



Inspiring Excellence

**INTERNSHIP REPORT
ON
RECRUITMENT AND SELECTION PROCESS
OF**



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Letter of Transmittal

May 29, 2016
Mr. Ariful Ghani
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Subject: Submission of Internship Report.

Dear Sir,

With due respect, I would like to inform you that, It is great honor to present you my Internship Report as a part of the course BUS 400 which I was obliged to submit as per of BBA program of BRAC Business School. As per your instruction I have prepared my report on “Recruitment and Selection process of Dhaka Bank Limited”.

I have tried my level best to prepare the report informative as well as comprehensive. While preparing the report I have found the topic quite interesting. The report in on the study Recruitment and Selection process of Dhaka Bank Limited and an aspect at how it is done in the practical world. I have gathered all the information from different sources and from my on-site supervisor who helped me a lot regarding my report.

I would like to thank you for giving me the opportunity to prepare my report under your supervision and for giving me instruction and guide lines in writing the internship report.

Yours Sincerely,

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Acknowledgment

At the very beginning I would like to praise my gracious and beneficent Almighty for giving me the courage and strength to work on this report regarding Recruitment and selection process of Dhaka Bank Ltd. The successful accomplishment of this report is the outcome of the contribution of number of people, who have given me their precious time and shared their valuable thoughts regarding how to improve my report. I am really grateful to all for the cordial cooperation and encouragement.

After that I would like to take this opportunity to express my heartfelt gratitude to my honorable academic internship supervisor, Ariful Ghani, Lecturer of BRAC Business School, BRAC University for his guidance and constant supervision. He was always there to solve all the problems I have faced in preparing the report. I am very thankful to him for his time, constant supervision and guidance throughout my internship period.

Lastly, I would like to thank my onsite supervisors Mohammad Makhlessuzzaman Khan (Vice President and Head of Risk Management Division) of Dhaka Bank Ltd who always used to direct me how to write the report and kept motivating me to finish writing the report as early as possible and Md. Nahid-ul-Hasan (Senior Principal Officer of Risk Management Division) Of Dhaka Bank Ltd for his close supervision and helping me by providing guideline of working throughout my internship period. And I also convey my heartfelt gratitude to Md. Sadekur Rahman (Human Resource Division) of Dhaka Bank Ltd for providing me all the information to prepare this report.

Executive Summary

Dhaka Bank Ltd (DBL) is a pioneer in the compelling world of business and banking. Their goal which they proudly carry out is “Excellence in Banking”. DBL being a frontrunner banking institution of this country aim and represent their credentials by demonstrating an inspired and competent workforce throughout an extensive career.

A vital part of any institution is its HR activities and DBL’s HR division provides an excellent field for learning all the HR relevant activities comprehensively. All the issues of HR are headed by an exceptional team of management of HR division. Their commitment to work makes them choose the right person for the right post. They always justify every step of their Recruitment and Selection procedure. Comparing turnover rates of DBL determines that their Recruitment and Selection procedure is impeccable.

At the inception of every year, the Human Resource Division of DBL provides a general form to all the branches and division from its head office to learn the forthcoming need of human Resource in DBL. From the forms the HR division uses the collected data to project a definite demand of manpower needed for the entire year. The HR division of DBL follows both the Recruitment and Selection procedure but sanctions different procedure for different positions as it is an extensive institution.

The jurisdiction of DBL is bound to very thorough in its recruitment as the accomplishment of a commercial bank depends on the client’s satisfaction which is achieved by the quality of service provided to them by capable employees. The Recruitment and Selection procedure of DBL is well coordinated yet there are opportunities to develop more. So the HR division can still review their policies and procedures. DBL can make their Recruitment and Selection procedure more efficient through constructing a more distinct approach and overcoming their constraint.

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CHAPTER-1

1.1 Background History of Dhaka Bank:

Dhaka Bank- A name that incorporated itself as Public Limited Company on April 6, 1995 under Companies Act, 1994 and commenced banking operations on July 5, 1995. Long urge of fulfilling the new generation's dream of modern banking along with its deep attachment to the growing community and culture has played the role inspiration for its establishment. A host of creative, insightful entrepreneur friends set the forth fight of this significant corporate path that resembles the speed of technology on the inner soul of Bangladesh. Hence the rays of light came in the shadows of nineties banking reformation. (Dhaka Bank Ltd., 2013)

The heritage and history of Dhaka and Bangladesh from Mughal outpost to modern metropolis was the center point that was focused from the very year of Dhaka Bank's journey. This Bank successfully keeps its commitment in all of its presentation, publications, brand initiatives, delivery channels, calendars and financial manifestations. For which today it is widely recognized for its exceptional service, simplicity, proximity and cutting-edge way of delivery. (Dhaka Bank Ltd., 2016).

Financially strong capabilities and operational craftsmanship has placed Dhaka Bank in the recent potential market as a compatible competent player around the country. It has achieved the DSE and CSE in 2000. A larger network of Branches, ATMs, SME channels, agricultural outreach and mobile banking has made DBL quite an available banking source throughout the whole nation which has built a very big platform for making a last long bond with the corporate world. DBL has established its existence at 71 locations including 2 Islamic Banking Branches, 1 Offshore Banking Unit, 3 SME Service Centers, 1 Business Kiosk and 46 ATMs across the country. Also the Bank has established a subsidiary company named, DBL Securities Ltd. having 6 countrywide Branches. However the overall goal of Dhaka Bank is to create superior shareholder value for excellence as they grow and mature into a banking expert. (Dhaka Bank Ltd., 2016)

1.2 Overview of the Bank:

Since 1990 Bangladesh's economy has been experiencing a rapid growth and change. The upgrading economic activities were guided and assisted by the industrial and agricultural development, international trade, inflow of expatriate Bangladeshi workers' remittance, local and foreign investments in construction, communication, power, food processing and service enterprises. A demand for banking products and services were created with economic development for supporting the new initiatives as well as channelizing consumer investment in a profitable manner. By the grace of a group of highly acclaimed businessmen, this stipulation was possible to make into reality by founding Dhaka Bank Limited in 1995. (Dhaka Bank Ltd., 2013)

On 6 April 1995 under the company's act 1994, the Bank was incorporated as a public limited company. Commercial banking operations started on 5 July 1995 with an authorized capital of Tk. 1000 million, divided into 10 million ordinary shares of Tk. 100 each. The issued, subscribed, and paid up capital of the bank in 1995 was Tk. 100 million, which was paid fully by the sponsors. The paid up capital of the bank increased in 2004 to Tk. 275.88 million. In same year the bank's total equity (capital and reserves) was Tk. 338.30 million and the amount of its reserves (statutory and general reserves and dividend equalization fund) was Tk. 62.42 million. Again the reserves declined to Tk. 44.22 million. Like other commercial banks in Bangladesh, Dhaka Bank also provides a gene provision at 1% on unclassified loans that are treated as supplementary capital of the bank.

The on-line telebanking services and a comprehensive range of financial services is an addition to its traditional banking activities to national and multinational companies in the country. It also underwrites shares and debentures, works as issue manager, and participates in other operations in money market and capital market. The bank participates in the day-to-day transactions of the stock exchanges as a member of the Dhaka and Chittagong stock exchanges.

Dhaka Bank has placed its 62 Branches, 3 SME Service Centers, 6 CMS Units, 2 Off-Shore Banking Unit across the country and a wide network of correspondents all over the world. More branches are planned to set up in near future to expand the network. DBL also provides a full

range of banking and investment services for personal and corporate customers, backed by the state-of-the-art technology and a team of highly motivated Professionals.

For building up excellence in Banking, Dhaka Bank now offers the full range of real-time online banking services through its all Branches, ATMs and Internet Banking Channels. Banking for friendly and personalized services, cutting edge technology, tailored solutions for business needs, global reach in trade and commerce and high yield on investments — Dhaka Bank Ltd. is the ultimate choice of people. (Dhaka Bank Ltd., 2013)

1.3 Background of the study:

The report titled “Recruitment and Selection Process of Dhaka Bank Ltd” has been prepared as a practical fulfillment of BBA Degree under the course BUS 400. As an intern my scope was very limited and restricted because I have done my major in human resource but I was allotted in risk management division so collection of data was very tough for me. The report is totally based on recruitment and selection process of Dhaka Bank Ltd. Through this report an individual can expect to have a good knowledge and clear vision of the recruitment and selection process of Dhaka Bank Ltd. After long hard work it has become possible for me to make the report comprehensive and factual. The data is truly and strictly confidential.

1.4 Scope of the Report:

As an intern, my scope was very limited and restricted. I had maintained some official formality for the collection of data for my report. This report mainly encompasses the Human Resource Practices of the Dhaka Bank Limited. This report is based on observation, and studies during my internship period in Dhaka Bank limited.

1.5 Objective of the Report:

Primary objective of the report:

To know about overall company of DBL and also to understand each and every part of the recruitment and selection process of the organization.

Secondary objective of the report:

- To know the pros and cons of the conventional ideas about recruitment and selection process.
- To have knowledge about the function of human resource division.
- To identify the recruitment process of DBL.
- To focus on major elements of recruitment and selection process.
- To identify the problems of human resource division of Dhaka Bank Limited.

1.6 Methodology:

In preparation of the report information is collected through primary and secondary methods. For the report I have used the primary data which I experienced during my internship period in DBL. Apart from that other sources of data collection which is called secondary data was collected from various webpages and from the official and other website of DBL.

