

Report On
Effectiveness of Recruitment Processes at Robi

By

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

BRAC Business School
Brac University
April, 2020

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Declaration

It is hereby declared that

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

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Letter of Transmittal

April 21, 2020

Mohammad Atiqul Basher
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Subject: Internship Report submission on “Effectiveness of Recruitment Processes conducted by Robi Axiata Limited”.

Dear Sir,

In order to aware you that on finalizing of my internship report on “**Effectiveness of Recruitment Processes conducted by Robi Axiata Limited**” which was designated to me as a mandatory for the fulfillment of BUS 400 course. Considering, it was great achievement to work under your active supervision.

I am grateful to inform you that it was a great chance to be a part in an MNC and avail better knowledge on the Recruitment processes and other HR issues of Robi Axiata Limited. By conducting a qualitative research, I have tried my best in preparing a representative and reliable report. Moreover, I tried to accommodate as much information and relevant issues as possible throughout the report. Also, the guideline is being taken in account that has been presented to make the report informative.

Moreover, I am thankful to you for your input and kind participation at each step of movement. In this manner, I trust this report will meet your anticipated standard.

Sincerely,

ANM Mushfiqur Rahman

ID: 16104049

BRAC Business School



Acknowledgement

This research has been an extraordinary encounter to become familiar with the complexity and similitude between a down to earth work and hypothetical ideas. It helped me in expanding my relational abilities and comprehension about the workplace in the worldwide association.

Initially, I might want to communicate my thankfulness towards my Almighty for engaging me to set up the report effectively.

Besides, my appreciation is for Robi Axiata Limited for choosing me as an understudy. It gave me a chance to find out about media transmission industry in Bangladesh through the talented workers.

Thirdly, at the Robi Axiata Limited, from my line of chief, Shirin Khan, Manager, Human Resource Business Partnering, Human Resources Division (HR) I had a chance to get familiar with work in subtleties. An exceptional gratitude to my respective managers and vice president of department for helping me in choosing the subject and giving an understanding perspective on the point.

In conclusion, I want to communicate my gratefulness towards my regarded consultant, Mohammad Atiqul Basher, Lecturer, BRAC Business School, BRAC University for indicating me the best possible direction and helped me to finish the entire internship report.

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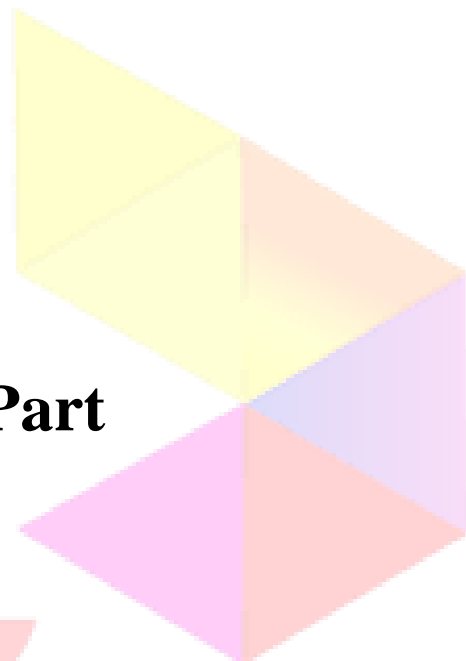
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Chapter 1:

Organization Part

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1.1 Introduction

Technology and innovation is on the rise and we are on the verge of industrial revolution 4.0 which have brought about changes in how people work, adapt and communicate. The world is becoming closer day by day with the power of technology, internet and telecommunication. The strength and reach of modernized telecommunication industry has removed this distance from each other all over the world. And such integrated business do not only cover the realms of developed countries but also the big players of global markets scout the global map to figure out their next course of actions, that includes partnering with local companies in developing countries to set up their businesses. Bangladesh is also blessed by this potency and Robi Axiata Limited is one of the major telecommunication organizations facilitating the consent.

Robi Axiata Restricted (Robi) could be a auxiliary company of the Asian telecom monster, Axiata Bunch Berhad based in Malaysia. Robi is the moment biggest mobile network administrator in Bangladesh. Other shareholders within the substance are Bharti Airtel Universal (Singapore) Pte Ltd and NTT DOCOMO Inc.

Robi has had accolades throughout its ventures across the years and have implemented and executed effective strategies that would take them to their desired spot today. Robi is the primary company to dispatch 4G benefit in all the 64 area base camp of the nation. In truth, this point of interest milestone was accomplished on the primary day of the commercial dispatch of the service by Robi on 20th February 2018. Robi encompasses a wealthy portfolio of advanced administrations. Beginning from versatile managing an account administrations, it offers numerous mCommerce administrations like: online ticketing stage- bdtickets.com, online shopping stage- shop.robi.com.bd, Robi Cloud Benefit, Vehicle Following Framework- Tracker, advanced publicizing stage- adreach, online revive stage- energize furthermore. The company moreover has the driving information sharing stage on advanced promoting. The company started their journey in 1997 when the name of the brand was “AKTEL”, later in 2010 they were renamed as “Robi” and they changed their official name to Robi Axiata Limited and merged with Airtel later in 2016.

1.2 Values and Principles of the Company

The main values and principles of Robi Axiata Limited include the following,

- ❖ **Being Agile:** They encourage asking questions to gain clarity, learning from failure for future success, seeking trends to spot opportunities and solutions that would bring about the best optimized results for the company to be able to adapt in dynamic conditions
- ❖ **Inspire to Innovate:** They prioritize in maintaining a customer centric focus that demands constant innovation in a dynamic environment where innovation is needed to ensure customer satisfaction and to create authentic sense of purpose among people.
- ❖ **Collaborate to Deliver:** They focus on demonstrating respect for all they interact with, as a key for success at Robi is to build yourself as a team player by building trust and transparency around communication, cultivating diversity and inclusion.
- ❖ **Do Digital:** This has more recently come to focus after Robi presenting themselves as a digital brand from 2019-2020 and moving forward where their businesses and related activities are modified in accordance. They value taking financial risk to foster innovation, learning from failures and identify learnings for future success, pursuing employee ideas to develop entrepreneurial mindset and more.

1.3 Organization values- principles and purposes: -

The principle of an organization is rooted with the core principles and the uncompromised qualities that they have focused on. The belief is holding individually with respect.

Key principle and objectives

Robi is determined to be legally, ethically and morally right while managing to be completely clear and authentic in activities. It bolsters to listen free exchange and attempt to get it the passing on messages conveyed to one another which energize taking after their own actions and responsibilities. By profiting from assessment and differences, it treated others with regard.

