

Report On
Recruitment and Selection Process of Banglalink Digital Ltd.

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

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BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Kalim Tabassum Ahmed
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Letter of Transmittal

Mr. Md. Fazla Mohiuddin
Lecturer,
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66 Mohakhali, Dhaka-1212

Subject: Submission of “Internship Report” on “Recruitment and Selection Process of Banglalink Digital Ltd.”

Dear Sir,

This is my pleasure to display my internship position provide details regarding' Recruitment and Selection Procedure of Banglalink Digital Ltd.', which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Kalim Tabassum Ahmed
Student ID: 15304072
BRAC Business School
BRAC University
Date: 09 January 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between Banglalink Digital Ltd. and the undersigned student at BRAC University.

Acknowledgement

At first, I would like to thank Almighty Allah whose blessing helped me to finish up with all the efforts. My heartiest gratitude to all the individuals who helped me to complete this report. Words will not be adequate to thank them properly. I am really grateful to Md. Fazla Mohiuddin who gave me direction throughout the semester. Besides that, I want to thank my supervisor Asmaul Husna Chandni and Md. Imtiaz Arefin of Banglalink who provided me necessary information for the report. Moreover, my fellow peers helped me doing survey. I want to convey my special thanks to all the employees for helping me throughout my internship period. I fervently wish to extend my gratitude to everyone who provided me their support and time to complete my research.

Executive Summary

The recruitment process is one of the most essential elements of HR department. A structured recruitment process increases the probability of hiring quality candidates who will be helping to achieve the goals of an organization and carry the organization towards development. It also can reduce the employee turnover rate. Banglalink also do own an organized recruitment process which they practice every year and the employees get the chance to engage themselves in these activities.

I have done some research for this report regarding recruitment process in Banglalink to portray the major activities related to the selection procedure and other HR activities of Banglalink. The report will provide a detail overview of the recruitment procedure, organogram of Banglalink, policy regarding recruitment procedure, role of the internal departments, organizational functions and a comparative observation of the selection process.

Finally, perfect planning in every step is necessary to get a positive outcome from a recruitment process. Preparation along with proper scheduling is two important part of recruitment. End of the day, employees are the one who create value for the organization and good employees are always considered to be an asset.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
Chapter 1 Introduction.....	9
1.1 Introduction.....	9
1.2 Objective of the project.....	9
1.3 Scope of the project.....	10
1.4 Methodology of the project.....	10
1.5 Limitations of the project	10
Chapter 2 Company Overview	12
2.1 Background of Banglalink Digital Ltd	12
2.2 Product and Service Offerings	13
2.3 Organogram of Management Team of Banglalink	15
2.4 Vision, Mission, Value and Strategies	17
Chapter 3 Job Activities	18
3.1 Job Description	18
3.2 Specific Responsibilities of Job	18

3.3 Specific responsibilities in brief.....	20
3.4 Different aspects of Job Performance	21
Chapter 4 Recruitment Process of Banglalink.....	23
4.1 Recruitment Process.....	22
4.2 Requisitions.....	22
4.3 Hiring Information	23
4.4 Planning	23
4.5 Job Advertisement	24
4.6 Resume Compilation.....	25
4.7 Call for Tests and Interviews	25
4.8 Initial Interview.....	26
4.9 Final Interview	26
4.10 Medical and Physical Examination.....	27
4.11 Permanent Job Offer	29
Chapter 5 Findings and Analysis	30
Chapter 6 Recommendations.....	49
Chapter 7 Conclusion	51
References.....	52
Appendix A.....	53

Chapter 1

Introduction

1.1 Introduction

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

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

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

Mobile phone is becoming a very common measure of communication in our country. The number of mobile user is increasing day by day. It is a very attractive market for the mobile connection providers. Presently there are six companies in the market. Each of them is trying to maintain and increase their market share. Among them Banglalink Digital Communication Limited is one of the leading companies in this sector. Banglalink’s growth over the preceding years have been fuelled with innovative products and services targeting different market segments, aggressive improvement of network quality and dedicated customer care, creating an extensive distribution network across the country, and establishing a strong brand that

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

1.2 Objective of the project

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

- Provide an overview of the recruitment process

- Observing the process by finding out the strengths and gaps
- Coming up with recommendations

1.3 Scope of the project

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

1.4 Methodology of the project

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

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

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

1.5 Limitation of the project

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

The major constraint of the study was the collection of information, because most of the information was classified and confidential. To maintain its organizational privacy Banglalink cannot disclose all information's to relate to the report. For that reason it became difficult to me to collect the original data for this report. In addition employees of different departments were not entirely known about the overall recruitment process which made the information collection process more difficult.

Time restriction was also a principal dispute for preparing the report as besides preparing the report as an intern I had to work like an employee.

Chapter 2

Company Overview

2.1 Background of Banglalink Digital Ltd.

Time restriction was also a principal dispute for preparing the report as besides preparing the report as an intern I had to work like an employee. Banglalink Digital Communications Ltd. is a telecommunication company which has been registered under the Companies Act 1994. It is the 2nd largest operator in terms of coverage, subscriber base and revenue. It has 25.848 million subscribers as of February 2013 which representing a market share of 29.45%. It is significant contributor to national exchequer.

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

Banglalink Digital Communications Limited is fully owned by Telecom Ventures Ltd. (previously Orascom Telecom Ventures Limited) of Malta, which is a fully owned subsidiary of global telecom holding s.a.e. (formerly known as Orascom Telecom Holding s.a.e.) (www.orascomtelecom.com). following business combination in April 2011 between Vimpelcom Ltd and Wind Telecom s.p.a, Vimpelcom owns 51.92% shares of global telecom holding s.a.e. (formerly known as Orascom Telecom Holding s.a.e.). Vimpelcom (www.vimpelcom.com) is one of the world's largest integrated telecommunications services operators providing voice and data services through a range of traditional and broadband mobile and fixed technologies in Russia, Italy, Ukraine, Kazakhstan, Uzbekistan, Tajikistan, Armenia, Georgia, Kyrgyzstan, Laos, Algeria, Pakistan, Burundi, Zimbabwe, Central African Republic, Canada and Bangladesh. Vimpelcom is headquartered in Amsterdam, the Netherlands and listed as an ad on the New York stock exchange under the symbol "vip".

2.2 Product and Service Offerings

Prepaid Package:

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

Banglalink launched Desh on September14, 2006. Desh is one of the cheapest prepaid plans in the country by tariff. It gives you 10 paisa per 10 second to all Banglalink FNF numbers, all day long.

Banglalink play provides 16 FNF at any number and at the best rate is 4.17 paisa per 10 sec. Besides for special FNF 29 paisa per SMS and 100 SMS only at 99 paisa per day can get on Banglalink Play.

Postpaid Packages:

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

Banglalink Inspire:

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

Banglalink 3G:

Banglalink 3G provides customers to surf the internet with fastest internet speed even on the move with the superior HSPA+ connection. Banglalink 3G brings the experience of using mobile broadband on 3G mobile phone/device. Banglalink 3G people are enjoying superior video streaming, download experiences, enhanced

video calling, high-speed data transmission and accessing innovative 3G services on the mobile phones. In 2014, Bangladesh Telecommunication Regulatory Commission declared that Banglalink's third-generation data service fastest in the country. Besides providing the fastest 3G internet, Banglalink is only the second telecom operators in Bangladesh to cover 64 district headquarters.

