

**Report On**  
**Exploring the effectiveness of talent acquisition and employ branding of**  
**BRAC Bank LTD**

By

Nabila Islam

Student ID: 18304068

An internship report submitted to BRAC Business School in partial fulfillment of the requirements  
for the degree of  
Bachelors in Business Administration

[BRAC Business School]  
Brac University  
[July] [2023]

© 2023. Brac University  
All rights reserved.

## Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

---

**Nabila Islam**

18304068

**Supervisor's Full Name & Signature:**

---

**Tanzin Khan**

**Senior Lecturer,**  
BRAC Business School

## Letter of Transmittal

Tanzin Khan  
Senior Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

---

Sir,

This is my pleasure to present my internship report entitled “Internship Report On Exploring the effectiveness of talent accusation and employ branding of BRAC Bank LTD.” I have conducted my internship program in BRAC Bank Limited, Head Office, Anik Tower, 220/B, Tejgaon Gulshan Link Road, Tejgaon, Dhaka-1208, under your close supervision.

I believe that knowledge and experience I gathered during the internship period will be helpful in my future professional life. I will be grateful to you if you accept the report. I will be available for defense on this report any time.

Your support in this regard will be highly appreciated.

Sincerely yours,  
Nabila Islam  
ID 18304068  
BRAC Business School  
BRAC University  
Date: 6<sup>th</sup> July ,2023

## Non-Disclosure Agreement

I, Nabila Islam, hereby declare that the presented research report of internship titled “Exploring the effectiveness of talent accusation and employ branding of BRAC Bank LTD” is uniquely prepared by me after the completion of three months’ work at Head office of BRAC Bank Limited.

I also confirm that, the report is only prepared for my academic requirement not for any other purpose. It might not be used with the interest of opposite party of the corporation.

Nabila Islam  
ID: 18304068  
BBA PROGRAM  
BRAC BUSINESS SCHOOL

BRAC University, Dhaka

## Acknowledgement

This BBA Internship Report was successfully completed because to the engagement and contributions of many people, especially those who took the time to offer informative advice and recommendations to enhance the report. It's challenging for me to express my gratitude to everyone who has contributed in some way to this report. There are some exceptional persons who deserve to be mentioned.

- I would like to extend my sincere gratitude to Kakoli Rashid (Associate Manager) and the whole talent acquisition team for their help and direction at BRAC Bank Limited's HR Division.
- I want to express my significant appreciation to Tanzin Khan, Senior Lecturer at BRAC Business School, BRAC University, who is my academic supervisor. Without her kind leadership and effective management, this study could have had some modest success.
- Additionally, I want to express my gratitude to my family for supporting me during the entirety of my internship.

## Executive Summary

This internship report gives a general summary of BRAC Bank Limited's initiatives in employer branding and talent acquisition. The success of these tactics is evaluated by the study through an analysis of information gathered from managers and job candidates.

The results show that job candidates were previously aware of BRAC Bank Limited as an employer, with advancement in career potential serving as the primary draw. The company's founding principles and work criteria were clearly articulated during the recruiting process. The bank's organizational culture and principles, as well as its emphasis on staff training and development, attracted candidates.

Managers considered the talent acquisition strategy, which relied on internet platforms and job portals for recruiting, was quite successful. Strong business principles and competitive remuneration packages were regarded as crucial elements in building the employer brand. Technical evaluations, behavioral interviews, and onboarding programs were all part of the recruiting process to determine applicant appropriateness and guarantee a great employment experience.

Opportunities for professional progression, attractive compensation and benefits, and recognition and incentives programs were prioritized by BRAC Bank Limited in order to retain and engage workers.

Based on these conclusions, it is advised that BRAC Bank Limited keep putting emphasis on career development possibilities, spending money on thorough onboarding programs, and concentrating on staff training and development. The bank may improve its reputation as a top employer by putting these suggestions into practice.

## Table of Contents

<b>Declaration.....</b>	<b>2</b>
<b>Letter of Transmittal.....</b>	<b>3</b>
<b>Non-Disclosure Agreement .....</b>	<b>4</b>
<b>Acknowledgement.....</b>	<b>5</b>
<b>Executive Summary .....</b>	<b>6</b>
<b>List of Figures .....</b>	<b>9</b>
<b>List of Acronyms .....</b>	<b>10</b>
<b>Chapter 01: Internship Part.....</b>	<b>12</b>
1.1 Student Information.....	12
1.2 Internship Information .....	12
1.3 Internship Outcomes.....	13
1.4 Benefits to the student.....	15
1.5 Problems/Difficulties: .....	17
1.6 Recommendation:.....	19
<b>Chapter 2: Organization Part .....</b>	<b>22</b>
2.1 Overview of the Company .....	22
2.2 Subsidiaries of BRAC Bank:.....	25
2.3 Mission Vision Core Values:.....	27
2.4 Management Practices.....	29
2.5 Marketing Practices: .....	37
2.6 Financial Performance and accounting practices: .....	41
2.7 Operation Management and informational system practices: .....	42
2.8 Industry and competitive analysis: .....	43
2.9 Summery for organization:.....	45
2.10 Recommendations: .....	45
<b>Chapter 3: Report part.....</b>	<b>48</b>
3.1 Introduction:.....	48
3.2 Problem Statement: .....	48
3.3 Objective:.....	48
3.4 Literature review:.....	48
3.5 Research Hypothesis: .....	49
3.6 Methodology: .....	50
3.7 Finding and analysis: .....	51
3.8 Conclusion and limitations: .....	65

3.9 Recommendation:.....66

*Appendix A*..... 68

Offer letter from BRAC Bank: .....68

Questionnaire:.....69

*References*..... 71



## List of Figures

Figure 1 BRAC Bank Limited .....	15
Figure 2 Boards of Directors.....	23
Figure 3 Operational network organogram.....	24
Figure 4 BRAC EPL Stock Brokerage Limited.....	25
Figure 5 BRAC SAAJAN Exchange Limited .....	26
Figure 6 bKash.....	26
Figure 7 Mission, vision & Core values .....	27
Figure 8 Mission of BRAC Bank Limited.....	27
Figure 9 Departments of HRD.....	30
Figure 10 Function of HR Division .....	33
Figure 11 Wings of Human Resource Division.....	33
Figure 12 Recruiting process of BRAC Bank Limited.....	35
Figure 13 BRAC Bank TARA projects .....	41
Figure 14 BRAC Bank site .....	43
Figure 15 SWOT.....	43
Figure 16 Question 1 for Candidate.....	51
Figure 17 Question 2 for Candidate.....	51
Figure 18 Question 3 for Candidate.....	52
Figure 19 Question 4 for Candidate.....	53
Figure 20 Question 5 for Candidate.....	53
Figure 21 Question 6 for Candidate.....	54
Figure 22 Question 7 for Candidate.....	55
Figure 23 Question 8 for Candidate.....	55
Figure 24 Question 9 for Candidate.....	56
Figure 25 Question 10 for Candidate.....	57
Figure 26 Question 1 for Managers .....	57
Figure 27 Question 2 for Managers .....	58
Figure 28 Question 3 for Managers .....	59
Figure 29 Question 4 for Managers .....	59
Figure 30 Question 5 for Managers .....	60
Figure 31 Question 6 for Managers .....	61
Figure 32 Question 7 for Managers .....	61

## List of Acronyms

HRIS	Human Resources Information System
BBL	BRAC Bank Limited
CIB	Credit Information Bureau
NID	National Identifier
HRM	Human Resource Management
CSR	Corporate Social Responsibility



Chapter 01



*Internship Part*

# Chapter 01: Internship Part

## *Overview of Internship*

### 1.1 Student Information

- **Name:** Nabila Islam
- **ID:** 18304068
- **Program:** Bachelor of Business Administration
- **1st Major:** Human Resource Management (HRM)
- **2<sup>nd</sup> Major:** Finance

### 1.2 Internship Information

- **Period:** 3 months (12 Feb – 11 May)
  - **Company Name:** BRAC Bank Limited (BBL)
  - **Department:** Talent Acquisition and Employer Branding
  - **Division:** Human Resources
  - **Address:** Head Office, Anik Tower, 220/B, Tejgaon Gulshan Link Road, Tejgaon, Dhaka-1208
- **Internship Company Supervisor's Information**
- **Name of Supervisor:** Kakoli Rashid
  - **Position:** Associate Manger
- **Job Scope**
- Checking CVs
  - Connecting with the Recruiters
  - Arranging Exams
  - Arranging Interviews
  - Joining Formalities
  - Checking Files
  - World record check
  - CIB Checking
  - Verify NID
  - Coordinate the interview at the scheduled time and day.
  - Updating all employee education records in the HRIS.
  - Upgrading employee experience records in the HRIS; maintaining and upgrading the employee database.

## 1.3 Internship Outcomes

### ➤ Student's contribution to the company

I was given the responsibility of completing a 12-week internship at BRAC Bank Limited. Working with BRAC Bank Limited, one of Bangladesh's banks with the fastest increasing customer bases, was a fantastic opportunity. BRAC Bank has offered me the chance to develop while doing my regular job tasks, which I may use to advance my career in the future. I was given the freedom to work whatever I wanted at BRAC Bank HRD. I have worked for the recruitment process in my whole internship program. I had to stay connected with all the recruiters and keep update their process through portal (BRAC Bank Taleo career portal). I also had to examine their certificates along with verify their NID. I had to check dedupe World check what if they have any criminal Record along with checking bad loan by gathering Information from Credit information Bureau (CIB). I had to do all the joining Formalities with the candidates and later on check all the files carefully before hand over to the Managers.

