

Report On
*Virtual onboarding and its effects on employees working from
home*

By
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Student ID: 19204060
Semester: Fall 2022

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

BRAC Business School
BRAC University
January 29, 2023

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Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

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Letter of Transmittal

Ms. Nusrat Hafiz, Lecturer, and Dr. Md Asadul Islam, Assistant Professor,
BRAC Business School,
BRAC University
66 Mohakhali, Dhaka 1212

Subject: Submission of internship report on “Virtual onboarding and its effects on employees working from home”

Dear Concern,

With all due respect, I am submitting this letter of transmittal along with my internship report on *Virtual onboarding and its effects on employees working from home*, 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,

Zarin Tasnim Esha
Student ID: 19204060
BRAC Business School
BRAC University
Date: January 29, 2023

Non-Disclosure Agreement

This agreement is made and entered by Zarin Tasnim Esha and between Banglalink Digital Communication Ltd. and the undersigned student at BRAC University named Zarin Tasnim Esha as a form of pledge to ensure that there will be no disclosure of unauthorized confidential information of the company by the student.

Zarin Tasnim Esha
Student ID: 19204060

Acknowledgement

I'd want to show my appreciation to everyone who have provided me with their constant support to complete my internship report.

My co-supervisor and supervisor have helped me anytime I've had problems submitting this report correctly. The company's managers were very helpful which really aided me in producing the report. As a result, I'd want to express my heartfelt appreciation to these professionals.

Following that, my academic supervisor, Ms. Nusrat Hafiz, and my co-supervisor, Dr. Md Asadul Islam, from BRAC Business School, BRAC University, provided me with excellent assistance, collaboration, and supervision during my internship. Second, I'd want to express my gratitude to Khawja Sabree Huda (HR Service Delivery Lead Specialist) and Abdur Rafeu Yead (Onboarding Specialist) for their support.

Last but not least, I want to express my heartfelt gratitude to all of my intern colleagues for their assistance throughout this internship tenure.

Executive Summary

As a part of the BBA curriculum requirements at BRAC University, I have completed my three-month-long internship at Banglalink Digital Communications Ltd. I was appointed a line manager at my designated department to carry forward the internship requirements. I was engaged in various challenging and exciting projects throughout my tenure. I have learned a lot along with making mistakes, through which I was guided to improve my performance. In all forms and shapes, I thoroughly enjoyed my stay at Banglalink.

Ookla Speed Test has named Banglalink the country's fastest 4G experience for the third time. Within one year of its existence, Banglalink became the country's fastest-growing mobile provider, with a 257% growth rate. This milestone was reached via innovative and appealing goods and services aimed at various market groups; aggressive network quality improvement and committed customer care; and excellent communication that emotionally engaged customers with Banglalink. Banglalink's strength was the subscribers' trust in the government entity.

As for the project part in Chapter 3, my final report is based on *Virtual onboarding and its effects on employees working from home*. This study was carried out directly under the supervision of the appointed academic supervisor and co-supervisor from BRAC University and the on-site supervisor from Banglalink. The majority of the material in this study was gathered from primary sources through surveys, with some secondary data utilized to supplement the report. Employees are one of an organization's most valuable and crucial assets. They are the sole component that might provide the company with a competitive edge. To remain competitive and build its business, a firm must employ and retain efficient individuals that will lead the organization to its objectives. The report established that virtual onboarding success is crucial to employee satisfaction. Factors like online orientation, online training, and holistic support act like catalysts in this scenario.

Keywords

Virtual Onboarding; Onboarding; Work from home; Onboarding activities.

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Chapter 1: Overview of Internship

1.1 Student Information:

Name: Zarin Tasnim Esha

Student ID: 19204060

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management

1.2 Internship Information:

1.2.1 Details

Period: September 14, 2022 -December 14, 2022

Company Name: Banglalink Digital Communication Limited

Department: Human Resources

Division: Human Resources and Administration

1.2.2 Internship Company Supervisor's Information

Name: Khawja Sabree Huda

Position: HR Service Delivery Lead Specialist, Human Resources

1.2.3 Job Scope

Job Description:

- To connect and build a strong connection with the assigned team and support through face-to-face and virtual meetings.
- To assist the team in day-to-day operations and support different projects ranging from research, business case, reports, presentations, User Acceptance Testing (UAT), etc.
- To share innovative ideas with teams to bring new ideas to different processes.
- To be an ambassador for Banglalink and work with the Employer Branding team in different employer branding activities.

1.3 Internship Outcomes:

1.3.1 Student's Contribution To The Company

- I worked directly with the HR Service Delivery team to carry out different department functions.
- I managed several onboarding sessions for multiple employees at least twice a month.
- I assisted my senior colleagues in various other functions of the HR department like the Employer Relations team, Talent Management team, Employer Branding team, etc.
- I involved myself in other department works to help my intern colleagues in Marketing, Legal Affairs, Digital Business, etc.
- I visited a few on-site locations for work purposes.
- I conducted the flagship women's induction program to assist my seniors.
- I was one of the members of the organizing team to arrange several in-house events.

- I managed, organized, and updated new and old employee databases.

1.3.2 Benefits To The Student

- I had the real-life experience of working in a multinational company.
- I gained knowledge about numerous functions of the HR team and how it affects other functions of the organization.
- I learned the importance of teamwork.
- I experienced the advanced positive work culture of Banglalink.
- I first-hand practiced Banglalink's five core values.
- I was exposed to a lot of significant opportunities.
- I was honored to meet some of the CXOs (higher management officials) and know about their journey.
- I got to know a lot of employees to expand my networking area.
- I developed new skills and enhanced the existing ones.
- I explored different career paths.
- The internship helped me develop my resume.
- Regular feedback helped my performance.

1.3.3 Difficulties Faced During The Internship Period

- There was not enough work for me as an intern at the beginning of my tenure. However, it did get better with time. I was later assigned more work opportunities to help my skills flourish.
- I did face issues with the whole nine-hour work shift since it was my first onsite office job experience.
- Following a monotonous and repetitive work style every day was indeed hard for me.
- I faced difficulty with adapting to unfamiliar office culture.
- There was a visible competition among interns. Though it was healthy, it would take a toll on me sometimes when I felt like I was not doing enough.

1.3.4 Recommendations

For the company:-

- Providing non-monetary incentives for interns to keep them motivated.
- Involving them in different functions of their respective departments more to avoid the monotonous aspect.
- Arranging multiple training programs at least once every week to develop skills.

For the interns:-

- Interns should not be afraid to ask more questions.
- Meet as many people as possible to network more.
- Be open-minded and open to learning.

- Be proactive.
- Be yourself.
- Make mistakes but don't forget to own up to them.
- Take feedback more often to improve performance.

Chapter 2: About the organization

2.1 Introduction

Banglalink is currently Bangladesh's fastest mobile network, receiving the Ookla® Speedtest™ Award three years in a row. Banglalink is one of our country's major digital communications service providers, trying to create new opportunities for its consumers and staff. Banglalink, which debuted in February 2005, now has over 37 million subscribers. Banglalink was built on the simple goal of bringing mobile communications to the masses. This was the cornerstone of the company's strategy. Banglalink is now building a true digital Bangladesh with customer obsession, entrepreneurship, innovation, collaboration, and integrity. (Banglalink, 2015)

2.2 Overview of the Company

2.2.1 Industry Background:

The liberalization of Bangladesh's telecommunications sector began in 1989 with the granting of licenses to provide mobile phone services to private operators. This was also to compete with the Bangladesh Telegraph and Telephone Board (BTTB), the former monopoly of telecommunications services in Bangladesh. The late 1990s saw a major shift in the number of fixed and mobile services offered in Bangladesh and the number of services in operation has since increased dramatically over the past five years. (Wikimedia Foundation, 2022)

Government and public sector incentives have supported the growth of the industry, and now it is one of the largest companies in Bangladesh. As a populous country, its vast market attracts many foreign investors. Bangladesh's telecommunications industry is multiplying. The Bangladesh Telecommunications Regulatory Commission (BTRC) is the sector regulator responsible for licensing, regulation, etc.

2.2.2 Company Background:

Banglalink is a completely owned subsidiary of Telecom Ventures Ltd., a wholly owned subsidiary of Global Telecom Holding. After the company merger with VEON Ltd. and Wind Telecom S.p.A. As of April 2011, VEON controls 51.9% of Global Telecom Holding. VEON, a NASDAQ- and Euronext Amsterdam-listed global connectivity provider, is leading the personal internet revolution for over 235 million customers already served and many more to come We aim to Customers can access services in 13 countries.

Start something new - Banglalink's brand motto, symbolizes the company's main goal of empowering clients by providing them with accessible and inexpensive communications to begin their digital journey.

Banglalink's growth over the years has been fueled by innovative products and services targeting different market segments, aggressive network quality improvement, and dedicated customer care, establishing a strong brand that emotionally connects customers with Banglalink, and creating an extensive distribution reach across the country. Banglalink provides equal opportunities for all employees and adopts a zero-tolerance policy for non-compliance with regulations. Banglalink Headquarters has become the first World Wildlife Fund (WWF)

certified green office in Bangladesh. Banglalink has developed a fairly flat structure and is now working tirelessly to bring the digital world to all consumers and build a truly digital Bangladesh.

2.2.3 Banglalink's Vision

The important or fundamental vision is to realize that the overall populace should be a pioneer. Its objective is to make communication available to the majority of Bangladeshis. They require their salespeople to be creative, client-oriented, and dependable. As they investigate the technological world, they are seeking to open new avenues for clients. (Banglalink, 2015)

2.2.4 Banglalink's Mission

It is to meet its customers' needs while also lowering the overall cost of using mobile communication and improving people's lives. Representatives strive to preserve those goals as well as the core attributes in order to compete in a competitive market. Banglalink is now striving to achieve all of the following factors: Assure a dominant position in Bangladesh's diverse market in terms of consumer loyalty and ROI. Deliver superior and improved benefits in each purchase of the customer experience (before, during, and after the sale). Another key goal of the organization is to boost investor confidence (Banglalink, 2014).

