

Internship Report

On

Recruitment and Selection Process of Robi Axiata Limited

Submitted To:

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Subject: Letter of Transmittal

Dear Sir,

With great pleasure, I submit my Recruitment and Selection process report on “Robi Axiata Ltd.” That you have assigned to me as an important requirement of BUS-400 course. I have found the study to be quite interesting, beneficial & insightful. I have tried my level best to prepare an effective & credible report.

The report contains a detailed study on Recruitment and Selection process & a look at how it is done in the practical world. Here, we have gathered information from different sources such as websites and actual interviews from my Supervisor of “Robi Axiata Ltd”.

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

Yours sincerely,

Muhammad Abdul Ahad

(ID #13204044)

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First of all, I would like to thank my Advisor **Dr. Mohammed Tareque Aziz** for his untiring guidance, help, effort, and suggestion. Really, I am thankful to him. Without his direct guidance, this report couldn't be possible. A very dynamic personality, dad figure, Mr. Aziz constantly inspired us all the time to develop my career and share his experience, knowledge, learning with us. I shall remain ever grateful to Dr. Tareque Aziz sir for his extraordinary gesture and relentless effort.

I am also thankful and acknowledged to my supervisor Mr. **Khandaker Raihan Sayed**, Manager, Resourcing & Employee Branding team, Rifat Ferdous, Zaved Parvez, Nadira Khan, Serene Hasan, Manjurur Rahman, Sanjoy Kumar, Sumit Saha, A.Q.M Zakir and Jishanur Rahman along with Rawnak Afroze of Robi Axiata Ltd., without their direct help, suggestions, and assistance it was impossible for me to complete this report.

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Executive Summary

In order to complete my BBA program, I have been instructed to complete my internship report on “Recruitment and Selection process of Robi Axiata Limited” under the guidance of Dr. Mohammed Tareque Aziz.

At present Robi Axiata Limited is the second largest mobile network operator of Bangladesh. It is a joint venture between Axiata Group Berhad, of Malaysia, NTT DoCoMo Inc. Japan and Bharti Airtel Limited of India.

In 2016, Robi Axiata Limited and Airtel Bangladesh Limited have come together for a historic merger in order to form a newly merged company which is now called Robi Axiata Limited. The combined entity is serving approximately 3.22 crore subscribers.

Robi introduced GPRS and 3.5G services in Bangladesh for the first time. They are no more concerned about holding the 2nd position in the industry but going beyond all performance parameters and gaining pace towards becoming the leading telecom operator in the country with solid local heritage. Even though Robi’s main focus is the customers but it also takes good care of its stakeholders. Robi aims to enhance people’s lives by enabling them to ignite their power within. Corporate Social Responsibility plays a major role in fulfilling this agenda. “Gori Nijer Bhubishhot”, “Internet4U”, ICT-based education, ‘Robi Alo’ are some of the successful CSR activities of Robi.

As an intern, my works are updating employee files, arranging initial/primary interview sessions, help new employees to complete joining procedures and coordinating written exams.

Robi has the People & Corporate unit which is the Human Resource division of Robi which is comprised of other units like talent development team, corporate affairs, Communication and Corporate Responsibility, Compensation & Rewards, Legal affairs and Engagement and Culture.

Robi recruits for entry-level positions in three different job posts: Graduate Trainee, Territory Manager, and Specialist.

Robi's recruitment starts from the online application then written tests and interviews are done. It follows a developed recruitment process for selecting right people in right place. Effective recruitment shall ensure the competency and high-quality performance of the whole organization.

Robi does both internal and external recruitment.

The recruitment of interns is just like the recruitment of contractual employees. The candidates have to face the interview and if they get elected then they are appointed as the intern of Robi. Generally, for an internship, Robi asks for resumes from the reputed Universities. As a multinational telecom organization, Robi Axiata Ltd tries to maintain their employee relations by being involved and engaged with them and providing with opportunities to grow and achieve success.

Robi must be careful in retaining their talented employees too as this will be one of their tools of competitive advantage. Both the companies had different culture and values along with different working style so mixing their work cultures and employees adapting to it is little difficult and the organization must come up with solutions or else they will lose their potential employees.

Chapter 1

Introduction

In order to complete Bachelor of Business Administration (BBA), it is required to have an attachment with an organization followed by a report assigned by the supervisor in the organization and endorsed by the faculty advisor. Therefore, I took the opportunity to complete my internship with one of the leading telecom service providers in Bangladesh “Robi Axiata”

Under the proper guidance of my onsite supervisor, I have conducted my study on “Recruitment and Selection Process” in Robi Axiata”. My faculty advisor also approved the topic and authorized me to prepare this report as a part of the fulfillment of internship requirement and gave me proper guidance and assistance over time.

Background of the study:

There is no doubt that the work environment and process is evolving quickly all around the world. So, being a part of the organization Human Resource Management (HRM) should be equipped to manage the impact of these continuous changes. In order to do that it requires understanding the implications of globalization, technical change and working diversity. Changing skill requirements, decentralized work sites, contingent workforce, and employee involvement are important factors to be taken into consideration. One of the biggest challenges for the HRM is to provide the best personnel for the suitable position and in the shortest possible time. At first recognizing the vacancies and planning for them is a great task. Moreover, attracting suitable candidates and select the best possible talent is a huge work.

The cost of this whole recruitment process is really significant. So proper and careful planning is required. Then to formulate the process needs focus, efficiency, dedication as making a mistake can bring huge problems and difficulties. Equal opportunity and sourcing is a vital part. Realizing this need it is important to find the difference and similarities between the theoretical aspects and practical steps taken by the company.

The objective of the Study:

Broad Objective

In order to have a complete knowledge of the company Robi Axiata Limited. To know all the details of the recruitment and selection process of the company.

Specific Objective:

1. To focus on major elements of the “Recruitment and Selection Process”.
2. To focus on the procedure of recruiting and selecting personnel.
3. To have a clear view of the modern techniques used in recruitment and selection process.

Methodology:

Both primary and secondary sources are used to generate this report.

Primary Source:

The primary information collected through informal discussions with the professionals and observations while working in different desks and also by personally participating in the selection and recruitment process.

Secondary Source:

The secondary information was collected from websites, magazines, journals, books, publications on “Robi Axiata” and other relevant sources.

The scope of the research:

This report is about the recruitment and selection process of Robi Axiata in theoretical light and demonstrates the practical use too. The study will help to learn about the importance of recruitment and selection issues as well as the modern techniques and models used to make it more efficient.

It will also help to learn the practical procedures followed by the leading organizations. Furthermore, the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their recruitment and selection process.

Limitations of the research:

The major limitation of the study is the collection of information as most of the information is confidential which the organization does not want to disclose them. To maintain the authenticity and relevance of the data is also quite challenging. Being a multi-national organization, they keep evolving each day so making sure that all the updated facts are included in the report were necessary and difficult too.

Company Overview

Background of the company:

Robi Axiata Limited is the second largest mobile network operator of Bangladesh at present. It is a joint venture between Axiata Group Berhad, of Malaysia, NTT DoCoMo Inc. Japan and Bharti Airtel Limited of India. The biggest shareholder is Axiata with 68.7% of controlling stake in the entity; Bharti holds 25% while the remaining 6.3% is owned by NTT DoCoMo Inc.

