



Inspiring Excellence



Talent Acquisition in Banglalink:

Challenges and Achievement of a Recruiter



Internship Report
On
Talent Acquisition in Banglalink:
Challenges and Achievement of a Recruiter

Supervisor

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Letter of Transmittal

04th December, 2017

Ms. Mayesha Tasnim
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Dhaka, Bangladesh

Subject: Letter of transmittal for the BUS400 Report

Dear Madam,

With due respect and humble submission, I am glad to present you my final report on internship which was associated with the Banglalink Digital Communications Ltd. I have tried my level best to implement the relevant theories that I have learnt over the span of last 4 years.

This report has been prepared under your supervision. Without your permission, no part of this report can or will be revealed. This report never has been reproduced for any other course.

I sincerely hope that, I have been able to fulfil the report requirements as per your instructions. I humbly apologize for any mistakes I might have made in this report and ardently hope you will point out any discrepancies henceforth and guide me accordingly.

Yours sincerely,

Md. Asef Rahman

ID: 13204100

BRAC Business School
BRAC University

Acknowledgement

I feel honored that I received the guidance and assistance of many helpful people on the preparation of this report. My first thanks goes to the Almighty Allah for giving me the patience, energy, comprehension and courage to finish this huge task within its deadline. I am especially grateful to my course instructor, our honorable faculty member Ms. Mayesha Tasnim for her support and guidance in giving me valuable knowledge and expertise to enable me to work on such a professional task. I would like to thank my supervisor Mr. Khaled Bin Obaid. I also thank my parents and friends for giving me support and motivation in giving me courage to complete this report. I express my gratitude to all those people who helped me by providing information and advice.

Letter of Endorsements

25th September, 2017

Mr. Khaled Bin Obaid
Talent Acquisition Specialist,
Banglalink Digital Communications Ltd.

Subject: Letter of Endorsements

Dear Mr.Khaled,

I, Ms.Mayesha Tasnim, hereby authorize my student (ASEF RAHMAN), to make an internship report on your organization and fill the forms on my behalf. He will also claim the detail and other related non-confidential documents from your office, you can offer on my behalf. I have asked him to verify all the documents and collect the details from your office within 20th November, 2017.

You are requested to allow him complete access to the above mentioned grounds. Feel free to contact me for any further clarifications needed.

Thank you very much.

Respectfully yours,

Ms.Mayesha Tasnim

Lecturer

BRAC Business School

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Executive Summary

Banglalink is one of the largest cellular service providers in Bangladesh. Banglalink Digital Communications Ltd. (previously Orascom Telecom Bangladesh Ltd.) is fully owned by Telecom Ventures Ltd. (previously Orascom Telecom Ventures Ltd.) of Malta, which is a 100% owned subsidiary of global telecom holding. I tried to put all my experience, knowledge and observation of the recruitment and selection challenges of the recruiters. Therefore, Banglalink always believes in maintaining its standards of HR policies to achieve more high level of job satisfaction for their employees. Different level of challenges briefly described from the real experience which I gather from the past 3 month of internship period. After evaluation of all the jobs and categories the success of the recruiter is also discussed. Moreover in the end I try to put some recommendation which I believe, it can boost the process of the company profile.

Table of Contents

Introduction	1
Methodology	1
Literature Review.....	2
Origin of the Report:	2
Objective of the report:.....	2
Company Background.....	3
Maslow's hierarchy of needs:.....	4
SWOT Analysis	5
PESTLE Analysis of Banglalink	8
Products of Banglalink	11
Organizational values	12
Management Team	14
Department:.....	14
Talent Acquisition & Development Team.....	15
Challenges of Recruitment	16
Achievements	18
Recommendation	20
Conclusion.....	22
References	23

Introduction

In today's competitive market, it is important for any organization to manage its Human Resource effectively and efficiently. Investments in human assets are generally riskier than investments in physical assets because human assets are not owned by the organization. But if the organization can invest in its human assets in true sense, the value they bring to the organization are much more than the physical assets. Physical assets in an organization can be easily imitated or cloned by the competitors but the knowledge and skills that the employees bring can give the organization a competitive advantage. Managing Human Resource in an organization is one of the critical tasks. All organizations do not value their Human Resource equally. Each organization has its own structure and culture hence the Human Resource management has to be integrated with the organization's structure and culture. Also have to make sure that the right people are working in the right place which makes them to achieve the goals and objectives of the organization.

