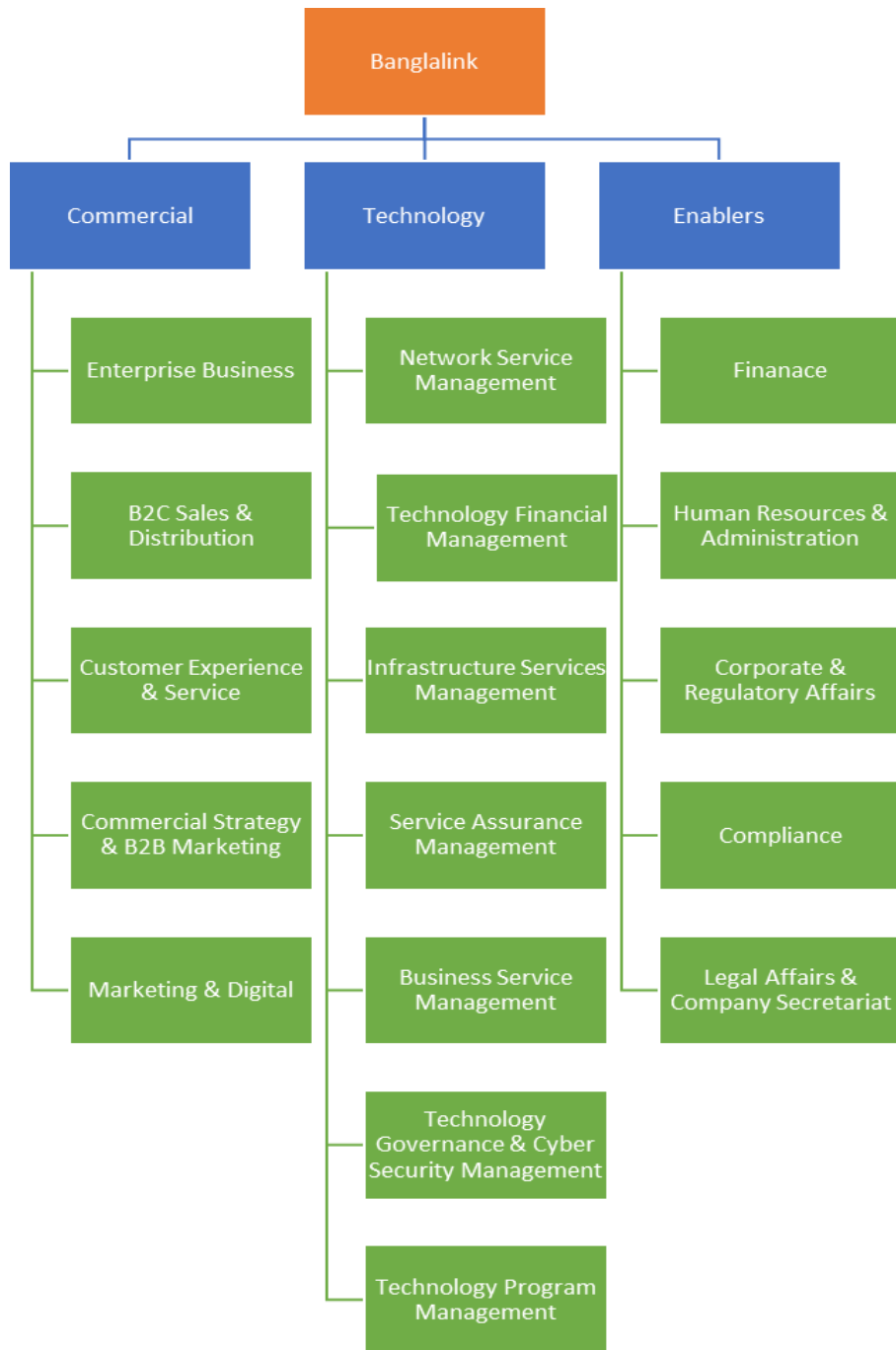


Figure 6: Mobile phone subscribers in Bangladesh (<https://www.amtob.org.bd/home/industrystatics> 2022)<https://www.amtob.org.bd/home/industrystatics>

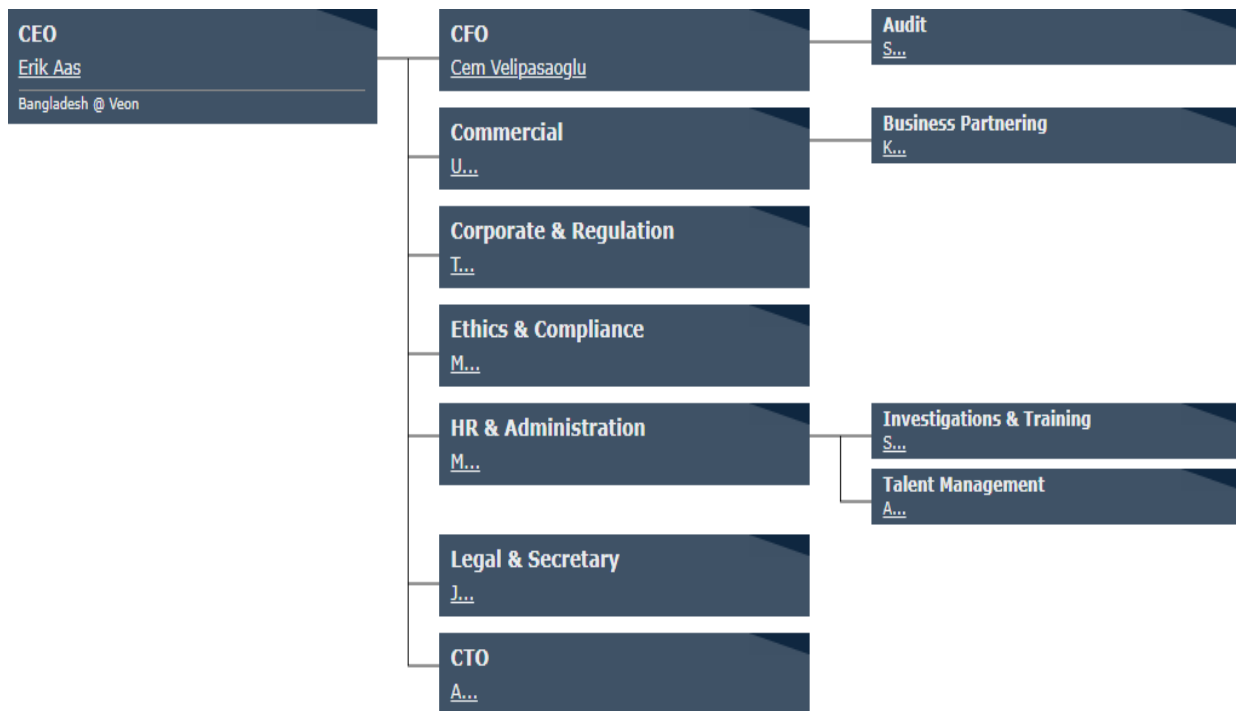
2.4 Organization Structure of Banglalink

