

RECRUITMENT AND SELECTION PROCEDURES OF CELLPHONE INDUSTRY IN BANGLADESH: A STUDY ON GRAMEENPHONE LIMITED

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ABSTRACT

The main purpose of this study is to examine the recruitment and selection procedures practiced by Grameenphone Limited in the cellphone industry of Bangladesh and to analyze current recruitment and selection scenario of the organisation. The nature of the present study is descriptive one which is a mixed research form in nature where both qualitative and quantitative data have been used. The sources of data are both primary and secondary. Data have been presented by using tables and analyzed in a descriptive form with the help of ratio, percentage and simple comparison. Grameenphone Ltd. is basically following some common external sources of recruitment like Job advertisement in the daily newspaper, its own website and professional job based web portal. However, internal employees have to follow the common process of open circular rather than promotion, transfer etc. It is recommended to follow some other fruitful sources of recruitment like campus recruitment, professional organizations, the reference of professionals, employee agencies etc. Among other recommendations this research has recommended to take special promotional activities and separate circular for university fresher to encourage competent fresh meritorious candidates. Also, the organization has to think of developing special mechanism so that all internal candidates may get opportunity to develop their career smoothly.

Keywords: *Recruitment, Selection, Human Resources Policy, Process, People and Organisation.*

1. INTRODUCTION

Mobile phone services are the fastest growing services in telecommunication industry in Bangladesh. This sector is showing an inspiring growth in last few years. It is expected that Bangladesh will be the third biggest telecom market in Asia after China and India (Hasan, 2008).

The people of Bangladesh are now dreaming of a digital Bangladesh. Faster development of telecommunications network coupled with improved quality of service in line with the national development is a must for the fulfillment of the vision and aspiration of digital Bangladesh and also to take her to a position of honor in the community of nations in the 21st century. Mobile phone operators have been playing an important role in this regard (Rahman, 2010).

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The telecommunications market in Bangladesh, particularly the mobile phone sector consists of six mobile phone operators. These are Grameenphone Limited (GP), Orascom Telecom Bangladesh Limited (Banglalink), Robi Axiata Limited, Airtel Bangladesh Limited, Pacific Bangladesh Telecom Limited (Citycell), and Teletalk Bangladesh Limited (www.btrc.gov.bd).

Grameenphone Limited, the leading telecommunications operator of Bangladesh is part of Telenor Group which has presence in 13 markets across Europe and Asia. Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameenphone Limited was the first operator to introduce GSM Technology in this country. Since its inception Grameenphone Limited has built the largest cellular network in the country with over 8500 base stations. Presently, nearly 99 percent of the country's population is within the coverage area of the Grameenphone network. The entire Grameenphone network is 3G/EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently over 7 million 3G/EDGE/GPRS users in the Grameenphone network. Grameenphone Limited has about 4400 full and temporary employees. 500,000 people are directly dependent on Grameenphone for their livelihood, working for the Grameenphone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others. Today, Grameenphone Limited is the leading and largest telecommunications service provider in Bangladesh with more than 50 million subscribers as of October 14, 2014 (www.grameenphone.com).

2. OBJECTIVES OF THE STUDY

The prime objective of the study is to examine how Grameenphone Limited is recruiting and selecting its human resources as the largest cellphone operator of Bangladesh. The more specific objectives are as follows:

- i. to examine the recruitment and selection process practiced by Grameenphone Limited;
- ii. to analyze current recruitment and selection scenario of the organisation; and
- iii. to provide some recommendations for policy implications on the basis of analysis and observations to increase the performance of Grameenphone in this regards.

3. METHODOLOGY OF THE STUDY

3.1 Techniques to Data Collection

The nature of the present study is exclusively a descriptive research study and mixed research form is used where both qualitative and quantitative data have been used. Also this study is basically based on the information from the secondary sources of data. It is documented that secondary sources of data are the most widespread and accepted document for corporate communication especially in Bangladesh (Belal 2001, Kkan et al. 2009; Masud, 2011). Also primary sources of data have been used in the present study. These sources are discussed below:

3.1.1 Secondary Sources:

Sources of secondary data are as below.

- HR policy of Grameenphone Limited;
- Files, folders and circulars from People and Organization Department (HRD) of Grameenphone Limited;
- Relevant books, Journals, Newspapers, Different Newsletters;
- Website of Grameenphone Limited;
- Publications regarding recruitment and selection policy, process and practices.