2.2.5 Banglalink's Goals

The organization's mission is to provide low-cost communication services to all Bangladeshis. The key aims of the department are to: Give inventive and compelling customer care and assistance in order to provide exceptional service. Recognizing and addressing client-related and client-confronted issues. Retain critical clients, create revenue, and boost the organization's profitability. Maintain an administrative culture that is cooperative and developing. Always handle clients with civility, attention, and thinking. (Banglalink, 2014)

2.2.6 Banglalink's Core Values

The giant telecom provider has five core values that they want all of their employees to believe in. They are: Truthful, Collaborative, Entrepreneurial, Customer Obsessed, and Innovative.



Fig 1: Core Values of Banglalink; Source: Banglalink, 2022

2.2.7 Office Location

Banglalink's headquarters, Tiger's Den, is located in Dhaka's Gulshan area. Address: Tigers' Den, Gulshan-1, Dhaka 1212. However, Banglalink has several other regional offices across Bangladesh to execute its operations and serve its customers.

2.2.8 Products and Service Offerings

Banglalink provides its consumers with a diverse selection of products and services. According to Banglalink's official website, the items are classified into many areas. Internet, voice, bundles, packages, and other services are among them.

Under the Internet section, they have five types of packs called mini pack family, regular pack family, large pack family, extra-large pack family, and unlimited family pack. Other than these, they have their other regular voice packs as well. Under the Voice section, they have multiple types of voice packs. A customized one is called 4 days pack. They also have bundle packs comprising data, voice, and SMS packs. They are the lite bundle family and the heavy bundle family. Both of them have a 7-30 days of expiration date.

Banglalink has two types of basic plans. Either pre-paid or post-paid. Pre-paid has to be recharged before use while post-paid bills are paid at the end of the month. Under pre-paid plans, Banglalink is currently offering its famous “Banglalink Desh Ek Rate Darun” which is 1.5tk/min. Besides, they also have a new sim offer as well.

For digital services, Banglalink has a vast range to offer, like apps, VAS (Value Added Service), Financial, and others. It has apps for entertainment, lifestyle, sports & gaming, and health & education. They are Banglalink Boi Ghor, Toffee, MyBL App, Game On, Doktorbhai, etc. Under VAS, it has Banglalink Emergency Alert, Banglalink Amar Tune, Banglalink Train Tracking,

Banglalink Megamind, etc. Under MFS (Mobile Financial Services), it has several functions connected to Bkash, Nagad and mobile banking. (Banglalink, 2022)

2.3 Management Practices

2.3.1 Leadership Style



Fig 2: The Management/Leadership Team of Banglalink; Source: Banglalink 2022

Banglalink's leadership style is participatory. The leader allows employees to have opinions on issues and actively considers their suggestions before making final judgments. There is a welcoming work atmosphere. Employees of this firm can voice their concerns, which are taken seriously by the senior management. The company gives workers an ideal amount of job freedom that corresponds to their employment, allowing them to make decisions regarding their individual work. This leadership approach has been critical to their rapid success in a highly competitive telecom sector in Bangladesh. (Leadership style: A study on banglalink, 2022)

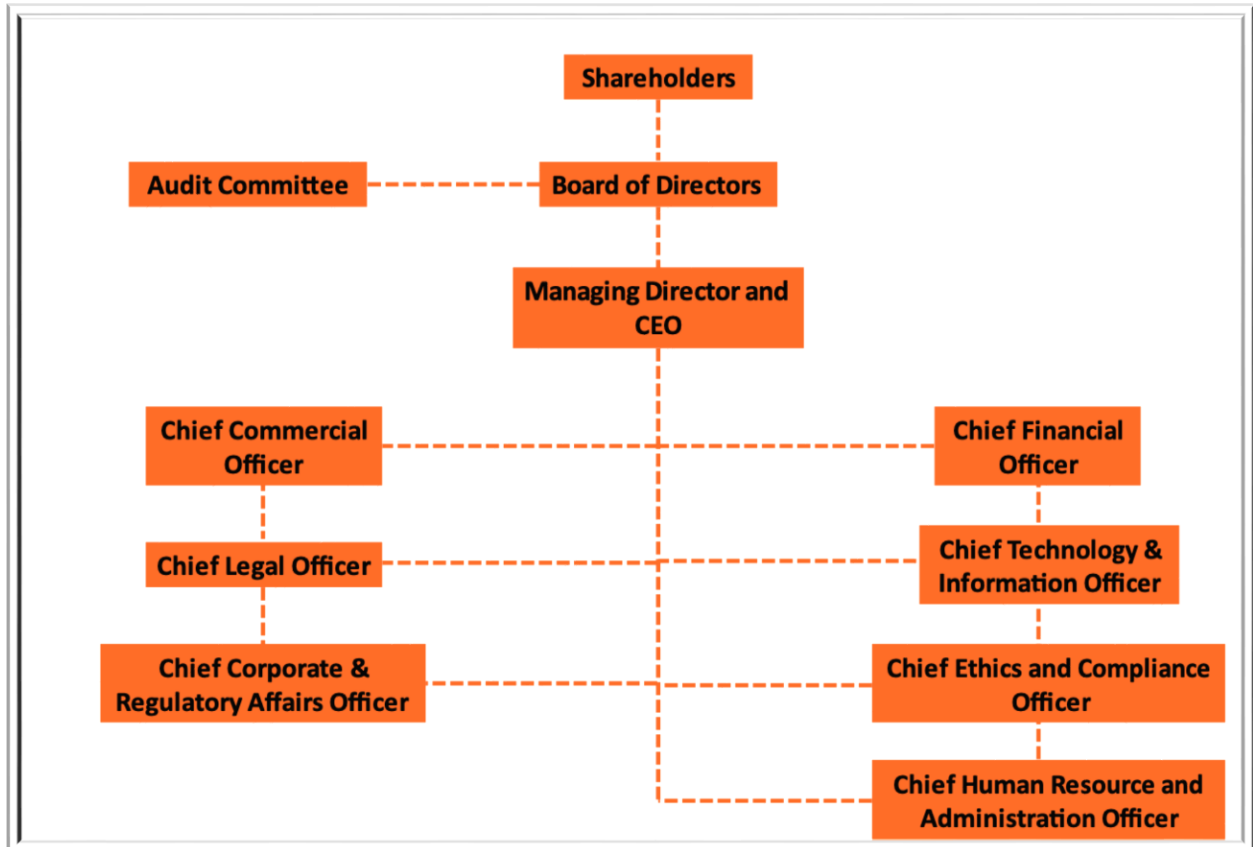


Fig 3: Organogram; Source: Banglalink 2022

The participation process: The illustration represents a simplified version of the participatory process. It demonstrates that, in many circumstances, participatory programs result in mental and emotional engagement, which has a favorable overall impact on both enterprises and employees.

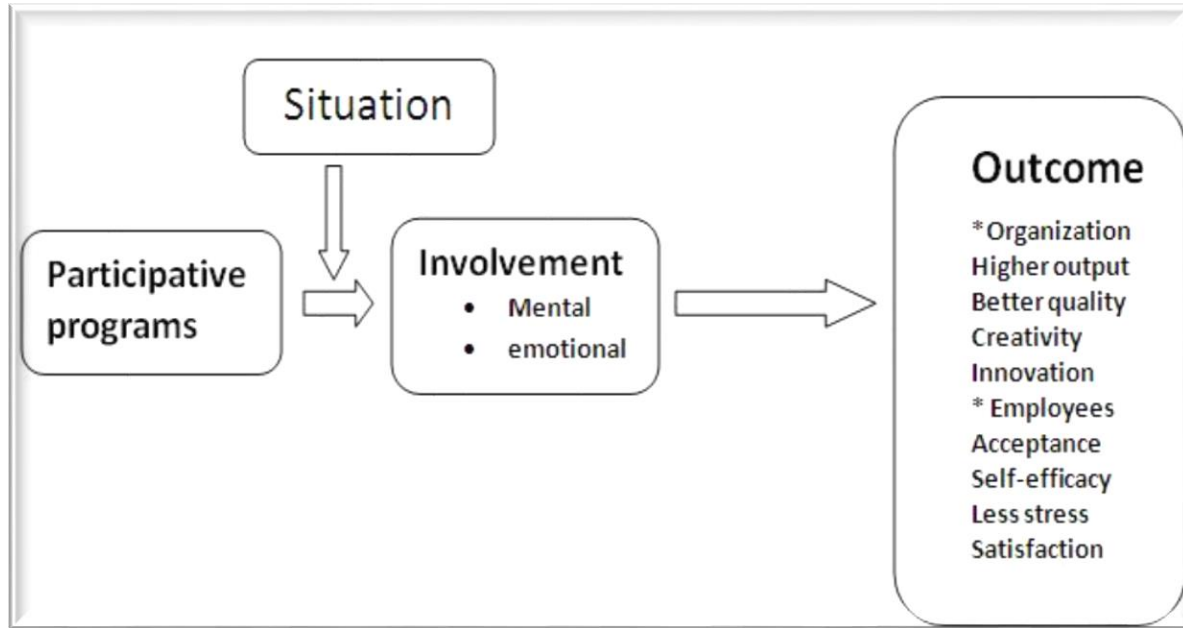


Fig 4: Participative Leadership Process; Source: Leadership style: A study on banglalink, 2022

2.3.2 Recruitment and Selection

Banglalink offers two hiring procedures. One is Push while the other is Pull. The push process comprises looking for candidates for current or future open roles in the firm. The pull process, on the other hand, entails contacting several established executives with generous offers to recruit them for higher management roles inside the organization. Banglalink has a purposeful push recruitment system in place. Banglalink has a Management Trainee role and recruits new people for this position once a year. Furthermore, anytime any department of the firm discovers that more personnel are required, the information is forwarded to the department. The HR department's Talent Acquisition team then knocks on the sources' doors. Banglalink encourages staff to rotate jobs on their own. When a post becomes available, the HR department initially invites internal workers to apply. The interested must go through a selection procedure, and the eligible is chosen. If the vacancies cannot be filled by existing workers or if the firm does not wish to, the vacancy is filled by external candidates.