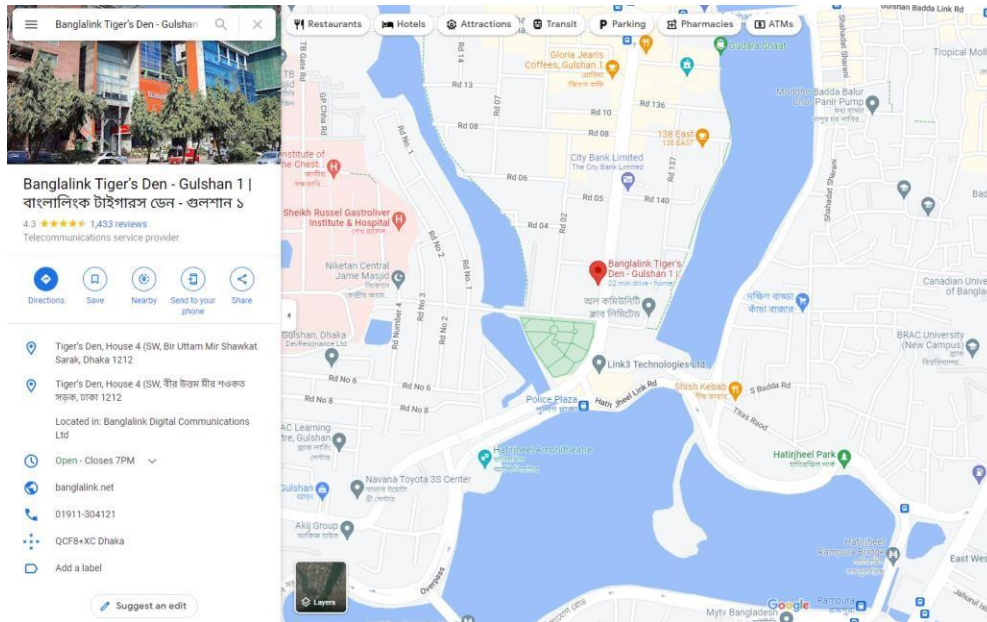
Banglalink is organized into a hierarchy. The company is divided into different divisions, each of which is responsible for a specific area. The divisions each have their own departments, each with their particular areas of specialization. In general, their departments are categorized under three teams or functions. They are:

- 📌 Commercial: The commercial team is always striving to deliver the greatest products and services to all of their clients, and they work hard to ensure customer satisfaction at all times.
- 📌 Technology: The technology team is constantly working to bring innovative solutions into the business, with the goal of providing smooth network connectivity throughout Bangladesh.
- 📌 Enablers: The enablers team is continuously on the lookout for ways to keep the business running smoothly. They allow all functions to run smoothly and ensure that all company actions are properly executed.



2.4.1 Organogram of Banglalink Digital Communications Ltd.





Banglalink Digital is headquartered in Dhaka, Bangladesh. It also has a regional office in Chittagong.

2.4.2 Number of Employees

At present, Banglalink has over one thousand permanent employees, not including the part-time and contractual ones.

2.5 Marketing Practices

The Marketing team consists of several units, which include PR & Communications, VAS, Loyalty & Retention, and International Roaming and Mobile Financial Services. The teams all report to Omer Rashid, the Marketing Director. The Loyalty & Retention team is responsible for the designing of the special offers launched from time to time in an attempt either to increase customer base or to increase ARPU. The VAS division is responsible for continuously adding valuable services to provide a complete solution to existing customers, for example, for making conference calling & ring tone/logo downloads possible. These two teams together are in charge of making the customer's experience with our network more satisfying. PR & Communication is responsible for designing and developing all promotional materials for the marketing of any new product/package and any other activities. They coordinate and work directly with the advertising agency and other vendors. While other companies have an entire department for promotions and branding, at Banglalink this division, consisting of only a handful of people is responsible for this task. The Mobile Financial Services unit consists of four members. This team is fully responsible for mobile banking services- which is an arising market in the economy.