3.1.2 Primary Sources

Sources of primary data are:

- Personal observation, interviewing employees of the People and Organization Department (HRD) of Grameenphone Limited;
- Consultation with experts of the respective research fields;

3.2 Data Analyses and Presentation

As the present study is descriptive in nature, so data have been presented by using tables and analyzed in a descriptive form. Also a simple comparison, ratio, percentage etc. have been used in the present study.

4. LITERATURE REVIEW

Recruitment is a process of accumulation of human resources for the vacant positions of the organization. It is an initial step of the system. It includes requisition of manpower and at last submission of the application by the job-seeker. On the other hand Selection is the screening and filtering process of job applicants who have been invited to apply for the vacant positions through which the process comes to an end (Rahman, 2011).

Effective recruitment and selection practices are the key factors to the entry point of human resources in any organization and they also tend to determine the success and sustainability of any organization. Some organization encourages internal sources of recruitment like employee referral, all current employees, the relatives and dependents of the employee for CV in some cases, informal communication among managers (Kumari, 2012; Khayer, 2010) other relies on external sources such as advertisement, takes help from the employment agencies, do campus recruitment, arrange internship for the students, take employee from personal contact or by employee leasing (Tabassum, 2011; Khayer, 2010).

Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it (Mondy & Noe, 1993; Crawford, 2004). During this process, efforts are made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective performance, as well as career opportunities the organization can provide the employee. Whether or not a particular job vacancy will be filled by someone from within, or outside, the organization depends on the organization's human resource policies, the requirements of the job to be filled, the talent to be found and, often, the organizational politics surrounding the decision (Nankervis et al., 2002).

Selection is the process of choosing from a group of applicants the individual best suited for a particular position (Mondy & Noe, 1993) based on conventional and non-conventional methods (Crawford, 2004). Therefore, the effectiveness of recruitment has a significant impact on the efficiency of the selection process. The selection process should provide as much reliable and valid information as possible about applicants so that their qualifications may be carefully matched with the job requirements.

5. ANALYSES AND FINDINGS

The analysis part of the study is given below:

5.1 Preliminary Activities for Recruitment and Selection of Grameenphone Limited

There are some issues which are controlled by the administration of the Grameenphone Limited during its recruitment process. These are given below:

(i) Requisition: Whenever recruitment is needed the respective department informs the P&O department about their vacant positions and thus the P&O department starts their activities.

(ii) Timing: The P&O department usually gets 60 days to recruit and select a candidate. This time is not specified by the respective department in which a vacancy has been opened. Time period is totally controlled by the P&O department. They claim that they never exceeds 60 days deadline. All the recruitments are done within 60 days.

(iii) Types of Contact: Qualification needed to perform the job is provided to the P&O by the respective department to make the recruitment process more efficient.

(iv) Recruitment budget: Grameenphone Ltd. allocates a fixed amount of recruitment budget every year. Division wise this budget is allocated.

(v) Sources of candidates: Grameenphone Ltd. always prefers recruiting online. They have their own website where applicants send their CV. Apart from this; the applicants can apply in “www.prothom-alojobs.com” and “www.bdjobs.com”. They take part in job fairs and also use Word of Mouth to attract competent candidates. Occasionally they take help from employment agencies. These agencies only provide CVs of competent candidates.

5.2 Sources of Recruitment of Grameenphone Limited (GP)

5.2.1. Internal Recruitment

Grameenphone Ltd. usually does not follow any internal recruitment process. They believe in equal opportunity for all. However the company does inform the employees about any vacant position through e-mail. But interested employees have to go through all the steps which are followed in external recruitment process.

5.2.2. External Recruitment

Grameenphone Ltd. always follows in-house recruitment. That means, the company does not outsource the recruitment and selection process to any other agencies. The People and Organisation (P&O) Department of Grameenphone Ltd. controls the process very efficiently. The whole process is centralized.

5.3 Main Steps of the Recruitment and Selection Process of GP

There are seven steps in the recruitment and selection process of Grameenphone Ltd which are discussed below in detail:

5.3.1. Step One: Requisition of Employee Recruitment

The recruitment process of Grameenphone Ltd. starts with a manpower requisition form. A manpower requisition form is a formal document that authorizes the filling of a job opening indicated by the organization by the signatures of top management. Whenever any department is in a need of employee, they send the manpower requisition form to P&O 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 P&O head and divisional head.

