Banglalink Digital Communication Ltd.

"Start Something New"

Internship Report

BRAC University, Dhaka | Md. Ashraful Arefin

The Advance Employment Process of Banglalink Digital Communication Ltd.

Submitted To,

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Submitted By:

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Date of submission:

17th June, 2014

Letter of Transmittal

17th June, 2014

Supervisor,

Feihan Ahsan

BRAC Business School

BRAC University

Subject: **Submission of Internship Report on "The Advance Employment Process of Banglalink Digital Communication Ltd."**

Dear Sir,

With due respect, I am submitting my Internship report on the topic titled **"The Advance Employment Process of Banglalink Digital Communication Ltd."** as a partial fulfillment of my BBA Program.

It is my pleasure to inform you that I have been serving as an Intern in Banglalink Digital Communication Ltd. under their HR Department in Remuneration team from January 22, 2014 to April 21, 2014. It was an excellent opportunity for me to complete my internship in Banglalink. I would like to thank you for giving me the opportunity to work on this assigned topic to enhance my knowledge in the practical field of Human Resource. This report explores the operational activities done by Banglalink HR, especially in their recruitment season and the importance of this activity in the Organization. The Internship report has been prepared based on the practical experience, discussion and interview which have been carried out among the selected employees of HR Department of Banglalink. I hope you will find it worthy.

Therefore, I sincerely hope that you will appreciate my effort.

Sincerely yours,

Md. Ashraful Arefin

ID: 10104019

Acknowledgement

At first I would like to thank almighty Allah for giving me the strength and determination to make it possible for me to complete my work and perform necessary research for preparing the report within the given time. In this procedure, I would like to mention some people with due respect and honor who assisted me, without any hesitation to complete my internship report within the due time. Therefore I would like to thank them all from the bottom of my hearts.

My heartfelt gratitude goes out to my business faculty and also my internship supervisor Feihan Ahsan, who was always ready to guide me and solved all the difficulties that I faced during the accomplishment of the report.

Most importantly, I would also like to thank Mr. Inam Ahamed (Remuneration Senior Manager), my line manager in Banglalink and my colleague who helped me by providing informative instructions. I was closely attached with them during my internship period. Without their help this project would have been difficult to complete.

Lastly, I also thank my family members, relatives, friends and other well wishers for their undeniable support and encouragement throughout the preparation of the report on Banglalink Digital Communication Ltd.

Executive Summary:

In this report I have tried to discuss and define all of the major activities related with the Employment Activities of Banglalink HR. Moreover, I tried to discuss the total employee recruitment strategies and techniques of Banglalink. In this report I have chosen to write on Banglalink Employment as I have directly or indirectly work on this process. The key purpose of the report has been to identify overall condition of Recruitment Activities of Banglalink.

By identifying the overall condition of emplacement process or the recruitment process activities of Banglalink, I can relate my theoretical knowledge to practical implications. Banglalink is an organization which is very practitioner by its nature. It is practiced almost every HR related issue to become more competitive in the market. As if Human Resource department is strong enough then it can tie up all the new and existing talent in the market and it can ensure to hire them. They are providing almost all type of financial and non financial benefits to ensure their retention.

To conclude, there is no question that the world of work is rapidly changing. As part of an organization then, HRM must be prepared to deal with the outcome of the changing world of work. Hiring employees is a significant part of HR activities at Banglalink. So to perform the entire process, successfully proper planning and formulation are mandatory. Beside this, now management realizes that effectiveness of their HR functions as well as **employment of the right person, at the right place, at the right time** have a substantial impact to achieve expected organizational success. Finally, recruitment of the appropriate talent is responsible for ensuring the organization ultimate achievement. My recommendation is Banglalink needs to be more focus on proper employee hiring as, my investigation suggest that the employment process are quite well in condition but there are some lacking of exact talent in proper places to fulfill company's ultimate objective to sustain in this very competitive marketplace.

Table of contents

Background of the report

Introduction of the report

The report was given to me as a part of our *Internship Requirement.* Internship report is a core way for all the students in the BBA program. Employment Operations activities will provide the idea that how does the HR of Banglalink conducting the Employment Operations for the organization's further development and enrichment. There will be details of working methods and procedure in this report.

Objective of the report

The purpose of this study was to investigate the presence of employment program of Banglalink. Moreover, another motive is to find out the potential relationship or match between employment policies and Organization's ultimate objective along with the turnover rate. The Culture of Banglalink is totally different from other organizations. There have been conducting many research related to the recruitment policies. But it is important to conduct studies across organizations to compare its results in order to create sound knowledge, especially for relatively new concepts like **Best Practices vs Best Fit**. Second, although employment opportunities or process is a topic that has been increasingly examined from both academic and practical perspectives, its conceptual framework is still unclear. More specifically, the total organizational success depends on this issue because, *"You cannot fly high with the ducks but in order to do so (fly high), you need to recruit Eagles."*

Scope

This term paper will give a clear idea about "**The Advance Employment Process of Banglalink Digital Communication Ltd.**" and how efficiently they are doing business by using their recruitment policies with employees. Also this report will provide a view of its overall condition of HR operations, Employee engagement techniques, OCB issue, company's current situation and some recommendations.

