Report On

Employee's Personal Hardcopy Archival and Employee Management Of Robi Axiata Limited.

By,

Nuzhat Tabassum Khan

18104026

An internship report submitted to the BRAC Business School

in partial fulfilment of the requirements for the degree of

Bachelor of Business Administration

BRAC Business School

BRAC University

December2022

It is hereby declared that:

1. The internship report submitted is my own original work while completing my 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 that has been accepted or submitted, for any other degree or diploma at a university or other institution.

4. I have acknowledged all of the main sources of help.

Student's Full Name & Signature:

Nuzhat Tabassum Khan

_____

Nuzhat Tabassum Khan

18104026

Academic Supervisor's Full Name & Signature:

_____

Syed Mahbubur Rahman

Associate Professor

BRAC Business School

BRAC University

Mr. Syed Mahbubur Rahman

Associate Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report

Dear Sir,

With Due Respect, I am submitting my internship report on "Employee's Personal Hardcopy Archival and Employee Management of Robi Axiata Limited." I have tried my best to maintain the guideline given by the university. I am very much thankful to you for your guideline and instruction.

I have tried to put my best effort into the preparation of this report. I hope you would be kind enough to receive my report and I will be pleased to answer any of your queries.

Sincerely yours,

Nuzhat Tabassum Khan

18104026

BRAC Business School

BRAC University

Date: 31/12//2022

Non-Disclosure Agreement:

This agreement is made and entered into by and between Robi Axiata Limited and the undersigned student at BRAC University.

Nuzhat Tabassum Khan

....

Nuzhat Tabassum Khan

18104026

BRAC Business School

BRAC University

Acknowledgement:

At the start, I would like to give the greatest gratitude to my almighty for giving me the ability to complete the 3.5 months internship program as well as the internship report.

I am extremely grateful to a large number of individuals for their cordial support and encouragement throughout my internship program. I would like to express my gratitude to my academic supervisor Mr. Syed Mahbubur Rahman, Associate Professor, BRAC Business School, BRAC University- for giving his valuable time and constant support to complete this internship report. He kept me on track with his valuable guidance and providing every possible feedback I asked for.

Secondly, I want to express my deepest thanks to Mr. Maruful Alam Chowdhury (VP, HRBP & Digital planning, Robi Axiata Limited) for taking responsibility and guiding me as a supervisor for the last three months. Besides, I am deeply thankful to Ms. Shirin Khan (GM, HRBP & Digital planning, Robi Axiata Limited), Mr Sabah Al Jahan(GM ,HRBP & Digital planning, Robi Axiata Limited), Ms Wordina Islam (Manager, HRBP & Digital planning, Robi Axiata Limited), Mr Mostafa Sakib Fabi(Manager, HRBP & Digital planning, Robi Axiata Limited) for giving me all the necessary information that was required to complete my internship report.

Executive Summary:

My purpose behind the internship at Robi Axiata served as the mandatory academic internship report. The primary objective of this internship was to provide hands-on practical experience of corporate life and work environment, dealing with people, relating materialistic lessons with real life.

The report includes a general survey of the company's profile. In addition, the paper provides a brief overview of Robi Axiata's current HRBP system scenario of the company.

The report is based on quantitative and qualitative data from primary and secondary sources.

To conclude, the paper holds a few recommendations for Robi Axiata Limited.

In addition, the report is based on only the available information of the company.

Keywords: HRBP; Efficiency; File management; Experience; Employee; Performance

Table of Contents:

List of Figures

List of Tables

List of Acronyms

BBS BRAC Business School

EM Employee Management

HR Human Resources

HRP Human Resource Planning

HRBP Human Resource Business Partner

CV Curriculum Vitae

NID National Identification Document

CHRO Chief Human Resources Officer

Chapter 1

1.1 Student Information:

Name: Nuzhat Tabassum Khan

ID: 18104026

Program: Bachelor of Business Administration

Major: Human Resource Management

1.2 Internship Information:
The section is divided into two categories. The first category states the basic information of the internship. In the second part, information about the company supervisor has been specified.

1.2.1 Company Information:
Period: 3.5 Months (1 September 2022 – 18 December 2022)

Company Name: Robi Axiata Limited

Department: HRBP & Digital Operation

Division: Human Resources

Project Name: Employee Personal File Archival and Employee Management

Address: 53, Gulshan South Avenue Gulshan 1, Dhaka – 1212

1.2.2 Company Supervisor's Information:

Supervisor's Name: Mohammad Maruful Islam Chowdhury

Position: VP, HRBP & Digital Operation

1.2.3 Job Scope:

Job scope refers to the amount and frequency of tasks that must be performed in a certain position (Dessler, Human Resource Management, 2020). Generally, the job scope is mentioned in job descriptions. The Job description of Robi Axiata internship that I fulfilled is stated below:

Job Title: Intern

Direct Reporting: VP, HRBP & Digital Operation

Functional Reporting: GM & Manager, HRBP & Digital Operation

Division/Department: Compensation & Agile Rewards /Human Resources Internship

Key Responsibilities:

1. Checking and documenting the fundamental employee records

2. Maintain employee records in a personal file

3. Continuation and assurance of documentation completion

4. Creation of a virtual file for each employee

5. Database management for employee records

6. Making assessment sheets.

7. CV screening

8. Keeping documentation updated

9. Arranging seminars

10. Recruitment file processing

11. Onboarding documentation

12. Arranging interview schedules.

1.3 Internship Outcomes:

1.3.1 Student's Contribution to the Company:

My contribution to the company is as follows:

• Updated the information accessibility for A-C band personnel

• Updated the missing information in the files and database.

• Kept track of personal file

• Arranged interview schedules.

• Worked on HR4U

• Created employee performance feedback form, evaluation form.

• Made PPT slides for different events like re-announcement, new joiners onboarding.

• Participated in the RCC program

1.3.2 Benefits to the Student:

After completing my internship at Robi, I think I've got a lot of ideas of how corporate life works and how is the environment, which is a long-term benefit for me. It helped me a lot to work with patience with the file documentation and managing data properly. Documentation and updating personal information is confidential work and in my opinion, I've done crucial tasks than other interns of fall'22. And my technical and communication skills got better after doing an internship at Robi Axiata Ltd.

1.3.3 Challenges Faced During the Internship Period

During the internship, I faced a few obstacles. Those are given below:

- The laptops that they provide are backdated like it stopped working sometimes and didn't stay on without the charger plugged in.
- Due to security purposes, Google Chrome was blocked from using, so searching for information was a bit difficult sometimes.
- The processing of salary and mobile recharge was another problem here.

- As the company doesn't provide transportation for the interns, I'd to face difficulties while coming at the office from Dhanmondi to Gulshan 1.

1.3.4 Recommendations:

Robi Axiata Ltd is a good MNC to work on undoubtedly but they need to work on few things like if they could provide better laptops, transportation system and lunch, it would be really encouraging and efficient for the interns to work for the company.

Chapter-2

Organizational Part

2.1 Introduction:

Robi Axiata Limited is a renowned public limited company with 61.8% stakeholders in Malaysia. As per the record, this company holds the highest stakeholders. And from the rest of the shares, Bharti Airtel holds 28.18% and the general public holds 10%.

