

Assessment of the Recruitment Process of NRB Bank Bangladesh Ltd.



Submitted To

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Letter of Transmittal

12th April 2018

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Subject: Letter of Transmittal

Dear Mam,

With great pleasure I am submitting my Internship Report on “*Assessment of the Recruitment Process of NRB Bank Bangladesh Ltd.*” that you have assigned me as an important requirement of BUS-699 course. I found the study to be quite interesting, beneficial & insightful. I tried my level best to prepare an effective & creditable report.

The report contains a detailed study on the Recruitment process of NRB Bank Bangladesh Ltd., the rules, policies and procedures of HR department regarding Recruitment, and the evolving role of other departments along with the integration of HR department in recruitment process and activities of Recruitment that are practiced in real business world aligning with the organizational strategy.

Here I have gathered information through different sources such as websites and actual interviews from the employees of different departments along with HR Officers. Besides that, I have conducted a survey among the employees through questionnaires based on the Recruitment process of NRB Bank Ltd.

I also want to thank you for your support and patience you kept for me and I appreciate the opportunity that you provided through assigning me to work on this thoughtful project.

Sincerely Yours,
Shaswaty Chakraborty

Acknowledgements

First of all, my heartiest gratitude goes to God for his immeasurable kindness and blessings. Secondly, I would like to thank my course instructor Ms. Mahreen Mamoon, for giving me the opportunity to make a report on the Recruitment Process of NRB Bank Bangladesh Ltd. I am really grateful to her for her patience, cooperation, help and guidance without which making of this report would not have been possible.

Thirdly, I want to express thanks to my line manager, Mr. Imtiaz Ahmed, Head of Human Resources Department, NRB Bank Bangladesh Ltd. for the guidance, help and support he provided me throughout my internship period. Without his help and support the adequate information for making this report could not be gathered. I appreciate his effort regarding my learning as well as my report.

Finally, I want to show my gratitude to each and every employee of NRB Bank Bangladesh Ltd. who gave me their precious time from their busy schedule. Without their help and support the collection of the information would not have been that much easier.

Executive Summary

NRB Bank Bangladesh Ltd. is the most popular bank in banking sector of Bangladesh nowadays. I have analyzed the whole Recruitment Process of NRB Bank, the rules, policies and procedures of HR department regarding Recruitment, and the evolving role of other departments along with the integration of HR department in Recruitment process and activities of Recruitment that are practiced in real business world aligning with the organizational strategy.

This report is a detailed representation of all the mentioned topics and contains a preliminary discussion about the Bank. In the overview part the vision, mission, core values, objectives, and services are described. In the finding and analysis part I have discussed the whole recruitment process along with the steps in it. Moreover, I have discussed about the thoughts of the employees about the recruitment process. What they think about the recruitment process, what they want to add or eliminate from it, how it is adding value to the organization and how this process can be make more effective and efficient. Finally, I have tried to give some recommendations from my learning that I have got from my day to day job at NRB Bank Ltd. and from my university lectures as well.

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Chapter – 1

(Introduction)

1.1 Introduction

The People's Republic of Bangladesh has started its banking industry after the independence in 1971 on the day of victory. After that till now total 63 banks have been established in the country. Most of them are private commercial banks. The establishment of the banks in private sector has been allowed by the Bangladesh government in 1983. Recently 6 new private banks have been started their activity form 2013. NRB Bank Limited is one them and a very leading successful bank among the newcomers.

NRB Bank Limited is a bank in the banking industry, sponsored by as many as 53 (Fifty Three) qualified NRBs (Non Residential Bangladeshi) from business persons to community leaders to scientists to educationists, mostly living in the United States of America and other major countries across the globe, has been opened on 6th February, 2013 with the nascent vision to strengthen the business and investment opportunities in the country and to become a peerless bank in providing services to the NRBs and the citizens of the country. The 53 potential NRBs had agreed to start a bank which would help the NRB's to remit money and doing businesses in Bangladesh and contributing on export and import at very root level. And in this way on 6th February, 2013 NRB Bank had started its journey.