Banglalink has a deal with many job-search engines such as bdjobs24.com, prothom-alojobs.com, and others to provide adverts for open opportunities. They also feature a Career in Banglalink option on their main website, as well as a Facebook group called Banglalink Career, where they post job listings. The typical CV submission and job application processes are not used in their job application procedure. They employ sophisticated tools to collect applications and identify the most qualified applicants. Applicants must go to the Banglalink website's job area and apply by filling out an online form. Upon receiving the CVs, the applicants then play the C-factor game to evaluate their characteristics. People who get selected for the next round then sit for written tests or focus group discussions depending on the job role. In the next round, they face one or two interviews in order to secure their position in this telecom giant. Then the usual medical and physical examination, and background verification start to finalize the deal.

Banglalink usually hires people on two conditions: Contractual and Permanent. They also have outsourcing employees working in their offices. (Ahmed, 2020)

2.3.3 The Compensation System of Banglalink

Banglalink traditionally follows a compensation system, managed by a team of Rewards under the Human Resources department, that includes direct and indirect compensation. The goal behind it is to attract, retain, motivate and engage employees.

Direct compensation has a fixed and variable pay system. Fixed pay includes monthly salary while variable pay includes performance bonuses and sales incentives depending on everyone's performance. There are few performance-based KPIs that help employees achieve their desired goals. These KPIs help the Rewards team to evaluate the employees. Employees from general fields avail performance evaluation, pay parity, and market competitive bonuses.

The Rewards team hire vendors to do an extensive salary review or survey in similar industries every year to make sure their pay scale is good enough for the employees in the current market.

The pay scale also depends on government data, rules and regulations, and economic inflation. Banglalink always makes sure that its compensation system doesn't go against the government's rules and laws. When they receive a green signal on their proposed compensation system from the compliance team, they go for it.

There are also benefits, which is called the indirect form of compensation. It generally includes healthcare, life, and disability, paid and unpaid time-off, perks and bonus, savings and retirement plans, etc. (Zohra,n.d)

2.3.4 The Training and Development of Banglalink

Banglalink's learning and development team offer multiple types of training. They are:

Classroom training (online and offline)

E-Learning

Webinars

On-the-job training

Content Creation

Internally Developed Courses

Coaching and Mentoring

Certification

Engagement initiatives for talent development

Podcast creation

Learning and development team's annual cycle is:

-L&D- Need Analysis: Holistic view of the organizational training needs.

-Offering Segmentation: Classroom, E-learning, Certification, and On-the-Job.

-Training Calendar: Planned timeline for execution.

-OTIF Delivery: Cross-functional Alignment and Delivery.

Offering segmentation: Classroom - Internal and External
E-Learning - Platform-Based and Customised

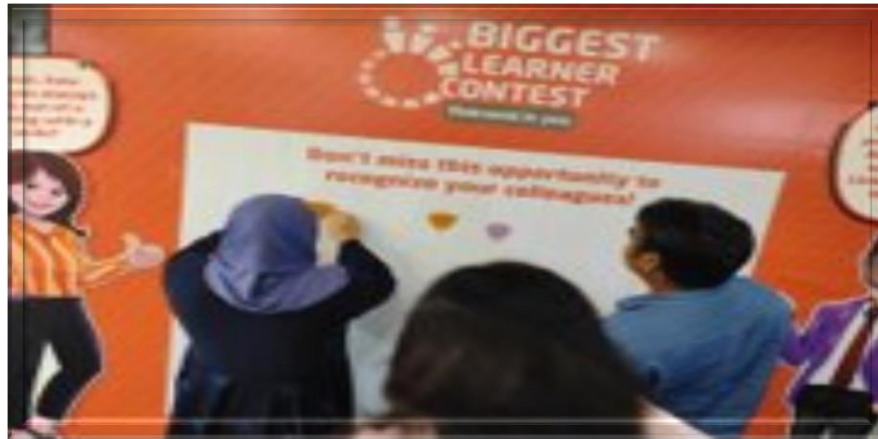


Fig 5: Biggest Learner Contest in Banglalink; Source: Banglalink 2022

Banglalink employees can gain learning hours by completing courses on Udemy, LinkedIn, and Coursera. Banglalink employees can also win exciting prizes for completing these learning hours. They hold the Biggest Learner Contest to appreciate employees who have completed the highest learning hours. (Ahsan, 2013)

2.3.5 Performance Appraisal System of Banglalink

The grade an employee obtains in his or her review has a significant impact on his or her prospects of advancement. Banglalink employs the Performance Review form, which is also known as an Adjective Checklist. The Performance Review forms are distributed to all individuals who supervise a specific number of workers. Supervisors are told to evaluate their subordinates. They are particularly told to evaluate the employee's work performance, not the individual himself or herself as a person. During the evaluation, the supervisor fills out the form himself; if the supervisor has any comments, he notes them on the form as well. After all of these are accomplished, he awards ratings.

The form specifies the markings. After the supervisor has completed his evaluation, the paperwork is reviewed by his section leader. If he has second thoughts about the individual being reviewed, he consults both the supervisor and the subordinate whose performance was being rated and explains the situation. He then makes his own comments. The form is then forwarded to the departmental head, who provides the final acknowledgment when he determines that everything is in order. Thus, all completed forms are gathered and transferred to the Banglalink headquarters, where they are processed and organized. The forms are then reviewed by high management. They assess the grades given. Then they can generate opinions on the employee's talents and performance. The employee's current job and compensation, as well as the grades and recommendations he earned, are merged to form a matrix. The employee's increment is calculated using this matrix.

Following the completion of the review, senior management makes decisions and develops future strategies. When the evaluation results are unsatisfactory, upper management requests further information. After gathering the facts, they meet with the department head of the employee under investigation to analyze the issue. They then debate the case with the rater and the employee he graded before making a judgment. When the evaluation results are positive and top management has made a decision on the employee's increments or promotions, the employees are informed informally. As a result, they can be confident in their evaluation. In this way, they are kept motivated. They are kept motivated in this way. (New York Essays, n.d)

2.4 Marketing Practices

2.4.1 Marketing Strategies

Banglalink's marketing goal is to provide its customers with a service or experience that focuses on providing unsurpassed cellular service across the country.

Recently, the firm has set its sights on the Bangladeshi telecom sector, where it would provide high-quality service to its customers.

Both of the previously mentioned goals can only be realized by attaining the highest number of service users inside the country, as well as a widely scattered network that must serve every part of Bangladesh. (Kasi, 2012)

Market penetration is done based on the age, gender, and sex of a certain market sector. For example, short message service bundles for adolescents, free minutes for the rest of the population, and post-paid services tailored specifically to business professionals.

Concerning market development strategies, the corporation maintains a separate department for this purpose, where they construct various plans in response to shifting trends and rising competition.

The corporation diversifies its offerings by expanding its broad network of services to nations with growing economies and emphasizing the promotion of the cellular age throughout Asia.

The organization employs proper statistical analysis employing updated and up-to-date statistical techniques. The company's data is thoroughly reviewed, and balance sheets and financial statements are prepared on a regular basis. (Kasi, 2012)

2.4.2 Target Customers and Positioning Strategy

Banglalink's marketing strategy focused on targeting specific consumer segments with well created products and services tailored to their needs. Banglalink desh, the company's prepaid brand, is largely considered as the best in the country, with innovative pricing and value-for-money features, as well as a strong brand image. Banglalink business, Banglalink SME, and Banglalink PCO cater to the demands of the business segment, especially the burgeoning SME sector, which Banglalink pioneered.

When we look at the sectors from a geographical standpoint, we can see that it began its operations in the capital of Bangladesh, Dhaka. The network was then expanded into Chittagong, Sylhet, Khulna, and eventually all 61 districts in Bangladesh. (Shuvo, 2015)

Age Range	Income Range
22-30	BDT4,500-10,000
30-35	BDT10,000-25,000
35 & above	BDT25,000 & above

Table 1: Target Customers; Source: A report on marketing strategy of Banglalink, 2022

2.4.3 Advertising and Promotion Strategies

Banglalink advertises mostly via their products. They typically use non-personal advertising communication channels like

1. Print Media
2. Widespread Media
3. Internet/Social Media
4. Media for Display

They utilize personal or direct marketing only for their company clients, allowing them to gain discounts at a variety of businesses and outlets.

Banglalink may send wishes to present and prospective clients on the occasion of various religious and cultural festivals via flyers, festoons, banners, and so on.



Fig 6: Digital Promotion of Banglalink; Source: Banglalink, 2022

Banglalink may provide items such as Discount Cards as another sort of promotion to keep their current customers loyal and produce a lot of money. They will issue customers discount vouchers as a reward for their regular use of the service.

2.5 Financial Performance

Banglalink reported a significant gain in quarterly income, owing to high data sales, as the mobile network operator continued to invest in 4G. In the first quarter (January-March), the

income of Bangladesh's third biggest network provider was Tk 1,242 crore, compared to Tk 1,144 crore in the same time in 2021.

Demand for mobile data services remained robust in the third quarter, with data use increasing 56.3% year on year and mobile data income increasing 22.1%. The number of fourth-generation (4G) data users increased by 39.7% between January and March, bringing 4G user penetration to 34.9% of Banglalink's overall customer base, according to VEON's earnings announcement.

