

Human Resource Management Practices Of

Robi Axiata Limited.

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Declaration

The work presented in this thesis is original and has not been submitted by the researcher to any University or institution for the award of any degree. The thesis title “**Human Resource Management Practices Of Robi Axiata Limited**” submitted by the undersigned for the award of the degree of Masters of Philosophy (M.Phil) at the University of Dhaka is an original work done by me under the supervision of Professor **Dr. M. Ataur Rahman**, Department of Management, University of Dhaka. Neither of this thesis nor any part of it has been submitted for the award of any degree, diploma or any other purposes to anywhere.

Md. Mahbub Alam

Certificate

Certified that the work incorporated in this thesis entitled “Human Resource Management Practices Of Robi Axiata Limited” was undertaken by MD. Mahbub Alam under my supervision and guidance.

The entire dissertation comprises the researcher’s own work and personal achievement and that it is a benefited work done by him. This dissertation does not contain any conjoint research work either with me or with anyone else.

I recommend for submission of the thesis in University of Dhaka.

Dr. M. Ataur Rahman

Supervisor

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Md. Mahbub Alam

List of Abbreviations

Abbreviation	Full Meaning
HR	Human Resource
HRM	Human Resource Management
PMS	Performance Management System
ICT	Information and Communication Technology
CSR	Corporate social Responsibility
MD	Managing Director
AMD	Assistant Managing Director
DMD	Deputy Managing Director
VAS	Value Added Service
CFO	Chief Finance Officer
MMU	Mobile Money for Unbanked
BMBA	Bangladesh Mobile phone Business Association

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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. The study investigated with a sample of 20 respondents of each HRM function and there are eight major HRM activities of Robi has been analyzed here. Ms. excel and graphics computer software has used for data interpretation.

Percentage statistics has been used and several tables and bar diagram were developed for data analysis. It is found after data analyses that for formulating effective HRP Robi's uses trend analysis and individual departmental manpower requisition is considered for taking projected future manpower decision.

Robi have expert qualified personnel who are involved for recruitment and selection process. Before go for actual selection they usually take a clear understanding about their operational requirements and business goals.

Moreover they are spending huge money in order to train their employees.

The company first identifies the training needs and then arrange proper training program. These training boost up the moral and increase productivity of the employees. Robi needs to increase basic salary. Employees need to provide feedback about their performance evaluation result. After all Robi has provided a good working environment for employees. The study investigated that HRM practices of Robi have a significant effect on its organizational performance and the knowledge of HRM facilitates HR managers to select, train, motivate, sustain and retain people so that they can be able to make a productive contribution to this service oriented company Robi Axiata Limited. Finally, a conclusion and recommendation has been drawn on the basis of findings of this study.]

Chapter 01

Introduction

1.0 Background of the Study

This study has been prepared as a requirement to complete the M.Phil thesis under the Department of Management, University of Dhaka. The topic of the study “**Human Resource Management Practices of Robi Axiata Limited**” is assigned by the supervisor Dr. M. Ataur Rahman, Professor, Department of Management, University of Dhaka.

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 human resource management 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 Statement of the Problem

In this report, the work is about some problem which is focused on some variables. The statement of the problems helps to find the best possible views of the work which are as follows:

- I. How does Robi-Axiata get information regarding the vacant position?

- II. How does it recruit the experienced employees?
- III. What types of tools are used to motivate the employees?
- IV. What are the bases for promotion?
- V. How much time employees are given training for better performance?
- VI. What different types of compensation and benefits are providing for the different levels of employees?
- VII. How do they manage the performance appraisal procedure?
- VIII. Whether employees are satisfied with the job?

1.2 Significance of the Study

The world is becoming closer day by day with the power of technology, internet and telecommunication. The strength of telecommunication industry has removed this distance from each other all over the world. Bangladesh is also blessed by this potency and Robi Axiata Limited is one of the major telecommunication organizations facilitating the consent. The cost of the recruitment, selection and then train them is significant. So proper HR planning and formulate those plan is very much challenging task. The role of human resource management is changing very fast. This change is required in order to help the organization to achieve goals. It has been observed that HRM has undergone many phases in recent years. Initially the main focus of HRM was on hiring and firing. But in recent corporate scenario of HRM has much more responsibilities like relationship building, legislation role etc. The HR role is now shifting from protector to strategic partner. The HR managers have to win the heart of employees. Now the business decision makers have realized this truth that

HRM can make significant contributions to the success of any organization. Many studies conducted previous on HRM in different sectors but less study done on HRM practices of telecom industry. Realizing this need the study took an attempt to analyze the major HRM activities practicing by renowned multinational telecom firm Robi Axiata Limited operating in Bangladesh.

1.3 Rationale of the Study

Many studies have been conducted in our country on HRM of domestic firms. But less study has been conducted on the multinational telecommunication operating firms. That's why; the researcher has made up his mind to conduct the study on telecom operating multinational company in Bangladesh and its existing human resource management (HRM) practices.

Therefore, the present study evaluates the HRM functions that practicing by a large multinational telecom firm operating in Bangladesh. Moreover, the present study evaluates the HRM practices of Robi Axiata Ltd., what kind of HR functions they use, how they attract candidates for a vacant position, how they recruit & select for a specific position, how they ensure quality work by supplying the qualified candidates and so on. This report is useful to the management of the company in a way to know better about their human resource and necessary measures can be taken to increase its productivity & efficiency.

Finally, this report will help to understand about the importance of HR practices in the telecommunication industry. That is this report will help the readers who are interested to learn the HRM functions in telecommunication industry.

1.4 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.

1.5 Scope of the Study

Robi Axiata Limited is a multinational telecommunication organization in Bangladesh locating at Gulshan-1 with its corporate office. It has more than 10 regional offices in different locations of different districts. Robi consists of 9 (nine) big divisions each containing several departments according to the division and organizational need.

Robi Axiata Ltd has great potentiality to become the leading telecommunication company in Bangladesh. Therefore the recruitment and selection policy, human resource policies has to be very well designed and planned. Therefore the preview of this report would be the existing Major HRM activities practicing by Robi. Particularly, more concentration has been given on the recruitment and selection process, training methods, promotion policy and system, compensation and benefits, employee's job satisfaction and much more of human resource policies.

1.6 Limitation of the Study

The main limitation of the study is the collection of data and information as most of the information is confidential.

Some other shortcomings of this study are:

- I. This paper is prepared on mostly on secondary databased.
- II. Lack of cooperation from officials in the confidential point of view.
- III. Officials are not spontaneous to reply questionnaire.
- IV. Sufficient records, publications were not available.

- v. Another important limitation was that the data gathered could not be verified for accuracy.

1.7 The Plan of Presentation

The plan of presentation provides a brief description of the present study. The whole research work has been divided into the following six chapters.

Chapter One – Introduction: This chapter includes background information, statement of the problem, origin, objectives, scope and limitations of the study.

Chapter Two – Research Methodology: This chapter covers methodological issues followed by population of the study, rationale of the study, sampling of the study, variable covered and data collection method of the study.

Chapter Three – Literature Review: It deals with the review of literature relevant past studies.

Chapter Four – The Company Profile: This chapter describes the profile of Robi.

Chapter Five – Findings and Analyses: This chapter provides details of major HRM activities practicing in Robi. The findings of the study with the respondent reply developing tables and charts. Data were interpreted on

the basis of data findings. Tables and charts were prepared for data presentation and analyses.

Chapter Six – Conclusions and Recommendations: The last chapter dealt with the summary conclusion and recommendations of the study.

Finally, bibliographical references have been quoted.

Chapter 02
Research
Methodology

02. Research Methodology

The word method comes from the Greek words 'Meta' and 'hodes' meaning a way. Broadly, a method or methodology is the underlying principles and rules of organization of philosophical system or inquiry procedure. 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

The telecom sector of Bangladesh is playing a vital role in fostering the economic condition through quick communication. People are communicating with several different levels and places by using cell phone. All this communication helps people in their daily life as well as national life also. Now, we cannot think a day without mobile phone calls. Robi has corporate office and some zonal offices situated at different district in Bangladesh such as Chittagong, Comilla, Khulna etc. Among them researcher has restricted the research area for this 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. The below table has been shown the total numbers of executives and employees working at Robi in various years:

Exhibit (a): The Number of executives and employees working with Robi Axiata Ltd.

Year	Total No. of executives	Total No. of employees	No. of executive selected	No. of employee selected	Remarks
2011	130	171			Selected as per researcher's convenience
2012	140	199			
2013	179	231			
2014	221	249			
2015	280	290			
2016	322	378			
Total no. of executives and employees selected			30 Numbers	130 numbers	

Source: Interview with HR officials.

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.

Time : Period of the survey.

Sample Size: One hundred and sixty number of employees and executives.

Sampling is the only feasible way to collect research data in most situations. Considering above mentioned population and accessibility to the respondent as per researcher convenience to collect data sample size has been determined. However, the researcher has been tried to choose as larger sample size as possible with the consultation of supervisor and experts. Because the larger the sample size would be the more authentic data could be generated that will ultimately provide more reliable information regarding HRM variables of the firm. The study selected 160 employees as sample size.

2.3 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.

2.4 Variables Covered

The following eight HR variables have been used for the achievement of study objectives.

- I. Human resource planning
- II. Recruitment and selection
- III. Training and development
- IV. Motivation and Leadership
- V. Performance appraisal
- VI. Compensation
- VII. Job satisfaction
- VIII. Promotion.

2.5 Data Collection Method

The researcher collected two types of data to make the study more meaningful and presentable. The present study is based on primary and secondary data. The two sources of data and information have been used but the study used widely secondary data.

A) Primary Sources of Data

The study is a descriptive type research and the researcher obtained data and information from the primary sources using following techniques:

Sampling: In this study convenience sampling have been used. Considering above mentioned population and accessibility to the respondent as per researcher convenience to collect data sample size has

been determined. The executives and employees are very much busy and most of them are not interested to fill up the questionnaire that is why the respondent has been selected as per convenience of the researcher.

Personal Interview: In the company premises information on qualitative variables have been collected. For collecting data the researcher filled up Likert scale questionnaires from respondents.

B) Secondary Sources of Data

Secondary data would be more useful to conduct this qualitative research as the data have already been collected by someone. 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.

2.6 Data Tabulation

Data tabulation is a basic technique that provides insights into the data and lays the foundation for more advanced analysis. The success of modern business forms depends on the proper analysis of statistical data. This analysis is done by using statistics. The word 'statistics' has been derived from the Latin word 'status'. In the plural sense it means a set of numerical figures called 'data' obtained by counting or measurement. In singular sense it means collection, classification, presentation, analysis, comparison and meaningful interpretation of raw data.

In this study all data have been collected for the analysis and to get insight about the human resource management practices of Robi. Here all data have been collected on the basis of questionnaire on some variables of Robi Axiata Ltd. After collecting the data from the relevant respondent they were tabled to analyze. The questions were designed about HRM related variables of the firm such as HR Planning, recruitment and selection, training and development, motivation and leadership, compensation benefit, job satisfaction, employee's promotion system etc.

2.7 Data Analysis

The success of modern business firms depends on the proper analysis of statistical data. Before expansion and diversification of existing business or setting up a new venture, the top officials must analyses statistically about all facts like raw material prices, consumer preferences, sales records, demand forecast of product etc.

Business executives in each of the functional areas of management such as human resource (HR), production, marketing, finance and the like are confronted with several interacting decision making problems in their day-to-day operations. Through proper data analysis the decision maker can take effective decisions about different human resource management functional areas such as manpower planning, performance appraisal system, designing incentive plans, training methods, leadership styles and many others.

The following tools and techniques have been used for data analyses:

- (i) Analysis and interpretation of data have been carried with the help of computer and manually.

- (ii) Percentage (%) statistical technique has been used to analyze employee attitude towards different HR functional areas. Different tables and graphs have been prepared for data presentation and analysis.

2.8 Report Writing

This study has been divided into six chapters. First chapter includes background information, statement of the problem, origin, objectives, scope and limitations of the study.

The second chapter covers methodological issues followed by population of the study, rationale of the study, sampling of the study, variable covered and data collection method of the study.

In chapter three the review of earlier studies shown as literature review.

The fourth chapter describes the profile of Robi.

The fifth chapter consists of data analyses and data findings of major HRM functions of Robi with the help of tables and charts.

Chapter six dealt with the conclusions and recommendations of the study.

Finally, bibliographical references have been quoted.

2.9 Computer Software Used: Ms Word, Ms Excel, Graphics software have been used for data tabulation, presentation and for data analyses.

Chapter 03

Literature Review

3.1 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, Tzafrir 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 endeavor to fill up this obvious research gap.

Chapter 04

Organizational Profile

4.1 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.

It is a joint venture between Axiata Group Berhad, of Malaysia, Bharti Airtel Limited, of India and NTT DoCoMo Inc., of Japan. Axiata holds 68.7% controlling stake in the entity, Bharti holds 25% while the remaining 6.3% is held by NTT DOCOMO of Japan. Having successfully completed the merger process, Robi has emerged as the second largest mobile phone operator in Bangladesh with approximately 32.2 million active subscribers. The merged company has the widest network coverage to 99% of the population with over 13,900 on-air sites of which over 8,000 are 3.5G sites.

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.

