Report On

Enhancing Effectiveness of the Hiring Process of
DHAKA BANK PLC

By

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19304010

An Internship Report Submitted to the BRAC Business School in Partial Fulfilment of the Requirements for the Degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
04 March, 2025

Declaration

Hereby, it is declared that

1. The internship report that was turned in was created entirely by me or us while we were pursuing our degrees at BRAC University.
2. No previously published or written content by a third party is included in the report.
3. There is nothing in the report that has been approved or submitted for any other university or other institution's degree or diploma.
4. I/We have given credit to all primary sources of assistance.

Student's Full Name & Signature:

Tasneem Ferdous Barsha
19304010

Supervisor's Full Name & Signature:

M. Nazmul Islam Ph.D.
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

M. Nazmul Islam Ph.D.

Associate Professor,

BRAC Business School

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

I've completed my three-month internship with Dhaka Bank PLC, and I'm sending in my report, "Enhancing Effectiveness of hiring process of Dhaka Bank PLC."

I have done my best to finish the report on time, with the necessary information and the suggested proposal, as succinctly and thoroughly as possible.

I sincerely hope and pray that you will accept the report and comply because I firmly believe it will meet the requirements.

Sincerely Yours,

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Tasneem Ferdous Barsha

ID: 19304010

Brac Business School

Brac University

Date: 21 December, 2024

Non-Disclosure Agreement

This agreement has been made and approved by the undersigned BRAC University student and DHAKA BANK PLC.

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Tasneem Ferdous Barsha

ID: 19304010

Acknowledgement

I would like to take this opportunity to thank everyone who helped me prepare and complete the internship report on time. Above all, I am thankful to God for giving me the patience and strength I needed to complete the internship report.

I would like to express my gratitude to M. Nazmul Islam Ph.D., Associate Professor, BRAC Business School, BRAC University, for his guidance, supervision, and helpful advice throughout the preparation of this report.

The report is “Enhancing Effectiveness of hiring process of Dhaka Bank PLC”. My gratitude goes out to Tamanna Afroz, Officer of Dhaka Bank PLC, and her staff for offering the direction, collaboration, and chance to gain real-world work experience in the company during the three-month internship period. Finally, but just as importantly, I want to express my sincere gratitude to my fellow mates for their support and insightful advice in helping me finish the report.

Executive Summary

The primary focus of this internship report is to show the experiences I gained during my internship at Dhaka Bank PLC, which lasted for three months. The most prominent banking system in Bangladesh at the present time is Dhaka Bank Plc. They contribute to the banking system the highest level of excellence. The purpose of this report is to investigate The Dhaka Bank PLC's recruitment and hiring procedures in order to better understand them. In order to identify the most qualified applicants, they have a hiring process that is of high quality. Additionally, the improvements that can be made to the company's hiring procedure were identified as part of the enhancement process. The preparation of this report is accomplished through the utilization of both primary and secondary sources of information. The primary source of data is comprised of my observations and first hand experiences gained during my internship at the company, as well as the in-depth conversations I had with the communications coordinator and HR director of the company. The remaining information is derived from secondary sources such as articles published in newspapers and academic journals, as well as the website and annual report of the company. The findings of the report primarily indicate that their current hiring system is effective; however, the process can be a little bit lengthy at times, which can cause candidates to lose their commitment to the process. The reason for this is that they continue to use out dated HR policies and criteria, which means that the hiring system is not very effective. According to the findings, the most important recommendations for improving the existing process of hiring and selecting candidates have been provided.

Keywords: Recruitment, Selection, findings, hiring, HR policies.

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List of Acronyms

DBL	Dhaka Bank Limited
T & D	Training and Development
HRIS	Human Resources Information System
TNA	Training Needs Analysis
PLC	Private Limited Company
SME	Small and Medium Enterprise
I T	Information Technology
HRD	Human Resource Development
HR	Human Resources
HRM	Human Resources Management

Chapter 1

Overview of Internship

1.1 Details about the Intern

Name	Tasneem Ferdous Barsha
Student ID	19304010
Program	Bachelor of Business Administration
Major	Human Resource Management

1.2 Internship Information

Duration	3 months (5 September - 5 December)
Company Name	DHAKA BANK PLC
Department	General Banking
Address	Gulshan Circle - 02 Branch Bilquis Tower, Plot No. 06, Road No.46, Gulshan Circle -02, Dhaka

1.3 Internship Company Supervisor's Information Name and Designation

Name	Md. Aftab Uddin
Designation	Senior Vice President & Manager

1.2.2 Job Scope - Job Description

However, because it is a banking company and I am required to work at the Dhaka Bank branch, I am required to perform tasks related to cash, trade, and general banking rather than those related to human resources. Approximately two months were spent by me working in general banking. General banking requires me to perform a great deal of work, which includes a variety of tasks. During my internship at Dhaka Bank, I was responsible for the following tasks which are listed below

I obtain the debit card and the chequebook, and then I enter them into the registered book. This is the general banking procedure.

- Provide these items to customers on a daily basis and carry out the activation process.
- The account opening form needs to be filled out.
- The papers on the form should be arranged in a specific order.
- Obtain the bill that is being cleared from the customer.
- Please return the cheque that has been dishonored to the customer.

- It is necessary to create the voucher for the clearing cheque.
- Organize the form for opening an existing institutional account.
- There is a requirement to verify the actual taka in cash.
- In the context of trade, it is necessary to finish filling out the voucher.

1.3 Internship Outcomes

1.3.1 Contribution to the Company

I'm positive that I made a big impact on the company after finishing my three-month internship at Dhaka Bank PLC, where I handled a range of general banking duties. It was my responsibility to collect the clearing checks and group them based on their high and consistent values. One kind of financial institution that makes it easier for two parties to a transaction to transfer money and securities is a clearing house. By ensuring that each party keeps their end of the agreement, it provides an additional layer of security. I had to deliver the chequebook, which is an essential task in general banking, in addition to delivering and activating the debit cards. Because I have to remember these things, take excellent care of them, and deliver them to the appropriate client. I have to write the customer's name in a register book and get their signature to confirm their identity. Every day between 5:30 and 6 p.m., I tried my best to locate the return check. I occasionally had to work past 7 p.m. to locate the returned check and contact the client to pick up their returned check. I have to fulfils this enormous responsibility every day for the duration of my internship. In conclusion, the efficient operation of the check clearing processes and the production of daily vouchers depended on my work in general banking.

1.4 Benefits of the Internship Program

I gained a lot of new knowledge from the internship program, which exposed me to a range of general banking operations that actually take place in the business sector, such as:

- **Time management**: Over the past three months, I've received a ton of work from my mentors and supervisor, and I've struggled to finish it all. Timely completion of assignments. I was able to learn how to prioritize my tasks and finish them all on time in this way.
- **Communication Proficiency**: Being an ambivert, it was very difficult for me to communicate with my supervisor and mentors as well as with customers. However, after working in general banking for a few days, I have to deal with a lot of customers and assist them with a lot of problems. I've improved my communication skills in this way, and I can now speak with anyone with ease.
- **Establishing a network:** I can establish a network in another organization because there are a lot of people in general banking who work in a variety of fields. Moving to a different organization will be very beneficial to my future because I will have the opportunity to learn from a wide range of people.
- **Increased confidence**: The fastest and most important way to perform better at work in any field is to have more confidence. I admit that during my internship, I initially lacked confidence, but after three months, I saw how it was growing every day. Therefore, I would say that my confidence level increased during this internship.

1.5 Challenges Met Throughout the Internship

- **Low Manpower**: My other mentors experienced a great deal of pressure, had to do a lot of work, and occasionally failed to finish their assignments on time due to the general banking industry's lack of employees. I have to do a lot of work because of this, and I experienced a lot of stress while I was an intern.
- **Absence of Instruction and Training:** I thought this section was too difficult because, as a new intern, I was not given the necessary instruction, and the intern was not given the appropriate training. Such as a banking system, which the intern was previously unaware of. Some mentors are really unpleasant; they demotivate me constantly, which torments my mind. They yell at me for trivial reasons and never show appreciation for any of my work.
- **Low Pay:** In comparison to my responsibilities, I was paid a pitiful amount. I work from 10 a.m. to 6 p.m. I have to work an additional hour a week at the very least, but they haven't paid me overtime, which demotivates me greatly. I became extremely demotivated because they did not provide the interns with tea, coffee, or snacks, nor did they offer lunch or lunch-related compensation.
- **Long Work hours and no desk:** The banking system's working hours are 10 am to 6 pm, but I don't think this applies to intern students because we have to put in extra hours on at least two or three days due to work pressure. I was unable to get ready for work the following day as a result, which is terrible for me to maintain. There was no designated desk for interns at Dhaka Bank, where I work. Which is terrible; it feels really depressing, and occasionally we are forced to stand since there isn't a desk available.