Below is a discussion of my job description for BRAC Bank HRD:

- **Calling interview applicants to schedule an appointment**

There are several guidelines for choosing candidates' resumes, which I'll briefly describe below. A candidate must have a minimum grade in their academic work and be unable to have taken a third class during their time as students. Age is also given a lesser importance than work experience, therefore it could be important to emphasise it. I was given the phone numbers of the candidates whose CVs met these requirements so that I could call them and let them know the time and place of their interview as well as the things they ought to bring with them—one copy of a passport-size photo, a photocopy of their diploma, and a photocopy of their national identification card. And for those who chose not to respond, a candidate ID was sent by SMS by the bank authority; regrettably, they were ignorant of it.

- **Calling potential recruits on the phone**

I was told to phone everyone who had advanced after the interview process to advise them that they had been selected and to let them know the day, time, and place of their joining. Last but not least, I was told to provide them a list of the items they should bring on the joining day, including a passport-sized photo of themselves, a photo of their nominee, photocopies of all of their academic certificates, and a copy of their national identity card.

- **Make phone calls to gather medical letter requests**

Every chosen candidate must complete a premedical after the interview session; for this, the bank authority sends a formal letter asking them to complete a free health checkup at a specific diagnostic center so that authority can determine whether he or she whom they hired is able to fit for work or not. My responsibility also included calling them to inform them that their medical letter was ready. The letter must be obtained from HRD by them.

- **Data input**

In order to create an employee profile, a salary account, pay bonuses and incentives, calculate working days and overtime, and other tasks required by the Bank's authority, it is imperative that newly hired individuals have all of their information entered into the software. This is also true if they request a bus pass.

The personal history form we issued at the time of employment contains all the data we have about a particular employee. Each candidate who is selected after an interview has an employee profile created for them that contains information about them such as their name, age, relationship status, parents and partner names, national identification card number, current and permanent address, contact details, email address, blood type, prior employment history, prior employer, status, and length of employment (if any). Additionally, in order to establish the employee record, we have to input the employee's data.

- Appointment letters
- Medical letters
- Offer letters

- **Processing of candidates' files or documentation**

It is essentially a non-digital procedure of gathering employee personal information so that bank authorities would not encounter problems in the event that the computer server system went bad and could always be restored and used for legitimate purposes. This is an easy procedure.

- We enclose an appointment letter, an offer letter, a medical report, and occasionally a bond in the case of a contractual position, along with the personal documents of the chosen candidate.

- List the candidate's name, serial number, and board number for the following step and carefully record them. record these details in an excel document on the bank's computer as well.

- **Conduct several interviews.**

Although they do not participate in interviews directly, interns aid them in a variety of ways, including:

1. **Giving the candidates personal information:** We already know what constitutes personal history because applicants are required to list their name, parents' names, spouses' names, current and permanent addresses, references' names and relationships with them, etc.
2. **Gathering all candidate paperwork:** We make a copy of the personal history sheet, a passport-sized photo, and Xeroxes of all academic transcripts and national ID cards. If a person does not have a national identification card, we replicate their passport and staple them all together.
3. **Took the interviewees from the lobby to the interview room:** Due to the high volume of applicants who showed up for the interview that day—at least 100 to 150—it was not possible to set up chairs outside the interview room. Instead, we set up chairs in the office lobby and transported ten to fifteen individuals from there to the floor where the interview was held in accordance.
4. **Comply with the following rules from the beginning of the interview to its conclusion:** Before the interview day, the HR staff will decide who and how many

employees will participate. We also reserve the interview room and seating for them. After starting the software, we transmit candidates in serial order, one by one.

5. **Examining the CVs of the chosen candidates:** After the interview, we were given a scorecard on which we could locate the ratings of the applicants and determine who had been chosen.

Then we need to locate the CVs of the chosen individuals, attach their personal history sheet, check their national ID card during the filing procedure, communicate with the candidates on their medical letters and joining dates, etc.

- **Checking the documents of individual file:**

Rechecking the employee file is similar to checking the documents in an individual file. We compare each candidate's personal background with the documentation they have provided, including copies of their academic transcripts, NIDs (National Identification Documents), pay stubs, release letters, etc.

- **Joining of the elected candidates**

- Verifying that all required information, such as name, joining date, nominee's name, both of their signatures, passport-size photo, etc., is included in the joining package.
- Confirming that all of their information is accurate or not
- Combining all of the joining package's documents - Making the employee's individual file

In addition, our duties as interns include:

- Creating a brief record of candidates
- Providing security during various tests,
- Occasionally evaluating exam scripts.



Figure 1 BRAC Bank Limited

## 1.4 Benefits to the student

Throughout the entire process, the Talent Acquisition and Employer branding department has given me a lot of useful practical knowledge. I received the excellent opportunity to work for a prestigious organization like BRAC Bank. It was my initial employment as a new employee for an organisation. Now that I know more about corporate society, I'll be better equipped in the future. This experience has also taught me how to effectively manage my time and interact with my coworkers.

Throughout the entire process, I mostly gain practical HRM experience and knowledge. I had only read about HRM terminologies in books before that. But I had no professional understanding of those words. As a result, I had a fantastic opportunity to learn about this particular career in action. I had the good fortune to complete my internship in my Major field. It also increases my confidence and ability. But in many respects, this experience was beneficial to me.

The Human Resource Management (HRM) division of Bangladesh's BRAC Bank Limited gives interns a special range of advantages and priceless educational opportunities. The HRM division is essential to managing the bank's human resources and fostering a productive workplace. The following are the main advantages that interns in the HRM division of BRAC Bank Limited could anticipate gaining from their internship:

- **Comprehensive awareness of HR Functions:**

Working in the HRM department gives interns a thorough awareness of the many HR functions and how they may be used practically in a variety of settings. Interns gain practical experience in disciplines including hiring and selection, onboarding new employees, performance management, learning and development, employee engagement, pay and benefits, and enforcing HR policies. Interns are given the opportunity to witness and take part in the daily activities of HRM through this exposure, which helps them understand the crucial role HR plays in an organization's success.

- **Skills Development:**

Interns in the HRM division have the chance to acquire vital abilities that are highly regarded in the HR industry. They achieve proficiency in duties including interviewing candidates, analysing resumes, organising training sessions, managing employee information, and upholding HR policies. Interns' interpersonal, solving problems, making decisions, communication, and detail-oriented skills all become better thanks to these practical learning experiences, which are crucial for a successful HR career.

- **Exposure to HR Strategies and Practices:**

Interns who work in the HRM division are exposed to the HR strategies and practices that BRAC Bank Limited has put into place. They have the ability to see as HR strategies for hiring new talent, retaining current employees, enhancing performance, and fostering organizational growth are developed and put into action. Through this exposure, interns are able to comprehend how HR initiatives help to foster a healthy workplace culture and how HR operations complement the bank's broader business objectives.

- **Mentorship and direction:**

The HRM department interns at BRAC Bank Limited are given a lot of mentorship and direction. Interns are supported by seasoned HR experts who serve as mentors, offering insightful commentary, imparting knowledge of the sector, and assisting interns in advancing their professional careers. Mentors help interns learn by providing advice on topics including career planning, HR best practices, and personal development.

- **Networking Opportunities:**



Building a solid professional network inside BRAC Bank Limited is possible for interns working in the HRM department. They get the chance to communicate with managers, HR experts, and staff members from various departments. These relationships may be able to offer insightful information, professional counsel, and prospective job openings in the future. Creating a network within the company can be crucial in laying the groundwork for a successful HR career.

- **Understanding of HR Challenges and Compliance:**

Interns in the HRM division learn about the obstacles and legal constraints that HR professionals in the banking sector must navigate. They gain knowledge about employee interactions, diversity and inclusion programs, dispute resolution, and legal and moral issues pertaining to HR procedures. Interns who have this exposure are better able to see the big picture of HR issues and are better prepared to deal with them.

- **Application of HR Theories in a Practical Setting:**

Interns working in the HRM division of BRAC Bank Limited have the opportunity to put their academically acquired theoretical knowledge to use in real-world HR problems. Interns get the chance to engage in problem-solving activities, add to HR initiatives, and help put HR plans into practice. Their comprehension is improved, and they are more equipped for future HR responsibilities, thanks to this actual application of HR theory.

- **Professional Development and Career Advancement:**

Working as an intern in the HRM division of BRAC Bank Limited helps interns develop professionally and flourish in their careers. Their résumé is strengthened by the experience they obtained through the internship, increasing their ability to compete for jobs. A strong foundation for their future HR career is laid by their exposure to HR practices and initiatives at a prominent firm like BRAC Bank Limited.

## 1.5 Problems/Difficulties:

Getting used to the unfamiliar surroundings and knowing new people was the most challenging part of my internship. I naturally ran into a number of problems as I had no previous office experience. Despite the fact that everyone seemed so kind, I was afraid to ask questions. I made an effort to acquire as much helpful information as I could and record it in a journal during the whole internship programme. Since I was unable to recall all the specifics and facts regarding the job experience. Being courteous and attentive of the staff presented another difficult challenge for me. Due to employee confidentiality, management is hesitant to share information with the employee, which is another problem I've run against. I did many mistakes but later on I learned from my mistake.

The HR interns at BRAC Bank Limited may run into several obstacles or hurdles throughout their internship. I frequently encounter the following issues as an HR intern:

- ❖ **Limited Practical expertise:** I encountered difficulties as a result of their lack of real-world HR management expertise. It can be difficult to go from academic understanding to practical implementation, and interns may first find it difficult to comprehend and negotiate the complexity of HR systems and practices.
- ❖ **Concerns about confidentiality and privacy:** I had access to private employee information, including financial and personal information. Due of interns' inexperience

managing such sensitive data, it might be difficult to uphold tight secrecy and adhere to privacy laws. Compliance with HR standards and careful attention to detail are necessary to ensure the security and privacy of employee data.