In 1997, the company started their first operation in Bangladesh as "Aktel" and after continuing its operation it decided to rebrand with the name "Robi Axiata Limited." Later in 2016, it merged with Airtel and secured the position of the second-largest company in this country. After that in 2018, Robi Axiata Limited was the first operator who tested the 5G network for the first time in Bangladesh. Currently, this company is the second largest company in the telecommunication industry. 74% of data users are from Robi.

Besides these, participating in CSR activities made Robi different from its competitors like Banglalink, Grameenphone etc. Robi took a very praiseworthy step by starting Digitalized educational system Robi 10 Minutes School coordinated by Ayman Sadiq and his team. Over 260000 students are enrolled here and the response to this platform is great.

2.1.2 Vision:

Robi Axiata Limited wants to be the leader in the telecommunication industry by providing digital and data services where customer will be the key element.

2.1.3 Mission:

Robi Axiata Limited wants to get the highest rank in telecommunication with customer satisfaction with particularly advanced skilled, developed products and services to fulfill the demand of the people of this country.

2.1.4 Core Values

The two core values that Robi maintains are given below:

- Strict integrity
- Extraordinary working skill.

2.2 Services Provided By Robi:

As a telecommunication company, Robi offers digital services throughout the country. Mainly sim cards and other than that they offer gadgets in their Robi shop. Prepaid and postpaid both packages are available for Robi users.

Prepaid & Postpaid packages are given below:

21.5 paisa/10 sec to any local numbers for 24 hours a day.

50 Paisa/min with one "Priyo" Robi and Airtel number!
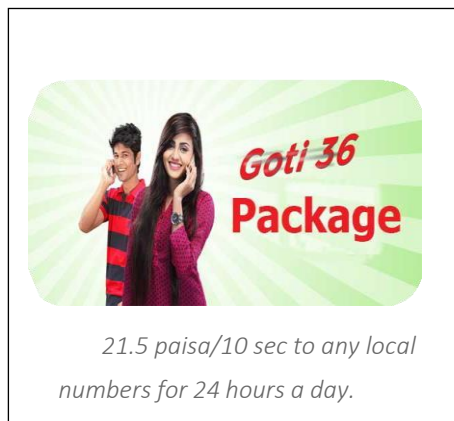
Figure 1: Prepaid packages

Robi ACE

Prepaid Migration
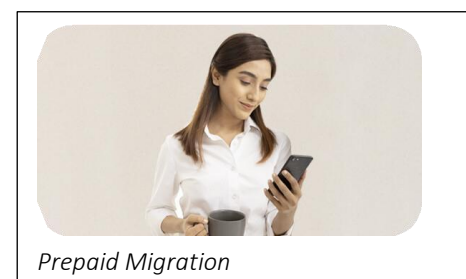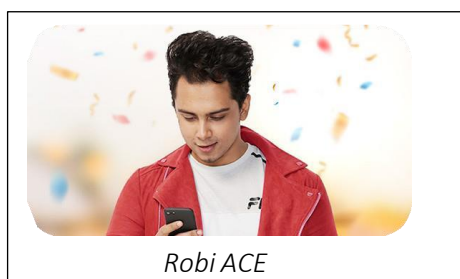
The services that Robi provides are given below:
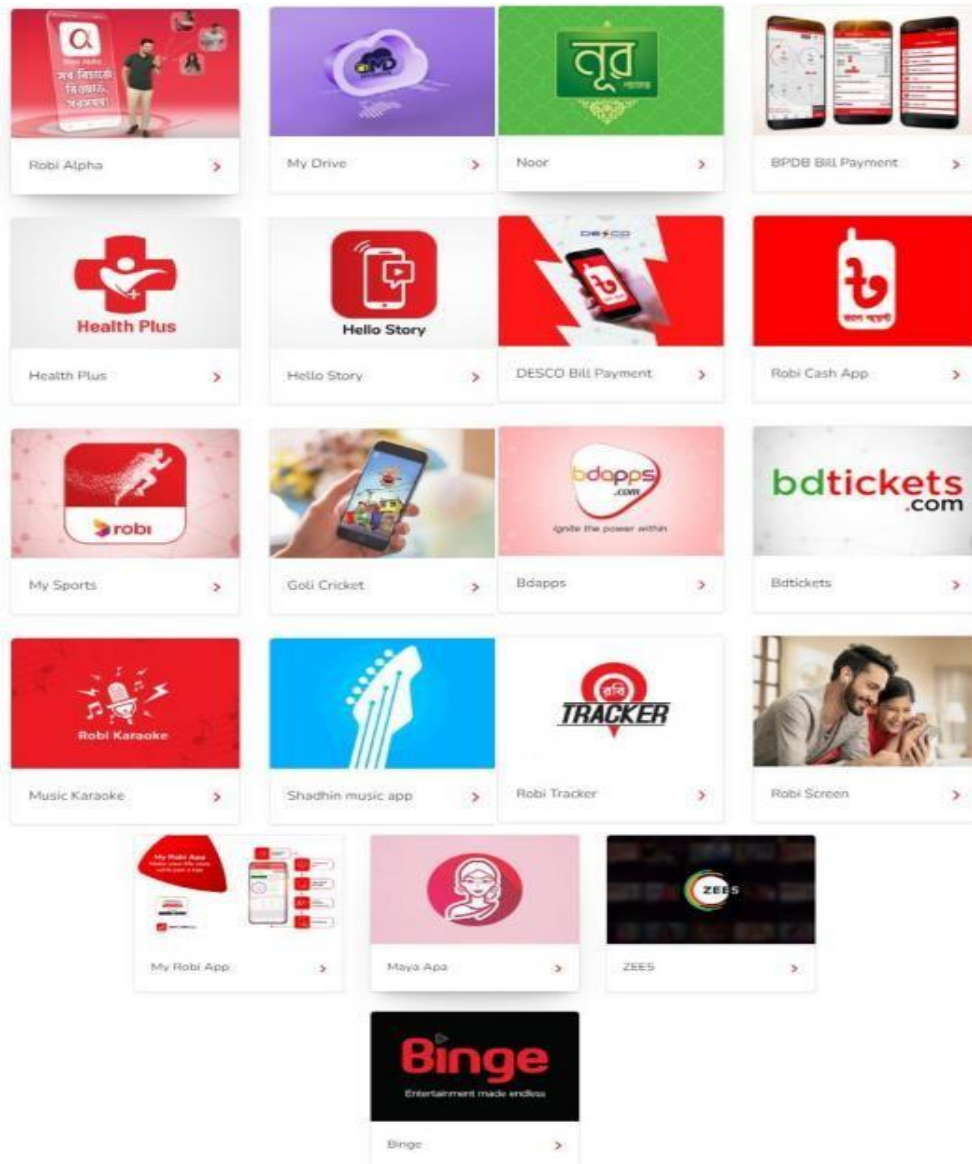
Figure 3: Robi Services

2.3 Organizational chart of Robi Axiata Limited:
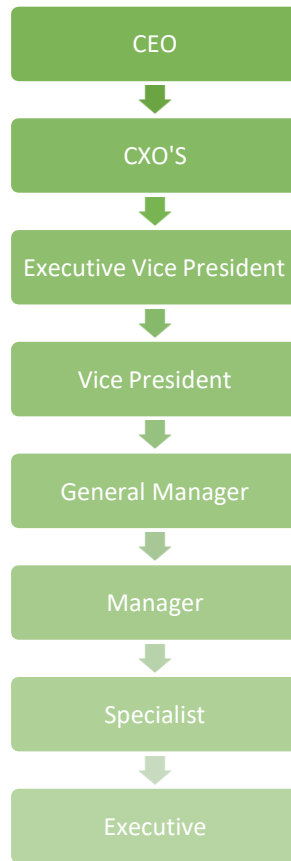
Figure 4: Organizational chart of Robi