In order to satisfy the communication needs of the people of Bangladesh, Robi Axiata Ltd previously known as Telekom Malaysia International (Bangladesh) started its operation in 1997 under the brand name of Aktel. During the year 2008, AK Khan and Company left the business by selling its 30% stake to Japan's NTT Docomo for about US\$350 million. On 28th of March, 2010 the company commenced its new journey with the new brand name "Robi" which means 'Sun' in Bengali. Robi adapted the logo of its parent company Axiata Group which itself went through a key rebranding in 2009. After doing business for five years, on 2013 Docomo lessened its share to 8% making Axiata the owner of 92% shares of the company.

Then happened the first ever merger of Bangladesh's telecom sector between Robi and Airtel making Robi the second largest telecom operator in Bangladesh.

Robi and Airtel Merger:

Robi began its operations in 1997 under the name of Aktel. The operator transformed its license in 2011 after completing its first 15-year lease. On the other hand, Airtel had arrived Bangladesh in 2010 by acquiring a 70 percent stake in Warid Telecom. Later in 2013, it picked up the remaining 30 percent shares but its license expires in 2018.

The two influential Telecom operators of Bangladesh- Robi Axiata Limited and Airtel Bangladesh Limited have come together for a historic merger in order to form a newly merged company which is now called Robi Axiata Limited. The possibility of merging the companies was announced on September 9, 2015, while on January 28, 2016, both the companies had officially agreed to merge their operations. Their view was that it will strengthen the long-term sustainability of Bangladesh telecom landscape with major contributions of the overall

economy and revenue of the country. The combined entity will serve approximately 3.22 crore subscribers.

The 4 key benefits that the merger will bring to the customer through this merger are:

- 1) Affordability- Low tariffs and call rates for 32.2 million customers of both brands.
- 2) Availability- Facilitating the availability of internet access and mobile services across Bangladesh by the enhanced strength of combined operations.
- 3) Care- Creating extensive channels for wider sales and distribution around the country.
- 4) Speed- A strong network coverage and faster data connections.

Bangladesh's Supreme Court had fixed the merger fee at 100 crore taka. The merged entity is also required to pay the Bangladesh Telecommunications Regulatory Commission (BTRC) an additional 507 crore taka.

On completion of the merger, Axiata will hold a controlling 68.7% stake in the combined entity, while Bharti will own 25%. The remaining 6.3% will be held by existing shareholder NTT Docomo of Japan. The merger was completed on 16th November 2017. After the merger, more than 200 executives of Airtel joined Robi, while around 137 left under a voluntary retirement scheme. Moreover, Robi-Airtel merged entity will be the largest spectrum holder in both 900 Mhz and 1800 Mhz bands with 12 units and 17 units of such airwaves respectively.

Company Profile:

The company delivers widest network coverage to 99% of the population with over 13,900 on-air sites of which over 8,000 are 3.5G sites. Robi introduced GPRS and 3.5G services in Bangladesh for the first time. The company has presented many first of its kind digital services in the country and invested heavily to take the mobile financial services to the underprivileged groups in the rural and semi-urban areas. Robi has established itself as a socially responsible brand and has taken up a number of flagship corporate responsibility initiatives in the fields of ICT-Education, Health and Environment with a mission to contribute towards the sustainable development of the country.

Principles and Purpose:

Robi employees religiously follow three guiding principles:

1. Uncompromising Integrity

- They will be legal, ethically, and morally correct.
- Their code of conduct will be fair and honest.
- They will listen and encourage open dialogue.
- They will be passionate in pursuing their beliefs
- They will treat others with dignity, valuing and benefiting from diversity
- They will be accountable for their own actions and behaviors on fellow employees, customers, shareholders, and the communities in which they operate.
- They will be courageous in sharing their work and bold to learn and improve from their mistakes

2. Customer at the Centre

- They will be customer-centric in delivering their needs in terms of value, quality, and satisfaction.
- Their customer focus will be in creating a positive experience, at every point of interface, sale, and post-sale.
- Simplicity will be the key for the customer to learn about Robi, buy from them, and get support from them whenever wherever.
- They will strive for continuous innovative solutions in every sphere of their work.
- They will engage with the customers to know their demands and their actions will be designed to serve the customers better than their competitors do.
- They will not be distracted from creating and providing value for their recruitment process.

3. I Can, I Will

- Ensuring their efforts to produce desired results.
- Seizing the opportunities at the right time and execute them on time.
- Going beyond their scope, strive for and achieve excellence.
- Doing what it takes for ensuring the delivery of results and not waiting for delegation.
- Going that extra mile, setting ambitious goals to ensure their efforts bring success.
- Having the courage to say and do what it takes in order to guarantee success.

Product Portfolio:

Robi offers a collection of diverse packages. In addition of the fundamental pre-paid and post-paid mobile services, it gives a wide range of value-added products and services such as 3.5G HSPA+, 4G LTE, GPRS, EDGE, international roaming, Mobile Banking, SMS banking, Caller Ring Back Tone, MMS, Voice Greetings, Welcome Tunes etc.

In order to meet the needs of all the consumer segments, the company continuously innovates to have an edge over its competitors. Robi has the widest international roaming service in the market, connecting 385 operators across more than 140 countries. Robi has enhanced peoples' life experience with its innovative Value Added Services (VAS). Whether it's entertainment, education, health, and agriculture the wide-ranging VAS products of Robi caters to the needs of everyone in the society.

Supplementary services:

- Call Waiting
- Internet & Data Services
- Call Forwarding
- Call Conferencing
- Dedicated Customer Service Centres
- Entertainment
- Live Chat
- MyRobiApp
- Robi Radio
- Robi Sports portal
- Information Services
- Robi cash
- Robi Recharge Plus
- Education & Career
- Islamic Kotha
- Lifestyle
- M-Ticket
- Balance Transfer Request

Within two years after the launch, BDAPPS (Robi's one of the popular app stores) hosts more than a thousand exciting mobile apps on sports update, cooking recipe, jobs/career tip, and alert, beauty tips, general knowledge, religious, newspaper, jokes etc. Robi-Yonder is the company's popular music app and contains the largest collection of local and international music. Along with the participation of the leading artists, this digital music platform is already considered as the hub of musical creativity of the country.

Robi's ticketing platform Bdtickets brings the greatest convenience for the people in buying bus, launch and movie tickets. Also, the utility bill payment solution continues to provide digital bill payment facility to the customers of Bangladesh Power Development Board for paying their monthly electricity bills.

Chain of Command:

- Mahtab Uddin Ahmed is the CEO of Robi Axiata Limited.
- A K M Morshed is the CTO of Robi Axiata Limited.
- Roni Tohme is the CFO of Robi Axiata Limited
- Matiul Islam Nawshad CCPO at Robi Axiata Limited
- Tan Sri Ghazali Sheikh Abdul Khalid is the chairman of the Board of directors.

The main divisions of Robi are Finance, Marketing, Technology, People & Corporate, Digital services.

Key achievements:

According to (Saha, 2017) Robi received different kinds of award and achievement, some of them are:

- ✚ Robi received the significant fund grant from GSMA MMU (Mobile Money for the Unbanked) in 2009
- ✚ Financial Mirror Samsung Mobile & Robintex Business Award 2008-2009 awarded Robi the best Telecommunication Company.
- ✚ In 2007, Robi got TeleLink Telecommunication Award for its brilliance in service, corporate social responsibilities, and dealership management for the year 2006 in commemoration of World Telecommunication Day 2007.
- ✚ Arthakantha Business Award was given to Robi by the national fortnightly business magazine of Bangladesh for its excellence in service in the telecom sector.
- ✚ Robi got Deshbandhu C. R. Das Gold Medal for contribution to telecom sector

in Bangladesh.