1.6 Recommendations

I would like to suggest the following changes to the organization in order to improve the internship experience for upcoming interns:

- Apart from providing them with the necessary equipment and suitable seating arrangements, interns should also be assigned brief work hours to allow them ample time to write their internship report, which is the most crucial task.
- Since the intern student is unfamiliar with the entire banking system, I believe Dhaka Bank should first provide them with the necessary training and a few qualified mentors who can inspire them to perform their work well and develop a love for the corporate world.
- Dhaka Bank should either provide a compensation that is in line with the amount of work that the interns are expected to do, or it should subsidize the tasks while making changes to the current compensation package. The interns should be given coffee and at least a few snacks. Because they work long hours every day. Thus, they ought to supply it.
- It is imperative to make an effort to provide the intern with a suitable desk and essential working equipment.

Chapter 2

Organization Overview

2.1 Introduction

The objectives, management practices, leadership style, hiring and selection processes, compensation structure, training and development initiatives, performance review system, marketing, financial processes, administration, and information technology of Dhaka Bank PLC are all summarized in this chapter. Along with recommendations based on the assessment, it also includes industry and competitor analysis.

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2.2 Overview of the Company

Dhaka Bank was founded in 1995 by Bangladeshi politician Mirza Abbas. Abdul Hai Sarker is the board of directors' chairman and founder. Under the Companies Act of 1994, the bank began its commercial operations on July 5, 1995, with TK. million in authorized capital and Tk. 1,000 TK. 100 million in paid-up capital. Their authorized capital is twenty thousand million. The Bank had Tk 10,066 million in paid-up capital as of June 30, 2023. On the 30th of June in the year 2023, the Bank had a total equity of Tk 21,475 million, which included both capital and reserves. A total of 252 delivery centers, additional expansion, and inclusive banking initiatives are all examples of the Bank's continued expansion and success. In addition to providing numerous avenues for financial freedom and services, DBL has established a strong presence at 114 locations across the country. These locations include two Islamic banking branches, two offshore banking units, three SME service centers, twenty-six sub-branches, eighty-seven automated teller machines, and twenty automated teller machines

(ADMs). For the purpose of catering to the requirements of the capital markets, the Bank has established a subsidiary company that is known as "Dhaka Bank Securities Limited" and has six branches located all over the country. In order to carry out merchant banking operations, a second subsidiary has been established under the name "Dhaka Bank Investment Limited." This subsidiary caters to individual and business customers and is supported by cutting-edge technology and a team of exceptionally driven professionals. Dhaka Bank now provides the entire spectrum of real-time online banking services through all of its branches, ATMs, ADMs, and Internet Banking Channels as part of our dedication to excellence in banking. Because of its cutting-edge technology, individualized and friendly services, business-specific solutions, global reach in trade and commerce, and high investment yield, Dhaka Bank is the go-to option for banking. Dhaka bank DBL is excellence in banking. 'Dakse Abar Desh' Dhaka Bank Plc signed a memorandum of understanding (MoU) with Brac to operate special CSR activity to mitigate the countrywide crisis due to the COVID-19 pandemic. The CSR fund from Dhaka Bank PLC contributed to two BRAC initiatives. Here, a check for Tk 2.03 crore was given by DBL. Also the employees are happy for their salaries and other incentives and promotion. (Tamanna, 2024) Dhaka PLC has 113 branches spread across 33 districts in Bangladesh. In Bangladesh, Dhaka Bank PLC is a private limited commercial bank. Its main office is located in Dhaka. The bank operates three SME service centers and 100 branches nationwide. Dhaka Bank won the title of best manufacturing-friendly bank in the 2014 SME Banking Award. A 5.2 billion BDT syndicated loan was arranged by Dhaka Bank for the Doreen Group's Chandpur Power Generations Limited. German banks also contributed US$40 million for the power plant. It and the Canadian University of Bangladesh signed an agreement in April. JP Morgan presented Dhaka Bank with an award in October 2022. It raised a syndicated loan of 9 billion BDT for the Bashundhara Group's Bashundhara Oil and Gas Company Limited. 4% increase in Dhaka Bank's 2023 profit. In 2023, Dhaka

Bank's profit increased by 4% year over year to Tk 173 crore. In 2022, the private lender turned a profit of about Tk 166 crore, the bank said in a press release.

2.2.1 Vision of Dhaka Bank PLC

At Dhaka Bank, they draw inspiration from the distant stars. Their objective is to ensure a degree of satisfaction that adds enjoyment to each banking transaction. They work to give you the best service possible with accuracy, reliability, timely delivery, cutting-edge technology, tailored business solutions, global trade and commerce reach, and a high return on investment. Their staff, products, and processes are all in line to meet the demands of their discriminating clientele. Their goal is to achieve unambiguous foresight. Their primary objective is to deliver quality that truly embodies our vision—Excellence in Banking.

2.2.2 Mission of Dhaka Bank PLC

All organizations, regardless of their type, including banking organizations, have important missions and goals that are necessary for them to establish a strong position and play a major role in the nation's economy. They are also able to create the job position. To be the top financial institution in the country, providing excellent products and services backed by state-of-the-art technology and a team of highly motivated workers who work to deliver banking excellence.

2.2.3 Management Practices

Banking management is the strategic oversight and control of all operations conducted by a bank or other financial institution. This encompasses a wide range of responsibilities, such as regulatory compliance, risk management, financial product development, customer service, and operational efficiency optimization. Management system is the most important and significant part of the corporate place. In the banking system the manager will take the proper responsibility for the management practices and he/she divides the work for the officer and employee.

2.3 Division of Risk Management

In accordance with the directives issued by the Bangladesh Bank, Dhaka Bank Limited established the Risk Management Division on February 26, 2013, with the intention of enhancing the bank's risk management operations. In accordance with the Basel Accords and the periodic directives issued by the Bangladesh Bank, the division is responsible for ensuring that the core risk management and capital management of the bank are effective and efficient. The Risk Management Department (RMD) is responsible for managing and assessing risk, even in the absence of minimal regulatory requirements and categories, based on the risk parameters that have been approved by the bank. Among other duties, these include risk management strategy design, risk management policy and procedure creation, communication of the Board's and Senior Management's views on risk issues throughout the bank, risk appetite assessment and approval by the Board of Directors' Risk Committee, risk measurement and monitoring, identification and quantification of the bank's exposure to material loss, independent monitoring limits, development and implementation of loss prevention/retention programs, securing and maintaining adequate loss coverage, periodic stress testing, monthly risk management paper creation, half-yearly Comprehensive Risk Management Report preparation, and hosting meetings of all risk committees.

2.3.1 Leadership Style

Leadership is a component that is considered to be among the most essential aspects of the organizational setting. There are a lot of people who are writing and attempting to comprehend the concept of leadership as well as the methods that are used. Among the many reasons why this subject is so popular is the fact that organizations are currently dealing with a greater number of changes than they ever have before. The concept of leadership is applicable to all aspects surrounding the management of change and the assurance of the effectiveness of an organization. (Aishat, 2015) First off, bureaucratic leadership is the most common in the banking sector. According to the leaders' responses, half of them adopt a bureaucratic approach. Likewise, up to 77.78% of the subordinates said that their leaders primarily adopted a bureaucratic approach. Therefore, in terms of the most popular leadership style, the responses of leaders and subordinates match. Given that both groups concur on this point, it can be concluded that the two respondent groups provided accurate and truthful responses to the two distinct questionnaires. Second, given that they appear to pursue multiple styles, a sizable portion of the leaders surveyed (48%) are in transition. Additionally, the majority of these 48% leaders (more than 50%) are moving from a participative to a transformational style and from a bureaucratic to a transformational style. It is possible that this would imply that leaders who are bureaucratic and participative frequently switch to a transformational approach. A variety of leadership styles, such as coaching, bureaucratic, autocratic, and democratic, are utilized by Dhaka Bank. These styles are explained in more detail below:

- **Bureaucratic:** When it comes to the rules and regulations, the bureaucratic style is primarily responsible for maintaining them. The majority of the time, it is the one that decides and establishes any kind of law. As a result, dbl primarily adheres to the bureaucratic style. In addition to making an effort to adhere to the rules and regulations, they also make an effort to guarantee the quality of the bank's services and do their best to follow the bank's processes and procedures.