This strong performance corresponds with the operator receiving a Tk 1,200 crore syndicated term loan this week as it strives to enhance capital expenditure, spectrum acquisition, and 4G network modernisation across the country. (2022, Star Report)

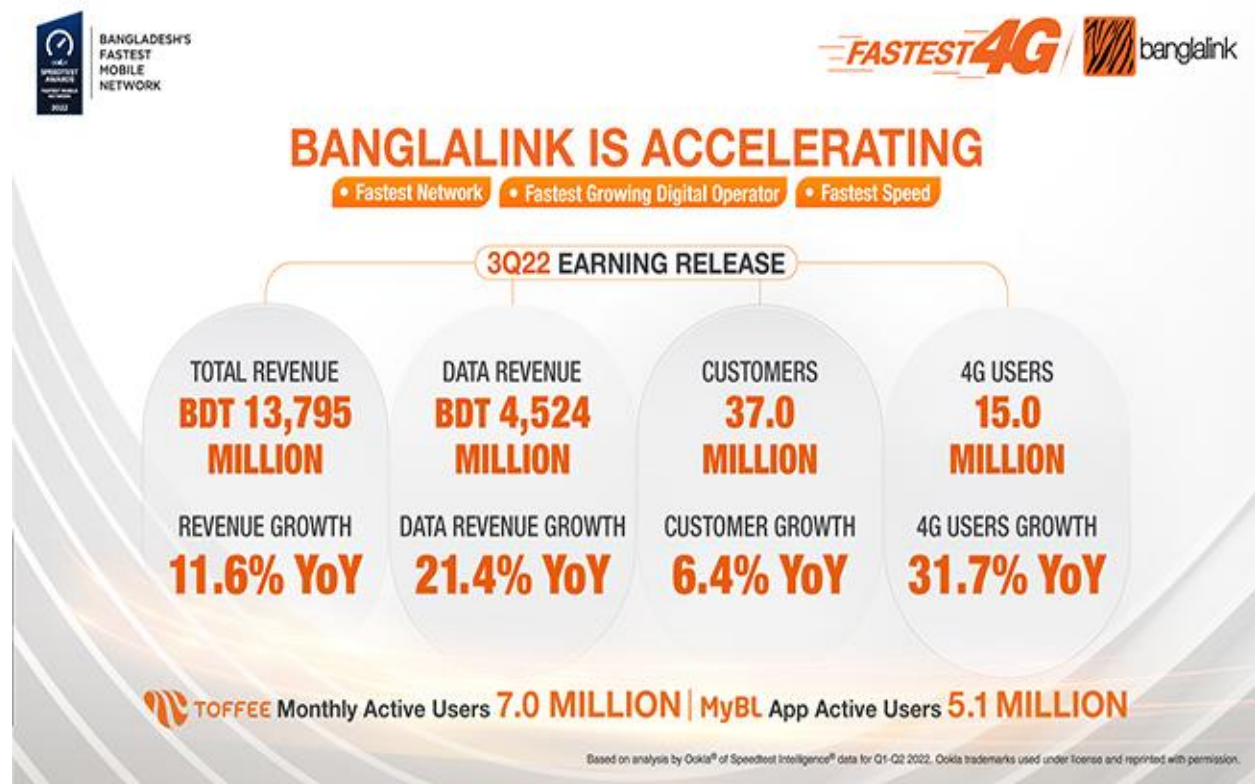


Fig 7: Financial Data of Third quarter of 2022; Source: The News Times, 2022

Banglalink expanded by double digits in Q2 2022, according to the most recent quarterly data provided by its parent company VEON. Banglalink's total income was BDT 13,154 million during this period, an increase of 11.1% over the second quarter of 2021. The feat was made possible by a 22.5% rise in data revenue and a 36.3% growth in 4G user base year on year. Its data utilization climbed by 30.4% year on year in the third quarter.

Banglalink has embarked on a statewide 4G expansion push in order to provide the country's fastest internet. The number of its 4G sites increased by 35.1% year on year to 12,700 in Q2 2022.

Toffee, Banglalink's digital entertainment platform, has maintained its lead. Its monthly user base grew by 36.8% year on year to 6.8 million. The site also experienced a considerable increase in the number of average daily active users. It increased by 98.4% year on year to 2.9 million throughout this time span. (Banglalink, 2022)

2.6 Operations Management and Information System Practices

2.6.1 Operations Management

Banglalink does not sell its packages to customers directly. Rather, it provides a consumer with an indirect distribution route. It appoints sales representatives. The packages are supplied to clients via dealers. Customers can obtain the bundle from them. Banglalink strives to sell as many items as possible. As a result, they make the packages as widely available to outlets and merchants as feasible.

2.6.2 The Distribution System of Banglalink

Banglalink's Pre-Paid and Post-Paid distribution systems are not the same. Banglalink offers two separate product delivery strategies.

The packages are grouped into distinct categories in the prepaid packages area, which are

1. **Internet:** On the prepaid side, there are numerous sections for how you want to utilize the internet bundles. There is a Mini Pack Family where you may receive packages like 100 MB for 7 Days just at Tk. 16 or 1.5 GB for 7 Days only at Tk. 66 and more discounts. The online area also includes the Regular Pack Family, Large Pack Family, and Unlimited Pack Family, each with its own style packages similar to the Mini Pack Family.
2. **Voice:** There are voice packs of 2,3,4,7,10, and 30 days where you may use the package in voice calls.
3. **Bundles:** Bundles are essentially a mix of Internet Packs and Voice Packs that save time and money. Banglalink has a Lite Bundle Family for those who want to use lite bundles at a low cost, and a Heavy Bundle Family for those who want to utilize a large number of offers at a higher cost.
4. **Packages:** Prepaid users can choose from a variety of packages. Banglalink has plans such as Banglalink Desh Ek Rate Darun, and New SIM Offer that prepaid subscribers may take advantage of.

Postpaid packages, like prepaid packages, are broken into distinct portions, which include-

1. **Internet:** On the postpaid side, there are numerous sections depending on how you want to utilize the internet bundles. There are Mini Pack Families, Regular Pack Families, Large Pack Families, Extra Large Pack Families, and Unlimited Pack Families, each with its unique style bundles.
2. **Voice:** When it comes to voice package possibilities, voice packs are the sole option. You may use the bundle in voice calls for 7 and 30 days.
3. **Bundles:** Bundles are essentially a mix of Internet Packs and Voice Packs that save time and money. Banglalink has a Lite Bundle Family for those who want to use lite bundles at a low cost, and a Heavy Bundle Family for those who want to utilize a large number of offers at a higher cost.

4. **Packages:** Prepaid users can choose from a variety of packages. Postpaid consumers may take advantage of plans such as Banglalink Inspire, Tk. 299, Tk. 499, and Tk. 999 Postpaid Bundle Package.



Fig 8: Distribution System of Pre-Paid Packages; Source: Fahad, 2014

Post-paid packages cannot be purchased at Banglalink Points or Customer Care Centers. The SIM cards for postpaid packages are delivered directly from Banglalink headquarters to Sales Officers, who then distribute the SIM cards to end users. (Fahad, 2014) Banglalink Pre-Paid SIM is managed by the Sales Unit. The Marketing Department includes the Sales Unit. Through its Sales and Care Centers and Retail Outlets, the Sales Unit distributes pre-paid SIM cards throughout the country.

2.6.3 Information Systems

For employees, there are currently three kinds of information system platforms: Oracle (Fig 10), V People (Fig 9), VLounge, VFleet, and ESS (Enterprise Support System). They also use Microsoft office outlook and Microsoft teams to conduct internal communication between employees. There is another BMS (Building Management System) for conducting operations. Banglalink's operations management practices are ILO and UNGC (United Nations Global Compact) approved. (Banglalink, 2022) Banglalink also strictly follows its parent company's, VEON, code of conduct. Obeying government rules is also a necessity for Banglalink when it

comes to service rules of Human Resource Management.

