



# INTERNSHIP REPORT ON BANGLADESH KRISHI BANK

RECRUITMENT & SELECTION  
PROCESS OF BKB

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# INTERNSHIP REPORT

ON

## “SELECTION AND RECRUITMENT PROCESS OF BANGLADESH KRISHI BANK”

Prepared to

**Arif Ghani**

Lecturer

BRAC Business School

BRAC University



Inspiring Excellence

Prepared By

Mamduha Montaha

ID-12264070

MBA Program

BRAC University

**Date of Submission: 17 February 2016**

## **LETTER OF TRANSMITTAL**

**17 February 2016**

Arif Ghani

Lecturer

BRAC Business School

BRAC University

66, Mohakhali, Dhaka-1212.

**Subject: Submission of report on Recruitment and Selection Process of BKB.**

Dear Sir

With due respect and great pleasure I submit my internship report on Bangladesh Krishi Bank Ltd. The topic of my report is “Recruitment and Selection process of BKB”. My main focus of the study is to understand the procedure of Recruitment and Selection process of BKB. I have found the study to be quite interesting, beneficial & insightful. I have tried my level best to prepare an effective & creditable report.

I have tried my level best to follow the guidelines that you have provided. As an employee of BKB, the whole experience of this enabled me to get an insight into the real life situation as well as corporate world.

I will be always available for answering any queries on the paper. Any sort of query or any criticism on this report will be beneficial for me, as it will give me the opportunity to learn more and enrich my knowledge. I hope you will consider the mistakes that may take place in the report in the spite of my best effort.

Sincerely yours

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Mamduha Montaha

ID-12264070

MBA Program

BRAC University

## ACKNOWLEDGEMENT

The successful accomplishment of this project work is the outcome of the contribution of number of people, especially those who have given the time and effort to share their thoughts and suggestions to improve the report. At the very beginning I would express my deepest gratitude to Almighty Allah for giving me the strength and the composure to finish the task within the scheduled time.

I would like to express my appreciation to my internship supervisor, **Arif Ghani**, Lecturer, BRAC Business School, BRAC University for providing me all the guidance and support that I needed mostly. This was really a good way of learning and I really appreciate his efforts towards giving me proper line directions.

I am very much grateful to the official of BKB. who extended their enthusiastic cooperation during my work. Their disciplines in work inspired me a lot. I am also thankful and acknowledged to my supervisor **Arun Kumer Das, Assistant General Manager**, BKB, without his direct help, suggestion, and support it was impossible for me to complete this report as well.

Finally, my sincere gratitude goes to my family and friends for supporting me, sharing their thoughts and giving me the moral support during the preparation of this report.

## **EXECUTIVE SUMMERY**

As a part of academic requirement and completion of MBA program, I have been assigned to complete internship report on “Recruitment and Selection Process of Bangladesh Krishi Bank Ltd.” under the guidance of **Arif Ghani**, Lecturer, BRAC Business School.

“Recruitment and Selection Process” is a segment of Human Resource Management. As such I have selected this topic to make it perfect. I have divided this report into several sub sections. The objective of the report is to identify how theories and concepts are discussed in my educational program can be practiced in the aspect of recruitment and selection process at a marketing agency organization in Bangladesh.

As usual, primary data and secondary data were used to prepare this report. Primary data came from my day to day observation and interviewing employees. Secondary data was collected by Organization employee hand book, website, and relevant books. I tried to minimize to bias and produce an unbiased report.

Bangladesh Krishi Bank Ltd. is one of the best marketing agencies in Bangladesh because of their high performance driven. Although there are some limitation and lack of standard HR system, their HR practices help them to achieve their goals. Hence, the management development programs are introduced to update their employees. This report tried to look on how and why recruitment and selection process have done. This report also shows my observation on recruitment and selection process. This report provides some recommendation which may help to improve their process.

Finally, the report allows focusing on theories and concepts used in BKB to relate with academic purpose.

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# Chapter1: Introduction

## **Introduction**

The recruitment and selection processes of an organization are two of its most important HR planning activities. The basic aim of recruiting is to ensure a sufficient pool of applicants from which the most qualified individuals may be selected. Effective recruiting is essential because sufficient number of qualified applicants is needed to ensure that selection can be successfully accomplished.

## **Origin of the report**

The Internship report is prepared for making a study on “Recruitment and Selection Process at Interspeed Marketing Solutions Ltd.” It is required to perform internship project for completing of MBA program at BRAC University. The guideline and preparation of the report was supervised and directed by S.M. Arifuzzaman, Assistant Professor, at BRAC University and I am thankful to him for assigning this project.

## **Objective of the report**

There are two Objectives of this report:

### **Primary**

The Primary Objective of the report is to recognize and identify how theories and concepts discussed in the MBA program can be applied in the aspect of Recruitment and Selection process at an organization in Bangladesh.

### **Secondary**

The Secondary objectives of the report are:

- 1) Describe the organization and explain the scope of work in recruitment and selection Process.
- 2) Recognize and identify how theories and concepts that covered in MBA program are applied in recruitment and selection process.
- 3) Propose suggestions and recommendations for the practitioners the can help management further to apply best practices in human resource management in the organization.

## **Methodology**

To preparation the report, data has been collected from both primary and secondary sources. In-depth interviews of some of the employees of the HR Division of the Organization have been conducted together necessary information. Also, the Recruitment and Selection Policy of IMSL has been consulted in preparing this report. Moreover text books, internet, the annual report of IMSL etc. have been used to collect information.

## **Scope of report**

The scope of this study is the recruitment and selection policy and processes of IMSL.