In the evolving digital landscape of the country, Robi has established itself as the leader in providing customer centric data and digital services. As part of the company's commitment to build digital bridges, Robi has introduced Facebook's basic internet platform Free Basics in the country. Besides, it promotes responsible use of internet among the youth with a Corporate Responsibility initiative named "Internet4U". Catering to all the consumer segments, the company constantly innovates to have an edge over its competitors. Robi proudly claims to have the widest international roaming service in the market, connecting 385 operators across more than 140 countries. With innovative Value Added Services (VAS) Robi has enhanced peoples' life experience. Be it entertainment, education, health, agriculture or any other aspect of human life- Robi's wide ranging VAS products caters to the needs of everyone in the society. Within two years of the launching of BDAPPS (Robi's popular appstore) hosts more than a thousand exciting mobile apps on sports update, cooking recipe, jobs/career tip and alert, beauty tips, general knowledge, religious, newspaper, jokes etc. The company's popular music app Robi-Yonder contains the largest collection of local and international music. With the

participation of the leading artists, the digital music platform is already regarded as the hub of musical creativity in the country.

Its ticketing platform Bd tickets bring utmost convenience in the way people buy bus, launch and movie tickets. Besides, its utility bill payment solution continues to provide digital bill payment facility to the clients of Bangladesh Power Development Board for paying their monthly electricity bills.

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.

4.2 History of Robi Axiata Limited

Robi Axiata Limited is a joint venture company between Axiata Group Berhad, Malaysia and, Nippon Telegraph and Telephone, Japan. Robi is the third largest mobile phone operator in Bangladesh in terms of subscribers (10.82 million- information provided by the “Bangladesh Telecommunication Regulatory Committee (BTRC)”.

It was formerly known as Telekom Malaysia International (Bangladesh) which commenced operations in Bangladesh in 1997 with the brand name AKTEL. On 28th March 2010, the service name was rebranded as „Robi“

and the company came to be known as Robi Axiata Limited. Robi is truly a people-oriented brand of Bangladesh. Robi, the people's champion, is there for the people of Bangladesh, where they want and the way they want. Having the local tradition at its core, Robi marches ahead with innovation and creativity. It is the first operator in the country to introduce GPRS. To ensure leading-edge technology, Robi draws from the international expertise of Axiata and Nippon Telegraph and Telephone. Its GSM (global system for mobile) service is based on a robust network architecture and cutting edge technology such as Intelligent Network (IN), which provides peace-of-mind solutions in terms of voice clarity, extensive nationwide network coverage and multiple global partners for international roaming. It has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Its customer centric solution includes value added services (VAS), quality customer care, easy access call centers, digital network security and flexible tariff rates.

AXIATA GROUP BERHAD

Axiata is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian grown holding company has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. Axiata Group Berhad, including its subsidiaries and associates, has approximately 120 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia).



NTT DOCOMO INC:

NTT DOCOMO INC is the world's leading mobile communications company and the largest mobile communications company in Japan. DOCOMO serves over 56 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit-card and other e-wallet functions, DOCOMO mobile phones have become highly versatile tools for daily life.



4.3 Background of Robi Axiata Limited

The history of telecommunications in business is one of the great stories of technological progress ever accomplished. It is now possible for an average person to communicate right away with another person in any part of the world. Telecommunications play an increasingly important role in the world economy and the worldwide telecommunications industry revenue is set to reach \$2.1 trillion this year according to market research firm Insight Research Corp. Despite the rocky global economy, industry revenue will grow further at an average annual rate of 5.3% to \$2.7 trillion in 2017. The Asian region is seen as a key market and wireless revenue there is expected to grow 64%. Mobile broadband services and the transition from 3G to 4G will also be key growth drivers. “Despite global economic uncertainty, the telecommunications industry is showing strong revenue growth, which is being driven by consumer Internet usage and business mobility solutions. Mobile phone has become an indispensable part of people’s everyday-life. The telecom-revolution and its relentless evolution together have made it possible in developing countries like Bangladesh.

Very much like the nature of the technology, the telecom industry in our country is also changing very rapidly. This is now at its saturation and thus, the subscriber base is increasing at a decreasing rate. Though the first telecom company in Bangladesh, Citycell, was introduced in the early 90s, the device did not become so pervasive until 1997, the year when the largest telecom of the country, GrameenPhone(GP) hit the market with its GSM technology. Since then the industry grew at such an incredible rate in

just a decade that anyone could hardly imagine. Now, there are a number of players battling so hard for their respective market share and the consumers as well as the economy are benefitted tremendously from this fierce competition. The mobile phone operators serving the Bangladeshi population include:

- I. Banglalink (Orascom Telecom Holding S.A.E)
- II. GrameenPhone (Telenor & Grameen Telecom Corporation)
- III. ROBI AXIATA LTD. (Axiata Group Berhad & NTT DoCoMo INC)
- IV. Citycell (Singtel, Pacific Group and Far East Telecom)
- V. Airtel (Bharti Airtel & Warid Telecom International)
- VI. Teletalk (BTCL)

4.4 Mission and Vision

VISION: To be a leader as a Telecommunication Service Provider in Bangladesh.

MISSION: Robi aims to achieve its vision through being number “one” not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products geared to address the ever changing needs of our budding nation.

4.5 Purposes and Principles

Purposes

RobiAxiata Limited's purpose is to empower their customers and enable them to make a better life. They believe that, "We are there for you, where you want and in the way you want, in order to help you develop, grow and make the most of your lives through our services." They also believe that, "We will keep our promises and deliver. We will innovate, execute fresh ideas and as a nationwide organization, we will be respectful of our customers and stakeholders."

Principles

Principle statements define how people want to behave with each other in the organization. The statements are about how the organization will value customers, suppliers, and the internal community. Robi Axiata ltd. also believes that no matter what they do to realize their purpose, they hold themselves accountable to the following Guiding Principles that the way for them. They are as follows:

1. Emotional: Passionate, Creative, Respectful and Open

- I. **Passionate:** "We are Passionate-it's in all of us. Whether visible or hidden within for whatever reason. Everything we do is about doing the best we can. We are there for each other and we endeavour to help in every way we can."
- II. **Creative:** "Everything we do we should do in a creative innovative manner. We bring energy to our work. Our communications demonstrates our creative flair. We provide creative and imaginative and services to our customers."

- III. **Respectful:** “We are truly respectful to each other, our subordinates, peers, partners and customers. We treat everyone equally and we allow people to express their thoughts opinions in a respectful manner.”
- IV. **Open:** “We have no hidden agendas. We share information freely. We can only be open with our customers, partners, and stakeholders if we are open with ourselves- regardless of hierarchy.”

2. Functional: Simple, Ethical, Transparent and Ownership

- I. **Simple:** “Everything we do and say should be simple and easy to understand. In terms of communications we make sure the messaging is in plain, simple language. Our plains are simple and uncomplicated.”
- II. **Ethical:** “We are moral, upright, honest, righteous, virtuous, honorable, keeping our promises in all we say and do. We clearly align to our internal and organizational code of ethics and code of honor. We will oppose all forms of corruptions.”
- III. **Transparent:** “A few key words and phrases sums this up: Honesty, openness, frankness, no lies, no deceit, no games, easily understood. We are transparent with our customers, with each other, with our subordinate and peers.”
- IV. **Ownership:** “Whilst working individually or correctively, we clearly demonstrate individual and collective ownership. Making mistakes is clearly part of daily business as it is part of daily life- as long as we own up to this clear, no culture of fear.”

Uncompromising Integrity

- We will be legally, ethically and morally correct.
- Our conduct will be fair and honest.
- We will listen, seek understanding and encourage open dialogue.
- We will be passionate in pursuing our beliefs
- We will treat others with dignity, valuing and benefiting from diversity.
- We will be accountable for our actions and behaviors on fellow employees, customers, shareholders and the communities in which we operate.
- We will be courageous in sharing our work and bold to learn and improve from our mistakes.
- We will adhere to our Code of Conduct, protect and uphold it.

Customer at the Centre

- We will be customer centric delivering their needs in terms of value, quality and satisfaction.
- Our customer focus will be unrelenting in creating positive experience, at every point of interface, sale and post-sale.
- Simplicity will be the key for the customer to learn about us, buy from us, and get support from us whenever and wherever.
- We will strive for continuous innovative solutions in every sphere of our work.
- We will engagement with the customers to know their demands and design our actions to care for them better than our competitors can.
- We will not be distracted from creating and providing value for our customers.

4.6 Products and Services

Robi mainly offer two types of product based on the subscription category for general subscribers:

- Pre-paid
- Post-paid

a. Pre-paid:

Robi pre-paid product offers simplicity and flexibility at the same time. Robi is adding new features and plans to provide absolute freedom to the customers. There are different tariff plans in one package to meet different types of needs of the customers. There are instant, easy and multiple migration facility from one tariff plan to another. A customer can have five FnF to any mobile operator with one Robi partner facility. There is full BTCL connectivity with free BTCL incoming. Nationwide, Robi provides Easy Load facility and customers can recharge their Robi Prepaid by using scratch cards and easy load facility. High-speed internet connectivity and all available value added services (SMS, MMS, GoonGoon, Ringtone, Wallpaper, Games, Animation, and Downloads) are available in this package.

b. Post- paid:

Robi's postpaid product comes with various packages. Robi Push Mail is a secure and reliable e-mail solution at an affordable price. Now, customers can work as if at their desktop from anywhere. Customers can know their bill information through Web Bill, E-Bill, SMS, USSD and Customer Care

Center. Customers can pay their bills by Scratch Cars Auto Debit Easy Load Bank and Customer Care Center.

c. Other Packages: Robi's other packages are-

- Shasroyee Plan
- Robi Club Facility
- Robi Corporate
- Ek Second Tariff Plan
- Robi Prothom Package for YOUTH
- Prepaid Shorol Package

d. Value Added Services: Robi's value added services are-

- Robi GoonGoon
- Robi Radio
- Unlimited Song dedication
- Entertainment
- Downloads
- Lifestyle
- Finance
- Community and Chat
- Messaging
- Internet and Data Services
- Information Service
- Education and Career
- Mobile Assistance

4.7 Customer Care

Robi has 20 Customer Care Centers and 430 Robi Care Points in 64 districts all over the country. Robi has over 25,000 retail selling points along with 100,000 voucher sales point all over Bangladesh.

4.8 Corporate Social Responsibility

Robi, as a socially responsible brand, has taken up a number of flagship Corporate Responsibility initiatives in the areas of ICT-Education, Health and Environment with a view to contribute towards the sustainable development of the country. The company has extended support towards the country's largest digital education platform, 10 Minute School. More than 179,000 students have already subscribed to the digital school while 55,000 students from all over the country are now active members of the live class group that is broadcast using Facebook live feature.

Through another initiative titled "Gori Nijer Bhubishshot" Robi is helping underprivileged young male and females to build their own future with technical training on Industrial Sewing Machine Operation for the Ready Made Garments sector, Electronics and Mobile Servicing.

Robi established the country's first e-library in Dhaka University connecting the largest University of the country with over 35 overseas universities and international publishers providing free access to e-books, scientific journals and research papers for the students and teachers. Robi focuses on ICT-Education to improve digital competence and inclusion of people, particularly the youth group. We are also keen to provide

technology-based solutions for better healthcare and environmental management. In this way, Robi wants to continue its contribution towards sustainable social advancement by empowering people through unleashing their potentials.

a. Gori Nijer Bhubishhot



“I have started my own business.” – Md. Imran Hossain. After my father’s death a year back, I had to drop out of school and start working in a small computer servicing center to support my family. When I came to know about ‘Gori Nijer Bhubishhot’ programme, I got myself admitted with support from my shop owner. After completing the 3-month training in Electronics, I took a small loan and started my own computer servicing center, earning more than Taka 7,000 a month. My life has changed, thanks to Robi and UCEP.

“I now contribute financially to support my family.” – Salma Akter. I was married off when I was in class eight. My husband, a welder in the ship-cutting industry, is struggling to maintain the family and bear medical expenses of my mother-in-law. To support him, I joined ‘Gori Nijer Bhubishhot’ programme, and after completing Electronics training, I was placed as Assistant Technician in a Japanese company. I now earn Taka 4,460 per month, while receiving lunch, afternoon snacks and free

transportation from the company. I am grateful to Robi and UCEP for giving me this opportunity.

“With my income, I can now continue my education, and open up my own mobile phone servicing shop.” – Md. Nasurualla. Being the only earning member in a family of seven, my father, a tailor, was struggling to make ends meet while continue paying for my education. When I came to know about ‘Gori Nijer Bhubishhot’, I immediately joined the Mobile Phone Servicing training. I now earn more than Taka 5,000 a month by working in a mobile phone servicing center at Shah Amanat Market, and by servicing mobile phones in my neighborhood. Thanks to Robi and UCEP, I can now continue my education with my own income, and eventually I want to start my own servicing center.



These are a few of the success stories of “Gori Nijer Bhubishhot” – the flagship CR project of Robi. In partnership with UCEP Bangladesh, we are providing “free” technical training to 500 underprivileged boys and girls in Chittagong, on mobile phone servicing, and sewing machine operation for RMG sector. We have completed training of 100 students in the first batch, and another 200 students in the second batch are well on their way to complete technical education and start earning on their own. As a company that appeals to the inner conscience of people to Ignite the Power Within, we are truly humbled to see the project delivering on the promise to help

the underprivileged youth to build their own future.

b. Internet4U



The consumer landscape has witnessed a major shift globally from voice to data-driven products and solutions. Bangladesh is no different. Although, internet penetration has seen a remarkable improvement since the launching of 3G services, it has been observed that awareness deficit remains among the youth to fully leverage on the power of Internet.

To bridge this gap, Robi launched “Internet4U” – a campaign for college and university students across the country, revealing to them “proper and safe” use of internet as a tool for networking, learning and development. Through interactive sessions and live demonstrations, students are shown the power of internet as a tool for self-education, skills development and employment, leading to a better life.