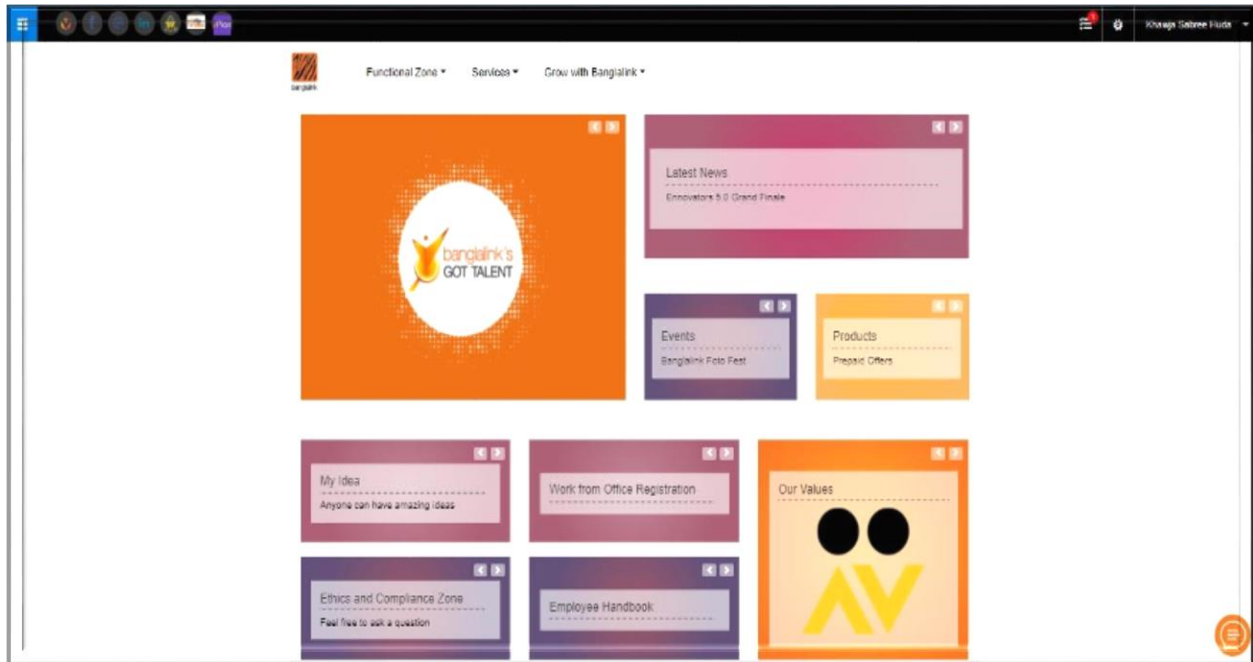


Fig 9: VPeople; Source: Banglalink 2022

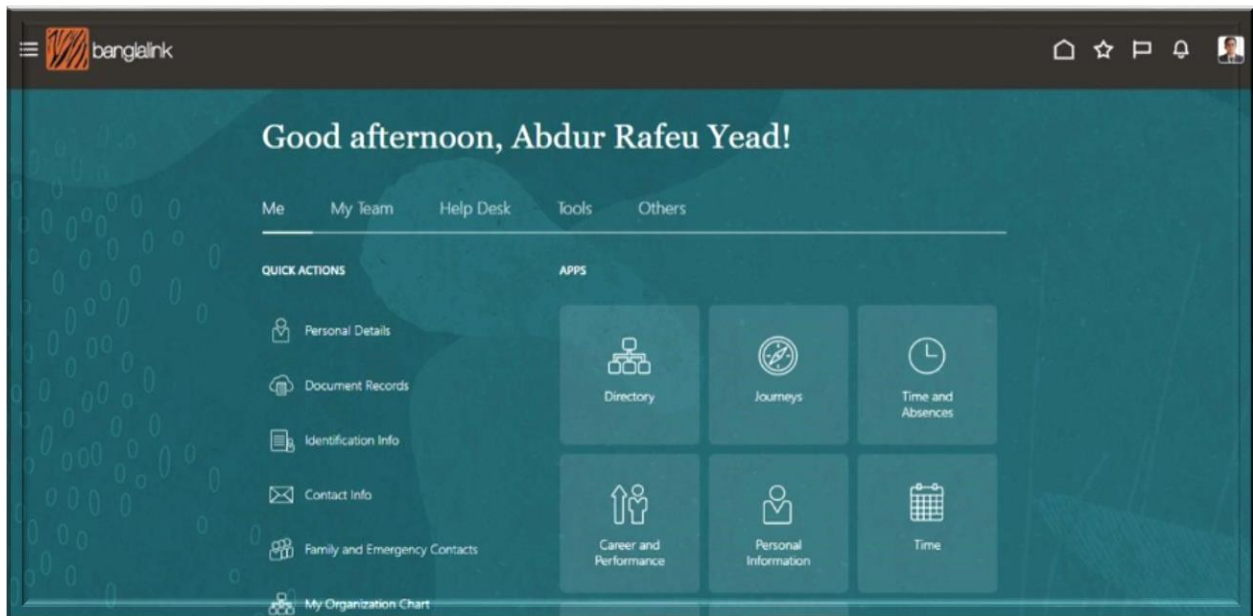


Fig 10: Oracle Platform; Source: Banglalink 2022

2.7 Industry and Competitive Analysis

2.7.1 Industry Analysis

Using Porter's five forces analysis to identify the top five driving factors in the telecoms business.



Fig 11: Porter's Five Forces Model; Source: EdrawModel

Threat of New Entrants: The easier it is for new enterprises to enter the industry, the fiercer the rivalry. Issues that can lessen the danger of new entrants are known as entry barriers. There is little space for new markets because the market is saturated. Banglalink is already a competition, and customer loyalty is robust, so new entrants pose little threat. Grameenphone and Robi are the followers. As a result, any new telecommunications operator entering this business will need time to establish itself as a challenge to Banglalink.

Threat of Substitutes: No one can use a mobile phone nowadays without a sim card or a connection. Landlines and walkie-talkies can be used to communicate. However, problems arise since the land phone is not portable and the Walky-Talky has limited distances that create hurdles to immediate communication. These things are insufficient to suit the clients'

requirements. As a result, communicating without a sim card and a mobile phone is challenging. As a result, Banglalink faces limited competition from substitutes.

Bargaining Power of Suppliers: This is the amount of pressure suppliers may apply to a business. A single supplier possesses tremendous power if its influence is big enough to affect a company's earnings and volumes. Banglalink has little bargaining leverage with its suppliers. Because there are many vendors willing to take advantage of a fantastic opportunity to engage with significant organizations like Banglalink.

<u>Industry Analysis - At a glance</u>	
Forces	Position
Threat of potential entry	Very low
Threat of substitute products	low
Bargaining power of the suppliers	Very low
Bargaining power of the buyers	high
Rivalry among the competitors	Very High

Table 2: Industry Analysis; Source: Fahad, 2014

Bargaining Power of Buyers: This is the amount of pressure a client may apply on a business. If a single customer has enough influence to impact a company's earnings and volumes, the customer has enormous power. Banglalink has considerable bargaining power as a buyer. They have the option of changing firms. If consumers realize that Banglalink provides exceptional customer service, they will request a specific product from Banglalink. However, if customers realize that their competitors provide more value-added services or have better network coverage, they will switch providers or cut their use rate. As a result, Banglalink has significant bargaining power with buyers.

Competitive Rivalry: This measures the amount of competition among existing enterprises in an industry. The primary competitors are Grameenphone and Robi. Although Banglalink is ranked higher than Teletalk, Grameenphone and Robi offer fierce competition and now hold the coveted position of market leader. Grameenphone currently owns a significant portion of the Bangladeshi cellular sector, making Banglalink a possible competitor. (Fahad, 2014)

Operators	Number of subscriber (In Million)
Banglalink	38.37
Grameenphone	84.80
<u>Robi Axiata</u>	54.53
<u>TeleTalk</u>	6.75
Total	184.45

Table 3: Subscriber of different mobile operators; Source: BTRC, July 2022

2.7.2 SWOT Analysis of Banglalink

As a business organization Banglalink has separate Strengths, Weaknesses, Opportunities, and Threats for the future. Banglalink has distinct capabilities that enable it to swiftly increase its market share and attract clients. It also has various flaws that hinder its performance significantly. Banglalink is still not in a favorable position when compared to other telecom organizations. However, it does provide a variety of options. If they take advantage of these prospects, they will be the number one telecom organization in Bangladesh. There are also some potential challenges to Banglalink's activities in the future. As a result, Banglalink must overcome the threats with tact.

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Low call, sim, and data rate • Aggressiveness • Large network coverage • Certified fastest 4G network • Large investment in campaigns • Good number of media partners 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Still new in the industry established • Less number of customers than GP, Robi • Less brand reputation • Inexperienced employees • Lack of enough salespeople
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Good amount of reinvestment • Good support from the parent company VEON • High technological networking system • Large number of customers • Could develop new products and services • Could seek best supplier deals 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Existing competitors like GP, Robi, Teletalk • Increase in sim tax • Legislation barriers • Environmental effects could favor larger competitors • Existing core business distribution risks

Table 4: SWOT Analysis of Banglalink

Strengths: Banglalink, compared to other telecom operators has a lower call, sim and data rate at the moment. It handles a larger proportion of network coverage, including remote/rural areas. It is the four-time speed-test award winning network provider in Bangladesh. Banglalink has

started investing in other services such as Toffee, which saw an enormous amount of success in the FIFA World Cup 2022 as it was the only mobile platform for free screening. Banglalink never misses an opportunity to let people know about their company achievements by sharing regular PRs on different media platforms.

Weaknesses: Banglalink is still relatively new in the industry compared to the telecom-giant Grameenphone (GP). It still has a smaller number of sim subscribers than its usual rival companies- Robi and GP. Banglalink recently got a backlash from its former brand ambassador for using his images illegally to promote campaigns. That did hurt the telecoms brand reputation. Banglalink lacks behind in training employees enough to provide better service to their customers. Customer care services are not always fully stacked to help customers in need.

Opportunities: Banglalink can get in track by making a good amount of reinvestment in the industry to better serve their customers. VEON (Banglalink's parent company) is a global company and has a lot of capital and exposure which Banglalink can use for their advancement. At the technological aspect, Banglalink can level up to more advanced technologies for smoother customer and employee experience. With the current subscriber base, they can bring out loyal lifetime customers out of them. Developing new products and services to be up-t-date with the timeline may help the company to reestablish itself in the market. Efficient supplier deals can bring them better profit margins.

Threats: Banglalink still has serious competitors in the market like GP, Robi, Teletalk, etc. Therefore, it is important that they stay consistent with their performance. The recent increase in sim tax can bring down the profits of the telecom. There has been a lot of changes in the legislations for the telecom industry that might create a barrier to company's operations. There is a great chance that environmental effects could favor larger competitors as the global climate is changing every day, and so should the company usage. Other than these, there are always some existing core business distribution risks that occurs in the telecom.

2.8 Summary

After reading the complete report, one may conclude that Banglalink has done a lot in their short time in the telecoms industry. It was only possible because of their working environment and their determination to attain the company's goals. Furthermore, their effective marketing strategy and increased understanding of the industry environment benefited in acquiring clients. Furthermore, Banglalink's telesales unit greatly contributes to the company's success by working hard to contact clients directly and provide superior services through direct sales, resulting in a considerable growth in sales. (Fahad, 2014)

2.9 Recommendations

There is little to advise because Banglalink is a leading telecommunications company in Bangladesh. Banglalink is well-known for its low call rates and connection charges. However, here are some suggestions for the telecom behemoth: (Fahad, 2014)

- They should concentrate on postpaid sim cards that can be delivered to customers' homes, but there are many prepaid consumers who are young and loyal to the brand, so they may also build a home delivery system for some of their prepaid sim cards.
- They need to strengthen their network in a few key regions.
- In terms of advertising, they mostly use TV as a medium, but they also use billboards and other forms of media, as billboards are a popular kind of advertising.
- They should upgrade and strengthen their network system.
- They should be more concerned about their clients' privacy.
- They should give additional amenities to their frequent consumers.
- Because telesales solely focuses on Personal Packages, attractive promotional goods are required to please corporate clients.
- Their network capabilities should be expanded.
- They should create fresh, competitive packages for business clients.
- They should provide more value-added services.

Since Banglalink is accelerating day by day through their many campaigns, I believe these recommendations can play an important role in shaping their success even further.

