

Robi Axiata Limited: A Critical Study on Human Resource Management Practices

Md. MahbubAlam¹

¹Assistant Professor, Dept. of Management Studies, Comilla University

Abstract: *Changing competitiveness in the global markets has created new challenges for business organizations. To cope with this changing environment human resource management (HRM) practices are expected to play a more vital role in firm performance. Human resource or people are diversified from the viewpoint of likes and dislikes, emotions, feelings, values, personalities and qualifications as well. The subject matter of human resource management (HRM) is dealing with people. Until and unless an organization don't have efficient and talent human resource they cannot build a good workforce team for achieving professionally the organizational goal. Without productivity improvement no organization can flourish and survive in the long run. For this reason HRM as a separate matter of study has been gaining popularity and this study explored HRM practices of Robi Axiata Limited a cellular mobile phone multinational company operating in Bangladesh. This study has not covered all HRM activities of Robi but some selected major HRM functions has been explored. These major HRM activities are human resource planning (HRP), recruitment and selection, training and development, motivation and leadership, performance appraisal, compensation, job satisfaction and promotion. This is a descriptive type of study and primary data have been collected designing a Likert Scale questionnaire. It is found after data analyses that for formulating effective HRP Robi's uses trend analysis and individual departmental manpower requisition. Robi also has qualified authority to make selection process successful and for taking effective projected future manpower decision. The company has been arranging proper training program continuously. Moreover, the company should slightly improve its motivation and leadership styles and also to be increased employee basic salary.*

Keywords: *HRM, Multinational, Questionnaire*

1 Introduction

There is no doubt that the world of work is rapidly changing. As part of an organization, HRM must be equipped to deal with the effects of the changing work. That means understanding the implication of globalization, technological changes, workforce diversity, changing skill requirement, continuous improvement initiatives contingent workforce, decentralized work sites and employee involvement are the confronting issues for management. Now it is a big challenge for the HRM to support the organization by providing the best personnel for the suitable position in shortest possible time. Starting with recognizing the vacancies and planning for them is a great task. Moreover, attracting the suitable candidates and selecting the best person in time is a great challenge.

The universal element in all types of business organization is people or human resources although the objectives of businesses may differ. Managing people is a difficult and challenging task because human resources are different in terms of knowledge, skills, personality, emotions, values, family status as well

country differences. Moreover, the skills and qualifications of human resource are not same. A man may be qualified at the entry level of his job but he may become inefficient as time goes unless he is updated, trained and developed with the changing modern working patterns. The subject matter of this study is the study of people or human resources who work in Robi telecom operating company. Robi like any other organization cannot build an efficient working professional team without skilled human resources. The key functions of the Robi's human resource management (HRM) team include proper human resource planning, recruiting qualified people, training them, motivating employees, performance appraisal, providing appropriate compensation, retaining employee with satisfaction, arranging for promotion and much more.

From the inception of mobile phone operating firms in Bangladesh it was completely monopoly industry. After realizing the importance of telecom use this sectors have been handed to private sectors gradually in our country. The competition of these sectors has increased. Therefore, HRM as a separate branch of study is gaining popularity with this increased competitive telecom industry here in Bangladesh. Because, the knowledge of HRM helps manager to select, train, motivate, maintain and sustain people so that they can be able to make a productive contribution in the telecom industry in Bangladesh as well as entire globe.

1.1 Company Profile

The first merger of Bangladesh's telecom sector has come into effect with the beginning of the operation of Robi Axiata Limited as the merged company on November 16, 2016. Following the merger of Robi and Airtel, the merged company is now known as Robi Axiata Limited.

Robi Axiata Limited is the second largest mobile phone operator of Bangladesh and the first operator to introduce GPRS and 3.5G services in the country. The company has introduced many first of its kind digital services in the country and has invested heavily in taking mobile financial services to the underserved communities in the rural and semi-urban areas.

The company commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. In 2010 the company was rebranded to 'Robi' and the company changed its name to Robi Axiata Limited. Supported by a strong corporate governance framework its employees approach every challenge with I can, I will attitude and uncompromising integrity while putting customer at the center of all its activities. Robi as the proud sponsor of the Bangladesh National Cricket team appeals to the millions of cricket crazy fans of the country to ignite their indomitable spirit in pursuit of individual and collective glory and excellence. This strong brand message has made Robi synonymous with the passion of the aspirational people and the company humbly honors this popular notion with quality mobile telecommunication services for empowering people (Shamim, 2022).

The company has recently launched Digital Smart Buses under a 3-year project in partnership with Huawei and ICT Division of the Government of Bangladesh where 6 buses will be used to provide basic ICT training to 240,000 young and talented women across 64 districts of the country. The company has also set up internet corner in all the divisional public libraries and in a number of key regional press clubs around the country providing vital access to information.

1.2 Objectives of the Study

The intent of the proposed study has two types of objectives viz. broad objective and specific objectives.

A) Broad Objective

The broad objective of the study is to evaluate the overall human resource management practices of Robi Axiata Limited.

B) The Specific Objectives of the Study are:

- a) To investigate and understand human resource planning functions, identification of existing human resource policies, explore the recruitment and selection process, training and development programs, remuneration, pay structure, employee benefit package, performance evaluation, employee job satisfaction, incentive and any other human resource management activities which are being carried out in Robi Axiata Limited.
- b) To find out the major strengths and weaknesses (if any) of human resource management of the company.
- c) To suggest measures to improve existing human resource management practices in Robi Axiata Limited.

1.3 Limitations of the study:

The study faces several limitations such as the M.Phil researcher are not allowed to enter office premises for primary data collection purpose. So, from the confidential point of view and lack of official's cooperation data collection was very restricted. Besides these, sufficient data records, publications were not available. The paper is prepared mostly based on secondary data.