Sessions have been conducted with students of Barisal Amrita Lal Dey College, University of Barisal, Daffodil University Dhaka, Presidency University Dhaka and South East University Dhaka, as well as across Robi Internet Corners in the public libraries of Rajshahi, Rangpur, Khulna, Sylhet and Barisal. Robi was the first operator in Bangladesh to have launched Free Basics, jointly with Facebook, whereby Robi users get “free” access to 22 popular websites without incurring any data charge for contents.

5,000 hours of free internet is provided to more than 16,000 users per year across seven Robi internet corners in Dhaka, Chittagong, Rajshahi, Rangpur, Khulna, Sylhet and Barisal.

c. 10 Minute School

Technological innovations, digital inclusion, and affordable internet connectivity are continuously reinventing the way we learn. As a responsible telecom operator keen to promote ICT-based education as a tool for human development, Robi has joined hand with 10 Minute School – the first-ever online platform in the country to offer comprehensive solution for “free” in terms of:

- Admission guidance and model test for all leading public and private universities in Bangladesh
- Online courses, tutorials and quizzes on all subjects of the national curriculum for JSC, SSC and HSC students

- Contents related to aptitude courses such as SAT, IELTS, GRE, GMAT etc.

Students can now learn and practice online, that too with fun and at their own pace. All they need are internet connections through smartphones, laptops or personal computers, and just 10 minutes of their spare time!



Robi believes inclusive platforms such as ‘10 Minute School’ can change the way we approach education by taking it to the fingertips of aspiring students who want to excel with access to quality education – regardless of their location, economic status or proximity to educational institutions.

d. Water For Life

Robi provides 5,000 liters of free drinking water per hour to more than 30,000 passengers and visitors through water treatment plants set-up in Dhaka (Kamlapur and Uttara), Chittagong, Mymensingh, Sylhet, Rajshahi and Rangpur railway stations, in partnership with Bangladesh Railway and Water Aid.

Robi observed World Water Day on 22 March 2016, at Kamlapur and Airport Railway Stations in Dhaka – two of the seven major railway stations where Robi provides free drinking water for the passengers and the

visitors. The objective of the campaign was to convey the importance of saving water for the future and appeal to our sense of responsibility as individuals to make a positive difference. Awareness messages were on display across the stations, while Robi volunteers engaged with people in the railway stations of various issues related to water wastage and water saving.



e. Robir Alo:

Robi is providing access-to-electricity to more than 4,000 people in the off-grid areas of Kurigram and Naikhonchhari, through solar home systems installed across 950 households. This has significantly reduced

dependency on kerosene lamps after dark, thus lessening Green House Gas emission, while allowing the residents to use mobile handsets – thus greatly enhancing the quality of their lifestyle.

f. Robi Supports Children with Special Needs



Robi has provided assistive devices and physiotherapy equipment to SEID (Society for Education & Inclusion of the Disabled) to help the organization address the physical challenges faced by the children with special needs. SEID is a non-government voluntary development organization that works for the rights and social inclusion of underprivileged children with intellectual and multiple disabilities, Autism, Down syndrome, and Cerebral Palsy. It has operations across three centers, providing assistance to more than 450 special-needs children from slum areas. As a socially responsible company, Robi always proactively engages in activities that uphold social causes. In this spirit, Robi had designed its corporate diary for 2016 using the pictures that were drawn by the children of SEID, and Parents Forum for Differently Abled. The decision was specially taken to raise awareness on “Autism” in the society.

g. Standing by People During Natural Disasters



Robi stood by the victims of the flash flood in south-eastern region of the country in 2015. Robi was the first corporate house to have responded to this natural calamity. With the help of the Bangladesh Army's 24th and 10th Divisions, Robi distributed relief items to more than 20,000 affected people in Bandarban, Cox's Bazaar and Ramu. Robi's parent company Axiata Group Berhad has signed up to the Humanitarian Connectivity Charter in 2015, launched by GSMA- the apex association of global mobile phone operators. As a signatory to this charter, Axiata Group is committed to support customers and responders before and during humanitarian emergencies with a common set of principles in all the countries it operates in. Moreover, Robi regularly distributes blankets and warm clothes among the winter-stricken people in different districts of Bangladesh – especially the northern and southern regions of the country.

h. Robi Supports Sustainable Development Goals (SDGs)

Robi supports the UN declared Sustainable Development Goals (SDGs)



i. Other Initiatives



Robi holds art competition for Children

4.9 Organizational Structure of Robi: Robi is headed by its chief executive designated by managing director entrusted with overall responsibilities of business and leading dynamically towards the attainment of its goal. The chief financial officer, general managers and departmental heads assists the managing director. Its organizational structure is shown by below chart:

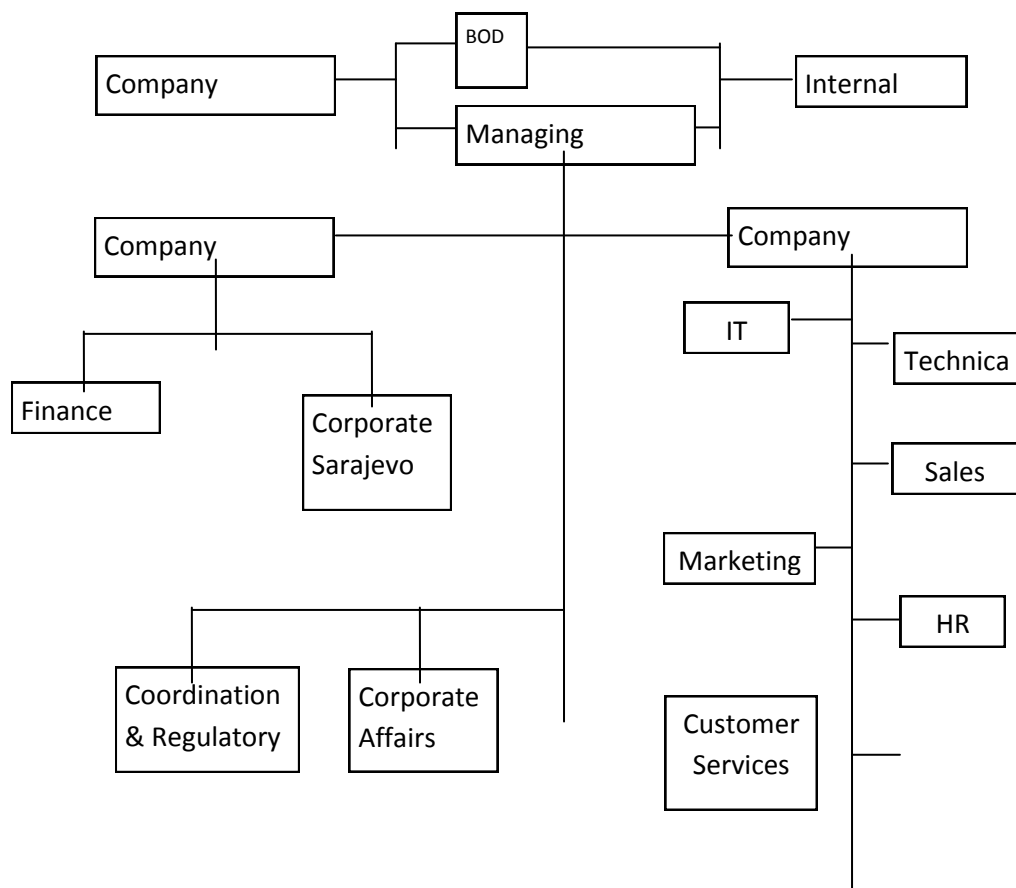


Exhibit (E-a): Organization structure of Robi.

4.9.1 Organogram of the Robi Axiata Ltd.

The chain of command of Robi is clear but the company always maintains an open relationship throughout the chain. That means without any barrier employees are free to communicate directly across the hierarchy.

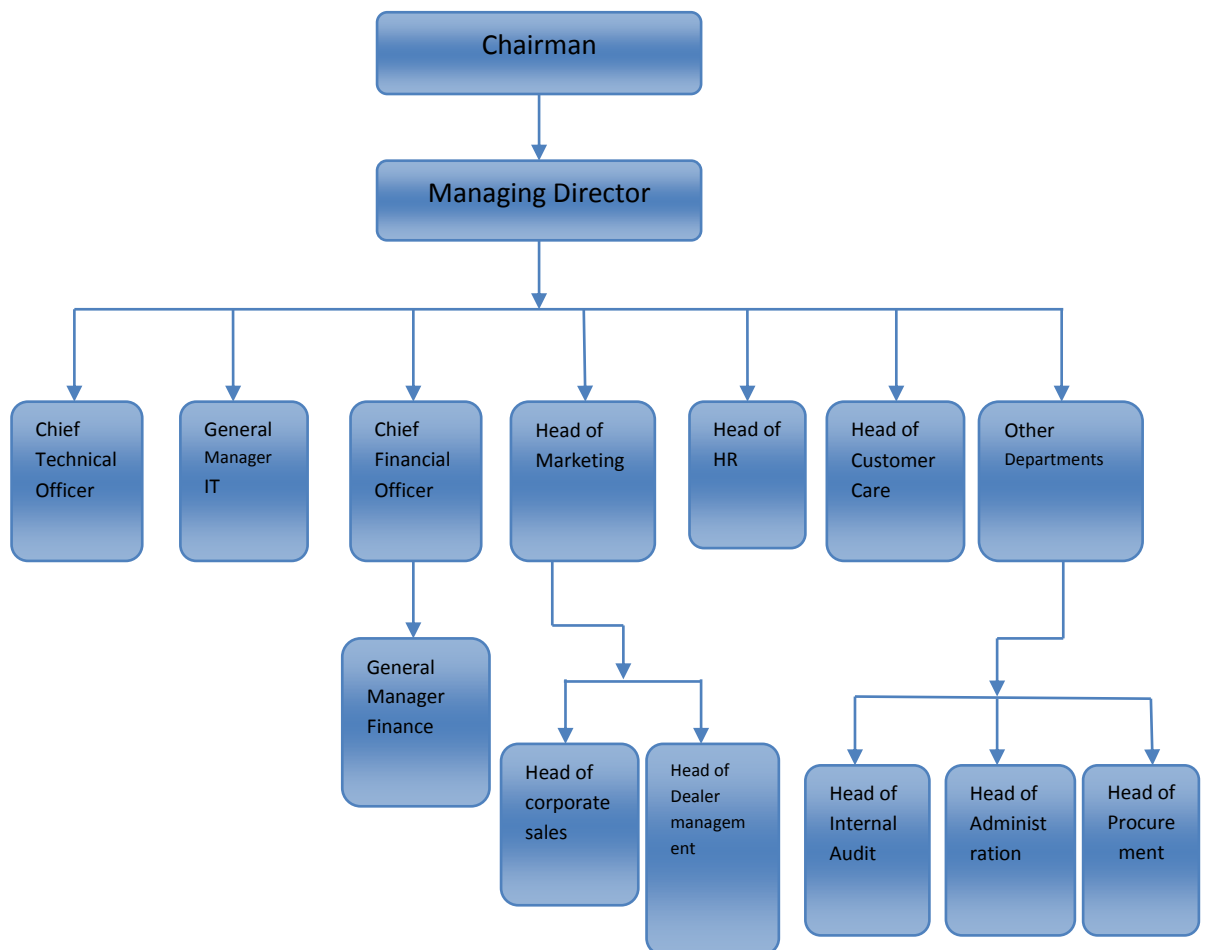


Exhibit (E-b): Management Hierarchy of Robi.

4.10 Managing Committee of Robi Axiata Ltd.

1. Chairman

Tan Sri Ghazzali aged 69 was appointed to the board on 24 December 2009. He obtained his degree in economics from La Trobe University, Australia.



Tan Sri Ghazzali Sheikh Abdul Khalid

2. Director

For south Asia Dr. Wijayasuriya is the head of the south Asian operation of Axiata Group. Axiata is Asia's second largest Telecommunication group operating nine Asian markets.



Dr. Hans Wijayasuriya

3. Independent Director

Thaya was appointed to Robi Axiata Limited as board of director on 1st July 2015. He had his study in accountancy from London and qualified as a chartered accountant in 1982 and is currently a fellow of the institute of chartered accountants in England and Wales.



Thaya Sangara Pillai

4. Director

Michael aged 63 years was appointed as director on 13 February 2014. Michael holds a mastersdegree in mathematics and economic science from the university of Cologne Germany. He was managing director and chief executive officer of Robi Axiata Limited from year 2009 to year 2013.



Michael Kuehner

5. Director

Ajai Puri is the director market operations of Bharti Airtel for India & south Asia. He has taken over this role from 1st March 2013. In this role he is responsible for different strategies.



Ajai Puri

6. Director

Mr. Nilanjan Roy is currently the global chief financial officer (CFO) of Bharti Airtel and look after the finance function across India, south Asia and Africa.



Nilanjan Roy

7. Director

Dominic arena is the group chief strategy andmarketing officer of Axiata Group Berhad having been appointed as of 1st March 2016. Prior to joining with Axiata Dominic was the group managing director of AEC Advisory.



Mr. Dominic P Arena

8. Managing Director & Chief Executive Officer

Mahtab Uddin Ahmed is the Managing Director and CEO of Robi Axiata Limited. He succeeded Supun Weerasinghe on November 1, 2016.



Mahtab Uddin Ahmed

9. Advisor

Mr. Waliur Rahman Bhuiyan joined Robi Axiata Limited as an advisor in the year 2011. Mr. Bhuiyan obtained masters in economics and MBA from the university of Dhaka and joined Linde Bangladesh Limited

(former BOC) in 1975 and spent his entire professional life with this organization. He joined the board in the year 1996 and was appointed as the Managing Director in 1998.