- ✚ Robi got the Beautification Award for the exceptional contribution to the Dhaka Metropolitan City from Prime Minister Office on 13th SAARC summit.
- ✚ Robi also got Standard Chartered-Financial Express Corporate Social Responsibility (CSR) Awards 2006 for contribution in Education, Primary Health, Poverty Alleviation and Ecological Impact.
- ✚ Robi also received Desher Kagoj Business Award 2006 for corporate social responsibilities activities.
- ✚ Robi Axiata was awarded the 5th Best Employer of the Year at the 22nd World HRD Congress, 2014. It also got the awards in the categories of “Talent Management”, “Best HR strategy in line with Business”, and “Global HR Strategy”.
- ✚ In 2012 Robi crossed the landmark 2 crores (20 million) subscriber base.
- ✚ Robi received “Star News HR EXCELLENCE AWARDS FOR INNOVATION IN HR”

(Saha, 2017) said, Since the rebranding in 2010, Robi moved forward, with an average of 20% revenue growth. They earned back their No. 2 position in terms of revenue. Robi is being identified as one of the top three employers of choice in the country. They have been awarded the Emerging Market Service Provider of the Year Award at the 10th Frost & Sullivan Asia

Pacific IT Award.

According to (Parvez, 2017), their success has not been by chance; it has been by choice, through careful crafting of strategies to align and exceed the requirements of the changing industry. It's HR accordingly, envisioned, evolved and executed its people strategy through demanding processes and practices.

Going forward, their aim is to take the excellence achieved towards greatness, in terms of company performance and industry limits. They are no more concerned about holding the 2nd position in the industry but going beyond all performance parameters and gaining pace towards becoming the leading telecom operator in the country with solid local heritage. Being true to their corporate brand value, they strive to ignite the power within their people and place ourselves in league with the Global High Performing Companies, known for our exceptional performance and uncompromising integrity.

Corporate Social Responsibility of Robi:

- On January 31, 2010, Robi Axiata Ltd. donated sewing machines for the underprivileged women.
- Robi initiated health camp at Rangpur for underprivileged women March 07, 2010.
- Robi Axiata Ltd. pledge for 'Healthy Women, Healthy Family' March 08, 2010.
- Robi organized 'Konthe O Tulite Bangladesh' contest on March 31, 2010.
- Robi Axiata Limited & The Daily Star have jointly initiated "English in Schools (EIS)", a language learning program to promote English language learning at secondary schools across the country.
- Robi Axiata Ltd. organized debate championship 2008 in Chittagong.

Guided by their strong corporate governance practices, they aim to go beyond short-term profits, to enhance people's lives by enabling them to ignite their power within. Corporate Responsibility works as the strategic tool for Robi to facilitate sustainable development of the community, which in turn helps in the creation of the platform for the sustainable business environment.

Some of the successful CSR activities of Robi:

According to (Rahman, 2017) Robi has huge CSR activities, some of them are:

- ✚ "Gori Nijer Bhubishhot" is the flagship CR project of Robi. In partnership with UCEP Bangladesh, they provided "free" technical training to 500 underprivileged boys and girls in Chittagong, on mobile phone servicing, electronics, and sewing machine operation for RMG sector.
- ✚ "Internet4U" is a campaign for college and university students across the country, to educate them about "proper and safe" use of the internet as a tool for networking, learning, and development. Through interactive sessions and live demonstrations, students were shown the power of the internet as a tool for self-education, skills development, and employment, leading to a better life. Sessions were conducted with students of, University of Barisal, Barisal Amrita Lal Dey College, Presidency University Dhaka, Daffodil University Dhaka and South East University Dhaka, as

well as across Robi Internet Corners in the public libraries of Khulna, Rangpur, Sylhet, Rajshahi, and Barisal.

- ✚ Robi is keen to promote ICT-based education as a tool for human development, so it has joined hand with 10 Minute School which is the first-ever online platform in the country to offer a comprehensive solution for 10 minutes for “free” in terms of:
 - Admission guidance for all leading public and private universities in Bangladesh.
 - Online courses, tutorials and quizzes for JSC, SSC and HSC students
 - Help in courses like SAT, IELTS, GRE, GMAT etc.

Robi has faith in that ‘10 Minute School’ can alter the way of education in Bangladesh by taking it to the fingertips of ambitious students who want to outshine by providing them access to quality education regardless of their location, economic status or relation to educational bodies.

- ✚ Robi Alo is a CSR activity where access-to-electricity is given to more than 4,000 people in the off-grid areas of Kurigram and Naikhonchhari, through solar home systems installed across 950 households. This has meaningfully lessened the dependence on kerosene lamps after dark, thus reducing the Green House Gas emission.
- ✚ Robi provided assistive devices and physiotherapy equipment to SEID (Society for Education & Inclusion of the Disabled) to help the organization to support the physical challenges faced by the children with special needs. SEID works for the rights of underprivileged children with intellectual and multiple disabilities, Autism, Down syndrome, and Cerebral Palsy. It has operations across three centers, providing assistance to more than 450 special-needs children from slum areas.
- ✚ Robi supported the victims of the flash flood in the south-eastern region of the country in 2015. It was the first corporate house to have responded to this natural catastrophe. Along with the help of the Bangladesh Army’s 24th and 10th Divisions, Robi distributed relief items to more than 20,000 affected people in Bandarban, Cox’s Bazaar and Ramu.

Chapter-2

JOB DESCRIPTION

I am working there as an intern so I don't have to handle any core responsibilities. I only look after the supporting work, like arranging initial/primary interview sessions, calling interview for selected participants, coordinating interviews, coordinate and help new employees to complete joining procedures, taking a written exam and main work is updating the files of existing employees, creates new employees files.

Update old files: Before all employees files were based on paper, which used to lots of problems in terms of maintaining them because it needs a lot of space, paper, cabinet to keep, unnecessary time was spent to search them and the main problem was it had a risk of getting lost. But now the task is converted from paper-based to computer-based. So there is less hassle and risk.

Creates New Files: Recruitment means more than one person may join in an organization and all of them have different files which will be created by us. Lots of papers we have to accumulate with new files like joining forms, disclosures forms, declaration forms, medical reports, CV with certificates, job advertisement, manpower requisition forms, CV shortening criteria, Tabulation Sheets (1st interview, 2nd interview, written test), Approval note, Appointment Letter etc.

Written exam Coordination: Coordinating written exam in exam period like guard the candidates in the time of the exam. If any candidate feels any problem then it can be solved by consulting with the respective officer.

Internship Coordination: Robi Axiata Ltd has different division and every division has many departments and those departments need interns. As internship coordination, I have to coordinate all sorts of internship-related matter like confirmation letter sent to career center of different University, provide experience letter to the intern, take phone interview from those students who want to do their internship with Robi Axiata along with making an assessment of those students.

Chapter-3

Observation

Robi People & Corporate Division

Robi Human Resource system is known as the People & Corporate unit and is, in fact, one of the best systems in Bangladesh. The strategy of People & Corporate unit of Robi is followed from Axiata's HR strategy.

Vision:

Robi believes in aligning the needs and benefits of both their employees and customers to give the best result to everyone. Robi's vision describes their ambition for future, sets a common direction across the group, and inspires all employees to imagine how they can contribute to the success of the organization. Their values describe what behaviors are necessary to realize that vision of serving the customer with best possible solutions.

People & Corporate unit is critical for Robi Axiata Ltd (Robi) in the pursuit of its Strategic Goals. It plays the key role in ensuring

An Organization, that provides a competitive advantage by being updated, aligned and people were driven.

