

The influential factors for the recruitment process of
BRAC Bank Limited



Internship Report

On

The influential factors for the recruitment process of BRAC Bank Limited

Course Code: BUS400

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Submitted to

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BRAC University, Date: 35th F gegmber, 2018

Letter of Transmittal

13th December, 2018

Ms. Ummul Wara Adrita

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Sub: Submission of Internship report

Dear Miss,

I would like to thank you for being so gracious towards me and giving me the opportunity of doing my internship report on the topic of “The influential factors for the recruitment process of BRAC Bank Limited”. I have tried my best to provide authentic information in my report and also find out the main factors of recruitment process in BBL. I have also tried to show that how these factors impact in recruiting efficient workforce. You have been a great help throughout. Without your proper guidance and feedback it would not have been possible for me to complete the report.

I hope you will value my efforts and consider the limitations and mistakes made in the report. It would be a matter of achievement for me if you find my report qualitative and informative.

Thank You

Sincerely yours,

Tamara Shamsi

ID: 14304122

BRAC Business School

BRAC University

Letter of Endorsement

The Internship Report Titled “The influential factors for the recruitment process of BRAC Bank Limited” has been submitted to BRAC Business School by Tamara Shamsi, ID: 14304122 to complete BBA Internship Programme. This is the final report and the report has been accepted by the honourable faculty Ms. Ummul wara Adrita, of BRAC Business School.

Ms. Ummul Wara Adrita

Lecturer

BRAC Business School

BRAC University

Acknowledgement

I would like to glorify Allah, the most gracious and kind who has given me the ability to downright my internship report.

I would like to show my ultimate gratitude to those people who have helped me the fullest to fulfil my report. Without their guidance and time, it would not be possible for me to complete my report. There are many people who have helped me writing my report directly and indirectly. I will be indebted to them lifelong for helping me out in one of my biggest phase of achieving Bachelor Degree.

First of all I would like to thank my academic supervisor Wara Umme Adrita miss for helping me through out. She has guided me with better ideas and always has given me time to clear out my confusions. I have also learned many things under her supervision. She has been very kind to my mistakes and always has enlightened me with her knowledge and experience. Without her association I would not be able to come up with my report.

After that, I would like to show my respect to my supervisor in BRAC Bank Limited, Ms. Tazkia Habib who has helped me throughout my internship period in the Bank. She helped me to collect information which were important for my report and also gave me proper guideline while doing survey in the bank. She made me learn many new things which I have used while doing my report.

Lastly I would like to thank all the employees of BRAC Bank Human Resource Department who has taken part in my survey and have answered all my questions with patience. They have shown much interest in my research and have given me authentic information. I am truly grateful to them.

Once again, I would like to express my recognition to all of you, Thank You.

Tamara Shamsi

Executive Summary

BRAC Bank is one of the renowned private banks of our country. It was established in 2001 and since then BRAC Bank has achieved so many milestones. The purpose of the study is to find out the main influential factors which contribute the most in the recruitment and selection process in BBL. The report is consisted of nine chapters. First of all some overview regarding the bank has been given to enrich the report. Then in the first chapter the rationale of the study, scope of the report and the objectives are described. Basically why the report has been made and what kind of difficulties are been faced while making the report are given in the first phase and also what are the further scope regarding the report are given here. In chapter two literature reviews has been given. Literature review is basically the combination of what people has researched before in the same field. Different opinions and point of views are given in literature review regarding the selected topic. Chapter 3 is all about research methodology. Both primary and secondary data have been used in this research paper. A survey was conducted with 27 employees to know more about the recruitment and selection process in BBL. Chapter four is analysis and interpretation part. In this part all the answers of the employees are shown in a graphical way and proper description has been given. Later on chapter 5 major findings after doing the research have been put on. One of the main findings is internal factors is the most influential factor in recruitment and selection process in BBL. Other findings are also given in this chapter. Chapter 6 is all about recommendations. Recommendations are purely given after interpreting the survey data and upon personal analysis. After that in chapter 7, a sum of the whole report has been given. Chapter 8 and 9 consists of References and Appendix.