Services offered:

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

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

2.3 Organogram of Management Team of Banglalink

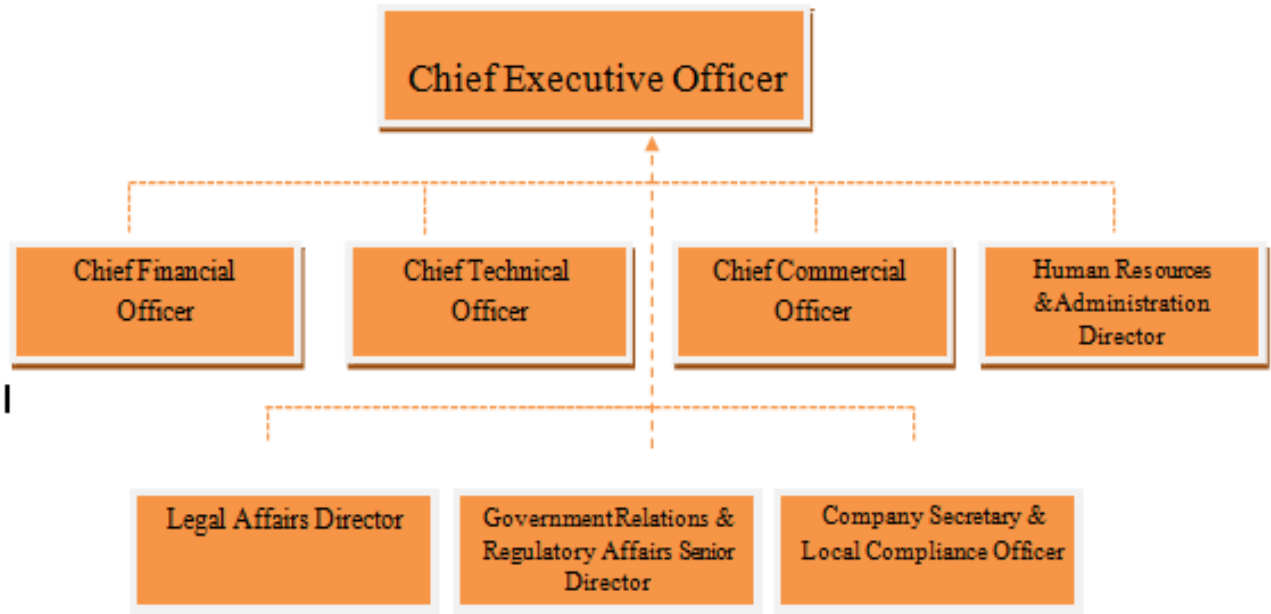


Figure 1: Organogram of Management Team of Banglalink

The Management Team of Banglalink

Chief Executive Officer	Erik Aas
Chief Ethics and Compliance officer	Muniruzzaman Sheikh
Chief Corporate and Regulatory Affairs Officer	Taimur Rahman
Chief Financial Officer	Mohammad Abid Hossain Khan
Chief Human Resources & Administration Officer	Monzula Morshed
Chief Legal Officer	Jahrat Adib Chowdhury
Chief Commercial Officer	Upanga Dutta
Chief Technology Officer	Pierre Boutros Obeid

Table 1: Organogram of Management Team of Banglalink

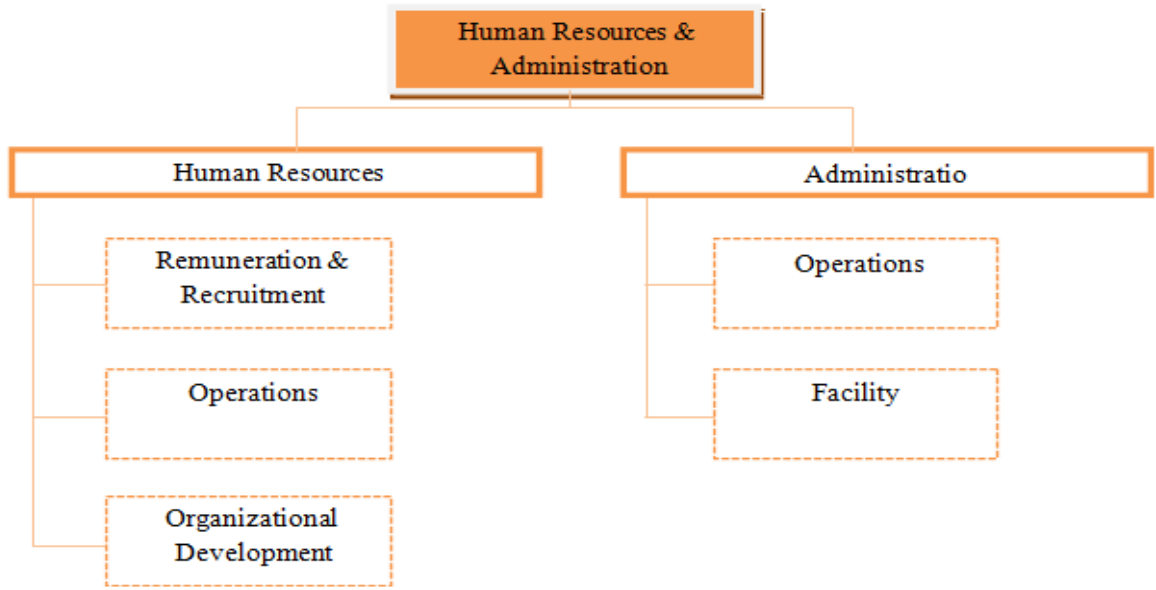


Figure 2: Organogram of Human Resources & Administration Team of Banglalink

2.4 Vision, Mission, Values and Strategies

Vision

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

Mission

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

Values

- Straight Forward: We say what we do and we do what we say.
- Reliable: A promise made, is a promise kept.
- Innovative: No gimmicks; useful and usable

Strategies

Banglalink follows the following strategies

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

Chapter 3

Job activities

3.1 Job Description

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

3.2 Specific Responsibilities of Job

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

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

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

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

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

Additionally the position requires assembling the joining of permanent employees. Before signing the agreement paper of the organization I need to make the new employees understand all the terms and conditions of her/his agreement paper. I am required to show a plain view to the new employees about the documents and papers (photo copy of all the academic certificates, mark sheets, voter identification card, and passport) etc. that s/he needs to submit on her/his

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

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

3.3 Specific responsibilities in brief

- Assist in Medical Claims and provide feedback
- Conduct the Orientation session of the new employees
- Preparing Contract Extension Agreement Papers
- Assisting existing employees with the renewal of contracts
- Communicating with Head of Dept., Line Managers and Dept. Coordinators about contract extensions of employees
- Constant communication through email and calls with Dept. Coordinators and employees and setting up of Deadlines on approval of contract extensions and signing of the contracts by the employee
- Updating Workforce Database of Temporary/Contractual Employees
- Sorting of CV's for candidates for interviews and recruitment

- Calling candidates and setting up interview dates
- Preparing Schedule List & Interview Evaluation Form for interviews of candidates
- Coordinating interview sessions
- Assisting new employees with agreement papers upon joining

3.4 Different aspects of Job Performance

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

Chapter 4

Recruitment Process of Banglalink

4.1 Recruitment Process

Banglalink is considered to be a prominent organization among telecom industries in Bangladesh. It does contain a very smooth, refined and efficient process in terms of recruitment. Each step is designed to increase the probability of finding the best talent and appropriate candidate among the huge applicants. To find the talent who can be trusted with the organizational goals and responsibilities by maintaining the international standard. A table of recruitment team of Banglalink is given below before the brief discussion of the recruitment process,

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

Table: Recruitment Team

4.2 Requisition

The recruitment process starts with requisition. This is the first formality or paper work coming from specific department. Mainly the vacancy is created when an employee resigns or there is a new project where new talents will be needed. So the department sends the requisition for the vacant position to the recruitment team of HR department. This a formal request that is sent by departments via form which includes the number of employees needed. Besides resignation or project opening vacant positions are also created because of restructure of organization, termination, reshaping divisions and so on. After submitting the form the recruitment analyzes it and inform about the budget available to complete the process. Moreover for new recruitments funds of salaries are also being analyzed.