## **Limitation**

The major limitations that I faced during my internship period and preparation of this report are as follows:

- As the employees were busy with their own duty, they could give me little time for consultation.
- As I am the employee of IMSL, I have to do some other activities which are not related to this internship. So I had faced little difficulties.
- Time limitation for preparing the report.
- Published information is not up to date.

# **Chapter2: About the organization**

## **Description of Bangladesh Krishi Bank:**

Bangladesh Krishi Bank is a 100% government owned specialized Bank in Bangladesh. “Krishi” means Agriculture. Since its inception Bangladesh Krishi Bank is financing in agricultural sector remarkably. It also performs commercial banking. People working abroad can easily send money through Taka Drawing Arrangement. The main occupation of the people of Bangladesh is Agriculture. About 85% of the population depends on agriculture which contributes a significant portion to GDP. Bangladesh Krishi Bank has been established under the Bangladesh Krishi Bank order 1973 (President's Order No 27 of 1973).BKB is a Banking Company under the Banking Company Act-1991. Its Head Office is located at Krishi Bank Bhaban, 83-85 Motijheel Commercial Area, Dhaka-1000, Bangladesh. The main target of BKB is to provide credit facilities to the farmers for the development of agriculture. The Bank is guided in accordance with the policies and principles of the Government of the Peoples Republic of Bangladesh. BKB has an authorized capital of Tk. 15,000 Million (Taka Fifteen thousand Million) only and paid up capital of Tk. 9,000 Million (Taka Nine thousand Million) only which is fully paid by the Government. The Bank started commercial functioning since 1977 to generate more loan able fund from the idle rural and urban savings and invest them.The Bank operates its function through its 987 branches except Rajshahi Division. It has 16 foreign exchange (Authorized dealer) branches. In the field level the Bank has 9 Divisional, 29 Chief Regional and 24 Regional offices for close supervision of the branch activities. It has also 63 field level audit offices of which 9 at Divisional and 54 at Regional levels& it has 7 corporate branches in Khulna, Chittagong, Agrabad, Sylhet, Karwan Bazar, Banani, Narayanganj. In the Head Office the Bank has 4 Divisions headed by General Managers, 37 Departments and a Training Institute headed by Deputy General Managers. Local Principal Office of BKB is headed by a General Manager. The existing strength of Bank's manpower is 10444 against the approved strength of 15442 as on 30 June, 2015.The Bank has a Board of director comprising of 11 members. The Board is headed by the Chairman. The Board Chairman is generally an experienced professional/ex-professional who has wide acceptability and rapport. The Directors represent both public and private sectors and are appointed by the Government. The Managing Director is the Chief Executive of the Bank. He is appointed by the Government. The Bank has two posts of Deputy Managing Directors and they are appointed by the Government. The Bank has 14 posts of General Managers. They are also appointed by the Government. The characteristics and the evolution of the agricultural sector around the world are diverse and finance is a key issue in the evolution of the agricultural sector. Agriculture is a key sector of the economy in many developing countries. Strengthening this sector requires, amongst others, better accessibility to financial services. Majority of people in developing countries live in rural areas and are involved in agriculture activities. In these countries, agriculture is the pillar of the economy and the other sectors of activity such as industry, commerce, and public and private

services largely depend on it. Agriculture first provides for families subsistence needs. Any surplus generated provides cash income to cover other essential needs. The surplus is sold in the market to meet domestic demand for food crops. Cash crops such as cotton, peanuts, coffee, tea, jute, tobacco, vanilla and so on are mainly aimed at export markets. Raising livestock such as poultry, goats, pigs and sheep whether for meat, milk, eggs, leather or as draft animals or for religious or cultural rituals is also a major agricultural activity. Exported agricultural products represent a major source of foreign currency for several countries. Jobs in the public sector and jobs in commerce and other services are also largely dependent on the primary sector. In Mali, for example, the cotton sector contributes significantly to export revenue, employs nearly 3.5 million individuals, and generates considerable income in rural areas which has made possible investment in the physical and social infrastructure. Despite this major contribution from the agricultural sector to the economy, the rural sector in developing countries only has modest means to fulfill its task. Agricultural finance should be integrated as much as possible into an overall development approach based on support for agricultural production, the marketing of agricultural products, improvement in management capacity, protection of the environment and risk management. The major occupation of the people of Bangladesh is "Krishi". Krishi is a Bengali word which means "Agriculture". About 85% of the population depends directly or two specialized banks –namely: Bangladesh Krishi Bank (BKB) and Rajshahi Krishi Unnayan Bank (RAKUB).But our main concern will be Bangladesh Krishi Bank (BKB)

### **Objective of BKB:**

The main objective of BKB is to provide credit facilities to the farmers for the development of agriculture i.e. Animal Husbandry, Crop production, Fish culture etc, entrepreneurs engaged in development of agro-based and cottage industries. They are continuously trying to provide support for the advancement and development of the agricultural sector of the country.

Firstly, they are promoting savings, mostly from middle and lower middle class people by providing them micro credit

Secondly, they are promoting investment in different sectors of agriculture, industry and trade by providing either invest directly or advances loan to the investors.