Table of Content

Contents

Organizational Overview:.....	1
Profile of the Organization:.....	1
Introduction	5
Literature Review:.....	8
Methodology of the Study:.....	10
<i>Analysis and Interpretation of Data.....</i>	<i>12</i>
Findings.....	21
Recommendation.....	23
Conclusion.....	25
Reference.....	27
Questionnaire.....	30

Organizational Overview:

Profile of the Organization:

BRAC Bank is one of the most dominant private banks in Bangladesh. The Bank was settled by Sir Fazle Hasan Abed on July 4, 2001. Now it's been 17 years of BRAC bank and it has shown an enormous growth in the business with a network of 181 Branches, 81 CDMs 469 ATMs,, 448 SME Unit Offices and 229 remittance delivery points across the country. It is a partner of BRAC (Bangladesh Rural Advancement Committee), The bank has acquire the premiership in the market with its huge branch network and unique service of SME Banking and Agro financet . With more than 1 Million Customers, the bank has already proved to be the largest SME financier in just 11 years of its operation in Bangladesh and continues to broaden its horizon into Retail, Corporate, SME, Probashi and other arenas of banking. In the year: 2010, BRAC Bank has been recognized as Asia's most Sustainable Bank in Emerging Markets by the Financial Times and IFC. BRAC bank has both local and International shareholders. BRAC bank gives their customers the fullest service in every sector. BRAC Bank has always tried to overcome mainstream business ideas and come up with unique services which will be beneficial to their customers. Their mission is to provide best banking service and intensify the economic activity of the country. BRAC Bank aims on pursuing uninvited market niches in the Small and Medium Enterprise Business which is not explored properly in our country. Till now the Bank has disbursed over BDT 7500 corer in loans to nearly 2,00,0,000 small and medium entrepreneurs. The bank is contributing to the employment of the country by giving loans to the small business owners.

Vision of BRAC Bank: The main vision of BRAC Bank is creating a successful and socially accountable financial organization which will emphasize on both business and market growth and also be contributing making Bangladesh a poverty free country.

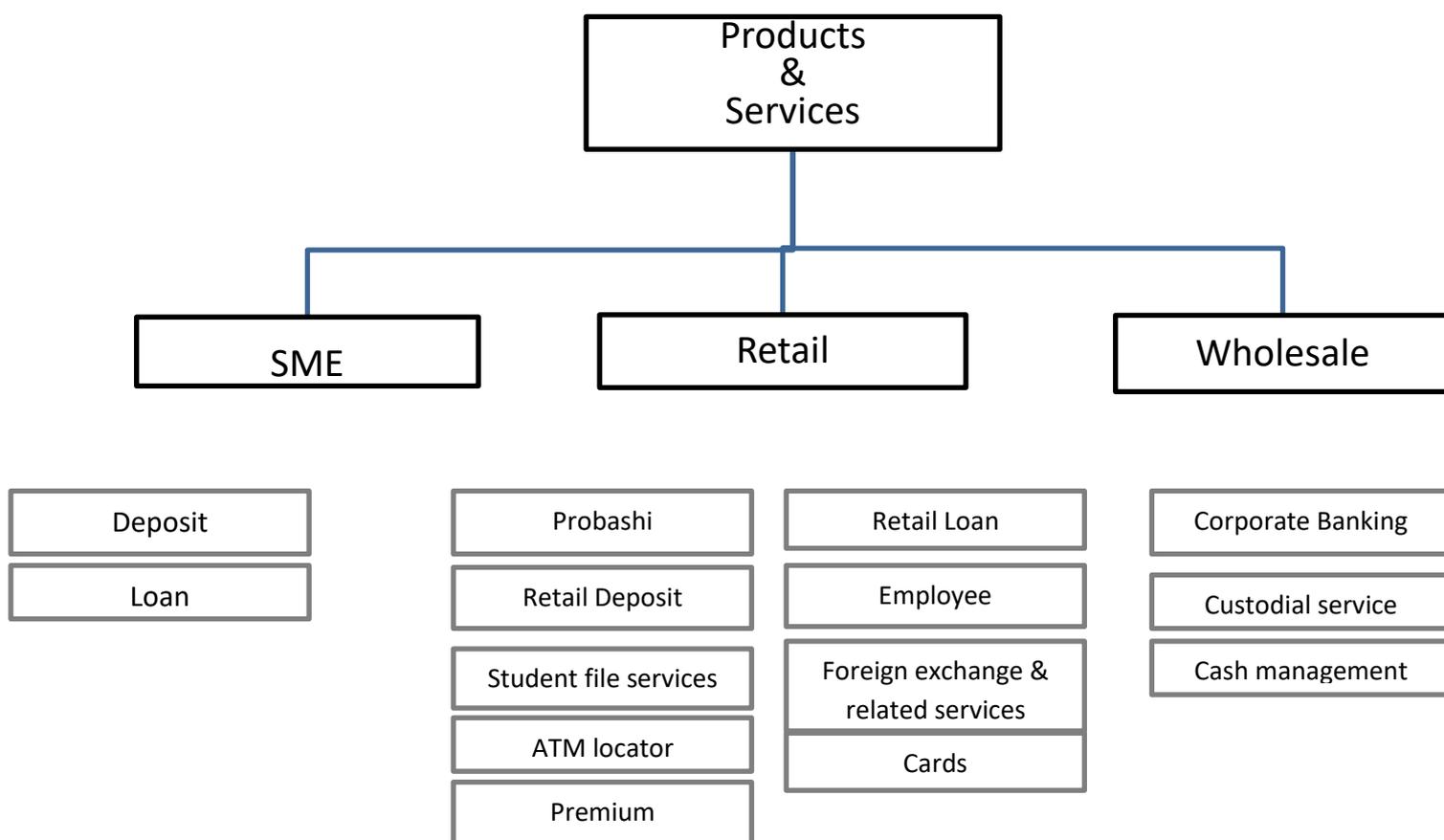
Mission of BRAC Bank:

- Commendable progress in Small and Medium Enterprise (SME) .
- Development in low cost deposit and retail resources sector.
- Raising non-supported income.
- Keep debt charges at 2% to keep up a compatible productive development.
- Attain proficient joint efforts between the branches, SME units and field officers for conveyance of remittance and Bank's different items and services.
- Have an efficient and determined group who will help to turn the vision of the bank into reality.

Division of BRAC Bank limited:

Small & Medium Enterprise	Human Resources Division	Operations
Retail Banking	Research & Development	Company Secretariat, L&D
Corporate banking	Finance Division	Special Asset Management
Treasury & FI	Risk Management	Service Quality
Technology	Credit Risk Management	Communication

Services and Products of BRAC Bank: The bank has a large number of product line and services to offer their customers. Here are some products and services given below:



Subsidiaries of BRAC Bank:

BRAC Bank has different subsidiaries. This is the integral part of BRAC Bank. The subsidiaries are given below.



CHAPTER 1
INTRODUCTION

Introduction

A recruitment policy summarizes the guiding principles which help an organization to execute the short term goals in the best possible way along with maintaining a long term growth. Every employee is considered as an asset which can only be ensured with the proper selection and transformation of the human capital. For transforming an employee as an asset hiring is the very first step. BRAC Bank from the very beginning emphasizes the mass on recruiting the right workforce. They follow several steps and procedure while hiring people and also there are some internal and external factors which influence the most while recruiting.

Recruitment and selection process works as a main driving factor in hiring employees. To achieve a company's objectives recruiting the right workforce is the most essential thing to do. BRAC Bank from the very beginning emphasizes the mass on recruiting the right workforce. They follow several steps and procedure while hiring people and also there are some internal and external factors which influence the most while recruiting.

Rationale of the Study:

“Fresh Blood Policy” has recently created a buzz among the existing employees of BRAC Bank Limited as per the report of Prothom Alo (Afroz, 2018). According to the report around 400 employees were dismissed considering it as a routine work for the betterment of the company. Based upon the report it is somewhat obvious that BRAC Bank is unquestionably quality cantered.

As a result the recent hiring phases of BRAC Bank are done with strict regulations and monitoring than before. To keep pace with the current scenario “The influential factors of the recruitment process of BRAC Bank Limited” is an acceptable topic to analyse.

Statement of the problems:

The problem statement consists of 3 elements.

Firstly, how the factors of recruitment of BRAC Bank Limited influencing the overall HR division is the main outcome of this report. Furthermore what are the other variables that are changing in line with the recruitment process has also taken into consideration.

Secondly, to represent the findings a survey is conducted.

Finally, based on the findings draw a conclusion which will help the organization to identify the underlying factors and thus improve thereafter.

Scope and Delimitation of the Study:

The study will be mainly beneficial for the students who are doing their bachelors and Masters in any university of Bangladesh. It will be especially beneficial for the students of human resource management who has interest in working in Human resource department of any organization of the country whether it is a bank or any multinational company.

Objective of the Report:

- To know about the important recruitment factors of BRAC Bank Limited.
- To understand the recruitment procedure of BBL.
- Analysing the external and internal factors
- To find out which factors are the most influential in the recruitment and selection procedure.