According to (Chand) “Job requisition refers to a document which carries the usage of requesting a hire, showing cause behind the need, and fix a budget that can be allotted for the post. Job requisition is filled by the hiring managers when there is a need for opening new position or fills out an existing one.”

4.3 Hiring information

Whenever the budget is being checked, the next process is to collect information about hiring. The information might incorporate number of vacancy, designation of position, hierarchical level, location, job description and specification, qualification etc. Also an important point is whether the department wants the position to be vacated internally or externally or both ways.

According to (Reed, 2013), “Hiring information can be described as the answer of the question of what we actually looking for. Hiring process will be much faster if the person designated for hiring have an in dept idea about the position they are hiring for. The candidates also need to have the tendency to share the organization’s goal along with their personal one and have a clear understanding about the job he/she about to join”

4.3 Planning

Well the information processing is done. Now comes the strategic part, planning. A blueprint of the process is being made and that plan is shared by the department as well. The plans include the procedure and activities, deadline and time frame. They are followed strictly to make the process convenient. The sharing of plan incorporates the time frame that might need to advertise about the vacancy, collection of CVs, conducting test session, interviews and final selection of the candidate. Mainly there are two categories of the posts. They are permanent employees and Temporary/Contractual employees.

Permanent posts: (ascending order),

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

Table 3: Permanent Post in Banglalink

The Officer post mainly falls under the category of Temporary or contractual part. The contract is mainly of 6 months to 1 year time frame

(Smrity, 2018) Stated “Planning in other words can be called crafting of the recruitment process. It involves creating a draft of job specification, pointing major responsibilities, required skills, educational qualification, experience, job nature, pay scale, job type and any other information that needs to be disclosed.”

4.5 Job Advertisement

When the planning is done, the job advertisement is published in different sources. As I have mentioned earlier the vacancies can be filled up internally, externally or both. For internal procedure the advertisement mailed to the employees, or shared through intranet. Also it is published manually in the board as well. Internally the vacancy is filled through transfer, promotion, reference etc. Sometimes the internal candidates also need to go through most of the stages if they are contractual. Internal recruitment motivates the internal candidates and increases the productivity as well. For the external process the advertisement is published through many online medium like job portals, linked in, facebook etc. Mainly the aim is to attract as much qualified candidates possible within deadline.

(Deloitte, 2017) once said, “In this modern era, information is very easy to find via digital mediums. So the employers should be very transparent and they need to be as attractive as possible in terms of providing job offer as the candidates are most likely to find out the employers, not the other way.”

4.6 Resume Compilation

Resume compilation in other words can be described as screening process. Within the deadline many CVs are being dropped for the position. These CVs are shortlisted in two phases. In the first phase the recruitment team shortlist the CVs. Then they send those CVs to the concerned department. After that the department starts short listing according to their criteria. So the CVs are being screened twice in this process. Though Banglalink tend to hire more internally because they believe that internal recruitment will increase productivity and the employees will also get what they deserve, a better growth.

“Even if you created a well defined job description and job specification, you will always find wildcards. Recheck your job description and rethink of what you actually were looking for. While scanning through the applicant’s CVs let them know about the progress and status and never keep the candidates wait too long.” (Reed, 2013)

4.7 Call for Tests and Interviews

This is the section where different tests are taken for check the worthiness of the candidates. After short listing, the candidates are called for attending the tests. They test contains different section. For example for general posts, there are two test section. One is the IQ test and another is the functional test. The IQ test contains English, Math, Logical reasoning and analytics. This test is taken by the HR department. The functional test on the other hand is taken by the concerned department which actually contains question of actual work and case studies to check how they will perform in real workplace. Internal candidates who are applying from the same department do not need to attend those tests. He/she will only face the interview. Internal candidates who are from other department will only attend the functional test. Finally, the external candidates will face the entire test and after passing them they will be called for an interview. Sometimes few other test like computer skills, language skills etc are being checked if required for the post.

(Simon, 2014) said “There are three main objective of an interview. They are, determining the knowledge level of the candidates, testing their work skills and applied knowledge, and find out their aptitude which will decide the level of growth and development in future.”

4.8 Initial Interview

The candidates who passed the IQ and functional test will be called for an interview. Passing those tests are mandatory for getting a call for face to face interview. The interview board contains one personnel from HR, one from the respective department, and the line manager of the vacant position. The line manager checks whether the candidates can handle the work patterns and HR personnel checks whether he/she fits the organization as a person or not. Mainly candidate’s behavior, attitude, decision making, critical situation handling, work knowledge, leadership etc are evaluated in this interview. Later they are called for the final interview if selected.

“The interview is the vital moment of a recruitment process where employers get to know the candidate closely. Preparing for the interview is the best solution for a great outcome. Questioning should be prepared specifically for the candidate after analyzing the CV, highlighting the important points and briefing about the key responsibilities. Rapid change in the interview process is also noticed because of the new technologies” (Deloitte, 2017)

4.9 Final Interview

Very few candidates are selected in the first interview and they are called for the final interview which is taken by the department head. The HOD selects the final candidates after evaluating and a verbal offer is given to him at that time. Moreover, the company policy, benefits, salary, working hours, location, joining date, legal complication, job responsibilities all these are discussed with the selected candidates if he or she accept the proposal.

According to (Reed, 2013), “Just like any consumer the expectation of a candidate also increasing everyday where they desire higher pay, fringe benefits, technological advancement and so on. So exploring new tools and evaluating the process can a a good practice to cope up with the expectations”

4.10 Medical and Physical Examination

When the candidate accepts the verbal offer and agrees with the terms and condition, a medical test is done as per the requirements. The checkup is fully funded by Banglalink. After submitting the medial report they team finally provide the candidates with official appointment letter if he/she is medically fit to join workplace. Passing the medical test is also mandatory and every employee has to go through these checkups.

“Many organizations don’t follow but medical test carries a very important role in the recruitment process. It helps to determine whether the candidate is physically and mentally fit for the job. It also

helps to ensure that there will be less absenteeism, less accidents and less employee turnover” (Johnson, 2015)

4.11 Permanent Job Offer

Finally the fit candidates are instructed to come to the head office to collect the appointment letter and sign the necessary document to complete the process. Once these formalities are done, they are given a specific joining date where they will report at the scheduled time to his or her line manager.

(Simon, 2014) described “The final written formal document at the last stage of the recruitment process is called offer letter. The document is sent to the selected employee who carries the joining date, place and other information.”

Chapter 5

Findings and Analysis

A comparison is conducted among different Telecom organizations where two of them are from local and one is from overseas. I have compared Banglalink, Grameenphone and Vodafone on the basis of recruitment process.

Comparative analysis on recruitment process:

Factors	Banglalink	Grameenphone	Vodafone
Requisition	Moderate	Strong	Strong
Hiring information	Strong	Strong	Strong
Planning	Strong	Strong	Strong
Job Advertisement	Weak	Strong	Strong
Resume Compilation	Weak	Moderate	Moderate
Call for Tests and Interviews	Moderate	Moderate	Strong
Initial Interview	Strong	Weak	Weak
Final Interview	Strong	Strong	Strong
Medical and Physical Examination	Moderate	Moderate	Weak
Permanent Job Offer	Strong	Strong	Strong

Firstly, the requisition process is moderate in Banglalink because there is a lot of paperwork needed to be done for requisition which actually makes the process lengthy and a bit complicated. On the other hand GP (Grameenphone) is stronger because they consider themselves as a paperless office as they avoid the paperwork as much as possible to ease the process. Vodafone does the same so they are stronger than Banglalink as well.