Customer at the center

By being a client driven organization, Robi is committed to ensure worth, quality and fulfillment. At each wake, bargain and post-deal, it tirelessly underscores on building optimistic experiences. It trusts that its fundamental ways will offer assistance clients to memorize and grant bolster. Moreover, it exceeds its contenders by joining more with its clients to know and care their requests

I Can, I Will

First and foremost, by seizing and executing the benefit openings on time, Robi ensures that its assets surrender looked for comes about. It endeavor towards enormity by going past its restrain and taking the proper measures as distant as confirmation transport of comes about without holding up to assign understanding. Without a doubt going an additional mile to bring accomplishment, Robi as well center consideration on having the valor to say and do what it takes to guarantee exactness.

1.4 Share of the Company within the Industry

The Telecom Industry of Bangladesh is dominated by only 4 big companies whom are Grameenphone, Banglalink, Robi Axiata Limited and Teletalk. In the early steps of the telecommunication industry, Teletalk held a prestigious position as market leaders at a time but has since fallen behind corporate giants who have taken over their competitors as well as failing to implement modernized strategies. Out of these companies, Grameenphone holds the majority of the share, followed by Robi Axiata Limited then Banglalink and lastly Teletalk. The total number of Mobile Phone subscribers has reached 157.544 Million at the end of January, 2019.

The Mobile Phone subscribers are shown below

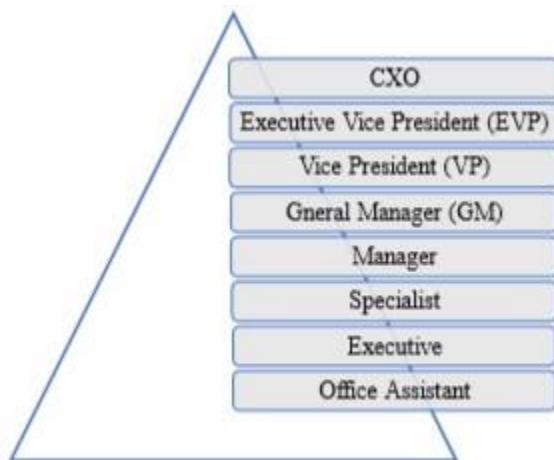
Operator	Subscriber (in million)
Grameen Phone Ltd	73.06
Robi Axiata Limited	46.9
Banglalink Digital communication Limited	33.69
Teletalk communication Limited	3.94
Total	157.54

1.5 Divisions and Departments

Robi has 10 divisions which are Market Operation, Human Resources, Technology, Enterprise Business, Corporate Strategy, Digital Services, Corporate and Regulatory Affairs, Supply Chain, and Finance. Under these divisions, there are many sub-divisions which are called Departments. Different departments are responsible for different tasks of particular division. The departments are further divided into units, and in cases subunits each consisting of a collective force of employees that works to fulfill a certain goal.

1.6 Management Hierarchy of the Company

Comparative to all other media transmission companies, Robi too incorporates a particular administration progression. They keep up this progression at each division and division of their administration. The progression of Robi Axiata Constrained is given underneath.



The banding system for the employee are as follow

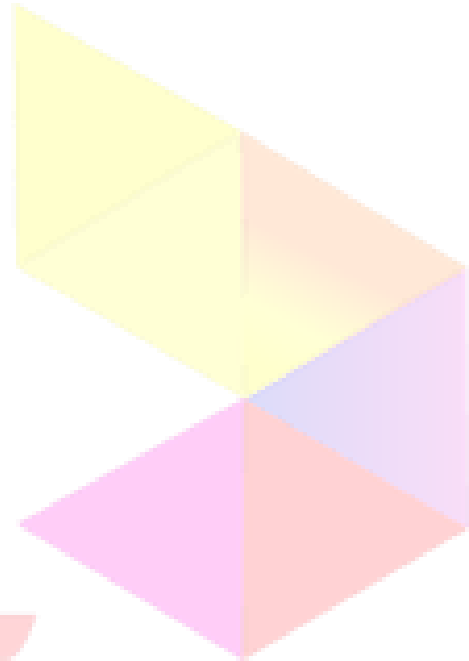
Job Title	Band
CXOs	A
Executive Vice President (EVP)	B
Vice President (VP)	C
General Manager (GM)	D
Manager	E
Specialist	F
Officer	G

Assistant	H
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1.7 Structure- Division of Robi Axiata Limited

To maintain the workflow in an organization, Robi Axiata Limited has designed division into 11 categories:

- o Corporate and Regulatory Affairs
- o Corporate Strategy
- o Enterprise Business
- o Finance
- o Human Resources
- o Information Technology
- o Technology
- o Internal Audit
- o Market Operation



1.8 HR Division of Robi

Robi encompassed of diverse divisions which have various departments in each and are further diversified to units and subunits consisting of teams that are assigned similar tasks or projects among which Individuals Corporate are one of the divisions. It is recognized that each division or unit is driven by a bad habit president; besides, bounded by a common director, supervisors and masters as the Bad habit President's subordinates. This clearly characterized division, conspicuously known as individuals and corporate interior the organization has guaranteed that arrange and chain of command is kept up and representatives are mindful who they are to report to. Whereas keeping up an fitting and sound relationship among each one of the workers of diverse units over the affiliation, rthe Hr office chooses the correct strategies and hones altering to the organization's way of culture and policy.

Human Resource Business Partnering: HR business partnering plays a medium between other different division and human resource division of the organization which handles the matter with respect to a concerned division. Moreover, it is comprised with Market Operations, Digital Services, Finance, Technology, Enterprise Project Management Office, Internal Audit and People and Corporate. Resourcing unit is in charge of enrolling the right person for the right occupation. They are being connected to every division member by staying engaged with all sorts of hiring process and employee branding, that begins from assistants to general chiefs. In addition, they maintain a great engagement contact with a few educational institutions and recruitment agencies to grow and magnify their pool of candidates. They are also tasked with preparing organograms they sorts out the structural hierarchy of various divisions

1. **Talent and Development:** This unit is in charge of preparing and developing of the Robi employees. They are assigned to be proactive and dynamic in their works of coming up with training and development plans. The main focus is helping the employees to build career within the organization by acknowledging their potential ability and upgrading their skills. Moreover, by providing day long preparing projects and sessions from different angles They are also assigned to scout out the best potential resources who are recent graduates from reputed institutions for the Robi Graduate Trainee program. This extraordinarily grooms skilled employees and view them as organization resources.