Methodology

Origin of Topic:

The report is done to see how one of the largest telecom operators, Banglalink Human Resource Department faced challenges to recruit the right fit for their organization and the achievement they bring for the company.

Objective of the Study

Describe and findings the challenges and achievements level of different category.

Data Types

Primary: The primary information is collected through face to face interview, observation and by participating in the recruitment process directly along with a discussion amongst the interviewers of different departments.

Limitation of the study

Interviewers have tight schedule and the access of information sometimes restricted due to company policies.

Literature Review

Origin of the Report:

As a part of the BBA Program and to complete the Courses internship is an integral part to gather on hand knowledge in the real field. For a student of Human Resource department, it is important to understand the functioning of an organization and understand the real-world implications of HRM theories and learned concepts. It is always a pleasure to work with some big companies and I got the chance to complete my internship from Banglalink Communication Ltd which is one of the largest Telecom Company in Bangladesh. During my internship period I have worked with the Core HR team and functions of the company. Talent Acquisition Development is my Division, under which I perform all my works. Working under the core team which is HRM of a company is always gives the right to access and learn all the important concepts. The Internship report is considered as a final part of the BBA program.

I have prepared the report based on Banglalink's Recruitment process and the title of the report is "Challenges & Achievement of a Recruiter"

Objective of the report:

To hold the best position and to maintain the overall strategies are the core objective of this report. There are also some specific objectives to conduct this report which are:

- Learn about the recruitment Process of Banglalink
- Analysis the challenges of a recruiter
- To know about the importance of a perfect pool of Talent Acquisition Team
- About the impact or achievement after a proper recruitment

Company Background

Banglalink Digital Communications Ltd Launched in 2005, Banglalink was the catalyst in making mobile telephony an affordable option for consumers in Bangladesh. The initial success of Banglalink was based on a simple mission “Bringing mobile telephony to the masses”, which was the cornerstone of Banglalink’s strategy. Banglalink digital communications Ltd. (previously Orascom telecom Bangladesh limited) is a fully owned venture by telecom ventures Ltd. Veon (Previously known as Vimplecom) owns 51.92% shares of global telecom holding following a business combination in April 2011, between Veon Ltd. and wind telecom S.P.A. Veon is one of the largest integrated limited 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, Zimbabwe and Bangladesh. Veon is headquartered in Amsterdam, the Netherlands and listed as ads on the NASDAQ global select market under the symbol “VIP” (Banglalink)

Motivated with the strong core values of Customer-obsessed, Entrepreneurial, Innovative, Collaborative & Truthful, Banglalink is now working relentlessly to bring digital world to each and every customer to build a true digital Bangladesh, moving away from the traditional mobile operator to a tech company. With customer experience, digitalization has become a necessity to update the way customers engage, communicate, operate (Internally & Externally) and offer services from traditional way of business to Digital. Banglalink aims to enable its customers to get the best out of the digital future and create a true digital ecosystem through providing products that suits the demands of customers.



Figure: Networking Coverage Map of Banglalink

The growth of Banglalink over the years have been fuelled with innovative products and services targeting different market segments, proper improvement of network quality and dedicated customer care, creating an extensive distribution reach across the country and establishing a strong brand that emotionally connected customers with Banglalink. Banglalink provides equal opportunities to employees and has always shown zero tolerance for any noncompliance activity. The company has relatively a flat organization which enables employees to collaborate and work closer across the organization. Banglalink is now working relentlessly to bring digital world to each and every customer to build a true digital Bangladesh.