Methodology

This part talks about the methodology of this study. Methodology defines how we go through all the processes of research and how we proceed on. Here includes the steps of conducting research and the explanation of the sources of data. So, for describing it the part has highlighted the time period was required to conduct the study.

- **Primary data**- I have collected all the primary data by conducting interview.
- **Secondary data**- On the other hand, the secondary sources which refer the published journals, articles, internet, and books and so on are used by me for extra information which has enhanced my knowledge on the topic.

Limitation

In every program or activities, one has to face numerous constraints. During preparing the report, I have also faced some limitations. These areas are-

- The main limitation of the study was the collection of information, because most of the information was confidential. Banglalink cannot provide me all information's related to the report because it has to maintain its organizational privacy, which can't be exposed to the outsiders. That's why I have to rely on the provided data. Collecting this information was also a bigger challenge as I have to make a complete qualitative research paper.
- Time constraint was also a biggest challenge for preparing the report given by the organization because besides preparing the report as an intern I had to work like an employee.
- Due to narrow down scope this report may not provide the whole picture.

List of Abbreviations:

- HRM: Human Resource Management
- CCD: Customer Care Department
- MNCs: Multi National Companies
- HRIS: Human Resource Information System
- HITS: Human Information Solutions

<u>Section: 1</u>

<u>Rationale of the Report</u>

1.1 Introduction

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

In recent days mobile technology providing various low-priced solutions for it's customers. The traditional thinking of connecting people through mobile phone is far behind in comparison with the present scenario. Information technology enables telecom companies to provide economic solutions with a very cheap and easily available access, which was earlier costly and not accessible to some extent.

Now days, "The Globe is like a village" and telecommunication has emerge as one of the most important necessity of the people. Almost 41 million people have personal mobile phones and use as an essential gadget and relay on these for their every crucial necessity. Bangladesh is presently one of the top 10 mobile phone markets in the Asia-pacific region in terms of the number of subscribers. Industry people said the number of mobile phone subscribers will top 70 million in the coming years as the start-up cost along with the call tariff will be regularly decrease because of aggressive competition between the operators to persuade fresh consumers.

Mobile phone has emerged as the most common and vital measure of communication in our country and it really backdated the other forms of communication, like postal service or telegram. The total quantity of mobile user is growing day by day. It is really a very attractive marketplace for all the mobile connection providers. Presently there are six companies in the market. Every one of them is trying to uphold and boost their market share. Among them Banglalink Digital Communication Limited is one of the top company in this sector. Banglalink's growth over the previous years have been fuelled with innovative products and services targeting different market segments, aggressive improvement of network quality and dedicated customer care, creating an extensive distribution network across the country, and establishing a strong brand that emotionally connected customers with Banglalink.

1.2 Rationale for Selecting the Report

Internship program really offer an excellent chance to introduce with the environment of a particular organization and every intern get the chance to match his or her theoretical knowledge with the real life scenario. During this program, I'm also able to expand and filter my theoretical knowledge gained during my stay in the BRAC University. This curriculum also offer an exciting opportunity to experience and learn planning, cultural behavior of employee and management, elegance of an organization, which will bridge the gap between theoretical and real practical experience. An ideal consideration among theory and practice is vital in the context of contemporary business world. Therefore the BRAC University arranges internship program as a partial completion of BBA program. This initiative brings students closer to the business theory and practical and thereby helps them to substantiate their knowledge so that they can prepare themselves to start a productive and successful career. As I am a student of Human Resource Management department, that's why I wanted to do my internship in a well renowned and recognize national or multinational company; related Human Resource field. Thereby, I've done my internship in Banglalink Digital Communications Ltd. in the Human Resource and Administration department under the supervision of Ahamed Inam. Banglalink is the second largest cellular service provider in Bangladesh.

The Human Resource and Administration Department of Banglalink Digital Communications Ltd. works individually but considered as a single department. Human Resource division has four sub-divisions; Recruitment, Remuneration, Operations and Organizational Development Department. I've worked in the Remuneration division which will of course help me to achieve the purpose of the report which is to get the gist of the Employment Process as well as the HR practices to retain employee in the company.

So, I therefore, chose my affiliation topic "The Advance Employment Process of Banglalink Digital Communication Ltd."

Section: 2

Overview of Banglalink Digital Communication Ltd

Banglalink Digital Communications Ltd. is a public limited company which has been registered under the Companies Act 1994. It is the 2nd largest operator in terms of coverage, subscriber base and revenue. It has 25.848 million subscribers as of February 2013 which representing a market share of 29.45%. It is also a significant contributor to the national exchequer of Bangladesh.

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

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

Banglalink attained 1 million subscribers by December 2005 and 3 million subscribers in October 2006. In less than two years which is by December 2007, Banglalink overtook 'Sheba' (currently known as Banglalink) to become the second largest operator in Bangladesh with more than 7.1 million customers. The company attained 20 million subscribers as of January 2011, representing a market share of 28.2% as of February 2011.