- **Autocratic:** Autocratic leadership is characterized by the leader having control over the team as well as the employees, and the leader has the ability to make decisions for both groups. The employees of Dhaka Bank PLC are responsible for adhering to a stringent regulation that was formulated by the company's leader.
- **Democratic:** This method of consulting with each and every worker before making a decision. The leadership of DBL is excellent in this regard. For the purpose of concentrating on this matter, they make an effort to solicit the viewpoints and decisions of each and every worker. The positive energy of the employees can be encouraged by this thing, which can also increase the employees' performance and bring about an increase in their level of job satisfaction.
- **Coaching:** The foundation of this leadership is the development of each and every employee in the company. How is their work going, and how can they better themselves? In this case, this is the appropriate course of action. For instance, the line manager at Dhaka Bank keeps track of every employee's work before evaluating it and reporting back to the staff.

Every leadership style is used differently depending on the circumstance and the outcomes that the workforce is expected to achieve. These are being used most frequently at DBL, which benefits both the company and its employees.

2.3.2 The Process of Hiring and Choosing

The terms "recruitment" and "selection," which are frequently used interchangeably, are differentiated in a significant way, despite the fact that the primary tools and procedures are identical. The primary goal of hiring and selecting individuals from a variety of locations and platforms, for which they also choose and select candidates from within the organization for employment, is the primary objective of the organization. (Searle, 2003) Within the context of employment, these two steps are of the utmost significance for any organization. There are a number of steps that must be taken, including the creation of a job description and a circular for the position, the screening of applicants, the conduct of interviews, the administration of tests and evaluations, and, finally, the selection of a candidate. The recruitment and selection process at Dhaka Bank is superior to that of other banks. As a first step, you should circulate the post that is about BD jobs. In the process of hiring new employees, there were four stages. First and foremost, an evaluation of both general and mathematical knowledge is carried out. The second step consisted of carrying out the second viva with the management of the bank. It was the fourth step that consisted of the Final Viva with the Board of Directors. I had the impression that the hiring process was sound and well-structured, with the purpose of evaluating the most qualified candidate. Nevertheless, during the process of hiring senior positions such as MTO. As a result of the fact that this is in line with the day-to-day responsibilities of a banker, employers will reap significant benefits from hiring someone who possesses extensive foundational knowledge of business and finance. It is not the case that this implies hiring from a specific university faculty rather than including questions with multiple-choice answers in the initial examination concerning business and finance. In addition, the newly hired worker ought to be provided with experiential training in addition to theoretical instruction. In most cases, new employees do not pay attention to the training because it appears to be boring. In light of this, the training needs to be based on examinations and practical experience in order to ensure that the later day-to-day work is comprehended. It is essential to ensure that an employee has received training prior to being promoted or transferred to a different department in order for them to be successful in their new role. This is necessary in order for the employee to be successful in their new role.

Additionally, it is important to note that every worker ought to have a unique job description and it is imperative that they adhere to it. They did a very thorough screening of their resumes in order to identify the best and most suitable resumes for any position. They are searching for the ideal worker who is capable of flawlessly establishing themselves in the position. There was a period of time when Dhaka bank was the institution that paid the highest possible amount of salary to its employees. Consequently, the procedure begins with the publication of a circular on various online platforms such as BDjobs.com and the newspaper, as well as certain campus recruitment and any fairs that may be held. Also, some are based on referrals from staff members. After that, the human resources team went through all of the resumes and reorganized them according to their experience, qualifications, and other factors. They will then have an easier time sorting through the list of all the candidates. After that, they receive the written examination. Following that, there will be three interview sessions held for any position that is available. Here, they carry out the interview on three separate occasions. They end up choosing the individual who will fill the desired position. After that, the candidates who were chosen are given the offer letter and the employment outline. In this document, they are required to write about the compensation, salary, and any other relevant information. In addition to that, there is information regarding the transfer, as well as a great deal of other things that are essential for the candidates who were chosen. The purpose of the methodical hiring and selection process that Dhaka Bank employs is to ensure that the organization is able to attract and retain intelligent individuals who are committed to the achievement of its objective of providing exceptional banking services.

2.3.3 The Compensation System

Salary: Both the employee in question and the management of Dhaka Bank do not discuss the specifics of their salaries. Any and all requests for information regarding pay should be sent to the general manager of the human resources department by the line manager. Every position does have a value, and the pay structure at Dhaka Bank was designed with this value in mind from the beginning. The beginning salary is established by taking into consideration the qualifications, experience, and grades of the candidate. Following that, the annual compensation rises as a proportion of the total income. A pay structure that is considered open-ended is one in which there is no predetermined ceiling for any grade that comes after that. In accordance with the Pay Guidelines, the Board of Directors conducts regular reviews and gives their approval. It is necessary to make payments in arrears for the monthly salary of each employee. Allowances are the components that make up a person's monthly salary. These include the basic pay, the rent of housing, transportation permission, medical allowance, and additional special allowances. They have a provident fund, from which they deduct the money that is owed for taxes, a house building loan, and LFA (leave for allowance), which is required if it took ten to fifteen days. The human resources department is not privy to the salary matrix that they keep in their possession. It is not even the case that they discuss these concerns with the worker. They use the matrix to accomplish this, and they adhere to it in order to keep the salary, as well as the promotion and the increment, in place. However, there is a possibility that there will be exceptions made for workers with grades lower than management who are working for a low amount of money. Instead of using bank transfers to make payments, you can utilise checks.

Other Allowances: Those who are employed by Dhaka Bank and have their employment status confirmed permanently are eligible for the following benefits in addition to their regular salary:

Bonus for the Festival: There are two Festival Bonuses that are available to regular employees each year. Each of these bonuses is equivalent to one month's worth of base pay. A single payment of the Festival Bonus will be made to each and every worker during the Eid-ul-Fitr holiday. They have the option of receiving their second payment during their own religious ceremony, which may include Eid-ul-Ajha, Buddha Purnima, Christmas, Janmashtami, or Durga Puja. If they choose to do so, they will receive their second payment. (b) In order for an employee to be eligible for the payment of a bonus, they must be on the payroll of the Bank on the day that the Festival Bonus is distributed.

Performance Bonus: A variable incentive bonus or reward may be granted to an employee by the Board of Directors of the bank, but this decision is contingent on the profitability of the investment bank. The bonus of an employee may be withheld by management at its discretion for a variety of reasons, such as poor or non existent performance, duty neglect, violations of the code of conduct, egregious misconduct, a pattern of tardiness in completing official assignments, a purposeful lackadaisical attitude in carrying out duties, attempts at fraud, and other similar reasons. (b) Employees who have worked for a minimum of six months (180 days) from the beginning of the year for which the Performance Bonus is announced are also eligible to receive this bonus.

Provident Fund: Provident funds are investment funds that are created voluntarily by an employer and employees in order to support long-term retirement savings. These funds are known as provident reserves. This constitutes ten percent of the employee's base salary. A fund that will be known as the "Dhaka Bank Limited Employee's Provident Fund" will be established, and it will be governed by a set of provident fund rules that have been approved by the board of directors. Membership in the Provident Fund is required of all permanent employees as a condition of employment.

Gratuity: Upon retirement, resignation, or termination, a confirmed full-time employee who has worked for the Bank for seven years or more may receive a gratuity equal to one month's basic salary for each year of service, or it may be paid to his family if he dies while still working. A gratuity will not be given to the dismissed employee. Facilities for Loans: This company offers a range of loan options to its employees, including loans for home construction, cars, furniture, and household electronics. Certain programs offer interest-free loan facilities to employees. More loan facilities are available to higher-ranking staff members.

Medical Facilities and Health Insurance: Only the employee, their spouse, and up to two dependent children under 21 will receive reimbursement for medical costs. Included must be any members of the employee's immediate family who reside with them and are entirely reliant on them. Reimbursement for medical expenses will be contingent on the employee's actual costs and will not exceed three (3) basic expenses. An employee will agree to be reimbursed for maternity expenses twice during his time working for the bank.

Life Insurance: This is the element that links education savings plans to deposit products. Employees receive life insurance if they perform it four to seventeen times.

Benefits for Contractual Employees: The human resources (HR) division of Dhaka Bank Limited (DBL) is in charge of managing contract employees, including those hired from outside organizations. The HR division is responsible for ensuring that workers have the abilities needed to carry out their jobs. Contractual employees are hired in accordance with a formal contract that outlines the terms and conditions of their employment. This includes the duration of employment, pay, duties, and reporting requirements. Six months to a year is the time frame. This employee's DBL is solely for their employment, and they receive a salary of TK 18,000 to TK19,000 per month. This month, they also give them a bonus for their efforts. If they perform the best in this scenario, they may be hired on a permanent basis by DBL.

Payment for Overtime to Non-Management Employees: Under the non-management categories, both contract and permanent employees are eligible for overtime compensation at the same rate. Peon and other office assistants, however, receive 100 Taka for each overtime hour. The system used to calculate overtime may change from time to time, but employees are always informed of the latest procedures.