1.2 Background of the study

For the successful completion of the Masters of Business Administration (MBA) program every student of BRAC University must accomplish a three months of Internship program. The Internship program refers to an attachment with an organization under the observation of a supervisor in the organization. In addition, a faculty from the university is also endorsed as an advisor for each of the student who provides guidance, help and support to the student regarding his/her learning process and report preparation. I got the opportunity to do my internship in a Bank which is one of the most popular and growing Bank in Bangladesh, “NRB Bank Bangladesh Ltd.”. Under the proper guidance of my organizational supervisor, Mr. Imtiaz Ahmed (Head of Human Resources Department), I have conducted my study on **“Assessment of the Recruitment Process of NRB Bank Bangladesh Ltd”**. My faculty supervisor Ms. Mahreen Mamoon, Assistant Professor of BRAC University, also approved the topic and authorized me to prepare this report as a part of the fulfillment of my internship requirement and gave me proper guidance and assistance over time.

1.3 Objectives of the Study

The basic objective of this study is to have knowledge about the overall organization. It covers the understanding about the organization’s culture, rules, norms, values, structure, policies and procedures, strategy, its business and its customers. Beside that the imperative objective of this study is to understand the whole recruitment process comprise of each and every step. Moreover, the study aims to evaluate the recruitment process thoroughly by a survey among the employees which will give a flawless idea about the efficiency and effectiveness of the current recruitment Process.

1.4 Scope of the study

The report deals with the recruitment process in terms of theoretical point of view and the practical use. The study will allow learning about the steps, process and procedures regarding recruitment. The study will also help to learn the practical procedures followed by the leading organizations. Moreover, the study will help to differentiate between the practice and the theories that direct to realize how the organization is recruiting. Lastly the report contains many suggestions which will provide the opportunity to find out the ways to make the recruitment process more effective and efficient.

1.5 Limitations of the study

The main limitation of the study was the collection of information, because most of the information was confidential. So, neither the organization nor the employees want to disclose those. It was also a biggest challenge as I have to make a complete qualitative research paper. Moreover, many of the employees from the different departments were not entirely aware of the overall recruitment process which made the information collection process more difficult. Time constraint was also a major challenge for preparing the report given by the organization because besides preparing the report as an intern I had to work like an employee.

Chapter – 2

(Organizational Overview)

2.1 Organizational Overview

NRB Bank is a 4th generation Bank which has been setting its footprint firmly in the banking arena of Bangladesh with a view to contribute in macro economy like different organizations. Already it has expanded its network through 36 branches over different prime locations of the Bangladesh and it has reached over 75,000 numbers of accounts. Right through beginning, it is also putting emphasize on financing SME industries and women entrepreneurs.

The whole management system of the bank is structured on Board of Directors, with the overall supervision and control on policy matters and implementation by the board that is constituted in terms of Bangladesh Bank order 1972. There are in total 21 board members whom have the authorization to organize, operate and manage the rules and regulation and activities of the bank. Some of the directors are being appointed by the government and other members of the board including the managing director and CEO are being appointed by Bangladesh Bank. The M.D. and CEO will must have supervision and expertise in the field of Finance, Banking and Foreign Exchange and Industry and Agriculture

2.2 Vision, Mission, & Values

Vision: To be the leading dedicated financial institution for NRBs to invest in Bangladesh and for Bangladeshi individuals and corporate to access international markets.

Mission: NRB Bank aims to be the preferred provider of targeted financial services as a conduit for investment to and from Bangladesh for our Bangladeshi communities both domestically and internationally, to accelerate the industrialization of Bangladesh. We will strengthen these relationships by providing the right solutions that combine professionalism, expertise and financial strength.

Values: We are trusted financial advisors; valuing our local roots and remaining dedicated to our global presence by being different than any other banks.

2.3 An Overview of the Human Resources Department:

Human Resources Division of NRB Bank is working relentlessly to help unlock and maximize the true potential of our human capital and giving relentless effort to align our people towards the Bank's vision of success, connect people's daily performance to the Bank's strategy and build a culture of empowerment. With all the policy support from the Board and the higher Management of NRB Bank, the Human Resource Division recruits talented fresh graduates and conversant & experienced bankers.