5.3.2. Step Two: Advertisement about Vacant Position

Once the manpower requisition form is signed, they give advertisement on their Grameenphone Career Site. They also advertise job vacancy on “www.prothom-alojobs.com” and “www.bdjobs.com”. In their job add. 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. Grameenphone Ltd. does not take any hard copy of CV. Because it makes the CV sorting time consuming.

5.3.3. Step Three: Short listing of CV's

After getting CVs from the applicants the company then short list the CVs by analyzing them. They short list those candidates whose qualifications match the criteria of a vacancy.

5.3.4. Step Four: Written Test

For entry level position, short listed candidates have to sit for a written exam. Here the candidates are asked questions on general knowledge, work related questions etc. The questionnaire is usually designed by P&O personnel in P&O operations. However, sometimes the questionnaire can be designed by the personnel of the respected department where there is an opening of a vacancy. For upper level position, written test is not mandatory.

5.3.5. Step Five: Oral Interview

For entry level position, those who qualify the written exam are called for interview. If they have many qualified candidates, they conduct two interviews (a) first interview and (b) second interview.

The interview is taken by the divisional representative and P&O representative. After the first round interview, they eliminate some candidates who are unable to perform up to the mark. The remaining candidates then faces 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.

5.3.6. Step Six: Appraisal and Probation Period

In Grameenphone Ltd, six months are counted as probation period. In these six months, they do performance appraisal two times: (a) Mid appraisal and (b) Final appraisal

Mid appraisal is done after 3 months and all the documents are kept to the supervisor in the department in which the employee is working. Final appraisal is done after six months and all the documents are sent to the P&O department. A PMS (Performance Management System) 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 is terminated.

5.3.7. Step Seven: Final Selection

Grameenphone Ltd. always selects those whom they think are most preferable. Once they have selected a candidate, they carry out reference check and background investigation. If everything is satisfactory then they start salary negotiation. For entry level position, they offer the standard salary according to their company policy. And for upper level position, they ask the selected candidate to e-mail them his pay slip of his present organization in which he is working. They analyze the pay slip and send him an offer letter via e-mail. If the selected candidate agrees with the offer letter then he let the P&O operations department know that he has accepted the offer letter. This process also occurs via e-mail. Once the salary negotiation is done, the P&O 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 test in their prescribed medical center. 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 P&O department. If the selected candidate passes the medical examination then he is provided with 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.

5.4 Scenario of Employees Recruitment and Selection of Grameenphone Limited

In 2009 (Appendix, Table-1) Grameenphone Limited (GP) had circulated for the posts of CEO, Director, Vice president (VP), General manager (GM), Manager, Specialist, Officer, Assistant Officer, and Marketing Sales Officer and the valid number of applicants were 3, 15, 38, 42, 250, 550, 1490, 3120 and 12300 respectively. Among those Applicants (recruited persons) the total numbers of persons were selected as 1, 2, 1, 1, 4, 33, 147, 265 and 495 respectively. The scenario indicates that, against each post the ratio of valid Applicants were 1:3, 1:8 (apprx.), 1:19, 1:42, 1:5, 1:16 (apprx.), 1:10 (apprx.), 1:10 (apprx.) and 1:25 (apprx.).

The Table indicates that, in 2009 GP made 100% selection against the circulated posts of CEO, Director and GM and it selected 50%, 80%, 94.28%, 98%, 88.33% and 99% of VP, Manager, Specialist, Officer, Assistant Officer and Marketing Sales Officer respectively from the valid Applicants.

It is also seen from the Table that GP did not give circular for the posts of CEO and GM in 2010, 2011 and 2013, and for the post VP the organisation did not give circular in 2010, 2011 and 2012. Since the above mentioned positions were already occupied.

In 2013 circulated posts were 2, 25, 250, 450, and 900 for the posts of VP, Specialist, Officer, Assistant Officer and Marketing Sales officer respectively; where selected posts in 2013 were 2 (100%), 20 (80%), 101 (40.4%), 175 (38.88%), 500 (55.55%) respectively for the said posts.