Maslow's hierarchy of needs:

Maslow's Hierarchy of Needs has often been represented in a hierarchical pyramid with five levels. The four levels (lower-order needs) are considered physiological needs, while the top level of the pyramid is considered growth needs. The lower level needs must be satisfied before higher-order needs can influence behavior. The main characteristic of this theory is that one need has to be full fill before occurring the next need. The five needs are:

Physiological need is the basic need for life like food, shelter, drink, air etc. After full filling this need next comes Safety need which means need for security. Need for belongingness or Social need is the third one which refers need for love, affection and friendship etc. Right after completing this need comes Esteem needs which refers the need for dignity, need for achievements and independent. After completing all these four needs comes the last and the biggest need which is Self-actualization need in where people seek for growth, they realize personal potential. \

So, here we can see one need is coming after another and to full fill the hierarchy of need it is important to complete each and every steps first. But in Banglalink as I said there is a huge job insecurity so no can assure their job here. Like there are about 40% employees who work here as contract basis so after completing the contract period they need to change the company or extend the current job assurance for them. So here they can't complete their Esteem need which means their need hierarchy stops here and they can't go to the next level of the need hierarchy. This may cause huge employee turn-over of Banglalink and an increasing amount of employee turnover is also can impact negatively.

SWOT Analysis

Strength:

Banglalink always give highest priority to their customers' need. That's why they focus on their different sector of product and services. They use the high quality of services and skilled manpower. They also follow the Standard of service which ensure the international standards. A group of well-trained people always monitor the process. Along with Banglalink has a strong R&D department which dedicatedly involve in develop the new products and improve the existing one. According to the BTRC, the local market is dominated by three major Telco company players and Banglalink is one of them.

1. Strong management team: Banglalink management team is independent to work with the core values. The work to achieve the functional goals which is already set by the VEON and it has connection with its shareholders and investors. They make a set of goals yearly and fulfil them by following their Company strategies. There is a separate audit

department which monitor the works of their employees. In this way the employees productivity goes up and the transparency maintained. Another thing is the Communication Gap is zero at Banglalink. Everyone knows everyone and they have a healthy communication culture. So, the scope of misunderstanding and confusion is really low.

2. Effective Strategies: Banglalink always focus on their strategies for better results. All the departments work together for a set of goals but they work independently. Again, Banglalink organizes different events and cultural programs which add extra value to them and it also work as their advertisement. They have a strong branding team which promotes their products and activities in an effective way. Their thought provoking commercials not only brand their products but also make people think about it.

Weakness:

- 1. Limited variation of Products:** Limitation of the variation of the product is a great hinder for the growth of Banglalink It's other competitors like- Grameenphone has more sector to enter but Banglalink has few on its side. Another thing is it has less variation than others. Local demands are increasing nowadays and so do the competition. In this situation if Banglalink wants to remain in the leading position then it has to come with variations. Bangladesh is a potential market. People nowadays become more concern than before and their demands and standard of living goes up. So, by 2020 Bangladesh's local and middle class market will be the biggest hunt for the Data service and network.
- 2. Lacking of skilled manpower:** In my internship program I was actively involved in recruitment and selection process. What I observed as an employee of the company, we got thousands of CVs but very less of them were able to meet our requirement. For example, once for our marketing department we needed a Brand Executive. We got many CVs who wanted to apply for the post but there were many few candidates who could meet our requirements. This story not ends here. It is the same story for every single position. We have to do struggle to hire our desire candidates.

Opportunities:

- Huge profit making scope:** Bangladesh has a huge scope for having a handsome profits in the Telco industry. Today with the latest services and strong networking services, Banglalink can engage with many other activities to provide data services and other facilities. Banglalink has the higher possibility to achieve its huge profit making goal. .



Threats:

- Political instability:** The unstable political condition is a regular phenomenon in our country. It is not only affected the peace of the nation but also affected the companies. 6% growth rate is unlocked due to the political condition of this country. Investors keep their money under the pillow for this situation. In this situation Banglalink is also being affected. Their investing affected due to the political condition though today's market is a bit stable.

- 2. Less service variations:** Like its other competitors has the less varieties of product than its competitors. For example, Grameenphone has the prompt innovation ideas to do the variation of its services. They make different engagement with many startup and events. People get more influenced by this. This is a great threat for Banglalink, competitor is capturing the more market share than it by having the variation of the product.

[PESTLE Analysis of Banglalink](#)

From 2005, Banglalink mobile devices, data and the internet, are the biggest players in the telecommunication industry. Customers, companies, and the government are divided on how the industry should develop.