Human Resource development is the most important part for attracting organizational sustainability, growth, development and expansion. As a part of NRB Bank's investment in Human Capital, it has formulated Human Resources Policy including a strategic imperative for recruiting the best people from the society. NRB Bank recruits' fresh graduates from different academic backgrounds of renowned universities, which act as a source of creativity.

Chapter – 3

(Job Description)

NRB Bank Ltd. does not treat its interns as juniors or less important part of the organization but this company treats its interns as important parts as well as employees of this firm. It provides the opportunity to explore the real business & professional world to the interns of this organization. It also offers learning by doing culture for interns. So as an intern (recruitment trainee) of recruitment division in the HR department I used to do jobs that are usually done by any other employees of the organization.

The basic job of this position is to collect CVs from different sources and maintain the CV archive. NRB Bank Ltd. collects CVs through different sources such as websites, personal references, online job portals, HR consultancy firms & head hunter agencies and social medias (LinkedIn, Facebook) etc. The organization maintains a healthy relationship with different organizations which can be a potential CV source for its CV archive. Besides the collection of CVs, the position is also required to maintain the CV archive by sorting those CVs based on different criteria's such as years of experiences, academic background, academic institutions, academic results, areas of expertise and the position that the candidate will be suitable for etc.

The second important job I have to do is to assist line manager to prepare possible candidate lists for different position through initial CV screening and make appointments over the phone with candidates for different tests and interviews. Before making the calls to the candidates I need to schedule the possible date and time with different departments along with the concerned HR personnel for the tests and interviews.

Moreover, this position requires the coordination of different tests (Written test, IQ test, and Functional test), interviews (initial interview, interview with HOD) on a regular basis. After completion of the different written tests it was my responsibility to check the papers and verify whether the candidate got the pass mark or not. Besides checking of written test papers, coordinating different functional tests and computer tests (assigned by the concerned departments) and interviews was another major responsibility of this position. Most of the time the position provides the opportunity to invigilate the IQ test, functional test and computer tests. It also offers the chance to take part in interviews as an interviewer.

Apart from those duties the job contained another major accountability which contract extension is. As NRB Bank has a large number of contractual employees in different departments, the

organization needs to deal with a vast amount of contract extension activities each and every month. Initially a contractual employee is offered with a one-year contract in NRB Bank. Each and every temporary employee is being offered a contract of another one year after the successful completion of one-year contract. As different employees are completing their contract in different months so every month the company needs to offer another new contract to them. Therefore, the company prepares a batch of employees every month that will end up with their existing contract and will be signing another contract in next month. The organization offers new contracts to its temporary employees by the way of batch by batch or arrange a written exam for them to give a scope to become permanent employee. As an intern of the recruitment department I am liable to prepare the new contract for each and every employee after they complete their existing contracts. Besides I need to prepare head count requisition form, which comes from the concerned departments that needs more employees as current temporary employees are coming to an end with their contracts. Based on the declaration through head count requisition form the HR department offers a new contract to a particular temporary employee for another one year.

In addition to the contract paper and head count requisition form I need to prepare the joining letters too. When an employee is offered a new contract s/he must sign a joining letter addressing to her/his concerned department with a sign of her/his line manager and a sign of the director of HR department. After completion of the contract papers I have to help each and every employee to sign their new contract. I have to make the temporary employees understand every terms and conditions of her/his contract paper before s/he signs it. Every month the contract extension part ends with the filing of the new contracts papers. As NRB Bank Ltd. maintains specific file for each individual, so those files are need to be updated when an employee signs a new contract.

Furthermore, I am accountable to make the joining of permanent employees easy and smooth. I need to make the new employees understand all the terms and conditions of her/his agreement paper before s/he signs it. I also need to set up a clear view to the new employees about the documents and papers (photo copy of all the academic certificates, mark sheets, voter identification card, and passport) etc. that s/he needs to submit on her/his joining date. I have to inform the employees that s/he also needs to submit her/his release order and experience letter if s/he has previous work experience.

Additionally, I also required collecting the medical reports and updating the database of every employees of the organization. As NRB Bank Ltd. strictly follows the policy to conduct a medical checkup of every employee before they join in, each employee needs to go to a particular hospital and go through different tests. It is to be noted that all the expenses of these tests are fulfilled by the company. After successful completion of the tests the concerned hospital delivered the medical reports to me.