2.6 Financial Performances and Accounting Practices

2.6.1. Financial Performances

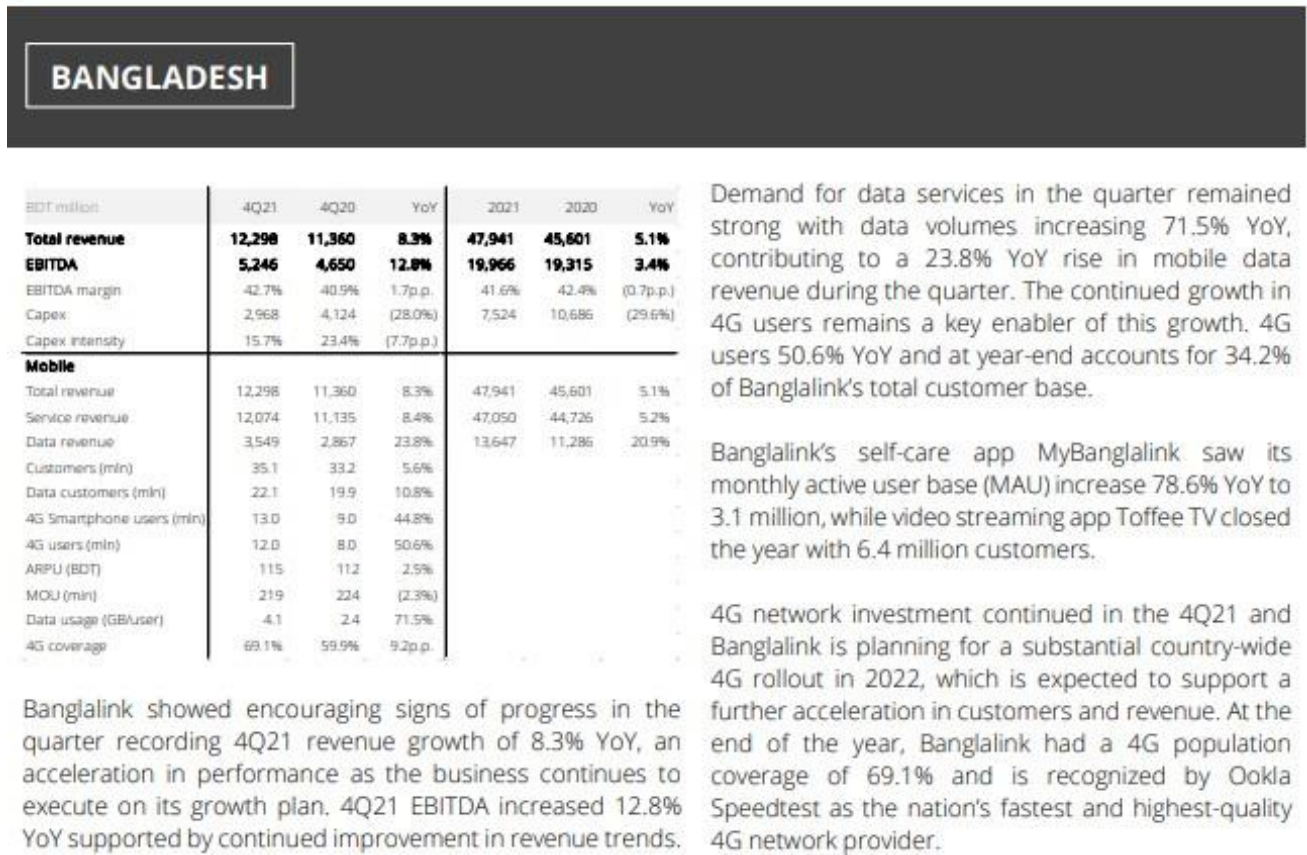


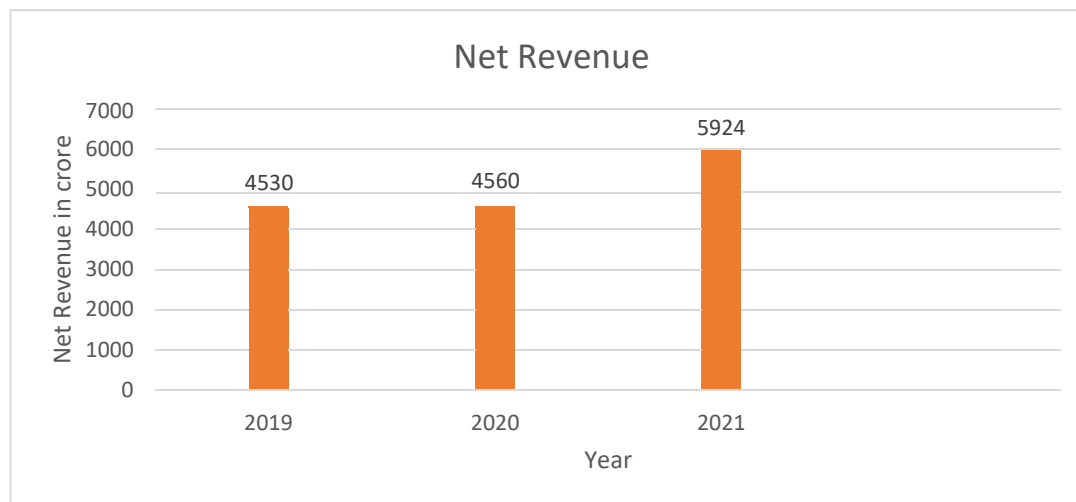
Figure 8: Earnings Release of Banglalink for 4Q21 and FY2021 results (<https://www.veon.com/> 2022)

It is critical to assess an organization's financial performance in order to forecast its future and viability. Financial ratios are a process of finding out an organization's financial performance. The financial health, liquidity, profitability, risk, and solvency of a corporation are all factors to consider. Efficiency, operational success, and the proper use of finances all necessitate ratios. analysis.

It also shows the trend of financial outcomes or compares them, which can be useful. stockholders in the decision-making process. The state of some of the company's main financial ratios. The following is information about Banglalink Digital Communications Ltd.:

Net Revenue:

The difference between a company's sales (revenue) and discounts and returns is known as net revenue. Because it displays total sales after only direct sales-related expenses are subtracted, net revenue is sometimes referred to as the 'real top-line.'



In 2020, yearly revenue increased by 0.7% year on year to Tk 4,560 crore. In 2019, it was Tk 4,530 crore. Data revenue, which increased by 20.9 percent year on year to Tk 1,364 crore in 2021, was a key contributor to the company's good performance (The Daily Star, 2022).

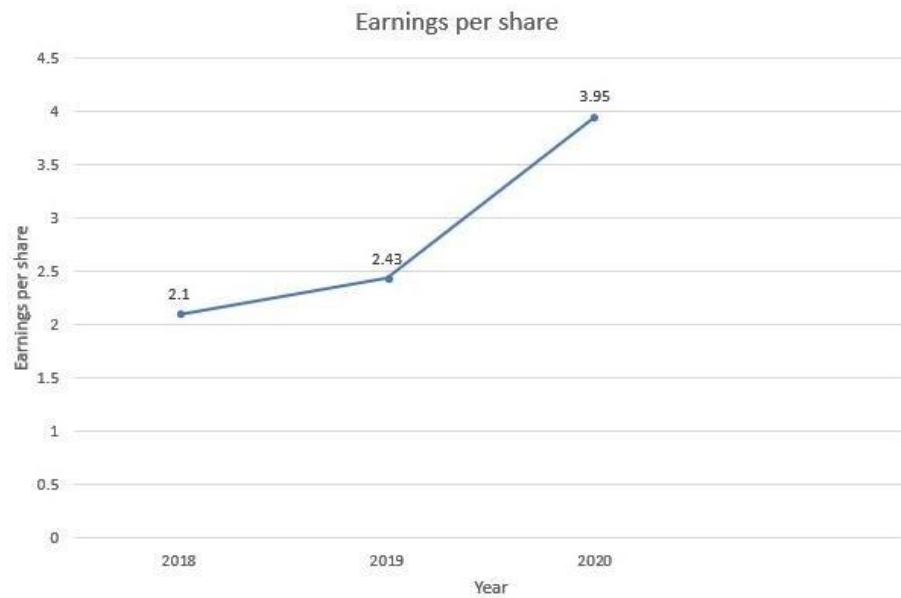
Operating Profit Margin:

The Operating Profit Margin is a profitability or performance ratio that shows how much profit a company generates before taxes and interest charges are removed.



From 2018 to 2019, Banglalink Digital Communications Ltd. saw a negative trend, but in 2020, the telco was able to enhance its operating profit margin, indicating increased profitability in the financial market (The Business Standard, 2020).

Earnings per share:



Over the previous three years, Banglalink Digital Communications Ltd. has done an outstanding job of increasing its earnings per share. The rising earnings per share indicate that the bank's profitability and growth are improving (The Business Standard, 2020).

2.6.2. Accounting Performances

The financial statements in the annual reports are prepared on an accrual basis, utilizing the going concern concept and historical cost convention. The financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS), as well as the International Accounting Standards (IAS), the Companies Act 1994, the Bangladesh Securities and Exchange Commission (Stock Dealer, Stock Broker, and Authorized Representatives) Rules 2000, and other relevant laws and regulations. Furthermore, the financial statements are prepared in Bangladesh Taka (BDT), which is the functional and presentation currency of the company. A statement of financial position, a statement of changes in equity, a statement of profit or loss and other comprehensive income, a statement of cash flows, and a summary of major accounting policies and other explanatory information are all included in the financial statements.

2.7 Industry and Competitive Analysis

2.7.1 The SWOT Analysis

The SWOT analysis can be used to identify and analyze the strengths, weaknesses, opportunities, and threats that a business face. In other words, a SWOT analysis can assist a business in finding high-performing sectors. The following is the Banglalink Digital Communications Ltd.'s SWOT analysis:

Strength	Weakness
• Strong brand reputation • Large market share • High customer loyalty • Innovation	• Inefficient network coverage • Do not hunt young talents enough

• Positive work environment • Effective management & employee base	
Opportunity • Capture the growing market • Reinvent and reinvestment • Extending branches to new locations	Threats • Competitors • Land phone operator threats

Strengths

Strong brand reputation: Banglalink Digital Communications Ltd. is a renowned and well-known private telecom in Bangladesh. Bangladesh's telecommunications industry, it has a significant presence.