Primary Data:

Observation is an essential aspect of all methods of data collection. Through observation and face to face interview I have collected the data regarding recruitment and selection while working in Dhaka Bank Limited.

Secondary Data:

The secondary information is collected from websites, annual reports, journals, books of recruitment and selection, monthly report of human resource division, Dhaka Bank Portal and some other relevant sources.

1.7 Limitation of the study:

Although I have worked in Risk Management Division of DBL. The employees of Human Resource Division helped me in every aspect, they were so cordial. The main limitation was to collect the information because most of the information is confidential and they don't want to disclose them. Still they have given all the information trusting me so disclosing the information could be unethical and unjust to the organization. Surrounded by all these constraints I had to work with the information as efficient as possible and make the report well informed and effective one.

1.8 Product/ Service Offering:

The product or service of Banks is fundamental service. Clients get the satisfaction from the service that is how they are being treated rather than the ownership of goods. Banks are involved in the Business of cash accessibility, marketing cash security, monetary transfers. They make sure their clients are satisfied today without waiting for the future when their own savings are higher. So, Banking product or services means, to be able to satisfy the current and potential clients. DBL offer the following services and has some new products:



Fig: 1.8: Product and Service of DBL

1.9 Operational network and organization chart

Organizational Structure of Dhaka Bank Limited:

- **Board:** The respected Shareholders are responsible to appoint the Chairman and Members of the Board.
- **Chairman:** The Board then appoints the Chairman. He then attends Board meetings and takes the major decisions.
- **Managing Director (MD):** The Board appoints the Managing Director, who is also known as the Chief Executive Officer (CEO) of the Bank.
- **Management Committee (MANCOM):** MANCOM which stands for management committee consist of the Managing Director (MD), Deputy Managing Directors (DMD), Heads of Divisions/Units from Head Office and any other staff members who are selected by the Managing Director. MANCOM Usually once in a week MANCOM meets to debate and decide the issues that the bank is confronting.
- **Organizational Hierarchy:** Hierarchy is an organizational structure where each and every entity in the organization, is subordinate to another single entity. The Organizational Structure shows channels of communication and reporting relationship that who reports to whom. Division heads of different divisions must ensure that the Employees of his division understands the Organizational Matrix and follows the reporting relationship.

The following is the Organizational Hierarchy Chart of DBL and also shows the reporting relationship among the executives and officers.



Fig 1.9: Organizational Hierarchy of DBL

Support Staff:

Supporting staffs are the Assistant, Telephone and Computer Operator, Receptionist, Go-down Keeper, Care Taker, Electrician, Security Guard, Messenger, Peon, Lift man.

Support staffs are those; employees who deal with daily routine work. An independent character can only make decisions upon obtaining special authority from their superiors. An employee will be advised individually about their responsibilities and job descriptions.

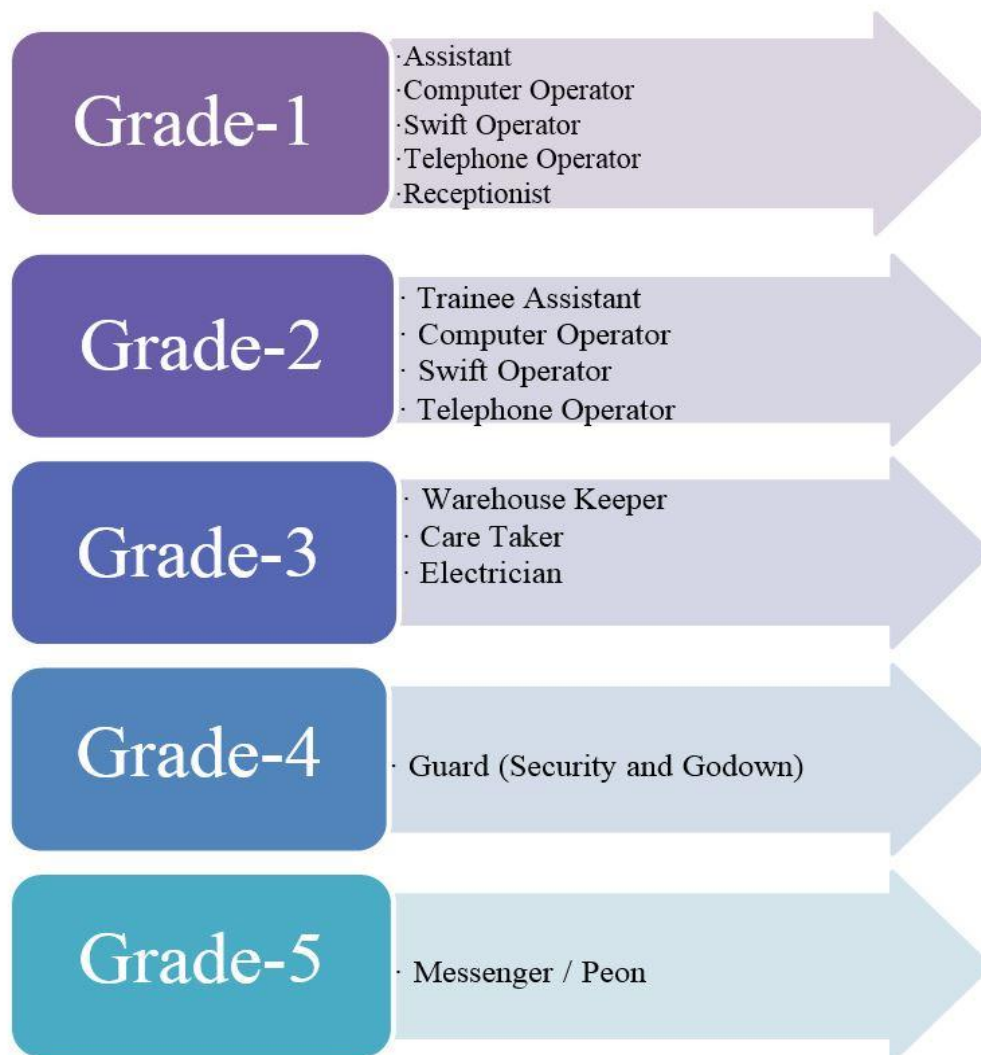


Fig: Organogram of Supporting Staff by Grading.

1.10 Vision, Mission, Goals and Values

Mission:

To be the premier financial institution in the country providing high quality products and services backed by latest technology and a team of highly motivated personnel to deliver Excellence in Banking. (Dhaka Bank Limited)

Vision:

Dhaka Bank, we draw our inspiration from the distant stars. Our vision is to assure a standard that makes every banking transaction a pleasurable experience. Our endeavor is to offer you supreme service through accuracy, reliability, timely delivery, cutting edge technology and tailored solution for business needs, global reach in trade and commerce and high yield on your investments.

Goal:

Our people, products and processes are aligned to meet the demand of our discerning customers. Our goal is to achieve a distinction like the luminaries in the sky. Our prime objective is to deliver a quality that demonstrates a true reflection of our vision “Excellence in Banking”. (Dhaka Bank Limited)

1.11 Strategic Objective of Dhaka Bank Limited:

DBL's main purpose is to maintain their goal "Excellence in Banking", to distribute proper quality that echo their perception of their goal. Also DBL has strategic target to oversee immense quality and transparent business transaction based on market system and sticking within the legal and social structure. Furthermore DBL has some more objectives and they are:

- ✓ To give the customers regularly competent, inventive and the best quality produce with exceptional delivery structure.
- ✓ To achieve surplus yield with qualitative business as a viable regularly expanding institution and complement proper return to shareholders.
- ✓ To be watchful of the ever changing environment and climate changes and be conscientious about a green and clean country.
- ✓ To maintain the CSR (corporate social responsibility) as a corporate national and commit to the growth of the nation.
- ✓ To develop the welfare of the employees by means of enticing handsome remuneration, to build up staff spirit via coaching, advancement and career planning.
- ✓ Achievement of the obligation to the government by means of settling all range of taxes and commitment and following any other rules.

1.12 Divisions of Dhaka Bank Limited:

The organization is like a family that consists of different divisions/units as the family member. Every organization made up of more than one person will need some form of organizational structure. They have to focus on their targeted customer and works for meet the customer need. A human resources division is responsible for recruitment and selection of new employees, employee motivation and a range of other people focused activities. In

addition there will be a number of cross- functional areas and departments that service the functional areas of the company.