2. **Compensation and Rewards:** This unit handles both monetary and non-monetary ideas that are offered to employees. They are tasked to sort out the salary structure of various positions taking into account the responsibilities and department and other related factors. Ultimately, the payment and advantages structure of the Robi representatives are handled in this unit, alongside their performance appraisal. In a manner, this unit records and documents the employee's personal data appropriately. Also, monitoring the performance of the employees the rewards are allocated.

3. **Employee Engagement and Culture:** This specific unit is the most self- inspired and motivated one. This unit is fully committed towards representative engagement, office ethics and motivational occasions by guaranteeing a dynamic and secured working environment for all the

Robi representatives. They are tasked to come up with ways that boosts morale, engages the employees and make them feel valued.

Human Resource division of Robi Axiata Limited

1. HR
Business
Partner

2. Talent and
Development

3. Compensation
and Rewards

4. Engagement and
Culture

Team of People and Corporate Division

1.9 Divisions of Robi Axiata Limited

Robi has other various divisions that contributes to add value for the organizational goals and objectives. It has many divisions and each division is headed by a divisional head. Every division contains many departments which are further divided into units and subunits consisting of a vice-president (or an EVP) , a general manager, a manager and a specialist.

- **Finance-** Robi's finance division is tasked to look after financing and controls many finance related work. It comprises of corporate finance, financial accounting and management reporting, creating salary sheets for employees based on position and responsibilities, financial compliance maintaining, insurance and process, revenue assurance etc.
- **Market Operation-** Robi's market operation division is in charge for fulfilling targeted sales. They work over regional sales and activities. They also works for market communication, build new product pricing, develop brand communication goals etc.
- **Enterprise Business-** The capacities of enterprise business division is to ensure shopper devotion and upkeep, this division is works for arranging, organizing and executing reasonable and doable procedures, Additionally, oversee the working environment administration group and portfolio, and the monetary execution of the company.

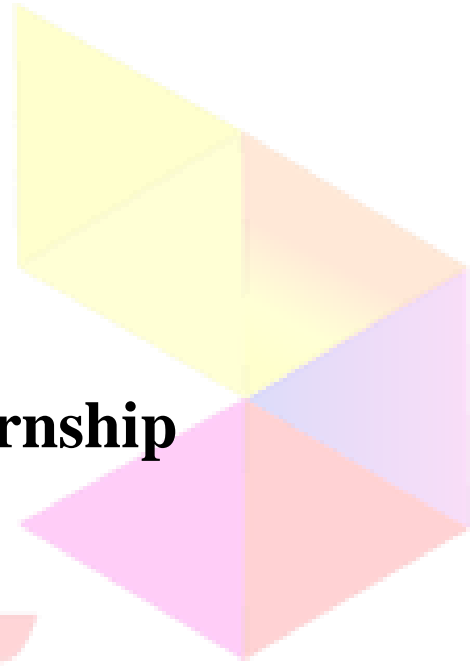
- **Corporate Strategy-** This division is dependable for create capacities as a planning body, creating and actualizing techniques that fulfill the goals of related divisions as well as guaranteeing generally corporate objectives and modern commerce recommendations for Robi and analyzing month to month development, income, KPIs etc.
- **Corporate Regulatory Affairs-** This division is responsible for all CSR activities approval as well as keeping track of the ever-changing legislation in all the regions in which Robi wishes to distribute its products. It was also on duty for advising on legal restraints and requirements as well as collecting, collating and evaluating necessary data alongside handling legal issues maintaining relations with media etc.
- **Technology-** The technology division of Robi is responsible for technology compliance and controls website elated activities and divisional websites. It also looks after other activities such as such as programming, website updates or technical support.
- **Information Technology-** The IT division of Robi is capable for giving bolster to all the divisions and departments of Robi, such as giving essential equipment and computer program to bolster workers, screen central arrange, keep up territorial IT operation etc. In all, IT is mindful for the design, equipment, computer program and organizing of computers within Robi.
- **Internal Audit-** The IT division of Robi is mindful for giving bolster to all the divisions and divisions of Robi, such as giving vital equipment and computer program to back workers, screen central organize, keep up territorial IT operation etc. In all, IT is capable for the design, equipment, computer program and organizing of computers within Robi.

1.11 Products and Services

As Robi falls under the telecommunications industry, so their main selling products are sims, internet packages, and talk times. Robi is trying to be a Digital Company instead of staying as a Telco Company. To be a digital company they have introduced many digital services which are Robi Cash, My Robi App, Robi Shop, Robi Ghurbo, Health Plus, My Sports, etc. (Robi.com.bd, 2019)

Chapter 2: **Overview of Internship**

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2.1 Duties and Responsibilities as an Intern

I started my internship at Robi Axiata Limited in the Resourcing Digitization intern position for the HR-BP team team of Human Resources from the first of January, 2020 Before I joined, the HR department was recently restructured and some new units were added in the likes of “Organizational change and employee engagement” Resourcing and Employer Branding team got separated and merged with other two teams. Resourcing team merged with the Human Resourcing Business Partnering team and formed a new merged department named Human Resource Business Partnering and Digital Operation. On the other hand, Employer branding team merged with Culture team and formed a new department named Organizational Change and Employee Experience. My primary responsibility was to adapt myself in the given context and understand my core responsibilities and duties.

CV Sorting and Interview Scheduling

- **CV Sorting:** The only external source that Robi uses to recruit employees is the LinkedIn platform as well as bdjobs.com recruitment media. After the deadline of a job circular, I had been given the job to sort out the best CVs among numerous CVs according to the criteria provided by my line managers. For sorting CVs, I had to use the custom sorting option of LinkedIn. I had to custom search based on experience, educational institution, industry, and some key skills which are required for that particular job.
- **Interview Scheduling and Assessment preparation:** After sorting the CVs, I used to forward the CVs to the concerned HRBP and then he/she used to give me time and date to call the candidates on that day. Then I had to call and text all the shortlisted candidates to inform them about the interview time and date. Then I had to book the interviewer’s calendar from Microsoft Outlook and also book the interview room. The next task after calling the potential candidates was to prepare an assessment sheet on the position that included details of the candidates’ names, the time called for as well as the criteria the candidates were to be scored upon by the interviewers.