- ❖ ***Balancing Multiple Responsibilities:*** I was given several jobs and projects at once, necessitating efficient time management and responsibility prioritization on their part. It may be challenging to juggle recruitment efforts, training initiatives, employee engagement programs, and administrative work, therefore I had to improve my time management abilities to handle these obligations.
- ❖ ***Dealing with Employee Relations Issues:*** I had difficulties with employee relations problems like disputes, complaints, or disciplinary actions. These circumstances call for diplomacy, tact, and understanding. My inability to navigate and successfully handle these problems was a result of my lack of past expertise and exposure to similar circumstances.
- ❖ ***Adapting to Organizational Culture:*** It was difficult for me to adjust to the particular culture of BRAC Bank Limited because every firm has a different culture and work environment. It might take time to understand the organization's beliefs, customs, and communication methods, and at first, I felt strange or uncomfortable.
- ❖ ***Limited Exposure to Strategic HR Initiatives:*** I only had a limited amount of exposure to strategic HR initiatives because I was mostly involved in daily operational responsibilities including data entry, administration, and recruiting assistance. Even while these activities are crucial, I didn't get to experience strategic HR efforts like organizational growth, talent management, or policy design. Their total learning experience may be limited if they are not exposed to strategic HR operations.
- ❖ ***Learning to Use HR Systems and Tools:*** It was difficult for me to adjust to the particular culture of BRAC Bank Limited because every firm has a different culture and work environment. It might take time to understand the organization's beliefs, customs, and communication methods, and at first, I felt strange or uncomfortable.
- ❖ ***Managing Stakeholder Expectations:*** I only had a limited amount of exposure to strategic HR initiatives because I was mostly involved in daily operational responsibilities including data entry, administration, and recruiting assistance. Even while these activities are crucial, I didn't get to experience strategic HR efforts like organizational growth, talent management, or policy design. Their total learning experience may be limited if they are not exposed to strategic HR operations.

It's crucial to remember that while these difficulties could exist, they also present excellent chances for learning for HR interns. Interns can gain problem-solving abilities, flexibility, and a greater comprehension of the HR industry throughout their internship, preparing them for future HR employment. Interns may be greatly helped in overcoming these challenges and enhancing their learning experience by receiving the proper assistance, mentoring, and training from the HR staff.

## 1.6 Recommendation:

Even though I encountered some difficulties during my internship programs, it was a fantastic learning experience for me. I've picked up a lot of practical skills from my managers and coworkers because there are so many of them. A clear framework was in place for interns so they could quickly grasp all kinds of data-related jobs. However, they should provide interns more beneficial tasks. Additionally, the internship program should be extended so that interns can receive more practical experience.

Based on my views and experiences while an intern in HR at BRAC Bank Limited, I am willing to offer the following suggestions:

1. **Improved Orientation and Onboarding Procedures:** New hires' integration into the company may be enhanced by strengthening the initial training and onboarding procedures. In addition to designating mentors to assist newcomers in navigating their duties and responsibilities more successfully, this might involve giving newcomers comprehensive details about the bank's principles, culture, regulations, and processes.
2. **Opportunities for staff training and development:** Putting more emphasis on these initiatives can help the workforce become more skilled and capable. Implementing a planned training schedule, holding workshops, and offering chances for lifelong learning can help staff advance professionally, improving performance and productivity.
3. **Improved Orientation and Onboarding Procedures:** New hires' integration into the company may be enhanced by strengthening the initial training and onboarding procedures. In addition to designating mentors to assist newcomers in navigating their duties and responsibilities more successfully, this might involve giving newcomers comprehensive details about the bank's principles, culture, regulations, and processes.
4. **Opportunities for staff training and development:** Putting more emphasis on these initiatives can help the workforce become more skilled and capable. Implementing a planned training schedule, holding workshops, and offering chances for lifelong learning can help staff advance professionally, improving performance and productivity.
5. **Improved Orientation and Onboarding Procedures:** New hires' integration into the company may be enhanced by strengthening the initial training and onboarding procedures. In addition to designating mentors to assist newcomers in navigating their duties and responsibilities more successfully, this might involve giving newcomers comprehensive details about the bank's principles, culture, regulations, and processes.
6. **Opportunities for staff training and development:** Putting more emphasis on these initiatives can help the workforce become more skilled and capable. Implementing a planned training schedule, holding workshops, and offering chances for lifelong

learning can help staff advance professionally, improving performance and productivity.

7. **Diversity and Inclusion Initiatives:** Initiatives for diversity and inclusion should be strengthened in order to foster an inclusive and fair workplace. Promoting diversity in hiring procedures, providing diversity training, and establishing employee resource groups may all help create a more diverse and welcoming environment for employees.
8. **Improved Internal Communications:** Improving internal communications helps promote efficient information exchange and teamwork. Employees may be kept informed of critical corporate developments, policies, and projects by receiving regular updates through emails, intranet websites, and town hall meetings.



Chapter 02



*Organization Part*

## Chapter 2: Organization Part

### 2.1 Overview of the Company

BRAC Bank Limited, sometimes referred to as BRAC Bank, is one of Bangladesh's leading commercial banks. It was established in 2001 and is a member of BRAC, the largest non-governmental development organisation in the world. With its dedication to providing innovative financial services, BRAC Bank has become an important player in the banking sector across the country.

BRAC Bank offers a wide range of banking products and services to satisfy the requirements of its individual, small and medium-sized company, and corporate clients. Credit cards, consumer loans, current and savings accounts, fixed deposits, and consumer loans are just a few of the retail banking services that the bank provides. Additionally, it provides corporate banking services such working capital financing, project financing, trade financing, and cash management. The emphasis on inclusive banking that BRAC Bank places on is one of its defining characteristics. The bank has played a leading role in bringing financial services to the unbanked and impoverished sections of society. People in distant communities who previously had little or no access to formal financial services may now use banking services because to BRAC Bank's wide branch network, agent banking, and mobile financial services. BRAC Bank has used digital transformation to improve customer experience and optimize processes in keeping with its dedication to innovation. The bank has launched a number of digital initiatives, such as online banking, mobile banking, and online payment options. These programs have helped to increase financial inclusion and economic empowerment while also making banking more easy for clients. For its exceptional performance and contributions to the financial sector, BRAC Bank has won several awards and honors. The bank has won awards from publications like The Asian Banker and The Banker, among others, including "Best Retail Bank in Bangladesh" and "Bank of the Year in Bangladesh."

Beyond its financial business, BRAC Bank takes an active part in initiatives related to corporate social responsibility (CSR), with a focus on healthcare, education, and environmental sustainability. The bank's CSR initiatives are a reflection of its dedication to enhancing society and advancing Bangladesh's overall growth.

BRAC Bank is still a major force in Bangladesh's banking sector thanks to its commitment to client centricity, innovation, and social responsibility.

BRAC Bank is recognized as a dependable and progressive financial institution in the nation thanks to its dedication to financial inclusion, wide product offerings, and digital initiatives.

Board of Director:

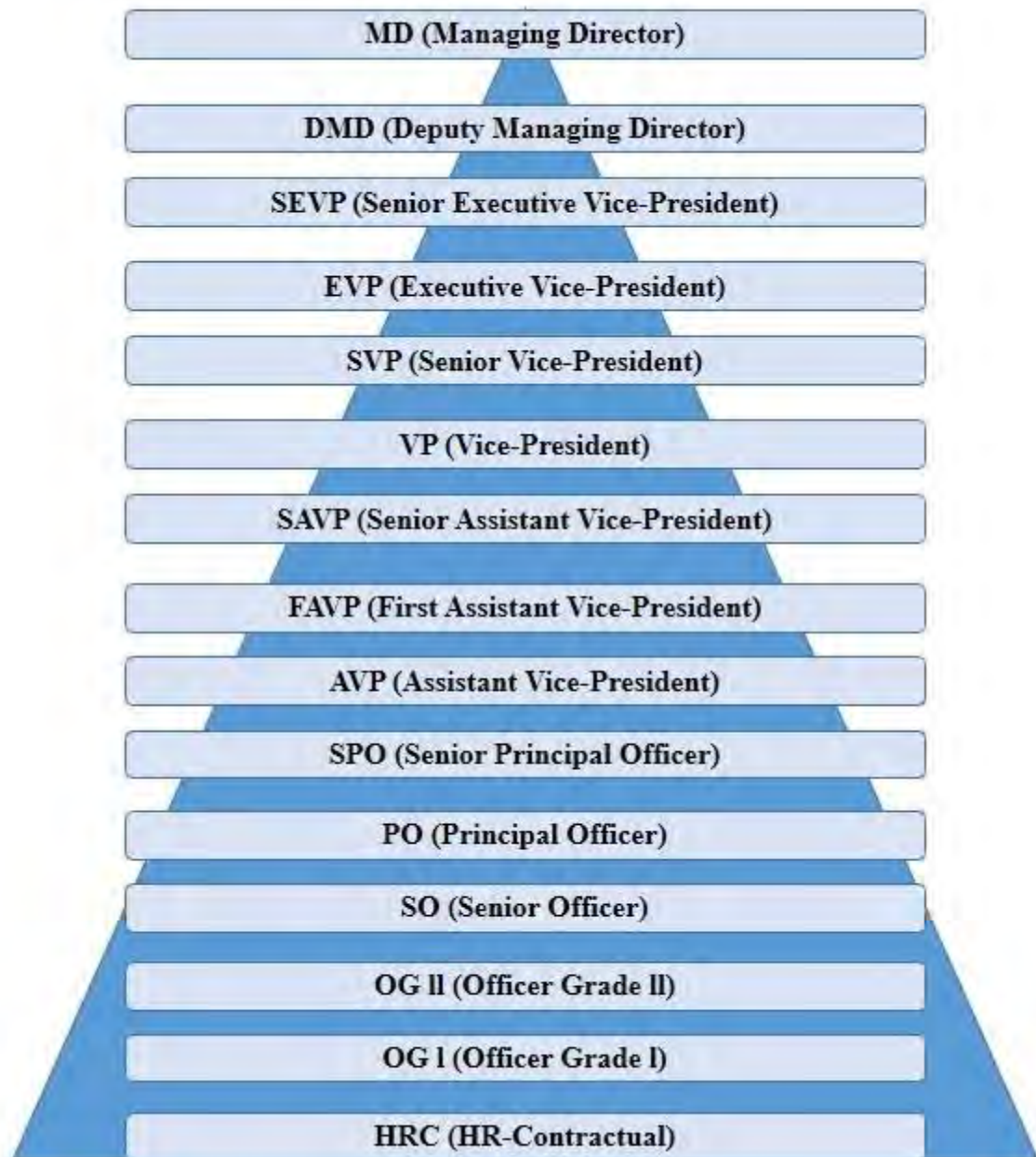


*Figure 2 Boards of Directors*

Source: <https://www.bracbank.com/Board-Directors.php>



❖ **Organogram:**



*Figure 3* Operational network organogram

Source: BRAC Bank website

❖ **Product & Service of BRAC Bank:**

- o Corporate Affairs
- o Information Technology
- o Operational Risk Management



## o Credit Risk Management

The bank offers a wide variety of products to meet the needs of customers from all socioeconomic levels. In addition to standard products on both the asset and liability sides, the bank provides its clients with unique credit products.