If the Jobs are not organized considering their interrelationship and are not allocated in a particular division it would be very difficult to control the system effectively. Dhaka Bank Ltd also manage their activities through different divisions are as follows:

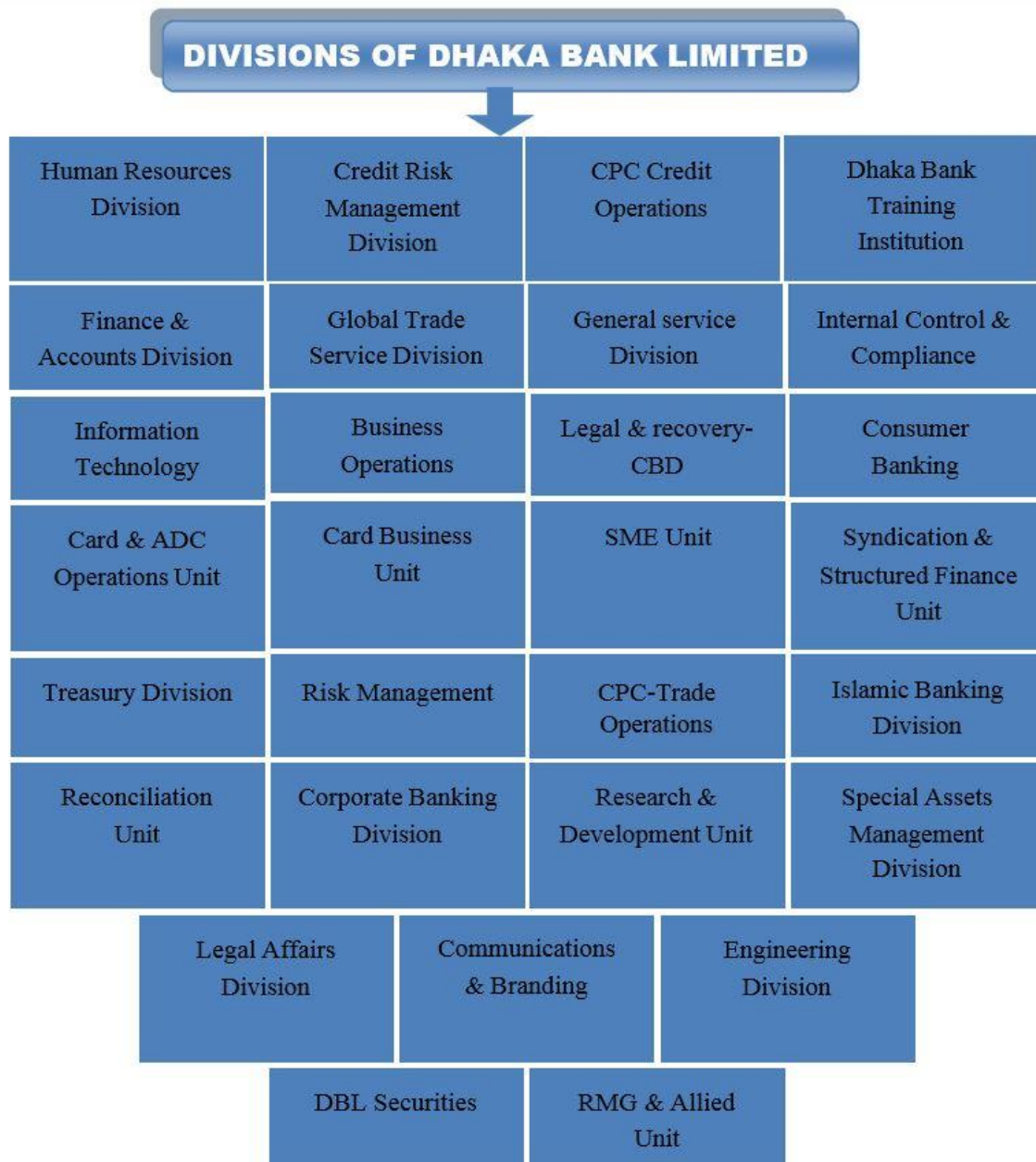


Fig 1.12: Divisions of DBL

Branches of Dhaka Bank Limited:

The Bank has total 71 Branches, of them 2 SME Service Centers, 2 Islamic Banking centers, 2 offshore Banking Unit across the country and a wide network of correspondents all over the world. The Bank is planning to open few more Branches in the current fiscal year to expand the network. (Dhaka Bank Ltd., 2016)

Division wise Branches	No. of Branches
Dhaka Division	33 Branches & Head office
Chittagong Division	17
Barishal Division	01
Sylhet division	06
Rajshahi division	08
Rangpur division	01
Khulna Division	03
Islamic Banking Branches	02
SME Branches	02
Off-Shore Banking Unit	02

Table: Number of Branches of DBL

Chapter-2

2.1 Job Description:

It was a great opportunity to work with one of the country's fastest growing bank- Dhaka Bank Limited. Though I have done my major on HR but I was allotted to Risk Management Division where they deal with all financial activities. My internship period was from 3rd January 2016 to 31st March 2016 but the division then extended it till 28th April 2016. As an Intern I have performed several activities among them my main task was to assist my supervisor who is a Senior Principal Officer in his day to day task. Throughout my internship period along with learning how to work in a corporate world I have learned so many financial works which I guess definitely help me in my near future as I am interested to work in a bank.

2.2 Roles and Responsibilities:

The Internship program has provided me great opportunities and scope to learn and get the Idea about practical banking works which will definitely help me in future. Following is the list of roles and responsibilities which I was assigned during my internship period:

- At the very beginning of my internship I was assigned to make a list of files, numbering them and place all the files accordingly because the officers and the executives where totally depended on the messenger so the Head of the Division asked me to make the list and give a copy of that to all the officers so that they can easily get the file of their own.
- Later they have treated me more like an officer than intern. Then I was assigned to make a report which is known as "Collateral Report" and the data to make that report comes from all the branches of Dhaka Bank. Then I had to contact with all the credit officers of the branches and ask for the data. Contacting with all of them was a very difficult task again and again for giving them soft reminding, after collecting all the data started making the report, my supervisor was always there to assist me and help me in every aspect.
- Then in the extended period I prepared the monthly Risk Management paper and for that I again had to contact with the division in charges for data. This was my last in task in the division. Rather than this all task I also did photocopy which is a must duty for all interns. Helped other officers in their work so far I could have done.

2.3 Observations:

While working in DBL I have noticed few things that they must take in count and work on.

Following are the observations that I think they must be aware of and take necessary steps:

- As per the Bangladesh Banks' rules and regulation the Risk Management division should have a team of consisting eight member to perform the services of the risk management divisions, but unfortunately DBL cannot comply with the Bangladesh Banks' requirement. This is because DBL is not recruiting enough people to fulfill the Bangladesh Banks' requirements. This is one of the risk that I have found during my internship period.
- The Credit and Support information (CSI) needs to provide proper support of information to the risk management division as they have to collect these data in order to prepare the risk management paper, stress testing reports and collateral report. Most of the time, the risk management officers have to call to every branches and divisions in order to gather such information which is time consuming and also delays the whole process of the division. Sometimes the whole department stops doing nothing except for waiting for the information.
- There is scope for improvement in the logistic support.
- The cooperation in various departments can be increased.
- DBL can be more helpful for their interns.

2.4 Recommendations:

Though the HR team of DBL is very active and works accordingly still I would recommend them the following steps to take in count to avoid the problems they are facing

- HR should take the matter seriously and recruit employee for Risk Management Division as per the rule of Bangladesh Bank.
- DBL need to maintain a server where all the data will be available so that Risk Management can work accordingly because waiting for data from the branches and division kills time and lowers efficiency.
- To minimize the delay in logistics just in time method can be adapted.
- Officers should have direct access to be able to communicate with the CRO's.
- Interns could be allowed a more flexible work time rather than traditional working hour of DBL because they need to manage time for writing report.
- DBL authority should give more emphasis on their IT Division.

CHAPTER-3

3.1 Functional Areas of Human Resources Management at Dhaka Bank:

Human resource management of Dhaka Bank Limited encompasses five functional areas. Sometime companies hire specialists who are good at only in one particular area under the guidance of a manager, and the others employ HR professionals who work as generalists. People who work as generalists performs task across several or even in all the different functional areas.



Fig 3.1: “Functional Areas of HRM” Staffing at Dhaka Bank

Staffing:

It is associated with deciding individual requirement, selecting applicant and evaluating aspirants. Job can comprise of constructing job interview, deciding where to endorse for the vacant posts, following candidates flow data, organizing interviews and overseeing and illustrating skill judgements. DBL’s HR individuals prepare the eventual outcome for which candidate to appoint and the rest thin out the list to adequate candidates so the overseer can prepare the eventual choice. DBL’s HR experts performing in staffing must be conscious about the equal employment issue.

Total Rewards: The total rewards system of Dhaka Bank Limited in the human resource management is referred to as compensation and benefits. This aspect of the field focuses on both direct compensation, which refers to wages and bonuses paid to employees, and indirect compensation, which refers to benefits made available to members of the workforce. Payroll processing falls under this function, as does benefits administration. It involves making sure that employees are paid in a manner that is compliant with the Fair Labor Standards Act.

Employee Development: The employee development aspect of Dhaka Bank in the human resource management is referred to as the training or workforce development function. It involves identifying areas where skill development is needed, either in terms of specific skills or knowledge that a particular individual needs to master or organization-wide training needs. Training needs may be soft skills, like customer service, communication and leadership development, as well as technical skills such as computer skills and equipment operation capabilities. The Dhaka Bank's HR professionals are responsible for employee development which provide instruction, bring in trainers, and send employees out to classes or source online or computer-based training programs that can be used.

Employee Relations: The employee relations function of Dhaka Bank in the human resource management is focused on maintaining positive relations between the organization and members of its workforce. Duties that typically fall under the scope of this function involve morale management, rewards and recognition programs, performance appraisal procedures, verifying compliance with policies and procedures, complaint investigation and labor relations. Employee relations professionals typically work closely with the Dhaka Bank members of the management team, lending support and assistance as needed.

Safety: Dhaka Bank provides a safe working environment for employees. The safety function ensures that the organization is compliant with Occupational Safety and Health Act requirements, as well as any other important safety-related tasks. In Dhaka Bank includes functions like: developing and enforcing safety policies and procedures, conducting

safety audits, overseeing safety meetings and training, dealing with occupational injuries and illnesses, and handling accident reporting requirements.