Then comes the hiring information which incorporates gathering information about the vacant position. It is very important process because the efficiency of rest of the process lies within the information of this process. More concrete base will ensure more fruitful outcome. All the three organizations do this very efficiently thus they are considered very strong at this step.

After that, the organizations create a blue print for the recruitment process and each blue print differs on the basis of the vacant position. Each position needs a unique strategy to find the required talent to fill up the position. All of them tend to have a well defined plan for the recruitment procedure and thus they are rated strong for planning.

Now when it comes to job advertisement, Banglalink is considered weak at this point. They do create a very good job description but they will not be as useful if they are not reaching vast amount of candidates. Unlike GP and Vodafone, Banglalink does not have a career portal where candidates can open profile and get updated with latest job circulars. Banglalink do use other sources like linked in, Facebook and few more social media. But they lack some vital resources that competitors have. On the other hand, GP and Vodafone have established their own portal along with other sources where candidates can easily find the proposals. For that reason GP and Vodafone are rated strong.

Resume compilation in other words can be defined as screening. Though this is a very straight process where one has to screen profiles that matches with criteria and deselect the rest, Banglalink takes a longer period of time to complete the process. GP and Vodafone also take a bit of time but compared to

Banglalink the time frame is very less. It usually takes more than 2 weeks to screen on an average for Banglalink which is why I rated it weak and moderate for other two.

However, all the three organizations arrange test for the candidates where they test different criteria before the face to face interview. Banglalink and GP both takes written test, online games, aptitude test, culture test and so on. But where Vodafone is ahead is they also arrange group discussion, presentations and few other tests which are actually important in most of the position. For that reason Vodafone is considered strong and rest two are moderate.

Initial interview is only taken by Banglalink where they call some candidates to check their communication skills, attitude and responsiveness initially and filter out some of the candidates which make the next phases easier and less stressful. But the other two don't have such steps. So here Banglalink is stronger than other telecoms.

Final interview is conducted by the HR head and this is the phase where a candidate is assessed in details and hiring decision is taken in this phase. All the telecom organizations have this phase and they maintain this phase very effectively. Thus they are rated strong for the final interview phase.

Banglalink and GP do conduct a primary medical checkup for the selected candidates to check whether they are having any serious physical issue that can be a problem for working in the specific position. Those are very basic checkup and few question answer session. Vodafone does not have any such process.

Finally the offer letter for the permanent job is being provided to the selected candidate which is the last step of recruitment process. Banklalink, Grameenphone, Vodafone and all other telecom organizations have the formal procedure of providing offer letter to enclose the recruitment process.

Along with the comparative analysis, I conducted a survey with a questionnaire consists of 17 questions on the sample of 30. I distributed the questions into several phases. The first phase will give the information about demography of the employees. The detailed response regarding recruitment process will be known on the second phase. Finally, the third phase is more like suggestion or opinion based section where employees did gave their recommendation as the questions were open ended. They will be discussed in the recommendation section of the report. The responses were taken online via Google form and they are shown below by tables, graphs and charts with interpretation for a better understanding.

Analysis of Gender

The below table is formed after conducting the survey on the gender of the respondents in Banglalink.

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

Table 4: Gender Analysis

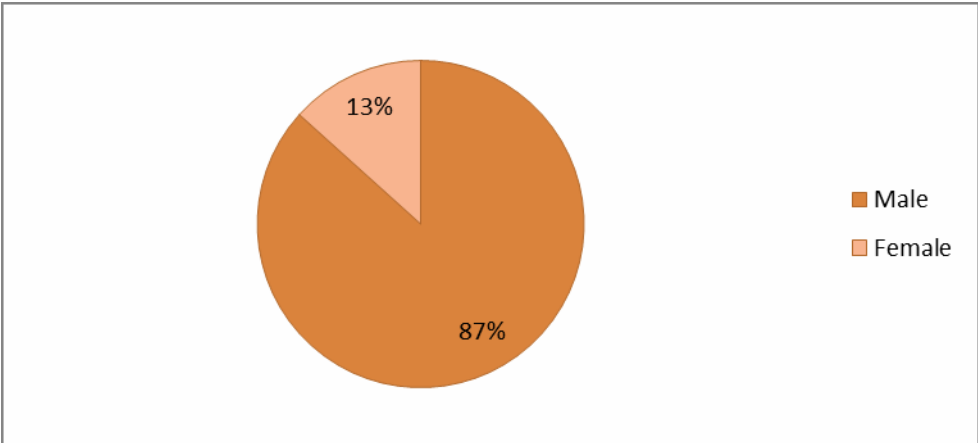


Figure 4: Gender Analysis

Interpretation and analysis: The table and chart it indicates that among the sample of 30, 26 were male and 4 were female. Besides that, 87% respondents were male and 13% respondents were female. Both gender provided their valuable opinions.

The view between male and female did not vary in terms of recruitment process. Nevertheless, in some questions it did vary in terms of gender and the gender always considered to be the demographic factor in the analysis.

Analysis of Age

The below table is formed after conducting the survey on the age of the respondents in Banglalink.

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

Table 5: Age Analysis of the Respondents

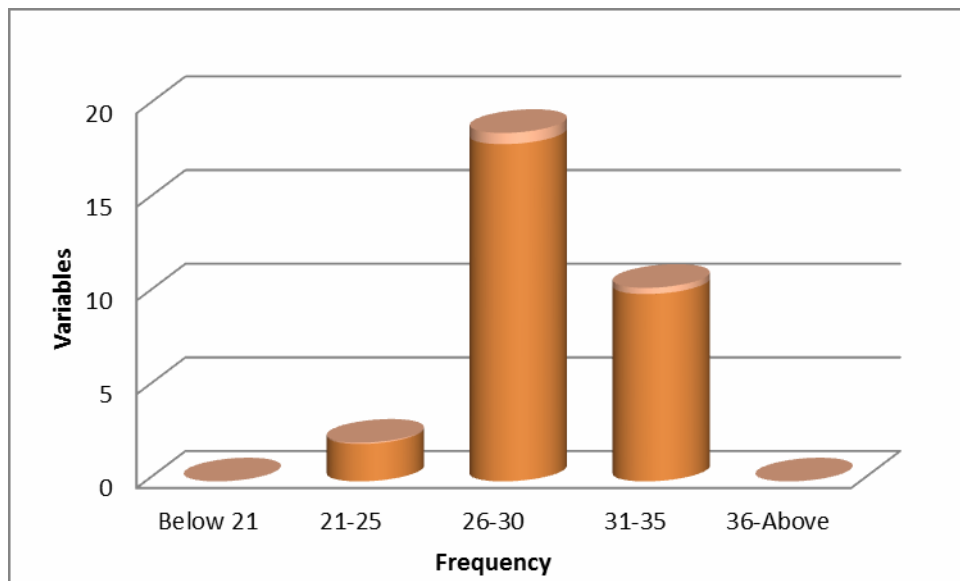


Figure 5: Age Analysis of the Respondents

Interpretation and analysis: The above table and chart indicates that no employees who were below 21 years, 7% of respondents were between the age of 21 to 25 years, 60% of respondents were between 26 to 30 years. 33% of the respondents were between 31 to 35 years and no one of the respondents were above 36. It means most of the employees were between 26 to 30 years.

In Banglalink most of the employees are young who belong to age group of 26-30 which means Banglalink mostly recruits people of young age and provide them an opportunity to expand themselves and contribute to the growth of the organization. Employees of 31 to 35 years are more seniors and trained than the other group.

Analysis of the working position of the employees

The below table is formed after conducting the survey on the working position of the respondents in Banglalink.