Waliur Rahman Bhuiyan, OBE

10. Advisor to the Board

Mr. Mahbub Jamil has been an advisor to the board of directors of Robi Axiata Limited since 28th of July 2011. Former managing director & CEO of Singer Bangladesh, Mr. Jamil is currently the chairman of Singer Bangladesh. Earlier he was the senior regional vice president of Singer Corporation.




Mr. Mahbub Jamil

4.11 Brand Elements of Robi

To establish the new brand, Robi is using new and unique brand name along with other brand elements. The elements are:

Logo And Visual Language

The logo of Robi Axiata Ltd. is . It symbolizes balance, movement and change. Their logo should always appear in Bengali. Special authorization is required if logo is presented in English.



Robi's Alpona is uniquely created especially for them. The alpona is vibrant and modern. It has a very organic soft feel whilst providing a forward moving direction. The lack of sharp points and use of large curves provides a feeling of warmth and friendliness.

Slogan: The Robi's slogan is

আপনার শক্তি আপনার সাথে
জ্বলে উঠুন আপন শক্তিতে

Brand Alpona



4.12 Key Achievement of Robi

Robi Axiata Limited has been awarded as the 5th best employer of the year at the 22nd World HRD Congress 2014.



Robi touches yet another milestone in its journey from excellence to greatness. Robi have been awarded as the 5th best employer of the year at the 22nd World HRD Congress, 2014. It has also achieved award in the

categories of “Talent Management”, “Best HR strategy in line with Business”, and “Global HR Strategy” which only strengthen belief that they are headed in the right direction.

The world HRD Congress comprises of HR professionals from 100 nations across the world. The award is one of the most coveted of HRD Congress events for companies around the world according to the world HRD Congress advisory council. The jury board was impressed to see so many HR initiatives being successfully implemented. The evaluation process for the awards involved an initial screening by an academic council followed by a professional council. It was their objective to lay down a performance driven culture that would be strengthened by their guiding principles. The study took a holistic approach about setting down the Robi’s HRM practices that affect the performance of employees, organization structure, resourcing, human resource planning (HRP), training and development, compensation, disciplinary action etc. Since its transformation in the year 2010 Robi moving forward with an average 20% revenue growth. They gained second number in position in terms of revenue. They have been identified as number one employer choice among the top three employers in our country. Robi have been awarded with the emerging market service provider of the year award at the 10th Frost & Sullivan Asia Pacific ICT awards.

Robi’s success has not been achieved by chance but has been by choice through careful crafting of strategies to align and exceed the requirement of the changing telecom industry. Their HRM practices accordingly evolved and executed to its people through rigorous strategy, process and

practices. Going forward their aim is to take the excellence achieved towards greatness in terms of company performance and industry parameters. It is no more holding the number two position in the industry but exceeding all performances parameters and gaining pace towards becoming the leading telecom operator in Bangladesh with its strong local heritage. True to their corporate brand value they strive to ignite the power within their people and place themselves in league with the global high performing companies.



Robi wins coveted frost &sullivan award 2013

Achievements in 2012

- Crossed the landmark of 2 crores (20 million) subscriber base.
- Reassessed and rewarded with ISO 9001:2008 certifications.

Robi's Past Achievements

- Robi Axiata Limited, the leading mobile phone operator of the nation, has received “Star news HR excellence award for innovation in hr”.
- Leading mobile phone service provider Robi has been re-assessed and rewarded with ISO 9001:2008 certification. Robi received this internationally renowned management standard after complying with all requirements.
- Robi has been conferred the prestigious frost &Sullivan Asia Pacific ICT award 2010 for "Emerging market service provider of the year".
- Awarded the prestigious fund grant from GSMA MMU (Mobile money for the unbanked) in 2009.
- Crossing 10 million subscribers mark in 2009.
- Ranked within top six global comparable telecoms in A.T. Kearney benchmarking exercise in 2009.
- Bangladesh mobile phone businessmen association (BMBA) award 2008-2009 as the best service provider in Bangladesh
- The weekly financial mirror – Samsungmobile &robintex business award 2008-2009 as the best telecommunication company.
- TeleLink telecommunication award 2007 TeleLink telecommunicationaward 2007" for its excellence in service, corporate social responsibilities and dealership management for the year 2006 in commemoration of Worldtelecommunication day 2007.

- Arthakantha business award given by the national fortnightly business magazine of Bangladesh for its excellence in service in telecom sector.
- Financial mirror businessmen award given by the national weekly Tabloid business magazine.
- Deshbandhu C. R. Das gold medal for contribution to telecom sector in Bangladesh.
- Beautification award for exceptional contribution to the Dhaka Metropolitan city from Prime Minister (PM) Office on 13th SAARC Summit.
- Standard Chartered - financial express corporate social responsibility (CSR) awards 2006 for contribution in education, primary health, poverty alleviation and ecological impact.
- Arthokonthon business award 2006 for better telecom service provider in Bangladesh.
- Financial Mirror & Robintex Business award 2006 for its excellence service and corporate social responsibilities activities throughout Bangladesh.
- Desher Kagoj business award 2006 for corporate social responsibilities activities.
- TeleLink Telecommunication award 2005 for its excellence in service for the year 2005

4.13 Divisions of the Company

Robi Axiata Limited has following divisions:

- Corporate Affairs Division
- Corporate Strategy Division
- Administration Division
- Enterprise Program Management Office
- Industry Relations
- Finance Division
- Human Resource Division
- Internal Audit Division
- Legal & Compliance Division
- Market Operation Division
- MD's Office
- Regulatory Affairs Division
- Technology Division

This study is all about the major HRM practices of Robi Axiata Ltd. So, the main focus has been given on human resource management activities that Robi is presently practicing.

Chapter 05

Findings and Analysis

05 Findings and Data Analysis

This chapter is designed for the analysis of data and their interpretation for getting data findings of this study. The data analysis has been done not all HRM functions but some major selected human resource management (HRM) functions that have been practicing by Robi. The respondents answer have been tabulated and presented with charts after describing each HRM functions that have been presently practicing by Robi.

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

5.1 Human Resource Planning (HRP)

5.2 Recruitment and Selection Process

5.3 Training and Development

- 5.4 Motivation and Leadership
- 5.5 Performance Appraisal System
- 5.6 Compensation Packages
- 5.7 Job Satisfaction
- 5.8 Employee Promotion System
- 5.9 Disciplinary Actions
- 5.10 Employee Punishment System
- 5.11 Employee Right to Appeal
- 5.12 Medical Board out Employee
- 5.13 Employee Retirement Policy
- 5.14 Management Employee Relationship

5.1 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.

5.1.1 Respondents Reply about HRP of Robi:

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 in the below table and with a graph:

Table – 01: Employee opinion about Human Resource Planning

Factors of Human Resource Planning	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
should include cost mgt element	1	1	2	6	10
budget for hr planning	2	3	1	8	6
Departmental requisition is followed	1	2	1	7	9
HR planning according to skill & knowledge	0	1	1	8	10
HR performance satisfaction	2	2	6	6	4

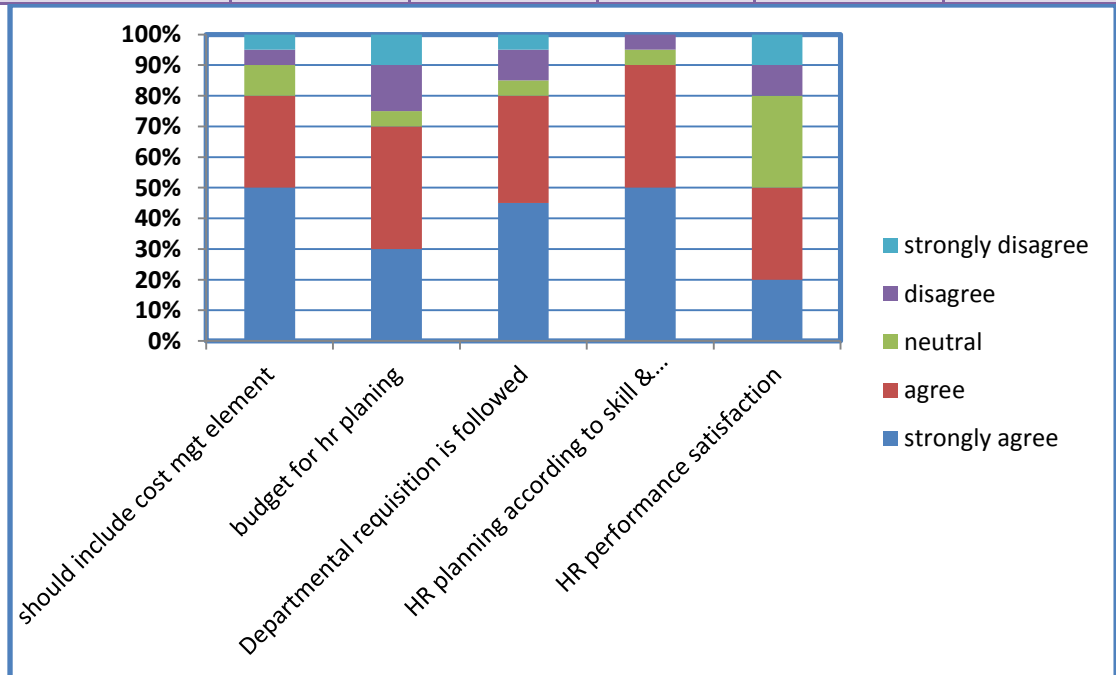


Chart -01: Employees opinion on HRP.

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.

5.2 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.

5.2.1 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 and later it has been described in details below: **Exhibit (E-c): Steps in the recruitment process**

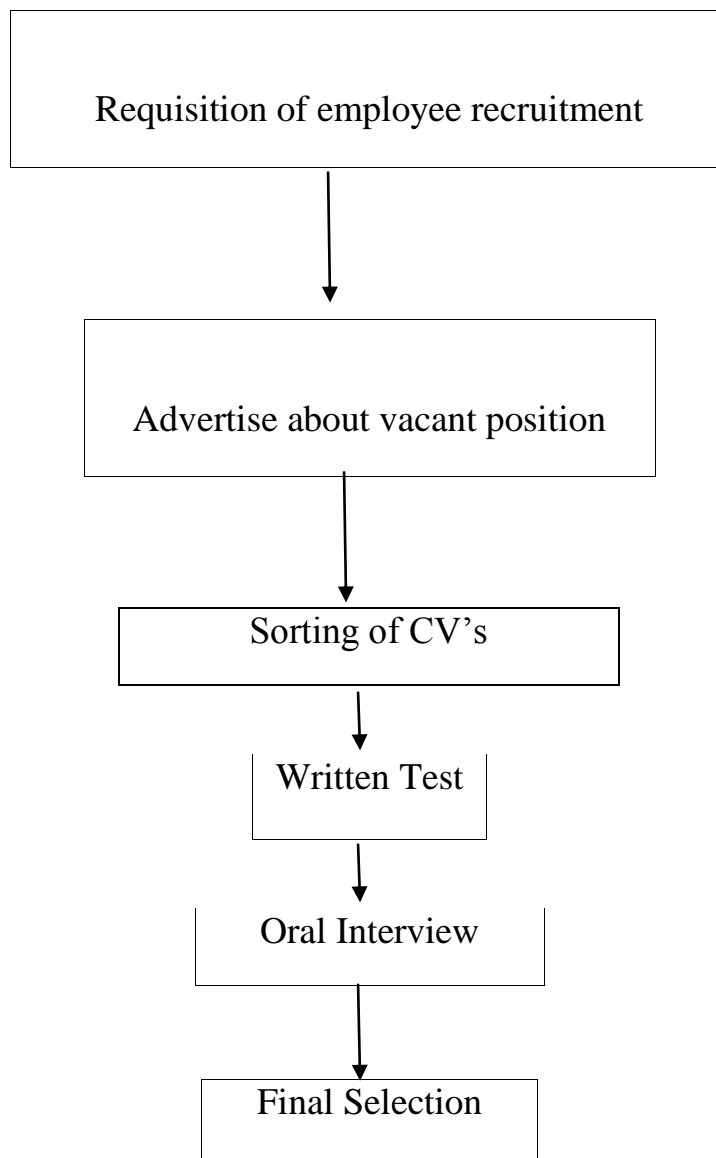


Exhibit (E-c): Steps in the recruitment process

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.prothomalojobs.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.

5.2.2 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.

5.2.3 Internal Recruitment

Robi Axiata Ltd. usually does not follow any internal recruitment process thinking the following disadvantages of internal recruitment. They believe in equal opportunity for all. However, the company does inform the employees about any vacant position through an e-mail. Interested employees have to go through all the steps which are followed in external recruitment process.

Demerits of Internal Recruitment

Robi Axiata Ltd. usually does not follow any internal recruitment process thinking the following disadvantages of internal recruitment.

- a) Internal recruitment often leads to inbreeding and discourages new blood from entering in the organization.
- b) There are possibilities that internal sources may “dry up” and it may be difficult to find the requisite personnel from within an organization.
- c) Employees may be less innovative and less thinker about new ideas. So, new and innovative inputs are obstacle and not coming which is very much essentials for growth of the organization.

5.2.4 External Recruitment

Robi Axiata Ltd. always does in-house recruitment. That means the company does not outsource the recruitment and selection process to any other agencies. The human resource operations department of Robi Axiata

Ltd. controls the recruitment process very efficiently. The whole process is centralized.

There are some merits and demerits of external recruitment. Those are described below:

Merits of External Recruitment

- a) New entrant can be mould in accordance with company's culture.
- b) External recruitment results best selection because here candidates are selected from large number of candidates' sources.
- c) In the long run this source proves economical because potential employees do not require extra training.
- d) So many different alternative ways of recruitment is available.
- e) The excess applications generated for current requirement may be utilized for future further vacancies.