Besides, I have to coordinate with my line manager when he takes exit interviews of an employee. Exit interview is a process where an employee is interviewed just after s/he submits her/his resignation letter. The basic purpose of this interview is to identify why the employee is leaving, is there anything the organization could do to retain her/him, how the organization can improve its work environment and culture etc. Last but not the least; I was assigned to deliver important documents and files to different people in different departments regularly.

Chapter – 4

(The Recruitment Process)

4. The Recruitment Process

As NRB Bank Ltd. is one of the popular organizations in the Banking Sector of Bangladesh, it follows a very specific, sophisticated and authentic process in their recruitment. Each and every step in the recruitment process has its own justification and validation. Every step is designed by upholding the international standard and all the steps are required to find out the best suitable candidate to whom the job can be offered. The whole recruitment process of NRB Bank Ltd. is elaborated below.

The recruitment process starts with the requisition. When there is a vacancy in the organization because of the resignation of an employee the concern department sends a headcount requisition form to the HR department specifically to the recruitment division. The headcount requisition form defines how many employees the department needs and for which level. Apart from the resignation there can be vacancies because of the organizational restructure, departmental redesign, reshape in the divisions, termination of any employees, retirement or any new projects. After receiving the requisition form from concerned department, the recruitment team verifies the availability of budgets to fulfill the vacancy. If there are enough funds then the recruitment team goes for the next step as availability of funds ensures the salary and benefits for new recruits.

Once the budget checking is done the team collects the hiring information. The information comprises of dedicated position, level in the hierarchy, department, division, job location, reporting process, job description, job specification, required expertise and experience etc. for the vacant post. Recruitment team also amasses the information whether the concern department wants the vacancy to be filled by internally, externally or by both.

The moment information is collected the recruitment team starts planning and shares their plan with the department where employee will be recruited. The plan states the total activities and specified time frame for the recruitment to be complete. The plan sharing defines how long it will take to announce the vacancy, to collect CVs, conduct different tests and interviews and to make the final selection.

After the plan sharing the recruitment team announce the vacancy in different portals based on the decision of internal/external recruitment by the concern department. If the department decides to go for internal process then the vacancy announcement is published through internal emails and company intranet only. Besides if the department chooses to go for external process then the advertisement publishes in different media like company website, personal references, online job portals, HR consultancy firms & head hunter agencies and social Medias (LinkedIn, Facebook).

As HR department consider the human resource as the most important asset of the company so they try to motivate their employees in every possible way. As a result, the organization especially, the HR department always encourages other departments to fill up any vacancy by internally to provide the employees a better career opportunity. By the announcement the recruitment team starts to collect CVs from different sources. Once the CV collection is done those CVs are shortlisted in two steps. Initially the recruitment team screens the CVs based on the requirements of the job and sends those shortlisted CVs to the concern department. The department screens those CVs again and sends the final shortlisted CVs to HR department for schedule the tests and interviews.

Without wasting any time, the recruitment team prepares the written test, IQ tests, functional tests, interviews schedule for the next step after they receives the shortlisted CVs. Generally, the written test and IQ test is taken by the HR department and the functional test is taken by the departments where vacancies will be filled up. There are some certain policies in the recruitment process. If a candidate applies for a vacancy announcement s/he has to face interviews and tests. The IQ test verifies the English, Mathematical, Logical Reasoning and analytical ability of a candidate. If a candidate gets the pass mark then s/he has to sit for a functional test which contains questions related to the actual job that verifies the caliber of a candidate about her/his education, leaning and knowledge.

After passing all those tests the candidate is considered eligible for the interviews. No one can go to the interview phase without passing each of the tests separately. The initial interview takes place right after the tests. In first interview a candidate faces an interviewer form concern department who is supposed to be the line manager of the candidate if s/he gets selected and another interviewer form HR department. The line manager checks whether the candidate is suitable for the job with her/his current ability, functional knowledge and technical knowhow. On the other

hand, the HR personnel verify the candidates' personality, behavior, and attitude to ensure that s/he is fit for the organization. Later on, candidates who are passed from initial interview are asked to face another interview with the head of the department (HOD). In this interview the unit/division head analyzes the ability of a candidate in terms of team work, decision making, planning & organizing, strategic thinking and leadership etc.