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

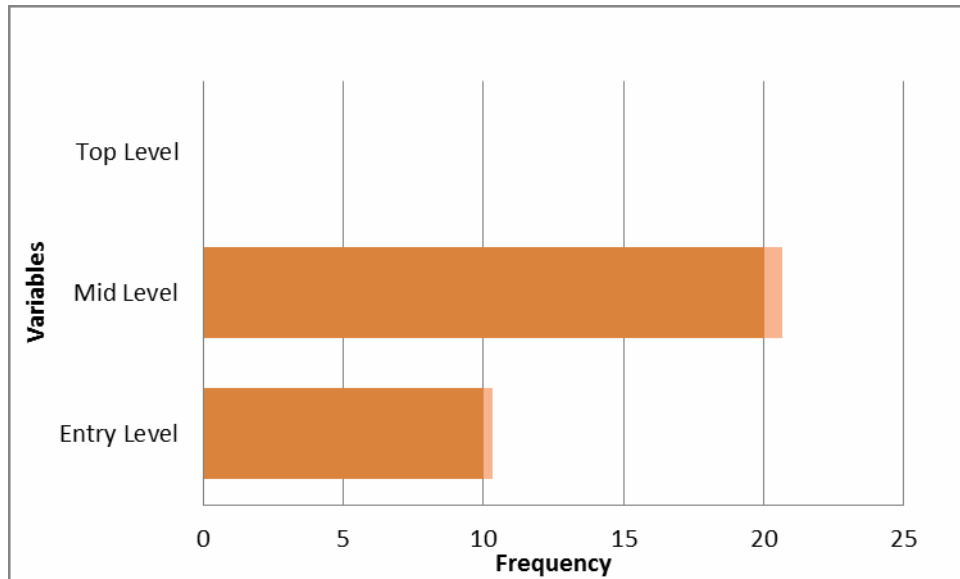


Table 6: Analysis of the Respondents on their Working Position

Figure 6: Analysis of the Respondents on their Working Position

Interpretation and analysis: Working positions were taken to get the proper and diversified opinion from the employees. The Positions are divided into 3 parts which are Entry Level, Mid Level and Top Level. The above table and chart indicates that 33% respondents were from Entry Level Group where 67% of respondents were from Mid Level Group. There were no more people from Top Level Group in this survey.

The number of Entry Level employees is comparatively lower than Mid Level employees as the Mid Level employees have to handle the Entry Level employees and Top Level employees. As per the system of organization Entry Level and Top Level employees are given a bit more value.

Analysis of the Concerned Departments of the employees working in

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

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

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

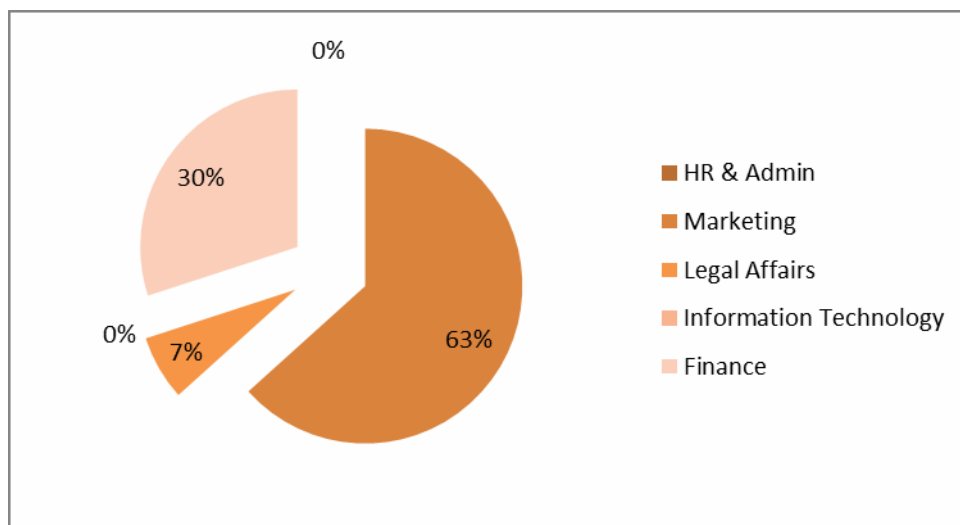


Figure 7: Analysis of the Concerned Departments of the employees working in

Interpretation and analysis: The above table and chart indicates that there were no respondents from HR & Admin and Information Technology department. However, 63% respondents were

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

The majority of respondents were from marketing department. That's because they are the people who are going in and out frequently. So they have prior knowledge about the process. The finance and legal affairs may provide different aspects so they were needed as well.

Analysis of the Time Duration of the employees

The below table is formed after conducting the survey on the time duration of the respondents in Banglalink.

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

Table 8: Analysis of the Time Duration of the employees

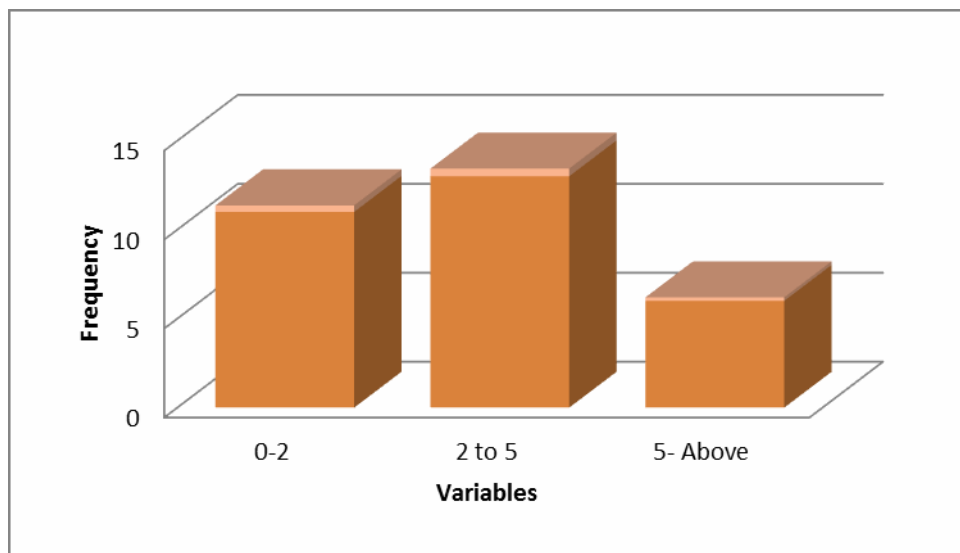


Figure 8: Analysis of the Time Duration of the employees

Interpretation and analysis: The above table and chart indicates that 37% respondents are being here for 0-2 years and 43% respondents being here for 2-5 years. Moreover 20% of them are here for more than 5 years.

The working time duration can be a representation of employee satisfaction and successful recruitment process and most of the respondents are here from 2-5 years. The more duration they stay the stronger information and recommendation can be obtained.