Here is a PESTLE analysis of the telecommunication industry.

- **Political factors**

Regulation issues come up frequently. The government has one idea how telecoms should be handled. The people have another.

Wifi and internet are a daily part of life. Customers wish the government to acknowledge the internet as a basic human right. It's required for education and many careers. Even applying to a job is an online experience; going to a company website and uploading a resume on their servers is essential.

A battle for and against net neutrality is raging. Customers believe internet and data should be treated the same by service providers and the government. Net neutrality would prevent, for example, service providers from throttling internet and data speeds.

This is a big political fight between government, service providers, and the people.

- **Economic factors**

Interest rates, inflation, and taxes affect the telecommunication industry. Expenses affect the pricing per plan offered to customers too. It's expensive to build towers and resources in rural areas. Customers who don't live in big cities are affected.

As more houses are built, the need for telecommunication resources increase. This can drive prices (plus revenue) up depending on location, amount of customers in an area, and the need for telecommunication services.

Growth is dependent on the market (customers) and technological advancements. Businesses are using the internet and mobile phones for marketing. They create social media pages, advertisements on sites, and digital marketing campaigns to reach customers around the world.

For this reasoning, jobs are opening up and increasing in the telecommunication industry.

Customer service representatives are hired to solve problems via website live chat. Marketers, writers, and media managers handle online marketing and campaigns. Graphic designers and programmers are necessary to create websites for computers and mobile users.

The need for everything to be available and accessible 24/7 is growing rapidly.

- **Social factors**

Telecommunications horizontal growth is limited. Specifically, it's difficult (and expensive) to expand in rural regions. Customers are left with less than a handful of options when it comes to buying internet, mobile, and television packages.

Because telecommunication corporations are monopolies, they're in charge of both internet and mobile carriers. Customers need these packages to communicate with friends, partake in social media challenges, buy products online, and find stable careers and more.

Telecommunication has become a vastly important aspect of the daily life of the average person.

- **Technological factors**

Both needs and requirements for telecom services are advancing. For example, telephone companies install fiber wire in their builds over copper now. Phones are becoming more compact, moving the telecom business into a primarily wireless business.

Basic needs in smartphones, like voicemail, caller ID, and messaging are covered. Now people want internet access on the go. So, data is added to mobile plans. Wifi has been built into buses and cars too.

This 'need' leads to more investments in companies who hold a strong influence over telecom developments in computers, smartphones, and laptops.

- **Legal factors**

The telecommunication industry is often impacted by legislation issues. Particularly issues with the government, monopolies, and customers. But the industry has allowed importing and exporting of telecom products (international smartphones, for example). Allowing more development in telecom tech devices.

- **Environment factors**

Climate changes and global warming can affect how telecommunication products reach customers. In terms of employment, with technology advancing, employees need to adapt to changes.

Products come and go, often replaced by something 'better' (depending on who is asked, customer or company). The previous version becomes redundant or unnecessary. Which means people who worked on a previous version may now be unemployed.

Customers demand and telecom companies are expected to deliver. But with needs in the telecom industry changing often, it's not guaranteed which technology will stay, be advanced, or discarded.

Products of Banglalink

- **Prepaid Packages**

The two main prepaid packages of Banglalink are Desh and Banglalink Play. Other prepaid packages they offer are Desh hello, Desh 7 FNF, Desh 10 FNF which are basically extended versions with some extra features of Banglalink Desh.

- **Post-paid Packages**

Banglalink understand that the needs and patterns of each customer are unique. They do not want to offer the same solution to every customer rather they want to provide such facilities so that their customers can pick their options as per their need. So the post-paid packages are designed in such a way that they can exactly fulfil the needs of the customers. The current two post-paid plans are Banglalink Inspire and Banglalink SME.