Consumer finance, lease financing, small loans, festival loans, housing loans, loan-term and short-term loan financing, real estate and civil construction, small and medium-sized enterprises, and agriculture-based ancillary services, including:

1) brokerage house service under

2) foreign currency remittance.

## 2.2 Subsidiaries of BRAC Bank:

### ❖ BRAC EPL Stock Brokerage Limited:

One of the top stock brokers in the nation is BRAC EPL Stock Brokerage Limited. Both the Dhaka Stock Exchange (DSE) and the Chittagong Stock Exchange (CSE), which are the two stock exchanges in the nation, are members of BRAC EPL Stock Brokerage Limited.

BRAC EPL Investment Limited: BRAC EPL Investment Limited offers a full range of investment banking services, including customary merchant banking tasks such as portfolio management, underwriting, and corporate finance.



*Figure 4 BRAC EPL Stock Brokerage Limited*

### ❖ BRAC SAAJAN Exchange Limited:

The huge Bangladeshi communities in the UK are the primary target market for BRAC Saajan Exchange Limited's remittance services. Through its parent company BRAC Bank, the Company offers remittance services in addition to meeting the investment needs of the NRBs.



Figure 5 BRAC SAAJAN Exchange Limited

❖ bKash:

BRAC Bank subsidiary bKash Limited works to provide Bangladeshi citizens with access to a wider variety of financial services (a mobile fund transfer facility). It has a specific emphasis on serving the nation's low-income populations in order to promote greater financial inclusion by offering services that are practical, cost-effective, and dependable.



Figure 6 bKash

❖ BRAC IT Services Ltd. (biTS):

BRAC IT Services Ltd. (biTS) is a subsidiary held equally by BRAC Bank and BRAC. It provides IT solutions and services. 2013 saw the merging of an IT subsidiary firm to become biTS. It aspires to become Bangladesh's most reliable provider of managed IT services and technological solutions. For businesses including banks, non-banking financial institutions, educational institutions, microfinance, NGOs, and FMCG companies, among others, biTS offers end-to-end solutions.

## 2.3 Mission Vision Core Values:



Figure 7 Mission, vision & Core values

### ❖ Corporate Mission:



Figure 8 Mission of BRAC Bank Limited

Source: <http://www.brac.net/publications/annual-report/2016/>

## ❖ Corporate Vision:

“Building a profitable and socially responsible financial institution focused on Markets and Business with growth potential, thereby assisting BRAC and stakeholders build a enlightened, healthy, democratic and poverty free Bangladesh”

## ❖ Corporate Values:

Our Strength emanates from our owner - BRAC. This implies that we shall uphold the following ideals and let them direct us as we go about our work:

- Appreciate the BRAC family for which we are a part.
- Fostering a climate that is open, honest, and supportive.
- Put a significant emphasis on serving customers, and create connections based on honesty, excellent service, and mutual gain.

Working together as a team in our owner's best interest, we strive for profit and solid growth, and we never give up on significant business innovation.

Value and respect individuals, base choices on merit, and give rewards based on achievement. Be accountable, dependable, and law-abiding in whatever we do.

## ❖ Core Value:

1. A great emphasis on understanding and addressing the needs of its clients is placed by BRAC Bank LTD. The bank works hard to treat customers well and cultivate enduring connections with them.
2. Innovation: BRAC Bank LTD is dedicated to innovation and continually seeks for fresh, original ideas to enhance its goods and services. To adapt to the shifting demands of its clients, the bank pushes its staff to think creatively and to provide novel solutions.
3. Integrity: BRAC Bank LTD does business with the highest levels of morality and ethics. In all of its interactions with clients, staff members, and other stakeholders, the bank places a high importance on honesty, openness, and responsibility.
4. Teamwork: BRAC Bank LTD understands the value of working together to achieve its objectives. The bank promotes a cooperative work atmosphere and challenges its staff to cooperate to accomplish shared goals.
5. Respect: BRAC Bank LTD respects diversity and accords dignity and respect to all people. The bank is dedicated to fostering an inclusive workplace where everyone is supported and respected.

These key principles sum up BRAC Bank LTD's dedication to offering top-notch customer service, encouraging innovation, upholding honesty, encouraging cooperation, and respecting diversity. The bank hopes to fulfill its purpose of becoming the bank of choice for its clients, staff, and stakeholders by preserving these principles.

## ❖ Achievements:

1. The country's fastest-growing bank over the past two years.
2. A leader in SME lending with 300 offices.
3. The largest suite of personal banking & SME solutions
4. Large ATM & POS (Point of Sales) network

## 2.4 Management Practices

### ▪ Human Resource Division of BRAC Bank:

The BRAC Bank Limited's Human Resources (HR) Division is essential to the bank's strategic growth. One of the modern and fastest-growing banks in Bangladesh is BRAC Bank Limited, which also serves as a crucial financial intermediary between the general economy and the government's economic policies. The bank successfully increases aggregate demand, encourages production, and creates wealth by continually assisting the populace and promoting the nation's economic progress. BRAC Bank works to preserve resiliency and engage in growth-oriented, lucrative, and socially acceptable business operations in Bangladesh's extremely competitive banking sector.

BRAC Bank has one of the biggest human resources departments in the sector thanks to its sizable staff. A strong management team is necessary since the bank employs more people than other commercial banks do. The HR department is a crucial component of the support division inside the bank's organizational structure, enabling effective and centralized management of the sizable staff base. The Human Resources Division of BRAC Bank Limited upholds an adaptable human resources management approach as a Bangladeshi bank committed to serving its people's banking requirements. This section is made up of important divisions including Human Capital, Learning and Development, Compensation & Benefits, and HR Administration. A group of vivacious HR Relationship Managers supports the division by successfully bridging the gap between HR assistance and the bank's business needs.

This internship report's goal is to examine how well BRAC Bank Limited's employer branding and talent acquisition efforts are working. This research seeks to assess the bank's plans for luring and keeping top personnel by examining the various HR divisions and their functions. It will also assess the bank's attempts to develop a strong employer brand that is consistent with its corporate goals.

In order to increase the efficiency of hiring new employees and employer branding, the study will evaluate the difficulties the HR Division of BRAC Bank Limited has to deal with. This study seeks to support BRAC Bank's ongoing growth and performance as a top financial institution in Bangladesh by offering insightful observations and suggestions.

## ▪ Departments of HRD

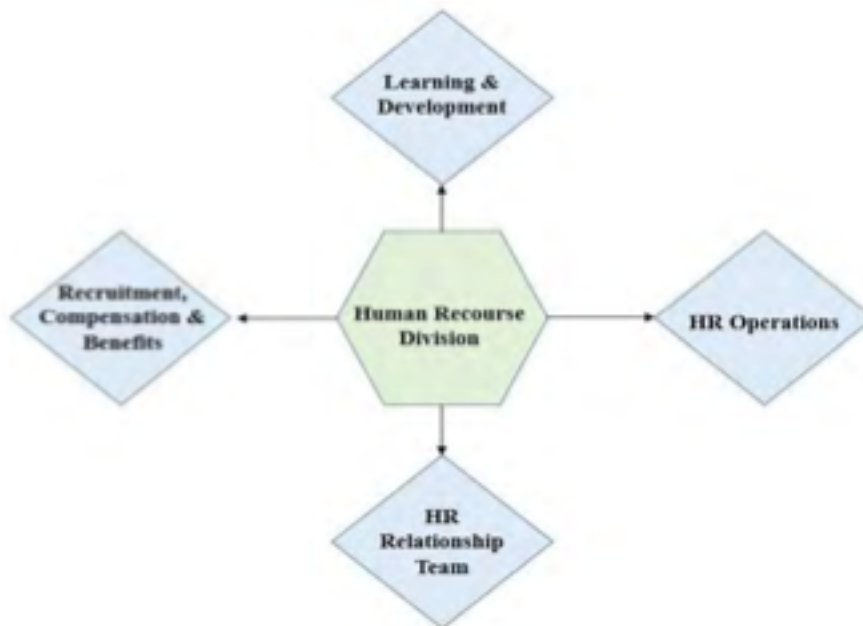


Figure 9 Departments of HRD

Source: BRAC BANK Human Resource Department

The staff of BRAC Bank Limited are seen as the company's most significant asset. The BRAC Bank's Human Resources (HR) Division is crucial in the recruitment of highly qualified employees through a competitive selection process, ensuring that the bank's needs and job criteria are satisfied while encouraging diversity in hiring. The bank is aware that selecting the best candidates helps to create an environment where learning, growth, and development are valued. Therefore, via good human resource planning, effective evaluation procedures, and the creation and upkeep of a strong employer brand, BRAC Bank aggressively seeks the recruitment of people who are in line with the organizational principles and best suit the business demands.