Growth over the last years have been fuelled with innovative products and services targeting different market segments, aggressive improvement of network quality and dedicated customer

care, creating an extensive distribution network across the country, and establishing a strong brand that emotionally connected customers with Banglalink.

2.1 VISION, MISSION, VALUES& SRTATEGIES

Vision

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

Mission

> ➢ Achieving a leading position in the Bangladesh wireless market.
> ➢ Delivering superior benefits in every phase of the customer experience before, during and after sales.
> ➢ Creating optimum shareholder value

Values

> ➢ **Straight Forward:** We say what we do and we do what we say.
>
> ➢ **Reliable:** A promise made, is a promise kept.
>
> ➢ **Innovative:** No gimmicks; useful and usable.
>
> ➢ **Passionate:** We are passionate to provide the best product and best service.

Strategies

Banglalink follows the following strategies

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

2.2 The Management of Banglalink:

Managing Director and CEO	Ziad Shatara
Chief Financial Officer	Mohamed Hassan Osman
Chief Technical Officer	PerihaneElhamy
Chief Commercial Officer	Asher Yaqub Khan
Sales Director	ArifMehmood Malik
Customer Care Director	Muhammad Arshad
HR & Administration Director	Riviera Ho Rathore
Head of PMO & Supply Chain	AbdusSaboor
Legal and Regulatory Affairs Director	Zakiul Islam
IT Director	Nizar El-Assad

Figure 1: Management Team

2.3 Organizational Structure of Banglalink

Banglalink has top, middle and first level management. It has seven major departments such as Finance & Accounts, Sales, Marketing, IT, Administration, Customer Care and Human Resource. The total numbers of employees are around 2700.
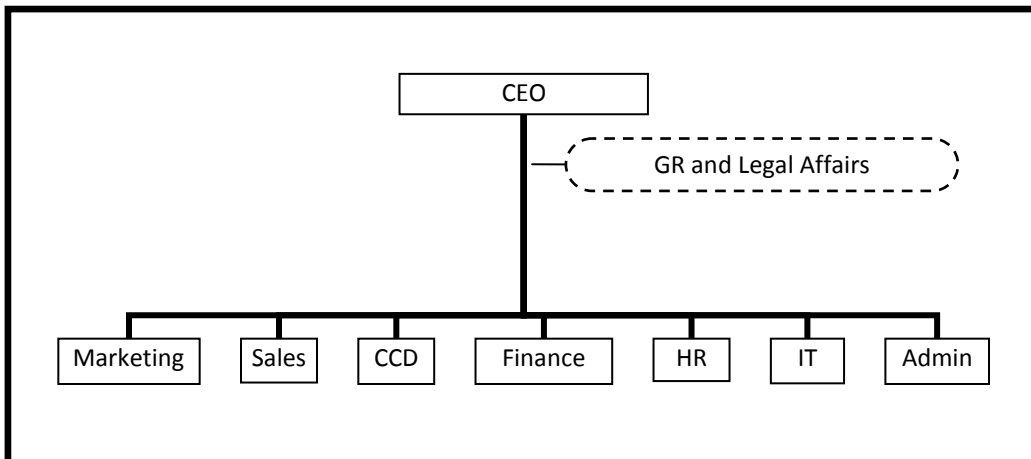

Figure 2: Banglalink Organization Chart

Section: 3

Employment Operations and Its Activities

Employment Operations refer to the day-to-day operations essential to meeting the needs of employees in the recruitment session for the organization. So employment operations are about how the company manage day-to-day issues and comply with the legal requirements of employing people. It covers the thinking, structure and processes behind the people issues that determine an organization's success.

In recruitment operations, HR staffs are performed as core level administrators. The tasks they accomplish are generally highly visible to other employees because they are focused on the daily work issues attributed to the ongoing needs of an organization. These include vital tasks such as interviewing and hiring, employee joining, implementing organizational policies, maintaining employment law, resignation of employees with proper final settlement, compensation and benefit issues. In employment operations management use and maintain computerized an HR information system which is named HITS.

3.1 Key Employment Operations performing in Banglalink

In Banglalink the employment operations team is mainly responsible for post selection activities, because the recruitment team is dealing with pre selection activities as well as hiring employees. So the key tasks that employment Operations team performing in Banglalink are given bellow:

3.1.a) On Boarding Formalities:

After successfully passing the medical test recruitment team provides him/her the joining bunch and informs to come for joining on a specific date. Similarly, recruitment team also informs the HR Operation team to conduct the joining procedure. The joining bunch includes letter of joining, employee particulars form, and application for employee identification card, pool phone requisition form, declaration form, bank account information, post-employment reference check and acknowledgement of the code of conduct.

3.1.b) Induction and Orientation:

Induction is a process of giving an overview about the organization to new employees. Like other MNCs, HR Operations team of Banglalink also organizes induction program where they

provide a brief overview about the organization to newly joined employees for permanent positions. The program is conducted after every two months. The program is organized for newly joined employees who became a part of Banglalink family within these two months.

3.2.c) HRIS Management:

Like every other company Banglalink has its own HRIS (Human Resource Information System) which is known as **HITS**. Through **HITS** the company is maintained various mandatory activities such as leave verification, attendance maintenance, and profile updates, report preparation for different department. So the HRIS management is another important task for HR Operations team in Banglalink.