- **Banglalink 3G**

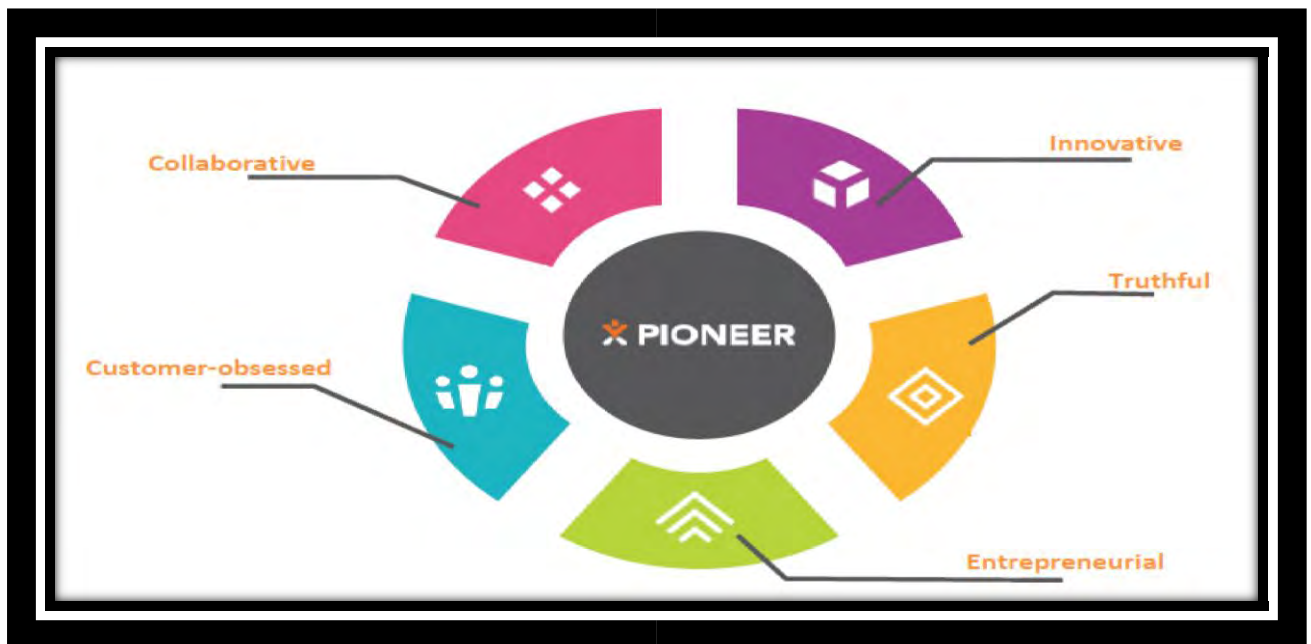
Banglalink constantly tries to improve the lifestyle of their customers through innovative services and products. The 3G users of Banglalink enjoys the fastest speed of internet even on the move with the superior HSPA+ connection. 3G service make the internet experience a lively one in mobile devices. Banglalink 3G allows the customers to enjoy superior video streaming, download experiences, enhanced video calling, high-speed data transmission and accessing innovative 3G services on the mobile phones which make the lives of the customers smarter, exciting and efficient. Bangladesh Telecommunication Regulatory Commission declared Banglalink's third generation data service as the fastest in the country in 2014. Along with providing the fastest 3G network, Banglalink is only the second telecom operators in Bangladesh to cover 64 district headquarters.

- **Bangalink PROpaid**

2017s new addition in Banglalink which is designed for the new generation professionals, Banglalink PROpaid provides the best value in voice and internet bundle, exciting partnership offers and flat PAYG rate which makes life convenient. This worry-free connection empowers the new generation to seize opportunities over challenges in daily life.

Organizational values

5 organizational values which Banglalink follows to be a pioneer in the telecom industry. They are



Collaborative

- We bring people together, united by our passion for our customers.
- We work with each other and we respect the time of others.
- We don't look to blame, we look for solutions to problems and we take ownership.
- We partner with others - both internally and externally- in order to achieve more.
- When doing things together, we do them smarter and faster.

- We are a team.

Innovative

- We never stop. We are always moving, looking for the next disruptive digital ideas.
- We are adventurous and excited about trying new things.
- We are quick to bring new digital products and services to market, always driven by a clear customer need.
- We don't follow the status quo; we are passionate about creating our own path.