Chapter 3: Project

Title: Virtual onboarding and its effects on employees working from home

3.1 Introduction

Cross-sectional surveys of 110 professionals with varied levels of competence were done to conduct a quantitative analysis of studies related to new employee onboarding, taking into consideration the factors affecting work from home approaches.

This section of the research includes the background or literature review, objectives, and discussion of the research's relevance. In addition, chapter three includes the methodology, findings and analysis, and ultimately the conclusion and recommendations. This study focuses on employees and how to keep and engage them. The study focuses mostly on this group of people since they will comprise the majority of the workforce in the near future. Working methods have changed as a result of Covid-19. As the globe moves towards a post-Covid era, it is critical that people are maintained and engaged in order to achieve optimum productivity. Following surveys with members of different companies, the data were examined and conclusions were reached.

3.1.1 Literature Review

Hiring a new employee is an expensive activity for companies because employees have to go through a learning process for 6 to 12 months before becoming effective (Sim and Holt, 1998).

According to Sharma and Stol, being part of a team requires the exchange of information, the transfer of talent, norms, and corporate culture. According to studies, referral activities take place within the first 90 days of hiring and are critical to newcomers' success in the onboarding process (Watkins, 2013; Sharma & Stol, 2020).

The integration of newcomers is defined as organizational socialization, defined as the process by which a person learns and learns the ropes of an organizational function. Organizational socialization, in the broadest sense, is the technique used by an individual to acquire the knowledge necessary to perform an organizational function. Sharma and Stol's (2020) study classified knowledge and social skills into activities like orientation, training, and assistance.

3.1.1.1 Online Orientation

Beginning work in a new environment causes tension and anxiety in newly hired employees. This might have an immediate influence on newbie productivity. Since a result, it is vital to analyze the new employee's emotional component throughout the orientation phase, as this impacts the degree of stress.

Orientation is still one of the most intriguing strategies for introducing newcomers to companies (Feldman, 1989). According to Bauer (2010), a new employee should travel through the following four levers of chosen stages linked to the work position, social situations, and organizational commitment in order to enhance virtual onboarding performance:

- 1- Self-Efficacy increases motivation, which leads to success, which leads to organizational satisfaction. (Bauer, 2007)

2- Function Clarity; this relates to how a new employee understands his or her job position and the expectations. This component is believed to have a favorable impact on employee happiness and organizational commitment.

3- Social- Integration refers to an employee's ability to integrate into the organization, and is positively related to onboarding success and attrition.

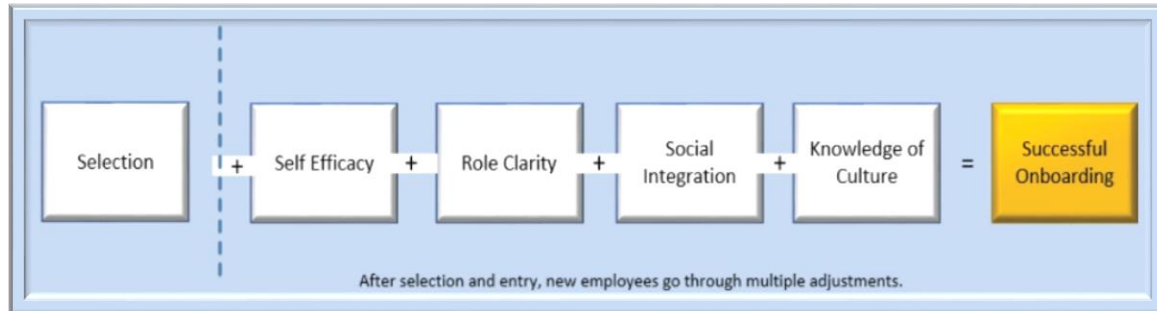


Fig 12: Four levers that increase the new employees' virtual onboarding success; Source: Bauer, 2010

According to Bauer (2010), there is a positive association between managing orientation activities and onboarding success based on previous research.

Given the impact of work-from-home opportunities on online orientation programs, a positive association with the success of onboarding was expected. As a result of this, the following theory has emerged:

H1: Online orientation is positively associated with virtual onboarding success.

3.1.1.2 Online Training

Previous study has found that freshly recruited persons who have recently graduated lack proficiency. The identified training categories that organizations may utilize to teach their newcomers are as follows: According to Sharma and Stol, the corporation may use a mix of these methods. Regardless of the technique, the primary goal of training is to guarantee that newcomers can carry out their obligations and tasks correctly. Training has a positive effect on the success of onboarding, according to Sharma and Stol (2020), regardless of the effects of COVID-19. As a consequence, the following theory has emerged:

H2: Online training affects the positive impact in virtual onboarding.

3.1.1.3 Holistic Support

To have efficient and successful new workers, it is vital to have a consistent and ongoing approach that includes orientation and training, as well as strong support and continuous feedback.

According to Simon Sinek's golden circle, one of the most important things is to convey the business's Why in order to inspire and motivate newcomers, because they cannot watch their colleagues to learn about the organization's actual worth (TED, 2010). As a result, the following hypothesis has been proposed:

H3: Holistic support plays an important role in bringing out an effective virtual onboarding.

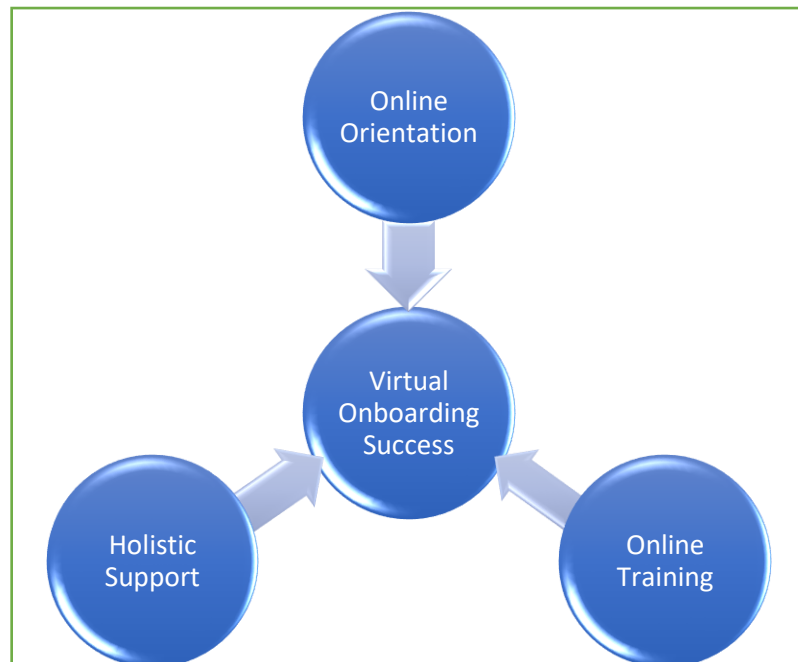


Fig 13: Theoretical Framework

3.1.2 Research Objectives

In light of the rapid rise in the adoption of virtual onboarding in employment relations and human resource management practices, largely due to the ongoing Covid-19 pandemic, this study was conducted to investigate whether there is any relationship between online orientation and training and holistic support with virtual onboarding.

3.1.3 Significance

Discussions about staff outcomes often lead to intense debate among interested parties, including academics and practitioners. This debate has only gotten worse since the Covid-19 outbreak led to an unprecedented spike in virtual referrals (among employers) (among tech apps). is different). Virtual orientation is the use of virtual technology to help new employees adapt and integrate into the company. This is the virtualization of integrated human resource management (HRM) functionality. It is important to assess the possible effects of this increase in virtual integration on employee health, engagement, performance, and overall outcomes. As a result, advances in virtual onboarding are expected to have a significant effect on employees starting new careers and changing companies. Accordingly, this has research implications for the use of virtual referrals in a post-Covid-19 situation with a higher frequency of remote working.

3.2 Methodology

3.2.1 Data Collection

As part of the data collecting portion of this study, a survey of 110 employees from various locations in Bangladesh with differing job experience backgrounds is done using Google Form.

Given that bigger samples may yield more accurate findings, this study determined that a sample size of 110 was sufficient to produce.

3.2.2 Descriptive Information on the Population Surveyed

The survey includes questions on age, educational level, work field, and service length. The analysis focused solely on virtual onboarding. In the analysis step, the information received from the survey is further evaluated.

The participants' ages were separated into four categories to include all working-age groups: 20-25, 26-30, 31-35, and 36 and up. Furthermore, the educational background of the employee was categorized as either undergraduate or postgraduate. Marketing, engineering, finance/accounting, management, human resources, and other positions were also considered.

3.2.3 Questionnaire

Data was gathered through social media platforms. The questionnaire was designed to collect data on online orientation, online training, and holistic help.

The survey is included in Appendix A of this report. The questions are graded on a five-point Likert scale, with 1 being strongly disagree and 5 being strongly agree. The first part of the survey defines the objective and purpose of the investigation.

The following component of the questionnaire uses a five-point Likert scale style to ask questions on all of the researched constructs' indicators, namely Online Orientation (OO), Online Training (OT), Holistic Support (HS), and Virtual Onboarding Success (VOS).

In order to acquire more reliable results, other variables such as age, work sector, and so on were sought in the final phase of the survey.

3.2.4 Segmented Survey Descriptive Results

The demographic information of the study's participants is provided in order to identify their background and how the results are related to these subjects.

Participants were contacted via social media channels using Google Forms. The participants represent Bangladesh. We used LinkedIn, Facebook, Instagram, and other social media networks. The data collection period lasted around one and a half months.

3.2.4.1 Age Group

The bar chart below depicts the total number of 110 participants, with 60.8% (68 individuals) aged 20-30, 24.1% (27 individuals) aged 31-35, and 15.2% (17 individuals) aged 36 and above. The age groups 20-25 (34 people) and 26-30 (34 people) had the same number of participants; these two age groups had the highest percentages, accounting for roughly 61% of all participants.