Here at Robi, each level of employee is assigned to a job band, depending on their skills, experience and position in the company. The job bands are:

2.3.1 Divisions of Robi Axiata Limited:

There are 10 divisions at Robi. Those are given below:
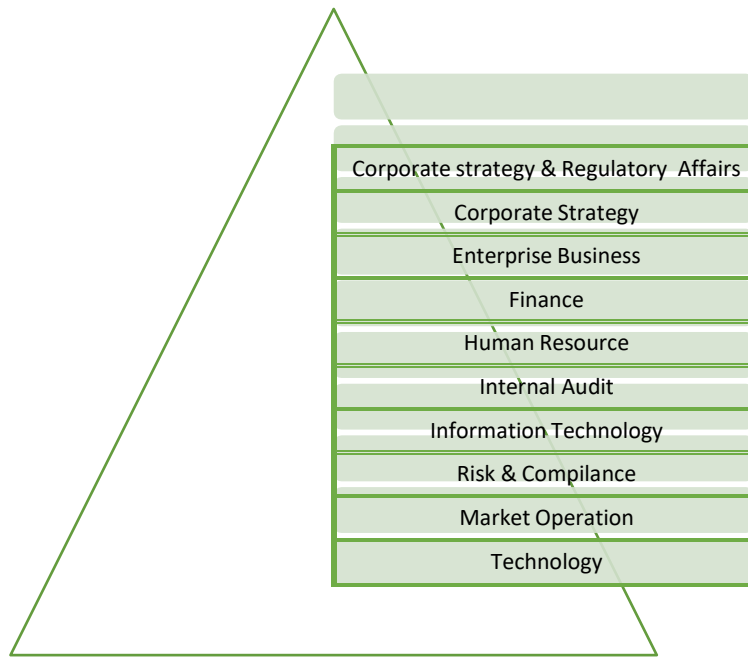
Figure 5: Divisions at Robi Axiata Limited

2.3.2 Departments of HR:

The CHRO of the HR department is Md. Faisal Imtiaz Khan. All the managers of each department report to their VP and all the VPs of the HR department report directly to the CHRO.
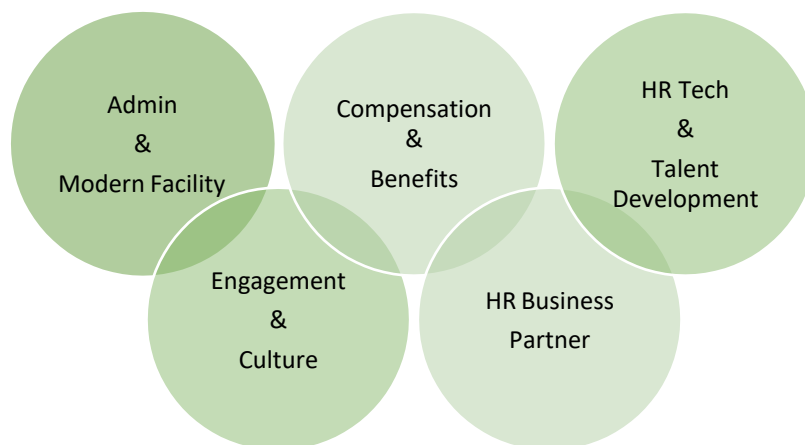
Figure 6: Departments of HR

From the above we can see, there are 5 departments in the HR division.

- **Admin & Modern Facility:** The biggest department in HR is the Admin & Modern Facility department, which consists of 16 members and is mainly responsible for providing necessary office equipment and devices.

- **Compensation & Rewards:** This department works on monetary and non-monetary reward structures and manages the salary range so that employees get the right amount of money based on their experience and skills and they better decide to stay in the organization rather than find other opportunities where they'll get more salary.

- **HR Tech & Talent Development:** This department of the HR division mainly works on HRIS and finding development opportunities for their employees. They arrange the training and session – online and offline both, for employee betterment.

- **Employee Engagement & Culture:** This team helps to keep the office environment safe, motivated and work-friendly. And they mainly look after the part of maintaining ethics in the office premises.

- **HR Business Partner:** This team mainly works on hiring and recruiting employees for the company and mainly they work as a connection with the other teams to sort out their problems. This team deals with educational institutions and agencies to get the best candidates who'll be the best fit for the company. I worked in this department during my internship period. We'll know more detailed information later in this report.

2.4 Management Practice in Robi Axiata Limited:

Management Practices inside Robi Axiata Limited are given below:

2.4.1 Supervision:

Robi always follows democratic leadership or supervision. Here, the line managers always listen to their employees and gives the opportunity to take initiatives or give ideas how they would like to work on any problem. Whereas most of the other companies don't prefer this type of system.

Listening to employees and taking their opinions always helps to grow company's growth and achieve the goal and it also creates a strong bond between employee and line managers. And as a result, employee's feel motivated to work more.

2.4.2 Planning for Human Resource Management:

The recruitment process of Robi is discussed below:

- **Asking for Manpower**: The departments when feel that they need more employees or interns, they makes a list including the skills that they need and send it to the HRBP team. The team works on that and investigates that if the department actually need more members or not and sends the request to the Vice President of HRBP team to get his final approval.

- **Talent Sourcing:** Robi usually hire employees using external and internal both sources.

  For external recruiting, Robi prefers it more because through this, fresh mind and ideas get the chance of entering in the company. Robi don't use any agencies to hire people. Candidates can apply directly in Robi Career Portal and other than that candidates can also apply from LinkedIn, bdjob.com, career fair in different universities.

  On the other hand, for internal recruiting, when a position gets vacant, employees gets a notification email regarding that so that they can apply for that position if they are interested.

- **Job Assessment and Interview:**

At first the candidates need to post a video about themselves and why should the company hire them. After seeing the video, the HR team decides, if they should process for the next step or not. The final stage of the assessment is the aptitude test where the candidates need to sit for an exam which includes English, Mathematics and Analytical ability test.

Then they sit for interview, that might be online or offline. In past 2 years, due to Covid-19, all of the interviews were online. But as now everything is getting normal, few interviews are taking place at Robi Corporate Office.

- **Selecting & Negotiating:**

After all the exams are done, the HR team looks into employees past experience, payslip, reference and all to verify if everything is okay with his professional life or not. After getting a heads up of moving forward, they starts negotiating about the salary. Salary mainly depends on experience, skill and the position and normally it has a fixed range. But as Robi gives the employee to talk or give opinions, they gives the employees an opportunity of talking about the salary that they want.

- **Medical Test:**

Before joining at Robi, the employees need to go through few medical checkups at United Hospital. The employee need to pass the medical test to get the job permanent. Because, before they become a permanent employee, the company needs to be confirmed if the employee can do the assigned tasks or not.

- **Documentation:**

Once all the tests are over and they are qualified for the position, they need to come at Robi Corporate Office for documentation. The onboarding mainly happens twice a month- 1st day and 16th day of the month. The employees need to submit their CV, NID, E-tin, Academic Certificates, Nominee Form, Gratuity form etc. Release letter from the previous organization is mandatory here. Without it, the joining of the employee will be postponed.