### **Management of Bangladesh Krishi Bank:**

The Board of Directors is the top of Management, which is constituted in terms of the Bangladesh Bank's Nationalization Order 1972. Management hierarchy of Krishi Bank is given below:

Board of Directors (BOD)

↓

Managing Director (MD)

↓

Deputy Managing Director (DMD)

↓

General Manager (GM)

↓

Deputy General Manager (DGM)

↓

Assistant General Manager (AGM)

↓

Senior Principal Officer (SPO)

Principal Officer (PO)

↓

Officer

### **An Overview of “Bangladesh Krishi Bank” (BKB)**

BKB is providing credit facilities to the farmers for the development of agriculture and entrepreneurs engaged in development of agro-based and cottage industries. BKB is guided in accordance with the policies and principles of the Government of the People's Republic of Bangladesh. BKB gives importance to accumulation of rural small savings through its branches. Bangladesh Krishi bank offers different deposit banking facilities like Current Deposit Account, Short Term Deposit Account, Savings Bank Account, Fixed Deposit Account and other Time Deposits. The Bank provides loans and advances to different sectors, namely crop and fisheries, agro based industry (which includes large and medium industry, small and cottage industry), Poverty alleviation, retail business and services like transportation, communication, insurance, working capital loan etc. BKB finances production of all the summer and winter crops, horticulture and nursery etc. The Bank attaches importance to use scientific method and modern technology in fish cultivation. It extends adequate credit support for excavation and re- excavation of ponds, round the year cultivation of species, which have rapid growth, cultivation of sweet water prawn

and other fishes. The Bank makes use of expertise of the concerned government agencies for bringing more ponds or water bodies under cultivation and increasing productivity. As an agricultural country different types of crops and fruits are produced here. The Bank also pays due importance to setting up agro-industries for preservation, processing and marketing of agricultural produces having backward linkage with basic sub-sectors of crop, fishery, livestock and forestation. Manufacturing and marketing of agricultural implements are also encouraged. Moreover, there is enough scope for export of these items through processing mechanism and value addition. Considering the needs of the target groups since late seventy's BKB has been implementing a series of Micro-Credit programs out of which 10 programs have recently been completed and 31 programs are in operation at present.

**Crop Loan:**

from Loan portfolio, 60% is earmarked for Crop financing. The rate of interest is 10%. It may vary time to time. Both the landowner and sharecroppers are normally the target group for this loan. Marginal farmers also take this loan.

- It is sanctioned on annual basis.
- Credit passbook is issued to each borrower.

**Fisheries Loan:**

BKB provides loan for excavation and re-excavation of ponds, development of marshy lands, establishment of fish hatcheries and new projects.

**Live Stock Loan:**

BKB provides loan for Bullock, Milch Cow, Goatery, Beef fattening and other draft animals. It is mainly Medium Term Loan. Under Livestock head BKB provides loans for Bullocks, Milch cow, Goatery, and Beef Fattening job.

**Objectives of the program:**

- Create self-employment opportunity for poor and un-employed people.
- Meet national deficit of animal protein.
- Bring positive change through training.
- Ensure participation of bank officials in the program and increase their sense of duty and consciousness.

**Continuous Loan:**

Continuous loan is given for processing, preservation and marketing of agricultural products as cash credit/working capital loan on short term basis.

**Agro Equipment & Farm Machinery Loan:**

In order to meet up the changing demand of this sector, BKB offers credit facilities both for production and marketing of different agricultural equipment and machinery including irrigation

equipment like LLP, HPTW, STW, DTW are eligible under the sector. Bangladesh Krishi Bank presents loans for mechanizing cultivation and irrigation. BKB also patronize manufacture and marketing of farm equipment. Besides the bank offers credit for poultry and dairy farms and for export oriented food and fish processing plants.

### **Agro Processing Industries:**

We have enough scope for export agro items through processing mechanism and value addition. The agro based industries are – Poultry firm, Dairy firm, Food processing plant, Fish freezing/Processing Industries etc. Reputed local businessmen and prospective foreign investors are highly acceptable and encourage to the bank for establishment of any sorts of agro-processing industries in Bangladesh. Project under joint venture as well as direct foreign investors are specially taken care of.

**Poultry farm:** Poultry broiler farm, Poultry layer farm, Poultry (broiler/layer) hatchery.

Poultry farm related/dependent project Dairy farm: Milk production, Milk collection, Milk processing (ghee, butter, and pasteurized milk etc. production) and marketing.

Food processing project: Fruit based food preparation, processing, preservation & marketing, Flour, bread & biscuit vermicelli, noodles, chips, chanachur, corn flakes, potato flakes, French fry, popcorn, baby food, starch etc. Juice, jam, jelly, tomato ketchup, sauce, pickle etc. production & marketing, Spices processing, Different type's oil mill, dal mill etc. Small processing industry at farm level, Dehydrated fruit canning, packaging, preservation & marketing Exportable items: Fish processing, Freezing plant, Dehydration plant (for dry fish processing), Salting and Dehydration of Jew fish, Leather process & leather based products item. Vegetables Import substitutes: Leather and Leather Goods, Fish net/net thread production, Garments accessories (garments allied industry like washing plant, packaging etc.), Organic fertilizer, mixed fertilizer, urea super granules etc. production & marketing, Insecticides production, Bio-pesticide, neem based pesticide production.

### **Poverty alleviation Programs or Projects:**

In consideration of the importance of Micro-Credit and with the objective of generating employment as well as encouraging social development BKB has undertaken several Micro-Credit programs of its own and also in collaboration with local and foreign agencies. The programs have been designed to cover all segments of poor population whether skilled or unskilled such as small and marginal farmers, landless laborers, destitute women, disabled, unemployed youth and

rural artisans etc. About 1417047 beneficiaries have been provided with Tk. 14469.90 million since its inception (up to 30 September, 2009).