The bank provides each employee with an equitable opportunity for professional advancement in addition to a competitive salary plan. The HR department has hired 4,847 permanent employees, outsourced 1,139 jobs, and hired 2,136 contract workers in a range of grades to help the bank's management continue to develop and remain committed to engaging with the public. The HR Division has conducted more than 14,000 interviews with job candidates throughout the years, assuring a thorough selection process.

BRAC Bank pays a strong emphasis on its workers and the adoption of efficient HR processes since it fully believes that its human resources are essential to success. The bank has developed appropriate training plans and scheduling and prioritizes staff training to improve their skills and competences. For instance, BRAC Bank offers each employee 30 hours of training annually on average. A computer-based training (CBT) site is also maintained by the bank for use with its online platform. Products and services, divisional/departmental overviews, laws and regulations, and soft skills are only a few of the subjects covered in the e-learning programs. Recognizing the value of e-learning, BRAC Bank's HR Division offers training and refresher courses to a sizable number of its employees across the nation, assuring continual growth.



BRAC Bank consistently prioritizes planned development activities in addition to skill development to fulfill future management and leadership requirements. Through different internal and external programs geared at skill development and management development for the bank's personnel, the HR Division plans to step up training initiatives. To include employees and commemorate significant dates, the division frequently plans promotions and activities on national and regional auspicious days. Notably, the bank organizes parties for "Bengali New Year" and "Women's Day," inviting stars from many professions to take part and talk on subjects like Women Empowerment via Employment, Gender Equity, and Work-Life Balance.

BRAC Bank Limited strives to create a welcoming environment for its employees, fostering a culture of continuous learning and growth, and positioning itself as a leading employer in the banking sector by maintaining a strong commitment to talent acquisition, employee development, and engagement initiatives.

#### ▪ **People Management at BRAC Bank Ltd.:**

The success of BRAC Bank Limited may be primarily ascribed to its employees, who have been instrumental in the bank's rapid growth. The bank's management is aware of how crucial it is to find, motivate, and keep exceptional people. The Human Resources (HR) Strategy of BRAC Bank is focused on achieving the professional goals and priorities of its staff, who are regarded as the company's most significant asset. The bank recognizes that each member of its staff has special abilities and can produce greater results when wisely and inspirationally led.

The management of BRAC Bank carefully identifies prospective future leaders among its personnel base in line with its growth ambitions and puts exceptional efforts in their development. With this strategy, the bank is certain to develop and maintain a solid leadership pipeline. BRAC Bank Limited stands out as a top employer on the labor market for a number of reasons. As a contemporary and rapidly expanding bank, the company offers expedited career advancement chances to ambitious and gifted people with the necessary intellectual skills.

Beyond its many noteworthy corporate social responsibility (CSR) initiatives, a sizeable portion of the bank's profits are directed through the ownership structure to realize Sir Fazle Hasan Abed, the founder Chairman and Chairperson of BRAC, who had the vision of creating a Bangladesh free from poverty. The bank's management promotes a just, accommodating, value-based, and moral workplace. The BRAC Bank staff members take delight in contributing to the bank's growth and prosperity in the future.

In order to keep the bank a top employer, the HR department is essential in luring and keeping top people. BRAC Bank presents itself as a company that delivers fulfilling career possibilities and a supportive work environment through targeted talent acquisition and successful employee engagement activities. This internship report will examine the bank's hiring procedures, employee engagement plans, and how they relate to the larger company goals. It will assess how effectively these tactics work in luring and keeping brilliant workers, as well as how they affect morale among staff members and the performance of the company as a whole.

This research intends to offer insights and suggestions to improve the bank's strategy for employee engagement and talent acquisition by investigating the HR practices and activities of BRAC Bank Limited. The results will help BRAC Bank continue to expand and succeed as it works to become a top employer in the banking sector and uphold its dedication to creating a just, educated, and prosperous Bangladesh.

## ▪ Different types of employees:

BRAC Bank Limited employs a variety of workers, each of whom has unique requirements and responsibilities within the company. Following are the various categories of workers in BRAC Bank:

5. **HR Contractual:** These workers are recruited for a certain amount of time, usually around a year. They are also qualified for performance incentives depending on pre-established goals established by the company, in addition to their compensation. Contractual HR staff are tightly managed by the management, and they are directly supervised by the bank's authorities.
6. **Regular/Full-Time Workers:** Regular/Full-Time Employees: Full-time employees put in an average number of hours as set by their employer. There is no statutory definition of full-time employment, and these people may be salaried or hourly compensated. When they join as permanent employees, they go through a probationary period of six months to a year, depending on the type of position. In addition to their base wages, regular employees are eligible to bonuses, incentives, and other benefits. They further benefit from extra advantages offered by BRAC Bank Limited.
7. **Outsource Staff:** This refers to the practice of contracting out specific job tasks to other businesses or people rather than keeping an internal department or employing staff for those roles. Employees that work for outsourcing companies are hired through outsourcing firms, and the HR department manages the hiring process based on budgetary requests from the relevant departments. Employees hired through outsourcing are paid a fixed salary and do not receive any further benefits.
8. **Internships:** In order to encourage the development of human resources in the financial industry, BRAC Bank Limited offers internship programs to people or educational institutions. The Managing Director & CEO decides whether to hire interns based on suggestions from the department heads. With the HR head's guidance, the HR department drafts the internship proposal and submits it for review to the MD & CEO. A total honorarium of Tk 10,000 is paid to interns each month.
9. **Management Trainee Officers (MTOs):** Highly qualified people who work for BRAC Bank Limited on a regular basis are known as MTOs. MTOs go through a learning phase when they develop their knowledge and abilities within the bank's environment throughout their one-year employment. They are promoted straight to the rank of senior officers after successfully completing the training term.

Each of these different staff groups contributes to the overall success of BRAC Bank Limited by playing critical roles in the organization's operation and expansion.

## ▪ Functions of Human Resource Division:

In order to efficiently manage a company's most precious resource—its employees—and provide organizational structure, the human resources department must be well-run. Small firms without internal HR departments may nevertheless manage their staff effectively and efficiently by contracting out their HR needs or working with a reputable employer group. A devoted workforce works in the fully operating Human Resources Division (HRD) of BRAC Bank Limited. The HRD at BRAC Bank Limited is responsible for the following duties:





Figure 10 Function of HR Division

Source: BRAC BANK Human Resource Department

▪ **Wings of Human Resource Division:**

The Human Resources Department currently has 5 different wings. These are:



Figure 11 Wings of Human Resource Division

## ❖ Recruitment, Compensation & Benefits:

### ❖ Recruitment

Each company that depends significantly on its staff in order to effectively carry out its mission and achieve its vision over the long term must invest in selection and recruitment. Therefore, an essential aspect of human resource management is the careful selection of candidates for employment, which is done by the human resource division of BRAC Bank Limited.

### ❖ Recruitment Process

The recruitment staff is in charge of

- Gathering CVs
- job applications for open positions
- Internship applications, etc.

The hiring managers gather and keep these hard copies, and they constantly update and maintain computer databases. The recruiting officer's job is to arrange potential applicants' CVs so that, when it comes time to hire, they can be located and shortlisted in a reasonable amount of time. The very basic gist of the recruitment division's duties is that following CV shortlisting, the selected applicants are contacted (often by phone) for interviews.

In order to recruit The BRAC Bank Limited employs the following procedure:

- **Direct Hire:** The BRAC Bank Limited has a CV Bank in Human Resources Development. For direct interviews for the chosen role, the HRD will short list resumes from the CV Bank or gather resumes that have been recommended by BRAC Bank Limited personnel.
- **Through Advertisement:** The HRD of BRAC Bank Limited occasionally is unable to short list CVs from their CV Bank for specific posts. In this case, the HRD advertises hiring for a specific position, providing the job description and the minimal qualifications an applicant must possess for the position. and gather CVs that correspond to the requirements that have been listed in the job posting. The CVs will then be shortlisted, and the hiring process will proceed in accordance with the direct hiring process.
- **Internal Job Posting:** For any internal job hunt, a circular such as Lotus Notes or a board announcement will be used. Any current employees who are not permanent employees, as well as HR Temporary (minimum one year with BRAC Bank Limited) & Outsource Staff (minimum three years with BRAC Bank Limited). Exceptions can only be approved by the Managing Director & Chief Executive Officer. The job description will be made clear in that circular, and interested applicants will have complete freedom to apply after receiving approval from their respective line managers. He or she can be hired in the appropriate position following a formal interview in front of the Recruitment committee or Management Committee/MANCOM.
- **Transfer on deputation:** Based on needs and requirements, the bank may adopt that policy after receiving MD's Offices approval.

- ***Specialist/consultant/counsel in agreements:***

It is not a standard employment position. These individuals are directly appointed by the MD on a contractual basis with the approval of the Chairman, Board of Directors, or Management Committee.



*Figure 12 Recruiting process of BRAC Bank Limited*

❖ ***The steps involved in a recruitment process are as follows:***

- The responsible Department Head or Manager submits a correctly completed Staff- Requisition Form.
- If the year's manpower budget does not cover the request, a non-budget request must be signed and authorized by the managing director along with a justification for the hiring.
- The next step is to decide on the recruiting type so that the origin of CVs can be determined. An Internal Job Watch containing information about the position must be distributed via Lotus Mail throughout the bank for a Full-Time/Regular position. For a job given through mail, external CVs are also accepted, although in these situations, the concerned department prefers an internal source because some positions call for current, experienced bank workers. For instance, an HR Contract who has satisfactorily performed for the last two years in an available Regular position at an Unsecured Value Center is typically preferred.
- The following requirements must be met before an existing Regular employee can apply for an Internal Job Watch: a) The employee must have worked for his or her present department for a continuous period of one year after receiving their confirmation. b) A minimum performance rating of "P" (for Proficient) is required. b) Must have finished the eight required online courses.
- Two years of continuous service in the present department is a requirement for HR contracts.
- For external CVs, the recruiting department searches the database of CVs submitted for all open positions, and for significant hirings, we print announcements in newspapers, often "Prothom Alo" and "The Daily Star."
- The Recruitment wing conducts an initial screening of all CVs on the day that an Internal Job Watch closes or a Paper Ad's deadline for CV submission approaches, and then delivers the CVs to the relevant departments that submitted the requisition for final short listing. After choosing an interview date and location, the applicants

that were ultimately chosen are then contacted (or given interview cards in the event of big recruitments, such as CROs for SME Banking) for an interview.