3.2 Challenges of Human Resource Management of Dhaka Bank

The task of the HR Manager is to grow with the development in the competing market status and the understanding of the fact that HR Management is essential to contesting with a higher strategic aspect for the progress of the institution. Institutions those does not maintain on enticing and preserving talents can discover themselves in dire result because their rival can triumph them in strategic recruitment of their HR.

Few challenges that DBL may face are given below:

- **Appropriate hiring of applicants:** DBL must consider hiring the appropriate applicant for the appropriate assignment. It is often that case that the employees and department are not working efficiently which can lead to conflict and disorganization in the bank's affair.
- **Cost of recruiting:** In the case of the volume of employees being significant than substitution of each employee in the designated departments will be significant for all because when the institution is going for recruitment they will be required to endorse in different medias, allocate enough time for the hiring procedure, is required to disrupt the flow of the HR managers in conducting the interview process.
- **Rival companies:** The rival companies are always hiring in the market and they target the best qualified applicant as they want to enhance their HR activities and also the performance outflow of the institutions.
- **Motivation:** For galvanizing the employees and always inspiring them the HR of DBL does a resilient task as each employees have distinct demand to be satisfied and if they are not happy they will not work efficiently and accordingly and it will raise the employment turnover rate more.

3.3 Recruitment Need:

- Planned: The needs arising from changes in organization and retirement policy to avoid the shortage of employees or labors in the organization.
- Anticipated: Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment. These ensures preparedness of the organization to any obvious and expected changes in the organization.
- Unexpected: Resignation, deaths, accidents, illness give rise to unexpected needs.

Purpose of Recruitment

- Deciding the current and forthcoming needs of the institutions based on the partnership of self-preparation and task reasoning activities.
- Expand more job opportunity for the applicant at minimal price.
- Assisting to expand the accomplishment estimate procedure by lowering the certain inadequate and over competent job candidates.
- Assisting to lower the chance of job candidates.
- Meet the institutions legal and social responsibilities concerning the formation of the work force.
- To analyze and develop promising job candidates that can point to fitting applicant's selection procedure.
- Calculate the performance of different recruiting approach and cause for all kinds of job candidates.

3.4 Sources of Recruitment:

Basically organizations are available by the two main sources of recruitment which are:

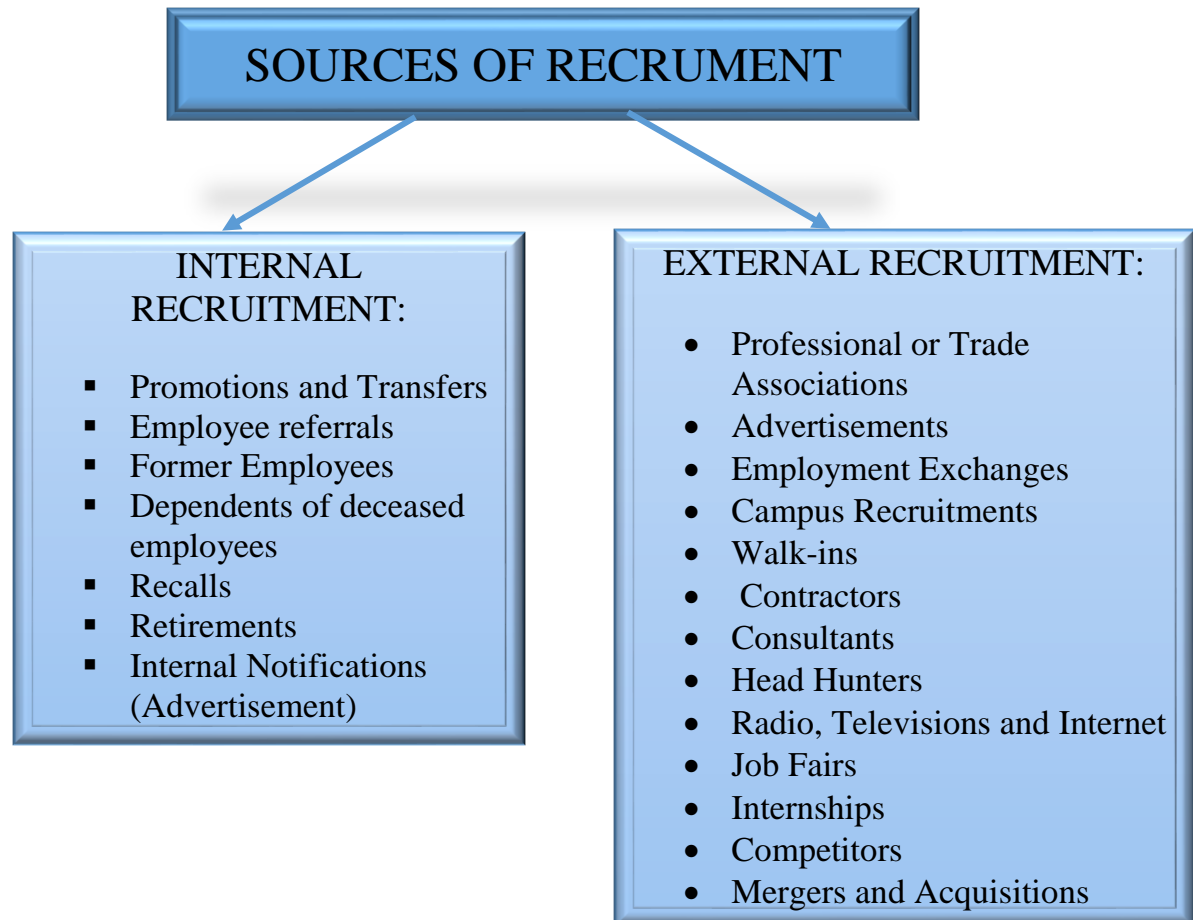


Fig 3.4: Sources of Recruitments

Vacancies in upper level management can be filled either by recruiting people from outside the organization or by giving promotion to the lower level managers. Both internal and external strategies have advantages and disadvantages.

Internal Recruitment of Dhaka Bank:

In any circumstances involving job vacancy in organization, the first place that an organization should look for placement is within the organizations. An organization's present employees generally feel that they deserve opportunities to be promoted to higher- level positions because of their service, skills, determinations and commitment to organization. And organizations need not to waste any time for searching information on the recruitment of employees as the organizations can examine the track records of its present employees and to determine which of them would be most suitable. Also recruiting among present employees is less expensive than recruiting from outside the organization. There are various internal recruitment sources which are given below:

Job posting: It requires notifying vacant positions by posting notices, circulating publications or announcing at staff meetings and inviting employees to apply. It informs employees about openings & required qualifications & invites qualified employees to apply. The qualifications and other facts are drawn from the job analysis information.

Personnel skill records: Through the personnel skill records which can be used to track down the most suitable employee according to their educational qualifications or skill levels. Through this an organization can determine and helps to make any choice for selecting or promoting any suitable candidate for the job or for the particular job position.

Recommendation: The higher authorities or senior executives can recommend any employee or personnel for the job position based on their performance, skills, affords, etc.

External Recruitment of Dhaka Bank:

External recruitment seeks applicants for positions from sources outside the company. These outsourced are done so that the organizations can get better and updated employee who are used to new technologies and new ideas. There are various external recruitment sources which are given below:

Advertisements: It is one of the sources in communicating at a wide range in hiring any new recruitment for the job vacancy. Through the advisements to any media it contains the job description and benefits, identify the employer and inform those candidates who are interested to apply. Newspaper is the most common medium but for highly specialized recruits, advertisements may be placed in professional or business journals. Advertisements must contain all the relevant information such as: the job content, working conditions, location of job, compensation including fringe benefits, job specifications, growth aspects, etc. Recruitment advertisements can also serve as corporate advertisements to build company image. It also cost effective.

Campus Recruitments: This is one of most resourceful source of hiring new talented employees. Colleges, universities, research laboratories, sports fields and institutes are fertile ground for recruiters, particularly the institutes. Some companies recruit a given number of candidates from these institutes every year. Sending a company representative to campuses and institutions for the pre-selection of the candidates and short list them in hiring process.

Internships: Internship is a special form of recruiting that involves placing a student in a temporary job for few months. There is no such obligation of the company to permanently recruit the student. Recruiting university students to work in the organization as intern is basically a training activity rather than a recruiting activity. Organizations that offers

internship programs have originated that the program is an excellent medium of recruiting outstanding employees, they can recruit the best suitable candidate for a specific job.

Unsolicited Application: The most common and least expensive approach for candidates is direct applications, in which job seekers submit their job resumes on their own and directly submit at the organization doorstep or through online submissions. Direct applications can also provide a pool of potential employees to meet future needs.

Employee Recommendations: An employee will recommend if he/she believes that the individual can perform adequately. Employee recommendation also might have acquired more accurate information about their potential jobs. The recommender often gives the applicant more adequate information about the job than the employment agencies or different advertisement sources.

3.5 Advantages of Internal Sources of Recruitment of Dhaka Bank

Many organizations have started to realize the benefits of internal recruitment then external recruitment because internal recruitment has a number of benefits. Internal recruitment saves money, reduces time, improves productivity and the other advantages of using internal recruitment source are given below:

- It is time saving, economical, simple and reliable.
- There is no need to emphasis in training programs since the candidate already knows everything about the organization, its work, its employee, its rules and regulations, etc.
- It increases the morale value of the employees and it improves the relations in the organization.
- It motivates the employees to work hard in order to get higher job positions.
- It reduce executive turnover rate.
- It develops loyalty and a sense of responsibility among the employees.
- Provides greater motivation for good performance.
- Provides better opportunity to assess abilities.