#### **International Banking**

Bangladesh Krishi Bank (BKB) has been engaged in Foreign Exchange Business since 1980. All kinds of export, import, remittance and other sorts of foreign exchange business included here. Import of capital machinery and raw materials for agro-processing industries and export of agricultural products, foreign remittance & all sorts of foreign exchange transactions and services are being provided by BKB.

#### **Foreign Remittance**

BKB plays an important role in the field of foreign remittances. Most of the BKB branches located at the remote areas of rural Bangladesh. The Bangladeshi people working abroad and their relatives in the country maintain bank accounts with BKB branches. Bank has an arrangement to allow Bangladeshi people working abroad to send their foreign currencies to their relatives at home. Necessary steps have been taken to widen this sector so that the Bank can serve more people and collect more remittances.

#### **S.W.I.F.T.(Society for Worldwide Interbank Financial Telecommunication)**

Bangladesh Krishi Bank is now a proud member of SWIFT. It is connected with modern international financial tele communication system. L/C advising/transferring and quick transfers of remittances as well as other financial correspondences have become very easy & speedy with the installation of SWIFT. Bangladesh Krishi Bank's SWIFT BIC IS "BKBABDDH".

#### **Dealing Room**

BKB is actively operate treasury operation i.e. dealing room operation in its International Department, Head Office, Dhaka to transact foreign currency trading in Inter Bank FC market both at home and abroad

#### **Foreign exchanges activities**

BKB provides service to the travellers by endorsement of cash FC/TC in passports. BKB renders Hajj services to the pilgrims which is 3rd highest in the banking sector. BKB deals in spot and forward sale and purchase of foreign currency in local inter-bank market.

# Chapter 3: Selection and Recruitment Process of BKB (My working area)

## **Selection and Recruitment**

Chapter 3 will provide more detail information about recruitment and selection process of Krishi Bank Ltd. In addition, some theoretical aspects of recruitment and selection process. Recruiting and selection are important tools for any organization in order to produce quality goods and services. Bangladesh Krishi Bank always emphasis on fair and standard recruitment and selection procedures in order to produce quality service to its customers. Having good people in a team gives a competitive advantage to a business. Employing the right person for the role will positively influence the performance and productivity of the work team as a whole. Selecting the wrong person can result in lower performance, higher operating costs.

Organizational productivity depends on its employees. They are the major element for any organization. So manpower should tested properly and recruitment and selection offers different steps to the organizations in order to select most capable candidate. Preparation required being successful before recruiting and selecting; an employer should complete a job analysis, job description and person specification. These documents will help to fully clarify the role as the employer sees it. A clear description is important so it can be communicated to the potential employee. When an employee knows what is expected of them they can assess whether or not the position is right for them. Knowing what is expected allows the employer to select staff much more objectively, reducing the risk of failure in the selection process. Recruitment and selection is also important in performance management, as illustrated below, because performance expectations are shared at the start.

### **Employee Selection**

Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in the particular job. It's a technique of choosing a new member of organization from available candidates. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the recruited job, the organization will get the quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

## **Recruitment**

Recruitment refers to the process of finding, attracting, screening, and selecting qualified people for a job at an organization or firm. It is undertaken by recruiters. It also may be undertaken by an employment agency or a member of staff at the business or organization looking for recruits.

Sources of recruitment:

There are two major sources of recruitment those are internal sources recruitment and External sources recruitment.

Organization can use both sources according to their needs

### **Internal sources**

When organization trying to fulfill their vacancies by their existing employees its called internal source of recruitment example lower level employees promoted for higher managerial level by succession Planning .

### **Advantage**

Considerable savings can be made. Individuals with inside knowledge of how a business operates will need shorter periods of training and time for 'fitting in'.

The organization is unlikely to be greatly 'disrupted' by someone who is used to working with others in the organization.

Internal promotion acts as an incentive to all staff to work harder within the organization.

From the firm's point of view, the strengths and weaknesses of an insider will have been assessed. There is always a risk attached to employing an outsider who may only be a success 'on PAPER'.

### **Disadvantages**

It will have to replace the person who has been promoted

An insider may be less likely to make the essential criticisms required to get the company working more effectively.

Promotion of one person in a company may upset someone else.

## External Recruitment

When organization try to fulfill their vacancies by outsider candidates or employees its called external sources of recruitment

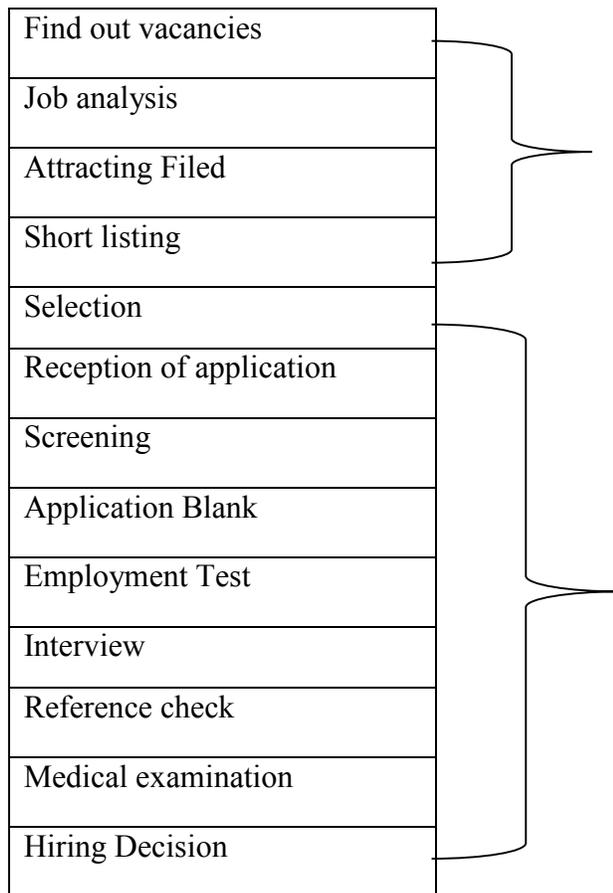
### Advantages

External recruitment makes it possible to draw upon a wider range of talent, and provides the opportunity to bring new experience and ideas in to the business.