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

The below table is formed after conducting the survey on effectiveness of the recruitment process

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

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

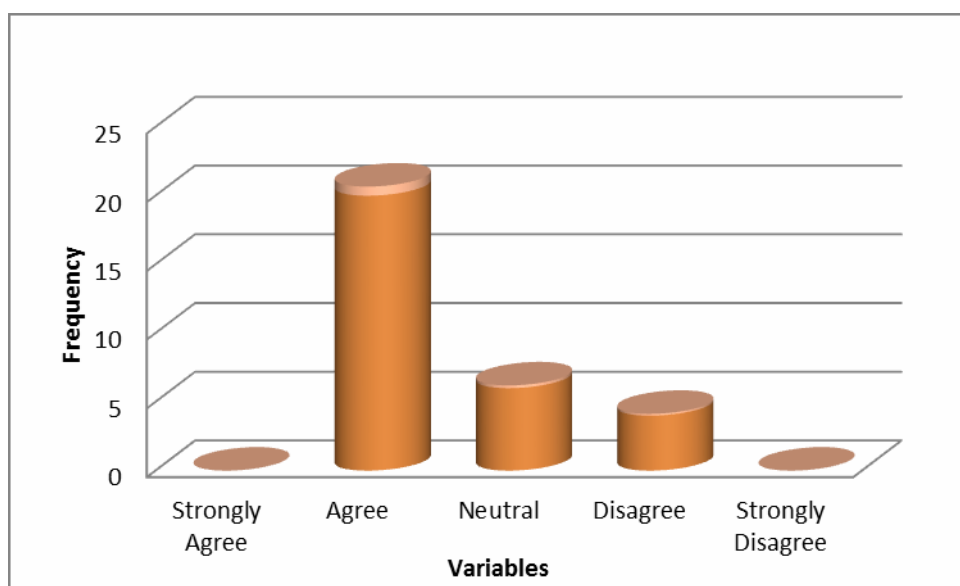


Figure 9: Analysis of the current recruitment process whether it is effective and efficient

Interpretation and analysis: As we can see that 67% of the respondents agreed with the statement. No one actually strongly disagreed with the statement. However, 13% did not agree with the statement. Moreover a significant proportion stayed neutral which is 20%.

According to the survey majority of the respondents agreed with the statement which actually refers to the positive structure of the process. Although few actually think otherwise where they are expecting changes in the recruitment process.

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

The table below shows the ratios of respondents about whether the recruitment process should be internal or not.

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

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

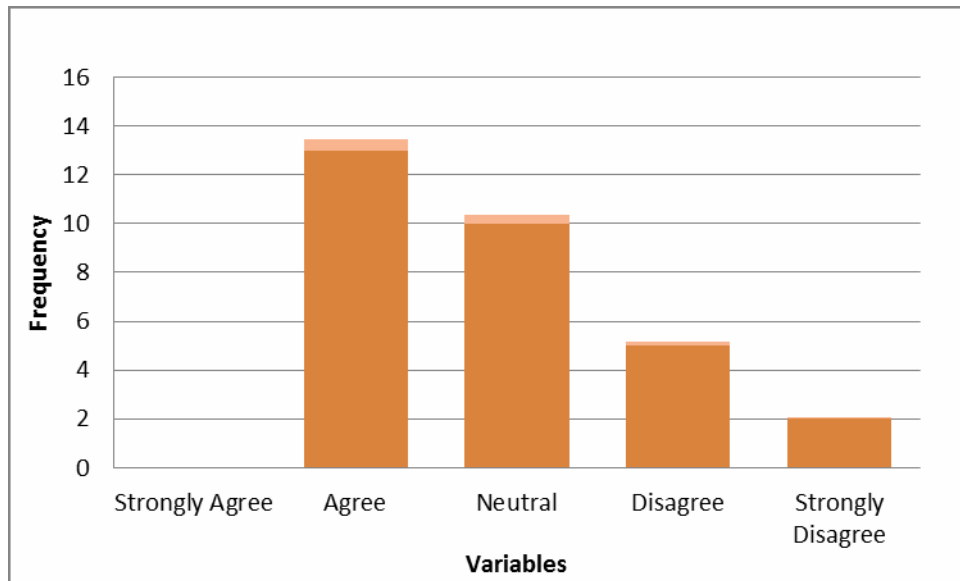


Figure 10: Analysis of the Recruitment Process whether it should be internal or not

Interpretation and analysis: From the chart we can see that mostly 43 of the employees agreed that the process should be internal. On the other hand 17% of the people disagreed with the statement. Moreover 7% of the employee strongly disagreed with the system. A large number of employee remained neutral which is 33%.

With the result of the survey we can say that most of the people think that it is better to run the process internally. Besides that, significant proportion of employees also stayed neutral which refers that they like it to be in both ways.

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

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

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

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

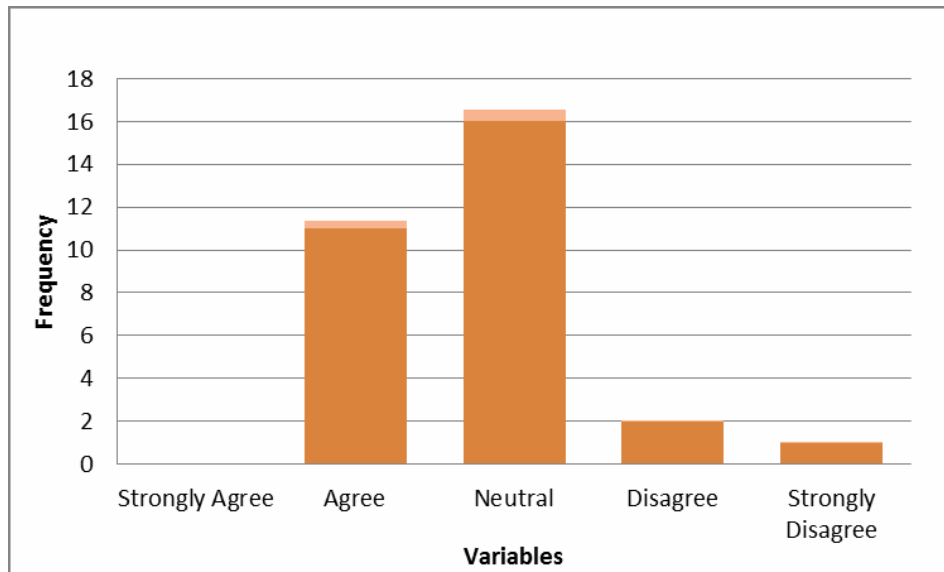


Figure 11: Analysis of the Recruitment Process whether it should be external or not

Interpretation and analysis: The charts show that 37% of the employees agreed that it should be external. Surprisingly mostly 53% of the people remained neutral. Only 7% of the employees disagreed and 3% strongly disagreed.

Analyzing the charts we can say that most of the people actually stayed neutral which states that they prefer the recruitment process both internally and externally.

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

The table below shows the response about the view on whether the recruitment process should be mixed or not.

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

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

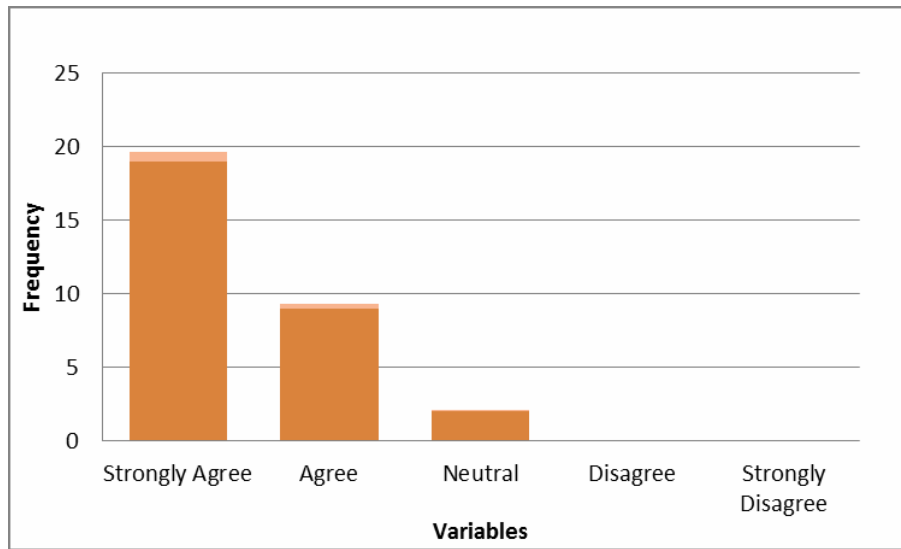


Figure 12: Analysis of the Recruitment Process whether it should be mixed (internal &external) or not

Interpretation and analysis: Analyzing the response we can see that mostly 63% of the respondents wanted it to be mixed. Alongside that, 30% of the agreed with the statement. Only 7% became neutral and there were no respondents who disagreed with the statement. This response actually states that the employees actually refers the process to be both internal and external.