2 Methodology

Methodology is a process or technique in which various stages or steps of collection of data and information are explained and the analytical tools are specified. A dictionary of social science observes, 'Methodology is the systematic and logical study of the principles guiding scientific investigation.' In general a method is the way of doing something. Mainly the information for this study have been collected from the company website, profile of the company, different report, journals and gone through the books on human resource management by wise writers.

2.1 Population of the Study

In this study, the total number of employees working at various departments and in different organizational hierarchy of Robi have been considered as population of the study. The population size is 600 personnel approximately.

2.2 Sampling of the Study

Sampling: In this study convenience sampling method has been used for conducting the survey. Because the employee and executive of Robi are very busy and most of them are not interested to fill up the questionnaire that is why the respondent as sample has been selected looking at the ease or convenience of the researcher. The numbers of population for the survey was about 600(Six hundred) personnel of Robi. One hundred and sixty (160) officials have been selected as sample for this study. To make the survey more rationale the study has been strived to choose the representative parts from the population although it was not perfectly possible in some cases. In the study the primary data have been collected through designing Likert Scale questionnaire and asking filled it up from the target respondents.

2.3 Sample Size:

One hundred and sixty number of employees and executives.

2.4 Designing Likert Scale Questionnaire

For collecting data from the respondents Likert Scale Questionnaire has been prepared by using five multiple answer options. These answer options are strongly agree, strongly disagree, somewhat agree, somewhat disagree and neutral about statements.

2.5 Variables Covered

The following eight HR variables have been used for the achievement of study objectives. Human resource planning, Recruitment and selection, Training and development, Motivation and Leadership, Performance appraisal, Compensation, Job satisfaction and employee Promotion system.

2.6 Data Collection Method

The two sources of data and information i.e. both primary and secondary sources have been used in this study but the study used widely secondary data. A structured questionnaire is prepared for obtained the primary data more personal interview is also conducted. The secondary data have been collected from the publications, company's official records collected by internship students, different books, reports, articles, journals and newsletters and the website of Robi.

3 Literature Review

In the globalization era, every organizations give prime focuses on human resources and trying to cope with the global competition by Skilled and talented human resources. Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. HRM practices have been researched in Bangladesh from different perspectives. Many previous empirical studies have established a linkage between human resource management practices and firm performance (Huselid 1995, Delery & Doty 1996, Huselid & Delaney 1996, Boselie, Paauwe & Jansen 2001, Datta, Guthrie & Wright, 2005, Tzafirir 2005, Guest, et al. 2008). There have been numerous studies analyzed HRM practices in organizations here in Bangladesh.

A) A case study (Taher 1992) was conducted on the overall personnel management (HRM) practices of Khulna Board Mills Ltd. It discussed about the recruitment, selection, training and development, compensation, labor relations, safety and health. The researcher unearth different problems related to personnel management, high rate of absenteeism, inadequate training programs, nepotism and favoritism in promotion and selection of employees, poor industrial relations, inadequate compensation and poor safety and health services.

B) Shelly (1994) examined the roles of human resources and infrastructure in the industrialization process of Bangladesh. Most of the HRM practices such as HR planning, recruitment, selection, promotion, performance appraisal, compensation, incentives and industrial relations were not performed properly in industries.

C) A research study (Mamun & Islam 2001) examined the human resource 'management (HRM) practices of the readymade garments (RMG) enterprises. The study emphasized on improving productivity of garments workers through proper HRM practices to face challenges of globalization. They discovered the reasons for the low productivity of laborers such as unsystematic recruitment and selection of workers, unavailability of training facilities, inadequate financial facilities and low motivation of workers.

D) Mohiuddin and Mahmood (2001) studied the transformation of personnel management into human resource management. Based on different empirical and theoretical studies conducted in the western world, the authors distinguished between personnel and human resource management.

E) Another researcher (Ahmed 2001) discussed about the linkage between human resource management and corporate strategy. He also revealed that corporate strategies developed by Michel Porter such as cost leadership, differentiation, and focus strategies had significant impact on HR strategies and practices.

F) Moyeen and Huq (2001) studied HRM practices of 92 medium and large business enterprises (public and private sector) located in Dhaka, Bangladesh. They found that only 62% of surveyed organizations had an HR/IR department. About 96% organizations had training programs. 91% of organizations had performance appraisal system and similar percent of organizations had a system of rewarding; the good employees. The least prevalent practice among the surveyed organizations was employee pension plan. The researchers inferred that union status (presence at unions) was associated with some HRM practices and firm's size was found as an important predictor of some of the HRM practices.

G) Human resource management practices of ten local private manufacturing enterprises listed under Dhaka Stock Exchange (DSE) were examined by Akhter (2002). She covered different aspects of HRM practices of the surveyed manufacturing enterprises such as job description, HR planning, recruitment and selection, orientation, training, promotion, performance appraisal, transfer, salary and wage administration, incentives, and fringe benefits. She also measured correlation between employees' opinions regarding HRM practices in their enterprises and their age, education, and experience.

H) An in-depth study (Mahmood 2004) assessed the institutional context of human resource management practices in Bangladesh. The author mentioned that research on HRM did not receive its due attention in Bangladesh. The researcher observed that other than organizational contingencies, the institutional context such as national education and training system, national industrial relations system, regulatory frameworks, and overall societal context had significant influence on the development of HRM practices in Bangladesh.

I) Hossain, Khan and Yasmin (2004) analyzed the nature of voluntary disclosures about human resource in the annual reports of '10 Bangladeshi companies. They found that contemporary Bangladeshi companies, though not mandatory, willingly given various information regarding their human resources in the annual reports.

The above literature survey on different HRM practices in Bangladesh directed that there have been many studies on HRM practices of domestic organization in Bangladesh but less study on multinational mobile phone operating company in Bangladesh. That's why; a detailed study on HRM practices on international firm is required. Realizing this needs the present study have described and evaluated the human resource practices of Robi Axiata Limited as an international cellular mobile phone operating company in Bangladesh. The study is therefore, an endeavour to fill up this obvious research gap.