Chapter 2
Literature Review

Literature Review:

Recruitment and Selection is a sensitive and important issue for any organization. Many researches have been conducted to find out which factors are more influential. Because these factors ultimately helps to recruit the optimal workforce. Florea N. (2014) in his Journal paper has satated that (Analyse the Influence of IE Factors on Recruitment and Selection Performance Using Kalman Filter) Internal and external factors are the most important factors which influence the recruitment process. He in his research paper also used Kalman filter which so far has been only used in engineering and finance. According to his research and Kalman calculation using different factors, internal and external factors have mutual influence on recruitment and selection process.

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises. (Ezeal, 2010)). (Bohlander, 2001)Reported that it is important for managers to understand the objectives, policies and practices used for selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions. As (Robbins, 2005)) observed, organization's human resource policies and practices represent important forces for shaping employee behaviour and attitudes.

Recruitment and Selection process has a huge impact on the organizational Achievement. (Joy O. Ekwoaba, 2015) Joy, Ugochukwu and Ndubuisi Ufoma stated that the influencing factors for every organization are not the same. In some organization internal factors rule, on the other hand external factors are emphasized mostly.

Recruitment can save the organizational cost up to 87% if it done in a proper way. (Yas Alsultanny, 2015). According to Yas and Mona E-recruitment and the internet now-a-days also playing as an influential factors for the recruitment process .They also believe that whatever the factors are applicable for the recruitment, an positive and hardworking candidate can make his way anyway.

Lastly this study seeks to understand the main influential actors of BBL which have great impact on recruitment and selection process.

Chapter 3
Methodology of the Study

Methodology of the Study:

To complete the research paper and making the research authentic both Qualitative and quantitative methods have been used. A survey Questionnaire has been made to interact with the target respondents. They have answered the survey questions where different types of questions were imputed.

In case of data collection both primary and secondary data have been used in this report. Primary data was collected from the 27 responded who participated in the survey. They provided much raw and important information and contributed in the research.

Secondary data was collected from different kind of journals, research paper, newspaper and many other online sources which include online websites and E- Papers.

Chapter 4

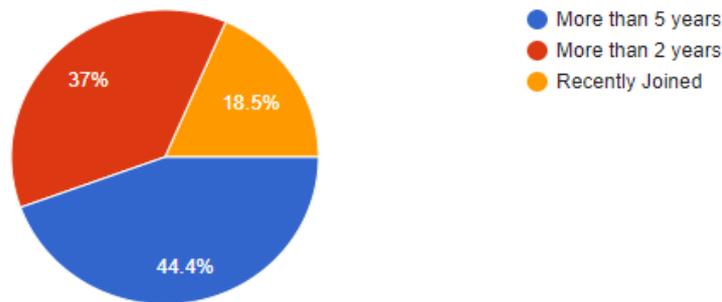
Analysis and Interpretation of the Data:

Analysis and Interpretation of the Data:

To do proper research and find out the major issues about “The Influential factors for the Recruitment Process of BRAC Bank Limited” I did made a survey questionnaire in Google drive and send it to the employees of BRAC Bank Human Resource Department with their permission. With their answers I found out what works in BRAC Bank Limited and what gets less importance. Here all the questions and the answers given by the employees are analysed below:

1. From how long are you engaged in recruitment and selection process of BBL?

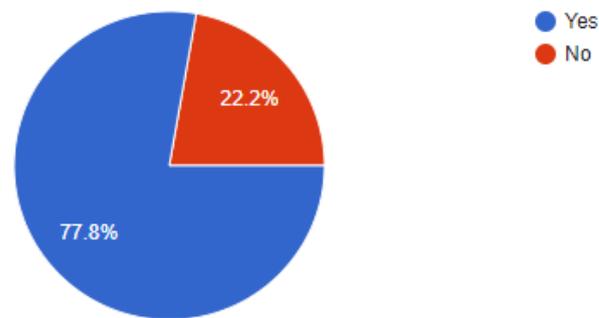
27 responses



The first question I included in the questionnaire was from how long are the employees engage in recruitment and selection process of BBL. From the graph we can see that 44.4% people were involved in the process for more than 5 years, 37% people were working there for more than 2 years and there are 18.5% people who joined the department newly.