Onboarding of New Recruits

- **New joiners Documentation Work:** After the candidates got selected, they are supposed to join Robi on a particular joining date. Robi onboard employees twice a month (Day 1 and 16 of every month). Before joining they need to submit their educational certificates, TIN certificate, NID, pictures, previous organization's payslip, release letter. I had to make sure that everyone submits every document as per the instructions provided to them and hand them their appointment letters to be signed by them. They also had to sign joining papers like joining letter, appointment letter, compliance letter, information release form, disclosure form, code of conduct etc. For new sim and ID card, I had to collect their picture and NID and submit it to the admin team responsible for SIM and ID card requisition
- **Orientation and Onboarding Program Facilitating:** One of my major roles was to facilitate and coordinate the onboarding program whole day. I had to be with the new joiners for the whole day and make sure whether the program flow was properly maintained or not. Starting with by managing and ordering their breakfast and lunch from respective sectors to booking for and expediting 7-8 sessions conducted by the representatives from HR and other departments (Sim and laptop, Bank documents etc) After the onboarding program, I had to provide the phone numbers of line managers to the new employees and guide them on their preliminary introduction period with their respective line managers.

Data resourcing and organizing

- **Preparing office documents:** There were several office documents that I facilitated in preparing and distributing. Appointment letters were to be made for Robi as well as RedDot employees who are to be joining. Upon creation, a signed copy from the employees is received and another copy is provided to the employee. I also had to prepare Experience and Release certificates for exiting employees which included their tenure of employment and leaving credentials. These documents were also distributed in a similar manner where one out of two copies prepared were received for HR and the other was provided to the employee.
- **Preparing organograms:** I also had to work on preparing organograms of the different divisions of Robi. The task comprised of analyzing data on Excel and preparing the organograms on Word and PowerPoint. The Excel contained data of all the employees' names, IDs, their designations, supervisor details and other related data. I had to organize the

data according to the hierarchy of bands and putting out a careful eye to ensure all the employees were assigned to their designated units/sub-units of their departments of the respective divisions. The work required concentration as there were chances of mistakes occurring when dealing with data of such stature and mass.

2.2 Learning Outcomes from Internship Experience

Learning Experience

As this was my first step towards the corporate world, the first thing that I learned was the nature of a corporate office (Robi), their culture and about its people. I was fortunate as my respective line managers and colleagues of Robi are friendly and helpful. They tried their best to make me feel easy and comfortable. They ensured that I was not only told off whenever I made any mistakes but also what approaches I should make to rectify them and make myself better. I learned how to communicate with individuals and learned essential HR management skills. I learned how the whole onboarding process works and also learned what are the things that are required to submit and what types of documents are needed to be signed while joining an organization. I also learned which document serves what purpose. I learned how to make salary sheets for employees, how to calculate salary, to whom the salary sheet needs to be submitted. I learned how to formally communicate with external job candidates via phone calls. I also learned how to do CV sorting in LinkedIn and what are the questions asked in the interview sessions. I also got to know what skills are needed to be shortlisted.

Skill & Personal Development

I had to use Microsoft Excel very often for making interview schedules, updating employee and intern database and making salary sheets. By doing so, I learned a few new things of Excel from my supervisors and became proficient over the time. I also learned the proper way of mailing to another corporate person as I had to mail different persons very often. Sometimes I had to make PowerPoint slides for my seniors and by doing so, I became more efficient in making PowerPoint slides. I had to prepare organogram slides as well from taking HR data from excel which helped

learn how to prepare company hierarchy and how the band system and reporting works for employees across units, departments and divisions. Previously I used to organize events and sessions for my club and after joining Robi, I organized sessions and programs for Robi as well. My event and session organizing skill has also been enriched by working here. By working here in immense pressure, I have learned how to manage time professionally and complete tasks in a given time frame making sure my quality of work was not compromised

Rapport with Supervisors and Co-workers

I am very lucky and grateful to have the guidance from my supervisors through and through my internship tenure. They helped me throughout the whole internship period. They taught and trained me with great care and made sure I learned from my mistakes. And with my work quality and responsibility towards assigned work, I won their trust within the first few weeks of my internship period. They could trust me with any information and any work. Not only the Resourcing team but also the whole HR department loved me for my professionalism and behavior. I have always received that respect and courtesy from my colleagues and co-workers, even new joiners of whom I conducted the onboarding process of were most often very humble and treated me as core part of the HR team. They never treated me as an Intern but as a colleague. Sometimes my team used to take me to lunch with them. All the interns also respected me and we had a great time together. So, to sum up, the working environment and the people of Robi are great.

2.3 Difficulties and Challenges faced during Internship Period

Throughout the whole internship period, I have faced certain difficulties and challenges which I had to tackle and learn from in order to continue my internship properly and excel my career.

- Generally, on the first day, interns are being introduced with the management team and toured around the premises. I was assigned to the HR-BP team along with another member. As soon as our orientation was over, we had meet up with our line managers where they assigned us to sort out and organize hundreds of experience and release letters for employees who were to leave on the first day of the year. We had to stay up pretty late to

finish up distributing the letters to waiting people. I had to face difficulties for the first few days as I wasn't aware of all the rules, regulations and culture of Robi.

- I had three supervisors in the HR team who are all responsible for various divisions. As I had to work under many supervisors, sometimes they use to give me tasks at the same time. As a result, I felt difficulties to complete both the tasks timely and in a proper manner where I had to make sure to properly prioritize the works assigned and make sure to notify when the work is done as my line managers work also depends on my productivity and performance.
- Another problem that I very often face is about the new joiners' documentation. Sometimes they don't bring all the required documents, as a result, I faced difficulties to onboard them. Due to this reason, issuing ID card and Sim card becomes difficult for the admin team as they need required documents to prepare ID and Sim cards. So I had to coordinate the new joiners accordingly so the process does not seem confusing to them and they have a smooth entry.

2.3 Expectations and Reality

It is not always possible to get what we expect. Same goes for my internship at Robi. I never really expected to do my Internship at an MNC like Robi Axiata Limited. I have not have clubbing experience or any significant job experiences before. I had to gather information from friends and relatives who were experienced in the matter. I used to think that the corporate culture at Robi will be strict and hierarchy is followed strictly. But this is not the scenario. For any type of help, assistance and guidance, I could approach and go to anyone. I had the freedom to talk to anyone. And at Robi, everyone addresses each other as "Bhaia" or "Apu". I thought of "Sir" and "Madam" culture before joining Robi.. In truth, I thought that I would need to wear formal clothing each day. But it was never the case. All the representatives and assistants may wear casual clothing as long as the clothing is proficient. In spite of the fact that I attempted to wear formal clothing as much as conceivable. I never thought of getting so much guidance from my partners, never thought of any individual connection. But they regarded, trusted and adored me a part. At that point I anticipated that Robi would take 2-3 steps to recruit a candidate to enlist. But they as it were take

one meet to choose a candidate for any specific position in entry-level. I used to think that the working hours would be settled and I will have to be work strong 8-9 hours. But I had all the adaptability at Robi from coming to the office and getting out of it, taking take off for 2-3 days, everything was permitted given the suitable circumstances