- **Leave verification**
- **Attendance maintenance**
- **Profile updates**
- **Preparation for different department**

3.1.d) Employment Clarifications:

The HR Operations team also responsible for providing employment clarifications to employees regarding different necessary conditions. In this segment the HR Operations team issues **NOC** (No objection certificate) and **VISA** forwarding letter (Request for VISA extension) for the purposes of travel request (official and unofficial), pilgrimage, higher study and other personal reasons of employees.

3.2.e) Personnel Database Management:

The HR Operations team in Banglalink is also responsible for preserving the employee documents and information into personnel file. So personnel database management is another important task of HR Operations team in Banglalink. Here the team is responsible to create, prepare, arrange and update employee personal files according to employee ID numbers form HITS into specific folders. Each personal file is recognized by that particular employee ID number and department name which are mentioned on the file and folder.

3.2.f) HR Policy and Implementation:

Introducing HR policy and implementation according Labor Code 2006 Bangladesh is another important task of HR Operations team in Banglalink. In case of introducing and implementing new HR policy such as attendance policy, leave applying policy, hartal policy etc the HR Operations team Head discussed with the HR & Admin director.

3.2.g) Exit Formalities:

Exit formalities refer to process of quitting from a position. Completing exit formalities under law code is another major responsibility of HR Operations team in Banglalink. The exit formalities are same for permanent and temporary employees. If any particular employee wants to resign from his/her position he/she has to give minimum 1 month written notice to HR Operations though letter of resignation.

3.2.h) Disciplinary Issue Management:

HR Operations are closely related with implementation of company policy and practices according to Labor law. So maintaining the compliance and non-compliance of company policy as per Labor law is counted under disciplinary issue management in HR Operations. This operation is divided into three parts. They are:

- **Explanation:** When an employee conducts any activity regarding non-compliance of Labor Law or regarding misconduct then the HR Operations team send explanation letter to him/her to show the cause why he/she did non-compliance activity such as unauthorized absence, habitual late in or early out, taking leave without approval etc.
- **Investigation:** When convicted employee give reply to HR Operations by showing his cause then the HR Operations investigate on that particular case to find out whether the convicted employee is guilty or not.
- **Action/warning:** Based on the outcome of proper investigation the management takes the final decision as disciplinary action against the convicted employee. If the convicted employee find innocent then he/she just receive warning from HR Operations. On the

other hand, if he/she find out guilty then the HR Operations take disciplinary action against that employee according to Labor law and company policy.

3.2.i) Other HR Operations Process:

- **Employee transitions of different department (Transfer):** HR Operations team also handle the issue of employee transitions among different departments. Banglalink views transfers as opportunities to provide professional growth when the employee is exposed to work within various departments/locations. Transfers generally fall into one of two categories: those initiated by management, or those made in response to an employee's request. Transfers initiated by the company may be necessary to meet business needs. A transfer allowance can be applicable in cases where the transfer is from one city to another. Transfers requests can also be initiated by any employee, either as a response to an internal job opening or a change in personal circumstance or interests. This request is subject to available opportunities and management approval. Transfer allowance is not applicable in such cases.

- **Confirmation:** HR Operations team conducts the employee confirmation process. At first the HR Operations informs the line manager about a specific employee to appraise his/her performance. If performance appraisal is reach above 100% expectation then that employee get confirmation as a permanent employee. On the other hand, if the performance appraisal is stay below 100% expectation then HR Operations extend the probation period for that particular employee. In Banglalink all permanent employees will be on probation for the initial 90 days or sometimes for 60 days of employment. This probation period may be extended further for another 30 to 90 days only. The employee will be notified at least 7 days before the confirmation date regarding his/her confirmation/extension/separation of employment.

Section: 4

Activities Undertaken

This is one of the prime and most important part of this report. This is because it highlight on all the work that I have done and learnt during my internship period. During these activities I have gathered a lot of practical knowledge. I have tried and showed the resemblance that I have found with my courses and the work that I did in the organization.

4.1 Work related activities

My internship report is basically and majorly dependent on my work related activities. I have divided my work related activities into two parts. These include;

- Recruitment
- Settlement of the medical claims of the employees

Recruitment

Recruitment is a process of finding capable applicants for employment. It starts when the job posting is given and ends when the applicants have applied. The final result is a pool of applications from which a final candidate is selected.

The Recruitment process is carried out by the recruitment division of HR & Administration Department.

Selection is what comes after the recruitment process. It is the process of choosing the best possible candidate from the pool of applicants that have applied during recruitment.

Selection is done by the Head of the Departments where the vacancy lies after interviews done by them.

At **Banglalink Digital Communications Limited**, they believe recruitment is a continuous process. The organization attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. They consider three things while recruitment.

Planned

Planned needs are the needs arising from changes in organization and retirement policy.

Anticipated

Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment.

Unexpected

Resignation, deaths, accidents, illness etc., give rise to unexpected needs.