After that, they collects the laptop, sim, ID card and meets with their team mates, line managers and other people of the company.

2.4.3 Compensation:

Employees get their salary by 25th of the month and besides that they gets an amount of money as incentive, festival bonus, reimbursement, professional growth etc.
When company achieve the target amount, as an appreciation they gives a certain amount to the employees. In the occasion like Eid, Durga puja, Christmas the employees get bonus of the same amount of their base amount. House rent, transportation, medical fee allowances are also provided by the company.

2.4.4 Training sessions:

Training is very important for developing the skills. Robi Axiata Limited is very concerned about this and they have a separate department who designs and arrange the training session. After the training session, the team arrange a quiz session where the participation of employees are mandatory and to hold their interest, the first and second position holder in the quiz gets small gifts or gift coupons.

2.4.5 Performance Appraisal:

The probation period in Robi Axiata Limited is mainly 3 months. It can be extended up to 6months. Here, employees have to go through an evaluation process after three months before they get permanent. The employee's line manager gets an evaluation

form after the probation period and the result of the form needs to be mostly affirmative to become permanent after 3 months. But the good part is, 90% employees can meet the expectation and gets permanent.

2.5 Financial Ratios:

All the information of the past 4 years, that'll be used here is taken from the website of Robi and I'll work with Liquidity, Profitability, Efficiency & Leverage.

Liquidity Ratio:

Name	Formula	2018	2019	2020	2021
Current Ratio	Current Asset/ Liabilities	0.19	0.27	0.21	0.21
Quick Ratio	(Current Asset- Inventory)/ Liabilities	0.20	0.25	0.28	0.22

Liquidity Ratio
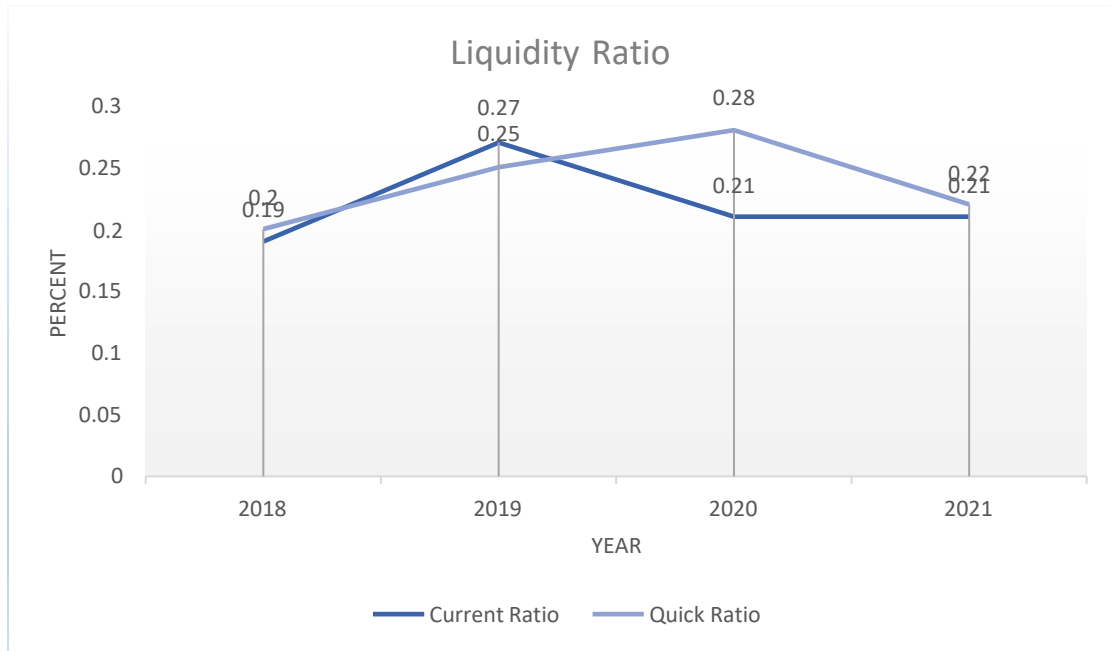
This graph shows from 2018 to 2021, the percentage is fluctuating. As we can see, the current ratio was 0.19 in 2018 but in 2021 it became 0.21 which is good enough, Whereas the quick ratio in 2018 was 0.2 which became 0.22. so, we can say that Robi will be able to satisfy the liability.

Profitability Ratio:

Name	Formula	2021	2020	2019	2018
Gross profit margin	GP/ Sales * 100	34.11	37.50	36.9	30.12
Operating profit margin	OP/ Sales * 100	19.20	17.12	15.98	19.21
Net profit margin	NP / Sales * 100	1.98	1.99	0.19	3.10
Return on assets (ROA)	NP / Asset * 100	0.79	0.69	0.15	1.52

Profitability Ratio
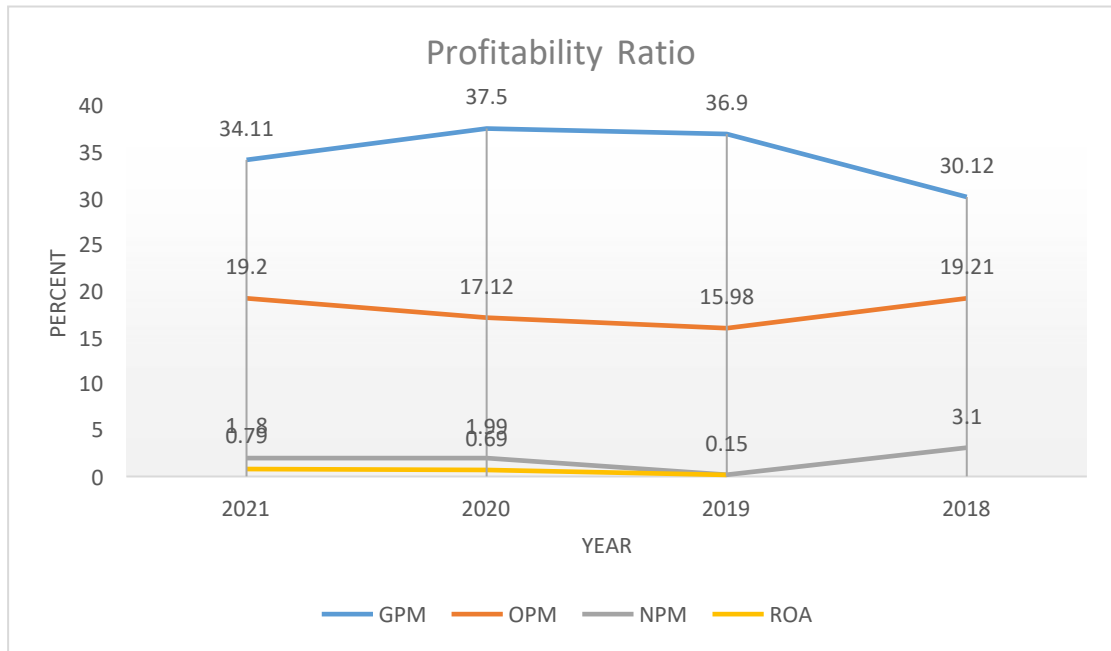
The gross profit margin started to decrease after 2019. Operational profit has continuously been poor and falling. Despite growing at a favourable rate, the net profit margin was almost the same as 2021 but decreased by 0.01%

Additionally, the fact that ROA was overall lower raises questions about whether Robi Axiata aggressively invested in profitable or unprofitable properties.