- Enables employees to perform the new job with little lost time.

3.6 Disadvantages of Internal Sources of Recruitment of Dhaka Bank

There are also some limitations or disadvantage of internal recruitment. Internal recruitment provides limited choice of talent in the organization and moreover it reduces the chance for the fresh graduates to show their talent. There are few more disadvantages of using internal recruitment source which are discussed below:

- It prevents new innovated minds from entering the organization. New innovated minds bring innovative ideas, fresh thinking and dynamism into the organization.
- There may be biasness or partiality in promoting or transferring persons from within the organization.
- Those who are not promoted will be unhappy.
- Creates pressures to compete.
- It has limited scope because it is not possible to fill up all types of vacancies from within the organization.
- The position of the person who is promoted or transferred will be vacant.
- The right person may be promoted or transferred only if proper confidential reports of all employees are maintained. This involves a lot of time, money and energy.
- Specially to train for technology.

3.7 Advantages of External Sources of Dhaka Bank

Through external recruitment organizations gets large pool of qualified and talented candidates. It also encourages the new ideas, knowledge and skills required to perform the task from the fresh talents. The other advantages of using external sources of recruitment:

- Inspiring fresh inventing minds of today who have unique ideas to get on to the institution.
- It suggests broad range of choices. Because for the selection procedure an extensive number of convenient applicants will appear.

- There isn't much chance of favoritism and unfairness.
- No need to preserve classified records.
- Contributes modern and unique plan and vision of the recent market status.
- Time to make personal know about the ongoing educational learning and providing occasional coaching.
- Make quality education to the institutions using the most current technology and their expertise.

3.8 Disadvantages of External Source of Dhaka Bank

The main disadvantage of using external sources of recruitment is dissatisfaction, the existing employees may feel dissatisfied when qualified employees are recruited from outside. Rather than dissatisfaction; expense, long time process, adaptability problem, competition are other disadvantages of using external recruitment.

- Expensive as the endorsements, exam and medical assessments has to be administered.
- Since the selection procedure is pretty long, it is very time absorbing.
- Integrity might not flourish between the current managers.
- Dismantles motivation of current employees for seeking out promotion.
- The current crop of managers might opt to depart from the institution if newcomer are given better position.
- The current group of employee will be discouraged provided that they aren't granted the job in the provisional duration.

3.9 Alternatives to Recruitment of Dhaka Bank:

When Dhaka Bank decides to add personnel to its staff, it makes a significant financial investment. Recruitment and selection costs are high, especially for professionals, technical and managerial employees. Therefore before Dhaka Bank decides to recruit new employees, it may consider the feasibility of other alternatives.

Outsourcing: Out sourcing is the process of transferring responsibility for an area of service and its objectives to an external service provider instead of internal employee for negotiated time frame.

Contingent Workers: It is also known as part-timers, temporaries, internship and independent contractors.

Professional Employer Organization (Employee Leasing): Using this approach, a firm terminates some or most of its employees. A leasing company then hires them, usually at the same salary, and leases them back to the former employer, who becomes the client.

Overtime: Perhaps the most commonly used method of meeting short-term fluctuations in work volume is through the use of overtime.

3.10 Selection Process of Dhaka Bank

Selection is the part which carries an extra weight for any organization because the organizational performance, cost issues regarding recruitment and selections, and legal obligations depends of it. Realizing the importance of careful selection of Dhaka Bank Limited practices a well-organized selection process for all type of employees for the management trainee/external/internal candidates of DBL and these selection criteria is given below:

Collection of Curriculum Vitae (CV): To get new resume for filling the vacancy of the job position, DBL post their job vacancy notice on the Human Resources website where the candidates must submit a covering letter and resume to Human Resources within the time limit indicated in the posting. Application form will be accepted from both the external and internal sources through advertisement. A separate letter and resume should be submitted for each position applied and may also include the letters of reference.

Screening/Short listing:

Following structured review and analysis the applicants CVs are categorized in respect to each department and shortened for further call up messages. Essential features that are observed while sorting the applicants are whether their qualifications, experience and other feature matches with the institutions demand. The primary goal of the basic probing is to exclude the clear oddball from a quite extensive group of candidates. It lowers the cost and time of the real selection procedure. At first the listing of the experience and qualification of the candidates is made and the HR department solely or in partnership with the involved department leads the inspection of the list and categorizes the adequate candidates.

During this procedure of primary screening, mainly the element which leads to inappropriate candidates are:

- Lack of proper education and experience of the candidates.
- Frequent brief job experiences and regular changing of jobs demonstrates a personal with mediocre records.
- Regular changing of jobs emerge the query of devotion of the applicant shown for the institutions and it can thwart the stature of the applicant.
- Candidates with recent split or divorce display insecurity and uncertainty. Also it may disrupt their work due to emotional stress.
- Lengthy period of unemployment displays reluctance and disinterest towards employment.
- Basic mistakes in the application form like spelling mistakes, grammatical mistakes displays candidates lack of interest towards the job.

After the initial screening is done, they prepare a list of acceptable candidates. Sometime final screening and the list may be reviewed by personnel manager in association with the departmental heads.

Written Test: Short listed qualified candidates are only invited for the written assessment. The written test is comprised of a set of questions which analysis the followings:

- a. Analytical Ability
- b. Logical Reasoning Ability

- c. Numerical Ability
- d. General Knowledge
- e. Job related Ability.

All candidates need to successfully complete and meet all the requirements on the above selection criteria. This will allow hiring departments to consistently assess the candidates and their suitability in those particular departments in the hiring process.

Interview: Applicants who are qualified in the written test are called for an interview. The candidates are informed about their selection and the date and time for the interview will be notified via e-mail or text messages or by phone calls. In DBL the interview board is formed of at least with three members, one from the top management, and the other two from HR and Functional department executives. In the interview session the interviewer is well equipped with significant amounts of precise data about the applicant, the personal history, test scores and references etc.

Evaluating a candidate DBL look for certain criteria described below:

- Appearance the most important one: Dress up, body language and eye contact.
- Communication skill: how the candidate receives the question and how are they reacting to it.
- Confidence level: enthusiasm.
- Positive attitude.
- Management skills.
- Dedication toward job and organization.
- Creativity: how differently can think of an ordinary question.
- How can they please their customer by their behavior?

Based on the above criteria the candidate is judged on the evaluation form on the scale from 1 to 5:

1= poor; 2= marginal; 3= good; 4= very good; 5= outstanding.

Qualifying grade for MTO is 40 and for TO and TCO's are 35. If a candidate scores 46 to 50 he/she is considered as outstanding performer if one scores below 20 he/she is considered as

poor candidate. According to the mark candidate has achieved the interviewer's make their choice:

- Eligibility for employment
- Keeps as 2nd choice.
- Disappointed

Based on the appropriate position or required recruitment DBL takes interview. For Lateral entry:

- Knowledge about job
- Motivational level
- Verbal skills
- Positivity
- Ambition
- Academic qualification

According to the above criteria interviewers gives remark to the candidate; i.e. - below average, average, good and very good. This decision of the interviewer then helps the board to judge the candidate and make decision about the candidate:

- Eligible for employment.
- Can recruit for different position.
- Might call the candidate later

After the written test selected or short listed candidates needs to sit for a formal interview. In Dhaka Bank there are different interview panel for different position.

- **For position from SEVP and above:** Preliminary interviews are conducted by the Managing Director. Later he will recommend the best candidates to the Board/Executive Committee for final decision.
- **For position from TACO/TAO to EVP:** preliminary interviews are conducted by the respective Selection Committee as below:

<i>Position</i>	<i>Selection Committee</i>
TACO/ TAO	Concerned Functional Head, Head of HR
Officer – EVP	Managing Director, Concerned Functional Head, Head of HR
SEVP – Above	Board / Executive Committee, Managing Director

Table: Selection Committee for different Position

Making the Offer: Following the completion of the necessary recommendation review, the manager designated to hire might prepare a verbal proposal to the applicant. The hiring manager before proposing a salary range higher than the current pay scale for the position has to go through the HR Consulting team. After the candidate has confirmed the verbal proposal the manager in charge of hiring has to get in touch with the Business Service Center (BSC) for sending the inscribed offer letter and also send an approval form from the Criminal History Check (CHC) to the preferred applicant.

The proposal of employment consists of the subsequent things:

- Post title, pay degree and assessment array.
- Beginning and ending time with date (if necessary).
- Full-timer or part-timer alongside the designated hours for each week.
- Preliminary duration with the related requirement.
- Starting wage counting all the details.
- Admissibility of any welfare and holiday.
- Necessary instruction of ending of employment along with any kind of premature annulment of the termed appointment.
- Any other requirement of the employment which is relevant.

Reference check: When the candidate is been selected for the job, his /her reference will be checked by the DBL HR. These might include the following ways which are given below:

- Character references are checked from the friends and acquaintance of the applicant. Also from the previous employers or teachers/faculties. These factual information are verified by the HR as per given by the applicants/candidates.
- Through email where the candidate has mentioned his/her referee in their resume, and if the referee confirms that he/she knows the candidate via query in the mail which will help the candidate of being authentic rather than a fraud.
- Through the communication of telephone DBL will try to contact the referee for the verification of the authenticity of the candidate. If the referee fails to confirm the authenticity the selected candidate will not be hired. This method is quite popular, quicker, and cheaper. The reliability of such personal contacts is also greater.
- Personal Visit: The personal visit is of still more beneficial than a telephone call. It allows longer conversation and reliability is more. Though it is time consuming and expensive, but it helps learn about the candidates living address and it neighbors helps in providing some of the personal and characteristics of the candidates.