Large market share: Banglalink's most important asset is its present market share. It now has a market share of approximately 27%. When the company first started doing business in Egypt, it had a favorable picture of Orascom, Egypt's largest telecom provider. It aided them in gaining a larger market share at the time. Furthermore, Veon, the world's sixth-largest telecom company, just acquired 51 percent of Banglalink's stock, giving it a competitive advantage.

High customer loyalty: Banglalink Digital Communications Ltd. has over 17,00,000 customers, according to its official website. Furthermore, the telco has a high level of customer retention.

Innovation: Its primary potency is regarded to be innovations in service and customer-focused company policies. In 2022, Banglalink has launched “Health Hub”, Bangladesh’s first-ever one-stop health care system, and has become the fastest 4G network for 3 consecutive years.

Positive work environment: Banglalink's workplace environment is regarded as the most productive; it has contributed strongly to its strength.

Effective management and employee base: Employees of Banglalink Digital Communications Ltd. are pleasant and efficient. Furthermore, the company has well-trained and professional personnel, as well

as a strong and experienced management team dedicated solely to the development and expansion of the telco.

Weaknesses

Inefficient network coverage: Banglalink's network is the company's most serious flaw. Although it has a wider network coverage area throughout Bangladesh, it lacks signal strength. However, it is superior to villages and rural regions in towns. When people are outside, the reception is clear, but when they are inside, the reception is worse.

Do not hunt young talents enough: Banglalink does not actively seek young talent. Though it has one of the strongest human resource departments, it has a policy of employing experienced employees. In some ways, this is a beneficial strategy, but when compared to its competitors, it is luring young people out of the market so that it can gather new ideas from young professionals and create appropriate packages to capture the youthful generation market. They are hiring dynamic, motivated, and self-driven staff in addition to youthful blood.

Opportunities

Capture the growing market: There is always the possibility of developing a new product to capture a new market. MFS, in particular, is a burgeoning and developing business in Bangladesh that can be used to make money. Banglalink can also rebrand itself as a result of the new Mother Company acquisition. It will act as an intensifier in the minds of clients, as well as aid in the establishment of a strong brand image for Banglalink in people's minds.

Reinvent and reinvestment: As previously stated, the company generated a lot of noise when it first entered the market. Orascom Telecom was previously unknown, but many individuals are now aware of its existence. They've done their homework and understand that OTH stands for achievement. As a result, people are willing to consider Banglalink as a completely different entity than its predecessor and are eager to give it another chance to re-invent its image in the market; this is not something the company should take lightly.

Vimpelcom has purchased 51% of Banglalink's stock, making it the firm's mother company. Banglalink could use this mother company's cash resources to reinvest in several sectors.

Extending branches to new locations: As its employees and client base expand, Banglalink Digital Communications Ltd. have opened up new branches with new network towers in other locations to expand its operations and thus increase profitability.

Target customer demography: Banglalink Digital Communications Ltd. has targeted a specific demographic of customers, for example, the youth of the country with rapid internet connections.

Threats

Competitors: There are strong competitors that are currently leading the telecommunications industry of the country, with Grameenphone having a market share of 46% of the subscribers in the country, with Robi having a market share of 30% of the subscribers in the country.

Land phone operator threats: The land phone companies could pose a minor threat as well. Bangladesh's government has entrusted the BTRC (Bangladesh Telecommunication Regulatory Commission) with the task of examining the sector and reviving it.

Price wars: While Banglalinkâ, was the one who launched the price battle with its M2M package, it has resulted in a succession of price drops that many people cannot afford. Grameen has finally lowered its prices after eight years of exorbitant phone charges. Teletalk Bangladesh Limited has been joined in this fight by BTTB. This is guaranteed to become popular as it gains access to other operators' networks, with free T&T incoming and outgoing.

2.7.2 Porter's Five Forces Analysis

Porter's Five Forces is an approach for identifying and analyzing five competitive forces that define every organization in order to determine an industry's vulnerabilities and strengths. The following is an examination of Banglalink Digital Communications Ltd.:

Power of buyers: The buyer's power is relatively high in this market because there are no major switching costs and negligible differentiation.

Power of suppliers: Suppliers have little leverage in the telecommunications services market because Banglalink Digital Communications Ltd. is not the only telco that offers this service.

Threat of substitutes: In this market, the threat of substitutes is high, and it is becoming higher and higher, with Grameenphone being the dominating market leader in the telecommunications industry.

Threat of new entrants: In particular in the private sector, the threat of new entrants has increased dramatically as some private telcos are being established in Bangladesh.

Competitive rivalry: The telecommunications services sector has evolved from a monopoly to a highly competitive, with Grameenphone having the first-mover advantage in Bangladesh and the merger of Robi-Airtel. Hence, rapidly growing market in which companies must constantly expand their service offerings to be competitive, with competition focused on service charges and brand image.

According to Porter's Five Forces of the Banglalink Digital Communications Ltd. shown above, it can be said that the riskiest part of the analysis is the competitive rivalries. So, the organization should come up with more effective and unique ideas to engage with its customers to achieve a strong and loyal customer base.

2.7.3 Competitive Analysis

Banglalink has 3 key competitors: Grameenphone, Robi Axiata Limited, Teletalk.

Grameenphone:

Grameenphone, commonly abbreviated as GP, is Bangladesh's largest telecommunications service provider, with over 83.46 million users and a 46.1 percent market share (as of January 2022). Telenor and Grameen Telecom Corporation have formed a joint venture. Telenor, a Norwegian telecommunications corporation, owns 55.8% of Grameenphone, Grameen Telecom 34.2 percent, and the remaining 10% is held by the public (Wikipedia Contributors, 2019). Grameenphone was the first firm in Bangladesh to use GSM technology and to build a cellular network that covered 99 percent of the country (Wikipedia Contributors, 2019).

Robi Axiata Limited:

Bangladesh's second-largest mobile network operator. It is a joint venture between Malaysia's Axiata Group Berhad, India's Bharti Airtel Limited, and Japan's NTT DoCoMo Inc. Axiata owns 68.7% of the company, Bharti owns 25%, and NTT DOCOMO of Japan owns the remaining 6.3 percent. The first merger in Bangladesh's telecom sector went into effect on November 16, 2016, when Robi Axiata Limited, the merged company, began operations. The amalgamated company is now known as Robi Axiata Limited, following the merger of Robi and Airtel. Robi has emerged as Bangladesh's second-largest mobile phone operator following the successful completion of the merger procedure. The merged company has nationwide network coverage. Robi currently has 53.67 million subscribers.

Teletalk:

Teletalk Bangladesh Limited, or 'Teletalk,' is Bangladesh's only state-owned GSM, 3G, and LTE-based mobile phone operator, which began operations in 2004. Teletalk had 6.67 million subscribers at the end of 2021.