Efficiency Ratio:

Name	Formula	2018	2019	2020	2021
Inventory turnover (Times)	COGS /Average total inventory	5.59	5.8	5.30	4.10
Average collection period (Times)	365 /Average accounts receivable	20.50	24.00	37.10	18.52
Average payment period (Days)	Accounts Payable / (Annual Purchases / 365)	76	71	53	54
Fixed asset turnover (Times)	Net Sales / Average Fixed Asset	5.59	5.18	5.07	5.15
Total assets turnover (Times)	Net Sales / Average Total Asset	5.70	5.19	4.60	4.69

Efficiency Ratio
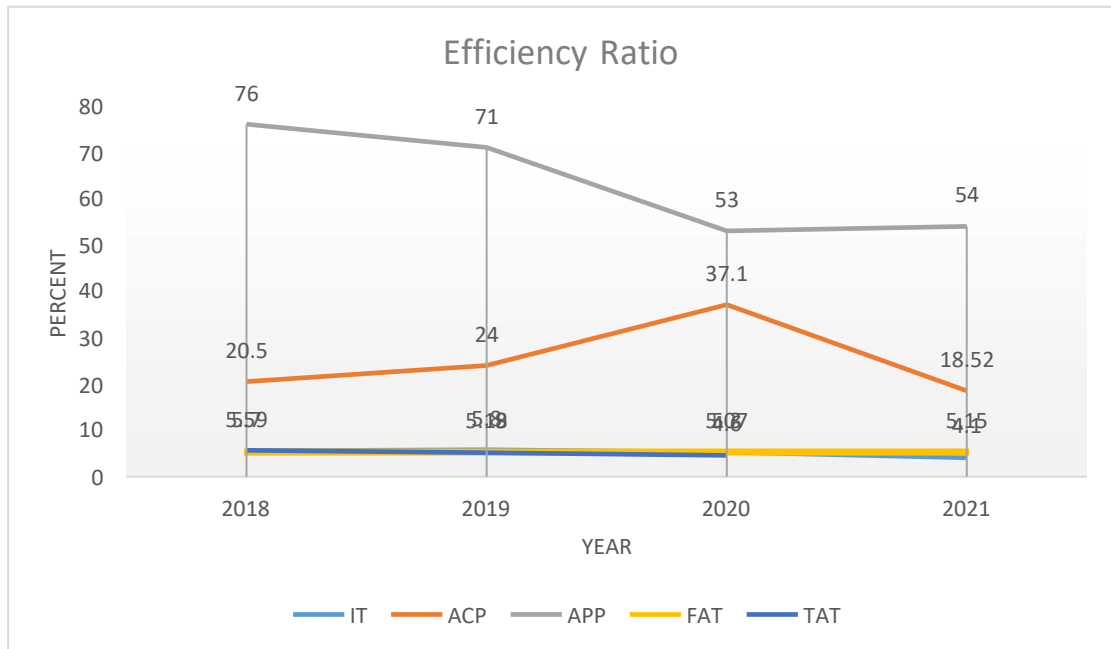
The above graph shows that the inventory turnover of the company is rational which means the sales rates are well-balanced here. In 2020 the average collection period has risen up and there's a visible improvement in the payment period.

Besides that, the turnover of fixed assets didn't change that much.

So it can be said that management can earn from the fixed assets. Then again, fixed asset turnover was almost the same throughout the 4 years but slightly decreased in 2020.

Leverage Ratio:

Name	Formula	2018	2019	2020	2021
Debt Ratio (%)	Total Liabilities / Total Assets	0.51	0.89	0.92	0.85
Debt to Equity	Total Liabilities / Total Equity	1.29	1.79	2.06	2.20
Times interest earned (Times)	Operating Income / Interest Expense	8.40	6.89	6.71	10.18

Leverage Ratio
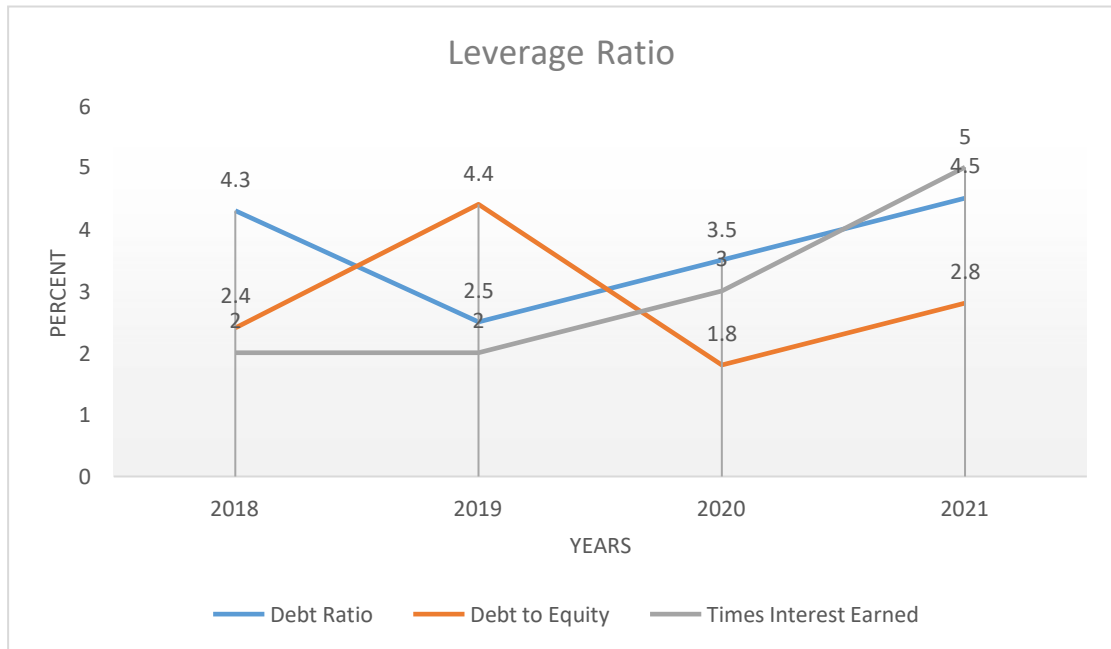
From this graph, we can see the debt ratio decreased in 2019 and 2020 but in 2021 it increased again which is a big risk for the company. On the other hand debt to equity is fluctuating and times of interest earned has been increased which is beneficial for the company.

2.6 Operation management & Information system:

Operation management helps to maximize the company's efficiency. On the other hand, information system is all about storing and preserving data's which helps to take decisions and controls of the company.

Previously a Software named SAP used to be a source of data saving but as the time changed, an updated version had introduced, named as HR4U.

2.7 Industry and competitive analysis:

An extensive competitive and industry analysis's prime purpose is to discover the internal and external situations of Robi Axiata's opponents. Evaluating market dynamics, especially in the post-pandemic era, may be benefited by the assessment.

2.7.1 Porters 5 Forces:

Porters five forces is known as a powerful method of analyzing business strategy tool. The discussion is given below:

Competition in industry:

A new company with better potential is a threat for the existing company. For example, telecom companies like Teletalk, GP, Banglalink can easily grab the idea of the services and products as they already holds a trusted place in customers mind.