After the interview a very few candidates are called to face the final interview with the MD. Once the interview is done the MD selects the final candidates to whom a job can be offered. Moving ahead on the process the recruitment team gives a verbal offer to the candidate who passes all these steps. Through this written offer a candidate gets a clear idea about the compensation & benefits, incentives that s/he will get side by side the job location, the joining date, the level in the hierarchy and the dead line for accepting the offer. If the candidate accepts the written offer then s/he has to face the final test which is known as medical checkup. In medical checkup the organization sends all the selected candidates to a particular hospital to do some tests. After receiving the medical reports from the assigned hospital, a candidate is called to sign her/his appointment letter if s/he is medically (physically & mentally) fit. No one is offered a job in NRB Bank Ltd. if a candidate is confirmed as medically unfit. This is to notify that all the expense of the medical checkup is taken by the organization. Medically fit candidates are asked to visit the head office to sign the appointment letter on a suitable date. Once the signing is done the candidate who is an employee now is given a particular date to join and s/he is entitled to report to her/his line manager on the day of joining at concern department.

Chapter – 5

(Finding and Analysis)

5. Finding and Analysis

The questionnaire that was designed for identifying the response of the employees over the recruitment process contains 9 different questions. The first few questions and their analysis give an idea about the demographical information about the sample population. The second part of the questionnaire elaborates the information that is related to the employees' opinion about the recruitment process of NRB Bank Ltd. and their perception towards the changes they would like to see. Last but not the least the third part of the questionnaire contains some open-ended questions that describes the actual suggestions they had stated. These open-ended questions will be later on described in the recommendation part. Upon elaboration of the findings the proper assessment of the recruitment process from the employees' perspective will be clearer. All the findings are discussed in tabulation, percentage and graphical analysis and their interpretation. The first five findings of the questions give answers and an overview of the demographical condition of the sample. Interpretation and graphical representation of each finding along with a total demographical analysis has been discussed elaborately below for a better understanding.

Gender analysis:

Variables	Male	Female	Total
Frequency	780	250	1030
Percentage	75.7%	24.3%	100%

Interpretation:

The above table and the chart show the representation of the gender of the surveyed employees. Here, among all the 1030 respondents 780 are male and rest of the 250 respondents are female which clearly states that 75.7% of the sample population is male and 24.3% is female. Both the genders have been considered here to have their opinions.

Analysis of age:

Variables	Below 25	25-30	31-35	36-above	Total
Frequency	200	310	370	150	1030
Percentage	19.4%	30.1%	35.9%	14.6%	100%

Interpretation:

From the above table, it is seen that among the 1030 respondents there are 19.4% of them have their age in below 25, 30.1% of the respondents belong to the age group of 25-30, majority of the respondents that means 35.9% have their age in between 31-35 and the rest of the 14.6% are 36 years old or have their ages more than 36. From the above statistics, we can see that majority of the employees are of 31 to 35 years old.

Analysis of the working position of the employees:

Variables	Entry Level	Mid-Level	Top Level	Total
Frequency	498	436	96	1030
Percentage	48.4%	42.3%	9.3%	100%

Interpretation:

During the survey the working position of the employees were also taken in to account so that proper opinions can be collected. Here we can see that the positions are divided in to three broad categories which are Entry Level, Mid Level and Top Level. If we go through the table and also have a look at the chart we can see that majority of the surveyed employees belong to the Entry Level Group as in 48.4% that means about half of the employees belong to this group where as the Top-Level employees are quite less which is 9.3%.

Overall analysis of the survey:

Different survey factors not only represent a population's different aspects but also possess an impact on how the population will behave towards a specific thing. So, for this reason in this

research having an idea on the conditions of the sample population is important. Among many factors three have been given preferences in this research and those are Gender, Age, Working Position of the employees in NRB Bank Ltd. From the finding of the different factors we can see that majority of the employees are male. Though this factor does not have any impact on the evaluation process of the recruitment system of the company, a record of the gender always becomes the demographical factor in any survey. If we consider the age of the employees we can find that majority of the employees are middle aged who belong to age group of 31-35. This signifies that NRB always recruits people of experienced and give them the opportunity to develop themselves and contribute to the growth of the organization efficiently. There are a few employees who belong to the older group as they are people working in the top level. People with experience are given much importance. Reason for the older and top-level employees' less contribution is their busy schedule, availability and interest. After the age and the level of working, comes the factor of departments.