Salary Review: All employees, excluding underachievers, receive raises, which are determined as a percentage of cost-of-living allowance, and salary reviews are primarily conducted once a year. However, at Dhaka Bank PLC, that won't occur annually. It depends on the profit and takes place when income is higher.

2.3.4 Initiatives for Training and Development

These programs are developed using an appropriate Training Need Assessment (TNA). DBTI provides a diverse array of executive development initiatives, courses, and workshops to the Bank's officers and executives. In 2020, DBTI offered 78 training programs that encompassed 50 distinct courses to 2,790 officers and executives.

DBL provides its staff with training to help them perform better. New hires are given access to foundational courses that cover the basics of banking. Specialized courses are created for officials who work in areas such as marketing, accounting, foreign exchange, and credit, among others. Classes at higher levels concentrate on specific areas of knowledge. The Dhaka Bank Training Institute (DBTI) opened for business in 2000. By the conclusion of 2022, DBTI had trained a total of 11,220 participants through 452 unique training programs. As part of the National Bank Tajikistan (Central Bank) Capacity Building Technical Assistance Project, which was funded by the Islamic Development Bank, DBTI developed, designed, and presented 12 training courses on a global scale. The training is designed to enhance performance and achieve organizational objectives by imparting additional knowledge and skills. The T&D department's objective is to enhance the KSAs of Dhaka Bank's employees, despite the fact that training significantly improves their contributions to the organization. It also endeavors to assist them in achieving departmental and organizational objectives through a long-term skill development program. The honorable directors will be dedicated to providing the necessary funds and resources to facilitate the efficient training and development of staff, while the executive director is accountable for overseeing the implementation of this policy. The training and development division manager is indispensable in the planning, participation, and execution of the training program to ensure continuous improvement. Develop and create training modules that are based on TNA, with a particular emphasis on management-level training in soft skills and sales operations. Additionally, prepare, update, and revise the training lesson plan and serve as a resource. Line supervisors guarantee that their subordinates are enrolled in pertinent training programs. Furthermore, they ensure that the training team is equipped with the requisite logistical and other resources. Line managers strictly adhere to the eligible participants who are not yet enrolled in the event of industrial training.

Additionally, they provide support to the T&D team in their TNA endeavors. Line managers are responsible for evaluating the training requirements of their respective departments and preparing their successors to carry out the requisite training if required, in addition to the T&D department and its team. TNA is the abbreviation for Training Needs Analysis. It is a process that ascertains the training and development needs of both the organization and its employees. This is of paramount importance to Dhaka Bank and all organizations. The primary focus of TNA is on the actual performance and the performance gap of the employees, as well as the organization. By addressing the performance gap, TNA is able to provide the employees with the necessary training, which in turn strengthens the organization with the addition of high-quality employees.

Types of Training: Dhaka Bank arranges some training system which is important for the employees are given below:

- **Foundation Training:** This mandatory foundation training from DBIT is required for all newly recruited employees. This training provides them with the necessary banking knowledge, which is essential for them to understand the banking system from the ground up. Following the confirmation, they are required to take this training. This is created using the TNA system, among other things.
- **Soft Skill Training:** They provide soft skill training, which is crucial for all organizations. Soft skill training is also conducted by Dhaka Bank. This is crucial for communication, as well as for certain critical factors, such as attitude, which can facilitate the utilization of a variety of systems and tools.
- **Programs for Regional Training:** DBIT is based in Bogra and has the right training for the area. Bangladesh has a lot of different places. Like how banks work in general and a lot of other things.

- **Prevention of malpractices:** The bank is at the forefront of technological innovation and other fields, including corporate affairs and other business practices. Prevention of these malpractices relies heavily on training, which is why it is so vital.
- **Programs for Organized Training:** Workshops, courses, and programs abound at DBIT, all with the goal of making workers better. Included in this category are structured training programs such as those dealing with money laundering, the DBL's asset and liability program, the financing and monitoring of RMG, and the financing of trade in balances.

Training Method:

When conducting training, the following procedures are used:

- **Lectures:** The majority of Dhaka Bank's employees have participated in training sessions that have used the lecture method.
- **Ice breaking:** Facilitating icebreakers encourages active participation in the session.
- **Role Play:** When simulating a crucial real-life scenario, role play is at its most effective.
- **Focus Group Discussion:** Because honing in on the right training objectives requires group work, we moved on to discussing the management process.

Training Logistics: To ensure a trouble-free training operation, the T&D department also has the following ingredients:

- Projector
- Laptop

- Sound System
- Mini microphone
- Headphone
- Stationery
- Laser
- Vehicle

Training Facilitation:

- Each Training session is entitled with the proper amount of budget.
- The regional training is the same for the approved budget.
- Every training event they have some participative gifts.
- All the training they have is something for participative employees to do this situational thing.
- For their participation they have accommodated enough facilities and policies.
- They have got the holiday if they found it.

Duration of Training: The minimum length of the training is 1 day or 2 days long. But other training hours depend on the needs of the training. But the foundation training is one month long that is mentioned from the DBIT. During the appropriate time, prayer breaks and training refreshments are also taken into account.

Training Location and Venue: The training center and venue are located at DBIT at Banani and BIBM. They have chosen to hold the training at these locations in accordance with the authority.

Training Budget: Each training session is carried out within a rational budget that has been authorized by the managing director.

Training Records: Every training session is meticulously documented, including the training topic, participant list, venue, resource person, and various costs.

TNA Process: To find out the training needs one time in a year they conduct a TNA process. The steps are given below:

- **Organizational Analysis:** To link with the employee competency they link it with organizational analysis with employees competency and they are determined to do this thing at the organization.
- **Person Analysis:** To attain a business goal or to do the best career in any organization that the KSA means knowledge, skill and proper attitude are the most important issues.
- **Job Analysis:** The primary goal of job analysis is to determine the company's performance. For example, they do this when the desired performance is not met by the actual performance. It focuses mostly on work-related tasks, KSAs, and other crucial things.

Training Evaluation: Each employee who takes part in the training program is assessed using a different methodology. And they must account for the employee's participation in both the promotion and the raise. They use a training evaluation to assess the worker.

Training Performance Implication: DBL takes their training program far too seriously. In addition to having a suitable system for evaluating performance, they have numerous criteria for accurately assessing their work. They assign grades to the template and obtain letter grades and marks. Additionally, grades are arranged as follows: marginal, good, very good, excellent, and magnificent.

2.3.5 Performance Appraisal System:

A performance appraisal is a methodical evaluation of an employee's work performance. It is a component of an organization's performance management system and is also known as a performance review. At DBL, it is conducted annually in accordance with an assessment report known as the annual performance appraisal. The employees received a performance appraisal for their performance, which was based on the feedback from the Branch Manager and this report. They consider the following factors when evaluating their employees:

- They try to evaluate the employees work and their focus on their work
- How they handle their work and during hard times how can he/she control the situation.
- Tell the employee about their strengths and weaknesses.
- They try to provide the employee with the proper thing to do their work properly.

Process of Appraisal:

- Every year, a staff member will receive a formal performance review.
- The superior who oversees the work of the concerned employees conducts appraisals. Employees are encouraged to fully participate and to voice any concerns or issues they may have in this positive and encouraging environment.
- Performance will be evaluated in relation to standards, which must be objective, relevant to the job, and previously agreed upon by the appraiser.
- The manager of the appraiser will review all appraisals to ensure that they were completed fairly and competently.
    - A superior may carry out a special appraisal in between official annual appraisals. This would be to document both exceptional and subpar performances, as well as any unusual circumstances. Employees must be consulted about all appraisals.

2.5 Marketing Practices:

Similar to other companies and businesses, the marketing sector is expanding in the banking industry. It is very hard to stick with just one marketing strategy in this digital age because customers are more excited and feel the attraction of different marketing strategies. Therefore, DBL offers a variety of marketing and advertising strategies in this case. Dhaka Bank uses the communication system and a variety of other methods to increase its effectiveness. They are using campaigns, billboards, advertising, and a lot of digital marketing, such as promotional marketing, which is more creative in its approach to marketing, to make it more digital. They use social media often, for example, they conduct all of their banking transactions on the DBL go website. The process ensures that customers will remain loyal to Dhaka Bank. Additionally, they become increasingly well-known for doing their jobs well when they do things like this. The right partnership between Dhaka Bank and the SME Foundation has helped boost the bank's profile. Dhaka Bank is becoming even stronger as a result of this incident. Because of their smart use of digital marketing, Dhaka Bank is becoming more efficient in both the banking and marketing sectors, two areas that are crucial for any bank that has worked to establish a stable and high-quality reputation in the industry.