Medical Examination: At DBL, the job offer is conditional for passing the medical examination conducted by the DBL nominated diagnostic center which is “Apollo Hospital”. The candidate have to collect the medical form from the HR office and run those medical tests. This test exams the candidate’s physical conditions and in order to ensure the eligibility of the job that he/she is hired for. Also the medical examination is taken to avoid any contagious diseases that the candidate might have and possess a threat for other employee’s health. Some of the examinations are mentioned below:

- General physical checking (such as blood pressure, breathing impulse, etc.)

- X-ray (Standard)
- Microscopic urine analysis/urine routine
- Blooding checking (Blooding grouping, Hepatitis-B, Blood sugar, HIV)
- ECG

Appointment Letter: After the medical tests and also the reference checking and all the process of selection are done than an appointment letter mentoring the post, the rank, the salary grade, the date by which the candidate should join and other terms and conditions in brief is issued in the name of the applicant, which he/she has to collect from the HR division. The candidate have to sign the offer letter along with a contract where the applicant will be in a probation for one or two years, where upon satisfactory performance during this period, the candidate will be finally confirmed in the job on the terms employed with, whether permanent or contractual basis. But after signing the contract paper the candidate cannot leave the job, and if he/she wants to leave for any reason then they have to pay DBL the gross salary of one year in cash. Below is given some of the forms that the candidate has to fill up:

- HRIS Form
- ID card Form
- A five years indemnity bond
- Declaration

Induction/Orientation: Final phase in the procedure of the DBL selection is the orientation. Every fresh recruit has to experience the initiation or introduction program. By doing that they are accustomed with the institutions culture, decree, rules and regulations and they understand what they are required to follow and what they are apparently to do in the institution. Initiation provides the employees with necessary motivation required to succeed as a part of the institution. DBL's training institutes organizes a Basic Banking Training Program for every fresh selected recruits.

Flow Chart for internal Recruitment:

In any circumstances involving job vacancy in an organization, the first place that an organization should look for placement is within the organizations. An organization’s current employees generally feel that they deserve opportunities to be promoted to higher- level positions because of their service, skills, determinations and commitment to organization. Internally recruiting employees to fill a vacant position is a good way to promote friendliness, retaining valuable employees.

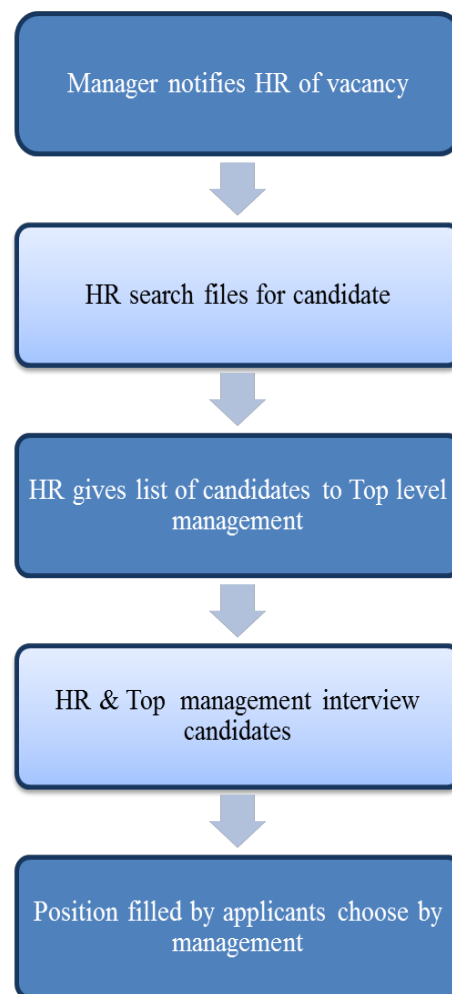


Fig: Flowchart for Internal Recruitment

Flowchart for External Recruitment:

External recruitment seeks applicants for positions from sources outside the company. These outsourced are done so that the organizations can get better and updated employee who are used to new technologies and new ideas.

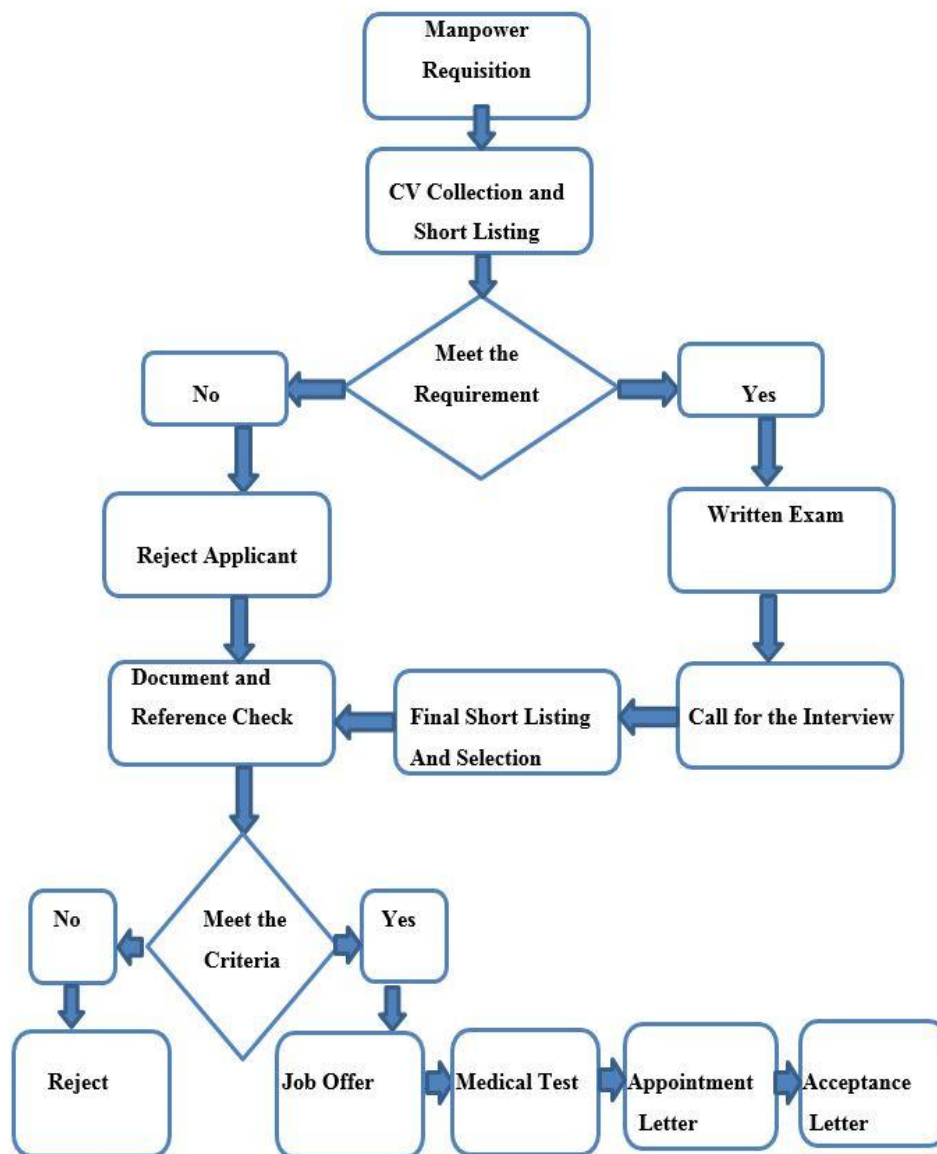


Fig: Flowchart for external recruitment

3.11 Recruitment and Selection Process Cycle of Dhaka Bank Limited:

Human Resource Division takes maximum 62 days to complete a full recruitment process. The breakdown of 62 days is shown below:

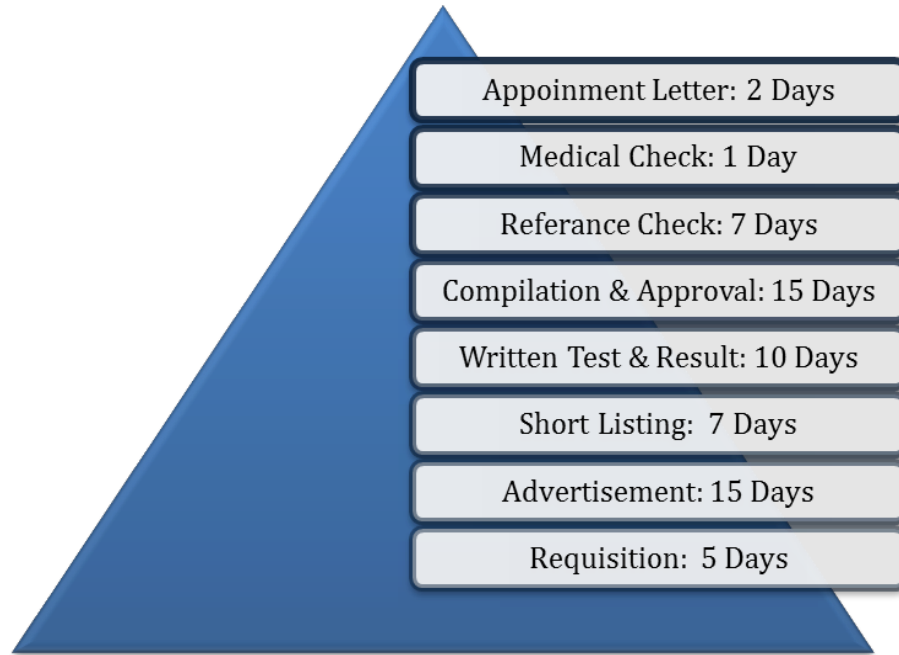


Fig 3.11: Recruitment and Selection process cycle

Service Register

Complete service record is maintained by the Human Resources Division at Head Office for all employees. Branches should also maintain a file for employees working in the respective branches.