4 Scenario of Human Resource management practice of Robi Axiata Ltd.

Human resource management is the process of acquiring, training, appraising and compensating employees and of attending to their labor relations, health and safety and fairness concerns. The HRM of Robi is concerned with people who are working in the company. In recent years all HR roles are being used strategically. To gain competitive edge in the telecom operators market Robi requires highly skilled employees in order to achieve its goal efficiently and effectively.

The most important key success factor of Robi is its efficient human resources. Robi’s human resource division (HRD) follows the HR system and strategy of Axiata. The major HR activities of Robi are being described below:

The Major Human Resource Management (HRM) Functions of Robi

1. Human Resource Planning (HRP)
2. Recruitment and Selection Process
3. Induction of employee
4. Training and Development
5. Motivation and Leadership
6. Performance Appraisal System
7. Employee Promotion System
8. Compensation Packages
9. Employee Punishment System
10. Employee Right to Appeal
11. Medical Board out Employee
12. Employee Retirement Policy
13. Management Employee Relationship

4.1 Human Resource Planning (HRP)

Human resource planning anticipates manpower requirement for future period of time. Robi’s human resource planning (HRP) activity involves estimating the existing HR size and the future work force requirement. It assesses its manpower requirement for future period of time. As Robi is continuously expanding its market coverage therefore, through its HRP managers of the company ensures that it has the right number and kinds of employees at the right places and at the right time. Robi has been trying to achieve its overall organizational objectives through effective utilization of human resources and implementing its strong human resource planning (HRP). Robi’s short term and long term HRP helps managers to achieve below objectives:

- a. Establishing and recognizing future job requirements
- b. Identifying skill deficiency in terms of quantity, quality and specification
- c. Identifying the sources of right type of manpower
- d. Developing the available manpower
- e. Ensuring effective utilization of the workforce.

In the survey the respondents were asked about some factors of human resource planning which make them motivated to their work. The study result summarize with a graph:

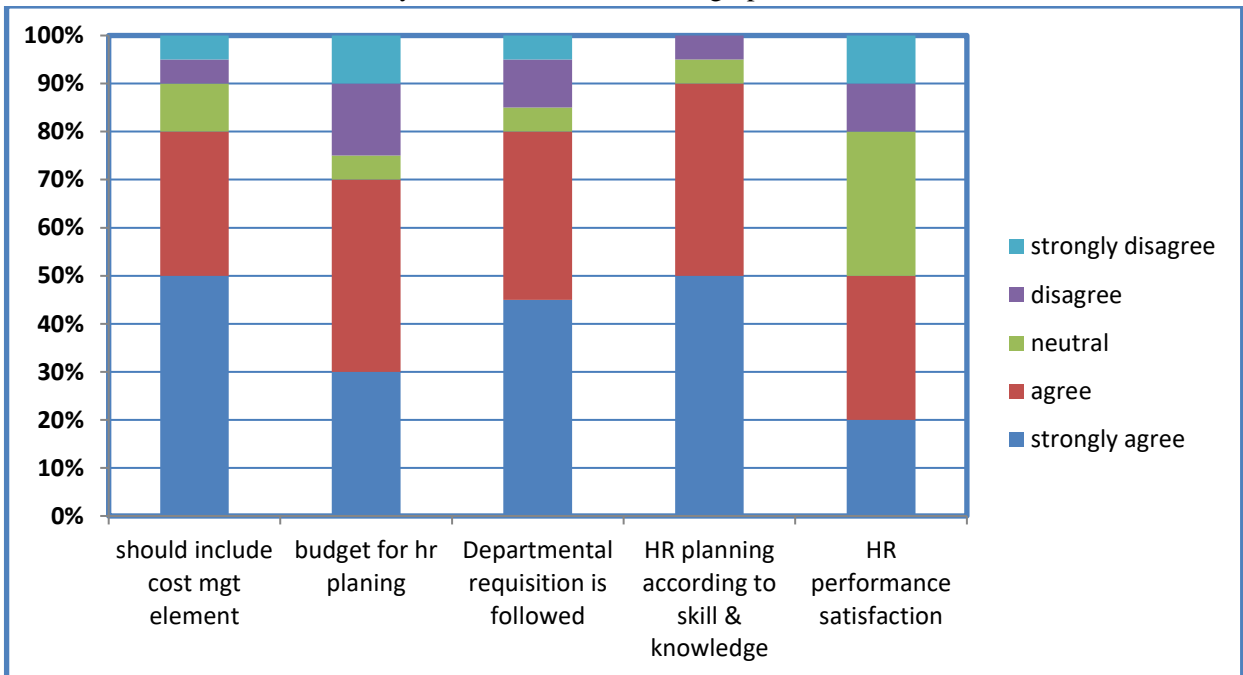


Chart -01: Employees opinion on HRP.

Data Analysis and Findings: After survey on human resource planning factors of Robi Axiata Ltd. the study found that half (50%) of the respondent strongly agreed that the Robi is doing their HRP as per the skills, knowledge and education of the employees. But very negligible percentage only 5% strongly disagreed with this statement which is shown in the 1st bar in the graph. Moreover, asking the question about budget preparation which is shown in the second bar. Very large number (around 40 %) respondents somewhat agree and mentioned that the company prepare and allocate adequate budget for doing HR planning.

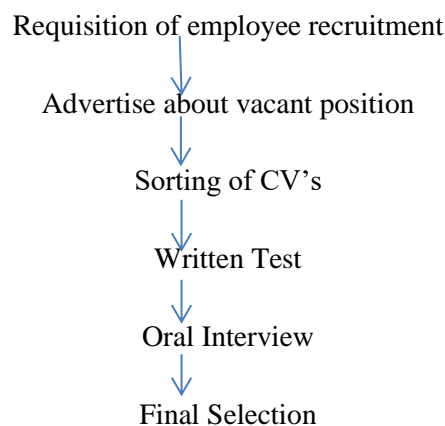
The respondent's reply about the question whether departmental requisition is followed while the firm goes for actual recruitment. The respondent statement is shown in the 3rd bar. In this case 45% employees strongly agreed and said yes it is followed but only 5% disagreed with it.