2.6 Accounting Procedures and Financial Performance

2.6.1 Financial Performance

The term "financial performance" refers to the overall assessment of a company's ability to meet its financial goals through the allocation of its resources and the results of its revenue-generating endeavors. In 2022, Verma Conducting a financial analysis of a company allows one to determine the company's financial stability and make comparisons with other companies or competitors in the same industry. Everyone from upper management to investors to analysts to employees now has a complete picture of the company's financial situation, which is crucial for making good plans. Because of this, the financial evaluation of The Dhaka Bank, as well as that of 2021–2022, and 2022–2023, is crucial.

Current Ratio			
Fiscal Year	**Formula**	**Calculation**	**Result**
2021-2022	Total current assets/ Total Liabilities	346556213151/35385087024	9.793849395
2022-2023		80020/356853	0.224237991539

The current ratio is a measure of a company's liquidity and its ability to pay back loans in the coming years. In this regard, Dhaka Bank has the right position in 2021–2022, but in 2022–2023, they are not so good. Here we see how the current assets stack up against the current liabilities. The current ratio is doing well, as it has not improved from previous years. Their present assets and the bank's performance should also be their primary concerns.

Quick Ratio			
Fiscal Year	**Formula**	**Calculation**	**Result**
2021-2022	(Total Current Assets - Inventories)/ Total Liabilities	346556213151-8941524752/ 35385087024	9.541157499
2022-2023		80020-6832/ 356853	0.2050928534

A higher quick ratio suggests that a company can improve its performance and turn its liquid assets into cash faster. Dhaka Bank PLC has not made any significant progress in the last year, as shown in the table.

EPS	
Fiscal Year	**EPS in Taka**
2021- 2022	1.75
2022- 2023	1.72

Earning per share is a measure of a company's profitability. This is the DBL EPS Table for the fiscal years 2022 and 2023. Between 2022 and 2023, profits fell. But even a little drop indicated that they were making good use of the asset, and the drop never had a major impact on the business.

Return on Equity			
Fiscal Year	**Formula**	**Calculation**	**Result**
2021-2022	Net profit After Tax/ Shareholder's Equity	1659842961/20772704809	7.99%
2022-2023		1732/21786	7.95 %

Common shareholders have made money for every $100 they invested in the company, according to the return on equity. As compared to the prior year's average, Dhaka Bank PLC's net profit is down a little. According to the data in the table, DBL has a low return on equity.

Net Profit Margin			
Fiscal Year	**Formula**	**Calculation**	**Result**
2021-2022	Net profit After Tax / Sales	1659842961/ 225000	73.77%
2022-2023		1732/ 29327	5.90%

An organization's net profit margin is the ratio of its profit to its sales. In this case, the net profit of 73.77 taka per 100 taka of sales was substantially lower. The bottom line for DBL in 2023 was thus quite low.

Total Asset Turnover			
Fiscal Year	**Formula**	**Calculation**	**Result**
2021-2022	Sales/ Total Assets	225000/346556213151	6.492453214
2022-2023		29327/378639	0.07745372241

A higher total asset turnover ratio indicates that a company is efficient in turning its assets into sales, which is useful information for investors. (Hayes, 2022) Here, in 2022, 6.49

percentage of sales were generated by every 1 taka worth of total assets. The fact that it has dropped so dramatically from 2022 demonstrates that DBL is making good use of its assets.

Equity Multiplier			
Fiscal Year	**Formula**	**Calculation**	**Result**
2021-2022	Total Assets/ shareholder's Equity	346556213151/ 5486755272	63.16
2022-2023		378639/ 21786	17.37992289

There was a marked decline in the equity multiplier, indicating that DBL is financially stable and does not need to rely on debt. This demonstrates how seriously Dhaka Bank plc takes their stance.

Dupont			
Fiscal Year	**Formula**	**Calculation**	**Result**
2021-2022	Net profit Margin*Total Asset Turnover*Equity Multiplier	7377.079827* 6.492453214*63.16232381	30.22%
2022-2023		0.0590582057489685* 0.07745372241* 17.37992289	70.95%

Here, the fiscal year reveals that the increase occurred in a proper manner, which is beneficial for DBL. Which point to the positive aspects.

Comment: A proper financial overview of the company's condition is shown by the financial analysis. The financial analysis reveals that DBL is in a strong position, nearly a secure one, in numerous important ways for the banking sector. However, the financial department may be able to help you figure out what's wrong with this situation and how to fix it.

2.6.2 Accounting Practices

When it comes to accounting, Dhaka Bank is doing a good job. Dhaka Bank has always strived to maintain its accounting sector in a nearly standard position, allowing it to hold its own in the Bangladeshi banking sector. When it comes to their accounting relationships with Dhaka Bank, the stakeholders always do what's right, and the bank does its best to provide them with what they need.

2.7 Practices of Information Systems and Operations Management

The banking system is the most important and delicate workplace in every country. They must always act fairly, which is why their code and behavior are so crucial to the banking system. This kind of work is taken on by the operation managers at the bank. This management system is overseen by him or her. In order to keep the information system practices up to date, they also have a formidable IT department. We are living through a technological and informational revolution. This shift has affected every facet of people's lives, including the banking industry. Thanks to technological advancements, new ways of delivering financial services and products to customers have emerged, like automated teller machines (ATMs) and Internet Banking (IB). So, when it comes to using technology, banks have been at the forefront recently. Service quality, the future of banking operations, and the bank's capacity to stay competitive in the market are all affected by these changes and advancements in the banking sector. This is because, as with any economic organization, keeping up with technological advancements is absolutely critical, and banks are no exception. To increase earnings and attract more customers, it suggests that banks put more money into IT. On top of that, they have the UBS system software, which runs all the IT-based and informative systems.

2.8 Analysis of the Industry and Competition

When it comes to banks, Dhaka Bank is practically at the top. Dhaka Bank used to pay their employees more than anybody else. But these days, Dhaka Bank has a lot of competition.

2.8.1 Porter's Five Forces Analysis

A technique for assessing the competitive climate of the sector in which a corporation operates is Porter's Five Forces Model. (Vaidya, undated)

Current Competitors' Rivalry: High

Since there are a plethora of private commercial banks in Bangladesh, including Dhaka Bank, the competition is fierce. There are a plethora of foreign banks in Bangladesh. This means that there is a lot of competition. Competition amongst the present crop of contenders is fierce.

Bargaining Power of Suppliers: Low

Suppliers include depositors and investors. There is little leverage for the depositors in negotiations. Since the problem has been resolved by the financial system. Since the suppliers' bargaining power is minimal, the cost is incredibly low.

Bargaining Power of Customers: Moderately High

Foreign banks, private banks, and public institutions are just a few of the many options available to banking customers. The combination of low transaction costs and ubiquitous digital banking gives customers considerable leverage in negotiations. In order to gain more influence and better service, customers will sometimes up their demand and service levels.

Threat of New Entrants: Moderately low

Bangladesh Bank owns and operates all of Bangladesh's banks. This area is moderately low in the marketing system, and that is why new entrants have a hard time. They need a lot of money to start up and compete with established banks. Brand loyalty is essential, and they face similar challenges to Dhaka Bank in terms of both name recognition and dependable clients. Digital banking allows them to keep costs moderately low.

Threat of Substitutes: Moderate

Now they have access to a wide variety of conventional banking options through bkash and nagad. Except for work and bank visits, most people in rural areas prefer to use these apps;

however, online banking is available at several banks in Dhaka. The threat of substitutes is moderate, but it is posed by challenges such as the Dhaka Bank.

2.8.2 SWOT Analysis

An essential framework, a SWOT analysis can reveal the opportunities, threats, weaknesses, and strengths of a company. The strengths, weaknesses, opportunities, and threats analysis of Dhaka Bank PLC -

Strength:

- **Robust Corporate Identity:** According to the customer, DBL maintains the most robust corporate identity. Due to their global financial services, they have established the most robust and resilient corporate identity. Therefore, they are in a highly favorable position in the minds of customers.
- **Strong ties and possessions among employees:** This is one of the most significant advantages of DBL. As they stated, their employees are the ones who generate the most revenue. They have a strong connection with each other, as well as with DBL, and they are very committed to DBL, which is why they are so strong.
- **Effective performance:** Customers are satisfied with the banking system because DBL's employees work efficiently and effectively, resulting in a hassle-free experience.
- **Young, motivated employees:** They consistently endeavor to recruit the most youthful individuals, including recent graduates and recent postgraduates. Due to their

youth and ability to self-motivate, this demographic is capable of managing any situation.