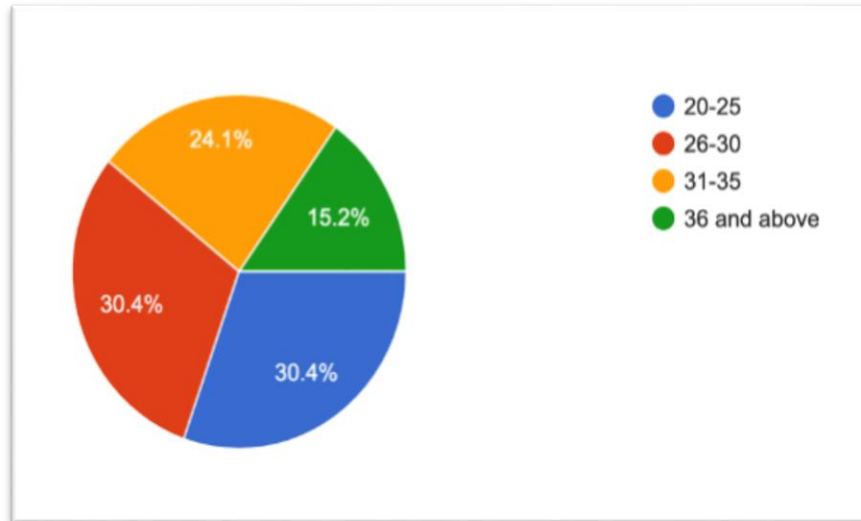


Fig 14: Age Group of Survey Participants; Source: Google Form

3.2.4.2 Educational Level

Understanding the participants' educational level was regarded crucial for this study. Participants might choose between two levels of education: undergraduate and postgraduate. A higher percentage of undergraduate degrees was predicted because the bulk of participants were between the ages of 20 and 30. Most of the respondents (63.4% of the population) said they had an undergraduate degree, while the remainder 36.6% (41 people) said they had a postgraduate degree.

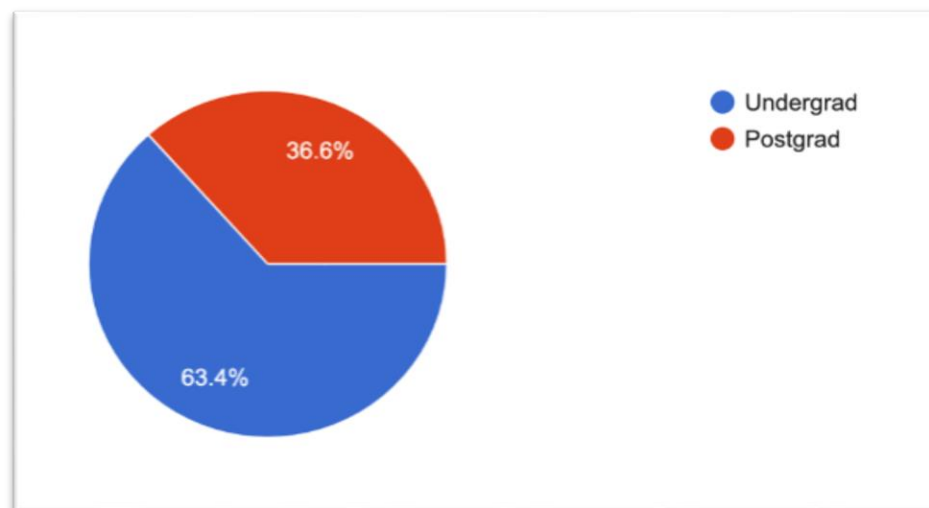


Fig 15: Educational Level of Survey Participants; Source: Google Form

3.2.4.3 Service Duration

The majority of people's work-life service duration (39 people) was 1-3 years, 25% (28 people) 3-5 years, and 21.4% (24 people) less than 1 year. The lowest percentile for individuals who have been marking for more than 5 years is 18.8%, or 21. Given that the majority of respondents

were between the ages of 20 and 30 and had only earned their bachelor's degrees, the markups were made logical.

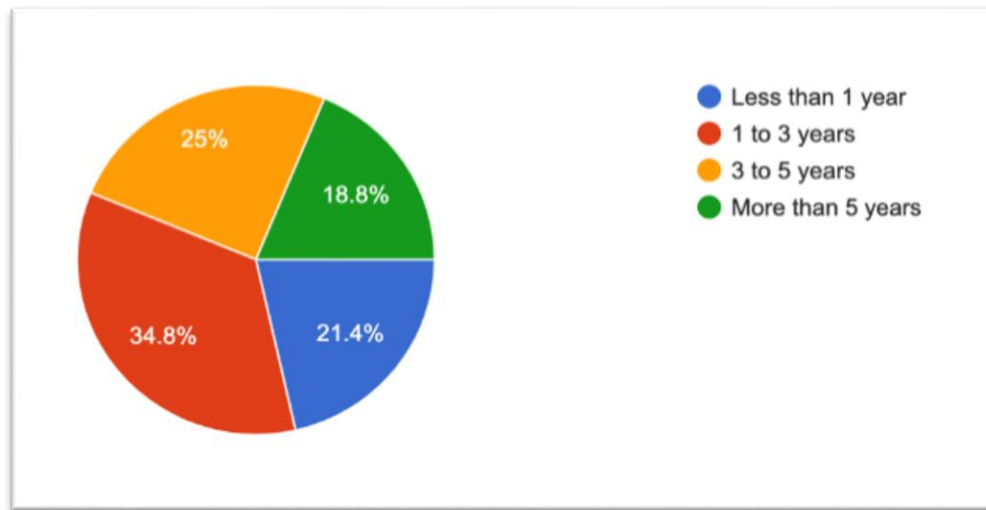


Fig 16: Service Duration of Survey Participants; Source: Google Form

3.2.4.4 Job Field

Figure 17 shows that the work field of the employees who participated in the survey inside their firms was also recorded, with 12.8% in marketing, 10.1% in education, 6.4% in HR, Finance, and IT, and the remainder in others.

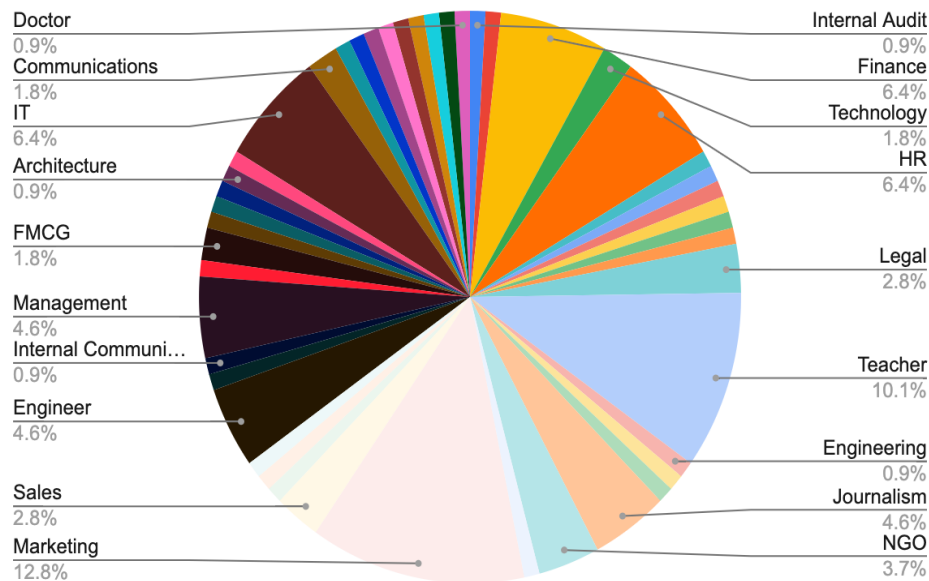


Fig 17: Employee Job Field; Source: Google Sheet

3.3 Findings and Analysis

3.3.1 Findings and Interpretations

3.3.1.1 Descriptive Statistics

In this study, statistical analysis was performed using the SPSS program. Descriptive statistics, according to Bhattachjee (2012), are statistical descriptions, synthesis and representation of structures of interest or representation of connections between structures. The descriptive statistical data preparation phase should begin with the preparation of the collected data for statistical analysis (Bhattachjee, 2012). The mean and standard deviation for the constructs are presented in the table below, where N is the total number of participants.

Constructs	N	Mean	Standard Deviation	Minimum	Maximum	Skewness	Kurtosis
Online Orientation (OO)	110	3.9327	.53314	2.40	5.00	-.048	.177
Online Training (OT)	110	3.7982	.67375	2.20	5.00	-.164	-.552
Holistic Support (HS)	110	3.9309	.54415	2.60	5.00	.100	-.251
Virtual Onboarding Success (VOS)	110	3.8873	.63508	2.40	5.00	-.169	-.600

Table 5: Descriptive Statistics Results; Source: SPSS

3.1.1.2 Correlation Statistics

As the correlation coefficient, Spearman's correlation coefficient was used here. It shows that holistic support has the most relation with virtual onboarding success compared to the other constructs.

Constructs	VOS	OO	OT	HS
Virtual Onboarding Success (VOS)	1.000	.392**	.401**	.526**
Online Orientation (OO)	.392**	1.000	.474**	.393**
Online Training (OT)	.401**	.474**	1.000	.379**
Holistic Support (HS)	.526**	.393**	.379**	1.000

Table 6: Correlation coefficient measurement scale

3.1.1.3 Linear Regression Statistics

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value
H1	OO → VOS	.425	.181	23.811	<.001

Table 7: Linear Regression Result (OO); Source: SPSS

The problem:

To investigate if online orientation (OO) is related with successful virtual onboarding (VOS).

H1: Online orientation (OO) is related with successful virtual onboarding (VOS).

The hypothesis in table 7 examines whether online training has a substantial influence on virtual onboarding success. To test hypothesis H1, the dependent variable VOS (Virtual Onboarding Success) was regressed on the predictive variable OO (Online Orientation). The OO strongly predicted VOS, $F(1, 108) = 23.81, p < .001$, indicating that the OO is important in molding VOS ($b = .154, p < .001$). These findings proves that the OO has a good effect on VOS.