4.2 The Recruitment and Selection Process of Robi Axiata Ltd.

The recruitment process of Robi Axiata Ltd. starts with a manpower requisition form. A manpower requisition form is a formal document that authorizes filling up a job indicated by the organization with the signatures of top management. Whenever any department is in a need of employee, they send the manpower requisition form to HR operation to start the recruitment process. Then through the recruitment process Robi finds attract qualified suitable job applicants to fill its vacant posts. The basic purpose of Robi's recruitment is to ensure sufficient pool of applicants from which the most qualified individuals may be selected. On the other hand, its selection process begins where recruitment ends with the applicant pool. Selecting is actually the process of choosing from a group of applicants that individual deemed to be best qualified for particular job opening.

4.3 Steps involved in the Recruitment and Selection Process of Robi:

There are six steps in the recruitment and selection process of Robi Axiata Ltd. which is shown by a below flow chart.



Steps in the recruitment process

Step 1: Requisition for Employee Recruitment

The recruitment process of Robi Axiata Ltd. starts with a manpower requisition form. A manpower requisition form is a formal document that authorizes to fill up a job indicated by the organization with the signatures of top management. Whenever any department is in a need of employee, they send the manpower requisition form to HR operation to start the recruitment process. They pass different criterion such as type of employee they need, for which position they want to recruit etc. Then they verify the requisition form. For new position they basically verify whether their headcount figure supports it or not. Conversely for replacement they verify whether there is an actual need for replacement or not. If all goes well then the manpower requisition form is signed by the HR head and divisional head.

Step 2: Advertise for Vacant Position

Once the manpower requisition form is signed they give add on their Robi career site. They also advertise job vacancy on “www.prothom-alojobs.com” and “www.bdjobs.com”. In the job advertisement they include title of the position, number of vacancy opened, their requirements, what kind of educational qualification is needed, how many years of experience is needed etc. Usually the deadline for job advertisement is seven to eight days. Interested candidates have to fill up a form and apply online for a vacancy. Robi Axiata Ltd. does not receive any hard copy of curriculum vitae (CV). Because it is time consuming for sorting CV.

Step 3: Scanning of Curriculum Vitae (CV)

After getting CV from the applicants the company then prepares a short list of the CV's by analyzing them. They make short list of those candidates whose qualification match with the criteria of vacancy.

Step 4: Written Test

For entry level position, short listed candidates have to sit for a written examination. Here the candidates are asked questions on general knowledge, work related questions etc. The questionnaire is usually designed by HR personnel in HR operations. However, sometimes the questionnaire can be designed by the personnel of the respected department who gave manpower requisition of a vacancy. For upper level position written test is not mandatory.

Step 5: Oral Interview

For entry level position those who qualified the written examination are called for interview. If they have many qualified candidates, they conduct two rounds interviews named first and second round interviews.

The interview is taken by the divisional representative and HR representative. After the first round interview they eliminate some candidates who are unable to perform up to the marks. The remaining candidates then face second round interview. After the second round interview they select the best candidate who is suitable for a vacancy. On the other hand if they have only a few qualified candidates they go for only one interview. After the interview they select the best candidate for a vacancy. For upper level position candidates have to face interview.

Selection of upper level employees is critical comparing to entry level candidates. Sometimes candidates are evaluated by a competency evaluation. Robi evaluates seven competencies since these competencies are very confidential. So the study was unable to collect any data regarding those competencies. For evaluating team work competency they ask candidate questions like, “give us an example of teamwork where you have successfully succeeded, give us an example of teamwork where you have failed, why and what you have learned from it?” Sometimes Robi evaluates candidates by asking them to solve a case study. Occasionally candidates have to do a presentation on it. For example for a managerial position Robi asked the candidates to solve a case study and show the study with a computer. In this way based on the competency evaluation level they select the best candidate for a vacant position.

Step 6: Final Selection

Robi Axiata Ltd. always selects whom they think are most preferable. Once they select any candidate they carry out reference check and background investigation. If everything is found okay then they start for salary negotiation. For entry level position they offer the standard salary according to their company policy. For upper level position they ask the selected candidates to e-mail their existing pay slip of present organization where he/she had been working. They analyze the pay slip and send him/her an offer letter via e-mail. If the selected candidate agrees with the job offer letter then the incumbent let the HR operations department know that he/she has accepted the offer letter with the negotiating salary. This process also occurs via e-mail. Once

the salary negotiation is done the HR department then closes the position. After that they prepare an approval note. This approval note is signed by the chief human resource officer and the divisional head.

Next, they send the candidate for medical checkup in their approved prescribed medical center medinova medical services Ltd. They do this to ensure that the selected candidate is physically capable of performing the work. The medical test reports are directly sent to the HR operation department. If the selected candidate passes the medical examination then he is provided a joining letter. However, it is mandatory to pass the physical examination. If the selected candidate fails to meet the physical requirements a new candidate from the panel is selected.

5 The Sources of Recruitment:

There are two sources of recruitment i.e. internal and external sources. The company doesn't use internal recruitment and always use external sources of recruitment.