Even after such precautions it is sometimes inevitable to know when they would need new recruits. Thus they have archive of CV's. They store information of interested applicants in case of emergency recruits. This saves them time as well as a lot of hassle.

Recruitment Policy

The company follows a strict policy in case of recruitment. They consider applicants to have a minimum qualification of graduate or post-graduate on any discipline to be eligible for application and they must have a minimum of three first class/division or CGPA of 3.00.

4.2 Recruitment Team

Name	Designation
Riviera Ho Rathore	HR & Administration Director
MadhubantiKabir	Recruitment Senior Manager
Quazi Nafees Ahmed	Recruitment Senior Manager
Md Hamidul Islam	Recruitment Associate Manager
Tanzina Kabir	Recruitment Associate Manager
Nadira Afsana Haque	Recruitment Executive
Md. Ashraful Arefin	Intern/Trainee
Azaz Ahamed	Intern/Trainee

4.3 Classification of Posts

The rank and posts in the company has been divided into two specific categories. They are:

•   Permanent Post

•   Temporary/Contractual Post

Permanent Posts Include:

And all the posts are as following (ascending order):

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

Temporary/Contractual Posts Include:

The entire Officer posts for example: Care line Officer, Care Center Officer, Care Line Trainee, Acquisition Officer, etc. All those employees are given 6 months (six months) or 1 year (one year) of contracts.

4.4 Types of Recruitments

Banglalink Digital Communications Limited follows two kinds of recruitments and they are as followed:

a) External Recruitment

External recruitment is a process of hiring applicants from outside the organization. The main objective of this process is to identify and attract the best possible applicants available during that period of time.

Before identifying and attracting applicants to the organization **Banglalink** plans the whole procedure. It includes number of applicants to be invited, the procedure to be followed and the time frame for the whole process.

External recruitments can further be categorized into two kinds.

- **Fresh candidates**

- **Experienced candidates**

Sources for External Recruitment:

Advertisement

The **Banglalink** gives job postings online. These include sites such as **bdjobs.com** and **prothom-alojobs.com**. They also give postings on their own website at **banglalink.com.bd**.

Banglalink also has archives of CV's from various universities from where they select potential candidates for the available job post.

b) Internal Recruitment

Internal recruitment is the process of filling up job vacancies with employees within the organization.

The advantage of recruiting internally is that it motivates employees within the organization. It makes the employees feel that their hard work would be rewarded. Thus it increases productivity. However it refrains new blood from entering the organization.

<u>**Sources of Internal Recruitment:**</u>

Employee Referrals

Employees can be recruited through the reference of the existing employee of the company.

Transfer

The transfer policy of the company is that every officer will be transferred from his/her existing place of posting every two years from the date of joining in this department.

Promotion

Employees of the company will be eligible for promotion for next higher post after completion of every two years in the bank.

Recruitment conditions for Post Graduates

- Master's degree in the related subject

- Has to have 3 first class or CGPA above 3.00 out of 4

- Age below 30

- Has to be a Bangladeshi citizen

Recruitment conditions for Experienced Candidates

The conditions are similar to the post graduate candidates. The only difference is that the candidates have to show an experience validation, the post they used to hold in the organization and their training certificates/validation from their previous organization.

4.5 Recruitment and Selection Procedure:

The **Banglalink** follows a fixed selection procedure for both permanent and contractual candidates. The procedure has been shown as follows.

- **Initial Screening**: Candidates fulfilling the recruitment conditions first apply online at the website of **Banglalink** or through any other job related website like - **bdjobs** if advertisement is given. From the recruitment team, one of the employee may provide email address for candidates to send their CV's.

- **Completing the application**: At first eligible candidates are chosen from the applicants who have applied. Each individual is sent an invitation for interview through mail or confirmed over telephone.

- **Employment Tests:** Then on a scheduled date written exam is taken of the chosen applicants. Tests vary from post to post. If the recruitment is for a Technical Post there might be a written exam consisting of conceptual questions or just a simple IQ Test which are MCQ's. The candidates need to gain at least 50%-70% of the marks to attend the interview.

- **Interview:** An interview board is set for the candidates who have passed in the written examination. The interview board decides who are to be chosen. The interview board consists one from the recruitment team mentioned and one or higher level official from the department the new recruit will join. The candidates are chosen on the basis of culmination of marks from the written exam and the interview. The candidates may need to pass one or two interviews.

- **Background Investigation:** After completion of the interview the **Recruitment Team** starts the investigation of background like educational institution, permanent address, and any kind of legal allegations against him/her etc. through its own ways or by police station.

- **Medical and Physical examination**: After interviews have been conducted, the interview board then gives out result and chooses the candidate for recruitment. Then the recruitment team asks the candidate to go for a medical checkup/fitness in Medinova Diagnostic Center. Permanent or Contractual, both types of candidates are asked to go for medical checkup which is bared fully by Banglalink.

- **Permanent job offer:** After candidate has been passed fit in the medical then he/she will get the final job offer from the **Recruitment Team** of Banglalink. Then he/she can join the company. The appointment letter would be given to the new recruit.

- **Joining:** Upon joining, the new is asked to bring educational certificates, national ID card, etc. In case of experienced candidate he/she is asked to provide experience letter from their previous employer. The joining formalities are handled by HR Operation Team.