2. Is the HR Department efficient in Selection Policy of the employees?

27 responses

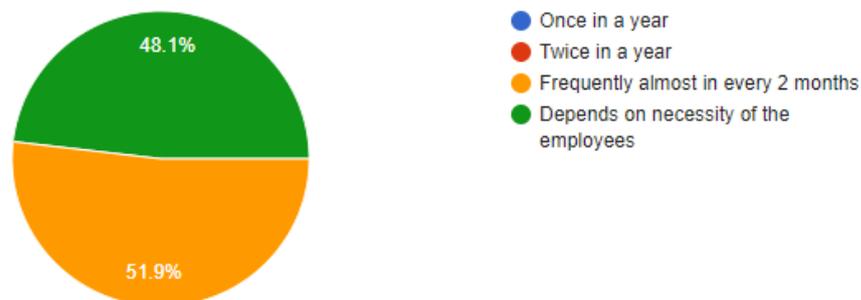


The next question I asked them was “Is the HR Department efficient in selection policy of the employees”. This question was asked to know about their own satisfaction regarding the recruitment and solution policy.

3. How often Employees are being hired in this organization?



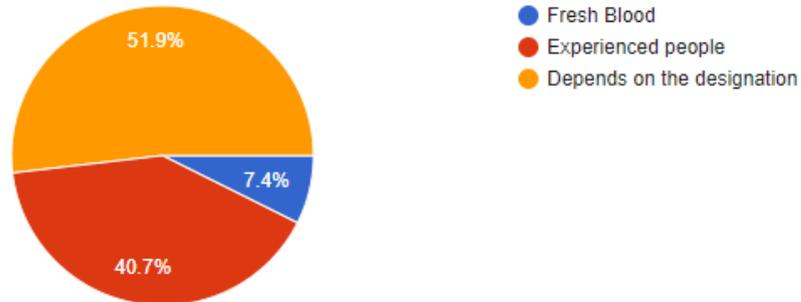
27 responses



As I am researching about the recruitment and selection factors of BBL the very common question arises to ask is “How often employees are been hired in this Organization?”. From the graph we can see that 48.1% employees of the Bank replied that they hire people when there is a necessity of workforce which was quite diplomatic and 51.9% employees replied that they hire people frequently in almost every 2 months.

4. While hiring what do you prefer the most?

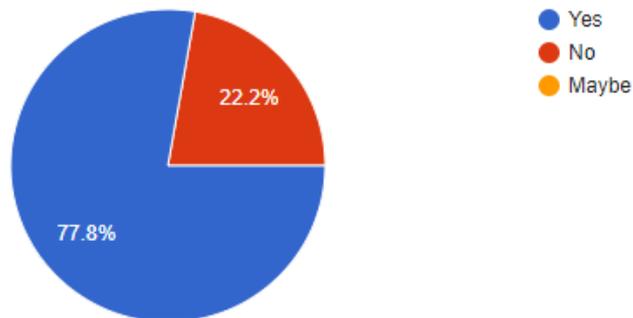
27 responses



From the shown graph we can see that among fresh blood, experienced people and the demands of people in a specific position the recruiters emphasize more on the demands of any position.

5. Does the HR maintain an adequate pool of quality “protected class” applicants?

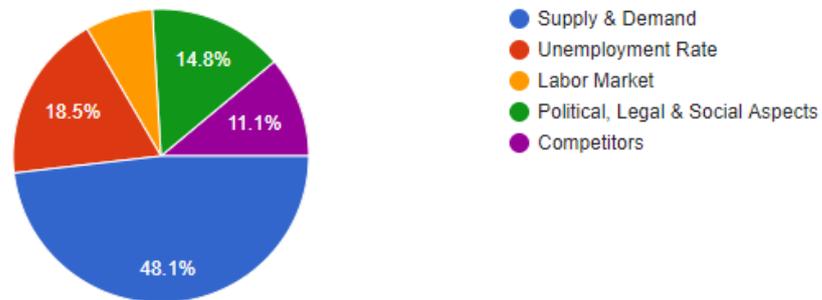
27 responses



77.8% employees agreed that an adequate pool of quality “Protected class” applicants are maintained and 22.2% people did not agree to it.

6. Which is the most influential external factor for the recruitment process?

27 responses

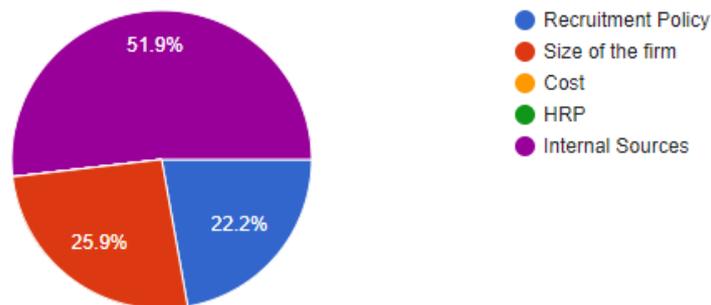


When it comes to influential external factors of BBL, 48.1% employees said that supply and demand is the most influential factor in this case, 14.8% people said that it is political, legal and social aspects of the country, 18.5% employees admit that unemployment rate is the main external factor and 11.1% people considers market competitors are the main influential factors.