An Organization Culture focused on both the customers and employee and characterized by diversity, generosity and an international mindset.

Leaders, who have a passion for business, excel at empowering people and never compromise on organization's ethical standards.

The People & Corporate units of Robi are:

Talent and development team-

According to (Khan, 2017) in today's competitive world, employees have become an asset so it is necessary to take initiatives that will help to retain the best employees for the organization which will give a competitive edge to the company. The key agenda of Talent and Development team is to quicken performance for extraordinary results, by refining individual and group performance fineness. They achieve this through providing structured and properly designed training to the employees. Then they determine the success rate of the training outcome to see if the training programs were effective in employee development. The People &

Corporate of Robi is very careful of choosing the right talents as they spend a huge amount of money to nurture and help them grow. They work closely with the managers of each department to make sure that best talents are chosen. This unit plays a big role in succession planning and creating future leaders.

Corporate affairs-

(Hasan, 2017) says, this is one of the core units of The People & Corporate of Robi because it deals with all the business activities that are being conducted in the organization. The corporate affairs department is responsible for the internal and external synchronization. At one hand, they coordinate with outside companies. Along with that, they harmonize among the divisions and departments inside the company. They must keep themselves updated with the latest trends in the industry and try to anticipate potential problems. As they need to handle both external and internal stakeholders so the team members must have good judgmental power, emotional intelligence, and intellectual dexterity. When the business strategy is developed, corporate affairs leaders must ensure the organization's way and actions are clear, consistent and totally represent the organization's ethos.

Communication and Corporate Responsibility:

Robi always maintains a good bond with all its stakeholders and they are constantly communicating with them in order to be updated with their needs. Robi recognizes the key social and environmental issues which concern their stakeholders and accepts the prominence of communicating them without exaggeration. From the very beginning, Robi has been a part of many successful CSR activities like '10 minute's school' and 'Robi Alo'. Robi has an excellent PR team who communicates with the outsiders properly and always gives factual and accurate information. It also ensures that the activities are aligned with the vision and strategy of the organization. Social media give organizations new tools with which they can interact directly with their stakeholders. Facebook, Twitter, Instagram, and YouTube- these online communication options have potential to generate a ripple effect that increases as it reaches wider audiences. The best feature of the online communication is that the organization can get rapid and vast feedback about their activities from their stakeholder who helps to know their opinion and they can measure their success rate too.

Company Secretariat & Regulatory Affairs:

This unit is responsible for the efficient administration of the company particularly with regard to ensuring compliance with regulatory requirements and that the decisions of the board of directors are implemented properly. This team mainly works to maintain corporate governance by dealing with conflict of interests, managing the benefits of the shareholders and other stakeholders and dealing with relevant codes and investor guidelines. It also keeps a record of the statutory records of the organization, tax records, insurance and pension information and updating them too.

Compensation & Rewards:

(Haque, 2017) Says, the compensation and benefits are about handling the personal expenses budget, setting the performance standards, making the transparent compensation policies and introducing the competitive benefits for employees. The amount of compensation depends on the employment deal of the organization with the candidate while the rewards are based on the performance of the employees and their HR ratings. The compensation and benefits department examines the external job market and enhances the personal expenses budget of the organization by giving it a competitive advantage which helps them to play a big role training and development. The compensation and benefits define the compensation strategy, sets the transparent and simple compensation policy and defines the general rules for the extraordinary payments, bonus schemes applied in the organization and introduce general other compensation policies like the Relocation Policy, Short-Term Assignment Policies, Benefit Car Policies and other. The compensation unit has special methods to monitor the external job market as it can set the accurate compensation policy, which is compliant with the accepted compensation strategy. This also plays a mega role in talent management team and succession planning team.

Legal Affairs:

It provides internal legal consultancy to Robi. They supervise and control any kind of legal issues against the company or the staff members before judicial authorities in order to defend the rights of the company. They provide assistance regarding the company's disputes with domestic and foreign contractors. They give necessary guidance to carry out negotiations in contracts of various business deals. They also supervise the legal matters of recruitment and dismissal of the employees. They handle the taxation and penalty or damage payments issues

of the company. Lastly, they Work with outside stakeholder like as Government, BTRC, Calcutta Institute of Management, BAT, IDLC, IPDC Finance.

HR Business Partnering:

They are responsible for aligning business goals with employees and management in selected business units. They consult with line management and provide daily HR guidance. They analyze trends and metrics with the HR department. They actively recognize gaps, suggest and implement changes necessary to cover risks. They help in resolving complex employee relations issues and address grievances. They also work to improve work relationships, build morale, increase productivity and retention among employees. They provide HR policy guidance and monitor workforce and also do succession planning for key talents and key job positions. They play major roles in identifying training needs for teams and individuals, evaluate those programs and suggest new HR strategies. They also develop contract terms for new hires, promotions, and transfers. They also assist international employees with expatriate assignments and related HR matters.

Engagement and Culture:

It ensures that Robi has a clear business vision and involve employees in it. They create a sense of community among the employees. They aim to provide employees a better work-life integration which will be flexible to their personal needs and desire. They understand that employees are no longer satisfied with doing a job just for a payment but they want to have a purpose at work, recognize the organization's mission and play a role in it so they take initiatives to make employees more committed and increase their employee engagement. They help in employee empowerment by showing the employees how their contributions make a positive impact on the organization's success and growth. They conduct regular employee survey and feedbacks to know how employees really feel about the organizational culture and activities. They recognize and celebrate both individual and team accomplishments among the organization and outside the organization.

Recruitment:

A recruitment process is the technique that organizations use to fill job vacancies and hire fresh talent into their company. However, the vacancies must of course preferably be filled with qualified candidates and not simply anyone who applies. The recruitment function might be managed through internal talent acquisition or fully or partially outsourcing to a recruitment agency.

The Human Resources Division is mainly responsible for the procedure. However, managers and employees who will be supervising the candidates are often involved with the recruitment process. Employee referrals is one of the cost-effective ways of recruiting and has also placed greater involvement and focus on the employees of the hiring department

It is essential that organizations put great effort and resources into developing an effective process for bringing in good employees as they will be the future of the organization. If the candidates for a particular job are not screened properly then it means the organization is wasting its resources because later it needs to improve him through training or else an employee will not stay or maybe the organization needs to be stuck with an employee that is not productive. The process must also make it clear to the candidate what he or she can expect from the job being offered; it may be the case that a highly-qualified candidate may not want to take the position after all. An unsatisfied employee is also not at all productive.

The recruitment procedure begins with a vacancy formed by a newly created position, a promotion, termination of an employee, or an employee's resignation. After that, the position is evaluated and the job description is written by matching it. Next, the qualifications for candidates are noted. Then, the organization posts the job on a website, in a newsletter, through a job board, in the media, etc. The applications are then scanned through by the HR very carefully, and the ones from unqualified candidates are discarded. Lastly, the qualified candidates are interviewed on and the best ones are either called back for a second interview or hired after salary negotiations.

Job analysis:

Job analysis is the technique of collecting information regarding a job. In other words, it positions the framework of the job. Job analysis is performed only on ongoing jobs. It covers job contents. For instance, the duties of a senior executive, the minimal knowledge required skills, and abilities that are necessarily needed to adequately perform this job. These are the questions that job analysis answers.