From this section the analysis of the second part of the questionnaire will be carrying on. The next few questions will focus on the perception and opinion of the employees about the overall recruitment process of NRB Bank Ltd. These findings are also elaborated with tabulation, percentage analysis, interpretation of individual finding and an overall elaboration of the employees' perspectives is stated.

(i) Do you find the current recruitment process effective and efficient?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	03	19	12	06	0	40
Percentage	8%	48%	30%	15%	0%	100%

Interpretation:

The above-mentioned table show the percentage of people who gave their opinion about the efficiency and the effectiveness of the current recruitment process of NRB Bank. In this statistic we can see that the major portion of the employees with 48% have agreed that the statement. There

was no employee who strongly opposed to this statement however 15% of the employees did not agree about this. Another significant proportion of the sample of 30% remained neutral.

(ii) Do you think the recruitment process should be internal?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	01	08	12	17	02	40
Percentage	3%	20%	30%	43%	5%	100%

Interpretation:

If we go through the table we can clearly find that 48% of the employees disagree with the fact that the recruitment process should be internal among which 43% disagree and 5% strong disagree with this. On the other hand, there are 23% respondents think that the process should be internal. However, 30% of the employees remained neutral about regarding this fact.

(iii) Do you think the recruitment process should be external?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	01	11	15	08	05	40
Percentage	3%	28%	38%	20%	13%	100%

Interpretation:

Here we can see unlike the previous statement the majority of the employees remained neutral with 38% while they were asked whether the recruitment process should be external. However apart from the people who had no comments a significant portion of employees that means 33% of the employees said that they would not suggest for the recruitment process should be totally external. In the contrary 31% said it should be external.

(iv) Do you think the recruitment process should be mixed (internal & external)?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	22	15	01	01	01	40
Percentage	55%	38%	3%	3%	3%	100%

Interpretation:

Here we can see that majority of the employees find the recruitment process should be mixed. 55% strongly agreed that the recruitment process should be both internal and external whereas 38% people agreed to that. Only 3% people remained neutral and 6% people disagreed to the statement.

(v) Do you think other media should be added alongside the current ones for vacancy advertisements?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	10	22	03	04	01	40
Percentage	25%	55%	8%	10%	3%	100%

Interpretation:

While the employees were asked whether there should be more media that could be added with the current ones 55% agreed to the statement and 25% strongly agreed. On the other hand, there were 10% employees who disagreed with the fact and 3% strongly disagreed. Only 8% people remained neutral on the fact of adding new media for vacancy advertisements.

(vi) Do you find any changes in the recruitment process of NRB Bank from time to time?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	03	17	13	05	0	40
Percentage	8%	48%	33%	13%	0	100%

Interpretation:

From the table, we can see that 48% of the employees find changes from time to time in the recruitment process of NRB Bank. On the other hand, only 13% people disagreed to the fact. However, a significant portion of the employees with 33% remained neutral on the question while 8% people strongly agreed to the statement.

(vii) Do you think the involvement of the respected departments should be increased in the recruitment process?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	15	19	04	02	0	40
Percentage	38%	48%	10%	5%	0	100%

Interpretation:

From the above-mentioned table, it is clear that while the employees were asked whether they think that other departments should be involved in the recruitment process 86% of the employees agreed to that among which 38% strongly agreed. On the contrary only 5% disagreed to the fact and 10% remained neutral. There was no employee who strongly disagreed to that.

(viii) Do you think that the recruitment process is lengthy, time consuming and costly?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	04	16	11	08	01	40
Percentage	10%	40%	28%	20%	3%	100%

Interpretation:

The table is the representations of the surveyed employees' opinions on the length, time consumption and cost. Here we can see that half of the employees agreed to the fact that the recruitment process of NRB Bank is lengthy, time consuming and costly. Among the 50% employees 10% strongly agree while only 23% employees disagreed with the statement. On the other 28% employees remained neutral with not having any agreements or disagreements.