Truthful

- We are open, honest and demonstrate integrity and respect in all our dealings – both internally and externally.
- We are trustworthy; we keep our promises and admit our mistakes.
- We are focused on upholding the highest level of ethics at all times.

Entrepreneurial

- We have an ownership mentality, demonstrating passion and taking responsibility of the business as if it were our own.
- We are agile and dynamic. We like to push boundaries and explore what's possible.
- We are not held back by a fear of failure and are always looking to develop new things.
- We take smart risks, but only when it's in our customers' best interests.
- We lead by example – we do what we say we are going to do.

Customer-obsessed

- We have a passion for our customers – they are at the heart of everything we do.
- We are able to make difficult decisions when we know it's in our customers' best interests.

- We keep an eye on our competitors but it's our customers who are always front of mind.

Management Team

- Chief Executive Officer: Erik Aas
- Chief Human Resources & Administration Officer: Monzula Morshed
- Chief Financial Officer: Anton Landman
- Chief Digital Officer: Sanjay Vaghasia
- Chief Legal Officer: Jahrat Adib Chowdhury
- Chief Compliance Officer: M Nurul Alam
- Chief Corporate And Regulatory Affairs Officer: Taimur Rahman
- Chief Sales Officer: Ritesh Kumar Singh
- Chief Marketing Officer: Mike Michel

Department:

There are 17 departments in Banglalink Digital Communications Ltd. Each department has their own specific works and they are divided into 3 divisions based on functions

Commercial Functions	Technology Functions	Corporate Functions
B2B Business	Network Infrastructure	Finance
B2C Sales & Distribution	Information Technology	Human Resources
Marketing	Information Security & Governance	Compliance
Mobile Financial Services	Network Planning	Legal Affairs & Company Secretariat
	Network Operations	Corporate & regulatory Affairs
Customer Care	Service Assurance & Experience	CEO Office

Among all these departments, I got the chance to work in the Human Resources Department.

Talent Acquisition & Development Team

My Team with the people I worked under the Talent Acquisition & Development Team within the Human Resources Department as an intern.

1. Mustafa Raihanul Alam (Head of Talent Acquisition & Development)
2. Maisha Binte Abdullah (Talent Development Sr. Specialist)
3. Khaled Bin Obaid (Talent Acquisition Specialist)
4. Aleza Hasan Sharmin (Talent Acquisition Specialist)
5. Ruhul Amin Niloy (Talent Acquisition Executive)

My responsibilities throughout my internship period was involved with many types of works typically cross-functional with other teams from the Human Resources Department. They are described below:

- Starting from Collecting CVs, conducting interviews and assessment tests, and processing the joining of a right person to a right position in a right time
- Maintain Candidates records related to hiring
- Conduct hiring employees starting from coordinating interviews or assessments
- Coordinating and scheduling interview with the candidates
- Worked as the Point of Contact between candidates and the HR
- Making and also collecting the evaluation sheets from the assessors
- Helping new interns with their joining formalities and official paper works
- Conducting Assessment Centres for TOs/ZMs

Challenges of Recruitment

By strictly maintaining the rules and regular format Banglalink follows all the steps while hiring an employee. It keeps in mind the advantages necessary for the company's growth. Every step in the recruitment process has its own validation limit. Not only that, a head counted raises after going through several process as well. The following steps arises:

- CV Collection:

Banglalink goes with an E- recruitment process, where all the interested candidates can easily upload their personal and professional details. All the required positions which need to fulfil are listed in that Profile.in order to collect CV it also uses the help of:

- BD JOBS.com
- LinkedIn

These channels are followed to collect CV's.

- CV Screening:

Screening CVs is an important process which requires professionals because there some areas to be considered while screening the CVs, for example- Education, experience. Every position is different hence different jobs have different requirements.

- Setting Interview Date:

After selecting CVs and the screening process, the next duty is to fix the interview date. For fixing the date that HR department have to consult with the board who will be taking the interviews to fix the time and date of the interview for the recruitment.

- Making Interview Call:

After fixing interview date, the next step is to call candidates for interview and informing them about interview date, time and venue. Few of the candidates are not available for the assigned time, hence few needs rescheduling. For the senior level positions, convincing the potential candidates are the most challenging part.