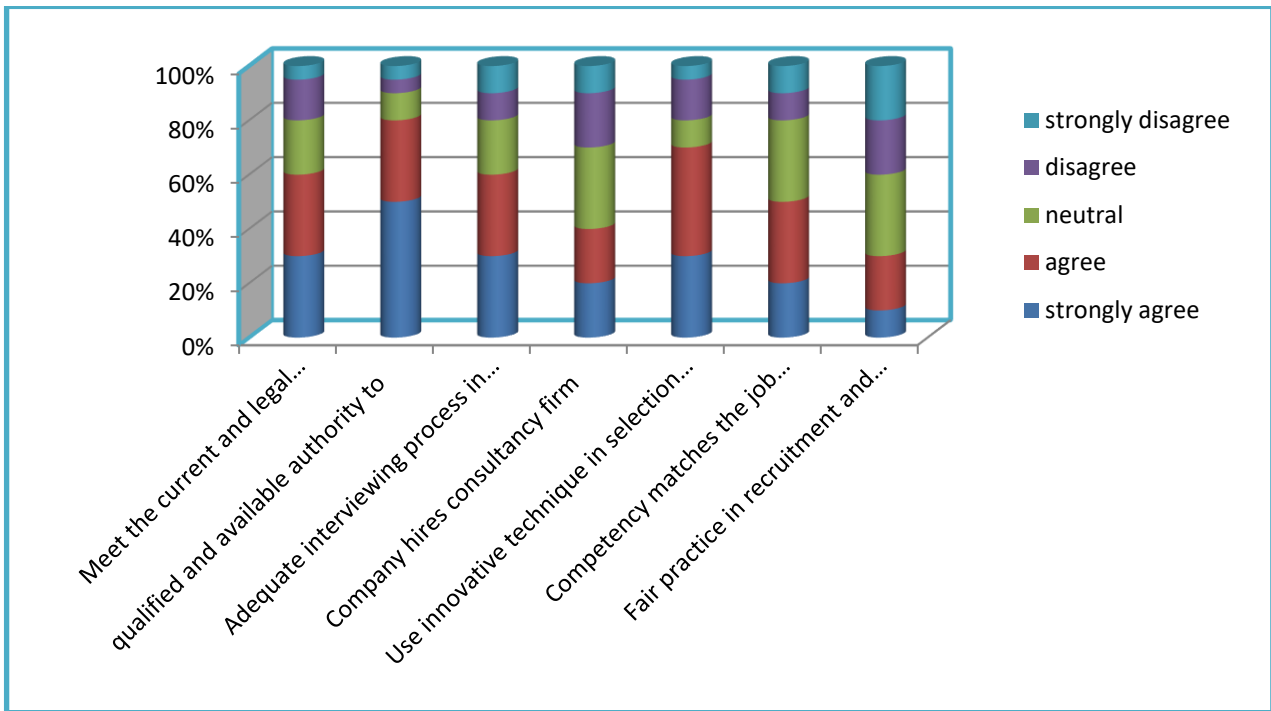


Chart - 02: Employees opinion about recruitment and selection process.

Data Analysis and Findings: Among the respondents 30% strongly agreed and 30% somewhat agree that Robi's recruitment meets the current legal requirements which is shown in the first bar.

The second bar shows the reply of the question Robi have qualified and available authority to make the selection process successful. Half of the respondents (50%) strongly agreed with this. Approximately one third (30%) of the respondent somewhat disagree with it and 5% only strongly disagreed with it.

The third bar shows that adequate interview and other selection instruments have been using by Robi in their selection process. In this case 30% respondent strongly agreed and 30% somewhat agreed on it.

The management of Robi using innovative technique in the recruitment and selection process – 40% respondents somewhat agreed with this statement. About one third (30%) respondents strongly agreed and 5% strongly disagreed with this. It represented in the graph with fifth bar.

The 6th bar has shown that 30% of the respondent somewhat agreed and was neutral that Robi's employee competency matches with its job specification. One-fifth (20%) of them strongly agreed and 10% was strongly disagree and somewhat disagree also 10% with this issue.

The last seventh bar expresses employees' opinion on due to fair practices in the recruitment and selection process employees' dedication to job performance increases or not. 30% respondent was neutral and 20% was strongly disagreed and 20% was somewhat disagreed. 10% was strongly agreed and 20% agreed with this statement.

In short it can be said that Robi have qualified and available authority to make the selection procedure successful. Adequate interview and other selection instruments are used in the selection process. Sometimes RobiAxaita Ltd. hires consultancy firm or recruitment agency for hiring candidate.

5.1 Induction of Employees

After joining with Robi new employee is needed to attend an induction program. This program provides new employee about the basic background information of employer, information about company rules and practices, organization's products and services. This new employee socialization program is conducted by HR division.

5.2 Training and Development of Robi Axiata Limited

This section is all about the training process of Robi Axiata Limited for its employees. After the training need analysis one HR assistant manager and executive collect the information about all the employees and their lacking. After that the HR executive works for training calendar.

This study shows how the training schedule for the training are made, what different types of training program Robi Axiata Ltd. offers to its employees, which vendors/facilitator do they use, how the training need analysis is prepared, and how the training feedbacks are recorded etc.

5.3 Types of Training Program

Training is a tool for developing employee's skill. In Robi managers firstly identify the need for training then they design the training program. All the training programs of Robi Axiata Ltd. are generally divided into three types. These are described below:

a) Leadership Training

Leadership training is such type of training designed to develop the leadership skill of the employees. Employees from all departments and all designations are allowed to attend in this training program. Name of some leadership training are business communication skill development training, problem solving, decision making, project management, coaching for excellence, situational leadership, time and stress management etc.

b) Functional Training

Functional training is types of training that are designed to help employees to deal with their day to day functions. These training are designed for employees of a specific department. Most of the functional training such as oracle data guard training, 3G overview training, Ip network barrier training, Huawei interface training etc are appropriate for the employees of technology department. There is another functional training named success through distributors.

c) Overseas Training

Every year a number of employees are sent for overseas training. Top level manager like vice president of the company are allowed to participate in the annual Axiata training held in Malaysia. Employees from technology department are sent to Malaysia, Korea and China to attend training about new upcoming technologies.