- **Empowered labour force:** The human resources department at DBL is of exceptional quality. They offer a labor force that is highly empowered. The employees are content with their authority and are striving to develop in a manner that is consistent with it.
- **Friendly workplace:** The employees are exceedingly cordial. As they endeavor to consume their lunch in the company of others. The workplace is a secure environment for all employees.
- **Solid financial standing:** They generate profits on a monthly basis. They strive to enhance their system in accordance with their current and past profits, as they do not remain stagnant.

Weakness:

- **High charges of L/C:** Currently, DBL imposes identical rates on all imported L/Cs; however, it is advisable for DBL to reduce the L/C fees for imports from export-oriented industries. The nation will generate more foreign exchange, and exporters will benefit as a result.
- **Lack of effective marketing initiatives:** DBL typically offers a wide range of loans to new entrepreneurs; however, they are hesitant to provide the appropriate loans to small entrepreneurs due to their financial situation.
- **Insufficiently inventive products:** They do not have any television advertising campaigns, as television advertisements are essential for marketing. Which is inadequate. They engage in numerous corporate social responsibility initiatives.

- **Inadequate motivation:** DBL's salary is commendable; however, they lack adequate motivation. For instance, they consistently induce interns to experience feelings of discouragement.
- **High account maintenance costs:** The expense of maintaining a DBL account is relatively high. Due to this, DBL is experiencing an issue.

Opportunities:

- **Separate methods of operation:** The maximum amount that can be borrowed is influenced by the repayment capacity, which is determined by the DBL of each client. DBL's recovery rate is nearly 100%, as the entire lending process is contingent upon a client's capacity to repay.
- **Nationwide network:** Dhaka Bank's primary objective is to expand throughout Bangladesh. Additionally, they maintain numerous branches throughout the globe. They endeavor to preserve their vision and mission. They are not solely concerned with their profitability; they are also concerned with their long-term sustainability.
- **Experienced managers:** They are all experienced managers in the field of dbl. Their banking system can be easily enhanced due to the presence of well-engaged managers.
- **Huge employees:** Due to the substantial population of Bangladesh. It is their intention to make the most of the banking system.

Threats:

- **There are other banks that provide comparable products:** The most significant threat to Dhaka Bank is the introduction of their new product and marketing system by other foreign banks and the upcoming bank service.
- **The issue of nonperforming or defaulting loans is negligible or non-existent**: Non-performing or default loans are a minor or insignificant issue. Nevertheless, it is possible that this issue will resurface in the future. Consequently, it is imperative that DBL keep an eye out for it in order to implement proactive measures to mitigate it.
- **Decline in industry:** Given Bangladesh's political and economic instability and the recent onset of independent 2.0, there was a critical moment when Dhaka Bank Plc could be seriously threatened.

2.8.3 Development Strategy of Swot Analysis

Dhaka Bank can take advantage of SWOT analysis by leveraging its strengths to reduce its weaknesses and expanding its opportunities to reduce its threats.

- Dhaka Bank can control the high L/C charges by using their strong corporate identity.
- Strong ownership bonds between staff members also boost Dhaka Bank PLC's new product and marketing system.
- Additionally, motivated young workers can inspire everyone in the bank, which can improve the working environment.
- It is crucial to control the financial cost through effective performance.
- Certain opportunities, such as skilled managers who can effectively manage the entire branch to lessen the industry's decline, can lessen the threats.

- They have large staff members who can effectively lower everyone's workload, which poses a serious risk to DBL.
- There are distinct banking system techniques that can prevent certain risks, such as some of the same techniques used by other banks.

2.9 Summary and Conclusion

The copper tech industries can rely on Dhaka Bank Inks for all of their payroll banking and cash management needs. (The Business Standard, 2024)

In terms of marketing research, environmental concerns, and financial performance, Dhaka Bank PLC is in a great spot. Important for Dhaka Bank Plc are their training systems and the many different types of leadership styles they employ, including democratic, coercive, and others. DBL is able to choose the best candidates from all of the applicants because they use a proper selection and recruiting system. They are able to function correctly within the system thanks to software known as UBS. Dhaka Bank PLC also offers SME banking, a crucial part of their banking journey.

On the other hand, Dhaka Bank PLC strives to maintain the banking system to a high standard and keeps its promises of banking excellence throughout its history. Thanks to the dedicated staff they employ, the bank has reached a level of maturity that allows it to excel in sustainable banking practices, among other areas. They are steadily improving and may soon be the best in the banking industry.

2.10 Recommendations

Based on the chapter overview, the following recommendations are made for the business:

- They require an adequate HRIS system, which alone is insufficient for effective communication within the banking sector.
- They lack an appropriate space for the new intern and have demoralised employees in their workplace. They require an appropriate environment and motivated employees capable of effectively inspiring newcomers.
- Enhance SME banking by strengthening operations and improving loan performance and the banking system.
- They must enhance their marketing system, as it is inadequate for the banking sector; it requires improvement to facilitate efficient operations within the bank.
- They must concentrate on the appropriate assets to ensure the bank's profitability. Because the liquid assets must be utilised effectively.

Chapter 3

Project Part

3.1 Introduction

The report was created in accordance with the guidelines set forth by BRAC University's BRAC Business School in order to complete the requirements of my three-month internship program for my Bachelor of Business Administration degrees. Before students write a report on the topic and submit it to the relevant department, the program aims to provide them with real-world experience and an opportunity to apply their academic knowledge. I agreed to a three-month internship in Dhaka Bank's human resources department in order to fulfil the aforementioned requirements. I joined on September 5, 2024, and I stayed until December 5, 2024. After speaking with my supervisor, I have decided to write my internship report on the topic of "Enhancing Effectiveness of Hiring Process of Dhaka Bank PLC." My supervisor, Dr. M. Nazmul Islam, and my co-supervisor, Dr. Mohammad Rabiul Basher Rubel, have been tremendously helpful in guiding and supervising the preparation and completion of the report.

3.1.1 Theoretical Background

One of the most significant responsibilities of human resource management is the hiring and selection process, which is critical to a business's success. (Karim, Latif, Bhuiyan, and Nath, 2021). The process of hiring and choosing involves determining the skills and knowledge of employing the best tactics, resources, or headhunting environments to find and attract competitive candidates, then choosing those who best fit the requirements of open positions or recently created jobs. (Zhan and Vasile, 2020) Rapid industrialization and urbanization have also affected HR functions, where the Modern techniques are replacing outdated methods. (A. Sarada, 2018) Companies are using social networks and new technologies to recruit new workers, and this trend is only expected to continue. According to a recent study, online hiring and selection procedures save time and money, employers lose credibility due to the volume of information. Social media platforms are still seen by many businesses as an informational supplement to traditional hiring and candidate selection processes rather than as a substitute. (Machado & Silva, 2023)

3.1.2 Objectives

The following are the goals of the study:

This report's main goal was to relate the theories and concepts that were learned during the BBA program with DHAKA BANK's recruitment process.

The following are the goals of this report:

- To describe DHAKA BANK's existing recruitment process.
- To connect the theories and concepts that were learned in the BBA program with practical application of Dhaka Bank.
- Make recommendations and search the findings based on the shortcomings in their recruitment process that might aid in future enhancements.

3.1.3 Significance

The report's objective is to describe DHAKA BANK's existing recruitment process and offer suggestions for improvement. Additionally, the goal is to point out any shortcomings and offer fixes. The report is significant for this reason.

3.2 Methodology

The primary and secondary data were used to complete the report properly. My daily observations and the work I completed during my three-month internship program will serve as the primary data source. The Employee Handbook and other documents of the company will serve as the source of the secondary data. Organization, the business's website, and any books that are pertinent.