Demerits of External Recruitment

- a) Extra time is required for the newly recruited employees in order to adjust themselves with the present working conditions.
- b) If the recruitment is done from large source then it will be more time consuming as the applications generated are large in number and short listing becomes critical as well.

c) The cost of external recruitment is comparatively more than internal recruitment.

d) Sometimes it creates employee dissatisfaction as there may be mismatched between the employee expectation to the company and the company's expectation to the employees.

5.2.5 The Probationary Periods of Selected Employees: In Robi Axiata Ltd. six months is counted as probation period. In these six months period the management of Robi evaluate the performance of selected employees through appraisal in two times:

a) Mid Appraisal: Mid appraisal is done after 3 (three) months and all the documents are kept to the supervisor in the department in which the employee is working.

b) Final Appraisal: Final appraisal is done after six months and all the documents are sent to the HR operation department. A performance management system (PMS) form is used to evaluate employee's performance. If an employee performs well and his supervisor is satisfied with his performance then they provide the employee a confirmation letter. If the employee fails to perform well then he or she is terminated. However, Robi believes that most of the time almost 90% employees perform up to the marks. This appraisal is done by respective supervisors.

5.2.6 Employee Benefits During the Probation Period: An employee is entitled to only three benefits i.e. provident fund, gratuity and wedding

loan during the probationary period. After getting the confirmation letter an employee is entitled to all other benefits.

5.2.7 Factors Affecting the Selection Process of Robi: There are some common factors that affect on Robi's selection process. These factors are:

a) Organizational Hierarchy: This factor has an obvious effect on the selection process of Robi. For example the selection process for entry level employees and for upper level employees are not same. The higher the job post is the more critical the selection process. In Robi Axiata Ltd. the entry level selection process is quiet easy comparing to those of upper level selection.

b) Speed of Decision Making: Making a correct decision in short time is very difficult. To avoid this difficulty Robi Axiata Ltd. has a policy that if any employee wants to leave the organization, they can leave but they have to inform the HR Operation before 30 days. So that the organization need not face any sudden vacancy and can select the employee through a proper selection process.

c) Employee Pool: The greater the number of employee for the selection the number of choices organization gets to select the right person for a vacant position is better. To facilitate the selection process Robi Axiata Ltd. stores many CV in their CV bank. Suppose a candidate may not be suitable for a specific job but he may have the potential to succeed in other position. So they store these CVs for three months. As a result in case of future need they can select their required person from these preserved CV.

5.2.8 Measures Taken by Management to Reduce Inefficiency in the Recruitment and Selection Process of Robi

To avoid loopholes in the recruitment and selection process and find the best person Robi make sure that each step of recruitment and selection must be verified by a third person. When they sort CV the list of short listed candidates are checked by the vice president of HR operation. If the vice president feels that one or more candidates are not suitable then he can eliminate them from the list. The initial interview and final interview is another check point. Here nonqualified candidates are rejected. Only those candidates are selected who have the caliber. Finally, the chief human resource officer checks the final candidate's quality before signing the approval note. If he feels that the candidate is perfect for the job then he signs the approval note. On the other hand if he feels that the candidate is not suitable for a vacant position then he reject the candidate.

5.2.9 Monthly Recruitment and Employee Turnover

Robi Axiata Ltd. employs around five persons in a month. They said that about 90% of employees stay in the organization. The rest 10% does not leave the organization in a right way. They leave after one to two years. The reasons behind this turnover are migration, education purpose, better career and for personal reasons.

Robi do not believe that there is any error in their recruitment and selection process. They are satisfied with their current recruitment and selection process.

5.2.10 Management Hierarchy and Job Bands of Robi Axiata Ltd.

Robi Axiata Ltd. has three levels of management hierarchy such as top, mid and lower levels. The management hierarchy is shown in the below chart:

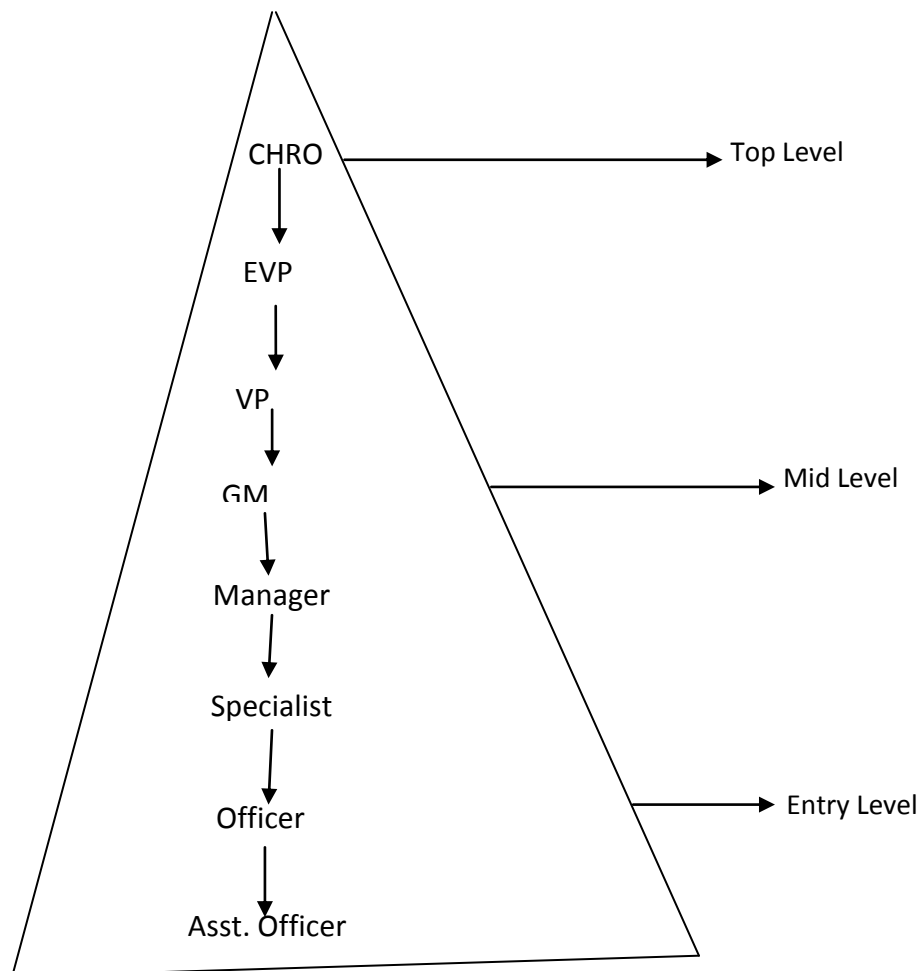


Exhibit (E-d): Various Management levels of Robi

Different Job Bands of Robi: Each of the designation is implied for different job bands. The lists of job bands are shown below:

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

Robi Axiata Ltd. uses job band to gain certain advantages. These advantages are ranked and defined jobs, effective salary administration and effective use of reward system. This different designation requires different level of skill. For example the job function of vice president in HR operations is different from the job functions of vice president in HR Administration. Robi Axiata Ltd. is still developing their resource policy.

So job specification of different designation is not defined yet. Based on the responsibilities of the designation they develop the job specification which is needed to perform the job successfully.

5.2.11 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.

5.2.12 Respondents Reply about Recruitment and Selection Process of Robi:

The study asked the respondents seven questions to know about their recruitment and selection process like legal requirement, selection procedure, interview process, stress level test etc. The answer found in these factors is shown follow with a table and a graph:

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

Factors of Recruitment and Selection	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Meet the current and legal requirements	1	3	4	6	6
Qualified and available authority to	1	1	2	6	10
Adequate interviewing process in selection process	2	2	4	6	6
Company hires consultancy firm	2	4	6	4	4
Use innovative technique in selection process	1	3	2	8	6
Competency matches the job specifications	2	2	6	6	4
Fair practice in recruitment and selection	4	4	6	4	2

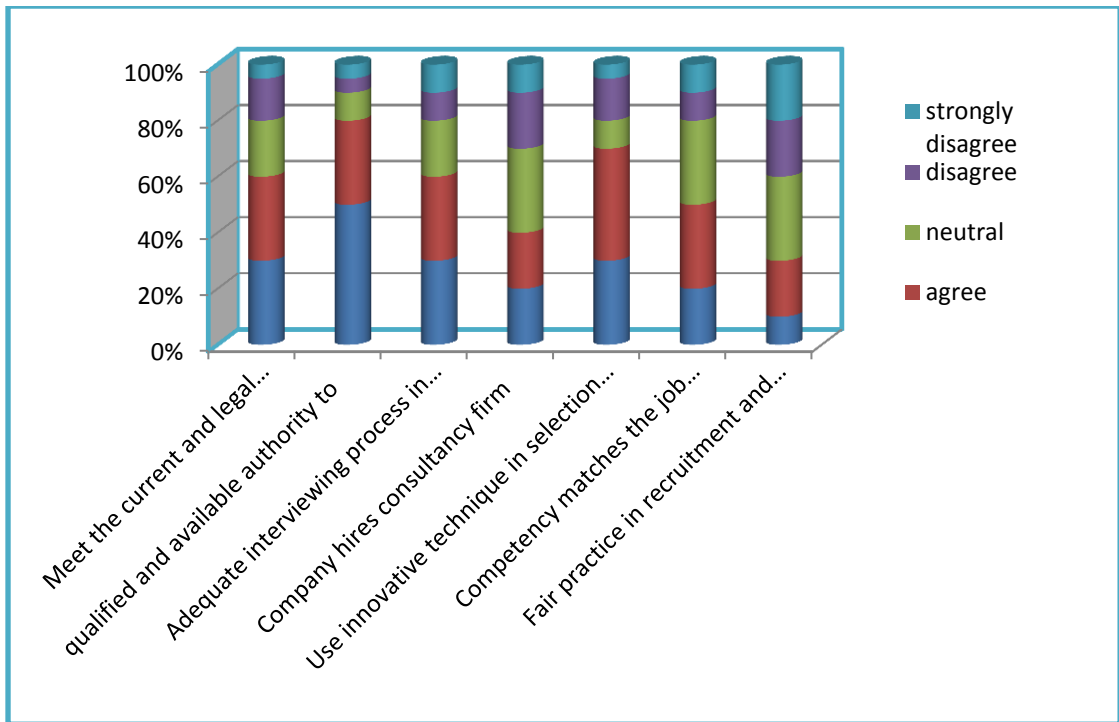


Chart - 02: Employees opinion about recruitment and selection process.

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 Robi Axaita Ltd. hires consultancy firm or recruitment agency for hiring candidate.

5.3 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.

5.3.1 Training Calendar of Robi

RobiAxiata Ltd. has a standard training calendar which they follow to train the employees. This training calendar consist the name of the training, training for which department, who will be directing the training, participants of the training, where the training should held and the time. After training need analysis one HR assistant manager and his executive collect the information about all the employees and their lacking skill deficiencies. The HR executives work on the training calendar after words.

The assistant manager identifies what training do the new and old employees need. This task is done by a intensive personnel assessment. This personnel assessment is done every three month to maintain the up- to-date information. Each individual is evaluated by the line manager of the department and after evaluation they face a short interview about the evaluation and the training they need. If any employee likes to attend any training program for his betterment he is welcomed. Those who attended different training programs before they also need to face the evaluation. If

there former training evaluation is dissatisfactory they are suggested to attend the training once again. Executives design the training calendar afterwards. They allocate the trainers and the trainees into different slots; make a schedule of when and where the training should be held. They also make a routine to maintain the calendar.

5.3.2 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, business English, situational leadership, time and stress management etc. Each training has a relevant competency development like project management is for result achievement, time management is for personal attribute 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, huwai interface training etc are appropriate for the employees of technology department. There is another functional training named success through distributors. This training is mainly for the area manager of sales division. But some functional training is open for employees of all departments such as training on power point, training on Excel etc.

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.

5.3.3 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. But they do know why their training programs are being changed. While designing their training programs the company usually follows below steps:

Step 1: Analyzing: Following two things are analyzed here.

a) Identifying Training Needs

The company at first tries to analyze the needs of training for the employees. They look at the performance gaps of the employees and other things which are related with the failure of effective performance of their employees. Then the company tries to figure out appropriate training programs to be used to fill the skill gaps and deficiency of their employees.

b) Cost Analysis

The company allocates a portion from their budget to be used for training purposes. They analyze and try to forecast the cost they have to bear to carrying out the goals of training program. Company also identifies the learning activities or methods that are needed to conduct to achieve the learning objectives and overall training goals. The following things are considered to achieve training goals:

- i) Identify some preliminary learning objectives for each new area of knowledge or skills.
- ii) In what sequence should the learning objectives be attained?
- iii) What are the best learning activities or methods to achieve the learning objectives?

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

The company then tries to determine what methods are to be used for conducting training. Some common training methods are such as seminars, coaching, practical etc.

b) How Much Time to Allocate for Training

The company tries to figure out how much time should be allocated for each type of training. Time constraints are very important for a company while giving training. So the company give emphasize on this consideration properly to avoid future mismanagement.

c) The number of Trainees to Train at the Same Time

Another important consideration is deciding the number of trainees to be trained at the same time. While making this plan the company always considers the time constraint and also the cost analysis. If they can provide a certain type of training to a good number of trainees at a time then they can save money and time. But if they include too much trainees at training then the training might not be that much effective.

d) Different Training for Managers and Subordinates

Another important decision the company makes while designing training is, whether the company will provide different training programs for managers and subordinates or not. In some cases special training are required for the managerial levels. So the company plans this very seriously while designing training program.

e) The Appropriate Location for the Training

The company always tries their level best to choose the perfect location where training programs will be held. While making this plan they consider the number of trainees, the type of training and maintaining a good environment for learning before designing the training program.