### Disadvantages

Disadvantages are that it is more costly and the company may end up with someone who proves to be less effective in practice than they did on paper and in the interview situation.

## The General recruitment and selecting process



## **The Recruitment process of Krishi Bank LTD.**

To know the future demand of human resources, the HR division of Krishi Bank usually provides all the other divisions and branches with a general form at the beginning of the year. From the information collected from these forms, the HR division gets an estimate of the human resource requirement for the year. No long term human resource forecasting is done in BKB. The following table illustrates the number of branches of the bank and manpower in different years: The recruitment goals of BKB are to attract and retain highly qualified human resources who will perform best in their respective areas. The bank not only tries to attract well qualified candidates but also tries to identify and recruit people who are really interested to work in the bank for an acceptable period of time.

### **Types of Recruitment**

BKB practices two types of recruitment

Yearly recruitment: this is done each year, according to the HR plan

Need-based recruitments: this is done when there is a sudden vacancy

### **Recruitment Sources and Methods**

#### **The external sources are:**

Different universities Competitors and other organizations Unsolicited applicants. Recruiting will be handled by the HR Division and the overall planning for this will be done based on the Annual Manpower Plan. However, the respective business department/function requiring the profiles should have the responsibility and mandate to short-list the candidates. The skill based recruitment will be done for entry level positions.

Therefore, the plan for campus recruitment will have to tie up with the placement season of various universities that are targeted for recruitment. The HR Division needs to identify a set of campuses based on the courses conducted there, any past experience of candidates from these campuses and the emerging requirements of the bank. The HR Division will need to take a decision regarding the source of external recruitment

## **Selection Process**

The different steps of the selection process is described below in detail:

### **Receipt of Applications**

This is the first selection hurdle to join BKB. Candidates either send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. The HR division collects job applications against each job vacancy. In case of newspaper advertisements, the applicants are given at least 3 weeks to apply. After a specific period, each and every job is closed for applying. Now-a-days applicants are asked to fill-up online application forms.

### **Sorting out of Applications**

The next step is the short listing of CVs. Usually the HR division is engaged in the short listing. But the HR division may delegate this step to the respective divisions (for which the selection is being carried out) to save time. To recruit experienced bankers, CVs may be sorted out from the collection of unsolicited CVs received. Or, another possibility is to find out experienced and competent bankers in other banks. Once potential candidates are thus found out, they are contacted and called for interviews.

### **Informing Candidates**

After the applications are sorted out and a preliminary list is prepared, the candidates are informed and are called for a written exam (for entry level positions) or an interview (for experienced banker for mid level or senior level positions). For written tests, the bank issues admit cards through courier services seven to ten days prior to the exam.

### **Written test**

The employment test is generally an aptitude test which measures the candidates' verbal ability, numerical ability, reasoning ability etc. The HR division contacts IBA/BIBM to design and conduct the recruitment tests on behalf of the bank. The HR division provides **them with the desired**

academic qualification and the name of the vacant posts to construct the question paper for the test.

### **Performance Appraisal, Future Fund and Gratuity**

Get a competitive salary with a wide range of fringe benefits. In order to sustain the employee performance in the job employee of the organization provide different facilities for modern life house rent allowances, medical allowances, transportations allowances, house utility bills. The Bank also gives various festive bonuses as well as other bonuses like performance bonuses, security bonuses etc. According to Annual Confederation Report (ACR) officers also give different cash awards and special increments. Promotion of employee is very regular like other recognizes commercial banks. Employees also get facilities of future fund, gratuity and annuity. Appraisal in this bank always provides according to the employees respective performances other than any prejudice. General Future Fund There is a fund which governed by same rules of Government employees fund rules. All payment employees keep a certain amount of money on the fund. Gratuity Every confirmed and full time employee who has rendered three year continual service in the Bank or more, a gratuity become a two months basic salary for each completed year of service.

### **Records and Service**

The record service shall be maintained separately for each employee. An employee may inspect his service book once in a year in the presence of the authorized office and after such inspection, he shall put his signature with date indicating that the entries are correct and complete. If an employee in course of his inspection discovers any inaccuracy or omission in the service book, he may point it out in writing to the authorized officer within 15 days of the inspection.

### **Working Condition**

The offices of Bank situated in the heart of the city, generally in commercial surroundings. Offices are centrally air conditioned and well decorated with modern furniture and sophisticated technical Banking equipment. With the advancement of technology, officers of the bank is now become paperless; most of the banking tasks are recorded are accomplished here with strong

Banking software. Inter and intra office communications are generally held by the telephone, fax, internet and cell phones. The interior of the office looks glorious. Employees do their task in a safe and healthy environment.

Loan Facilities Employees of this organization enjoy various loan facilities like House building loan, car loan etc. under some schemes. Employees are in the higher post enjoy more amounts of loan facilities. Performance Bonus and Other Bonus Employees according to their performance and their position in the higher key get bonuses. Each year their basic salary increases in according to the inflation and market condition. As well as employees get festive bonus.