- I.** Probationary officer: All the new employees hired as Probationary Officer category will have a probationary period for one year. This period of probation may be extended by an additional period, if the management feels that the employees has not made adequate progress in his/her job within the probationary period. After successful completion of one-year probation period they will be confirmed as **Officer**.

- II.** The management will judge their performance in the job during the probationary period upon which the decision to confirm or terminate or extend their probation period will be taken.
- III.** The management may also decide to reduce the period of probation, if the employee can satisfy the probationer by his/her progress in the job at any time during the probationary period.
- IV.** During the probationary period, except by the instruction the management, no benefit shall be allowed. On confirmation, a staff member will be entitle to receive all admissible benefits as per the Employee’s Service Manual of DBL
- V.** During the probationary period, no leave except sick leave will be given. In case of an emergency, leave with pay may be granted as a special case, which will be adjusted against future Earned leave entitlement.

Normally, probationary periods will be as follows:

Grade	Probationary period	Probation Extension
Probationary Officer	12 months	3-12 months
TACO/TAO	12 months	3-6 months
Trainee Support Staff	03 months	03 months
Officer and above (Experienced)	To be decided by the Managing Director	N/A

Table: Probationary period for different positions

3.12 Recruitment Procedure of Dhaka Bank Limited

Dhaka Bank Limited starts advertising for sourcing candidates and then begin a recruiting campaign and praying the right candidates apply. In an evolving and competitive job market it is hard to find talent through this way. That is why the organizations go through the different critical analysis and steps to find out the possible candidates. Dhaka Bank Limited is a large organization that requires huge man power every year for operations in various levels. For common business operations they need two categories of manpower.

- New graduates
- Specialist experienced people

Staffing is a procedure which basically is achieving, expanding and maintain the workforce of adequate quality and quantity to develop a clear and positive influence upon the institution's capability and DBL has always been attempting to preserve this process. During the time of selecting the applicants they have always been aiming to meet a positive communication with the applicant weather the qualification of the job matches with the job requirements or not. But their primary goal is to match the candidate as much with the specified job. Furthermore they stress upon the improvement of the talent rather than obtaining the applicant. They follow an independent training and development group where they can prepare their current employees and build them to be more adequate for their jobs.

Basis of Recruitment:

The recruitment planning is all about the filling of job vacancies in an organization. Huge manpower is required to run the business effectively. The organizations make many assumptions about the development of the organization. They bring the realistic recruitment plan to meet the HR needs.

Dhaka Bank Limited 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 trend of DBL is very much fluctuating. Sometimes they recruit more according to their need and projection and sometimes less. From 2008-2014 employees recruitment status of DBL is given below:

Year	TO & TCO	MTO	Lateral Entry	Total Employee Joined
2009	34	38	32	104
2010	38	0	16	46
2011	157	38	53	248
2012	97	51	33	181
2013	136	75	36	247
2014	42	0	4	46

Table: Employee Recruitment Status of DBL

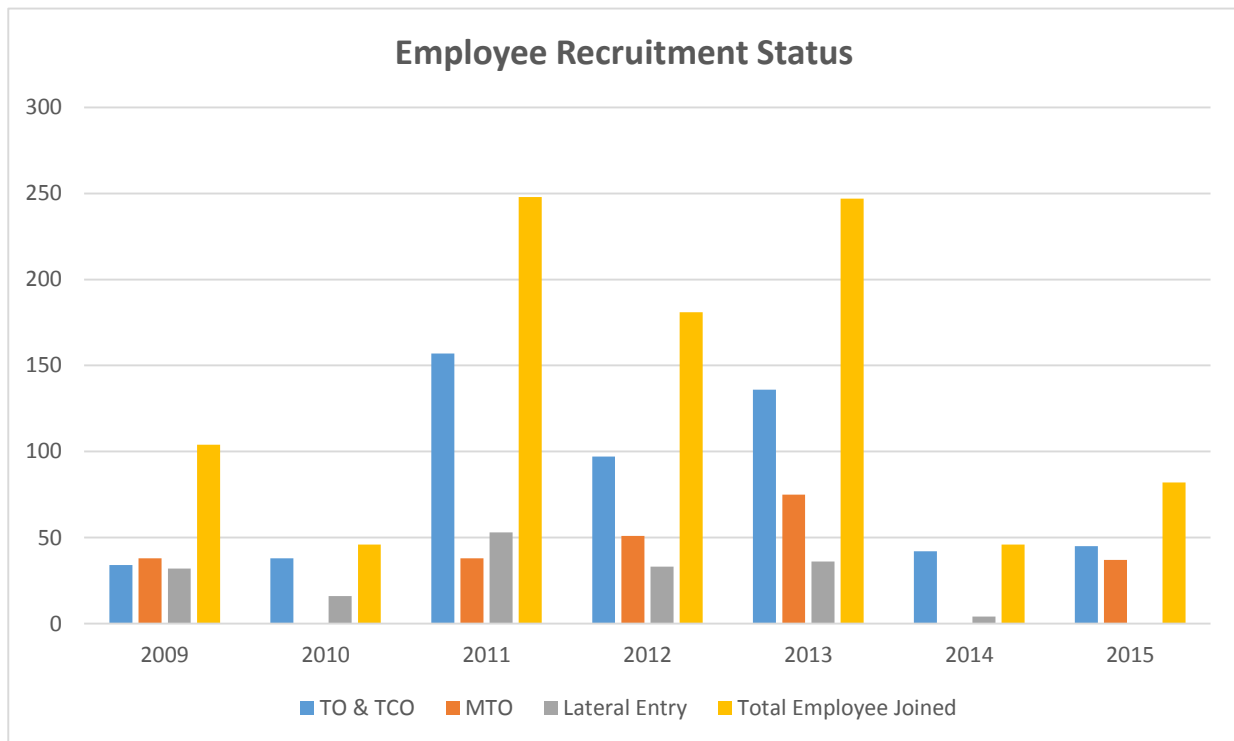


Fig: “Employee Recruitment Status of DBL”

Recruitment & Selection Budget:

The recruitment and selection procedure starts with the recruitment budget. The recruitment and staffing is an expensive activity, and it consumes a large proportion of the HR Budget. The HR Recruiters set the expected costs of the HR Marketing activities and different contributions to web development and advertisement for vacancies. DBL spends a huge amount of money for recruiting talented, intelligent, flexible and most capable workforce. DBL is not anxious about the recruiting cost at all rather it is more concerned to have best work force. Every year DBL spends around 1 core on an average for over all recruitment and selection process. One third of the budget is spent for recruiting Management Trainee Officer, Trainee Officer and Trainee Cash Officer.

Recruitment Budget

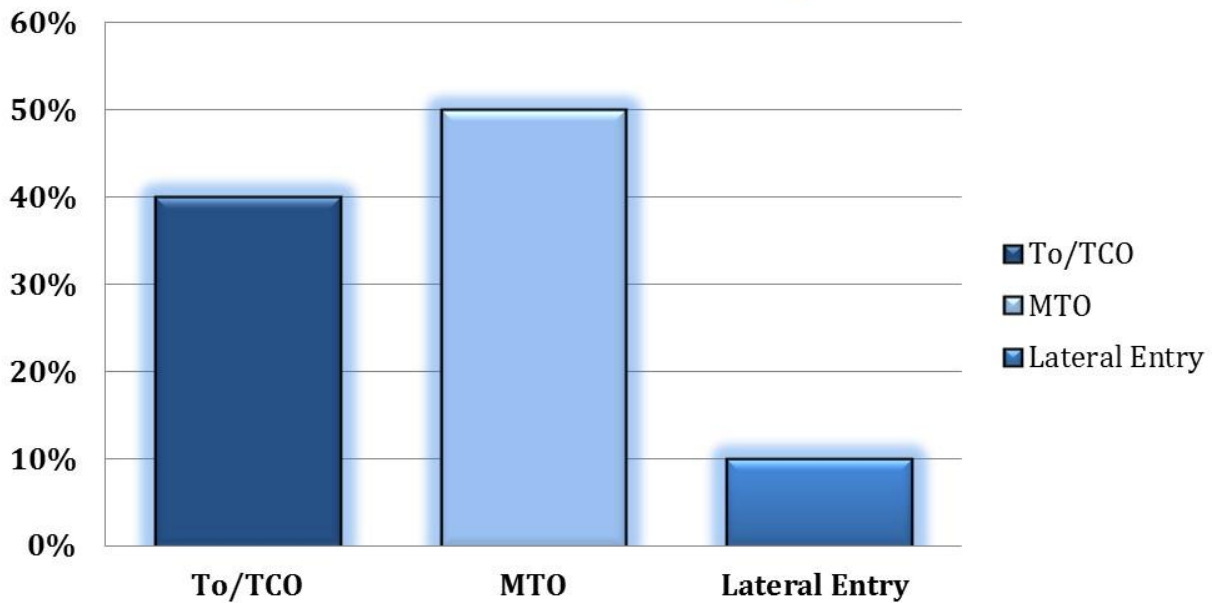


Fig: Recruitment Budget of DBL

Manpower Planning & Forecasting:

Dhaka Bank Limited need grater amount of MTO/TO/TCO compare to experienced personnel. In case of MTO/TO/TCO, the recruiting process is same. But the recruitment process for experienced is different. From the HRP, HRD can get to know the exact number of MTO/TO/TCO DBL needed.