RECRUITMENT PROCEDURE
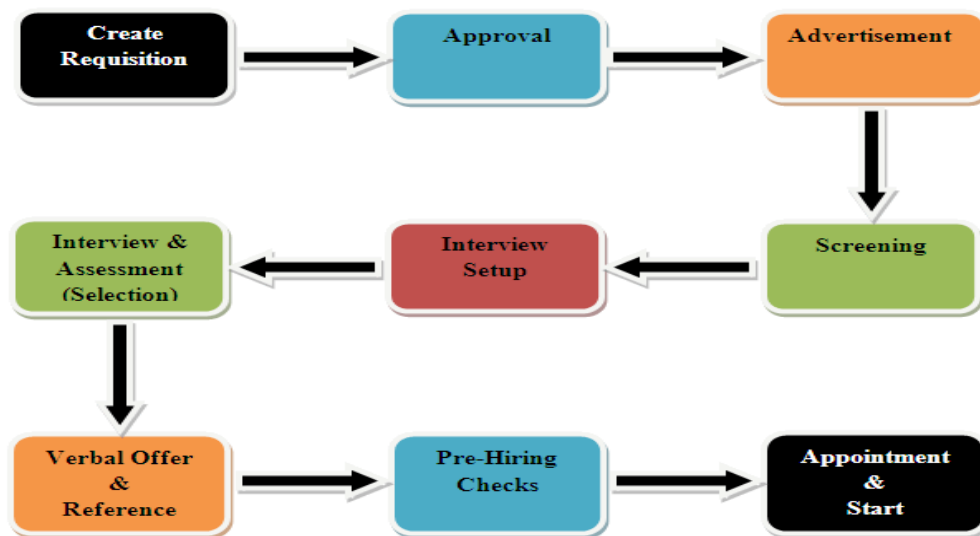
4.6 Advance Internship Program in Banglalink (AIP)

The Advanced Internship Program is a program with lots of new initiatives. In this program, interns are hired from all the reputed institutions with lots of abilities. However, the duties and responsibilities of the interns are well-designed. Interns are supposed to work as employees with full authority, responsibility and empowerment. It is designed for a great learning motive for fresh graduates from different reputed universities.

Recruitment team maintains a Contract Extension Database; over here my job was to update the Database regularly. One thing I would like to add that 2800 employees work in Banglalink among them 1300 employees is under contractual contract for six months or one year and rest of them hold permanent position in Banglalink. I have helped my Line Manager to carry out offering process starting from approval of contracts from different department where they wanted their contractual employees to extend their contracts till the end where the employees have signed their contracts. Moreover I have also coordinated interview sessions and sometimes I was also present in the interview board.

Banglalink strongly believes in developing talents and always try come with new and innovative strategy to break barriers of the potential employees. The top management follows some policies during recruitment such as Raiding (Buying Talents) and also Poaching for the betterment of the company. **Buying talent** is the latest mantra being followed by the organizations today. Poaching means employing a competent and experienced person already working with another reputed company in the same or different industry; the organization might be a competitor in the industry. A company can attract talent from another firm by offering attractive pay packages and other terms and conditions, better than the current employer of the candidate. But it is seen as an unethical practice and not openly talked about. It has become a challenge for human resource managers to face and tackle poaching, as it weakens the competitive strength of the firm.

On the other side of the coin Banglalink offers best packages for the best candidates. As I have discussed earlier that Banglalink has two types of level one is contractual and other is permanent. Permanent receives all sorts of benefits provident fund, paid vacation and many more. I have coordinated making role profile for the upcoming candidate selection. I have also carried out lots of calculation such as preparing CV archive report, updating medical records and many more.

4.7 Activities Done in Brief

- Assist in 'Medical Claims' and provide feedback
  - Ensure entry of claims in the system and co-ordinate with insurance representative
  - Managing life insurance

- o Receive query and escalate accordingly
- Conduct the Orientation session of the new employees
- Preparing Contract Extension Agreement Papers
- Assisting existing employees with the renewal of contracts
- Communicating with Head of Dept., Line Managers and Dept. Coordinators about contract extensions of employees.
- Constant communication through email and calls with Dept. Coordinators and employees and setting up of Deadlines on approval of contract extensions and signing of the contracts by the employee
- Updating Workforce Database of Temporary/Contractual Employees
- Visit various department and get an overall business process idea.
- Assisting HR Executives

4.8 Brief Description of other HR Activities

HR Operation

Banglalink put HR Operation in place to support management and staff in achieving their day-to-day goals. Whether it's determining how many staff are needed to deliver services over the next year or how performance will be monitored, HR operation practices and activities need to be planned to answer the question: "Where is our organization going and how will it get there?"

The HR Operation Toolkit has detailed information that you can use to develop an operational plan for your human resources practices and activities. Topics include:

- ➢ Employment Legislation and Standards
- ➢ Guideline to Developing HR Policy
- ➢ Properly monitoring the Employee Performance
- ➢ Evaluating Employees.
- ➢ Maintain Employees profile
- ➢ Keeping the Right People

At an operational level, Banglalink also need to be aware of the interdependencies between operational decisions and HR management practices. Decisions made on one aspect of human resources often have an impact on another aspect of HR management.