### **Allowances**

Employees get house rent allowance; convenience allowance, lunch allowance, medical allowance, entertainment allowance etc. Employees also get transfer allowance, visiting bill for work purpose visit, remuneration for special performances, bonuses etc. Employees receive allowance for doing extra duty for working more than 21 days in a similar or higher post.

### **Medical Facilities and Health Insurance**

Officers of the bank enjoy health insurance policy. The bank pays the premium before starting their jobs as probationary officer. They should be certified from the banks recognized medical center as fit for successful performance. Staff welfare fund has been created for securing the employs accidental loss.

### **Employee Feedback**

We have asked several employees about their satisfaction with the salary and other benefits. They all are satisfied with the regular promotion system of the bank and their basic pay is more or less similar with the other commercial Bank in the Market. According to our observation and their commitment they are satisfied with the certain passion and their salaries

## **The recruitment process involves: Advertising the role**

.

Selling the job to potential applicants.

## **Advertising the job**

BKB Advertising is the shop window that attracts a possible candidate to find out more about the job. It should provide enough information to make the job sound appealing and encourage a potential applicant to take action.

## **Types of advertising**

Traditionally, advertising has been done through the local newspaper or rural media. Other forms of advertising may include:

- • Word of mouth through friends and associates
- • Referrals from other team members
- • Direct approaches to a potential applicant
- • Job sections on websites such as [www.bdjjobs.com](http://www.bdjjobs.com)
- • Internet job search sites
- • Signs on notice boards at local businesses (supermarkets, farm supply stores etc)
- • Agencies such as Work and Income or Student Job Search

## **Writing an Advertisement**

Newspaper advertising is the most frequent form of recruitment; therefore this fact sheet will focus on that process.

Components of a Good Advertisement

There is clear confirmation that qualified applicants are less likely to reply to vaguely worded or ill defined advertisements, whereas unsuitable applicants are more likely to apply. A common advertising format is as follows: Advert Title

Sales pitch

Job title and property Description Description of the job

Type of person required Contact details and closing Date

## **Title**

The advert title may either be the job title or an eye-catching phrase. Other eye-catchers such as graphics or pictures (your farm logo) may also be added.

## **Job title and property description**

The job title and property description tell the applicant what the position is and provides a context for the role by describing the location, size and facilities available on the farm

## **Description of the job**

This section describes the appropriate responsibility areas, tasks or duties for the role. This can be taken almost directly from the job description previously constructed.

## **Job specification**

A job specification goes beyond a mere description - in addition, it highlights the mental and physical attributes required of the job holder. For example, a job specification for a trainee manager's post in a retail store included the following:

'Managers at all levels would be expected to show responsibility. The company is looking for people who are tough and talented. They should have a flair for business; know how to sell, and to work in a team. Job analysis, description, and specification can provide useful information to a business in addition to serving as recruitment instruments. For example, staff appraisal is a means of monitoring staff performance and is a feature of promotion in modern companies. In some companies, for example, employees and their immediate line managers discuss personal goals and targets for the coming time period (e.g. the next six months). The appraisal will then involve a review of performance during the previous six months, and setting new targets. Job details can

serve as a useful basis for establishing dialogue and targets. Job descriptions can be used as reference points for arbitrating in disputes as to 'who does what' in a business. Selection involves procedures to identify the most appropriate candidates to fill posts. An effective selection procedure will therefore take into consideration the following: keeping the costs of selection down making sure that the skills and qualities being sought have been identified, developing a process for identifying them in candidates making sure that the candidates selected, will want the job, and will stay with the company. Keeping the costs of selection down will involve such factors as holding the interviews in a location, which is accessible to the interviewing panel, and to those being interviewed. The interviewing panel must have available to them all the necessary documentations, such as application forms available to study before the interviews take place. A short list must be made up of suitable candidates, so that the interviews do not have to take place a second time, with new job advertisements being placed.

The skills required should have been identified through the process of job analysis, description and specification. It is important then to identify ways of testing whether candidates meet these requirements. Testing this out may involve:

interviewing candidates asking them to get involved in simulated work scenarios asking them to provide samples of previous work

### **Type of person required**

In the person specification we may have identify some special characteristics like knowledge, skills or experience required in the person who fills the role. Any that are critical to the business should be detailed in this section. However, we need to be careful to avoid any characteristics that do not directly affect performance of the role, as this is discrimination.

### **Sales point:**

Advertising should sell the job by highlighting the opportunities the role provides. These opportunities may include:

Learning and growth opportunities (professional and personal development) The team on the farm

Quality of accommodation Training provided Recreational opportunities Proximity to town

Time off

Leave provisions

Undesirable consequences of poor recruitment

Poor recruitment choices (i.e., poor person-job fit) can have a range of undesirable consequences for the organization and the worker including:

- Higher rates of turnover
- Reduced performance effectiveness
- Lowered job satisfaction
- Reduced work motivation.

### Effective Recruitment Steps

Three steps to develop an effective recruitment process are:

Step 1: Ensure an up-to-date job description which contains information related to:

- Specific tasks and activities required for a job
- The knowledge, skills and abilities required for effective performance by the job incumbent.

Step 2: Develop an effective recruitment strategy which considers:

- Appropriate sources of recruitment (i.e., advertisements, personal referrals, employment agencies, direct applications).
- Appropriate recruiters (e.g., supervisor or co-worker).

Step 3: Evaluate the recruitment strategy to determine its efficacy:

- Conduct a cost-benefit analysis in terms of the number of applicants referred, interviewed, selected, and hired
- Compare the effectiveness of applicants hired from various sources.