The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company along with the job description. HRD sends a notice to all divisions to know about their personnel needs and after getting the feedbacks from line mangers then HRD takes decision about the personnel vacancy. Decisions regarding the positions which have to be filled are taken by HRD by engaging in personnel planning and forecasting. However, HRD sends requisitions along with job description and specification form in every division and branches of DBL. the operation manager and line manager fill the both forms and the branch manager verify the requirement and if the proposal is logical, only then the branch manager approve the requisition form.

Employment Requisition Form must contain, comprising Job Description and Job Specifications or Requirements of the position. Requisition form contains some information like:

- Name of the position
- Status of the employment
- Job description
- Job specification
- Business and profit loss status
- Employee strength
- Assessment of the HRD

After that the requisition along with the job description and specification form are backed to HRD. Later, HRD verify all the collected requisition forms analyzing the business status, profit loss, export, import and employee strength status of the particular branch. Based on the

result of manpower requirement form HRD finalize how many and which level of employees DBL would recruit. After that the selected requisition form is sent to the Managing Director for the final approval. Once the requisition form is approved by Managing Director, HRD goes to the next step of recruitment process so that the bank can get right number of people at the right time.

3.13 SWOT Analysis of Dhaka Bank Limited

The entire business cannot be covered by SWOT analysis; it can just show the factors that may influence the ability to introduce new things. In SWOT analysis two factors act as prime movers.

- Internal factors which are prevailing inside the concern which include Strength and weakness.
- On the other hand another factor is external factors which act as opportunity and threats.



Fig 3.13: SWOT ANALYSIS

Strengths: Along with strong corporate image and identity, DBL is one of the leading providers of financial services. DBL has taken its place in a better position in the mind of customers. The management of DBL cares both the quality of service and quality of its human resources. The employees have a strong sense of commitment towards organization and also feel proud and a sense of belonging towards DBL. They are very passionate as well as self-motivated towards their responsibilities. And this type of young & fresh workforce motivates the whole working environment of DBL.

Another positive thing about DBL is, the recruitment and selection is quite fair and square here. They are more concerned about the equal employment opportunity. Moreover, DBL just doesn't sit idle on its previous year's success, but also works to improve.

Weaknesses: DBL do a lot of CSR activities compared to other banks but they currently don't have any strong marketing activities through mass media e.g. Television, Radio. Recruitment and selection process is lengthy here. 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. To conduct all the activities efficiently there is no sufficient workforce in DBL HR and the cost of recruitment increases because of the lengthy process. In the long run, this might turn out to be a negative issue for DBL.

Opportunities: Bangladesh is a developing country to satisfy the needs of the huge population, so DBL has great opportunity to grab the customer by providing greater services. They have the opportunity to expand their network with this huge population. To maintain financial stability & gears up DBL to be remaining in the business for the long run they have to implement some opportunities they have. Their main concern is to employ talented and most capable workforce. To grab this opportunity they may attend in the job fair for finding out the potential candidates.

Threats: The imminent rise of the private and multinational banks provides with genuine danger to the current banking network of DBL. It is anticipated that in the forthcoming years additional commercial banks will develop and materialize. Besides in today's time distant private and foreign banks are providing identical goods with nearly the same profit margin. Thus when

all the rivals duel with the equivalent arm then it is only logical that the profits are shrinking. Also the turnover rate of employee in DBL is gaining a lot. Together along all these industrial declining flow the new rules and regulations provided by the government towards the banking industry is dreadful warning.

3.14: Findings

DBL if are to continue with its ambitious style and hold its momentum and go with its vision of “Excellence in Banking” has to give some consideration towards its staffing issue. These matters are critical and decisive for the success of the institution. Thus DBL must act and oppose a few staff abuse and mismanagement that can hamper the institutions ability and productivity. In the last considerable years DBL has been dealt with problems to employ applicable candidates. They have taken a lots of exertions, capital and in spite of these DBL is yet facing test every year although they are still employing talents and building a capable workforce. The crucial recommendation are given below:

- The procedure of the recruitment starts in DBL along collecting demands for the recruitment process gathered from distinct divisions from the head office and the braches with approval given by the manager or the head of division. After that the evaluation of the posts which have to be taken for begins by enticing individual preparation and conclusion.
- Relying upon the business status of the banks occasionally the HR prepares and determines the recruit.
- Calculating the capacity of the branch the amount of human resource needed is calculated. Incase bigger branches 30-50 employees are required. For the mid-size branches they are required 10-15 and whereas the small-size branches only require 8-9 employees.
- For arranging the manpower required no specific method or way is implemented rather when there is a vacant position or positions they act upon it with all the divisions and branches that require fresh employees.

- Between the qualified applicants, they then assess the shortlisted based on their required benchmark and then a short number of applicants are chosen for the written exam. The written test is permissible for all the qualified applicants but the HR Management team only gives chances to random applicants to attend the written test.
- The DBL has no definite ground rule for the recruitment cost allocation. A definite quantity of allotment is distributed at the start of the fiscal term to resource planning unit on the general belief but there is no validation of the feasibility of the allocation.
- Selection and Recruitment process of DBL is very time absorbing. To be more accurate the selection procedure is run by the decentralized agreement making procedure that is bound to eat up more time than to carry out the entire Selection procedure.
- The age of the job candidates in DBL are defined from 25-30 years for the post of MTO/ TO/ TCO, the management isn't concerned with appointing people who are over the age limit defined.
- There is an employee turnover issue in DBL. The turnover rate is roughly 6% and for this they are bound to appoint a well number of employees every term. Even sometimes there is appointment made on emergency basis due to such pressure and workload. And for this there is often an issue of not recruiting the right person for the right post.

3.15: Recommendations

The Bank should have the vision to automate its overall operations and functions. It should also commit to achieve the goal to be a leading bank in the country both in service and in technical aspect and to fulfill the need and requirements of mass people. And some more things they should take in to count is recommended below:

- **Qualified Candidates:** All the qualified candidate should get chance to participate in the written test. Because, in random selection of the candidates, the most suitable candidates may be overlooked this eventually may become a threat for DBL.
- **Online job server:** DBL should create an online job server, which will provide online application facility. This will ease the hassle of sending hard copy of CV to office. The candidates can also get to know about their query. This will surely add value to select the participants.

- **Arranging induction program:** DBL should arrange a long induction program. That will be continued for two days rather than two hours. Many candidates come from different background so it become easier for them to understand about the function of bank, about its products & services, about its goal and objectives, about its corporate and business strategies, about its divisional functions and its mission, vision, cultures and values etc.
- **Budget:** As there no exact guideline in the DBL regarding the recruitment budget, they can work on that so the recruitment and selection process doesn't get hampered.
- **Reduce time:** DBL has to complete the entire recruitment and selection process as early as possible in order to grab the qualified employees before it's too late and they join in any other organization. Short duration of recruitment and selection procedure will not only increase the HRM's efficiency, by employing qualified employees but also will increase the organization's effectiveness.
- Sometimes applicants who are referred by the top level management gets some more favor form the board. In case of selection process nepotism is strictly forbidden at DBL according to the Service Book of DBL.
- **Age limit:** The age limit for MTO/ TO / TCO placement should increase. In our country, the educational system of National University, private university and public university is different. For this it take long time. Sometimes, it is seen that when a student of national university achieve his/her master degree; on that very time, they already reach the age close to 30. In that case, they lose the opportunity of applying at Dhaka Bank in spite of having educational quality.
- Dhaka Bank Ltd. needs more man power for handling its huge volume of employee.

3.16 Conclusions

Human Resource Management targets to equal their requirement for the business with the demand and improvement of the employees. The HR Management constantly tries to deliver the best course of action, to improve the quality and to satisfy all the requirement of the work force. In order to do all these the Recruitment and Selection process is a vital part of the HRM for both the institution and the employees.

The important part on which I want to emphasize on and deduce that first and foremost with the use of all these studies, assessment developed in the report is DBL uses an efficient and adequate Recruitment and Selection procedure. For any institution or company the Recruitment and Selection process is crucial source as with this the institution is able to discover the most talented and beneficial human resources. On the improvement of all this invaluable resources there are many aspects related. For this the most crucial role is played by the Recruitment and Selection process.

The progress and accomplishment of a commercial bank is generally relied on the quality of service provided to the clients. The studies if the report displays both positive and negative uses which are required for organizing the employees successfully. The proficiency and quality of the employees of the institutions is banked on the quality of service provided. Thus the authority of the DBL needs to be precise while recruiting the appropriate person for the right post. For flourishing the yield or work rate of the institution adequate and active Recruitment and Selection process is crucial. DBL uses a dynamic and modern Recruitment and Selection process. The HR officers of DBL are now anticipated to work past the borderline of contracts and policies of DBL to provide and devote themselves to the operation and accomplishment of the institution. Considering and using all these studies and research the bank, DBL to be precise can turn its threat to its advantage.

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