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. While developing the objectives they generally consider some issues. Those are:

- The present level of performance
- The desired level of performance
- The benefits and the success of the training

Step4: 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.

5.3.4 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 below table and chart.

Table – 03: Employee opinion on training and development program

Factors of Training and Development	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Teach the technique	1	1	2	6	10
Boost up the moral of the employees	1	2	3	6	8
Reduce the stress	2	2	6	6	4
Reduce consumption of time	2	4	4	6	6
Productivity greatly depends on T & D	1	3	2	8	6

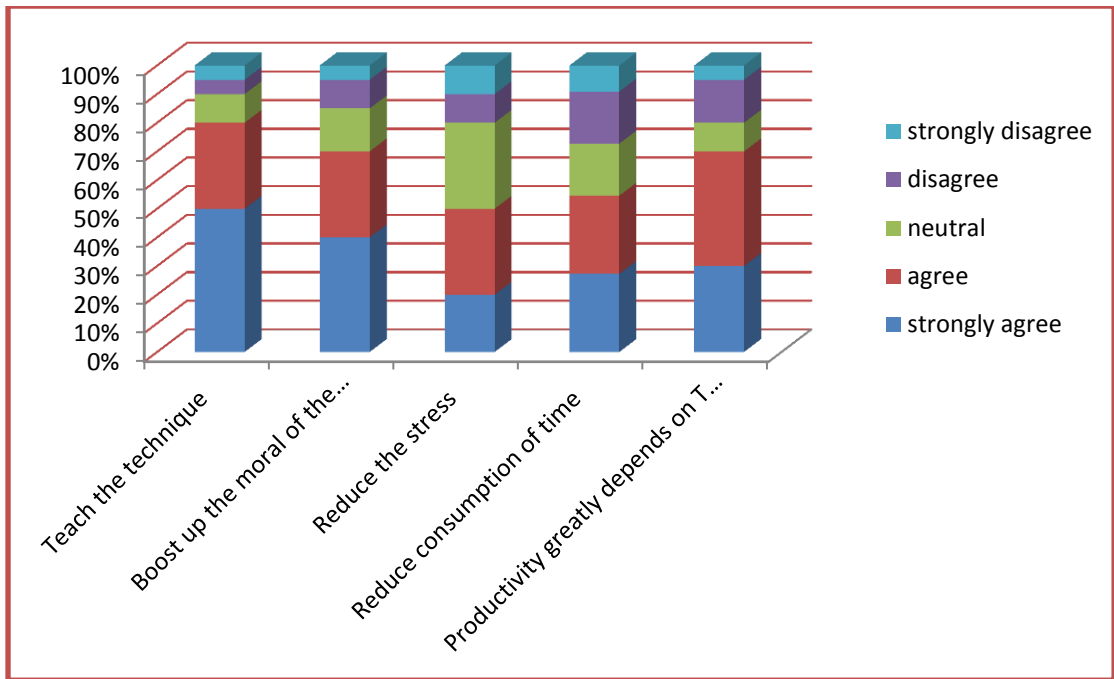


Chart – 03: Employee opinion on training and development program

Data Analysis and Findings: The 1st bar in the above 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.

5.4 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 Anjuman Mufidul Islam, Lions Eye Hospital and shandhani blood donation for their outstanding contribution to the society. Robi stands beside the Government and affected people of Bangladesh during different natural disaster and calamity.

5.4.1 Respondents Opinion About Motivation and Leadership: The survey collected following information regarding motivation and leadership practices in Robi.

Table - 04: Employees opinion regarding motivation and leadership practices

	Factors of leadership & motivation	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Relationship with your immediate supervisor	Supervisor promotes an atmosphere of teamwork.	0	3	2	12	3
	Supervisor evaluates my work performance on a regular basis.	4	6	4	5	1
	Supervisor provides me with actionable suggestions on what I can do to improve.	0	2	2	14	2
Organization's management & leadership approach	Good communication between managers to employees in the Company.	1	1	3	14	1
	Manager delegate tasks and authority.	3	10	3	3	1
	Employees are threatened with punishment.	1	2	10	5	2
Satisfaction with work	Job gives the opportunity to learn.	1	2	11	4	2
	I have the training I need to do my job.	0	2	2	6	10
	My job gives me ample opportunity of growth	2	2	6	8	2

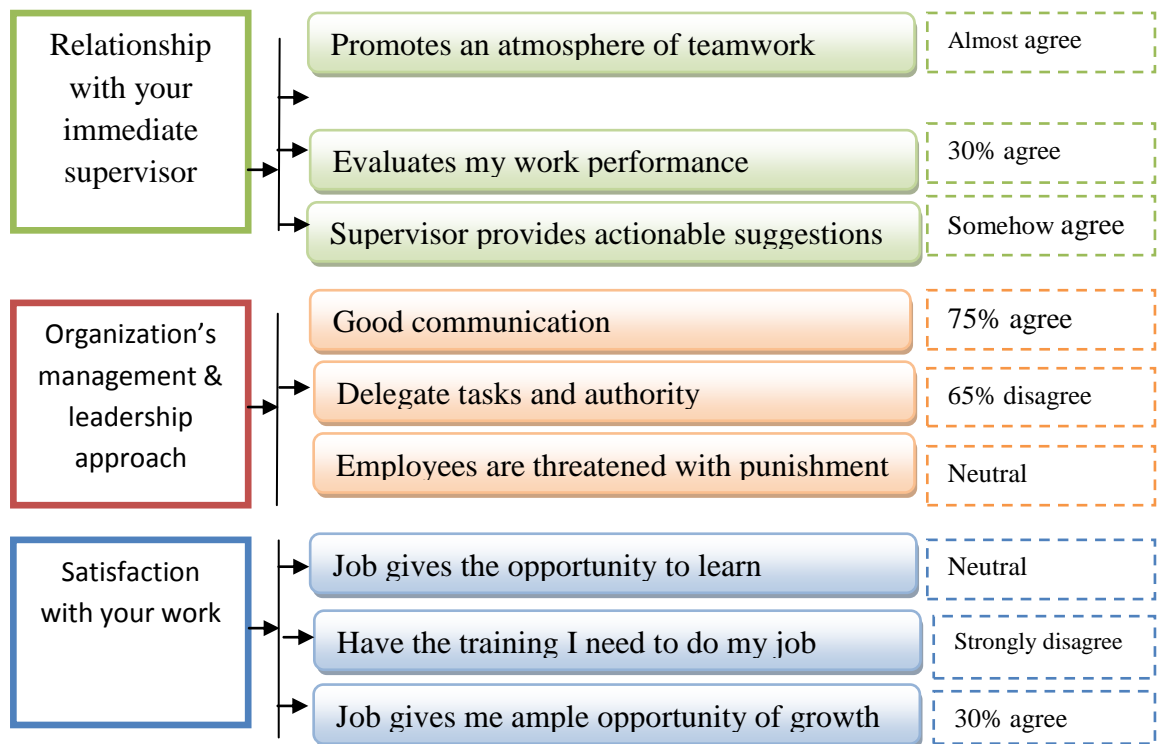


Chart - 04 : Employees opinion regarding motivation and leadership practices

Data Analysis and Findings: The survey data shows that around 60 to 70% respondents agreed that managers have a good managerial and leadership approach.

5.5 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 standart 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.

5.5.1 Respondent Attitudes Regarding Performance Appraisal

The below data have been collected regarding performance appraisal system of Robi Axiata Limited. Survey result is presented in following table and graph.

Table – 05: Employees opinion regarding the performance appraisal system of Robi

Factors of Performance Appraisal	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Performance appraisal gives standard rules for the organization.	8	6	4	1	1
Job description is the best way to measure the performance.	6	8	4	2	0
Performance appraisal improves the relationship with manager.	4	4	2	6	4
you receive specific and accurate feedback from your manager on your past performance	6	8	2	2	2
developed personally, since participating the performance appraisal process	9	7	2	1	1

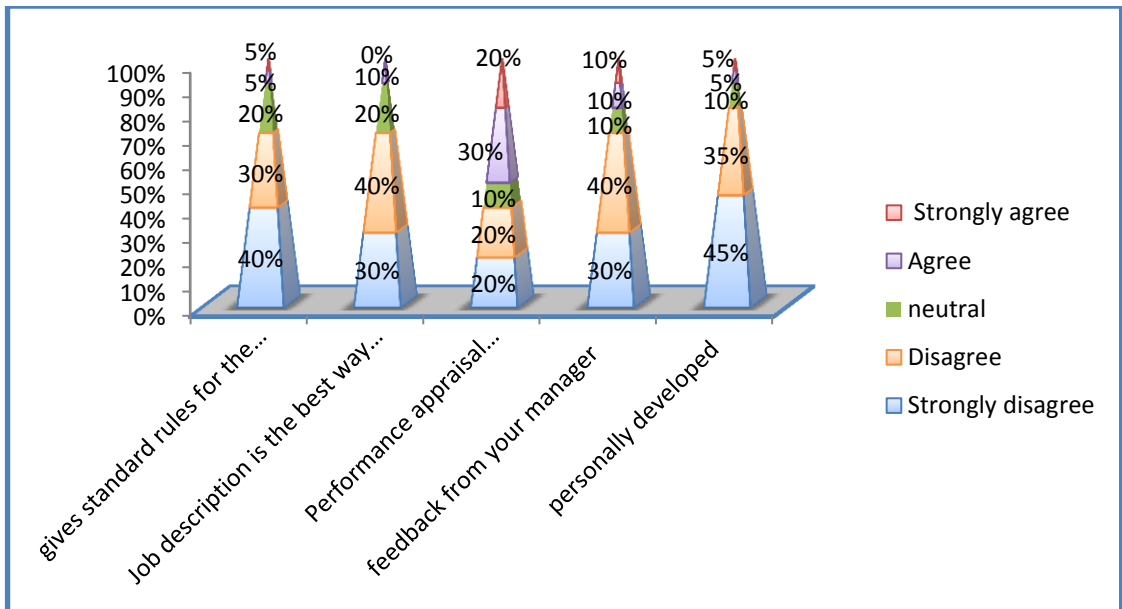


Chart 5: Employees opinion regards to performance appraisal system of Robi Axiata Limited

Data Analysis and Findings: The survey asked the respondent whether performance appraisal system follows standard rules. Forty percent (40%) respondent strongly disagreed on it.

The respondent replied about the measuring performance through job description. In their reply none was strongly agreed, but 40% disagreed on this issue.

Only 20% respondents agreed strongly that performance appraisal improves relationship with the manager and 30% agreed with this statement. Twenty percent (20%) respondent think that it is not possible to make a good relationship with the manager through performance appraisal.

The respondent has been asked they receive feedback from managers about their evaluation result. Forty percent (40%) said no and disagreed.

5.6 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.

5.6.1 Respondents Opinion about the Compensation & Benefits

The study asked to the respondents some questions to know their opinion about compensation benefits system of Robi. They provide various types of benefits such as medical facilities, fair promotion, smart salary etc. The respondent answer is shown below in the table and graphs:

Table - 06: Employees opinion on compensation benefits

Factors of Compensation Benefits	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
All the employee prefer the compensation benefits	0	4	2	8	6
Present compensation benefit comply with employees qualification	1	4	1	10	4
employees are satisfied with present compensation benefits	10	4	4	2	0
Company is trying to link compensation with productivity	2	6	3	6	3
You can conduct with upper level managers about compensation benefit	4	4	2	6	4
Female workers are also satisfied with the compensation package	1	1	2	6	10

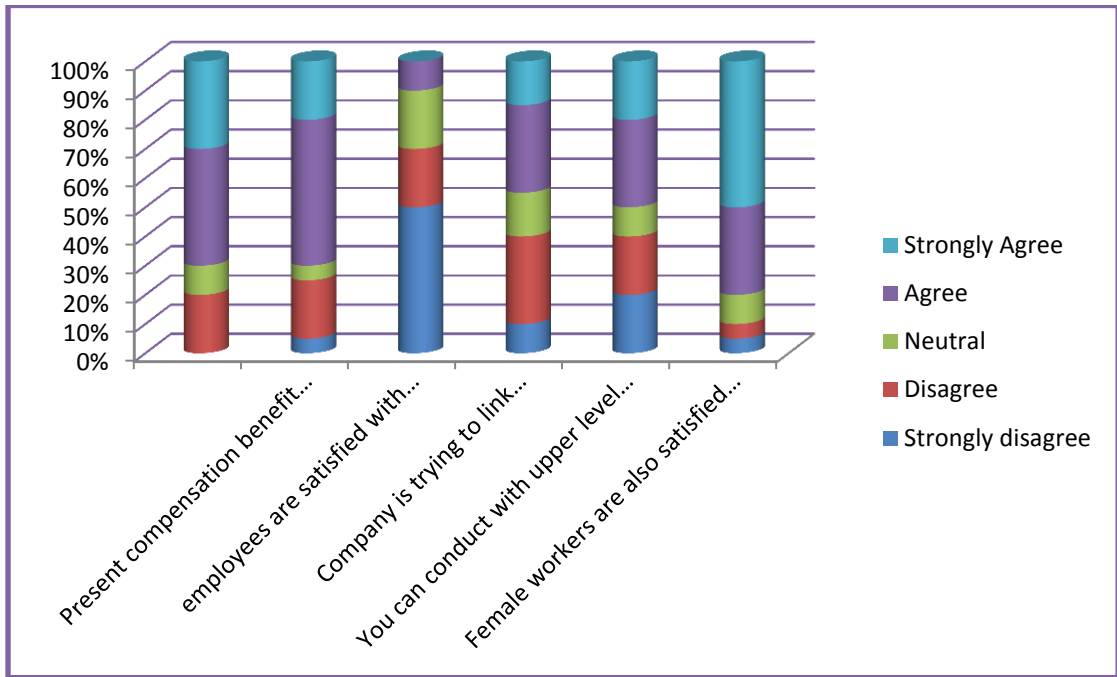


Chart -6: Employees opinion on compensation benefits

Data Analysis and Findings: The above figure shows different levels opinion given by the respondents. The first bar is about the preference of the compensation benefit by the employees. The graph shows that about 30% Of the employees are strongly agreed while no one is strongly disagreed although 10% are neutral. The second bar is about the satisfaction of compensation benefit. The study find only 5% of employees who are unhappy but 50% of employees are agreed. Here the fourth statement is that the company is trying to link with productivity. 10% of employees are strongly disagreed 30% of employees are agreed and 15% of employees are strongly agreed. The last statement is about the satisfaction of the female employee with the compensation benefits. Most of the employees gave the positive opinion. About 50% of employees are

strongly agreed and 30% of employees are agreed while only 5% of employees are strongly disagreed. So it can be said that the compensation benefits have a good look to the employees in RobiAxiata limited.