### **Overview of Selection Techniques**

Evidence-based best practice for three of the most commonly used selection techniques is

## **Outlined below:**

### Curriculum Vitae / Resumes and written Applications

A curriculum vitae (CV) / resume provide valuable information relating to a person's professional qualifications and experience. All information in the CV should be verified where appropriate (e.g., asking applicants to explain gaps in employment history). Requesting job applicants to address specific selection criteria (i.e., essential and desirable) can improve the efficiency of reviewing CVs.

## **Conducting Interviews**

Structured interviews are recommended. A structured interview involves asking each candidate the same set of questions and assessing their responses on the basis of pre-determined criteria. Questions and assessment criteria should be based on accurate, updated job descriptions. It is also helpful to develop criteria to categories responses (e.g., as excellent, good, average and unsatisfactory). An interview panel consisting of a representative selection of people may also be helpful.

Two common types of structured interview questions are:

1. Situational questions which ask candidates about hypothetical scenarios that may be encountered in the job and how they would respond in that situation.
2. Experienced-based questions which focus on specific examples of the candidate's prior work experiences and their responses to past situations that are relevant to the job in question.

## **Reference checks**

Referees are useful for identifying past employment problems and clarifying the accuracy of information presented in an interview or CV. Only a small percentage of all reference checks are negative, therefore, it is often difficult to differentiate between candidates on the basis of reference checks alone.

## **Introduction and orientation of new workers**

An effective induction helps new workers understand their role and where they “fit” within the organization. It also equips them with the tools they need to perform their work role. Two useful induction tools are:

1. Induction manual / kits which may contain:

- An induction checklist
- Organizational philosophy / ethics / history
- Strategic values of the organization
- An organizational chart / structure
- An employment manual on policies and procedures
- An orientation to the workplace (including parking and safety issues)
- Information about episodes of care, the duty system, supervision, staff meetings, etc.

## **2. Mentoring / “buddy” system**

New workers can be paired with experienced workers from a similar area to “show them the ropes”. Alternatively, a more formal / structured mentoring system can be a useful induction strategy in which new workers are paired with a mentor who can assist them with their ongoing professional development.

Employer CV

When people apply for a job the employee may provide, the employer, with a CV outlining their vision, values, strengths and weaknesses, work history and references to check their story out. Providing them with a CV and the farm can aid the recruitment process by providing potential employees with details, the farm system and how they will fit in. The CV could be emailed or sent out to potential employees with a copy of the job description. In turn, helping potential

employees self-select whether they would suit the job, long before have to go through the interview and selection process. An employer CV doesn't need to be exhaustive. Have a think about the key information that could let potential employees know or ask other staff members what they would have like to have known.

#### What could include

Key contact details

Details of own history as an employer

The type of training, skills and experience employer has Details about what past employees have gone on to do Referees from both current and past employees.

#### Information packs

As part of the sales pitch, employers sometimes send out information packs to people making enquiries. Information packs are designed to provide more detail about a job than can be included in an advertisement, as well as help to sell the job. A pack may contain things like a job description, a copy of your employer CV, performance checklist and description of farm policy as well as more detail on the sales pitches. The one issue surrounding distribution of information packs is timing. They need to be with the applicant immediately to keep the process rolling and therefore must be ready in advance. Using e-mail to distribute this information can help speed up the process.

#### Phone or written replies

Written replies can be in a number of formats. The most common being the completion of an application form or the preparation of a CV. Preparation of a CV can be a barrier to people applying for the job. Compilation is time consuming, and especially for lower level jobs, can put people off applying. This can be overcome to some extent by using an application form which requires set questions to be answered. Preparing an application form and getting each applicant to complete it at the start of the recruitment process has many benefits:

The same information is supplied by each applicant, making comparison easier It allows to ask questions which are not comfortable asking people face-to-face People filling them out must declare they are doing so honestly

It can be a means to testing if applicants can read and write Providing a phone number is the quickest way to get in touch with job applicants. However, this requires a higher level of organization on behalf of the employer. A template with phone interview questions should be kept handy to the phone so all applicants can be asked the same

question. It may also be a barrier to potential applicants if they can never get in touch with the

Advertiser. To avoid this, employers should indicate times for applicants to call and make sure they are ready to answer the phone. An answer phone also helps avoid this problem.

A formal record of application is desirable and should cover off information such as referees and work history to provide evidence in case of misrepresentation of fact by a job applicant. This information may be gathered by way of CV application form or employer notes.

Size Double column advertisements with borders stand out better than single column run-on advertisements and are more likely to attract responses.

### **Cost**

Advertising in the newspaper is the normal approach for many farm positions. Following the above guidelines will be more expensive than may have historically been the case. However, need to remember that taking time to screen out unsuitable applicants is an expense, as is having to re-advertise if there are no suitable applicants.

Acknowledging applicants

Where CVs are requested, it is polite to acknowledge their receipt with an email, letter or a phone call

### **The selection process**

The selection process has the following components: Initial screening of applicants

First interview Reference checking Second interview Job offer. Setting selection criteria and selection techniques Selection criteria are the set of competencies or measures used to rank candidates. These measures should cover eight to ten of the most important requirements identified in the job description and person specification.

### **Structured interviews**

Structured interviews ask all candidates the same questions and set the same tasks. This ensures that the same information is gathered from all candidates and allows for a more objective comparison between applicants.

Practical work tests Practical work tests ask an employee to demonstrate their competence. An example may be inviting an applicant to complete a feed budget .Reference checks help to establish

how a candidate has performed in the past. Both written and verbal references can be falsified, so information gained should be double-checked in another way. Role play  
Role play puts a person in a situation and asks them to act out how they would deal with it. This technique is especially useful to assess interpersonal and team skills.