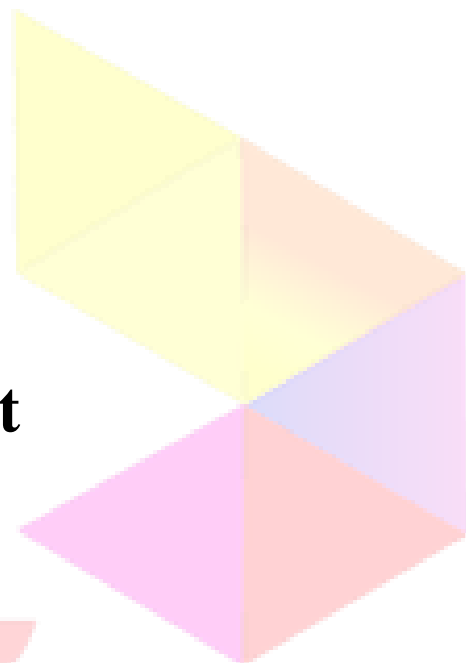
Influence of the Internship on Career Plans

I have completed dual major in Marketing and Human Resources Management, so I have career path open for both the sectors. Initially, I wanted to pursue my career in HR after doing major in it and also getting the opportunity of doing internship in HR at Robi. The HR internship helped me a lot to understand how HR works in an organization. Also, by attending the interview sessions and sorting out CVs, I learned about the job market and how to get shortlisted and do well in an interview. To further progress my career, I found myself growing a passion for marketing and related activities. I still want to pursue my career in HR. But my Line Manager who is the Vice President of HRBP team, gave me a valuable piece of advice about building up my career. He suggested me to start my career from sales as it is easier to excel in career by working in sales. So working at Robi as well as guidance from my supervisors have aided me to further learn about my strengths and weaknesses as well as how to strategically plan out my career choice.

Chapter 3:

Project Part

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3.1 Origin of the Report

The Internship position for HR-BP as "Resource Digitization" intern position has been coordinated to split down and select up an insight and finding out about the Recruitment Process of Robi Axiata Limited. Furthermore, this report is mandatory for the effective completion of Internship program that is an essential for achieving the degree of Bachelors of Business Administration under the BRAC Business School of BRAC University. It is 3 month (roughly 12 weeklong program) where all of the students from various universities selected are placed in different institutions as respective to their majors or field of interest to get a practical experience which enables them to prepare for the future after they proceed onward from the completion of bachelor's degree. The students are required to do different assignments in the workplace related to the workplaces they have been set in and the students are referenced to as interns. Thus, the assistants are outfitted with the learning opportunity by adding to the association through their apportioned endeavors and obligations. In similar manners, I was assigned as an Intern of the Human Resource Business Partnering Unit under the Human Resource Division of Robi Axiata Limited where I expected to help the enlistment strategies for the unit, expedite other HR events and coordinate on-boarding programs of Robi Axiata Limited.

3.2 Objectives:

General objective:

The fundamental target of this report is to provide an insight on the recruitment processes and essential data about the systems of Recruitment and selection strategies undertaken by the Robi Axiata Ltd through the HR Department and providing some recommendations.

Specific objective:

- Identify the significance of steps taken for efficient recruitment process
- Present insight about what is really occurring in the field of HRM of the chosen business association.
- Identify the correlation that elate the theoretical knowledge with the real workplace process at Robi Axiata Ltd
- Generate key findings of my internship job alongside my work duties.

3.3 Methodology

This is a report which is prepared as a requirement of BUS-400 course. This report is containing subjective information with respect to the Resourcing unit of HR division of Robi Axiata Constrained. All the data I utilized for handle of making this report gotten essential and auxiliary information.

Primary data source:

- Working experience in respective departments and interviews with the employees of HR Division of Robi Axiata Ltd
- Experiences and personal observations.

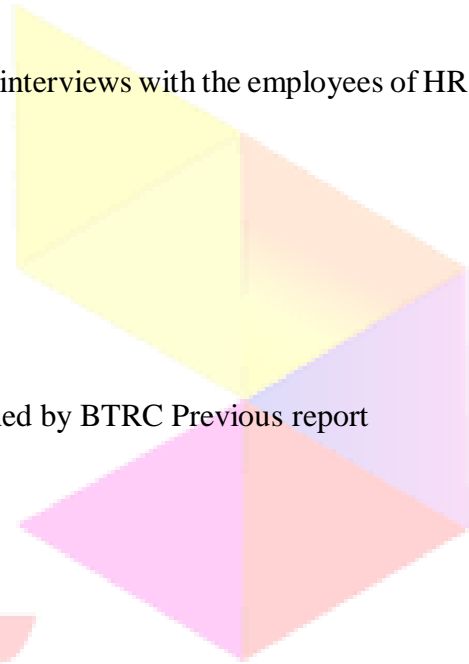
Secondary data source:

- Company website and accessible data
- Other relevant websites and journals Reports published by BTRC Previous report

3.4 Limitations

Organization wise:

- Concerns to confidentiality and policies where much information could not be retained.
- Some information presented is based on estimated data due to confidential purposes
- A constraint of Time has been another issue while preparing this report since there has been much work pressure during the 3 months tenure of internship program and long office hours.
- Lack in adequate knowledge about various situational requirements



3.5 Literature Review

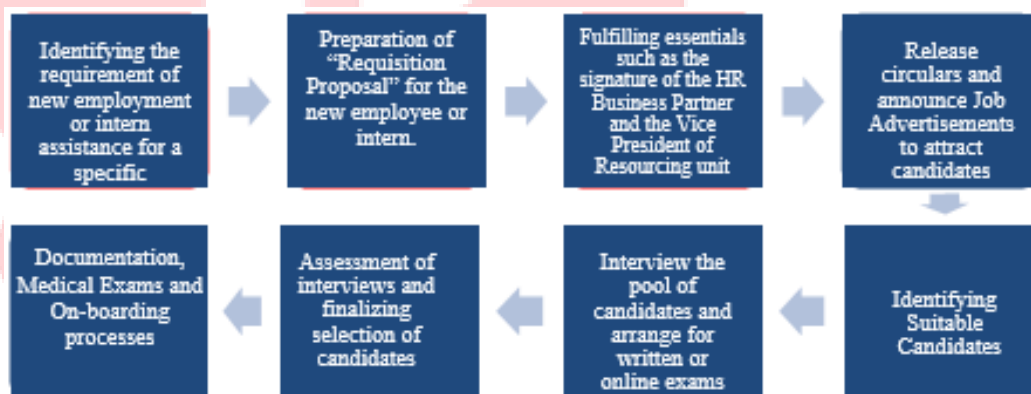
Recruitment is broadly divided into two categories:

1. Internal Recruitment: Internal recruitment refers to selecting representatives from inside the organization via internal promotion or recruitment for other positions. At the end of the day, candidates looking for the changed positions are the individuals who are already serving the organization. The advantages of internal recruits are that it is conveniently much cheaper process and the organization also benefits as employees are already working in the set organizational culture that reduces efforts needed to be undertaken orienting newer employees to the organizational culture and policies.
2. External Recruitment: External recruitment refers to selecting candidates who are looking for job openings for this situation they are the individuals who are not a part of the organization as of yet. The advantages of this is the external candidates may bring newer dynamics to their respective position and help the organization grow with new ideas and energy.