3.3 An Overview of the Company's Human Resources Department

Dhaka Bank's human resources department is essential to the bank's expansion and success. Since employees are a company's most vital component, choosing the right employees is the most crucial decision. They can take charge of the entire business and develop into the best employees for their organisation. The Dhaka Bank HR department is divided into three divisions. Which is highly active in terms of their banking concept and system. HR staffing, training, and development are responsible for a number of tasks, such as hiring new employees, selecting the best employees, processing payroll, enforcing disciplinary actions when needed, assessing employee benefits, keeping up with HRIS, and updating records. In addition to applying rules and regulations while keeping ethics and the law in mind, the HR department always attends to the needs of the employees. Below is a organogram representation of these techniques:

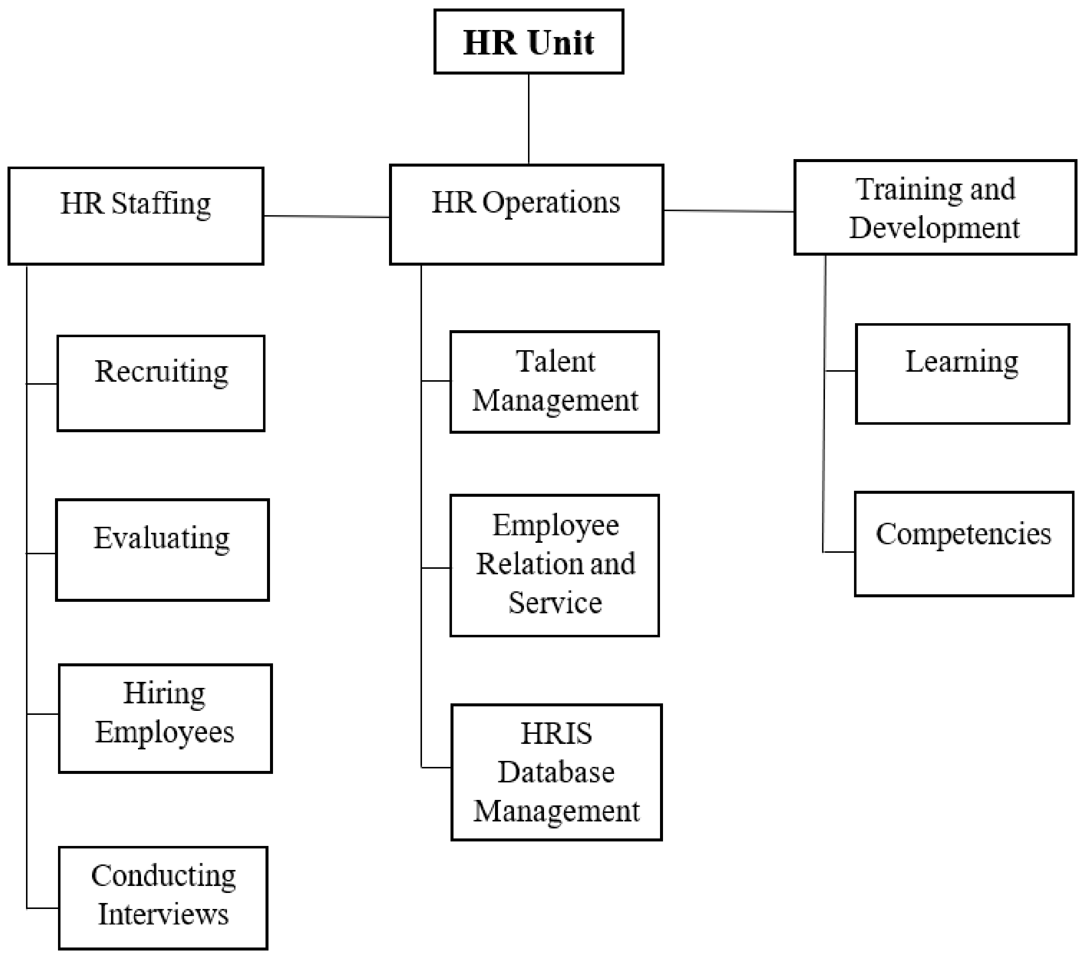

Figure 1: HR Department (An Organogram)

3.3.1 Examination of the Company's Hiring and Selection Procedures

One of the most important aspects of a business's success is the hiring and selection procedure. Dhaka Bank's human resources department closely monitors the hiring procedure to ensure that it is in line with the company's goals, objectives, and strategies. In order to identify the best candidates who can help the business succeed, the department keeps an eye on talent management procedures. The flowchart below provides a clear illustration of the company's hiring and selection process:

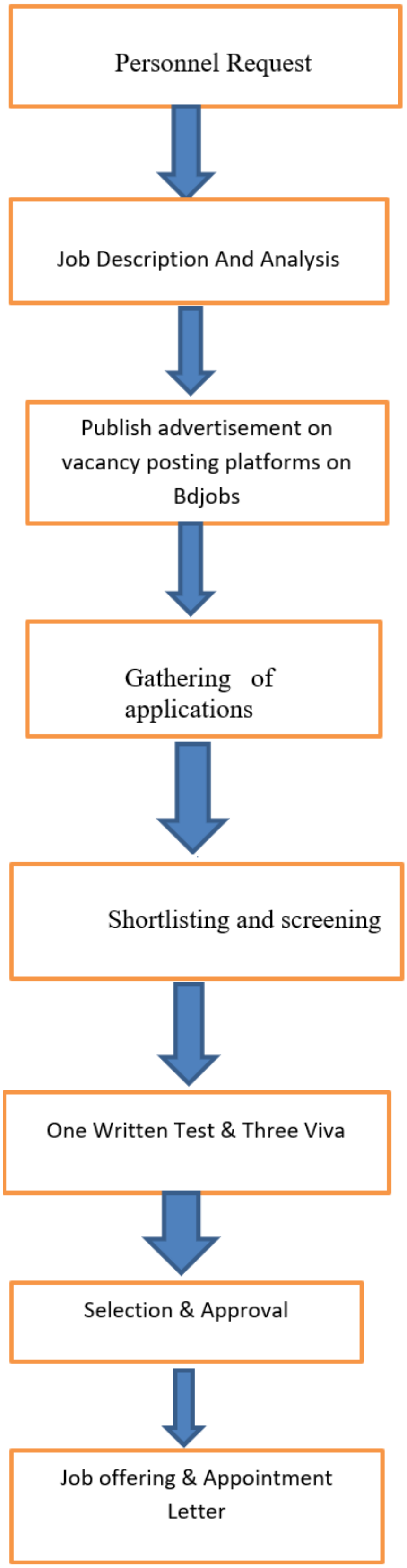

Figure:2 Flowchart of hiring process

The first step displays a personnel request, which is crucial. For example, Dhaka Bank Plc is arranging a formal document or procedure to draw in new hires. This is similar to a form in that it contains all of the information about the job and its category. This is sent for approval to the HR department. As in, everything pertaining to the job is provided here. Similar to the job specification, the job description and analysis come in the second step. The next step is to draft job specifications and descriptions for the available positions. These should include important information such as the department, job location, contract type, and job objective, as well as job duties, age group, experience, professional and educational credentials, and other required skills.

Once the pertinent data is available, the HR director and her team hire the required talent from both internal and external sources. While headhunters, job fairs, employee referrals, and advertisements on various job vacancy posting platforms, such as BDjobs.com, are examples of external sources for talent, employee promotions and transfers are examples of internal sources. After that, the next step is to gather all of their resumes for screening. As if they compile every application. Shortlisting and screening the resumes is the next step. After receiving a large number of resumes, the HR staff carefully selected and vetted each applicant before advancing them to the written exam and subsequent three viva.

Those who pass the written exam will proceed to the three viva, after which they will be chosen and authorised for the position. The written test is required. The appointment letter and job offer are then given to them by the HR officer. They can then report to the manager based on the branch. Dhaka Bank plc completes their hiring and selection process in this manner.

3.3.2 Findings

The following conclusions have been drawn from observations of Dhaka Bank PLC's hiring and selection process:

- The Dhaka Bank PLC HR team is always busy, but they don't have enough staff to choose junior postings. For example, junior posting officers are good, but they don't help new interns or freshmen. There is not enough qualified personnel in HR to choose and evaluate the best applicant for their junior position. Additionally, some of their branches are understaffed. They employ a number of unskilled and inexperienced workers in their cash section.
- The drawn-out process of the written exam and the three viva sessions demotivates the candidates. Additionally, it takes a long time and many years to advance to a senior level or position, which is bad for freshmen with experience and skill.
- It is inappropriate for any employee to treat their junior employee like a slave. Because of this, some workers quit their jobs in search of more comfortable and respectful positions overseas.
- Their banking system, along with their excellent salary and bonus structure, can draw in more applicants. They have an excellent advertising system as well.

3.3.3 Implication

The examination of Dhaka Bank's hiring and selection procedure highlights both its advantages and disadvantages, which can assist the business in finding areas where the procedure could be improved. The results can assist in identifying the persistent problems related to the process that must be resolved in order to improve its efficacy and efficiency.

3.3.4 Limitations

There are several restrictions on the report's preparation, starting with the information gathered from in-depth conversations with two company HR specialists who were hesitant to reveal important details because of corporate policy. The majority of the required information was not found because it is confidential and only shared with upper management.

3.3.5 Conclusion

The recruitment and selection process is critical to the success of a business and a reputable organisation or company. Because it narrates a company's vision, mission and strategy. According to the employees, Dhaka Bank PLC has a proper, well-organised, and equitable hiring and selection process. To process these things, they are utilising a variety of technologies. Additionally, the written exam must be the most equitable. About three interviews are conducted in order to confirm the candidate's qualifications, experience, and skill.