2.8 Summary and Conclusions

Banglalink, the country's third-largest telecommunications provider, has played a critical role in propelling the country forward with state-of-the-art 3G technologies while also strengthening the

economy. Not only is the country's economy benefited, but they are also helping to make the best use of the internet in human life, resulting in a tremendous beneficial shift in the country's knowledge.

Banglalink, which includes the word "Bangla" in its name, is no longer just a brand; it has evolved into a daily requirement for millions of Bangladeshis. Banglalink's advanced intelligent network has touched every home in our country, and they take great delight in offering high-quality service to all of its customers. The reason for this is that they prioritize their customers and make all relevant services available to everyone right on the customer's doorstep. Working at Banglalink's marketing department, which is considered the organization's heart, has greatly enhanced my understanding of the brand, the company, and the industry. Throughout the process, I had to keep track of what was going on in the market, what our competitors were coming up with in terms of concepts, which ads were more appealing to the market, and so on.

By conducting all of these analyses, I was able to gain a better understanding of how the industry operates, as well as patterns and some of the industry's flows and benefits. Banglalink, which has the second greatest market share, is continually striving to improve its quality and provide a better experience to its clients. Finally, Banglalink not only brings happiness and joy to the lives of millions of people, but they also inspire and motivate them to do new things.

2.9 Recommendation

Some recommendations for the company are provided below:

- Organizational long-term planning is critical since it will be difficult to bring significant changes to the business without a clear goal shared by all departments. Banglalink should develop new goals to pursue instead of simply competing with market competitors in order to break new ground in the market.
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Chapter 3: Project Plan

3.1 Abstract

In Bangladesh, data that can contribute to long-term HR services is still uncertain. As a result, the qualitative investigation of the organization's personnel' abilities to progress modern careers and services was justified. Furthermore, the study's poor knowledge of how to advise a long-term job and service compel it to adjust to the new normal, as in post-COVID-19. The investigation was conducted with the help of fifteen experienced personnel from the telecommunications business. The findings of the content data analysis demonstrate that the assessment regarding the selection and recruitment process of Banglalink Digital Communications Ltd. and what are the skills that the company is looking for among their candidates. The report suggests that the technical capabilities differ by department, depending on job duties and the Banglalink Digital Communications Ltd selection and recruitment procedure. Employee skills, on the other hand, are more or less the same across firms. The findings also reveal that telecom executives place a high value on their employees' honesty, as the telco maintains a huge amount of confidential data in their system. In addition, the participants in the study indicated their feelings regarding other talents such as patience, intelligence, and technological expertise. These abilities are required to run daily operations and maintain a high level of client satisfaction. As a result, the report recommends that telcos concentrate on developing a workforce with the competencies identified throughout the examination.

3.2 Introduction

3.2.1 Background of the study

Banglalink came onto the market promising to make mobile phones more accessible to the general public. For the comfort and ease of customers, Banglalink was the first operator to establish a flat fee for all calls (both within its own network and to other operators). During the year 2006, banglalink concentrated on improving service and quality. Bangladesh's telecommunications business necessitates highly qualified workers who are technologically advanced. Banglalink Digital Communications Ltd. is also reliant on its employees to carry out its day-to-day operations efficiently and successfully.

Bangladesh's telecommunications business has evolved dramatically in recent years (Hossian et al., 2020). There was a time when people used to think that a telco existed only for talking purposes. However, today the concept of telecommunication is not the same anymore. The telcos of Bangladesh have upgraded their activities and added more features to their service and offerings to create reliability and loyalty among their customers. Numerous studies have been undertaken on various elements of the impact of human resource management issues on telecommunication companies by various scholars. Some major empirical study findings have been taken into account them. HRM practices have been studied in depth (Kumar, 2020). Bangladesh seen from various angles. Shelly (1994) investigated the functions of human resources. In most industries, HRM processes such HR strategy, recruitment, selection, promotion, performance appraisal, remuneration, incentives, and industrial relations were not carried out adequately (Kumar, 2020). The shift of people management into human resource management was researched by Mohiuddin and Mahmood (2001).

Despite the fact that various research has been conducted on the necessary employee skills for the telecoms industry, none of these studies have taken into account the influence of Covid-19 on the telco industry's skill requirements. Hence, this report has been documented in order to figure out how the selection and recruitment process of Banglalink Digital Communications Ltd. occurs in order to maintain the sustainable development of the company.

3.2.2 Problem Statement

In Bangladesh, research on sustainable telecommunication services is relatively sparse. There is a lack of understanding of what abilities are necessary for a long-term HR career and service. Furthermore, it is critical to understand what changes have occurred in the required personnel abilities and their selection & recruitment processes as a result of the introduction of Covid-19, if any. As a result, it's easy to see why the study is important for today's telcos who are keeping up with their services and operations (Hossian et al., 2020; Yasmin et al., 2021). The purpose of the study is to determine the abilities that employees in Bangladesh's telecommunications sector must possess. While there is a lack of data, it is critical to be aware of changes in telco employee skill needs as a result of evolving operations in order to adapt and execute telecommunication activities smoothly.

Furthermore, the research will assist the organization's employers in selecting the best personnel to carry out their activities efficiently. As a result, it will assist organizations in achieving their objectives.

3.2.3 Research question and objective

Thus, based on the above background and research need, the study has posed a broad research question— (1) What skills do the employees require to advance contemporary HR careers and what is the selection & recruiting processes in the telco industry? More specifically, the study seeks:

- ✚ to identify the selection and recruitment process of Banglalink
- ✚ to model the skills that are required for the sustainable development of the company.

3.2.4 Significance of the study

The study can help Banglalink Digital Communication Ltd. to create a valuable employee base by finding out the right employees and their skills that can provide excellent banking services to its customers and thus make the bank more sustainable and reliable in the telecommunication industry of Bangladesh. Banglalink Digital Communication Ltd. and other telcos of Bangladesh have a well-organized job description and job specification.

Moreover, the organizations should have an employee base to tackle the challenges during the Covid-19 pandemic. For this reason, it is essential to identify whether the telco should update their job specification to identify the right people or not. Consequently, the study can be helpful in the Banglalink Digital Communication Ltd. and other Bangladesh telcos to identify the right employees' skills for creating a valuable employee base for contemporary banking. Furthermore, the organizations can attract more customers by providing them outstanding service through their skilled employees and thus achieve profitability and sustainability.

3.3 Literature Review

Banglalink employs a very rigorous, comprehensive, and legitimate approach in their recruitment because it is one of the major organizations in Bangladesh's telecom business. Each phase in the recruitment process is justified and validated in its own way. Every step is meant to meet international standards, and each step is necessary to identify the most qualified individual to whom the position can be offered. The entire Banglalink recruitment procedure is detailed here.

The Selection & Recruitment Process

1. The requisition is the first step in the recruitment process. When a business has a vacancy due to an employee's resignation, the concerned department sends a headcount requisition form to the HR department, specifically the recruitment division. The headcount requisition form specifies how many personnel and at what level the department requires. Apart from resignations, vacancies may arise as a result of organizational restructures, departmental redesigns, divisional reshaping, personnel terminations, retirement, or new projects. The recruitment team verifies the availability of budgets to fill the vacancy after receiving the requisition form from the appropriate department.