Robi Axiata Ltd. follows both the type of recruitment processes upon analysis of criteria that is needed to be fulfilled for the respective position.

3.4 Recruitment process of Robi Axiata Limited

Steps followed by Robi in their process of recruitment are discussed in details below:



Step 1: Identifying the requirement of new employment or intern assistance for a specific department.

The start of any enlistment prepare is done when there's request for modern representatives or understudy help in a specific office. The request may be made due to deficiency of labor or in reaction to the require for individuals with imaginative thoughts that would include esteem to the organization.

Step 2: Preparation of “Requisition Proposal” for the new employee or intern.

When it is concluded that a given department needs new employees or assistance, an order proposition is set up to be sent to the HR Business Partner for that specific division. The proposition contains mark of the concerned administrator and VP of the division.

Step 3: Fulfilling essentials such as the approval of the HR-BP and the Vice President of the unit

When the demand proposition is sent to the HR Business Partner, the HRBP team experiences the proposition, signs the paper and sends it to the Vice President of Resourcing unit for definite check. The Vice President gives the last signature before moving it to the enrollment administrators so as to complete the further methodology.

Step 4: Release circulars and announce Job Advertisements to attract candidates.

The recruitment managers post advertisements in their own portal or third-party job portals to get more applicants. Robi primarily uses LinkedIn and BDjobs for recruiting of external candidates. Alongside, they go through database internal candidate pool to verify whether any of them match the job criteria.

Step 5: Identifying suitable candidates.

After receiving all the resumes of applicants, the managers screen those and short-list appropriate candidates that match the set of requirements provided by the department or unit heads of the respective department or unit.

Step 6: Call candidates and arrange for Interviews and written or online exams.

Upon screening of candidates, they are called to sit for written exams which are mainly aptitude test and contain questions from English, Mathematics and Analytical Ability or for verbal interview depending on the criteria.. The recruitment managers conduct those interview sessions and mark the candidates based on the pre-determined criteria by the Resourcing unit on the premade assessment sheets.

Step 7: Assessment of interviews and finalizing selection of candidates.

After consolidating the outcomes of both the exam and interview, the candidates are finally selected based on how they were assessed. Individual or multiple candidates are chosen depending on position and performance.

Step 8: Documentation, Medical Exams and On-boarding processes

Once the candidates are selected, they are given a joining date. The first task thereafter is to undergo medical examination following protocol. Before joining, upon passing of medical exam, they are requested to come by on a certain day before the assigned joining date and present the required personel documents and collect their appointment letter. On the day of joining, the new joiners are welcomed and an orientation takes place where they are formally introduced to the organizations. They undergo various sessions that includes bank account details, HR policies and guidelines, salary and benefits details, handover of private computers, unused Robi sim association and official passwords. Few secrecy papers are marked by them and compensation accounts are created in Standard Chartered Bank. After all the conventions have been completed, the unused joiners are taken to their particular workstations to meet their line supervisors and other colleagues.

To further understand the differences amongst the recruitment processes of various Telco companies of Bangladesh a comparative examination of the enrollment handle among Robi and two other driving telecom administrators of the nation which are Grameenphone Ltd. and Banglalink can be examined. Separated from this comparison, few perspectives of Robi's enrollment hones have too been compared with that of Microsoft and Vodafone UK. The previously mentioned similar examination alongside close to home perception all throughout the internship period will assist with giving insight on the shortcomings and strengths of Robi's Recruitment Process. The past section has just discussed the means followed in the enlistment procedure of Robi Axiata Limited. The enrollment procedures of Grameenphone Ltd. also, Banglalink have been given below:

Grameenphone Ltd hiring process.:

The following steps are carried out in the recruitment process:

Step1: Need Recognition

Step2: Budget evaluation

Step3: Media buying and planning

Step4: Primary evaluation

Step5: Aptitude exam

Step6: Call for interview

Step7: Approval reference

Step8: Necessary medical protocol test

Step9: Hiring and onboarding process

Banglalink hiring process:

The mentioned steps are followed out in the hiring operations:

Step1: Implementing requisition activities

Step2: Budget evaluation and gathering of information

Step3: Initiating CV collection and related programs and conduct different tests and interviews.

Step4: Preparing job advertisement and selecting related media

Step5: Evaluating CVs and inform candidates for procedures

Step6: Interview and examinations

Step7: Interview with the Head of Department for final processes

Step8: Necessary protocols like medical

tests and other tests

Step9 : Presenting job offer



By contrasting the enlistment procedure of Robi and its main two competitors in the nation, it very well may be seen that there are very little contrasts among the recruitment procedure of these three telecom organizations of the nation. Be that as it may, there are some unobtrusive contrasts among the enrollment procedures of these three associations. On the off chance that Robi and Grameenphone Ltd. are compared it tends to be reasoned that they are following the very same strides during their enlistment procedure. However, Recruitment Budget Planning have not been referenced explicitly in the past part which discusses the enrollment procedure of Robi. In this manner, it ought to be referenced that, the spending arranging of Robi is done in Step3 after the HR Business Partner gets the demand proposition from a specific division and before it is been at long last marked by the VP of Resourcing Unit for additional handling. Then again the Medical Examination or "Pre-work clinical assessment" as brought in Robi is done somewhere in the range

of Step7 and Step8 for example between the last determination and on boarding of workers. When contrasted and the enlistment procedure of Banglalink, hardly any distinctions have been distinguished. The first is that there is no anticipating how to direct various tests or meetings for various occupation positions in Robi. The composed tests and the meetings are same for all the competitors regardless of the positions or divisions they have applied for. Be that as it may, Banglalink has an alternate advance where they plan what sort of tests ought to be led for what sort of competitors. There is a variety in their appraisal procedure which Robi needs. The other contrast among Banglalink and Robi is that Banglalink guarantees to lead two meetings and the last one is led within the sight of the departmental head. This is probably the greatest disadvantage of Robi. Robi as a rule directs just one meeting and the greater part of the occasions there is no nearness of the head of office which causes a ton of interruptions in different angles which have been talked about in subtleties in the shortcomings segment of the Recruitment Process of Robi. Aside from these two contrasts, the various advances are actually comparable on account of these three top contender organizations in the Bangladesh Telecom Industry.