The steps of job analysis are:

- Identification of Job Analysis Purpose: The first step in the process is to decide its need and the desired output.
- Who Will Conduct Job Analysis: The second important step in the process of job analysis is to select who will conduct it. While some companies prefer getting it done by their own HR department while others hire job analysis consultants. Job analysis consultants mostly prove to be extremely reliable as they offer unbiased guidelines and methods.
- How to Conduct the Process: Determining the way in which job analysis procedure needs to be conducted is surely the next step. A planned approach regarding how to carry the whole process is required in order to investigate a specific job.
- Strategic Decision Making: It is about deciding the degree of employee involvement in the process, the level of details to be collected and recorded, sources from where data will be collected, data collection techniques, the processing of information and analysis of collected data.
- Training of Job Analyst: Next step is to train the job analyst about how to conduct the process and use the selected methods for collection and recording of job data.
- Preparation of Job Analysis Process: HR executives need to transfer the whole procedure properly to the employees so that they offer their full support to the job analyst. That stage also includes preparation of documents, questionnaires, interviews and feedback forms.
- Data Collection: The next step is to gather job-related data including the educational background of employees, skills, and abilities needed to perform the job, working conditions, job activities, duties and responsibilities involved.

- Documentation, Verification, and Review: Proper documentation needs to be done to verify the authenticity of collected data and then it must be reviewed. This is the final information that is used to describe a specific job.
- Developing Job Description and Job Specification: Job Description defines the roles, activities, responsibilities of the job while job specification is an account of educational qualification, experience, personal traits and skills required to perform the job.

Two major components of Job analysis:

1. Job description- Job description is organized on the basis of data collected through job analysis. Job description gives a functional description of the contents what the job entails. It is a clarification of the activities and duties to be executed in a job, the relationship of the job with other jobs, the equipment and tools involved, the nature of supervision, working conditions and hazards of the job and so on.
2. Job Specification- While job description focuses on the job characteristics while job specification focuses on the person - the job holder. In other words, it is a statement of the minimum acceptable qualifications that an incumbent must possess to perform a given job. It sets forth the knowledge, skills, and abilities required to do the job efficiently. Job specification specifies the physical, psychological, personal, social and behavioral characteristics of the job holders.

Sourcing

Internal sources:

1. Personal recommendations
2. Online posts
3. Newsletters
4. Memoranda

1) Personal References

The existing employers will probably want their friends or relatives or colleagues to successfully fill the vacancy. Approaching them may offend other candidates who would have wished to have been considered for the job.

2) Online posts:

With changing time and the vast use of internet the most convenient and least expensive way of the job posting is giving information of vacancies over different websites.

3) Newsletters

Many companies regularly publish in-house newsletters, magazines or journals for their staff to read. It is hoped that this will be read by all staff thus ensuring that everyone is aware of the job opportunity advertised in it. Unfortunately, this is not the case always because it is sometimes not circulated widely enough. Employees might also find it boring and choose not to read it.

4) Memorandum

Possibly the best way of circulating news of the job vacancy is to send a memorandum to department managers to read out to the teams or to write all employees perhaps enclosing memoranda in wage packets if appropriate. However, it can be a time-consuming process to contact staff individually, especially if there is a large workforce. It should also be kept in mind as to in which way the memorandum is phased out so that the job appeals to likely applicants.

External sources:

There are many sources to choose from if you are seeking to recruit from outside the company.

1. word of mouth
2. job centers
3. private agencies and consultants
4. Educational institutions

Word of Mouth

Existing employees would tell their friends to apply for the job if they come to know about the recruitment. But proper procedure should be followed before selecting them or else incompetent employees would be chosen.

Job Centers

Most developed cities have a job center which offers employers a free recruitment service, trying to match their qualities with job seekers. This involves assessing application forms and thus deleting those applicants who are obviously unsuitable for the position.

Recruiting internally and externally:

Internal Recruiting:

Internal recruitment is the effort to fill job openings with current staff, rather than with external applicants. It can be an effective way to encourage employees to stay with the company in the long term. Internal recruitment can be led through an in-office listing of vacant positions, or simply by evaluating those in positions directly below that which is available.

The possibility for advancement keeps employees from feeling stagnant and stuck within their current role. It is also an amazing way to foster employee loyalty to the organization. When workers feel that there is room for career-advancement they are less likely to begin looking elsewhere for better opportunities.

If the employees' performances are brilliant and up to the mark, they are given chance to occupy higher level positions from the current post. If extra skills required, organization are always ready to provide training. This is one of the easiest ways of selecting candidates as the performance of their work already known by management.

However, while choosing a candidate to step up to a supervisory role it is important to assess the situation and be sure it will not cause animosity in the work environment. For this reason promoting to alternative divisions is necessary.

Techniques of Internal Recruitment:

- Choosing top talents within an organization to higher level
- By giving promotions
- Doing internal advertisement
- By appointing temporary employees to contractual period
- Turning temporary employees to permanent

Merits

- Improves the morale of the employees
- Promotes loyalty among the employees, for it gives them a sense of job security and opportunities for advancement.
- These people have experience that can be relied upon
- Reduces the time of training employees about the organizational culture.
- Cost of recruitment decreases.
- Facilitates Succession Planning
- Recruitment period is less.

Demerits:

- Often defects new people from entering the organization.
- Often, internal sources may “dry up” and it may be problematic to find the vital personnel from within an organization.
- No innovation is made results in no new inputs which is very much essential for the growth of the organization
- Usually, promotions are based on seniority so the danger is that talented worker may not be chosen.
- May cause resentment among employees who were not appointed.
- Creates another vacancy which needs to be filled.

External Recruiting:

When a company thinks of large expansions and is more oriented towards increasing growth and high market share, with more focus on the quality of the product and high customer satisfaction than it is expected for any organization to go for external recruiting. External recruiting is nothing but hiring from outside the company. It will assist the company to make the best use of other sources that are lying outside the organization like campus recruiting is an effective and efficient way of recruiting when a company wants fresh minds that are more creative and driven for any task.

If a company wants to focus only on its core activities and wants to lessen the burden of the task of recruitment then the more practical option would be third party recruiting or recruitment process outsourcing (RPO). An unemployed person who is experienced being

in same industry then it may reduce the training cost. Retired and experienced people can bring more profit by enhancing their prior experience in new business situations.

There are various methods to do external recruitment, such as finding an agency to suggest employees, online advertising, using the company website to promote employment opportunities, and using recruiters to find emerging talents.

There are some other sources too:

- Campus recruitment
- Walk-ins, Talk-ins, Write-ins
- Contractors
- Acquisition and Mergers
- Through competitors

Merits:

- A new entrant to the labor force i.e., young fresh graduates or postgraduates can be taken and change in accordance with company's culture.
- External recruiting provides the best from the large sources.
- People have a wider range of experience.
- More applicants from external employees cause a pool of rich source of candidates of unique employees.
- High productivity
- Less likely to cause resentment within current team.

Demerits:

- Extra time is needed by the people to adjust to the present working situations.
- If the recruiting is done from large source then it will be time-consuming as the applications generated is more and shortlisting becomes critical.
- The cost will be comparatively more than internal recruiting.
- Sometimes it creates employee dissatisfaction as the company's expectation might not match the employee's expectation.
- Selection process might not be effective enough to reveal the best candidate.
- Sourcing quality profiles sometimes become difficult.
- External candidates might ask for more salary and benefits.
- Candidates might quit the job within a short period if they feel uncomfortable.

Recruitment mistakes

There are a number of procedures companies should avoid while putting their recruitment plans into practice. For example, many businesses have the required talent within their organizations but are too busy looking outside to recruit the skilled employees they already have. Others look for a mirror-replacement to the employees they have lost, duplicate with the similar attitudes and skills, when companies can benefit more from employees with new experience and outlooks on the position. Some employers attempt to find the “perfect” employee without noticing the talents of the job seekers they interview.