Bargaining power of suppliers:

In telecom companies, the supplier don't have much opportunity as the raw materials prices are fixed, so they can't bargain in this. Therefore, their power is comparatively low here.

Bargaining power of customers:

A purchaser or customer of a company is the type of person who can either be a user or reseller of the product. In telecom sector, customers have the power highest power

for bargaining as they are the main customers and without them company can't progress.

Threats of substitutes:

In telecom industry, risk of substitute is very high because users always look for better deals. For example, if other companies provide high data in low price, than for sure customers won't stick to their previous deals.

Threats of Rivalry:

Every company are thinking about their benefit everyday. So, if they bring out any product, which will provide better opportunity then the company may lose their customers. For example- Robi launched 5gb internet at 41taka. And on the other hand GP copied that and started providing 5gb at 39taka, then it's very obvious that people will choose GP and this is threats of rivalry.

2.7.2 SWOT Analysis

SWOT analysis helps to identify companies strength, weakness, opportunity and threats.

The SWOT analysis for Robi is given below:

Strength:
- Detailed knowledge regarding business.
- Strong Financial resources

Threats:
- More telecommunication companies with better business ideas
- BRTC

SWOT

Weakness:
- Unstable network
- Less output compared to advertisement

Opportunity:
- Opportunity of getting funds by making unique services
- Good dominance in share market
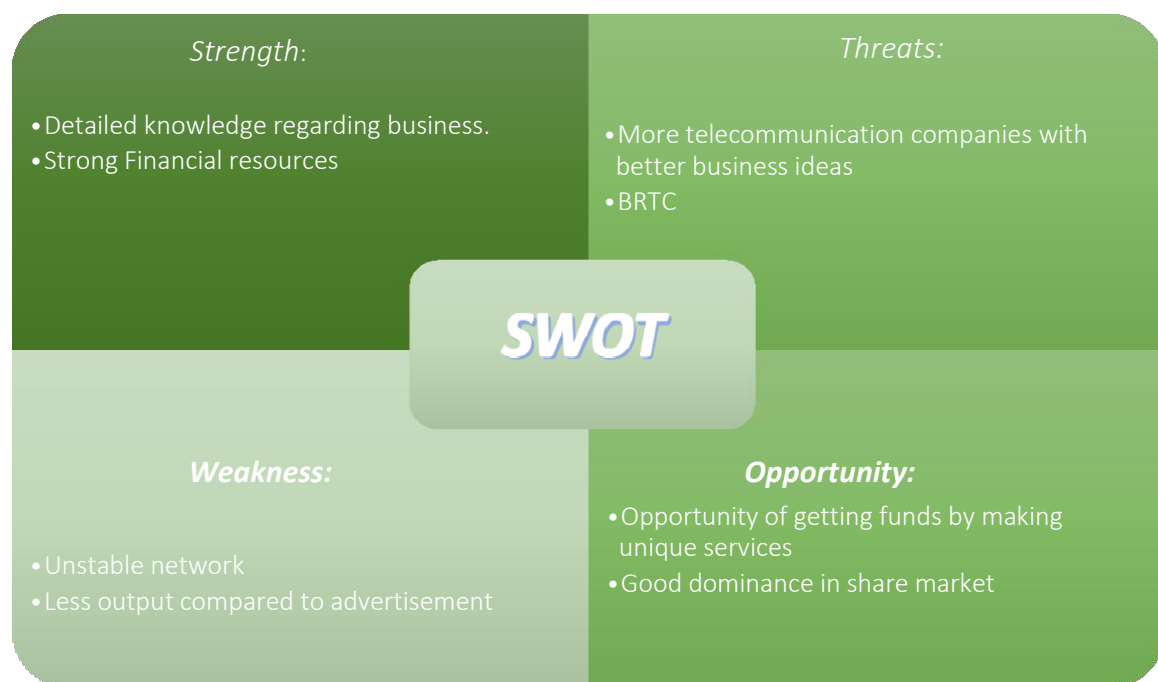
2.8 Summary:

Robi is doing amazing performance is telecommunication industry with good amount of profit every year. All the operations are going in organized way which leads Robi to earn good position in the market. Branding and marketing is really important for a company's publicity but Robi is investing a huge number of money but the outcome is not satisfactory.

2.9 Recommendation:

There's no doubt that Robi is doing really good and adapting new ideas daily and the improvement in their work is praiseworthy but in this rising market , to be able to survive, Robi needs to bring few changes in their compensation and employee benefit section. Because, the competitors are changing their plans on regular basis. If Robi can't go on same pace, there's high chance that talented employees will try to switch their company for better benefits.

Chapter- 3

3.1 Introduction:

Robi Axiata Limited is very concerned about the employee's personal information. All the information is very confidential and they take the responsibility to preserve the information both in software and manually. As they are always protecting and keeping an eye on the security system, they introduced a model named T.R.U.S.T. Robi Axiata has switched from resume profiling to real-time certification of each employee through dynamic interactivity and gamification, which has now become the company's new standard. The company is now working on a platform"HR4U" where the employees inputs their personal data, and keep it update every time.

3.2 Duties and Responsibilities:

I joined Robi Axiata Limited as an HRBP intern. The department mainly looks after the recruitment process and life cycle management. During my internship period, I was assigned to 1 major project – Personal Hardcopy File Archival.

The detailed explanation are given below:

For the first few days, my task was to allocate the time and call the candidates for interview. As I was a part of recruitment team, my main task was entering all the information of employee's in the database, making power point slides, making assessment sheet and employee confirmation sheet.

Here at Robi Axiata Limited the onboarding takes place twice a month- 1st and 15th day of the month. For last 2 years, the onboarding used to be on online platform, since pandemic is over, now it's happening at corporate office. I used to collect all the necessary documents from the new joiners like their cv, national id card, picture, academic certificate, e-tin, release letter from previous organization and 6 other forms from Robi. Those 6 forms are consist of gratuity form where I used to check

if they have written their nominee's name and address or not, code of conduct, disclosure form, joining letter etc. As Robi keeps the file in their database and manually as well, so I used to scan the files, update the database and keep the document papers in file.