Upon the mentioned observation, this is realized that Robi follows a recruitment process similar to most other prominent institutions in the country. Though, it may seem the process is conventional and not a differentiating factor but is still deemed to be effective as credentials such as being awarded in the World HRD Congress as the “5th Best Employer” showcases Robi’s capabilities as an employer and the steps that it takes to be recognized as an organization that values employee performance and engagement. However, there are certain drawbacks in every organization and Robi has those too.

3.5 Weaknesses of the Recruitment Process of Robi Axiata Limited:

- To begin with, when the recruitment managers are required to enlist new candidates for employment, they focus more on drawing in fresh graduates and similar applicants which is effective in its own specific manner since it shows that Robi is happy to grasp new abilities by acknowledging it enhances the association. In any case, Robi additionally keeps up a database with all the subtleties of applicants who have applied to Robi in any event

once however for reasons did not join the association. This record of past competitors can likewise give a pool of potential applicants if their capabilities coordinate the criteria of the activity position for which Robi is selecting. On the off chance that the administrators check this database before going for new candidates, at that point they will have the option to set aside both time and cash surfing through pool of candidates.

- Furthermore, when the recruitment managers search for internal referrals from current potential employees, they primarily stick to just the division's representatives for which they will select. This by one way or another hinders the procedure. Rather than this, they can select companywide worker referrals to make the procedure quicker and increasingly compelling.
- Moreover, the composed aptitude tests or assignments that are led during the enrollment procedure are extremely conventional. Anybody with a decent fundamental information on English and Mathematics can pro the tests. The competency level of such tests are not sufficient and is same for all the competitors independent of the activity positions they have applied for. Somebody, who has gone after a position in finance or marketing department needs to endeavor indistinguishable inquiries from those of the individual who is a specialist and has gone after a job in the Technology division of Robi.
- Furthermore, during interviews, the up-and-comers do not confront numerous inquiries with respect to the information they have in their own field of study or the position that they have applied for. For the most part, the meetings are increasingly similar to formal discussions which start with competitors' instructive and family foundation, why they have decided to concentrate in a specific field, what they think about Robi, why they feel the need to work for Robi and such. Similar inquiries are additionally posed to an intern. This is somewhat okay on the grounds that not much is normal from an understudy but rather with regards to enlisting representatives the meetings ought to be planned in a superior manner since there is an absence of situational-based inquiries.
- Another significant point that ought to be referenced here is the sometimes absence of departmental heads or line chiefs during meeting meetings. More often than not, it has been

seen that the enrollment supervisors are the main individuals directing the meetings. No different directors from different divisions are available. For instance, if Marketing Operations division needs new representatives and for that division the enrollment administrators have shortlisted the up-and-comers then somebody from that division ought to be available during the meeting. An enlistment supervisor may not generally be commonplace to the specialized terms or method for work in the Marketing Operations division. In any case, in the event that a line manager from that office or division is available, at that point there are restricted odds of correspondence hole between the interviewee and the questioner. Both the gatherings will have a decent comprehension of one another's desire and potential which is significant while cooperating over the long haul. It has likewise been seen now and again that because of this nonappearance of departmental chiefs, an enlistment procedure must be rehashed. The purpose for this is the applicant whom the resourcing unit has chosen was not fit for the workplace of that specific division. Henceforth, the resourcing unit's past enrollment process brought about an exercise in futility, cash and exertion and furthermore disturbance in the work procedure.

- In conclusion, the meetings are typically coordinated meetings for example it comprises of one questioner and one interviewee. There is nothing of the sort as arranged meetings through which the enrollment officers can analyse a candidate's administration capacities or relational abilities.

3.6 Strengths of the Recruitment Process of Robi Axiata Limited:

- Starting things off, Robi follows a mix of techniques for recruitment initiatives. It does not just adhere to one strategy so as to select representatives. As a matter of fact, Robi resorts to its corporate site, its own activity entryway, papers, outsider gateways and person to person communication objectives, third party recruitment agencies, career fairs and representative referrals which help the organization to draw in a superior pool of gifted possibility for all the active positions. As per Microsoft's "Mix Model" Recruitment, the best enrollment results are accomplished through adaptable and consolidating different methodologies, to widen the compass to assorted gatherings of potential candidates.

Microsoft accepts that the enlistment strategies utilized should be customized to each activity opportunity and that one size positively does not fit all. Microsoft promotes their opening on their corporate site yet in addition utilize a scope of extra enrollment techniques including enlistment offices, work sheets, specialized diaries, looking through web assets and once in a while paper publicizing (Public Appointments Service, 2006). Similarly, Robi accepts that just a single technique for enlistment would not yield best outcomes and will not be effective in helping the association to pull in countless potential applicants.

- Furthermore, Robi strictly follows e-Recruitment practice to enlist qualified possibility for the association. As of now, e-Recruitment assumes an essential job and is at present a top decision of enlistment strategy for any association around the world. As per the Cap Gemini Survey that has been directed in UK in 2004, it was discovered that almost all respondents (91%) expressed that they were either utilizing or intending to utilize the web for some part of the enrollment procedure. Four out of ten (39%) demonstrated that online enrollment is a "significant" some portion of their general enlistment procedure. 26% showed that it was "very significant" while 33% demonstrated that it was of "rising significance". Just a single respondent considered online enrollment of "no significance" and it was discovered that private parts were connecting more in e-Recruitment than the open segments (Public Appointments Services, 2006). E-Recruitment, additionally called as Online Recruitment, is the way toward employing the potential contender for the empty occupation positions, utilizing the electronic assets, especially the web (<http://businessjargons.com/e-recruitment.html>). Robi reliably refreshes any employment opportunity in their organization site, work entrance and connected in profile to pull in whatever number potential candidates as could be expected under the circumstances. Since, the present world is exceptionally relied upon the web particularly long range interpersonal communication locales, it causes Robi to accumulate most of its candidate through this specific enrollment technique via the use of online platforms such as LinkedIn or BDjobs. Besides from getting reasonable potential candidates, the primary drivers of e-Recruitment are cost viability, speed and effectiveness, manager marking and improved nature of up-and-comers (Public Appointments Service, 2006). By following this enrollment strategy Robi is having the

option to set aside time and cash while accepting potential resumes where the resources saved can be effectively used in other departments.