Selection

It is a process of matching organizational necessities with the skills and qualifications of candidates. Effective selection occurs only when there is active matching. By selecting the best candidate for the required job, the organization assures quality performance of employees. Moreover, the organization will face less absence and employee turnover glitches which will also save time and money. Proper screening of candidates takes place during the selection procedure.

Even though these are two phases of the employment process, but selection must be distinguished from recruitment. Recruitment is considered to be a positive process as it motivates candidates to apply for the job and creates a pool of applicants. While selection can be called a negative process as the inappropriate candidates are rejected here. Recruitment comes before selection in the staffing process. The selection includes choosing the best candidate with best abilities, skills, and knowledge for the required job.

Essentials of Selection Procedure

The selection process can be successful if the following necessities are satisfied:

- Someone should be given the authority to select. This authority comes from the employment requisition as developed by an analysis of the workload and workforce.
- There must be some standard of personnel with which a potential the employee will be compared like a comprehensive job description and job specification should be available beforehand.
- There must be a sufficient number of applicants from which the required number

of employees will be selected.

The **Employee Selection Process** occurs in the following order-

1. Preliminary Interview or Screening

Candidates who do not meet the minimum eligibility criteria are eliminated by the organization. The skills, competencies, academic background and interests of the candidates are examined during preliminary interview. These are less formalized than the final interviews. The candidates are examined on how much they know about the company.

2. Employment Tests

- *Written Tests-*

Numerous written tests are conducted during selection procedure which includes an aptitude test, intelligence test, reasoning test, personality test, etc. These tests are helpful to objectively assess the potential candidate.

Classification of Tests on the Basis Of Human Behavior:

Aptitude or potential ability test

These tests are hugely used to measure the latent ability of a candidate to learn new jobs or skills. They enable employers to know whether a candidate if elected, would be suitable for the job or not. These tests may take one of the following systems.

a) Intelligence Test – It measures and enables to know whether candidates have the mental capacity to deal with on-the-job problems.

b) Mechanical Aptitude test –It measures the capacity of a person to learn a type of mechanical work. This could help in knowing a person's capability for spatial visualization, perceptual speed manual dexterity, visual motor coordination or integration, visual insights etc.

c) Psychometric tests – These tests measure a person's ability to do a precise task.

Personality tests:

These tests target at measuring the basic characteristics of an individual which are non-intellectual in their nature. In other words, they perhaps deeply try to discover clues to an individual's value system, his emotional reactions, and motivation, his ability to adjust himself to the issues of the everyday life.

Comprehensive Interviews

Interviews are a vital part of the recruitment process for most organizations. The motive is to give the selector a chance to assess the candidate and to demonstrate their abilities and personality. It's also an opportunity for an employer to evaluate them and to make sure the organization and position are right for the candidate. An interview is an endeavor to secure the maximum amount of information from candidate concerning his suitability for the job.

Technical Interviews

When a candidate applies for a job that requires technical knowledge (e.g. positions in engineering or IT) it is likely, at some stage in the selection process, that the candidate will be asked technical questions to test his/her knowledge. The questions may emphasis on the final year project and his/her choice of approach to it or on real/hypothetical technical problems.

Background Checks and Enquiries

Being appointed for a job is subject to references and security checks. The references given in the candidate's application will be taken up and a security check is conducted. Security checks might take a while if the candidate has lived abroad for any period of time.

Medical examination

Medical tests are done to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

Final Selection Decision

The individuals who perform well on the employment tests and the interviews, and are not removed by the development of negative information on either the background investigation or physical examination are now considered to be eligible to receive an offer of employment. The responsible HR department heads take the decision but the actual hiring decision should be made by the manager of the department that had the position open. A reference check is done about the candidate selected and then finally he is appointed by giving a formal appointment letter.

Special Concern:

Human Resource Division is quite aware of selecting candidates and also the process is very transparent so that best candidates among the applicants can be chosen.

- There is no nepotism so there are higher possibilities to be selected without having any backup.
- While searching for an experienced people they give more concentration on previous experience, educational background, length of services so that they can select the most suitable experienced people.
- As they select entry-level candidates they concentrate more on pro-activeness, creative ideas which related with the post.
- At the time of calling the candidates for interview or written exam, if the candidates missed then the officers try hard to inform them.

Recruitment and selection at Robi:

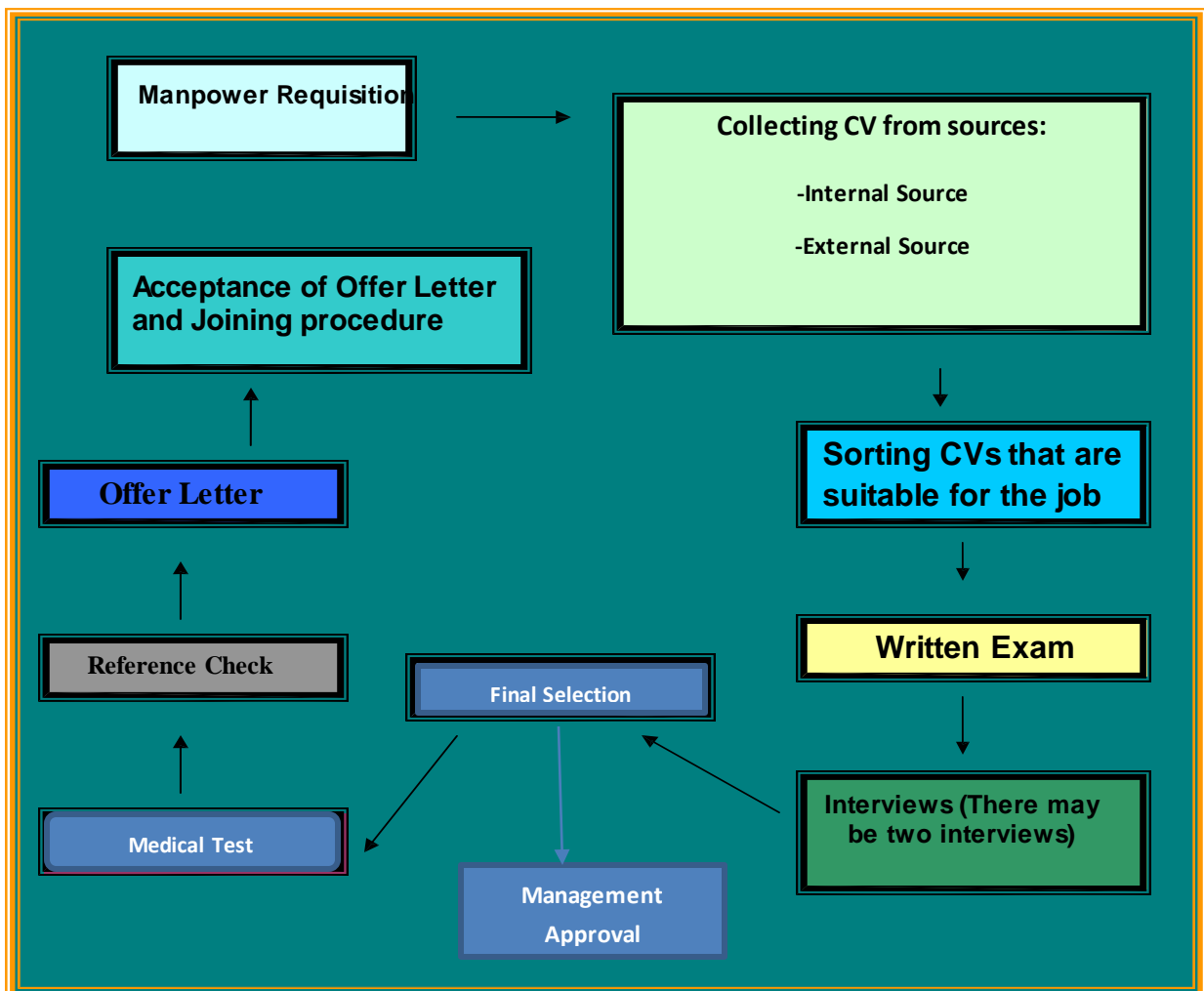
In Robi recruitment and selection process is done using the precise route and with up-to-date techniques. It begins with the manpower search and ends with an appointment. But the steps are many and best for assessing the candidates. It starts from the online application then written tests and interviews are done. And after that Robi arrange various types of training and development program for the employees to develop their skill. In true sense, Robi follows a developed recruitment process for selecting right people in right place. Actually, the recruitment and selection in Robi are totally controlled by People and Corporate Division which marks the policy for recruitment and selection and also takes a decision regarding whether a department requires manpower or not. People and Corporate