5.7 Employee Job Satisfaction

Job satisfaction is a very important factor for all types of employee. Every employee needs job security, reliability as well as a good payment and leave also. Employees work not only for money but also they want to make themselves happy and satisfied. Robi's management should ensure all three things required for their satisfaction.

Employee satisfaction is the terminology used to describe whether employees are happy and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor of employee motivation, employee goal achievement, and positive employee morale in the workplace. Robi's employees are mostly satisfied because following job factors are favorable and positive towards employees:

A) Organization Development Factors

- Brand of organization in business field and comparison with leading competitors.
- Missions and vision of organization.
- Potential development of organization.

B) Policies of Compensation and Benefit Factors

- Wage and salary
- Benefits
- Rewards and penalties

C) Promotion and Career Development Factors

- Opportunities for promotion.
- Participation in training program.
- Capacity of career development

D) Work Task Factors

- Quantity of task
- Difficult level of task

E) Relationship with Supervisor Factors

- Level of coaching
- Level of assignment for employee
- Treatment to employee etc

F) Working Conditions and Environment Factors

- Tools and equipment
- Working methods
- Working environment

G) Corporate Culture Factors

- Relationship with coworkers
- Level of sharing etc

H) Competencies, Personalities and Expectations of Employee Factors

- Competencies and personalities of employee are suitable for job.
- Expectations of employee are suitable for policies of organization.

I) Other Factors

Some other factors related with the employee satisfaction are given below:

- Interesting work
- Appreciation of work
- Job security
- Good wages
- Promotion/growth
- Good working conditions
- Personal loyalty
- Tactful discipline
- Sympathetic help with problems
- Preferred incentives
- Flexi-timing
- Telecommuting
- Company paid vacation

5.7.1 Respondents Perception About Job Satisfaction

Respondent's job satisfaction perception of Robi is shown by below table and chart:

Table – G: Employees perception to job satisfaction of Robi

Factor of Job satisfaction		Satisfaction Level				
		Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Leaves	Satisfy with annual leave.	12	4	1	2	1
	Satisfaction with maternity benefit.	4	8	4	4	0
Salary And Benefits	Satisfaction with salary and benefits.	4	7	6	3	0
	Satisfaction with current overtime allowance.	3	4	8	4	1
	Satisfaction with existing reward. and recognition system	1	2	12	4	1
Safety and Security	Satisfaction with the safety and security system.	2	2	6	8	2

Discipline	Satisfaction with disciplinary action of robi axita limited.	1	2	10	6	1
Environment	Satisfaction with working environment of robi axita limited.	1	1	2	6	10

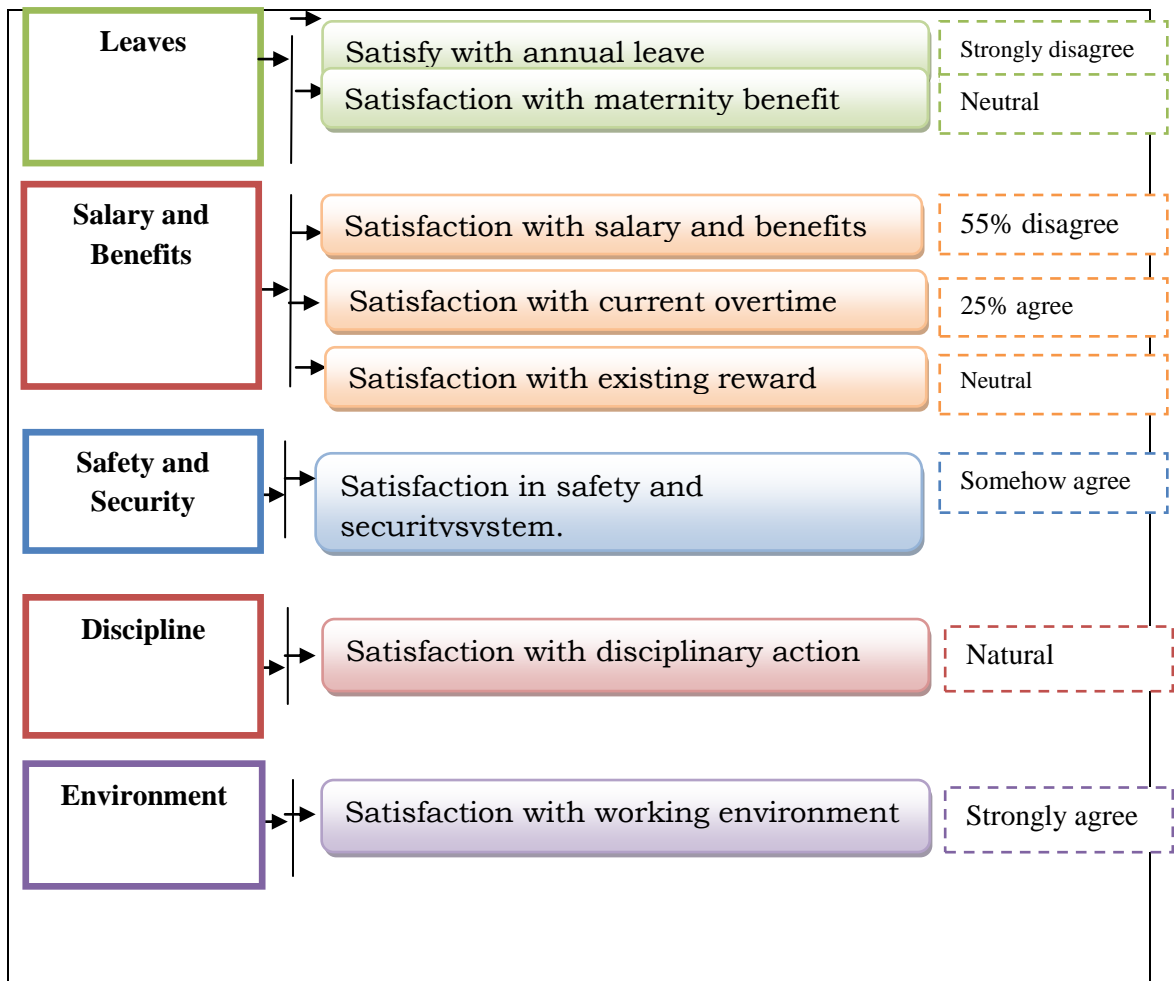


Chart 7: Employees perception about job satisfaction

Data Analysis and Findings: Through the survey researcher find almost a positive perception on the job satisfaction of this company. They should further develop their work environment and leave benefits to maximize the job satisfaction level of employees.

5.8 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.

5.8.1 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.

5.8.2 Benefits of Employee Promotion

Promotion is not just a reward that an employee is given for his/her continued good performance but is the proof that an employer thinks that it is time to add more responsibilities to an employee's existing set of

responsibilities. However, the benefits of employee promotion in Robi are described below:

a) Employee Performance, Ambition, and Hard Work: One of the most important benefits of employee promotion is that it helps to recognize and acknowledge the performance and hard work of employees and thus makes them feel valued. When an employee's efforts are valued, he/she tends to work harder and tries to improve his/her performance further which in turn works for the business. A promotion also improves the ambition of employees and boosts their passion for reaching their goals as well as the objectives of organization.

b) Boosts Motivation & Increases Loyalty of Employees: An employee who gets promoted tends to feel more inspired and motivated to continue doing good work, and this is yet another reason why promotions are so important in Robi. This increase in motivation leads to better productivity and performance that in turn works in favor of Robi. Moreover, a promotion also improves and increases loyalty among the employees since they tend to feel a sense of belonging in the workplace and start thinking in its favor.

c) Encourages Retention: When the right talent is identified by the management and timely promotion is practiced, the deserving and skilled employees may not be forced to leave the workplace. This improves the retention of the skilled and talented employees and thus benefits the workplace even further. By retaining top level workers and employees, in

Robi prevents the need for hiring new talent and then grooming them all over again, thus saving time and money.

d) Develop Competitive Spirit at the Workplace: When better team person gets promoted, the other team members may be charged and motivated to perform better than them, and this helps to develop a healthy competitive spirit at the workplace. This kind of spirit is good for Robi since it promises good performances all around and hence an overall improved productivity.

e) Grooms Leaders for the Future: When management decides to promote employees for their hard work, they are basically recognizing talent and finding future leaders. This identification of future leaders enables them to groom employees for the future and makes them explore their skills and talent further. Grooming leaders for the future is beneficial for the organization and helps to improve the overall productivity.

f) Reduces Employee Resistance and Discontent: If employees carry on hard working without appreciation, praise or appraisal, a sense of discontent and resistance may crop up. This may not be good for the organization. This can even make their performance go down. But internal promotion can help to reduce employee resistance and discontent.

5.8.3 Types of Promotion

The HR department of Robi follows proper process of promotion for employees which is fair for all and biased for none. The following types of promotion are given to employees:

Models and Schemes of Promotion

There are several different schemes and models of promotions. These are:

A. Noncompetitive Model of Promotion

Promotions that are based on the standard set of achievements and accomplishments of employees are known as noncompetitive promotion. In such promotion employees are promoted once they reach a certain milestone in their career journey, irrespective of variable features like performance and dedication, etc. These types of promotions work seamlessly for all the employees and there is no scope for a bias or unfair appraisal.

i) Time Scale Promotion (Based merely on seniority): A time scale promotion is a kind of a noncompetitive promotion which takes place after the person has spent a standard or fixed number of years working for the organization or working at a particular position in the organization.

ii) Accretion of Duties: In case when a person has to be promoted due to an increase in his/her workload or duties is also a noncompetitive method of promotion.

iii) Aphorism: In some cases Robi need to promote someone without following any policy but just to meet the need of crucial or urgent time or situation.

B. Competitive Model of Promotion

As per competitive model of promotion is a method in which employees have to prove their worth to Robi in order to be promoted to a higher rank

or position. This method takes into account employee performance, productivity, skills, experience, knowledge and other factors. A comparison of employees is made on the basis of their hard work and performance.

- **Merit-Based Promotion:** Merit-based promotion is a competitive types of promotion in which a person is promoted on the basis of their skills, performance, knowledge, hard work and qualifications.
- **Merit-Cum-Seniority:** Merit-cum-seniority promotions are those types of promotions where a balance between the merit as well as the seniority is considered for promotion.

C) Up-Gradation Promotion or Out Promotion

This is the kind of a promotion method in which the amount of pay increases without changing job or rank. In case of out promotion an employee seeks employment somewhere else because of better pay-scale.

D) Dry Promotion

In this case an employee is promoted to higher rank without increasing salary.

E) Paper Promotion

Paper promotion takes place in government job which consist of several departments. These types of promotions take place on the basis of the seniority of employee. Promotion is given by another department from which it receives the hike in salary.