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

The tables and charts shows the response about the medium of vacancy advertisements

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

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

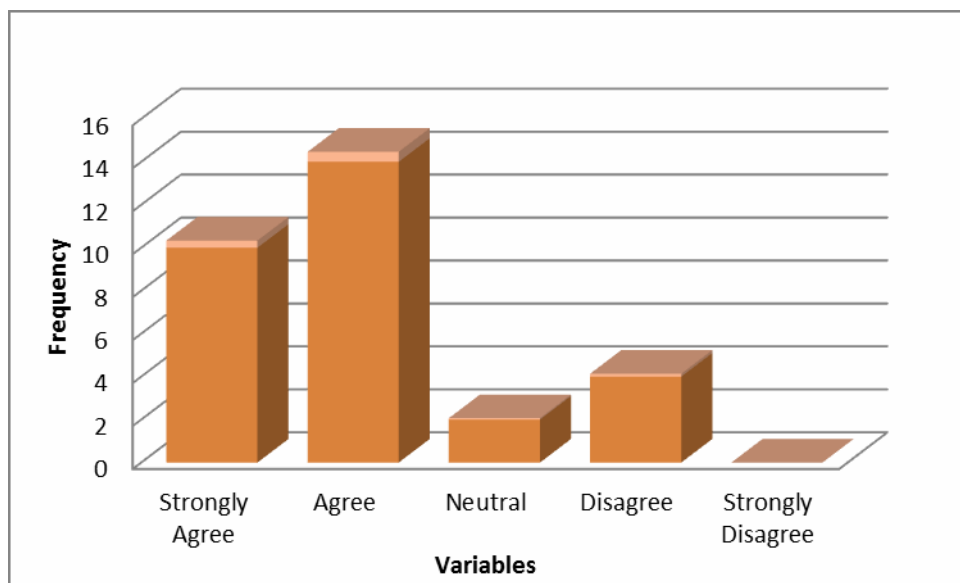


Figure 13: Analysis on involvement of other media for vacancy announcement

Interpretation and analysis: From the tables and charts we can state that 13% of the respondents disagreed and 33% of the employees strongly agreed and mostly 47% agreed with the statement. Moreover 7% employees also stayed neutral. According to the survey response, employees actually want the involvement if other social media for vacancy announcement. Now a days it is really important to involve those mediums as candidates are more likely to be found on these platforms.

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

The tables and charts show the response about the changes in the recruitment process to be found or not

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

Table 14: Analysis on changes in the Recruitment Process

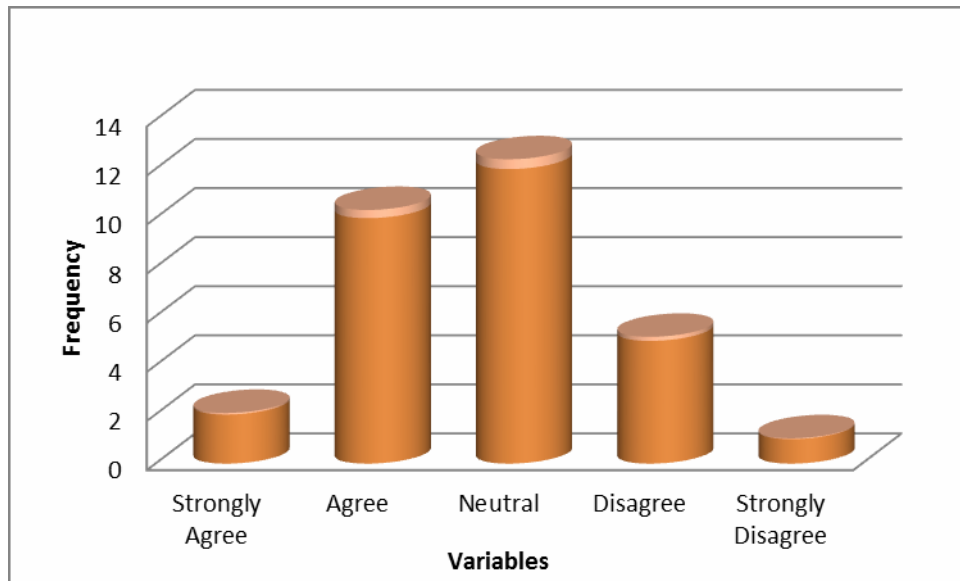


Figure 14: Analysis on changes in the Recruitment Process

Interpretation and analysis: The charts states that 7% of the respondents strongly agreed with the statement. 33% of the people agreed and 40% were neutral with the statement. However, 17% also disagreed and only 3% strongly disagreed the statement. Which means majority of the employees found changes in the recruitment process.

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

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

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

Table 15: Analysis on the Involvement of the Respected Departments

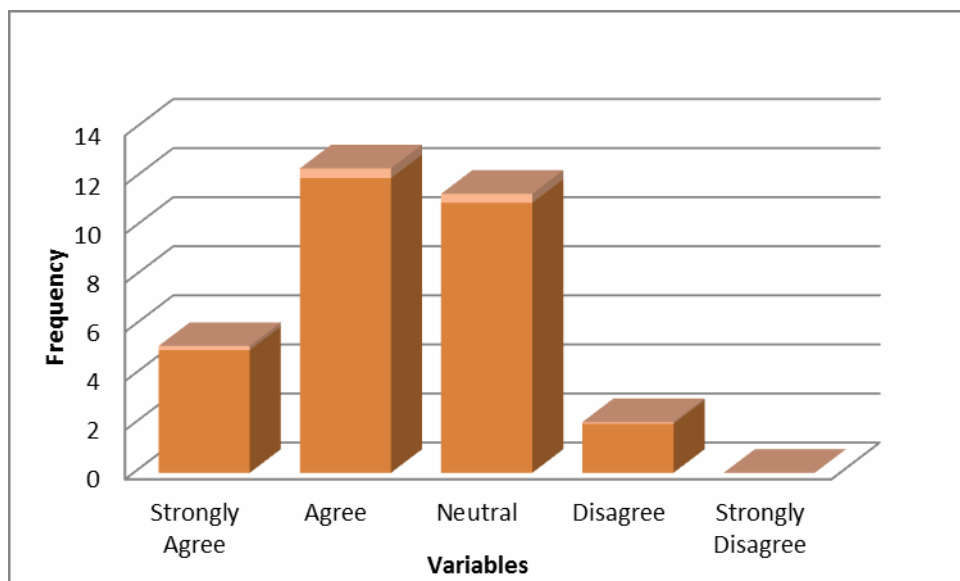


Figure 15: Analysis on the Involvement of the Respected Departments

Interpretation and analysis: According to the charts 17% of the employees strongly agreed and mostly 40% agreed the statement. Moreover, 7% people did not support the statement and a significant number of respondents remain neutral which is 37%. It is clear that employees want other departments to be involved in the recruitment process other than Human Resource Department.