Other than that, the information of existing employee's changes sometime so I used to update those files and kept notes in a tracker and my supervisor checked that tracker on regular basis.
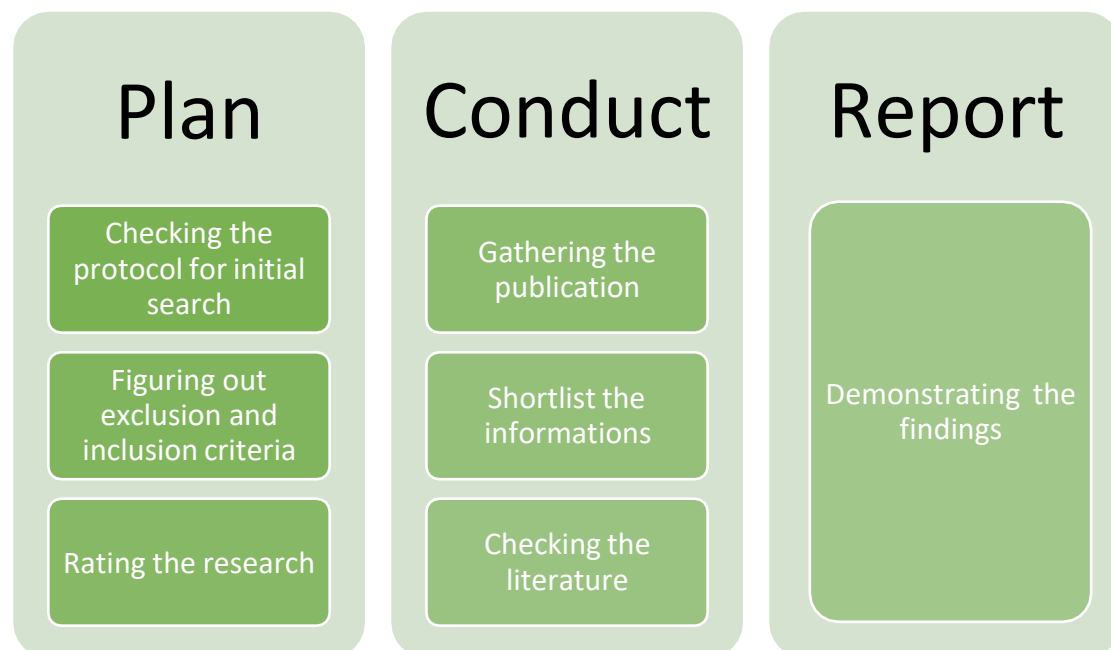
3.3 Literature Review:

According to researchers, the effectiveness of HRIS can be gauged by the information's increased accuracy, ease of access, and cost savings (Arnav, T.R, & Reddy, 2021). The importance of HRIS accuracy and timeliness for HR operations, management, and planning is highlighted by the authors. Furthermore, according to author Anubhuti (2016), modern literature portrays HRIS growth as a dynamic, changing idea. The position put forth by authors Suharti and Ratna (2018), in contrast, is that HRIS development is complex and that there isn't a single, superior way to approach it. Instead, it depends on management demands, personal requirements and capacities, and organizational context. In addition, the author claims that HRIS can be considered effective if the software can save costs while still providing excellent performance (Suharti & Sulistyo, 2018). The study asserts that HRIS may play a role in helping to reduce costs, increase customer happiness, and advance (Boateng, 2007). Decision-making can be completed more quickly because to computerized HRIS services that make it easier to store, update, classify, and analyze data. As a result, HR decisions may be made more efficiently and precisely. Because of this, academics contend that the greatest obstacle to the adoption of an HRIS is the high cost of establishing and maintaining one (Ferdous, Chowdhury, & Bhuiyan, 2015). With a similar logic, the author (Ahmad, 2019) claims that the

biggest barriers to achieving the potential of HRIS can be a lack of financial resources and a lack of support from high management. Because of this, researchers assert that the high expense of creating and maintaining an HRIS is the biggest barrier to its adoption (Ferdous, Chowdhury, & Bhuiyan, 2015). Using a similar line of reasoning, the author (Ahmad, 2019) contends that a lack of funding and a lack of high-level management support can be the largest obstacles to realizing the potential of HRIS. For the effectiveness of HRIS in businesses, these factors include the potential for development, system adaptability, value, and system competency. Employee engagement is a crucial problem that needs to be resolved in order to maximize HRIS user satisfaction, according to the researchers (Haines & Petit, 2000). They contend that employee literacy and technological advancements have dominated the field rather than management, information, and system difficulties that are dependent on certain technologies. As a result, they emphasize the need for staff to take an innovative role in system development. Having said that, author claims that HRIS is the result of the combination of information technology with human resources, while data processing technologies evolved into standard 51 operating procedures and ERP software packages (Jeffery, 1983). These corporate resource planning solutions often aggregate data from numerous applications into a single central database. He talks about how these ERP systems were created utilizing software that merged data from many systems into a single database. HRIS software needs to incorporate a forecasting component that takes uncertainty into account and involves looking ahead, according to researcher Mintzberg. This could be crucial for effectiveness in managerial and operational controls alike (1989). In addition, firms should establish an HRIS strategy, according to author Stephenson (2008). Employee adoption of complex HRIS technologies and processes can be difficult, especially in large firms. The authors (Anderson & Caldwell, 2018) claim that while some organizations have achieved significant success, others have failed due to insufficient development, misaligned technology resources with organizational goals, issues with

departmental cooperation, and employee acceptability. When it comes to increased connection, the great majority of these systems were merely employed to keep track of how users interacted with their friends. They emphasize the importance of the system operator by pointing out that a skilled HRIS manager develops, installs, maintains, and updates the network and mainframe's software and hardware. Lastly, the ability to perform at a high level is what researcher Dessler (2004) characterizes as competence. According to the author, it is standard procedure to start competency modeling by studying successful individuals to determine how they vary from businesses with lower levels of skill. According to authors, assumptions regarding organizational characteristics, design team members, and designer expectations were necessary for HRIS design (Brewster & Sparrow, 2005).

3.3.1 Protocol of the case study:

Plan	Conduct	Report
Checking the protocol for initial search	Gathering the publication	Demonstrating the findings
Figuring out exclusion and inclusion criteria	Shortlist the informations	
Rating the research	Checking the literature	

3.3.2 LR Factor:

Citation	Factor	Key Findings
(Arnav, T.R, & Reddy, 2021)	Strategic Function	From the author's perspective, the effectiveness of HRIS can be determined by how much it can lessen up the cost, how easily information can be accessed. And here the information and data have to be valid and accurate in HR sector.
(Boateng, 2007)	Cost Cutting	From the author's saying what we can see is, HRIS should be able to reduce the cost to show its efficiency.
(Mintzberg, 1989)	Ability to forecast	This could be hard or crucial sometimes but through HRIS's help, this should be succeed.

3.3.3 Limitation in Literature Review:

There wasn't enough source of relevant articles or publication regarding the issue. So, there was a little bit of a struggle to find sufficient information for the report.

3.4 Methodology:

This chapter is all about research methodology consisting of case protocol, and design but in last, the limitation of data has been added to understand which findings need to be added here.

3.4.1 Research Methodology:

In this report, the research methodology is detailed and elaborated which includes research methods and surveys. Survey methodology is all about completing few questionnaires from the comfort zone. Whereas, research method means generating new data by using previous existing data. For example, by using secondary data, the logo of Robi Axiata Limited which is in the header, has been taken from their website.

3.4.2 Data Type:

The research includes quantitative and qualitative data both and to complete this primary and secondary both sources of data collection was useful.

3.4.3 Sampling Design:

This method helps to have a representative sample from an entire population. Here I took two person from 10 divisions to do probability sampling method.

3.4.4 Technique and tools:

Few research tools will be used here to assemble the report.

- Database
- Questionnaire
- Interview

Here, for the survey purpose I've converted the qualitative information into quantitative information. Each response has been assigned a score in preparation for descriptive statistical analysis. The scores are given below:

Likert Scale:

Responses	Score
Very Poor / Very Unsatisfied	1
Poor / Unsatisfied	2
Fair / Neutral	3
Good / Satisfied	4
Excellent / Very Satisfied	5

Questions:

Response	Score
Yes	1
No	0

3.4.5 The Research Environment:

The data for the report was gathered in its natural habitat. In this case, the workplace world was typical and the employees were assigned to take part in the survey and questionnaire immediately after they come at the workplace.