5.4 Steps Involved in Designing Training Program

The training program of Robi is likely to change. The company never always maintains the same technique while designing their training programs. While designing their training programs the company usually follows below steps

Step 1: Analysing: Following two things are analysed here.

a) Identifying Training Needs

b) Cost Analysis

Step 2: Making Decisions

After completing the analysis the company takes the following important decisions for designing the training program:

a) Methods of Training to be Provided b) How Much Time to Allocate for Training

c) The number of Trainees to Train at the Same Time d) Different Training for Managers and Subordinates e)

The Appropriate Location for the Training

Step 3: Developing Training Objectives

In this stage the company develops the objectives of the training. They express what they are expecting from the training programs. How should the programs be run and what outcomes it should provide? To make it more clear in this stage the company expects the outputs corresponding to their inputs.

Step 4: Execution

This is the final step where company executes all the earlier stages and brings them into action. In this step the company finally comes up with a training design program.

Respondents Attitude towards Training and Development: The survey asked to the respondent about the effectiveness and outcomes of training. The survey result is shown in the chart below.

Data Analysis and Findings: The 1st bar in the below chart shows 50% respondents strongly agree that the training and development teach the technique to perform job effectively. Around one third (30%) respondent agrees and 10% respondent was neutral regarding this issue.

On the other hand 2nd bar shows almost 40% of the employees think and strongly agreed that training and development boost up the moral of the employees. 30% respondent somewhat agree and 15% respondent was neutral on this statement.

The respondents have been asked to know whether the training reduces mental stress of the employees. 30% respondent was neutral, 30% was agreed and 20% only strongly agreed which has been shown in the third bar. Through the 4th bar it has been shown that 30% of the respondents strongly agreed that continuous training and development consumes their valuable time. Only 10% strongly disagreed and 20% of them were disagreed and neutral about the matter.

Final and most important question was whether productivity greatly depends on training and development program. Among the respondents 40% agreed, 30% strongly agreed and only 5% strongly disagreed which has been shown in the 5th bar of the chart.

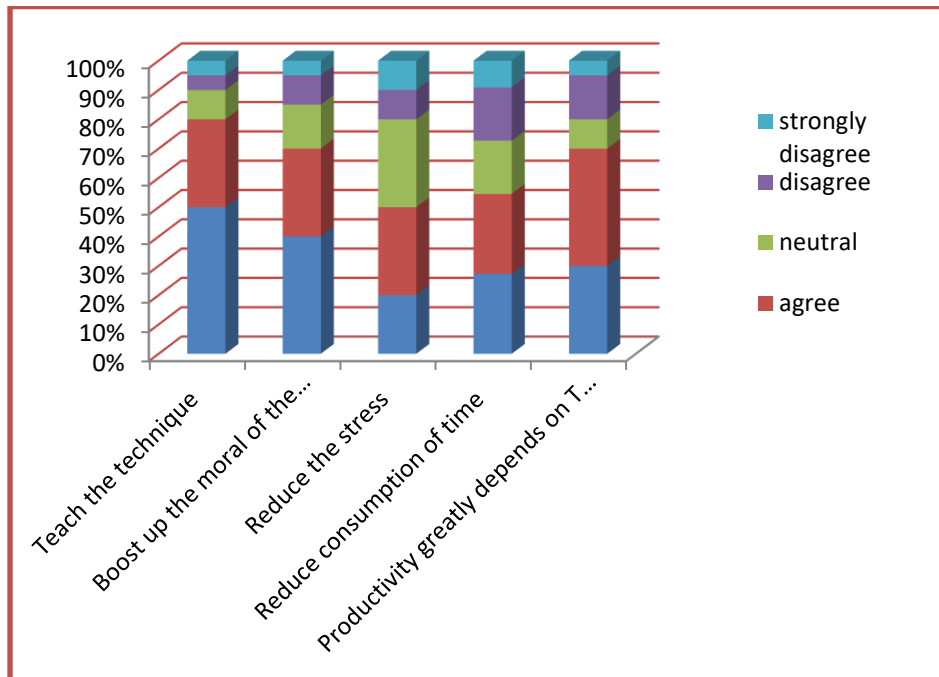


Chart – 03: Employee opinion on training and development program

5.5 Motivation and Leadership of Robi

Motivation is a goal oriented characteristic that helps a person to achieve his/her objectives. Good leadership is always needed to push an individual to work hard for achieving his or her goal. Robi's managers have a good influencing power of the employees. The high officials of Robi opined that they have a good managerial leadership approach as well as applying positive motivational tools for employees. Because motivation is the prime factor for employee's job satisfaction. That's why management of Robi is willing to take initiative by offering following motivational tools:

- a) Performance Bonus: Performance bonus are given to the good performers in accordance with the company rules through-out the year.
- b) Reward & Recognition: Reward & recognition policy is introduced to award the outstanding performers of Robi for best employee of the year, best employee of the division, outstanding performers, best team performers and for best supporting staff.
- c) Safety & Security: For confronting contingency or any possible accident in the work places, all Robi offices contains fire extinguishers and first aid box and Robi has been establishing a comprehensive safety and security policy for safeguard of lives and properties as well
- d) Scholarship Program: The scholarship program of Robi is a good will program. The target of the program is to send meritorious but financially insolvent Bangladeshi students for high quality academic programs in Multimedia University (MMU) of Malaysia. Every year they send three students for study in future technology, engineering and BBA under the scholarship program.
- e) Donation: ROBI provides donation to different social organization as a gesture of their recognition and contribution to the society. Robi provided charity Mobile Plus connection to the AnjumanMufidul Islam, Lions Eye Hospital and shandhani blood donation for their outstanding contribution to the society.

5.6 Performance Appraisal

Performance appraisal is an annual review of an employee's overall contribution to the company by his/her managers. The term performance appraisal is also known as annual review, evaluation of employee skill, achievements and growth and so on. One of the common practices of Rob's management is evaluating and measuring the actual jobs done by employee. In the highly competitive telecom market in Bangladesh Robi desires satisfactory level of performance from their all level of employees. The management set a standard of job first. Thereafter managers evaluate and make a comparison their actual works with the preset job standard. If they find gaps between these two they use this result for the further improvement of employees. For this managers give the feedback about their performance evaluation result to each employees.