- Thirdly, Robi centers around individuals who fit organizational culture and is best suited to maintain the set policies and qualities. As per the belief of Resourcing Managers and my supervisors, "Robi doesn't search for the Best candidate. rather Robi searches for the Best Fit where value shall be added". This announcement shows that Robi takes into consideration applicants who can adapt with the authoritative standards and purposes, who can mix in with their managers, companions and subordinates and adjust their own objectives to the hierarchical objectives. As indicated by the Resourcing unit, individuals who fit the association's way of life increase the value of the association since they feel progressively associated with the association since they share indistinguishable qualities and standards from that of the association which spurs them to go additional mile and accomplish the organization objectives. Such individuals help an association to develop instead of individuals who are the best in the field however significantly have clashes with the hierarchical culture, standards and purposes.
- Moreover, Robi resorts to SHL online tests for the enrollment of their administration students or graduate learners. It is one of the qualities of Robi extraordinarily with regards to selecting the organization's alumni learners. SHL online tests are really ability estimation tests. SHL Group Limited which is a UK based organization gives ability estimation arrangements. It offers science-based appraisals, benchmark information, advances and consultancy benefits that help associations to survey, choose and grow opportune individuals for the correct jobs. The organization gives instruments to ability procurement in the regions of volume enrollment, graduate enlistment and administrative and proficient contracts. SHL Talent Analytics gives information to drive ability choices that improve business execution. What's more, it offers online appraisals in the regions of bent, character/conduct information and point by point depiction (<http://www.bloomberg.com/examine/stocks/private/preview/>). One such evaluation test by SHL is known as the DSI or the Dependability and Safety Instrument. This specific test is led as the primary period of graduate learner enrollment at Robi. This test assists with

seeing how trustworthy and solid the competitors are and furthermore whether they are client driven and ready to work in a group. This DSI test was additionally utilized by Vodafone UK for the enlistment of their call place administrators since there was an enormous pool of candidates to look over. They were concentrated on raising the nature of the enrollment procedure in key regions including: refreshing determination and evaluation techniques, development by and by and improving the up-and-comer experience. With regards to Robi, DSI test scores help to screen and short rundown countless candidates quick and successfully for the subsequent stage while giving an underlying thought regarding not many of their character characteristics which are significant for any representative in any work environment.

- The following quality of Robi's enlistment procedure is the attention on applicants with the "can-do" demeanor. There are a few applicants who probably will not have the best quality of abilities yet with appropriate preparation they can be improved on the grounds that they have the enthusiasm in them to take up difficulties and be submitted towards their work. Such individuals will make a solid effort to achieve given undertakings and show an attitude of not surrendering in the halfway. These sort of individuals increase the value of the association as opposed to individuals who are exceptionally talented however not ready to escape their usual ranges of familiarity.
- In conclusion, Robi centers around the soul of collaboration in a potential employee applicant and furthermore center around the "delicate abilities" of an applicant alongside the "hard aptitudes". During meeting, the resourcing supervisors adeptly talk about the applicants' past partners and what is their interpretation of collaboration and through their answers the enlistment administrators can comprehend whether the up-and-comer can function as a component of a group or favor working alone. Camaraderie is a pivotal issue and individuals who need that make some hard memories working in gatherings. The "soft skills" of an applicant like relational abilities, relational aptitudes, initiative abilities, emotional compatibility and such are carried getting looked at alongside the competitor's

"on the job abilities". Finding some form of harmony between these two sorts of aptitudes is fundamental in the work environment and Robi consistently keeps up that balance while picking contender for the association.

3.7 Recommendations for development of HR department

The documentation has been made to bring forth insights with the employers' perspectives and evaluations about the current enrollment strategy of Robi. It has been indicated before that the enlistment system of Robi follows overall rules, and there are the two advantages and disadvantages of the methodology. There are some essential recommendations that could help Robi to exceed expectations in recruitment strategies. The proposition are basically some expansive suggestions expressed previously:

- ✓ Digitization of the Recruitment process and effectiveness: A wide range of tests like aptitude and quizzes can be conducted via online or equivalent platforms with the objective that printed material can be reduced. In addition, the resumes and the gathering evaluation assessment sheets that are printed for the examiners in the gathering sheets can be given in an automated way instead of passing on them in printed outlines. This will simply decline the paper works yet what more implies the organization's vision of moving towards being recognized as a digital brand, efficient outlook, and profitability and moreover decreases cost.
- ✓ Establishing formal mailing procedure to inform the candidates who are not being selected for the applied position: Generally just the selected potential applicants are called to inform them about being chosen. Then again, the applicants that have been dismissed stays unclear about their application procedure or results. Advising them would help both the gatherings from any ill feelings and recommendations could likewise be given on in what regions the dismissed candidates are lacking in.
- ✓ Implementing Personality tests to provide insights on if the candidate is a right choice: In spite of the fact that from this meeting with HR and concerned divisions both can be known

anyway the personality test gives progressively valid outcome. Additionally this test will likewise assist the association with determining what sort of preparing could be given to the workers in essential circumstances. Besides the results can be used in succession planning of the organization that would aid the company to better identify the employees to invest and focus more on.

- ✓ Customizing the written and aptitude tests: The pattern for the written exam is more or less designed in a similar manner for every job portals across the industry. However, as a forward driven organization like Robi which looks to further capture the market needs to take initiatives those that would distinguish them from other leading competitors. Thus situational based questions can be asked in such written examination and aptitude tests
- ✓ Customized advertisements could be placed for hiring interns: Generally, interns are recruited by contacting the career offices of renowned public and private universities or from visit of career fairs conducted across various university events.. However, placing advertisement of hiring interns would not only increase the chances of retaining higher and talented interns but will also create employer branding. Past internship photos and performances can be showcased to attract the potential best fit interns that are required.
- ✓ Conducting the SHL online test throughout the recruitment process: This test will help Robi with distinguishing potential representatives like who are trustworthy and moreover who are customer driven or a corporate individual. These personality attributes expect basic parts in the enlistment of people. Moreover, the test is ordinarily coordinated in the primer time of enlistment which quickens the path toward screening for the subsequent stage and besides makes the assessment all the more remarkable.
- ✓ Redesigning the job portal of Robi website: The job portal of Robi may not be as adapt as the other leading organizations of the country. A bit development will change the image and employer branding of Robi in a positive way where the portal is designed to be used in a manner that is more convenient for recruiters as well as potential employees.

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