The recruitment department oversees internal job postings, hiring HR temporary staff, and hiring staff for outsourcing.

### ❖ **Recruitment Policy:**

- o The Managing Director will hire all regular staff.
- o The Head of Human Resource Division will appoint all contract and outsourced HR employees.
- o The Service Level Agreement (SLA) will be used to define the recruiting timeline. The interview panel will include the head of that department, the head of the supporting department, and the head of human resources development.

### ❖ **Compensation, Pay & benefits:**

The Bank has committed to keep its pay policy flexible, equitable, and competitive. On the recommendation of the Managing Director and Management Committee, the Board, who has the last word on whether or not to accept this policy, will periodically update and review it. The bank's compensation policy applies to every employee who is employed by the company on a long-term basis. The following list includes the various job grades at BRAC Bank:

- Deputy Managing Director • Executive Vice President
- Senior Vice President
- Vice President
- Senior Assistant Vice President • First Assistant Vice President
- Assistant Vice President
- Senior Principal Officer
- Principal Officer
- Senior Officer
- Management Trainee Officer (Direct Recruit) • Officer Grade II
- Officer Grade I

### ❖ **The remuneration of employees consists of:**

Basic Salary > Housing Costs > Medical Benefits

Salary information is kept private between the involved employees and the management. The pay scales for these job grades are periodically revised. There is no assigned job grade for HR temporary and outsourced employees. The contracts get a single monthly payment, and the only other benefits are commissions depending on job requirements.

The aforementioned Job Grades serve as the foundation for the Bank's salary structure. Based on an analytical evaluation of the position based on the size, duties, decision-making authority, and type of the work, job grades are assigned.

### ❖ **Training and Development:**

Providing staff training and development opportunities benefits the organization's quality and effectiveness while also inspiring and retaining workers. BRAC claims that bank training is an investment rather than a cost. The bank's policy is to train its human resources to improve their knowledge and skills so they can better understand their duties. Both formal and on-the-job training programs are a part of it. Every employee has to obtain least 30 hours of training every year.

- TRAINING PROGRAM INCLUDES:
  - Training for Orientation
  - Internal Training
  - Professional Training
  - Foreign and local training based on need
  - Coaching from peers or superiors
  - Online Training & Evaluation through E-Learning
  - Program for Branch Development and CRO Assessment

## 2.5 Marketing Practices:

A well-known bank in Bangladesh, BRAC Bank Limited, uses a variety of marketing techniques to advertise its goods and services, interact with consumers, and increase its market share. BRAC Bank prioritizes providing value, innovation, and convenience to its target market via a customer-centric strategy. Here is a summary of the marketing strategies BRAC Bank uses:

- **Market Segmentation and Targeting:** Based on variables like demography, psychographics, and banking demands, BRAC Bank isolates several market categories. The bank customizes its marketing initiatives to successfully reach and interact with certain target groups by recognizing the distinctive qualities and preferences of each segment. BRAC Bank is able to create customised offers and messages that speak to the needs and ambitions of its clients because to this focused strategy.
- **Product Development & Innovation:** BRAC Bank works hard to create and provide cutting-edge goods and services that satisfy its customers' changing demands. The bank discovers market gaps through research and analysis, then creates solutions to close these gaps. BRAC Bank is able to maintain its competitiveness and relevance in the banking sector thanks to its emphasis on product development and innovation.
- **CRM:** BRAC Bank places a great emphasis on fostering strong client connections through efficient CRM procedures. To collect client information, follow customer contacts, and examine customer behavior, the bank uses CRM systems and tools. BRAC Bank can personalize contact with clients, deliver targeted discounts, and offer customized solutions because to this data-driven strategy. The bank wants to increase

customer happiness and loyalty through comprehending and meeting consumers' demands.

- ***Digital platform:*** Recognizing the increasing significance of digital platforms, BRAC Bank aggressively uses digital marketing to connect with and engage with its target audience. Through its website, social media channels, and mobile banking apps, the bank has a significant online presence.
- ***Customer Experience and Service Quality:*** Customer experience and service quality are highly valued by BRAC Bank, which places a high priority on both. The bank makes sure that its front-line employees have the necessary skills to offer clients a professional and individualized level of service. BRAC Bank strives to create lasting connections and encouraging word-of-mouth recommendations by placing a high priority on client satisfaction and immediately responding to customer feedback.
- ***Data analytics and market research:*** To learn more about consumer preferences, industry trends, and competition behavior, BRAC Bank uses data analytics and market research methodologies. The bank uses this data to construct targeted marketing campaigns, improve its marketing tactics, and make educated judgments. BRAC Bank is able to anticipate market developments and adjust its marketing strategies as needed thanks to data analytics and market research.

### ❖ **Marketing Channels:**

To reach its intended demographic, interact with consumers, and successfully sell its goods and services, BRAC Bank Limited uses a wide variety of marketing methods. The bank makes sure that its marketing strategy is complete and multifaceted by utilizing both conventional and digital platforms. The BRAC Bank uses the following marketing channels, in brief:

- ❖ ***Television Advertising:*** For BRAC Bank, television advertising is a strong and effective marketing tool that enables them to connect with a broad audience from a variety of demographic groups. They are able to promote their goods, provide important messages, and strengthen their brand identification.
- ❖ ***Radio Advertising:*** BRAC Bank also uses radio advertising as a powerful marketing tool. The bank uses well-known radio stations to reach certain market segments with customized communications. Radio commercials help build brand recognition and pique listeners' interests with professionally prepared scripts and catchy jingles.
- ❖ ***Print Advertising:*** BRAC Bank continues to find value in print advertising, which includes advertising in newspapers and magazines. In order to maximize reach and impact, the bank deliberately distributes advertising in media that cater to its target market. BRAC Bank can successfully promote special deals and provide comprehensive information about its services through print advertisements.
- ❖ ***Social Media Marketing:*** BRAC Bank utilizes social media marketing to establish connections, encourage brand loyalty, and spread good word of mouth. This enables them to publish educational information, engage with consumers, respond to questions, and advertise their goods and services.



- ❖ **Direct Marketing:** A key component of BRAC Bank's marketing plan is direct marketing. To reach current and new clients, the bank uses direct mail, flyers, and pamphlets. BRAC Bank may communicate tailored communications and offers to people directly through direct marketing, boosting the chance of a response and transaction.
- ❖ **Content marketing:** BRAC Bank uses this strategy to give their target audience useful and educational information. This consists of blog posts, instructional videos, and interactive instruments that support clients in making wise financial decisions. By using content marketing, BRAC Bank offers itself as a reliable source of financial advice and develops itself as a respected counselor.

BRAC Bank ensures a thorough and coordinated approach to reach its target audience, communicate with consumers, and successfully promote its services by leveraging a variety of marketing platforms. Combining conventional and digital channels enables the bank to maximize its marketing effect while adapting to changing consumer tastes and habits.

- **Branding actives, Advertising and Promotion**

In order to develop a strong brand identity, raise brand recognition, and encourage customer involvement, BRAC Bank Limited employs a dynamic and strategic approach to its branding operations, advertising, and promotions. Let's explore each topic in more detail:

- **Branding Activities:** The goal of BRAC Bank's branding initiatives is to create a distinctive brand identity that appeals to its target market. The logo, motto, and aesthetics are important components that are intended to show professionalism, dependability, and modernity. To build the bank's distinct stance in the market and shape its brand identity, core values, purpose, and vision are also defined.
- **Advertising:** BRAC Bank employs traditional and digital advertising techniques to clearly describe its products and services, emphasize its competitive advantages, and draw in its target market. BRAC Bank develops captivating tales for use in commercials for television, radio areas, and print advertising that highlight vital themes and highlight aspects of the products. In order to make sure that its advertising initiatives are interesting, memorable, and effective, BRAC Bank also makes use of internet channels including search engines, social media, and display advertising.
- **Promotion:** The goals of BRAC Bank's promotional initiatives are to pique consumer interest, encourage participation, and increase client acquisition and retention. They employ marketing strategies include time-sensitive promotions, cashback incentives, fee waivers, and special offerings. Multiple methods, including branch displays, web banners, direct marketing, and consumer communication, are used to spread promotions. BRAC uses partnerships and sponsorships as well to boost its advertising.
- **Customer Engagement and Experience:** Customer involvement and experience are given top priority by BRAC Bank in all of its branding, advertising, and marketing efforts. The bank pays attention to client input and provides prompt answers through online channels, social media interaction, and relationship-building initiatives to

encourage brand loyalty, excellent word-of-mouth referrals, and long-term connections with consumers.

- **Measurement and Analysis:** BRAC Bank employs measurement and analytical methods, including as brand monitoring studies, feedback from consumers, analytics for the website, and social media insights, to track the success of its marketing campaigns. By using an iterative process, the bank is able to continuously offer compelling and pertinent message while being flexible and sensitive to market conditions.