To achieve the overall organization goal each employee is assigned his individual goals. A periodic normally in the month of December appraisal is conducted with view to monitor the employee performances and to find out the training needs of each employee. The appraisal result and evaluation is shared with the individual employees. It helps to identify the good performer. Besides it also helps to find out the ways of improvement as to minimize the skill deficiency. Good performers are awarded accordingly for their greater contribution to Robi. It also helps to find out the training needs and developments of each employee.

In the job evaluation process manager first set a standard of job. Though this standard varies job to job and also depends on job nature. Robi always evaluate individual employees performance. At the beginning of the appraisal both supervisor and employee set measurable job standard or job target upon which both of the party agreed. Thereafter during the actual appraisal they compare the actual work performed against preset job standard. Through this comparison manager want to find out any skill deficiency or gap between standard job performance and the actual work performed by each employees. Here managers make notes about their deviations if any exists. After making job deficiency notes managers give a feedback to employee through an evaluation interview session. In this interview employees are given a feedback about their past performance. To make ease of employees managers need to make the interview session more supportive and congenial interview environment. Finally management take the corrective action as per needs in order to reduce the job skill deviations as well as to improve employees required skills.

The appraisal in Robi is conducted by the immediate supervisor who is more familiar with the employees individual performance. He or she had the maximum chance to observe the employees actual job performance. They use various log books in which they put the job accomplishment. This log book is used while actual rating is performed. Managers use different types of performance appraisal system such as rating scale method, ranking method, critical incident assessment, balance score card method and self appraisal method.

5.7 Employee Promotion System

Promotion is in dire needed for all employees because employees become happier. A promotion occurs when an employee is moved from one job to another that is higher in pay, responsibility and status. It is a vertical move in band and responsibility. In Robi a systematic promotion policy is followed while promoting the deserving employees in line with the succession plan. Promotion is given to an employee when there is vacancy in the higher position and the employee has the required skills, experience to undertake the job. Upgradation is also awarded on the basis of performances and capability of the individuals.

5.8 Factors are being Considered for Promotion

For promoting an employee Robi's management carefully assesses and evaluates one's skills, performance and several other factors. These factors have been described below:

- a) Performance: One of the most important points for evaluating when the right time to promote an employee is to assess or evaluate his/her performance over a given period of time.
- b) Length of Service (Seniority): Another thing to take into consideration the length of service. The number of years one has served determines the time of promotion.
- c) Merit and Ability: The merit and the ability of the individual, is also a great tool to measure the overall worthiness of the employee's promotion.
- d) Educational/Technical Qualifications: The educational and technical qualifications are also a measure or decision-making tool for promotion is concerned.
- e) Assessment of Potential: The amount of potential that one has in him or her to perform the future new positions are assessed before deciding about promotions.
- f) Spacing of the Promotion and Career Span of Individual: Another thing that must be considered when considering the promotion for an employee is the time since the last promotion.
- g) Training: The amount of training an employee has been given is a deciding factor for promotion.

5.9 Compensation

Compensation is what employees receive in exchange of their work. It is the price of labor. Robi has been providing compensation to its employees in the form of cash money plus other following kinds of benefits and services:

- a) Salary & Benefits: Monthly salary is transferred to employee individual salary account on 25th of each month with other allowances less deductions such as income tax, contributory provident fund etc. Each employee receives a monthly pay statement showing detail gross pay and deduction.
- b) Allowances: Allowances are paid with monthly take-home salary; namely house rent, medical, conveyance and utility.
- c) Festival Bonus: Robi usually awards two bonuses in a year on occasion of EID, Christmas, as Festival Bonus. The amount of bonus is normally equal to basic salary.
- d) Other Variable Bonus: Robi has been offering other variable bonuses like performance bonus related with individual performance and special bonus for company performance success to the employees.
- e) Career Development: Robi appraise the performance of employees and on the basis of the real performance they are provided proper training and development programs.

5.10 Punishments

The management of Robi believes that the measurement of punishment should be proportionate to the severity of the offence committed. The following punishments measures are taken to punish employees:

- I. Written Warning; II. Suspension without pay for a period not exceeding 7 (seven) working days; III. Defer increment for a period not exceeding two (2) years
- IV. Degradation to any lower grade; V. Dismiss the employee without notice; and
- VI. Termination VII. Impose any other lesser punishment other than (a) to (e)

5.11 Right to Appeal

An employee on whom any form of punishment is imposed as per above article shall have right to appeal to the chief executive officer (CEO) of the company within 14 (fourteen) days from the date of notification of punishment.

5.12 Recommendation by Medical Board

When an employee is incapable either physically or mentally to undergo his or her job, management may discharge him/her from job upon recommendation of the Government medical board.

5.13 Retirement Policy

The employee retirement age of Robi is shown in the below table.

	Optional Retirement	Compulsory Retirement
Male	50 years	58 years
Female	45 years	58 years

5.14 Management Employee Relationship

Robi Axiata Bangladesh Ltd try to maintain their employee relations under the following ways:

- Try to develop & maintain cohesiveness among employees, different departments and management.
- Inter-departmental relation is very smooth, well defined & well structured.
- Employee's can work in Robi both full-time & part-time basis.