2. After the budget has been checked, the team gathers the hiring information. The data includes the empty position's devoted position, hierarchy level, department, division, job location, reporting method, job description, job specification, required expertise and experience, and so on. The recruitment team also gathers information on whether the concerned department wants the post filled internally, externally, or both ways. The recruitment team begins planning as soon as the information is collected, and they discuss their strategy with the department where the individual will be hired. The plan outlines all of the tasks that must be completed in order for the recruitment to be completed on time. The plan sharing defines how long it will take to announce the vacancy, collect CVs, conduct different tests and interviews, and make the final selection.

3. Following the strategy sharing, the recruitment team posts job openings on various portals based on the choice of the concerned department to hire internally or externally. If the department opts for an internal approach, the job announcement is only sent out via internal emails and the business intranet. In addition, if the department opts for an external process, the advertisement is distributed through various media such as the corporate website, personal recommendations, online job portals, HR consulting firms and headhunting agencies, and social media (LinkedIn, Facebook). Because the human resource department views employees as the company's most valuable asset, they strive to motivate them in any manner imaginable.

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4. As a result, the company, particularly the HR department, encourages other departments to fill any vacancies internally in order to give staff better career opportunities. The recruitment staff begins collecting CVs from various sources as soon as the announcement is made. After the CVs have been collected, they are shortlisted in two processes. Initially, the recruitment staff reviews CVs based on job requirements and forwards those that are shortlisted to the appropriate department. The department checks those CVs once more before sending the final shortlisted CVs to the HR department to organize the tests and interviews. After receiving the shortlisted CVs, the recruitment team quickly organizes the IQ tests, functional testing, and interview schedule for the next step.

5. If an existing employee applies for a position in the same department where he or she is now employed, only interviews will be conducted. He does not need to take the IQ and functional tests because he has already taken them. In contrast, if a person works in one area and applies for a position in another, he or she must take the functional test but not the IQ test. If a candidate who is not an internal employee applies for a job opening, he or she will be subjected to both interviews and testing. The IQ exam checks a candidate's English, Mathematical, Logical Reasoning, and Analytical skills.

6. If a candidate receives a passing grade, he or she is required to take a functional test, which consists of questions connected to the actual job and confirms a candidate's qualifications in terms of education, learning, and knowledge. Aside from these two tests, many occupations require an applicant's computer skills to be assessed. Candidates who are eligible for a computer test are expected to sit in front of a computer and solve issues using various software, programs, and even Microsoft Office competency is tested in this test.

7. The candidate is regarded eligible for the interviews after clearing all of the tests. No one can go to the interview stage without first passing each of the tests. Following the tests, the initial interview takes place. In the initial interview, a candidate meets with an interviewer from the concerned department, who is expected to be the candidate's line manager if selected, and another interviewer from the HR department. With her/his existing ability, functional expertise, and technical know-how, the line manager determines whether the candidate is suited for the job. HR personnel, on the other hand, check the candidates' personality, demeanor, and attitude to ensure that they are a good fit for the company.

8. Candidates that pass the initial interview will be called back for a second interview with the unit/head, division's (HOU). During this interview, the unit/division head assesses a candidate's capacity to work in a team, make decisions, plan and organize, think strategically, and lead, among other things. Only a few candidates are called for the final interview with the HOD after the interview (Head of the Department). When the interview is done, the HOD chooses the final candidates to whom a job offer can be made. As the process progresses, the recruitment team makes a verbal offer to the candidate who successfully completes all of these processes. If the candidate accepts the verbal offer then s/he has to face the final test which is known as medical checkup.

9. During the medical examination, the organization transports all of the selected candidates to a certain hospital for testing. If a candidate is medically fit, she or he is called to sign her or his appointment letter after receiving medical reports from the designated hospital. If a candidate is found to be medically unfit, Banglalink does not offer them a job. This is to inform you that the organization will cover the entire cost of your medical checkup. Medically qualified candidates are required to sign the appointment letter in the head office on a mutually convenient date. Once the signing is done the candidate who is an employee now is given a particular date to join and s/he is entitled to report to her/his line manager on the day of joining at the concern department.

The entire procedure of recruitment and selection are shown through a diagram below:



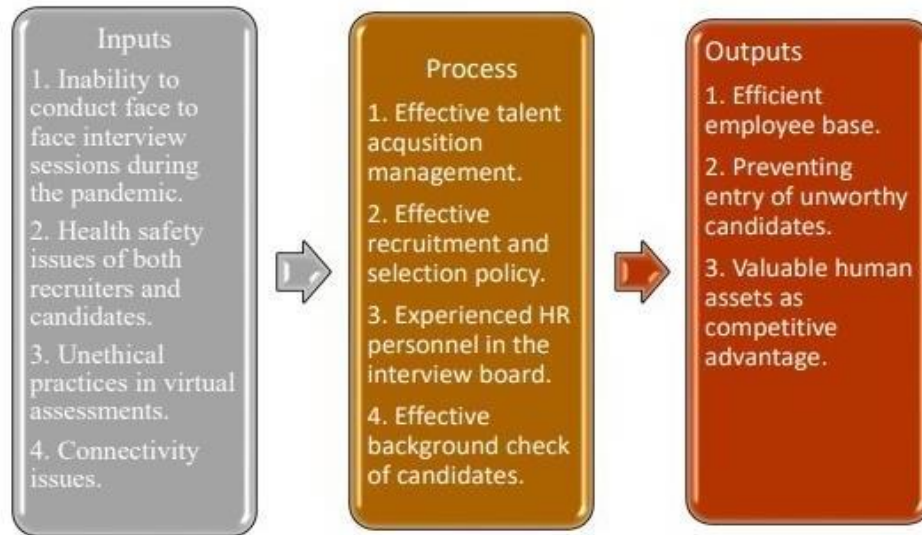
Employee skills that are essential for the company

Employees are an organization's assets, and without them, it would be unable to run successfully and efficiently. Furthermore, individuals who lack appropriate skills and competencies cannot be regarded as assets; rather, they constitute a burden to the organization because the company must pay them, which is a cost or expense the company must bear. To put it another way, the corporation is investing in assets that will not yield a profit. As a result, it is critical to guarantee that the organization has the necessary skills and talents. Similarly, Banglalink Digital Communications Ltd., like other telecoms, should recognize what talents and abilities are appropriate for them, as well as which personnel capabilities they require more of. Without proper research on necessary employee skills, it is impossible to find the right human assets (Torre, Cantero, & Sanfilippo, 2021)

Employees should choose professions in sectors where their abilities and the sector are a good match. The concept of person-job fit can also be applied here. In layman's terms, person job fit refers to the compatibility of individuals with the jobs or tasks they perform at work. Employees should focus on a certain area of competence. Otherwise, they will be dissatisfied with their effort. Instead, they will be less involved in their task, which will have a negative impact on productivity (Kang & Lee, 2021). Furthermore, finding a company that fits the skills of the staff is critical. Employees who are unable to focus on their employment will not complete the duties allotted to them, jeopardizing their careers. Employees cannot advance in their professions unless they perform effectively (Zhong et al., 2021).