7. Which is the most influential internal factor for the recruitment process?



27 responses

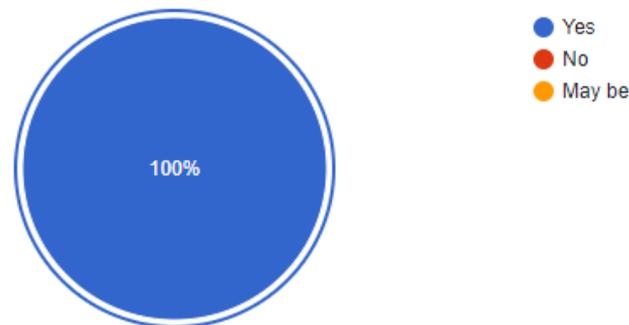


51.9% people said that internal sources are the main influential factor in recruiting. Here internal sources are indicating towards internal links. Sometimes existing employees of the bank recommend some people for specific position and the recruiting team has to consider that reference in the first space. It happens in every sector of recruitment in BBL. Not only the reference of someone who

works in BBL, anyone's remark who is working in top position and creating some value to their own organization is considered with importance in BBL. This is the most considerable internal source in BBL. 25.9% employees of HR considers size of the firm is the main internal factor. Size of the firms is referring to sometimes new branches are launched in different area of the country and the business expands. In that time lots of new workforce is needed at a time and BBL hires a lot of people in this situation. Other 22.2% people consider recruitment policy of the bank is the most influential internal factor. BBL has their own recruitment policy. Some rules and regulations are there which cannot change. The recruitment team has to follow those rules and regulations. BBL always keeps searching for new people which are another internal factor according to some employees.

8. Do candidates with Strong reference get preference in the recruitment procedure?

27 responses

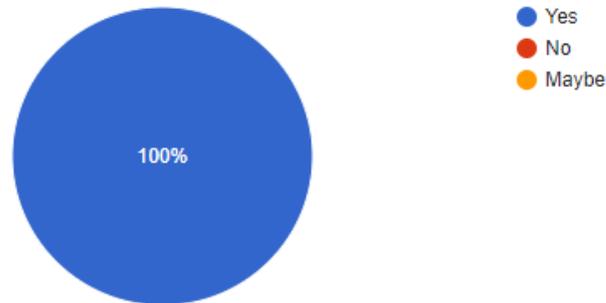


100% employees agree that candidates with strong reference get preference in the recruitment procedure. No one disagrees to this factor. It is an open secret in BBL.

9. Does the high turnover rate of BBL another important factor for frequent Recruitment?



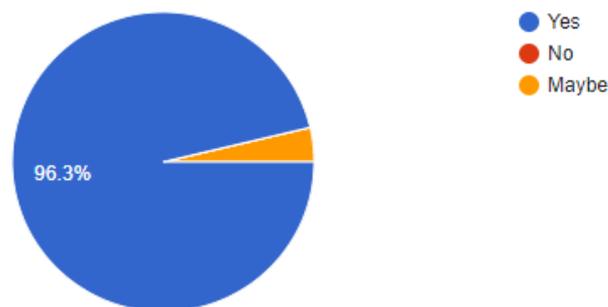
27 responses



Turnover rate of BBL is really high other than any other banks in the country. There are several reasons behind it but this turnover rate results into new recruitment. 100% employees agrees that turnover rate is the another main reason of recruitment and selection policy in BBL.

10. Do you keep record or maintain a database of external candidates from previous recruitment actions?

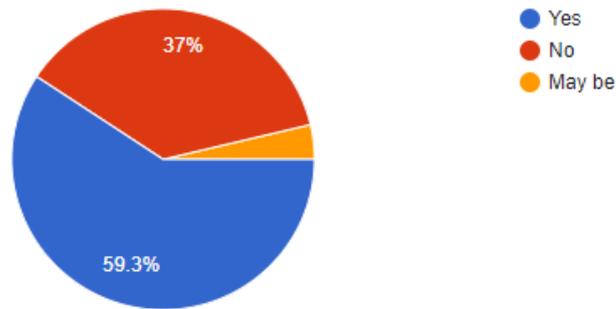
27 responses



In BBL candidates can not apply for more than one position at a time. Recruitment team keeps a record of all the record of the candidates so that no one applies for more than one job at a time. And also while a candidate applies later for another position in the bank, their previous records and performance are checked from the record. Therefore 96.3% employees agree that they keep record or maintain a database of external candidates from previous recruitment actions.