6 Major Findings of the Study

After analyzing the data the result of data findings are being summarize below:

- Robi's has been formulating its human resource planning (HRP) as per the skills, knowledge and education of the existing employees as well as the anticipated size of staff would be required in future. In Robi managers use very simple tools like trend analysis or ratio analysis to estimate staffing needs for this service oriented firm. For formulating effective HRP Robi first forecast revenue and then estimate the size of the staff required to achieve this volume by using historical ratios.
- Robi normally follows their departmental manpower requisition while develop their HRP. As the heart of HRP involves predicting the skills and competencies Robi will need to execute its strategy. The managers of Robi think that HRP must be a collaborative process. That is why they follow the departmental requisition for deciding about projected future and present manpower.
- Robi has qualified authority to make selection process successful. Their newly selected competency matches with the job specification. Its recruitment and selection process is fair. This fair selection process increases employee dedication toward work.
- Robi Axiata Ltd. mainly gives importance to those candidates who have previous work experience. The company sometimes takes help from employment agencies to recruit employees. Interns are recruited based on their performance. Recruitment does not allow any favor or preferential treatment to anyone.
- With the passes of time Robi employee's knowledge becomes obsolete. Robi provide proper training for learning new techniques, knowledge and skills to the employees. Due to changing technology as well as spreading the internet it becomes very important to increase the skill levels and raise the adaptability of

employees Robi has been spending huge money to conduct employee training. Robi's training and development program teach them technique to perform job effectively.

f) The human resource managers in Robi arrange right training to the proper employees. It facilitates to carry on their work with maximum capability that ultimately affects to increase productivity and quality of work. The training and development boost up the moral of the employees also.

g) Training and development is a continuous process which sometimes affect company negatively. Sometimes training programs make more pressure in the minds of employees. Although it is true that continuous training and development consumes their valuable time.

h) As a service oriented company Robi Axiata Limited should improve slightly about their motivation and leadership system. Among the respondents most of the respondents agreed that managers have a good managerial and leadership approach.

i) Employee performance is influenced by performance appraisal process. All the employees do not get any feedback about their evaluation.

j) Basic salary needs to be increased. Employees should be provided bonus and reward for their better performance. Female employees are given proper facilities as per labor law.

7 Recommendations

Though Robi Axiata Group Berhad and Nippon Telegraph and Telephone (NTT) DOCOMO is an well-established company and running successfully in the telecom operating industry in Bangladesh. Following recommendations have been suggested on the basis of conducting this study in order to reduce the weaknesses of the company:

a) As a multinational firm they need to use more sophisticated tests and screening devices to select high quality personnel. While hiring employees Robi's management give focus only on merit and qualifications of the job applicant. But in reality there may have some candidates who have deficiency in academic but they have this ability to work with other employees,

b) The present HRM system is not completely performance oriented. If Robi can introduce performance oriented HRM system in which employees paid less who contributed less to the firms and they paid more money to those did more for firms.

c) Employees do not have any freedom to choose a particular job they want to do. Management should consider the matter so that employee get opportunities to choice any particular job based on his or her proficiency.

d) Robi does not provide any job security to the employees. If they promise to secure employment most employees are likely to work very hard for the firm. Because, job security is a great incentive to make employees more committed to work.

e) There is no human resource audit system exist. They need to introduce human resource audit on the basis of the HR plan developed to meet the unique need of the firm. Because HR audit identifies the potential HR problems and thus corrected actions can be taken in advance.

f) There are no standard tools for measuring employee job satisfaction. job satisfaction refers to extent in which an employee is satisfied. It covers the basic interests and needs of employees. To reduce employee turnover and to retain the more qualified employees it is an important part for the entire solution to the job satisfaction related problems.

- g) There is no clear succession plan that is who will be replace against whom in near future. Management needs to plan about when and how succession will take place. Because the employee who has given his best to the organization he definitely deserves to hold the top position.
- h) Employees basic salary is a bit lower than competing firms. To retain the talent employee's management must ensure competitive compensation packages, rewards and recognitions.
- i) Employees do not have ownership attitudes. As a multinational company management must create a sense of ownership among employees.
- j) The HRM system of Robi is up to the mark. The management needs to look after some major HR issues such as compensation policy, allowances, promotion, transfer policy etc. Robi needs to work more about attracting salary and employee benefits. As it is important factor to increase the satisfaction level of employee as well as to become more competitive in the telecom market.
- k) At present Robi Axiata Ltd. does not have any exact resource policy. The resource policy must be developed as quickly as possible. It will help the employees get to know who are exactly in charge of recruitment. Robi needs more manpower for handling it's huge volume of work.
- l) They should adopt promotion facilities for all employees on the basis of their performance. Beside this Promotion activities should not be lengthy.
- m) The organization should not be influenced and biased regarding recruitment and selection, promotion and any other HRM issues by any political parties.
- q) Recreation facilities should be introduced besides their training and development program.
- n) Top level management need to think training programs positively. Because the money spend behind training should not be treated as company' cost rather than it is a long run investment.

8 Conclusions

Robi Axiata Ltd. is one of the top mobile companies in Bangladesh. It covers the whole Bangladesh by its network. There are many product and services of Robi that is available in market. At this moment the company is in growing position. Robi's decisions are based on facts from market research and coverage survey. The company also monitors it's competitor's activities and is proactive in marketing decisions. For any company whether it is small or big like Robi the human resource management is one of the major tasks to do. Because without having proper support from the employees the organization may find it difficult to achieve its goal. So recruitment and selection is very important for any organization. Recruitment and selection allows an organization to assess the vacancy and choose the best personnel who will lead the organization in future. Robi's recruitment and selection process is a very developed and effective one. Robi is determined to achieve its goal and target and established in the market with the support of its each and every employee. However, they have some major changes to do in terms of resource policy and HRIS. If they can do so as they have planned then Robi's human resource division will be more effective and efficient. However, the management of Robi should allow departments and individual employee to work cross-functionally and to create a congenial environment of learning and constant renewal with the updated change in technologies. This will lead to improve work process and methods continually, reduce the costs of doing business, improve safety and reduce accident. The study is concluding saying that the most important key factor of Robi Axiata Bangladesh Ltd. is its's efficient human resources. It is using the state-of- art GSM technology that continuously monitoring its

network in order to ensure strong quality of network. Moreover, its decisions are completely based on the facts gathered for marketing research and coverage survey. At present the company is in growing stage. But the efficient workforce as well as its effective strategies will push the company to become the number one mobile phone operating company in Bangladesh. The company also monitors its competitor's HRM activities and it takes the proactive marketing decisions.

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