- The best candidates are deciding between multiple offers at once

Biggest problem is that nearly all candidates are actively pursuing multiple opportunities. The candidate with the highest potential has a different self-confidence and is very tough to get their complete attention for Banglalink 's specific position. This is because they are offered with interviews from other companies at the same time. When demand becomes far greater than supply in the labor market it means candidates can afford to be more selective when it comes to their future employers, and oftentimes they have multiple offers to choose from when it comes to the latter stages of the interview process. This can especially be disheartening for recruiters who have put a lot of time into finding the perfect candidate, only for them to realize that the numbers are working against them and they could easily lose this candidate to someone else. A further challenge is that the candidates the recruiter has declined previously have potentially moved on elsewhere, leaving the recruiter to research the talent pool again.

- Hiring managers are too picky with what they want

I think that the hardest problem recruiters face is dealing with clients who don't understand that search is a collaborative process. Especially in very technical fields, some hiring managers tend to have the opinion that it isn't worth their time to share information or feedback with recruiters ("because they won't understand"). This is a major problem, because without that feedback, results will necessarily be nil.

- Breaking from the Noise

It's no secret that we are living in a candidate-driven market, with demand to fill open positions far outstripping supply in many different industries. This means recruiters are facing an increasingly demanding and competitive talent market with many recruiters going for the same candidates. Recruiters who still use antiquated hiring practices run the risk of losing out on not only converting great candidates but even attracting quality applicants at the beginning of the hiring process. For that Banglalink only focus on employer brand. It create employer branding which is the sum-total of what potential employees think of it as an employer and the goal is to create differentiation and preference

in the minds of these people. Therefore, investing in a strong employer brand will give Banglalink a major advantage in attracting top talent.

- Competitions from Startup

Now a day, the business world is running with funding and every day we notice that a lot of new startup has raised. This news has two sides, one is good for the new job seekers, but bad news for larger, more traditional corporations. Startup offers way better starting from the large companies, so it becomes difficult to compete. For every fresh candidates Startup environments are usually fun, and relaxed working hours. Employees of startups are directly engage with a lively project work, which will be visible in the market, so it always encourage the folk.

Achievements

In most organizations around the world, a recruiter's importance more specifically a successful recruiter's importance is increasing exponentially each and every day. Being one of the traditional functions of HR, the recruitment is still one of the key variables which contribute directly to a company's success. Thus, a recruiter has to be the one, who has the ability to supply the right people, for the right positions, at the right time and successfully able to do this is considered one of the biggest achievements of a recruiter.

Recruiters have good understanding of people. Through experience and knowledge a recruiter can identify a proper candidate for a particular position while successfully understand people is a risky business but a successful recruiters achievement comes from recruiting an individual who can collectively contribute to the organization's goal, revenues, growth etc. Thus, when a newly required employee performs like he or she is expected to by the recruiter or fits well with the organizations culture and values, the recruiter will have known that he or she has done a tremendous job on his or her part.

Successfully being able to plan the company's recruitment process and being able to forecast the future HR demand is another prominent achievement of a recruiter. Strategizing HR processes like forecasting future needs, planning job, advertisements, making of assessment centre contents, interview questionnaires etc. which facilitate in successful recruitment, can be a huge achievement for a recruiter. By maintaining a compact strategy, a recruiter ensure that effectiveness of recruitment is at the top, ensuring organizational processes operations are never at half due to human capital constraints. This directly leads to efficiency and helps to build a performance and goal oriented culture.

Recruiters are the first point of contact between an organization and a potential new employee. Recruiters are thus the ones who start the culture building process with a new employee through the interviews, interactions, inductions etc. additionally, a successful recruiter is capable of attracting the employee who will be a right fit for the culture and values of the organization. He or she tries to understand the employees with interviews and proper tests to know who can adhere to the culture with the highest integrity.