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

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

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

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

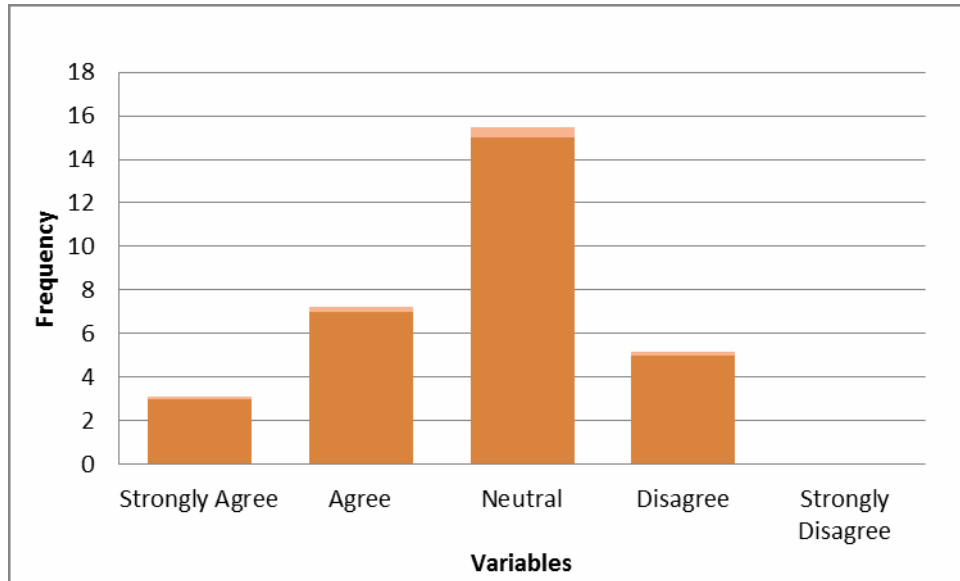


Figure 16: Analysis on lengthy, time consuming and costly recruitment process

Interpretation and analysis: As per the table above 10% of the employees strongly agreed with the statement and 23% agreed. However 17% of the respondents do not agree with the statement. But large proportion of the employees remains neutral which is 50%. As most of the employees remain neutral, we can come into conclusion that sometimes for few position the process might get lengthy and costly.

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

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

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

Table 17: Analysis on relevant and transparent the recruitment process

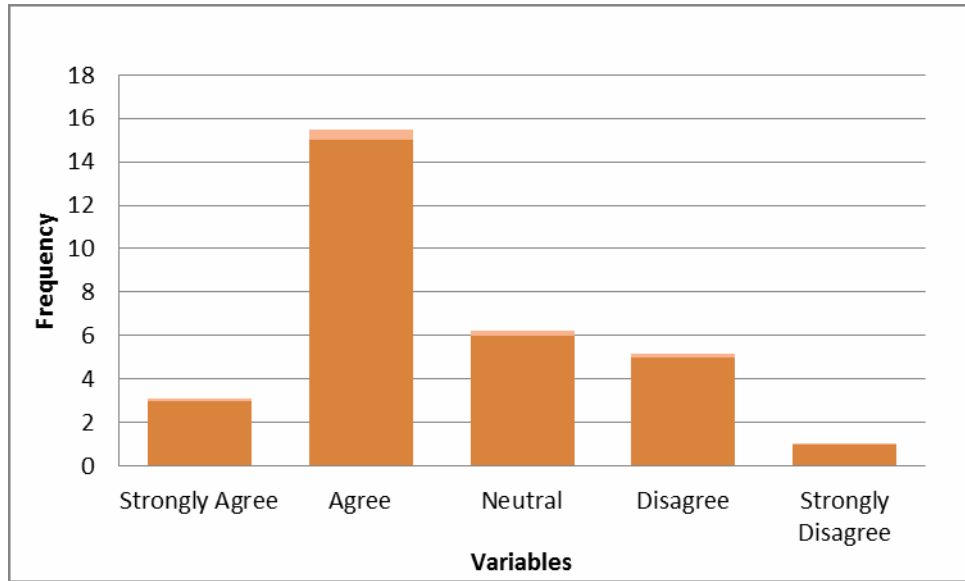


Figure 17: Analysis on relevant and transparent the recruitment process

Interpretation and analysis: The charts and tables shows that mostly 50% of the employees think that the process is relevant and transparent with 10% strongly agreed. On the contrary, 17% respondents disagreed and 3% employees disagreed. Rest of the 20% remains neutral. We can say that most of the respondents actually agreed with the statement. Although few of them disagreed.

Chapter 6

Recommendations

The study was reviewed in detail in order to know about the views as well as perceptions of employees on Banglalink's recruitment procedure. We can see both pros and cons of the recruitment procedure through the tables, figures and graphs. Nevertheless, the guidelines and their suggestions would be better to develop the recruitment process. I tried to provide some recommendations based on my analysis and experience

- Paper works always kills more time and increase the workloads of the recruitment team. There is a huge number of paper works during the process. Automation ought to be done wherever possible. This will save time, ease the workload and increase efficiency
- The selection procedure of Banglalink follows does not have any assessment session. Assessment is one of the prominent steps that is applied by most of the established organization. Case studies, group discussion, presentation etc are some assessment option that Banglalink can add up.
- For some position IQ test is not necessary. But yet sometimes it is taken to follow the procedure. Sometimes experienced candidates are being disqualified because of this process where the test is insignificant for the post. So instead of following a common procedure they should modify as per the requirement of vacant position.
- The recruitment process of Banglalink takes longer than usual. Mainly the planning and CV screening stage takes up a large amount of time. Sometimes the position remains vacant for month to fill up. So they need to be more efficient in terms of timing.

- Banglalink is more likely to recruit from the internal candidates. Its not something bad. They believe hiring from internal candidates will motivate the employees and they will show much productivity than normal. Also they will have their career growth if they deserve. But during the process sometimes people having reference gets the position rather than the deserving ones. For that reason recruitment teams needs to be more strict for recruiting from internal sources.
- Banglalink does not have any facilities to provide training for the entry level employees. A training is most likely to increase the productivity of employee, decrease the turnover rate and helps the new employee to get started earlier. So Banglalink should arrange training program for entry level employees.
- They need to establish a career web portal similar to Grameenphone where candidates can find out the latest circular, create their profile, and update it frequently. It will not only be useful for candidates but also for the recruitment team to find out the required talents they are looking for.
- An evaluation system should be introduced where the recruitment process will be evaluated every year or six months to check the efficiency and modify if there is any lacking.

Chapter 7

Conclusion

Banglalink Digital is considered to be one of the telecom leaders in this country which is now holding the second position across the country. Banglalink is proudly serving millions of consumers through its network. In order to do so, this organization has to recruit the right person for the right position in every department. To achieve its goal, Banglalink has to be careful about its recruitment and selection procedure. It would be unfortunate to know that the employees are not capable for this position after recruitment, so it would be very difficult to replace them. Before recruitment, they have to be very careful about choosing the right person for the right position; otherwise, they will not achieve their goal. They not only work to achieve the goal, they are also trying to be competitive with the current global market. I have interviewed many HR personnel of the recruitment team, and they told me about the evaluation of the recruitment process of Banglalink, which I tried to portray in my report.

During this study, I have gained practical knowledge about how to recruit employees in this large organization and how to motivate them in terms of a changing process. The corporate culture is very nice and flexible here. The report helped me to know about the recruitment process practically, and it will definitely make my future decisions more accurate in terms of recruiting. To finalize, I must say Banglalink follows a very strategic and efficient recruitment process, and they are successfully hiring employees who actually share the organizational goals along with their personal ones.

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Appendix:

Questionnaire:

1. Gender :

- a) Male b) Female

2. Age :

- a) Below 21 b) 21-25 c) 26-30 d) 31-35 e) 36-above

3. Position :

- a) Top Level b) Mid Level c) Entry Level

4. Department & Designation:

5. Duration of Job:

- a) 0-2 years b) 2-5 years c) More than 5 years

6. Do you think current recruitment process is effective and efficient?

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

7. Do you think the recruitment process should be internal?

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

8. Do you think the recruitment process should be external?

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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