- **Advertising promotion and sponsorship actives:**

In order to effectively promote its brand, engage with consumers, and support various projects, BRAC Bank Limited takes a comprehensive approach to its advertising, marketing, and sponsorship efforts. Let's examine each section in turn:

### 1. Advertising:

BRAC Bank use a range of advertising techniques to successfully convey its essential ideas and goods to its target market. To increase its audience and influence, it makes use of both conventional and digital advertising methods. BRAC Bank may target particular client categories with digital advertising, improve its campaigns, and track the results in real time.

### 2. Promotion:

BRAC Bank's promotion activities are designed to drive customer acquisition, increase product adoption, and enhance customer engagement. They implement a range of promotional tactics, such as limited-time offers, discounts, cashback incentives, and loyalty programs, which are communicated through various channels. By offering attractive incentives and creating a sense of urgency, BRAC Bank encourages customers to take advantage of its offerings, fostering customer loyalty and driving business growth.

### 3.Sponsorship Activities:

BRAC Bank engages in sponsorship activities aligned with brand values and CSR efforts, supporting sporting competitions, cultural celebrations, and neighborhood initiatives. These activities enhance BRAC Bank's reputation and goodwill, demonstrating its commitment to social change and community development.

### 4. Partnerships and Collaborations:

Through strategic partnerships with fintech firms, technology suppliers, and financial institutions, BRAC Bank broadens its client base, targets new consumer categories, and delivers cutting-edge goods and services. Through these collaborations, brands are promoted, customer experiences are improved, and market share is increased.

In conclusion, BRAC Bank's marketing plan is not complete without its advertising, promotion, and sponsoring efforts. The bank successfully promotes its brand, connects with consumers, and has a positive impact on society through captivating advertising campaigns, targeted promotions, strategic sponsorships, and successful collaborations. By monitoring and analyzing the results of these actions, BRAC Bank is able to modify its strategy, promote continuous development, and provide the most possible value to its stakeholders.





Figure 13 BRAC Bank TARA projects

## 2.6 Financial Performance and accounting practices:

BRAC Bank Limited has a solid track record of financial success and observes strict accounting standards, assuring accuracy, transparency, and regulatory compliance. The bank regularly achieves success by concentrating on crucial indicators such as revenue growth, profitability, asset quality, and capital sufficiency. The financial accounts of BRAC Bank give a thorough picture, and the bank's performance is frequently reported to shareholders, investors, and regulatory bodies.

- ❖ **Accounting Practices:** When creating its financial accounts, BRAC Bank complies with widely accepted accounting standards including the International Financial Reporting Standards (IFRS). The bank guarantees that its accounting practises comply with regional laws and regulations, such as those established by Bangladesh Bank, the nation's central bank. The dedicated finance and accounting team at BRAC Bank is made up of professionals who are well-versed in legal compliance and financial reporting standards. These professionals are in charge of accurately recording and reporting financial transactions in order to uphold the correctness, integrity, and reliability of the bank's financial information.
- ❖ **Internal Controls and Risk Management:** Internal controls and risk management are both extremely important to BRAC Bank, which places a high priority on both of these areas. To protect its assets, stop fraud, and assure the authenticity and integrity of financial records, the bank has put in place strict control measures. Internal audits are frequently carried out to evaluate the efficiency of internal controls and pinpoint opportunities for development. Additionally, BRAC Bank has built a thorough framework for risk management that detects, evaluates, and reduces a variety of risks related to its operations. This proactive method to risk management improves the bank's capacity to manage its finances and promotes long-term expansion.

- ❖ **Regulatory Compliance:** The BRAC Bank is dedicated to abiding by all applicable laws, rules, and regulations pertaining to the banking sector. The accounting practises employed by the bank adhere to the guidelines set by regulatory organisations including the Committee for Financial Reporting and the Bangladesh Bank. BRAC Bank participates in external audits carried out by recognized auditing companies and conducts periodic reviews to guarantee compliance with regulatory standards. The bank upholds openness, accountability, and confidence among its stakeholders by abiding by regulatory requirements.

In conclusion, BRAC Bank Limited exhibits great financial performance due to its adherence to reliable accounting procedures. BRAC Bank establishes itself as a trustworthy and reliable financial institution by upholding globally accepted accounting standards, maintaining efficient internal controls and risk management systems, guaranteeing regulatory compliance, and encouraging open communication with stakeholders.

## 2.7 Operation Management and informational system practices:

BRAC Bank Limited places a strong emphasis on effective operation management and makes use of information technology to boost efficiency, restructure workflows, and provide top-notch customer care. Let's examine their information system and operation management strategies in further detail:

- ❖ **Operational Efficiency:** BRAC Bank uses methods including process reengineering, automation, and continuous improvement to optimize its operational operations. The bank lowers costs and accelerates turnaround times by locating bottlenecks, getting rid of duplication, and optimizing procedures. The bank makes sure staff are prepared to carry out their responsibilities successfully and contribute to operational excellence by placing a strong emphasis on training and development programs.
- ❖ **Customer-Centric Approach:** The BRAC Bank places a high priority on customer-centricity, creating specialized goods and services based on consumer input and market analysis. When operations are managed effectively, interactions across touchpoints are smooth, improving customer satisfaction through quick, accurate, and individualized services.
- ❖ **Risk Management:** Effective risk management techniques are a top priority for BRAC Bank, which has implemented a comprehensive framework to address credit, operational, and compliance risks. The bank assures safety and security while complying with legal standards and industry best practices by utilizing reliable risk evaluation frameworks, data analytics, and internal control systems.
- ❖ **Business Continuity:** Business continuity planning is crucial for ensuring ongoing operations and top-notch service delivery, according to BRAC Bank. To deal with unforeseen interruptions like natural catastrophes, cybersecurity attacks, or system breakdowns, the bank has strong contingency procedures in place. These strategies include backup systems, disaster recovery locations, and crisis management procedures to protect the bank's operations and guarantee clients' uninterrupted service.

In conclusion, BRAC Bank Limited uses information technology and excellent operational management methods to boost productivity, improve customer service, and efficiently manage risks. BRAC Bank presents itself as a dependable and client-focused financial institution by putting a high priority on operational excellence, embracing technology, and developing a culture of constant innovation.



Figure 14 BRAC Bank site

## 2.8 Industry and competitive analysis:

- *SWOT analysis of BRAC Bank Limited:*



Figure 15 SWOT

### ▪ Strengths:

1. **Strong Brand Image:** BRAC Bank has established a strong brand identity and reputation in the banking sector, earning praise for its dependability, client-centered philosophy, and social responsibility programs.
2. **Wide Branch Network:** The bank has a wide network of branches across Bangladesh, providing customers with simple access to its services in both urban and rural areas.
3. **Financial services and products:** To satisfy the varied needs of its clients, BRAC Bank offers a broad range of financial products and services, including those for the retail banking sector, corporate banking, SME banking, and Islamic banking.
4. **Technological Advancements:** The bank promotes technology regularly invests in cutting-edge technologies in order to improve operational efficiency, improve customer experiences, and retain competitiveness in the realm of digital banking.

## ▪ Weaknesses:

1. **Dependence on Wholesale Funding:** BRAC Bank is significantly dependent on wholesale sources of financing, which might put it at risk for liquidity issues and interest rate changes.
2. **Concentration Risk:** The bank's loan portfolio may have concentrating risks in particular sectors or industries, putting it at risk for recessions or problems unique to such businesses.
3. **Limited Global Presence:** Because BRAC Bank's operations are predominantly centered on Bangladesh, it may not have as much access to global markets and development prospects.

## ▪ Opportunities:

1. **Expanding Financial sector:** Due to Bangladesh's financial sector's rapid expansion, BRAC Bank has the chance to increase its clientele and increase its market share.
2. **Digital Transformation:** As digital banking is more widely used, BRAC Bank has potential to improve its digital services, create cutting-edge products, and reach the expanding market of tech-savvy customers.
3. **Financial Inclusion:** Since a sizeable portion of Bangladesh's population lacks access to financial services, BRAC Bank may take advantage of financial inclusion programs to grow its clientele and reach underserved groups.

## ▪ Threats:

1. **Intense Competition:** Domestic and foreign businesses are striving for market share in Bangladesh's banking sector, which is marked by intense competition. Aggressive competition poses a challenge to BRAC Bank and might have an adverse effect on its profitability and development.
2. **Regulatory Changes:** BRAC Bank's operations, regulatory expenses, and profitability may be impacted by changes to banking rules or government policies.
3. **Economic Uncertainty:** The financial viability and asset quality of BRAC Bank may be threatened by changes in the economic climate, like higher interest rates, higher inflation, or political unrest.

## ❖ Organizational Culture:

### *Porter's Five Forces analysis of BRAC Bank Limited:*

#### 1. Threat of New Entrants:

Bangladesh faces mild threat from new competitors in the banking sector, but obtaining licenses and permits can be time-consuming and costly. This could potentially impact BRAC Bank's market position and profitability.

#### 2. Bargaining Power of Buyers:

Due to the wide range of alternatives available to clients, the high switching costs, and the loyalty and trust of those customers, the banking business has a moderate amount of bargaining leverage.

### 3. Bargaining Power of Suppliers:

BRAC Bank's main suppliers are technology companies, software vendors, and outside service providers, with limited negotiating leverage. These vendors negotiate favorable terms, prices, and service standards, crucial to the bank's operations.

### 4. Threat of Substitutes:

Due to technological improvements, the banking sector is moderately threatened by replacements including online payment systems, mobile wallets, and financial technology companies. To reduce the danger of replacement, BRAC Bank has to innovate and adapt to changing client demands.

### 5. Competitive Rivalry:

Bangladesh's banking industry faces intense competition from local and foreign banks, including fintech firms. BRAC Bank must maintain a competitive edge through differentiation, customer service, product offerings, and brand recognition. Innovation, market adaptation, and exceptional client experiences are crucial for success.

Overall, BRAC Bank competes in a competitive market with modest risks from new entrants, consumer negotiating leverage, and alternatives while having a strong brand image and a sizable branch network. For BRAC Bank to be successful, managing relationships with vendors and staying ahead of the market via innovation and customer-centric initiatives will be essential.