The primary objective of this process is to identify candidates who possess the necessary skills and potential to perform their jobs effectively. They constantly look for the best candidates for their bank. Thus far, Dhaka Bank Plc has maintained a suitable and prudent hiring system. On the other hand, they also improve their system in certain ways. due to their relatively good hiring practices, which result in a very low employee turnover rate. However, in order to run the business effectively, DBL needs to hire more people in the HR department because they can always find a good employee. By doing this, they can guarantee that their hiring and recruitment process is improved, get past all obstacles to achieving their bank's goals, and create a first-rate banking system.

3.3.6 Recommendations

Finding more effective hiring practices, selection processes, and staff retention tactics in Dpointgroup, a multicultural organization, is the primary research challenge. (Bogatova,2017)

From findings we know the recruitment and selection process of Dhaka bank PLC, now to implement how to enhance the selection and recruitment process with recommendation:

- In order to improve the hiring and selection process, DBL needs more and more personnel in the HR department. They can therefore enhance their hiring and selection procedure.
- Long hiring processes can occasionally demotivate applicants, and lengthy promotions for senior positions can also demotivate them to the point where they quit their jobs. They can choose to overlook this and employ an AI-powered hiring system, which can be highly effective in finding the best applicant for any position.
- Thus, "the process of attracting applicants to job openings in an organisation who possess five distinct skills, abilities, and other personal characteristics." It is also an action that, in addition to fulfilling the demands of the business, influences the organization's future and sustainable development.(Sarma, 2008) Any organisation, such as Dhaka Bank, typically aims to hire candidates with strong educational backgrounds, but occasionally people with less formal education are more skilled, which can benefit their hiring and selection process.
- Recruitment sources are the means by which targeted individuals are informed about job openings (Breaugh, 2008). Hiring the most skilled and talented employees

involves more than just identifying the best requirements and skills. necessary, but also to choose the most reliable sources to reach out to the applicants. Therefore, it's important to know where hiring comes from and which ones could provide the company with qualified workers. That's how this operates.

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Appendix

Dhaka Bank Investment Limited

STATEMENT OF FINANCIAL POSITION

As at 31 December 2022

	Notes	31.12.2022 Taka	31.12.2021 Taka
ASSETS			
Non Current Assets		-	-
Current Assets		**324,284,036**	**324,966,957**
Cash and cash equivalents	4	319,502,973	311,292,096
Other asset	5	4,781,063	13,674,861
Total Assets		**324,284,036**	**324,966,957**
EQUITY AND LIABILITES			
Equity		**316,644,229**	**313,612,302**
Paid up capital	6	250,000,000	250,000,000
Retained earnings	7	66,644,229	63,612,302
Liabilities			
Non-Current Liabilities		-	-
Current Liabilities		**7,639,807**	**11,354,655**
Provision for income tax	8	4,260,090	9,839,997
Other liabilities	9	3,379,717	1,514,658
Total Liabilities		**7,639,807**	**11,354,655**
Total Equity and Liabilities		**324,284,036**	**324,966,957**

The annexed notes from 1 to 16 form an integral part of these financial statements.

Managing Director and CEO | **Director** | **Chairman**

This is the statement of financial position referred to in our separate report of even date

Signed for and on behalf of

ACNABIN
Chartered Accountants

Md. Moniruzzaman, FCA
Partner
ICAB Enrollment No. 787
DVC: 2302120787AS715388

Dhaka,
08 February 2023

Dhaka Bank Investment Limited

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2022

	Notes	2022 Taka	2021 Taka
Operating Income			
Interest income			
Other income	10	14,025,781	13,447,254
		14,025,781	**13,447,254**
Operating Expenses			
General and administrative expenses	11	2,472,242	794,284
Financial expenses	12	193,300	756,327
Total operating expenses		**2,665,542**	**1,550,611**
Profit before Tax		**11,360,239**	**11,896,643**
Provision for income tax (Current tax)	8	(8,328,312)	(4,461,241)
Net Profit after Tax		**3,031,927**	**7,435,402**
Other comprehensive income			
Total comprehensive Income		**3,031,927**	**7,435,402**

The annexed notes from 1 to 16 form an integral part of these financial statements.

Managing Director and CEO	**Director**	**Chairman**

This is the statement of profit or loss and other comprehensive income referred to in our separate report of even date.

Signed for and on behalf of

ACNABIN
Chartered Accountants

Md. Moniruzzaman, FCA
Partner
ICAB Enrollment No. 787
DVC: 2302120787AS715388

Dhaka,

08 February 2023

Dhaka Bank Investment Limited

STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2022

Particulars	Share Capital	Retained Earnings	Total Equity
Balance as at 01 January 2022	250,000,000	63,612,302	313,612,302
Net profit for the year	-	3,031,927	3,031,927
Balance as at 31 December 2022	**250,000,000**	**66,644,229**	**316,644,229**
Balance as at 01 January 2021	250,000,000	56,176,901	306,176,901
Net profit for the year	-	7,435,402	7,435,402
Balance as at 31 December 2021	**250,000,000**	**63,612,302**	**313,612,302**

The annexed notes from 1 to 16 form an integral part of these financial statements.

Managing Director and CEO | **Director** | **Director**

Dhaka,
08 February 2023

Dhaka Bank Investment Limited

STATEMENT OF CASH FLOWS

For the year ended 31 December 2022

		2022 Taka	2021 Taka
A.	**Cash flows from operating activities**		
	Profit before tax	11,360,239	11,896,643
	Increase/(Decrease) in provision for audit fees	23,000	(345,000)
	Decrease/(Increase) in advance income tax	9,567,308	(1,456,449)
	(Increase)/Decrease in interest receivable	(673,509)	1,117,232
	Decrease in provision for income tax	(13,908,219)	(28,194,445)
	Increase in other liability	1,842,059	271,933
	Net cash flow from/(used in) operating activities	**8,210,877**	**(16,710,086)**
B.	**Cash flows from investing activities**	-	-
C.	**Cash flows from financing activities**	-	-
D.	**Net surplus/(deficit) in cash and cash equivalents (A+B+C)**	**8,210,877**	**(16,710,086)**
E.	Unrealised foreign exchange gain/(loss)		
F.	Cash and cash equivalents at the beginning of the year	311,292,096	328,002,182
G.	**Cash and cash equivalents at the end of the year**	**319,502,973**	**311,292,096**
	Cash and Cash Equivalents		
	Cash in hand		
	Cash at bank	319,502,973	311,292,096
		319,502,973	**311,292,096**

The annexed notes from 1 to 15 form an integral part of these financial statements.

Managing Director and CEO	Director	Director

Dhaka,
08 February 2023

Amount in BDT

Particulars	2023	2022	2021	2020	2019
Total Operating Income	14,525,608,533	13,471,553,073	11,558,478,323	10,164,923,893	10,799,812,829
Net Profit After Tax	1,731,648,640	1,659,842,961	2,055,727,658	2,029,990,568	1,571,362,018
Dividend paid	1,139,549,704	1,139,549,704	1,075,046,885	853,211,810	812,582,683
Statutory Reserve, Fund & other dividend	729,591,338	426,581,773	863,683,120	636,386,869	620,137,790
Adding to retained earnings	1,587,997,681	1,725,490,083	1,631,778,599	1,514,780,945	974,389,056
Total Assets	378,639,199,155	346,556,213,151	335,351,203,372	295,337,226,676	285,009,391,699
Total Liabilities	356,852,908,676	325,783,508,342	315,109,355,297	276,545,072,791	267,798,777,062
Paid-up Capital	10,066,022,382	9,496,247,530	9,496,247,530	8,958,724,090	8,532,118,190
Other Reserves	66,248,034	54,719,666	27,557,759	55,210,600	77,056,010
Statutory reserve	10,066,022,382	9,496,247,530	9,086,264,187	8,263,438,249	7,627,051,380
Retained Earnings	1,587,997,681	1,725,490,083	1,631,778,599	1,514,780,946	974,389,056
Total Financing	378,639,199,155	346,556,213,151	335,351,203,372	295,337,226,676	285,009,391,699
Funds needed	-	-	-	-	-
Total Number of shares	1,006,602,238	949,624,753	949,624,753	895,872,409	853,211,819
EPS	1.72	1.65	2.16	2.27	1.84
DPS	1.13	1.20	1.13	0.95	0.95
Retention Rate	34.2%	31.3%	47.7%	58.0%	48.3%
Return on Equity	8.1%	8.1%	10.5%	10.8%	9.1%
Sustainable Growth Rate	2.8%	2.5%	5.0%	6.3%	4.4%

Based on the calculation the Bank is growing at an average rate of 4.2%. Any growth beyond its sustainable growth rate, it may need to rely on external financing, leading to increased debt or equity and potential financial instability.