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value
H2	OT → VOS	.415	.172	22.420	<.001

Table 8: Linear Regression Result (OT); Source: SPSS

The problem:

To investigate if online training affects the positive impact in virtual onboarding.

H2: Online training affects the positive impact in virtual onboarding.

The hypothesis in table 8 examines whether online training has a substantial influence on virtual onboarding success. To test hypothesis H2, the dependent variable VOS (Virtual Onboarding Success) was regressed on the predictive variable OT (Online Training). $F = 22.420$, $p < 0.001$, indicating that the OT can have a major influence in moulding VOS ($b = .415$, $p < .001$). These findings clearly show that the OT has a good effect. Furthermore, $R^2 = .171$ shows that the model explains 17.2% of the variation in VOS.

Hypothesis	Regression Weights	Beta Coefficient	R ²	F	p-value
H3	HS → VOS	.540	.292	44.472	<.001

Table 9: Linear Regression Result (HS); Source: SPSS

The problem:

To investigate if holistic support plays an important role in bringing out an effective virtual onboarding.

H3: Holistic support plays an important role in bringing out an effective virtual onboarding.

The hypothesis in table 9 examines whether online training has a substantial influence on virtual onboarding success. To test hypothesis H3, the dependent variable VOS (Virtual Onboarding Success) was regressed on the predictive variable HS (Holistic Support). The HS strongly predicted VOS ($F = 44.472$, $p < 0.001$), indicating that it can play a considerable influence in moulding VOS ($b = .540$, $p < .001$). These findings clearly show that the HS has a good effect on VOS.

3.3.2 Analysis and Discussion

3.3.2.1 Discussion of the results

In order to have a better understanding of the issue, previous relevant onboarding studies and research were analyzed and assessed in this study. All of the hypotheses are accepted and described in 3.3.1.

The findings corroborate H1, showing a positive relationship between online orientation and virtual onboarding success. In general, online orientation indicators cover both social and objective elements.

The finding for H2 indicates a positive link between online training and virtual onboarding success, with $p < 0.001$ and $b = 0.415$. The fundamental goal of the training is to guarantee that newcomers can carry out their duties appropriately. Unlike Sharma and Stol's (2020) study, which was performed in a normal situation, the findings of this study, which was conducted in a pandemic context, imply that online training has a positive impact on newcomer onboarding.

The last hypothesis implies a relationship between thorough help and the effectiveness of virtual onboarding. This hypothesis is further supported ($p < 0.001$) by the fact that online orientation, training, and holistic help contribute the most to onboarding success. Giving newcomers ongoing assistance is likely to improve onboarding efficiency since it helps them feel supported. It is the responsibility of businesses to foster an environment in which newcomers feel encouraged and have no worries about seeking assistance.

More than 68% of respondents stated they were not embarrassed to request help from a superior, supervisor, or mentor. More than 69% of respondents say they have a pleasant and open relationship with their bosses. However, around 23% of the comments are negative. This finding suggests that improved openness and readiness for help within an organization's culture might aid in the smooth onboarding of newcomers.

3.3.2.2 Managerial Implications

The managers and authorities of the HR field of various companies need to emphasize winning back the trust of the employees by improving their virtual or onboarding activities as a whole as employees certainly play a big part in forwarding the organization. The managerial implications of the findings of this study lie in the effectiveness of online orientation, online training and holistic support from the employers from the information gathered from its survey respondents. The three constructs mentioned above not only enable employees to succeed but also help companies to gain insight into how to reach their target more efficiently. The constructs presented in the study can allow managers to better understand employee needs and wants which will help them to perform more successfully in near future. In this era of optimization, if an employer cannot serve the working people well, they might as well just close their operations since employees are very much needed everywhere to accelerate. The constructs are established to help employee performance growth and employee motivation which will later have an impact on the profit maximization of the company.

3.3.2.3 Limitations

Proposed ideas for inferring different connections between components do not rely on any fortuitous interactions (Stol and Fitzgerald, 2018). The structures are based on previous research and literature. The study was conducted exclusively in Bangladesh.

This study does not exclude other variables affecting virtual integration performance. In this study, all three R² values (coefficient of determination) were low. While it is likely that other

factors were beneficial in this study, the results can still be used as a starting point for further studies on the impact of working from home on the success of the process. virtual presenter.

The research survey was held online using social media platforms via Google Forms. Therefore, it is not possible to provide information on the representativeness of the sample. Unlike previous research that only focused on certain occupations (Sharma & Stol, 2020), this study was not limited to a single profession. The sample size was large enough ($P < 0.001$) to support all the hypotheses. Therefore, the sample satisfies the objective of the study. However, more studies and investigations are needed to replicate the findings and results.

3.3.2.4 Future Study Directions

Despite having several studies on the impact of newcomers' onboarding, there is still a gap in the literature that needs to be filled in order to help organizations understand what activities may impact the success of the onboarding procedure. Furthermore, no or few research have been conducted to investigate the online element of qualities that may be important in virtual onboarding of immigrants.

Although this study discovered that how satisfied newcomers are with their jobs and how well they fit socially. The study's findings show that onboarding activities are nearly as significant as online orientation and support a higher score than online training - more research into other feasible components and establishing effective individualized approaches to newcomers by businesses is suggested.

As this study did not focus on a specific group of individuals, future research might look into evaluating a specific population of job-holders to acquire more precise results, which will lead to organizations designing an effective onboarding procedure for newcomers. These constraints can be outweighed by other variables, which will have a significant impact on newcomers' job satisfaction and the quality of workplace relationships. It is hoped that this study will contribute to the limited literature on virtual newcomer integration and serve as a valuable starting point for future research.

3.4 Recommendations

Banglalink achieves a solid position among competitors. It now has a large client base and strives to provide excellent services throughout the country. Aside from providing excellent customer service-

- They should provide adequate facilities to inspire their personnel.
- Banglalink has consistently prioritized the development of solid human resource practices since its inception. (Chowdhury, 2017) The HR department should implement some of the measures indicated by the report.
- Banglalink HRM may use some initiatives to build strong relationships and inspire workers. Creating strong team bonding opportunities, such as a work shop or training program, so that employees may express their views and feelings with their colleagues.
- Regulations governing performance bonuses and yearly wage increases might be altered to incentivize staff.

- Friendship and cooperation between subordinates and higher authority may help employees feel free and secure in their organization; this connection can provide good and beneficial results for the firm.
- The firm's leadership might begin a program in which employees can openly express their opinions and views in order to influence corporate policies. It will bring their genuine desire to work for the organization.
- They can also obtain employee input by conducting an employee survey. Employees can offer their ideas for corporate improvement through surveys.
- Compensation, pay increases, appealing incentives, and benefit policies may all help to boost employee performance and keep them motivated to work hard and deliver results.
- Employee engagement and trust in the firm may be strengthened during a strike or other political violence by giving women employees priority leave from work, providing 6 months of maternal leave, and providing a day care facility and medical help to autistic children.

I believe these recommendations will help Banglalink prosper more in future and become the number one employer in the country.

3.5 Conclusion

Introducing new employees is an essential component of any company's talent acquisition and retention strategy, and a well-designed onboarding process is crucial. This study compares the traditional referral process with the virtual referral process to investigate the influence of working from home on the virtual referral process of beginners in new settings. designated by Covid-19. The difference in results between the studies before and in Covid-19 may be due to the impact of work-from-home situations, in which newcomers have the greatest need to communicate with colleagues and co-workers. their careers for support. their work in the absence of direct communication. This implies that having a positive relationship with a co-worker will influence a newcomer's decision to stay or leave the company. The same explanation applies to the link between training and onboarding success, since there may be samples of the population whose occupations do not require highly specialized knowledge. Three hypotheses were established and evaluated based on 110 responses from an online survey form. The association between full support and virtual integration performance was the most statistically significant of all the hypotheses. This study highlights the importance of social relationships within the workplace when working from home.

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Appendix A.

Virtual onboarding and its effects on employees working from home

Assala-mualaikum. I am Esha, currently, an intern in the HR department of Banglalink and a graduating student of BRAC University. I am pursuing an internship under Ms. Nusrat Hafiz and Dr. Md Asadul Islam. For my internship report, I need some data from the job-holders. Hence, I would like to request you to help me by filling up this short survey. Thank you!

Email*

Online Orientation*	1- Strongly Disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly Agree
I attended an orientation program with other new hires					
I was made aware of the organization's regulations and practices.					
I was allocated a buddy/mentor to assist me in settling into my position.					
I was informed of the potential challenges/difficulties in my career and how to deal with them.					
There were structured events (such as ice breakers or virtual coffee breaks) where I could engage with my new colleagues and elders.					

Online Training*	1- Strongly Disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly Agree

I participated in a formal training program targeted to my professional function.					
I got work-related training to help me grasp the internal systems and operational procedures required to do my job.					
I received particular training on the technology/tools that I used for my job.					
I had a point of contact/online portal that I could utilize if I ran into any training problems.					
The training program and content was helpful to me.					

Holistic Support*	1- Strongly Disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly Agree
If I get stuck on a task and can't figure it out, I can ask my senior/supervisor/mentor for assistance.					
In the following circumstance, I will not feel weak or embarrassed to seek assistance.					
If any personal concerns are interfering with my professional performance, I can chat with my supervisor.					

I did not hesitate to ask for help from my team members whenever I needed it.					
The initial orientation program made me feel less nervous about starting a new job.					

Virtual Onboarding Success*	1- Strongly Disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly Agree
The initial orientation program made me feel less nervous about starting a new job.					
During my onboarding, I learned a lot about the organizational culture.					
I am fully aware of my job's expectations and responsibilities.					
I feel confident in my ability to thrive in my job.					
I can say I am socially integrated in my workplace.					

Your age range? *

- 20-25
- 26-30
- 31-35
- 36 and above

Your field of work? *

Your educational qualifications? *

- Undergrad
- Postgrad

Your service duration? *

- Less than 1 year
- 1 to 3 years
- 3 to 5 years
- More than 5 years