Covid-19 and skills requirements

Working from home has become more common in the business environment as a result of the Covid-19 pandemic. Despite the fact that many people were aware of freelancing, the Covid-19 outbreak has caused organizations to work from home in order to protect their employees. Bangladesh's telecommunications industry was also severely impacted by the pandemic. Many employees lost their employment as a result of the epidemic, and in some cases, they were paid less than usual. As a result, they were rapidly depleting their savings (Naeem, & Ozuem, 2021). Furthermore, due to Covid-19's constraints, it was difficult for organizations to continue attracting the suitable workers. As a result, several banks failed to select candidates with necessary talents, which had an impact on their day-to-day operations and, as a result, on their organizational goals (Yusuf, & Ichsan, 2021). Figure 9 depicts the summarized literature of HRM approach in the organization during Covid-19. The illustration below shows the recruitment problems and its solutions post covid-19 pandemic at the company.



3.4 Methodology

3.4.1 Research Approach

The study's goal is to reveal the employee selection and recruitment process, as well as the skills necessary for improving current employee careers, and to provide a model of employee skills in attaining long-term firm growth. The study uses a qualitative data collection strategy, which comprises acquiring and interpreting non-numerical data in order to understand concepts, opinions, or experiences (Hennink, Hutter, & Bailey, 2020). Furthermore, the study collects descriptive data from persons working in the banking industry and synthesizes it. For these reasons, the research employs a qualitative method to data collection (Panfilova et al., 2019).

3.4.2 Data Collection

This section of the study is primarily comprised of primary data. First and foremost, a ten-question questionnaire was created for conducting interview sessions. Furthermore, some interviews were performed over the phone, while others were conducted in person. This method was used to collect raw data (Charania et al., 2021), and content data analysis was used to extract the most relevant and important information.

Sampling strategy

The study is conducted by adopting non-probability sampling as it incorporates non-random selection based on convenience or other criteria, which allows you to collect data quickly. More specifically, the results are prepared using convenience sampling as the sample included people who are the easiest to reach. The target people for asking questions are not random people. They are the employees already working in Banglalink in various positions. As telco people always remain busy due to immense work pressure, only easy access individuals are taken for the interview (Pace, 2021).

Sampling criteria and size

The sample is selected based on some criteria. Firstly, participants who have worked or already working in the telcos of Bangladesh are taken for conducting the interview session. Moreover, participants from officer to management positions are taken for the study as their information is more relevant and valuable. To prepare the study's findings, 40 employees working from Banglalink Digital Communications Ltd. are taken to conduct interview sessions through phone calls and in-person

3.4.3. Finding and Analysis

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

Gender Analysis:

Variables	Male	Female	Total
Frequency	25	10	35
	71.4%	28.6%	100%

Interpretation:

The gender representation of the surveyed employees is depicted in the table and chart above. In this case, 25 of the 35 responses are male, while the remaining 10 are female, indicating that 71.4% of the sample population is male and 28.6% is female. Both genders have been considered in order to obtain their perspectives.

Age Analysis:

Variables	Below 21	21-25	26-30	31-35	36-Above	Total
Frequency	0	08	22	04	01	35
	0	22.9%	62.9%	11.4%	2.86%	100%

Interpretation:

From the above table, it is seen that among the 35 respondents there were no employees who were below 21, 22.9% of them have their age in between 21-25, majority of the respondents that means 62.9% have their age in between 26-30. 11.4% of the respondents belong to the age group of 31-35 and the rest of the 2.86% are 36 years old or have their ages more than 36. From the above statistics, we can see that majority of the employees are of 26 to 30 years old.

Working position analysis:

Variables	Entry Level	Mid Level	Top Level	Total
Frequency	20	10	05	35
	57.1%	28.6%	14.3%	100%

Interpretation:

During the survey, the working position of the employees was also taken into account so that proper opinions can be collected. Here we can see that the positions are divided into three broad categories which are Entry Level, Mid Level, and Top Level. If we go through the table and also have a look at the chart we can see that majority of the surveyed employees belong to the Entry Level Group 57.1% which means more than half of the employees belong to this group whereas the Top Level employees are quite less which is 14.3%.

Concerned department analysis:

Variables	HR & Admin	Marketing	Operations & Maintenance	Information Technology	Finance	Total
Frequency	15	05	10	03	02	35
	42.9%	14.3%	28.6%	8.57%	5.71%	100%

Interpretation

The above table along with the graph shows the specific departments in which employees were surveyed for having their opinion on the evaluation of the recruitment process. The employees of mainly five departments were surveyed for the research and those respected departments are HR & Admin, Marketing, Operations & Maintenance, Information technology, and Finance. The majority of the employees that is 42.9% were from the HR department however 14.3% of the employees were from the Marketing department. The employees of other departments were 28.6% from Operations & Maintenance, which is the second largest, 8.56% from Information Technology and the rest of the 5.71% from Finance Department.

Time duration of the employees working:

Variables	0-2	2-5	5- Above	Total
Frequency	15	10	5	35

	42.9%	28.6%	14.3%	100%
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Interpretation:

Another demographical factor that was kept in focus was the employees' duration of the working period in Banglalink. If we have a look at the statistics and the chart, we can find out that 42.9% of the employees completed less than 2 years in Banglalink where as 28.6% have been working for more than 2 years and less than 5 years. On the other hand, people working more than 5 years are only 14.3% which is the minimum percentage.

The analysis of the second half of the questionnaire will now begin from this section. The following questions will focus on the employees' perceptions and opinions about Banglalink's entire recruitment process. These findings are further extended with tabulation, percentage analysis, graphical depiction and explanation of individual findings, as well as an overall elaboration of the employees' opinions.

Is the current recruitment process successful and efficient in your opinion?

Variable s	Strongly Agree	Agree	Neutr al	Disagr ee	Strongly Disagree	Total
Frequenc y	10	10	05	10	0	35
	28.6%	28.6%	14.3%	28.6%	0%	100%

Interpretation:

The above-mentioned table and the diagram show the percentage of people who gave their opinion about the efficiency and the effectiveness of the current recruitment process of Banglalink. In these statistics we can see that the major portion of the employees with 28.6% have agreed that the statement. There was no employee who strongly opposed to this statement however 28.6% of the employees did not agree about this. Another significant proportion of the sample of 14.3% remained neutral.

Do you believe the hiring process should be conducted internally?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	0	10	10	15	0	35
	0%	28.6%	28.6%	42.9%	0%	100%

Interpretation:

If we go through the table and the chart, we can clearly find that 42.9% of the employees disagree with the fact that the recruitment process should be internal. On the other hand, there are 28.6% respondents think that the process should be internal. However, another 28.6% of the employees remained neutral about regarding this fact.