A recruiter's one of the greatest achievement can be maintaining diversity in the recruitment process. Ensuring that recruitment process is free of bias and discrimination can lead to a more enriched and ethical culture. Being focused on performance, relevant qualifications and structured assessment will help to promote this diversity which most HR wants to achieve. Another great achievement for a recruiter is successfully establishing the organizations as an employer brand which is desired by potential candidates. This lets the recruiter to completely set themselves apart from other organizations when it comes to recruiting eligible & high performing employees. This even promotes the organization differently in the job market and facilitates fulfilment of the recruitment strategies and achieve organizational goals and mission.

Recommendation

At Banglalink, they very much believe in continuous improvement.

For that to happen, they have to set big goals. They have to be willing to take big challenges, even if they are not always sure that, they are going to achieve them. And that philosophy certainly applies to the recruiting team as well.

This year they sought to improve various aspects of the talent acquisition team, from the way they source recent graduates to helping build the next generation of Banglalink Recruiter tool. Along the way, there were some failures, but there were some big accomplishments as well.

Some personal views which can place the team in a better position from my aspects are given below:

1. Worked to turn all of our candidates into brand ambassadors

One of the goals this year at LinkedIn was to enhance our talent brand by improving the candidate experience. What we found when we looked into doing that wasn't particularly surprising – candidates who were given offers by Banglalink had a much stronger regard for our hiring process than candidates who didn't get an offer.

Seeing that, we set an ambitious goal: we wanted candidates who were rejected by Banglalink to rate their experience as the same or better as candidates who actually got offers.

We used surveys. Using feedback from these surveys, we were able to improve our candidate experience by setting recruiter goals and focusing on things like contacting candidates at least once a week, clearly explaining the process and giving actionable feedback to candidates who we rejected. And while we didn't quite accomplish our goal, we are happy with our results.

2. A more global recruiting team where ideas and leadership come from all levels are achieved

Internally, Banglalink has worked to have a much more inclusive recruiting team than ever before. It was done by bringing in more of their own recruiters and every TA manager from every region of the country in to the building of the Talent Acquisition strategy, roadmap, plan and processes. Many teams I have worked on have a top down approach for planning. I personally find that disempowering and often resulting in the ideas being missed. It took a different approach. Here's a perfect example: for the annual planning recruiting offsite this year, invited more people than ever. From there, should worked as one team to develop the right plan for the year ahead.

By bringing in more people and having a more inclusive feel to the yearly planning, all of the recruiting employees bought into this plan faster than ever before. Rather than feeling like they were given just another mandate, by bringing their voices into the planning, they felt ownership over what Banglalink wanted to do as one team and started driving it at every level of the organization. This created leverage, momentum and allowed new leaders at all levels to emerge.

3. Tying it all together

There's a common theme in the accomplishments listed above that is collaboration. Better collaboration with the product team, HR team, own recruiting team and all of the candidates lead to the greatest successes in 2017 till date. Building relationships both within the organization and outside has helped not only the organization but also to get a view that is extremely positive regarding the employment sector of Banglalink.

Conclusion

To conclude about the report, Banglalink Digital Communication Ltd. one of the successful multinational companies in Bangladesh that has earned its success in short course of time. In the telecommunication industry as a provider of a number of facilities it stood as the third largest operator of the country that is serving huge number of subscribers with its level best services. Having a tremendous pool of human capital is the main asset for the company which are always ready to put their best effort for the betterment and growth of the organization. From my internship learning period I tried to reflect some of the key sites of HR process and practices regarding recruitment in Banglalink. As a multinational company and a part of VEON the recruitment process of Banglalink is based on international standards for which potential candidate's recruitment and selection is taking place.

Through this study I have been able to understand that, one of the main reasons behind this massive success is the way they manage their Human Resource. Banglalink want their employees to get involve with the organization. They believe in the valuation of human assets. They want their employees to be the long term assets of the organization. As a result, they keep on offering attractive packages for retaining their potential employees. Rather than creating pressure on the employees, they want their employees to have a good work-life balance which motivates the employees more and their productivity increases which brings more value to the organization. The HR department of Banglalink always tries to give the best to their employees so that they do not feel ignored and can easily get involved with the organization. All these things enabled them to be the employer of choice.

Overall it can be said that despite of having some flaws in their recruitment system Banglalink is following one of the effective ways to recruit people and working on this report has also enabled to discover the actual scenario of the professional environment.

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