(ix) Do you think the recruitment process is relevant and transparent?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	02	20	14	03	01	40
Percentage	5%	50%	35%	8%	3%	100%

Interpretation:

Here from the mentioned table and graph it is clear that majority of the employees with 50 % agrees to the fact that the recruitment process is relevant and transparent. 5% of the employees strongly agree to this while 35% of the employees remained neutral with no specific opinion. On the other hand, 11% employees think that the recruitment process is not relevant and transparent where 3% strongly disagreed.

A whole analysis of the employees' opinion about the recruitment process of NRB Bank Bangladesh Ltd.:

The second part of the survey is basically the main part that focuses on the agreement, disagreement and the perceptions of the employees on the recruitment process of NRB Bank Bangladesh Ltd. These nine questions were asked from the employees on the basis of five dimensions which are: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. In each and every question among this nine, some people agreed and some Disagreed. The first question was asked to know whether the current recruitment process that NRBBL is using effective and efficient. Here majority of the employees agreed to the fact whereas the second significant portion remained neutral. This states that the majority employees are satisfied with the current recruitment process. But there were some employees who were not contented and wanted some changes in the process. The next three questions aim to discover the fact about the employees' perspective about whether the recruitment process should be internal, external or a mixture of both. When the employees were asked about this majority of them denied about the fact that the recruitment process should be either internal or external. Rather they suggested that the recruitment process should be a mixed approach of both internal and external. If we give a look at the statistics of tables we can find out that, 43% employees disagreed with internal recruitment process while only 23%

people remained agreed to this. So here the majority people were against the statement. Additionally, 31% people agreed to the fact that the recruitment process should be external whereas 33% disagreed to this. However, 38% people remained neutral. But while they were asked about the recruitment process to be both internal and external 93% people agreed to this. It clearly states the fact that the highest portion of the employees suggests that the recruitment process should be a mixture of internal and external approach. The next question was asked to know whether the current media that are being used to vacancy advertisements are enough. Here the larger portion of the employees agreed to the fact that new media should be added along with the current ones with only 13% people disagreed to the fact while 25% strongly agreed. The following question was asked to know the employees' perspective on the changes of the recruitment process in time to time. The table and the chart state that the majority employees found changes in the recruitment process according to the course of time however 33% people remained neutral and 13% disagreed. While the employees were asked about the involvement of the respected departments should be increased or not the significant of the people agreed with 86% whereas 38% strongly agreed and only 5% people disagreed. This clearly implies that the employees want the other departments where the recruitment would be taking place should be involved in the process besides only Human Resource Department. The next two questions were asked to know about the quality of the recruitment process. The questions were asked on the transparency, cost, length, relevance and time consumption. Here the half of the surveyed employees agreed to the fact that the recruitment process is lengthy, time consuming and costly while only 23% people disagreed. But more than half of the people said that the recruitment process is relevant and transparent. From these nine questions we can see that there are some flaws of the recruitment process with some positive sides that NRB Bank Bangladesh Ltd. currently follows.

In the following part there will be three open ended questions that were asked to the employees to know about the actual suggestions they provided with. The answers of these questions are taken as suggestions and are stated in the recommendation part.

Chapter – 6

(Recommendations)

6. Recommendations

The report has been analyzed to get to know the employees' perspectives and opinions about the current recruitment process of NRB Bangladesh Ltd. This report explains the total assessment of the recruitment process that NRBBL is currently following. It has been mentioned before that the recruitment process of NRBBL is one of the international standards. If we go through the tables, statistics and analysis we can see that there are both flaws and positive sides of the recruitment process. However, there is nothing called best hence this recruitment process also needs some improvements for which an elaborated list of recommendations has been stated. The recommendations are basically given in light of every finding yet some general suggestions are also stated.