5.8.4 Respondents Answers about Employee Promotion System

The survey asked respondents about their promotion system. The survey result is shown in below table and diagram:

Table – 08: Employees opinion about the Promotion System of Robi

Factors of Promotion System	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Promotion strategy is needed for quality improvement	9	5	2	3	1
Promotion is given on the basis of	1	4	4	6	5
Job performance is the main factor of employee promotion.	10	4	4	2	0
Promotional activities are lengthy in your organization.	2	6	3	6	3
Dry promotion is practiced in your organization	8	6	4	2	0
Promotion procedures are fair in your organization	0	0	2	6	12

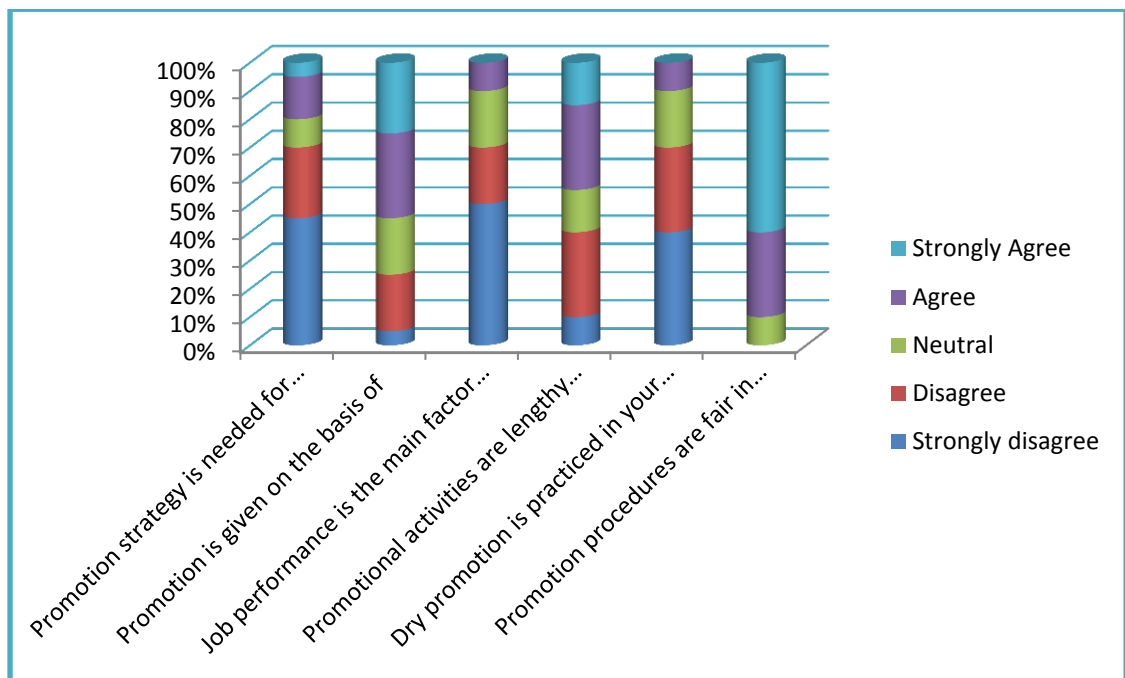


Chart – 8: Employees opinion about the Promotion System of Robi

Data Analysis and Findings: Promotion works as a motivator to the employees and employee’s satisfaction level mostly depends on it. The above chart shows different opinion of employees regarding promotion. The first opinion was about the promotion strategy. Most of the employees feel that there is no need to improve the present strategy. Only 15% of employees are disagreed and 5% are strongly disagreed with the statement. Majority of the employees are agreed that promotion is based on the skills and knowledge of the employees but 20% of the employees are disagreed. In the next employee’s statement is negative that only job factors are not the only factor for promotion. Promotion procedures have been failed in

the organization; in this statement many of them are disagreed. So it can be said that the promotion system is satisfactory.

5.9 Disciplinary Action

Robi follows systematic methods such as show cause, personal hearing, suspension, enquiry, and punishment while taking disciplinary action against any accused employee as per Bangladesh labor law. The following acts/omissions shall be treated as misconduct for which management may decide to take disciplinary action against any employee:

- a) Willful insubordination or disobedience, whether alone or in combination with others, to any lawful order of superior/colleagues.
- b) Habitual absenteeism i.e. unauthorized absent or desertion of duties.
- c) Habitual late attendance.
- d) Habitual negligence or neglect of work.
- e) Theft, fraud or dishonesty in connection with the organizations business or property.
- f) Behavior causing severe damage with customer relations.
- g) Habitual breach of any law or rule or regulation applicable to the organization.
- h) Resorting to illegal strike or 'go slow' or inciting others to resort to illegal strike or 'go slow'.
- i) Falsifying, tampering with, damaging or causing loss of official records

j) Possession or use of drugs, alcohol or illegal substances and drunkenness or gambling while on duty.

k) Use of bad language

l) Riotous or disorderly behavior in the office premises or any act subversive of discipline.

m) Frequent repetition of any act or omission for which a fine may be imposed.

n) Taking or giving any illegal gratification in connection with his or any other employees' employment under the employer.

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.

	<i>Optional Retirement</i>	<i>Compulsory Retirement</i>
Male	50 Years	58 Years
Female	45 Years	58 Years

5.14 Employee Relationship

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

a) Try to develop & maintain cohesiveness among employees, different departments and management.

- b) Inter-departmental relation is very smooth, well defined & well structured.
- c) Employee's can work in Robi both full-time & part-time basis.
- d) To ensure a congenial working environment and maintaining harmony among all the members of the organization.
- e) Compensation system is both commission and fixed rate.

5.15 How Does Robi's HRM Activities Help the Company?

The HRM activities of Robi helps the company by the following ways:

- a) Hiring required skilled personnel and retaining them through human resource planning (HRP), recruitment, selection, placement, and orientation and promotion policies.
- b) Development of employees by enhancing necessary skills and right attitude among employees through training, development and performance appraisals.
- c) The human resource management of Robi also takes care about optimum utilization of available human resources.
- d) It also ensures that the company has a competent team and dedicated employees for future as well as maintaining healthy working environment.

5.16 Qualitative Data Analysis

SWOT Analyses

SWOT analysis refers to analysis of strengths, weaknesses, opportunities and threats of an organization. It facilitate the organization to improve its future performance in comparison to its competitors. An organization can also study its current position through SWOT analysis. For all these SWOT analysis is considered as an important tool for making changes in strategic management of an organization. Through direct observation and discussion with the Robi officials the study pointed out some major strengths and weaknesses as well as some threats and opportunities.

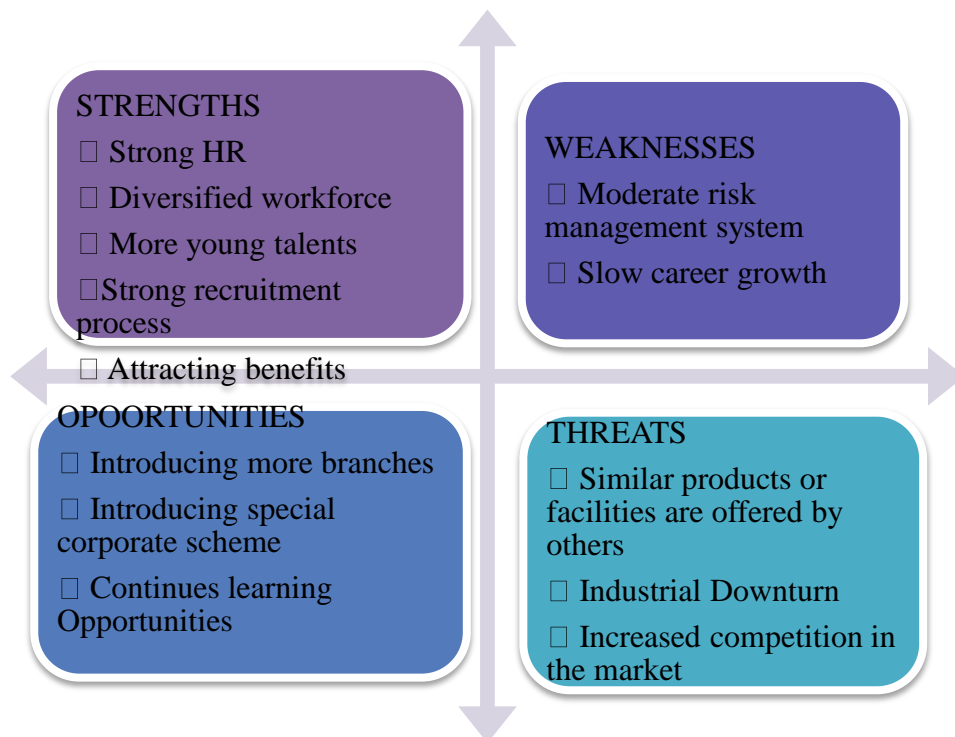


Figure: SWOT analyses of Robi Axiata Limited

5.17 Findings of the Study:

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

a) 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.

b) 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.

c) 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. These all issues are equally important for the management of Robi. Because managers of Robi believe that hiring the wrong person or the cost of unnecessary hiring conform

have a detrimental effect to the company. This is why management of Robi before engaging in recruitment and selection process try to have a clear understanding about company's operational requirements, business goals and expected revenues. After determining all these factors then management determine the types of qualities, skills as well as the competencies needed to match with their needs.

d) 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.

e) 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.

k) Work environment is good enough to work,

Chapter 06
Conclusions
and
Recommendations

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 its 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.

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 industryin Bangladeshi. 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) In some circumstances Robi Axiata Ltd. need to go for open recruitment. Because, in target recruitment process a less number of good and efficient applicant failed to apply. In the recruitment and selection process the responsible officer should be more transparent. Robi should compare and analyze their recruitment process with other multinational company of both home and abroad.

m) They should adopt promotion facilities for all employees on the basis of their performance. Beside this Promotion activities should not be lengthy.

n) The organization should not be influenced and biased regarding recruitment and selection, promotion and any other HRM issues by any political parties.

- o) The organization should not influence by any biasness.

- p) The training should be given in such a way that employees participate it willingly. They should emphasize on safety and security training more and more for the wellbeing and safeguard of the company.

- q) Recreation facilities should be introduced besides their training and development program.

- r) 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.

- s) Training should be developed in such a way so that it does not hamper the current working system of the company. They need to provide training about the benefits and facilities they are providing for employees. It will help employees to know about the facilities they are receiving from the company.

- t) The relationship between employers and employees need to be developed. Managers of Robi Axiata Ltd. need to be more flexible about performance appraisal process.

- u) They should promote their disciplinary rules and acts for employee punishment so that employees get a clear cut idea about the disciplinary

actions. Tactful discipline is required in order to implement sound HRM system.

v) Final recommendation is regarding Rob's product and its valued customers. They should offer more innovative packages to attract more customers. Because, peoples are expecting it from this second largest telecom company named Robi operating in Bangladesh. Moreover, they should concentrate on new product development and to the corporate clients as well.

w) Robi's existing human resource information system (HRIS) doesn't provide much useful information. However, Robi Axiata Ltd. is still updating their human resource information system so that it can be useful in many purposes. They should do it as soon as possible to save valuable time and to become more competitive in the telecom market.

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Appendix

A questionnaire for

Human Resource Management Practices of Robi Axiata Limited.

Dear respondent,

This questionnaire has been designed to collect data on the study investigating “**Human Resource Management Practices of Robi Axiata Limited**”.The researcher would appreciate you if you take few minutes to fill up this questionnaire. The researcher is keen for all employees to fill in this questionnaire so that the study gets a clear overview. The researcher would like to assure everyone that their questionnaire is completely confidential and unidentifiable. So please do not hesitate to answer it.

❖ Please give a tick mark () to the appropriate response to each of the question

Section A: Personal Data

Name

Age

.....

Designation:.....

Department:.....

Experience:.....

E- mail.....

Contact

No:.....

Section B: Human resource management (HRM) practices or Robi

below are a number of statement regarding HRM activities of Robi Axiata Limited. Please read each one and indicate to what extent you agree or disagree with each statement

Factors of Human Resource Planning	Strongly disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly agree (5)
Human Resource Planning should include cost Management Element					
Prepared a budget for the human resource plan					
Departmental requisition is followed while recruiting					
Company is doing HR planning according to the skills, knowledge and education of existing employees					
HR performance of the company is satisfied					

Factors of requirement	Strongly disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly agree (5)
Recruitment practices outfit meet the current and legal requirement.					
Company have qualified and available authority to make the selection procedure successful.					
Adequate interviewing process and other selection instrument are used in selection process.					
Company hires consultancy firm or recruitment agency for hiring candidate.					
Company use innovative technique like stress level test in selection process.					
Employee's competency matches the job specifications.					
Dedication of employees towards performance can increase due to fair practice in recruitment and selection.					

Factors of Training and Development	Strongly disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly agree (5)

Training and development teach the technique of performing a job to employees.						
Training and development boost up the moral of the employees.						
T & D reduce the stress of the employees.						
Training and development reduce consumption of time and cost and increase productivity.						
Performance and productivity greatly depends on T & D.						
Factors of leadership & motivation		Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
relation ship with your immediate supervisor	Supervisor promotes an atmosphere of teamwork.					
	Supervisor evaluates my work performance on a regular basis.					
	Supervisor provides me with actionable suggestions on what I can do to improve.					
organization's management &	Good communication between managers to employees in					

leadership approach	The Company.					
	Manager delegate tasks and authority.					
	Employees are threatened with punishment.					
satisfaction with your work	job gives the opportunity to learn.					
	I have the training I need to do my job.					
	my job gives me ample opportunity of growth					
Factors of Performance Appraisal		Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Performance appraisal gives standard rules for the organization.						
Job description is the best way to measure the performance.						
Performance appraisal improves the relationship with manager.						
you receive specific and accurate feedback from your manager on your past performance						

you developed personally, since participating the performance appraisal process					
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Factors of Compensation Benefits	Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
employees prefer the compensation benefits					
Present compensation benefit comply with employees qualification					
employees are satisfied with present compensation benefits					
Company is trying to link compensation with productivity					
You can conduct with upper level managers about compensation benefit					
Female workers are also satisfied with the compensation package					
Compensation package needs to be restructured					

Factor of Job satisfaction		Satisfaction Level				
		Strongly disagree (1)	Somewhat disagree (2)	Neutral (3)	Somewhat agree (4)	Strongly agree (5)
Leaves	Satisfy with annual leave.					
	Satisfaction with maternity benefit.					
Salary And Benefits	Satisfaction with salary and benefits.					
	Satisfaction with current overtime allowance.					
	Satisfaction with existing reward. and recognition system					
Safety and Security	Satisfaction with the safety and security system.					
Discipline	Satisfaction with disciplinary action of robi axita					

	limited.					
Environment	Satisfaction with working environment of robi axita limited.					

Factors	Strongly disagree (1)	disagree (2)	Undecided (3)	agree (4)	Strongly agree (5)
Promotion strategy is needed for quality improvement.					
Promotion is given on the basis of Seniority on your organization.					
Job performance is the main factor of employee promotion.					
Promotional activities are lengthy in your					

organization.					
Dry promotion is practiced in your organization.					
Promotion procedures are fair in your organization.					

Thank you for your active participation!