Division also supervise that recruitment and selection are not simply mechanisms for filling vacancies rather they are viewed as the key factor for suitable placements that will help to choose the future leaders of the organization.

Basic Rules of Recruitment in Robi:

- ❖ Robi Recruitment aims to hire the right kind of people at the right place by selecting them through an effective process from a pool of candidates in the job market. Effective recruitment shall ensure the competency and high-quality performance of the whole organization.
- ❖ Robi Axiata Limited (Robi) Recruitment does not allow any favor or preferential treatment to anyone in terms of recruitment.
- ❖ No one who is below 18 years of age can be hired as an employee for Robi

Recruitment and selection process of Robi:



Manpower Planning:

Robi's manpower planning normally starts at the beginning of the year in accordance with the approved business plan and budget provisions. Each division submits their recruitment plan to the People and Corporate Division for the whole year and on the basis of such requirement people and corporate division prepares the upcoming recruitment plan for each department.

Recruitment Sources of Robi:

Internal Sources:

For inspiring the internal candidate, job vacancies in Robi are presented through internal notices to all Robi Axiata Limited employees. Recruitment from the internal source is done through promotion or delegating individuals with new assignments.

In the case of internal sourcing, people and corporate along with the concerned department identify prospective candidates on the basis of individual capability matching with competencies required and appropriate tests are conducted to select the most suited person.

External Source:

➤ CV box of Robi People and Corporate Unit:

There is a box for collecting resumes in Robi. In that box, candidates can personally drop his or her resume. From the box, the people and corporate unit sort out suitable resumes for the required position.

➤ Internet:

There is an option in the website of Robi called <https://www.robi.com.bd/career/career--robi> where the candidates can apply for their desired position. Apart from this like any other company Robi also gives advertisement over the internet. Generally, Robi gives advertisement in www.linkedin.com. The interested candidates whose profiles match the requirements can apply for a job over the internet.

➤ Employee References:

Employee referrals are collected through circulation of advertisement to all employees. Robi considers employees reference because it got some advantage, the internal employees know how to do the work so he can easily understand who can do the work. If an employee refers someone that means he knows about him/her better and that is helpful for the company because Robi believes employees cannot be harmful to the company.

➤ Universities:

Universities are big sources of recruitment. There are many public as well as private universities that send resumes of their students for a job. When students completed their courses, the universities send their resumes to Robi for internship and for the job too.

Selecting Candidates:

The concerned department heads and the people and corporate unit of Robi scrutinize the applications and shortlist the candidates for inviting them to oral interviews or written tests where applicable.

Written Exam:

The candidates who apply for that position which is applicable for Fresh Graduate like Graduate Trainee, Specialist and Territory Managers are required to give written exams. It is just a screening procedure for selecting candidates for the next level.

Oral Interview:

For the oral interview, competency-based structured interviews are conducted to test if the candidates have the skills according to the job description. This takes place in different phases according to the decision of People and Corporate unit, concerned department head and on the basis of position.

There are three types of interviews being conducted by Robi:

Preliminary Interview:

This is conducted by the respective immediate Manager and another member from the People and Corporate unit.

Second Interview or Final Interview:

This is conducted by the particular department's next level managers along with the respective departmental heads.

Interview of Key Position:

If the recruitment is for any key position/ GM or above the level a final interview must be conducted with the CCPO of Robi Axiata Limited.

Final Selection:

From the interviews, the best-suited candidates are selected. Once the final incumbent is selected, the People and Corporate Department's Compensation and Benefits unit then initiate the compensation plan and process the appointment formalities.

Medical Test

When the CCPO approves the appointment of the candidate People and Corporate department calls the candidate for a medical checkup. After completing all sorts of joining procedure the candidates have to collect a letter for medical from People and Corporate Unit and go for the medical test. The selected candidate must undergo a medical checkup and subject to satisfactory medical report formal appointment letter will be issued.

Reference Checks:

When a candidate is selected for the job, the references given by him or her is being checked by People and Corporate department. After the reference check, the candidates who are subject to satisfactory response are asked to join Robi.

Acceptance of Offer Letter & Joining Procedure:

The joining also has some procedures too. In a time of joining at first, the candidates have to accept the offer letter by signing it. Then he or she must fill up some forms like-

- HRIS form
- ID Card form
- Declaration

When all of these formalities are over the candidate become one of the precious members of Axiata group and starts working as an employee in Robi.

Recruitment for Internship:

The recruitment of interns is just like the recruitment of contractual employees. The candidates have to face the interview and if they get elected then they are appointed as the intern of Robi. Generally, for an internship, Robi asks for resumes from the reputed Universities like Dhaka University, North South University and BRAC University, AIUB and IUB and sometimes from the public university outside Dhaka. The recruitment of an intern is also handled by the People and Corporate department of Robi.

Some Recruitment in Robi:

People and Corporate division of Robi are involved and fully committed in the recruitment process. The people and corporate department of Robi analyze the need for recruitment and take necessary decision to implement steps for proper recruitment of the best employees who will prove to be organizational assets. Robi recruits for entry-level positions in three different job posts:

- 1. Graduate Trainee**
- 2. Territory Manager**
- 3. Specialist**

Graduate Trainee:

According to (Rumi, 2017), The Robi Young Talent program was developed in 2015 with the objective to nurture talents that will become future leaders. It offers Bangladeshi graduates from top universities across the globe, the chance to develop into future leaders for the company and country as well through employment. Their objective is to develop the youth of today into leaders of tomorrow by developing functional and leadership competencies, giving global exposure and accelerating career path. According to Robi, these promising young scholars will be given an experience unlike any other, in the hopes of nurturing and developing them to realize their full potential. This will enable students to become a Young Talent within the company as well as the Axiata Group; giving the opportunity to study and nurture the right skills and attitude in the highly vibrant mobile communications industry.

Robi appoints two types of graduate trainee- one for Technology and the other for Business Operations. The recruitment and selection process is a combination of quite a few steps. At first, candidates submit an application through online through the graduate trainee program in the Robi website. It has three steps of assessment- first is the online written test after which there is a shortlisting done then an interview session is conducted and selected candidates are asked to give a second and final interview through which best candidates are chosen. Usually, three people are chosen for Business Operations and two trainees for Technology.