11. Is the Recruitment and selection process of BBL cost effective?

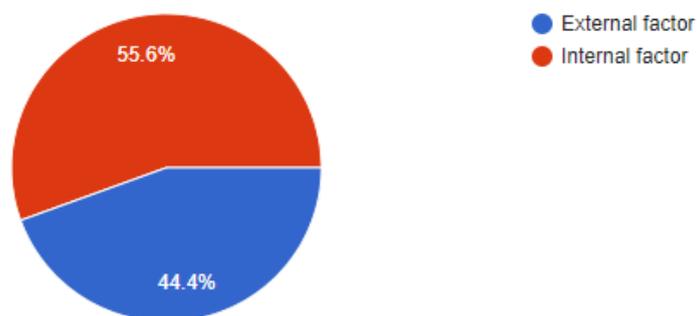
27 responses



59.3% employees said that the recruitment process of BBL is cost effective, 37% employees disagree with the fact.

12. Which factor helps the most to find out an efficient and credible employee?

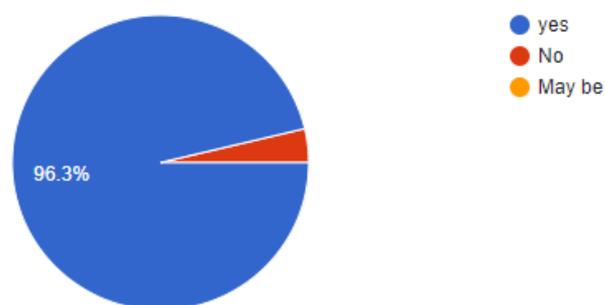
27 responses



Employees who have been involved with the recruitment and selection process of BBL have different opinions about the most influential factor of recruitment. They have different point of view regarding this. 55.6% employees believe that internal factors are the most influential ones but the other 44.4% employees considers external factor as the most influential one.

13. Do you think BBL should consider and emphasize on some new factors while recruiting?

27 responses

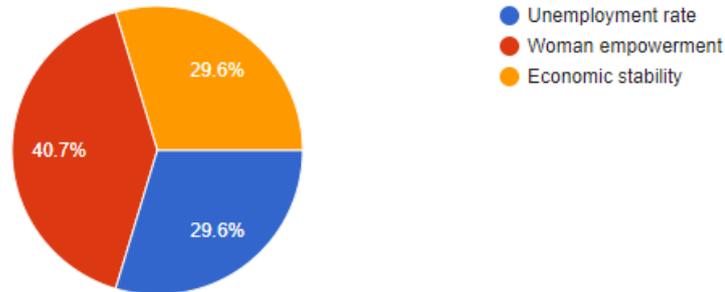


BBL has been considering the same factors for a very long time. This is high time they think differently and add some other factors in their recruitment which will contribute to the society and economic situation of the country. 96.3% employees believe and strongly want that some new important factors should be considered at this point of time.

14. According to you what can be the contemporary factor which BBL should consider in their Recruitment process?



27 responses



40.7% employees want woman empowerment as an influential factor of recruitment process. Now days every organization is promoting woman empowerment. BRAC Bank is also considering the fact but not as much as other organizations doing. It is high time they emphasize on this factor. 29.6% employees want economic situation and stability as a considerable factor while recruiting. Another 29.6% employees want unemployment rate of the country as a considerable and influential factor while recruiting.