5.5 Findings

After analyzing the recruitment and selection process and its present scenario the findings are as follows:

- The P&O department of GP usually gets 60 days to recruit and select a candidate.
- Grameenphone Ltd. allocates a fixed amount of recruitment budget every year to continue this process very smoothly which is allocated division wise.
- Grameenphone Ltd. always prefers recruiting online. They have their own website where applicants send their CVs.
- The applicants can also apply in some job based web portal like www.prothom-alojobs.com, www.bdjobs.com etc.
- GP also takes part in job fairs and uses Word of Mouth to attract competent candidates for recruitment.
- Usually the deadline for job advertisement of GP is seven to eight days.
- Grameenphone Ltd. does not take any hard copy of CV. Because it makes the CV sorting time consuming. Interested candidates have to fill up a form and apply online for a vacancy.
- If they have many qualified candidates, they conduct two interviews (a) first interview and (b) second interview. On the other hand, if they have only a few qualified candidates, they go for only one interview.
- Employees are finally selected after successful completion of the six months' probation period. If the employee fails to perform well then he is terminated.

- Grameenphone Ltd. mainly gives importance to those candidates who have previous work experience.
- Interns are also recruited based on their performance.
- Grameenphone Ltd. has CV bank where they store CVs for recruitments.
- Often the selected candidate delays the joining because he/she has to collect the release order from the organization in which he/she is working at present. Often this takes one to two months. So this also delays the selection process.

6. CONCLUSIONS & RECOMMENDATIONS

After all the analysis and the findings about Grameenphone, some important recommendations are given below that will hopefully make the P&O Division more effective and efficient:

- GP should give circular in daily national newspapers massively so that more candidates can apply.
- Usually the deadline for job advertisement of GP is short, so it can be prolonged to some extent so that more candidates can apply.
- The questionnaire is usually designed by P&O personnel in P&O operations. However, sometimes the questionnaire can be designed by the personnel of the respected department where there is an opening of a vacancy.
- Recruitment & Compensation policy for consultant & International Employee (Expatriate) should be clearly defined.
- Grameenphone should have formal employee merit review process and support them by retaining through smooth internal career development.
- Need to ensure transfer of employees to diversify its employees and maximum use of them effective.

In the context of service oriented organization, customer satisfaction and service quality have great importance in the service marketing to ensure the customer's loyalty. Therefore, from this study, Grameenphone can get the indications on which of the issues they need to pay more attention to hold the market share, to raise it and to increase the usage.

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APPENDIX

Table-1: Summary of Employees' Recruitment and Selection of Grameenphone Limited (2009-2013)

Year	2009			2010			2011			2012			2013		
	Circulated Post	No. of Applicant and Ratio	Selected Post	Circulated Post	No. of Applicant and Ratio	Selected Post	Circulated Post	No. of Applicant and Ratio	Selected Post	Circulated Post	No. of Applicant and Ratio	Selected Post	Circulated Post	No. of Applicant and Ratio	Selected Post
CEO	01	03 (1:3)	01				01	5 (1:5)	01						
Director	02	15 (1:7.5)	02	03	25 (1:8.33)	03	05	42 (1:8.4)	03						
Vice President (VP)	02	38 (1:19)	01									02		42 (1:21)	02
General Manager (GM)	01	42 (1:42)	01				02	48 (1:24)	02						
Manager	05	250 (1:50)	04	07	305 (1:43.57)	05	02	105 (1:52.5)	02	04	250 (1:62.5)	03			
Specialist	35	550 (1:15.71)	33	25	660 (1:26.4)	25	45	900 (1:20)	40	32	700 (1:21.87)	30	25	450 (1:18)	20
Officer	150	1492 (1:9.94)	147	170	1720 (1:10.11)	150	200	1910 (1:9.55)	200	220	2120 (1:9.63)	201	250	2570 (1:10.28)	101
Assistant Officer	300	3120 (1:10.4)	265	350	3490 (1:9.97)	312	370	3870 (1:10.45)	322	400	4130 (1:10.32)	300	450	5570 (1:12.37)	175
Marketing Sales Officer	500	12300 (1:24.6)	495	550	14600 (1:26.54)	510	700	20890 (1:29.84)	650	750	25300 (1:33.73)	600	900	35900 (1:39.88)	500

Source: People and Organisation Department of Grameenphone Limited