## **Personality tests**

Personality tests are good for understanding people and how they can be managed, but they are not good predictors of how a person will perform. If the job is described appropriately and the selection criteria are appropriate, the 'right' personality for the job is likely to be selected

Notifying applicants of an interview  
The applicants selected for an interview should be phoned to ensure they are still interested in the job and then offered an interview. This phone call should ideally be followed up in writing with details of the time, place and expected activities to be carried out at the interview and the expected duration so the applicant can plan their day.

## **Interviewing**

One or two interviews

Some thought should be given to whether or not a second interview stage will be used. If a second interview is to be used the objective of the first interview is to identify two to three people to move through to the next stage. This allows for shorter interviews. If there will not be a second interview, sufficient time must be allowed to conduct the interview and give the candidate a full tour of the farm and accommodation. Accommodation and the farm sheep and beef should be shown on the first interview as they are often deciding points for a candidate.

Who should be involved in the interview: Using two people to conduct the interview is a good idea as they will both take different points from it. It is necessary to make sure roles of the interviewers are clearly defined. Where possible, the direct manager of the job applicant should be involved.

Training Fresh workers in a firm are usually given an induction programmed in which they meet other workers and are shown the skills they must learn. Generally, the first few days at work will simply involve observation, with an experienced worker showing the 'new hand' the ropes. Many large firms will have a detailed training scheme, which is done on an 'in-house' basis. This is particularly true of larger public companies such as bank

# **Chapter 4**

## **Findings of the report & Recommendations**

### **The Strengths of Recruitment and Selection Process of BKB**

- i) The management of BKB cares for the quality of service as well as the quality of its human resources.
- ii) The recruitment and selection is quite fair and square. Everyone at the HR Division is honest and impartial which promotes the environment of accountability.
- iii) Internal growth creates an attachment between the employees and the organization. Moreover, internal growth has increased the recruitment and selection efficiency of the HR Division, since it has better knowledge about the applicants' knowledge, skills, abilities and other qualifications.
- iv) The recruitment and selection process of BKB emphasizes more on who fits the organization, rather than who fits the job. Thus, it has created a unique organizational culture and the whole HR Division has ensured a friendly and caring working environment.

### **The Weaknesses of Recruitment and Selection Process of BKB**

- i) BKB's HR planning can be made more effective if it is revised more often according to the change in this fast moving industry.
- ii) Statistical measures such as correlation analysis and regression analysis are not applied to predict and analyze the recruitment and selection requirements more precisely.

Quantitative methods are not practiced in determining utility in recruitment and selection. There is no feedback system established to find out the efficiency of the system and correct its drawbacks.

- iv) No study is conducted to justify the effectiveness of the recruitment tests.
- v) Regret letters are not sent to the candidates who are not selected after joining of the finally selected candidates.
- vi) BKB does not always check references properly, which may lead to a grave problem for the organization.

### **Identification of main problems and findings**

Bangladesh Krishi Bank has been successful by increasing its revenues, deposit and branch in Bangladesh. Although there is no major problem in Krishi Bank., some of the problems observe as follow:

**Technological advancements:** BKB has equipped its branches with all major IT tools of the industry. However it has been observed that when it's time to work, there are many difficulties seen in the different devices.

**Job Advancement:** There is no advancement procedure for lower staff members. The lower staff should be trained about the operations of the bank.

**Training and Developments:** There are effective training centers of Bangladesh Krishi Bank. The problem with Training and Development is that it is not available for all the staff members.

**Lack of employees in some departments:** Although BKB is a very good employer of talent professionals at different branches, however it was observed that there were some departments in the bank lacked the number of professional in it that resulted in efficiencies in that department.

**Amenities at Branch:** Providing amenities like separate room for different departments also necessary.

## **Recommendation**

I have come up with some recommendation, which may help the Bangladesh Krishi Bank for their improvement in recruitment and selection. These are:

- 1) HR should set up online requisition system. As a result, HR will get requisition form instantly and it will make faster its process.
- 2) The management is already working on their internal network properly for recruitment advertisement.
- 3) HR Division needs sufficient space to maintain CV bank and it has to be shelf in a proper way.

That will help employees to find resumes easily.

- 4) In written, viva or practical exam, there should not be any unfairness. Otherwise, the company will lose suitable candidates.
- 5) HR should also communicate with unsuccessful candidates. At least, they can send an email on applicants' account.
- 6) The recruitment and selection process' activities of written and Viva could be done separate days. So it will release extra weight from employees and they can find more appropriate employees.
- 7) There should be an orientation and training program for the new employees.
- 8) The Company should start training its managers on better interviewing.

## **Conclusion**

BKB is the agency in control of the all Consumer Engagement activities. It is a service marketing company, to provide the finest and best marketing service for their clients' like- BATB, ROBI, One Bank, P&G etc. Profit and loss alone cannot measure the success of BKB. The success of BKB mostly lies in its friendly and helping working environment. Moreover, as an employee of BKB, I must say that it has very friendly, learning and helping working environment that the employees are most inspiring of. It also ensures a safely for female employees.

The success of BKB depends mostly in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the management of BKB has to be careful in recruiting the right person for each job. As we have seen, the recruitment and selection process of BKB has rooms for improvement. Although the process they have been adopting so far has been somewhat effective, to adapt to the change with time, the process should be revised and streamlined.

The company begins its journey with lots of hopes and goals, so we can say that keep working and try to improve the limitation in operations and HR divisions.

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