Chapter 5

Findings of Study

Findings of Study:

From the data analysis of the survey some major and important findings have been detected which were not enlightened so far. The findings regarding BRAC Bank recruitment and selection process and their influential factors are given below:

- Employees who are involved in the recruitment and selection process are mostly experienced. Experienced people take most of the decisions regarding this case.
- Candidates with experience of working are mostly appreciated in BBL and also to get promoted employees need working experience.
- BRAC Bank hires and fire employees vulnerably. In 2018 they have fired 400 people all of a sudden without giving any notice which creates an unstable situation in the organization.
- The bank's hiring and firing process cost them a lot. New employees need trainings and guidelines. BRAC Bank provides a lot of training and grooming session to their employees which is not a cost effective deal. Every year the bank spends a lot of money for the newly recruited employees.
- While researching about the influential factors, one important thing was invented that the turnover rate of the organization is really high which indicates that the employee satisfaction level of BBL is not up to the mark. Their working culture is not very inviting to the employees.
- Among different external factors supply and demand is mostly emphasized on. The organization hires when they need workforce for their newly launched branch or there is any vacancy in the organization. BRAC Bank sometimes recruits candidates as there is availability of candidates in the market.
- Among the internal factors of recruiting reference or internal sources is the most influential factors. Most of the time the bank hires people who are recommended from somebody weighty and substantial. It also works as a source of reliability.
- Between external factors and internal factors, most of the employees believe that it is internal factors which are influencing the most in the decision making process.
- BRAC Bank is trying to include some new factors of recruitment and emphasize on them. Sometimes some partial decisions are taken intentionally or unintentionally just because of choosing the wrong factors. HR department wants to consider some other important factors while recruiting.
- We all know BRAC Bank has special loan policy for women to empower them. They give different kind of loans and also proper training to use it. It shows that the bank has always

tried to empower women. While doing the survey I find out that HR department is trying to give some special benefits to the women candidates and want to contribute in women empowerment which would be a great initiative to take.

Chapter 6

Recommendations

Recommendations:

The study was for researching the driving factors of recruitment and selection process in BBL. After analysing their recruitment process and organization culture and also based on the findings of the research here is some practicable and feasible recommendations:

- Instead of recruiting new people frequently BRAC Bank should try to retain their old employees and provide them proper training and guideline so that they can fulfil the requirement of the bank.
- While recruiting BBL should consider the political, legal aspects of the country.
- External factors like labour market, recruitment procedure of other organizations should be considered.
- BRAC Bank takes a lot of time in the recruitment procedure. They do not inform the candidates in the given time. Therefore sometimes it creates confusion among the participants. They should be more punctual about the time and policy.

Chapter 7

Conclusion:

Conclusion:

In our country there are an abundance number of private bank which are doing great. BRAC Bank is also caring out its reputation since the beginning. The bank has helped in empowering in men and women and also is contributing to minimize the unemployment rate of the country. The bank has set a standard for other organizations in every aspect. To provide an efficient modern and unique service, there is no alternate of a magnificent workforce. BRAC Bank always tries to maintain the quality of workforce. That is why the employees who are related to recruitment and selection process are highly skilled and are given so many different trainings. BRAC Bank also invests a lot after every hired candidate to make them effectual. Their recruitment and selection process in unique and many factors are considered while recruiting. External and internal factors both have impact on the decision making process, but from the research that was conducted we found out that internal factors are sometimes get more importance than external factors. BRAC Bank is also thinking of adding and considering more factors in recruitment and selection process. If they successfully add some important factors like economic stability, woman empowerment and unemployment rate, the recruitment and selection process will not only create value to their own organization but also contribute to the society and nation in many aspects.

Chapter 8

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Chapter 9

Appendix

Questionnaire:

1. From how long are you engaged in recruitment and selection process of BBL?
2. Is the HR Department efficient in Selection Policy of the employees?
3. How often Employees are being hired in this organization?
4. While hiring what do you prefer the most?
 - Fresh Blood
 - Experienced people
 - Depends on the designation
5. Does the HR maintain an adequate pool of quality “protected class” applicants?
 - Yes
 - No
6. Which is the most influential external factor for the recruitment process?
 - Supply & Demand
 - Unemployment Rate
 - Labour Market
 - Political, Legal & Social Aspects
 - Competitors
7. Which is the most influential internal factor for the recruitment process?
 - Recruitment Policy
 - Size of the firm
 - Cost
 - HRP
 - Internal Sources
8. Do candidates with Strong reference get preference in the recruitment procedure?
 - Yes
 - No
9. Does the high turnover rate of BBL another important factor for frequent Recruitment?
 - Yes
 - No
10. Do you keep record or maintain a database of external candidates from previous recruitment actions?
 - Yes
 - No
11. Is the Recruitment and selection process of BBL cost effective?

- Yes
- No

12. Which factor helps the most to find out an efficient and credible employee?

- External factor
- Internal factor

13. Do you think BBL should consider and emphasize on some new factors while recruiting?

- Yes
- No

14. According to you what can be the contemporary factor which BBL should consider in their Recruitment process?