HR Organizing and Development

This department is solely responsible for providing any sort of training required for the employee. Furthermore our AIP (Advanced Internship Program) where I was recruited also scrutinized by them. This team also makes different strategic decisions for the betterment of the organization. They basically handle and develop core strategy for the organization such as performance management, training and development and talent management succession planning.

Performance Measurement

Which is to accurately assess the organization performance and also to develop some quantifiable measures. Ideally, it clearly identifies those aspects of organization that need improvement. It also enables to evaluate organization productivity over a set period of time. In Banglalink performance measurement is divided into two major parts such as performance appraisal and creating a performance centric culture.

Performance Appraisal

Performance Appraisals is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health.

Performance Centric Culture

Performance centric culture is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities.

HR Remuneration

This unit set the principles and parameters of remuneration policy for the upcoming employees and as well as for current ones. The overarching purpose of the unit is to prepare different sort of remuneration packages and aligned with its long term business strategy, its business objectives, its risk appetite, values and the long term interests of the organization and recognizes the interests of relevant stakeholders such as preparing salary administration, salary budgeting, Employee Banking , Benefits and administration and employee engagement.

Section: 5

Challenges and Proposed Course of Action for Improvement

5.1 Constraints

In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment, competition in the market etc. In an already saturated job market, where the practices like poaching and raiding are gaining momentum, HR professionals are constantly facing new challenges in one of their most important function- recruitment. They have to face and conquer various challenges to find the best candidates for their organizations.

The major challenges faced by the HR in Banglalink are:

Lack of Work-Life-Balance

In Banglalink it is one of the major problem they don't have any work life balance especially in Human Resource Department. Most of the employee in this department aren't getting fulfillment from their work. It doesn't connect to their passion or they are not happy with their job. Employee engagement levels within this organization are shockingly low, but that's just another indicator of this bigger problem. So, when an individual employee describe "work," all too often it is meant to describe an unnatural and not-so-fun set of activities that you are required to do in order to have the money you need to support your lifestyle. Thus the birth of the notion of "work-life balance." I will discuss the solution in the recommendation part.

Lack of motivation in contractual employees

One way that managers can motivate employees is to actively involve them in the decision-making process. When workers feel that they are directly tied to the results of the business, they're often more eager to do their part to help the company. Another common motivation policy is to offer bonuses or other financial incentives, such as profit-sharing plans. But unfortunately in Banglalink Contractual Employees did not get handsome benefits so after they get recruited few months later they lost their motivation which is not a very good sign for the company.

Lack of Team Bonding

In Banglalink Digital Communication, employees that holds upper position never try to build synergy with their below the pipeline colleagues face-to-face. In this organization there is a huge lack of systematic planning and implementation process to assess whether teams can improve the organization's goal attainment; to remove barriers to team building; and to build effective teams through training, empowerment, and feedback. Managers must also decide on team size and member roles to gain the maximum contribution for all members.

Lack of adapting "Going Green Policy"

In "Green Growth, Green Profit," the business benefits and profits from green, or sustainable, practices. Organizations increase profits, reduce costs and protect the environment with green practices, green technologies and green goods and materials. Some companies embrace sustainable business practices from inception, but others make changes to green business practices through "going green" business policies to change employees' habits and companies' operations and services. Now a day's every organization using this policy and Banglalink need to adapt this sort of policy.

5.2 Proposed course of action for improvement

1. **How to adapt Going Green Policy (Environmental Friendly)**

Eco-friendly literally means earth-friendly or not harmful to the environment. This term most commonly refers to products that contribute to green living or practices that help conserve resources like water and energy. Eco-friendly products also prevent contributions to air, water and land pollution. You can engage in eco-friendly habits or practices by being more conscious of how you use resources. Reducing extra usage of papers, bags and many more. From my perspective Banglaink have the capability to establish Going Green Policy in all the units of the organization. Business owners can bypass many headaches and decrease their environmental footprint at the same time. Not only does going paperless clear clutter from your office environment, but it also saves you money and is a great PR message for potential customers and partners. I have discussed some technique below:

a) Paperless statements and bill paying

The more online bill paying you do, the less you'll spend on postage, envelopes and employee time coordinating invoices, checks, and mailings. Running your office finances through the web makes payments prompt and much easier to track. Most banks offer paperless statements and even provide incentives for customers to manage their accounts online.

b) Storage and file sharing.

Rather than creating lots of files filled with paper, Banglalink has the resource to create a database where they can store scan copies of papers.

2. Increasing Motivational level of Contractual Employees

A successful organization can generally trace its success to motivated employees. A look at the synonyms for the word 'motivated' such as induce, move, provoke, prompt, and cause, shows that without motivation at some level, nothing really gets started.