Specialist:

Robi has two types of specialist – one is called Technology specialist while the other is the Business Operation specialist like HR specialist, Finance, Audit, Brand specialist and so on. The candidates need to submit an application through online. The resumes are short-listed and the candidates with less than 2 years of work experience are instructed to give a written test and then the ones who passed it are called for interview. Even fresh graduates are encouraged to apply. But if it is a critical position, then the interview will happen for two times. It will be a panel interview with two of the department members and one from the human resource team.

Territory Manager:

Robi appoint territory managers to help increase their customer base and maintain a strong relationship with the customers within an assigned geographic region. They want the candidates to have an understanding of the customer's needs and must be goal driven and analytical too. They should be able to devise territory marketing and sales strategies. They are expected to assess sales performance according to KPI of the company. Candidates with work experience and fresh graduates both are encouraged to apply. Like the other two positions, they need to apply through online and it will be followed by written test and interview session with the aim to recruit the best territory manager.

Along with these positions, Robi takes General Manager and Vice-Presidents for each unit externally where only interview sessions are conducted. For other positions, they do internal recruitment like promotion and transfer.

ANALYSIS

Analysis

Robi Axiata Ltd.

- ❖ Robi Axiata limited mostly highlights on internal and external sources for recruitment.
- ❖ Internally the organization discloses the positions of the job to all current employees. Nature of the position and the qualifications needed for the job is described in the announcement so that the interested candidates can apply.
- ❖ Robi gives importance to fresh talents who can bring more creativity to the

organization along with innovation so campus recruitment, job fair are good sources of recruitment.

- ❖ Employee skills, educational background, the experience of work are crucial factors of the recruitment process.
- ❖ After the merger, Robi has become more successful being #2 telecom networks in Bangladesh which made it competitive and strengthened its aim for growth and sustainability.
- ❖ Robi Axiata Ltd follows structured and standard selection process. This is strictly followed by the selection board that is authorized by the organization.
- ❖ At first, CVs are screened which is done by some selection criteria that are needed for the company. The initial interview is held. After which selective applicants are asked for the written test. Those who successfully pass the written exam are called for final interview.
- ❖ Once the recruitment and selection process is done then the employees are appointed based on their job description.
- ❖ The organization fills the position by promoting the present employees but most of the times it recruits from outside.

SWOT Analysis of Robi Axiata Ltd:

Strengths:

- ❖ Strong Brand images in all over Bangladesh through Advertising, and Sponsorship etc.
- ❖ Offers a variety of products and Robi has always supported entrepreneurs that s why the organization has different plans for them like 10-minute school.
- ❖ Robi is using better equipment to give better network to their customers for which they have even merged with Airtel for stronger infrastructure.
- ❖ Robi is one of the best employers in Bangladesh and thousands of people are ambitious of working here.

Weakness:

- Robi customers face network problem outside the Dhaka and often even inside Dhaka.
- The company could not cover all the rural area with their network which is making some dissatisfaction among the customers.
- Telecom industry is really competitive industry so consumer switching is quite common.

Opportunities:

- ✚ The continuous increase in the usage rate of the mobile phone in Bangladesh had increased the opportunity of Robi to raise their customer size.
- ✚ As Robi is using Bangla name for their products, it helps the customer to understand the meaning of the products very well, that's why they understand which tariff is best for them. So they buy it more. Mostly this is suitable for uneducated people of Bangladesh and also for rural people.
- ✚ Increasing income of the population. As much they earn that much they need to use mobile to fulfill their working requirement.

Threat:

- Restriction of Government regulations.
- There are other competitors existing in Bangladesh for Robi. So Robi has faced high competition to retain the customers.
- Because of the aggressiveness of the competition and customers connection switching behavior, Robi is constantly losing their market share

Employee Relations

As a multinational telecom organization, Robi Axiata Ltd tries to maintain their employee relations by being involved and engaged with them and providing with opportunities to grow and achieve success. They give required assistance and importance to each employee for their individual career growth. Robi knows that its employees are the organization's competitive advantage so Robi's talent and development unit take special care of initiatives and activities for employee empowerment.

Chapter-4

Recommendation

After the historic merger between the two biggest telecom operators of Bangladesh- Robi Axiata Limited and Airtel Bangladesh Limited it is expected that they will become the number one telecom operator of Bangladesh. Both the operators had their strong customer base individually and after the merger, Robi Axiata's customer base raised with a very high margin. But this has turned out to be the biggest challenge for the company because satisfying such a huge number of customers is a tough job. Moreover, the telecom industry of Bangladesh is highly competitive and consumer switching behavior is quite a common phenomenon in our country. Even though Robi and Airtel have merged but this will not stop the other competitors from snatching Robi's customer base. One of the biggest reasons for consumer switching is believed to be poor network so this merger is the greatest opportunity for building strong networks all around the country and becoming the best telecom operator of Bangladesh.

As both the companies have merged so the number of employees has increased too so along with the customers Robi Axiata Limited must be careful in retaining their talented employees too as this will be one of their tools of competitive advantage.

One of the challenges in retaining the employees will be organizational culture and employee engagement. Both the companies had different culture and values along with different working style so mixing their work cultures and employees adapting to it is little difficult and the organization must come up with solutions or else they will lose their potential employees. One solution that can be done is that Robi Axiata should come up with new policies that blend well with the culture of both the organization. The engagement and culture unit of the People and Corporate department should take necessary initiatives to make employees more engaged and increase their organizational commitment.

The competition among the employees has increased too so the compensation and reward unit must be more cautious about the employee reward system and choose the correct people with attractive compensation so that they can be retained.

As the competition is high so employees are hard to retain if they think their talent is not being appreciated well and they have no chance for career growth so the talent and

development unit has to be really careful and calculative while doing succession planning. The recruitment opportunity should be more flexible for the candidates. Doing external recruitment for only 3 positions is not fair for candidates who deserve more. They should do more external recruitment for higher positions as it will help them to get more talents and improve their competitive advantage.

Chapter-5

Conclusion

Recruitment is an important issue for any organization. Recruitment and selection permit an organization to assess the vacancy and choose the best candidate who will contribute to the organizational success in the future. So, the organization should give more emphasis on selecting a person, who can carry forward the organization in terms of development, values, and ethics. Mainly the precious resource for any organization is their knowledge-based efficient and talented workers. The organizations should be more cautious on this issue to ensure the quality of the organization can be maintained by the new recruits.

Robi has confidence in the current time and believes that this is certainly exciting times for the telecommunications industry, and all the more thrilling for aspiring talents ambitious about challenging careers so having the right talent in the right roles will enable outstanding execution, improve the customer's experience and deliver breakthrough results.

In line with their parent company's vision of "Advancing Asia" through a talent pipeline, Robi takes Talent Management very seriously. Its attempt starts with "Robi Young Talent Program" where they recruit fresh graduates, who are subjected to a rigorous assessment process. The objective is to hire not the best, but the right individual, so that Robi not only has its needs catered to but also give the incumbent an opportunity to realize their potential and aspiration. Following that, comes the Robi Accelerated Development Program (RADP), which aims to identify talents within the organization on the basis of performance and potential, whereby the chosen high performing talents are directed through a vigorous learning program that prepares them for quicker growth.

Robi always considers their employees equally important as their customers and give a lot of effort in making their employees satisfied. Whether it's by providing a flexible working environment, ensuring employee empowerment or giving them better compensation and

rewards, Robi aims to give its employees the best facilities possible. The People and Corporate unit plays a bigger role in achieving this goal and are constantly working to recruit and retain the best talents for the organization so that they can contribute in making Robi Axiata the leader of the telecom industry of Bangladesh.

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