Do you think the recruitment process should be external?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	01	14	10	09	01	35
	2.86%	40%	28.6%	25.7%	2.86%	100%

Interpretation:

Unlike the preceding statement, the majority of employees remained neutral when asked whether the recruitment process should be external, with 28.6% remaining neutral. Apart from those who had no views, a considerable number of employees, 25.7 percent, said they would not recommend that the recruitment process be completely external. On the other hand, 40% believed it should be external.

Do you believe the recruitment process should include both internal and external candidates?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	10	15	10	0	0	35
	28.6%	42.9%	28.6%	0%	0%	100%

Interpretation:

Here we can see that majority of the employees find the recruitment process should be mixed. 28.6% strongly agreed that the recruitment process should be both internal and external whereas 42.9% people agreed to that. While 28.6% remained neutral on this topic.

Do you notice any changes in Banglalink's recruitment process from time to time?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	10	15	05	05	0	35
	28.6%	42.9%	14.3%	14.3%	0	100%

Interpretation:

From the table and the chart, we can see that 42.9% of the employees find changes from time to time in the recruitment process of Banglalink. On the other hand, only 14.3% people disagreed to the fact.

Do you believe that the engagement of relevant departments in the recruitment process should be increased?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	10	15	05	05	0	35
	28.6%	42.9%	14.3%	14.3%	0	100%

Interpretation:

From the above-mentioned table and chart, it is clear that while the employees were asked whether they think that other departments should be involved in the recruitment process 42.9% of the employees agreed to that among which 28.6% strongly agreed. On the contrary only 14.3% disagreed to the fact and 14.3% remained neutral. There was no employee who strongly disagreed to that.

Do you believe the hiring process is extensive, time-consuming, and expensive?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	05	10	06	10	04	35
	14.3%	14.3%	17.1%	14.3%	11.4%	100%

Interpretation:

The table and the chart are the representations of the surveyed employees' opinions on the length, time consumption and cost. Here we can see that 14.3% of the employees agreed to the fact that the recruitment process of Banglalink is lengthy, time consuming and costly. Among them, 14.3% strongly agree while only 14.3% employees disagreed with the statement. On the other 17.1% employees remained neutral with not having any agreements or disagreements.

Do you consider the hiring procedure to be relevant and transparent?

/ Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	10	20	04	01	0	35
	28.6%	57.1%	11.4%	2.86%	0%	100%

Interpretation:

Here from the mentioned table and graph it is clear that majority of the employees with 57.1 % agrees to the fact that the recruitment process is relevant and transparent. 28.6% of the employees strongly agree to this while 11.4% of the employees remained neutral with no specific opinion. On the other hand, 2.86% employees think that the recruitment process is not relevant and transparent where 3% strongly disagreed.

The second portion of the survey is essentially the primary part, which focuses on employee agreement, disagreement, and impressions of Banglalink Digital Communications Ltd's recruitment procedure. Employees were asked these nine items on five different dimensions: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. Some respondents agreed with each of the nine questions, while others disagreed. The first question sought to determine whether Banglalink's existing recruitment process is successful and efficient. The majority of the employees agreed with the reality, however a sizable number remained unconvinced. The majority of employees are satisfied with the present recruitment process, according to this statistic.

However, several staff were dissatisfied with the procedure and demanded modifications. The purpose of the next three questions is to learn more about the employees' opinions on whether the recruitment process should be internal, external, or a combination of both. When asked about this, the vast majority of employees denied that the recruitment process should be either internal or external. Rather, they advocated for a hybrid strategy to recruitment that included both internal and external sources.

Results and discussions:

The study's major purpose was to assess the selection and recruitment process of Banglalink Digital Communications Ltd.

However, while doing that a verbal interview was also taken which helped to figure out the type of skills the company is looking for while selecting the best suitable employees, because they believe that by doing that the company will have a sustainable development for the long run. Therefore, while doing this we collected a qualitative data for the study was acquired from another 35 individuals who worked at Banglalink Digital Communications Ltd.



As seen in the model above, majority of the respondents have stated that the top most human skills that the employees should have been honesty. Then comes excellent communications skills, adequate technological skills, smartness and patience. These are the utmost necessities that employees must have for an organization to prosper. Because for having these sets of skills, the impact is said to be positive, as in by doing so, the company will find the right employee for the job, as there will be an increase of employee productivity, which is turn will make sure that the turnover rate of employees will be less.

Thus, the employee retention rate will increase and ultimately creating a valuable employee base. Now flowchart has high chances of becoming effective because, according to the model above, all of the necessary employee skills and the employee skills impact will ultimately have a huge organizational outcome, such as there will be an increased overall productivity of the company, because of employee and job satisfaction. Increased productivity of the employees will make sure the overall increased profitability and growth of Banglalink Digital Communications Ltd., and hence will ensure the overall sustainable development of the company.

Theoretical Implications:

This study's theoretical implications are remarkable. According to the study, hiring suitable personnel for a company by identifying and nurturing employee abilities that are vital for that organization's genre leads to a variety of favorable results for that organization. Employee skills that are necessary and relevant, for example, boost employee engagement, productivity, and retention, according to our research. Furthermore, it identifies that persons who choose work sectors that are relevant to their strengths have a better probability of achieving career success. As a result, this study adds to the existing HRM literature in the telecommunication sector by examining the employees' abilities to provide long-term services.

Practical Implications:

In addition to its theoretical ramifications, the study has substantial practical consequences . They are as follows:

- For starters, reputed telcos, such as Banglalink, can learn about the talents needed in the banking industry and use what they've learned in the study to their recruitment. For example, Banglalink can use exams to determine whether an applicant possesses those skills throughout the recruitment process. In this approach, the findings of the study can be applied to real-world recruitment practices.
- Second, the findings of the study can help people who desire to start a career in the telco industry. Because the study identifies the abilities required in the telco business, people interested in pursuing a career can determine whether they possess these skills and are qualified to work in telcos. As a result, telcos will be able to discover qualified candidates. Suitable personnel eventually become human assets for companies, allowing them to gain a competitive advantage over their market competitors.
- Finally, if telcos can use the study results to build a strong personnel base, the entire telco industry in Bangladesh will benefit with a positive change in profitability and growth, which will help the country's fragile economy thrive.

Limitations:

Despite the fact that the study gives useful insights into employee abilities necessary, it has its limits too.

- ✚ To begin with, the study interview sample size was not that big, the sample size was 35 correspondents only.
- ✚ Second, if the sample size for evaluating data saturation had been much bigger, then the study may have much more informative.
- ✚ Thirdly, the time allotted to finish the investigation was insufficient, as the employees working in the company was extremely busy, implying that there are still latent data to be studied.

- ✚ Hence, it would have been better if we had gotten more time for taking the interviews (both written and verbal interviews). Then the research would have been even more informative and precise than the one that has been deducted.

Suggestions:

According to the findings, using a mixed-method approach can help to provide a clear image of the study's goals. As a result, future study based on a mixed technique approach might be beneficial. Future research, on the other hand, could look into employee abilities relevant to different divisions inside a telecommunication company, which could help other telcos choose more qualified personnel because backend and frontend staff aren't often the same. Furthermore, with a larger sample size, the skills needs before and after the Covid-19 outbreak should be explored theoretically in the quantitative dimension.

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