However, motivating people can be difficult; there are no magic formulas or programs to motivate individuals. Motivation is also personal. While one employee may appreciate time off, the next may enjoy new challenges. The basic rule is to discover what your employees want and create a way to give it to them or encourage them to earn it. Following this principle Banglalink can motivate their internal contractual employees. From my observation I want to suggest some technique such as

a) Say "Thank You"

Nothing can beat getting personal thanks when an employee has given an additional effort on a assignment or reach the objective that was mutually set before. Immediate, specific acknowledgement "Thanks for staying late to finish those calculations I needed. They were critical for my meeting this morning. "Let's the employee know what he/she did and why his/her effort was of value. This could be followed up by acknowledging the employee at a departmental or work unit staff meeting. Make sure to be deliberate in acknowledging your employees, which you can do by setting aside time in your day or week for saying "thank you."

b) Developing an Alternate Work Schedule for Your Unit

Alternate work schedules (flex schedules) provide a powerful tool for management that can be used to fulfill business needs, accommodate a changing workforce, assist with recruitment and retention, and help employees achieve a better work-life balance. Flex schedules require a high level of consideration in view of the operational needs of the university. Developing a flex schedule requires the support of the appointing authority, and the program must take into account overtime regulations to ensure compliance with the Fair Labor Standards Act (FLSA). A flex schedule may be available to some or all employees, depending on the needs of the work unit.

Alternate work schedules include options such as:

➢   "Four tens" - the employee works four 10-hour days per week

➢   "Nine-eighty" - the employee works 80 hours over a two week period with one day off every other week.

III.   Create Own Departmental Awards Program

Involving staff in creating departmental awards is a great opportunity to engage them in defining "what makes a good employee." By creating awards that relate to the mission of your area, you increase awareness and motivation among staff.

3. How to Equilibrium Work-Life-Balance

They need to learn how to improve their work-life balance. This is really dysfunctional thinking because it ignores the most basic and most important truth about work. From my experience, people who love what they do and are good at it don't talk about work-life balance because it doesn't make any sense to them. They don't need this artificial sense of balance because work feels good and natural to them.

Instead of work-life balance programs, what if Banglalink started investing in teaching both people and organizations how to put people in jobs that are natural to them, that they would love. What if instructors taught their employee about the responsibility was to find their way to a job that was fulfilling?

To maintain work-life-balance employee need to prioritize. If an employee wants to balance work with life he or she have to force to edit personally and professionally. Inquire about company's policies on flextime and working from home. If an employee is a strong performer, he will have a better chance of negotiating an arrangement that works for both the employee and the organization.

4. How to Improve Team Bonding

There are many ways how we can build team bonding. Let's look the case below;

Teams that fully understand the purpose of what they do are usually more engaged than teams this focus. This is why it's important to create mission and vision statements for the employee. These statements are inspiring messages that express the deeper purpose of the work.

Create a team charterto define each person's role, the group's projected outcome, and your own expectations. Team charters are useful for a happy team, because they provide focus and direction. After all, when your team members know what they're doing and why, they can all move forward together, instead of pulling in different directions.

Next, look at the objectives that you've set for your team. Make sure that your team members' goals align with those of the organization by using Management by Objectives. Without this framework in place, your team members might feel unmotivated, simply because they're not sure what they should be doing, or because they don't understand how their role benefits the organization.

Keep in mind that you play an enormous part in how your people feel day-to-day, as well as in their long-term success. Look at how you're communicating with them, and how you're helping them develop on an individual level.

Keep your team informed about what's happening in the organization, as well as within the team; the more open and transparent you are, the easier it will be to build trust and create good relationships. Schedule regular meetings to discuss important updates or changes. This also gives your team members a chance to voice any concerns or issues that they're having with their work.

5.3 Missing Knowledge or Skill

While working in Banglalink Digital Communications Limited I have come to realize that how important is to have knowledge on Microsoft Excel. The whole organization's work is done with the help of Excel. Not only that, I have also noticed that most of the organizations are working with or in Excel even if it is for the simplest of reason. So I suggest my university if possible to provide us more knowledge on Excel. The university can give us foundation courses on Microsoft Excel or create workshops and create awareness among student about importance of having knowledge in Microsoft Excel in this modern era. Surely this missing knowledge will greatly benefit us in the future.

Section: 6

Concluding Statements

There is no doubt with the importance of Employment process in achieving the organizational ultimate goals and objectives. It has emerged as the most important enterprise-wide strategic function not only to accomplish goals and objectives but also to sustain the present level of global competitive atmosphere. Banglalink Digital Communications Limited , is one of the top companies in the telecommunication sector of Bangladesh and it is driven by one of the most modern Human Resource Department. They have specific job descriptions in every level. So they can easily retain and estimate almost exact same manpower requirement for their future. Banglalink Digital Communications Limited also uses scientific HR tools to forecast future manpower prerequisite and to meet any uncertain demand Banglalink Digital Communications Limited also looks at the supply of labor and employees and then they determine what sort of employees they will require for this job. They circulate their job vacancy and ask for prospective candidates to apply. This is done after the supply analysis and seeing what the current market situation has to offer. Banglalink Digital Communications Limited recruitment process is also modern and compatible compared to other organizations in the industry. They have the trend of recruiting from both internal and external sources. So they would always have a huge talent pool of applicants to choose from.

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