- If we look at the recruitment process of the leading organizations we can see that Assessment Centre is one of the crucial parts. There are many elements like case studies, group discussions, presentation etc. not only help the HR to find the eligible candidates but also make a recruitment process more efficient. While the employees were asked about any changes they would like to suggest majority of the employees said that assessment centre should be included in the current recruitment process.
- Another important test that could be added to the recruitment process of NRBBL is Personality or Behavior test so that person-job match and person-organization match can be ensured. Though from the interviews with HR and concerned departments both can be known however the personality test gives more authentic result. Moreover, this test will also help the organization to determine what kind of training could be given to the employees in necessary situations. Furthermore, these results can be used in succession planning of the company.
- An online tracking system should be added so that the prospective candidates can know about their current status. This online tracking system should include the result of written tests, interviews, IQ tests etc. the candidates can prepare themselves for the next stage.

Besides this will also create a good impression about the company in terms of valuing applicants.

- Automation of the recruitment process and less paper works should be ensured. The IQ tests, Functional tests etc. can be taken electronically so that paper work can be reduced. Furthermore, the resumes and the interview evaluation forms that are printed for the interviewers in the interview boards can be provided in a computerized way rather than delivering them in printed forms. This will not only reduce the paper works but also signifies the company's goodwill, professionalism, efficiency and also reduce cost.
- In NRBBL currently multiple days are allocated for taking individual interviews and the time for decision making in recruitment process is lengthy. For most of the positions there are more or less three interviews take place and all these interviews are done in different days with long time constrains. Moreover, the decision making also takes longer period of time and sometime for one position the completion of all the steps takes more than one month. So, in these cases all the interview of one position can be taken in one day or consecutive days and the decision making of the selection of candidates should made more spontaneous.
- Biasness, reference from higher authority, showoff or eye wash interviews should be eliminated. These are very rare cases however happen sometimes. Because of the reference from the higher authority there remains a chance to overlook many potential candidates. Besides, in case of the internal recruitments or transfer of the employees from one department to another, management has pre-selected candidates. But to follow the organizational policy eye wash interviews take place. These sorts of practices should be eliminated as through this the efficiency of the recruitment process diminishes and impression of the organization on the rejected applicant becomes negative.
- Initial Candidate Form is not a necessary step that is followed in the recruitment process of NRBBL This is a form that is provided to the candidates before the interviews which contains information regarding candidates' educational qualification, results, career plans etc. As this information is already provided in the online application form or the resumes, this form can be considered as an additional work hence can be eliminated.
- Last but not the least another important step that should be added to the recruitment process is to provide feedback to the rejected employees. This practice is done only for

the top-level hiring but for the entry level and mid level there is no such approach. The rejected applicants should be contacted to inform them about the causes of rejection and how to improve the lacking. It will be helpful for the candidates and the company as the applicants would know their inefficiencies and the organization would become more professional.

Chapter – 7

(Conclusion)

7. Conclusion

NRB Bank Bangladesh Ltd. one of the successful bank in Bangladesh that has earned its success in short course of time. This is the most popular bank of the country that is serving millions of customers with its level best services. The human capital is the main asset for the company and The Human Resource Division plays an important role in the success of the organization and this department ensures hiring right people for the right positions of each department with attractive remuneration and motivation. In this report I have worked on the Assessment of the Recruitment Process of NRB Bank Bangladesh Ltd. It has been mentioned before that the recruitment process of NRBBL is based on international standards for which potentials candidate recruitment and selection is taking place. However, there were 1030 employees of different departments were surveyed to have their opinion on the recruitment process.

In the study a notable number of findings were obtained based on which the company can do better in terms of the recruitment process. Here we can see that majority of the employees said that the recruitment process should be a blend of internal and external approach. Moreover, they have also said that there could be other media that can be added with the current media used for vacancy advertisement. Additionally, they also encouraged the view of involving the concerned departments in the recruitment process. There were many employees who think that the process is time consuming, lengthy and costly however majority of the employees found the process relevant and transparent. They have also suggested that there should be personality test, online result checking system, less paper work, assessment centre etc. and unnecessary steps like, Initial Candidate Form etc should be eliminated.

Through this study I have been able to understand about the practical knowledge of recruiting people in big organizations and how the employees can motivate the company to change the

process positively. This report has helped me to get a thorough idea about working professionally and this will help me to grow in my future endeavor. In brief it can be said that despite of having some flaws in their recruitment system NRB Bank Bangladesh Ltd. is following one of the effective ways to recruit people and working on this report has also enabled to discover the actual scenario of the professional environment.

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