3.4.6 Data Limitation:

The data used for this research had some barriers that needed to be resolved. There were some information gap in the report because of the data protection and security policy.

3.5 Findings from Interview:

The GM of HR division took the interview and found out that not everyone is comfortable with "SAP" as they have a little bit knowledge of technology. So, the HR team came up with an idea of HR4U which is easier than the previous one.

3.6 Expertise and Individual Growth:

As my internship period was 3.5months long, I've learned a lot of practical and workplace knowledge. Once someone starts enjoying work, the outcome will be always better. So the same happened with me. I enjoyed the work and the environment and felt energetic while working. Usually the internship periods are 3 months long but the work friendly environment motivated me to work more 15days with my line managers.

Most of my work was MS excel, ppt slide and files archival based. I learned MS excel in my university courses. But after working here, I got the chance to implement those in real life work. Then comes, MS outlook. I was shown how to use MS Outlook, and I was quite unaware with its features. I gained a lot of knowledge about its functions and operations. And lastly I got the chance of working with employees personal files. Regarding that, I had communicate a lot of people and learnt how to maintain a tracker to keep update of the employees. That helped me a lot to come out from my comfort zone and complete work within given time. Other than I witnessed

the way of recruitment process, cv screening and arranging seminars, which helped me to know my lacking and how can I update my cv as well to get the chance of working in MNC's.

3.7 Relationship with Supervisor:

I was lucky enough to work under my supervisors who were really very friendly, supportive and caring throughout the whole time. My supervisors always guided me, taught me everything with patience, and helped me to find out my own mistakes. The whole team made me feel so comfortable in the workplace that I loved working under their supervision.

Other than that, other employees or other team in HR division was also nice and humble. Because of this. I had a great relationship with every line managers, general managers of HR division.

3.8 Obstacles Faced During Internship:

Every path has hardships and challenges, and my internship was no different. During my internship, I had to overcome a lot of hardships and obstacles. There were both little and substantial issues. Below is a list of some of the obstacles:

- At first, it was difficult for me to break the ice. I was afraid of unfamiliar surroundings and people. It took almost 2/3 weeks to get used to with the place.
- Putting my schedule back under a tight routine all of a sudden was very stressful at first.
- As I had to travel from Dhanmondi to Gulshan, traffic was a big factor. It took a lot of time before coming and while going back to home.
- While file archiving manually and on the database, I've encountered problems such as most of the personnel records they entered were incomplete.
- Sometimes because of miscommunication, I had to do the same work twice.

- I had no idea of using a photocopy machine and scanner. It took a while to understand the functions.

3.9 Expectation VS Reality:

I wasn't expecting much from the internship process as I used to be a nervous person before. Another thing was, I was pretty sure that I'll disappoint my supervisors as I don't have much knowledge about the real-life workplace and I won't a part of any project of the company. As I've heard from other people, many companies treat their interns very poorly so I was expecting the same here.

But luckily the opposite happened to me. Everything went very well. I was treated in a very well-behaved way and got to learn and revise my knowledge. I did a few mistakes while working but no one treated me badly for that. Everyone talked with me with respect all the time. Besides all that, my supervisors took me on lunch for refreshments. At last, I would say, my total journey and experience in Robi was great and memorable.

3.10 Impact on My Career:

I wanted to do double major in Human Resource Management and Finance. But lately, I found my interest more in Human Resource Management and minor in Finance. As I did my internship in an MNC like Robi Axiata Limited and got to learn about the employee and recruitment process, hopefully, that'll help me a lot in my future job sector to process the work more easily.

3.11 Strength of My Assigned Project:

I was a part of a personal hardcopy archival and employee management project. Here, employees were observed very sincerely to get the right information. So, being able to be a part of this project taught me how to keep things organized and update on time so that in time of need, it can be found immediately. Other than that, while

searching for the missing files, communicating with other people created a good bond with other employees and staff.

3.12 Weakness of the Project:

This project had a few weaknesses as well. Like it was very tiring and boring sometimes. It used to take a lot of time and patience. And while doing it manually some information might get missed.

3.13 Effectiveness of the Project:

The majority of the organization suffered greatly during the pandemic. The unemployment rate grew, the turnover rate increased, and the majority of businesses are still paying off their loans. However, we can observe that Robi's attrition rate decreases while it increased at other businesses. The rate of turnover dramatically decreased. It is therefore safe to claim that Robi's talent management staff does a good job of preventing their top people from leaving the organization.

However, Robi's financial situation is still secure due to employee learning. It is obvious that their workforce is competent enough to maintain accuracy of data whereas the majority of businesses were losing money. Robi offers a variety of training sessions adapted to each area. As a result, they are getting positive outcomes from this.

Therefore, it is legitimate to claim that employee learning and management in Robi have a very significant level of efficiency.

3.14 Recommendation:

Robi has always been operating effectively in comparison to their opponents. Nevertheless, there is always a possibility for growth. The following are a few ideas I have for the Robi HR department:

- Restructuring the compensation and reward structure to invite additional talent from rival companies while retaining the current talent. This may further slow the pace of attrition.
- Most MS applications are not available to interns. It becomes tough for the interns to deliver precisely as a result. Robi should permit their interns' access to the MS Apps.

References:

1. Aldulaimi, Abdeldayem, & Yas. (2022, September). The Evaluation of Virtual Training and Employee Effectiveness: A Case Study from Babco. Retrieved October 18, 2022,
   from https://www.researchgate.net/publication/363894234_The_Evaluation_of_Virtual_Training_and_Employ ee_Effectiveness_A_Case_Study_from_Babco

2. Singh, A. PERCEPTION OF EMPLOYEES IN THE AGE GROUP OF 21-29 YEARS TOWARDS THE TRAINING EFFECTIVENESS OF ONLINE TRAINING.

3. https://www.robi.com.bd/en/corporate/investor-relations/quarterly-business-update- presentation/quarterly-financial-performance

4. Robi.com.bd. 2022. Quarterly Financial Performance. [online] Available at: <https://www.robi.com.bd/en/corporate/investor-relations/quarterly-business-update- presentation/quarterly-financial-performance>

5. Suharti, L., & Sulistyo, P. R. (2018). The implementation of human resources information system and it's benefit for organizations. Diponegoro International Journal of Business, 1(1), 1-7.

6. Jeffery, B. W. (1983). Effects of employee flows on utility analysis of human resource productivity improvement programs. Journal of Applied Psychology, 68(3), 396-406.

7. García-Arroy, J., & Segovia, A. O. (den 9 October 2019). Big data contributions to human resource management: a systematic review. The International Journal of Human Resource Management, 32(10).

8. Robi Axiata . (den 11 July 2022). Shareholding of Robi. Hämtat från Robi Shareholders:
   https://webapi.robi.com.bd/uploads/files/shares/share-file/Shareholding-Details-June-2022.pdf

9. Capon, N., Farley, J. U., & Hoenig, S. (1996). What Determines Corporate Financial Performance? Toward an Integrative Explanation of Corporate Financial Performance, https://doi.org/10.1007/978-94-011-5380-5_1.

10. Usman, M., Ghani, U., Cheng, J., Farid, T., & Iqbal, S. (2021). Does Participative Leadership Matters in Employees' Outcomes During COVID-19? Role of Leader Behavioral Integrity. Front Psychol, https://doi.org/10.3389/fpsyg.2021.646442.