## 2.9 Summary for organization:

Bangladeshi financial organization BRAC Bank Limited places a high value on social responsibility, innovation, and client centricity. Organizational culture of the bank is built on fundamental principles including honesty, dedication to serving customers, cooperation, and innovation. It seeks to establish an atmosphere that encourages employee empowerment, growth, and engagement. In order to serve both urban and rural consumers, BRAC Bank provides a wide range of financial services and products. Through efforts for digital transformation and collaborations with financial technology firms, the bank fosters innovation, questions standards, and looks for novel solutions.

Additionally, BRAC Bank preserves its dedication to social responsibility, taking part in community development, environmental protection, and volunteer programs. The culture of the bank places a strong emphasis on lifelong learning and advancement, and it offers staff chances for training and development to advance their knowledge and abilities. The success of BRAC Bank Limited in the banking sector is largely attributable to its emphasis on client centricity, creativity, social responsibility, and staff involvement, which leads to stronger financial services and a beneficial effect on society.

## 2.10 Recommendations:

Recommendations for BRAC Bank Limited:

1. **Enhance Digital products:** BRAC Bank must keep investing in digital technology and growing its digital products in the fast-changing digital world. To give consumers easy, safe,



and streamlined experiences, the bank should concentrate on enhancing its mobile banking app, internet banking system, and other digital channels. Adopting cutting-edge technology like blockchain and artificial intelligence can also help the bank remain ahead of the curve and provide cutting-edge financial solutions.

2. **Enhance Risk Management:** BRAC Bank should keep improving its risk management procedures given the evolving character of the banking industry. In order to identify possible hazards and create effective risk mitigation methods, the bank needs regularly undertake risk assessments. To preserve client data and uphold confidence, this entails keeping abreast of legislative developments, upgrading fraud prevention techniques, and improving cybersecurity standards.

3. **Increase Market Exposure:** BRAC Bank might look for ways to increase both its domestic and global market presence. To broaden its reach and acquire access to new clientele, the bank may think about strategic alliances, mergers, or acquisitions. The bank can diversify its income streams and promote sustainable growth by entering unexplored markets or focusing on particular client segments.

4. **Promote an innovative culture:** BRAC Bank should promote an innovative culture and encourage staff members at all levels to offer suggestions and have a growth attitude. The bank can set up programs or innovation laboratories to help with idea generating, experimentation, and new project execution. Collaboration and the formation of cross-functional teams may also foster innovation and propel the creation of distinctive financial goods and services.

5. **Support Sustainability:** BRAC Bank has to progressively incorporate sustainability measures into its business activities. The bank can promote sustainable financing choices, build frameworks for evaluating the environmental and social impacts of its lending activities, and support programs that address social injustice and climate change. BRAC Bank can boost its reputation, draw in clients who value social responsibility, and help to create a future that is more sustainable by connecting with sustainable development goals.

6. **Invest in staff Development:** In order to improve staff skills, nurture leadership potential, and advance an excellence-oriented culture, BRAC Bank should prioritize ongoing employee development. To empower workers and foster their professional development, the bank can offer ongoing training programs, mentorship opportunities, and career promotion pathways. Employee loyalty and enthusiasm will increase if accomplishments are acknowledged and rewarded, and a pleasant work environment is fostered.

BRAC Bank Limited may improve client experiences, drive innovation, increase its position in the financial sector, and support social and sustainable growth by putting these suggestions into practice.



*Chapter 01*



*Report Part*

## Chapter 3: Report part

### 3.1 Introduction:

This article gives a general description of the internship undertaken at BRAC Bank Limited, a well-known financial organization active in Bangladesh's banking sector. In the report's opening section, a brief business history is given, underlining the company's position as a preeminent bank renowned for its customer-centric philosophy, creative solutions, and sound corporate governance. It goes into further detail on Bangladesh's banking sector, highlighting its importance and the environment of competition in which BRAC Bank works. The Human Resources (HR) division, which is essential to controlling the bank's talent, staff engagement, and organizational culture, was the focus of this internship. This internship was centered on the Human Resources (HR) division since it is essential to managing the bank's talent, teamwork, and organizational culture. The study dives into the particular HR tasks and initiatives carried out throughout the internship term, offering insights into the roles, difficulties, and achievements of the Human Resources team in a fast-paced banking environment.

### 3.2 Problem Statement:

Several significant difficulties were discovered when the intern was working in the Human Resources (HR) division of BRAC Bank Limited. The need to enhance staff engagement and retention tactics was one prevalent concern. The bank competes fiercely for talent in its business, so hiring and keeping the best employees is essential to keeping a competitive edge. Low employee morale, a dearth of possibilities for professional advancement, and poor recognition and incentive systems were issues the HR department had to deal with. These problems put employee happiness, productivity, and long-term company performance at risk. Therefore, the goal of this internship is to improve staff engagement and retention at BRAC Bank Limited by developing practical solutions.

### 3.3 Objective:

- Addressing the issues surrounding employee engagement and retention
- Goal: Increase employee happiness, motivation, and loyalty
- Create and implement plans and tactics to achieve the goal

### 3.4 Literature review:

Having the capacity to attract and inspire employees is essential for a company's success, especially in the highly competitive banking industry. In order to understand the importance of employee retention and engagement approaches in the banking sector, this literature study concentrates on the HR practices of BRAC Bank Limited.

The research comes to the conclusion that raising employee engagement and decreasing turnover rates require establishing a favorable work environment, providing possibilities for promotion, and putting in place efficient recognition and incentive systems. Numerous studies show that employee engagement has an advantageous impact on organizational results, such as greater production and financial success. Additionally, providing chances for employee development and progress is crucial for increasing engagement and decreasing turnover.



BRAC Bank Limited witnessed a 10.1% growth in earnings in 2022, highlighting its financial capacity and profitability despite an unfavorable global economic outlook. Bkash, a division of the bank, also proclaimed success. In addition, BRAC Bank recently introduced the Astha Lifestyle digital banking super app, offering its clients a wide range of lifestyle solutions.

The findings of the literature study are going to help BRAC Bank Limited enhance its procedures and keep its competitive advantage in the banking sector by focusing future research into the efficacy of employee retention and engagement initiatives.

## 3.5 Research Hypothesis:

### ❖ Research Questions:

- 1. How do targeted employee engagement programs impact employee satisfaction and motivation at BRAC Bank Limited?*
- 2. What is the relationship between growth opportunities and employee loyalty at BRAC Bank Limited?*
- 3. To what extent does the recognition and reward system influence employee engagement and retention at BRAC Bank Limited?*

### ❖ Hypothesis:

**Hypothesis 1: Targeted employee engagement programs positively impact employee satisfaction and motivation at BRAC Bank Limited.**

- The specific impact of embracing staff engagement initiatives on employee satisfaction and motivation is the focus of this research inquiry. It targets to understand the degree to which these efforts improve employee experiences and provide an appealing place to work.

**Hypothesis 2: There is a positive relationship between growth opportunities and employee loyalty at BRAC Bank Limited.**

- The objective of this research topic is to explore the relationship between giving employees chances for progress and employee loyalty. It aims to find out whether offering opportunities for career growth and promotion has a beneficial impact on worker commitment and lowers turnover rates within the company.

**Hypothesis 3: The recognition and reward system significantly influence employee engagement and retention at BRAC Bank Limited.**

- The significance of the acknowledgment and reward system in affecting the retention and engagement of staff members is the subject of this research inquiry. It tries to evaluate how an effective recognition and reward system might improve motivation, satisfaction with work, and organizational loyalty.

## 3.6 Methodology:

### ❖ **Research Design:**

For this internship, a mix of qualitative and quantitative methods was used in the study design. This mixed-methods methodology enabled a thorough grasp of the study's subject and offered a fair assessment of the efficiency of BRAC Bank Limited's staff engagement and retention tactics.

- **Data collection:** Both primary and secondary data gathering techniques were used to compile the data for this study.

### ▪ **Primary Data:**

- ❖ **Surveys:** To gather quantitative data from BRAC Bank Limited workers, a standardized questionnaire was created. The questionnaire was designed to gauge employee happiness, engagement, and opinions on the staff retention and engagement tactics that had been put into place.
- ❖ **Interviews:** To collect qualitative data, in-depth interviews with HR managers and chosen workers were held. The interviews explored into their perceptions, experiences, and insights on the efficiency of the initiatives put in place and how they affected employee retention and engagement.

### ❖ **Secondary Data:**

- ❖ **Internal Reports and Documents:** To acquire insight into the current staff engagement and retention procedures, relevant internal files, regulations, and records from BRAC Bank Limited were examined.
- ❖ **Academic Literature:** To investigate current ideas, theories, and best practices on staff engagement, preservation, and hiring methods in the banking business, a thorough study of the academic literature was undertaken.
- ❖ **Data analytic:** Relevant qualitative and quantitative analytic techniques were used to examine the data that had been gathered. Statistical software was used to evaluate the quantitative data from the surveys in order to provide correlation, inferential, and descriptive statistics. In order to find patterns, themes, and recurrent ideas, the qualitative data collected from interviews was transcribed and subjected to thematic analysis.
- ❖ **Ethics:** Throughout the course of the investigation, ethical issues were taken into account. Participants gave their informed permission after being assured of secrecy and privacy. To ensure that the participants' rights and welfare were protected, the research was carried out in conformity with ethical standards and principles.
- ❖ **Limitations:** It's crucial to acknowledge that the process has certain drawbacks. The sample size and ability to be generalized of the results may have been influenced by the research's constrained time span. The use of self-reported data and other response biases may also have affected the outcomes.

Overall, the technique selected, which used a combination of methods with interviews and surveys, gave a thorough grasp of the study issue and enabled triangulation of the results. The

mix of quantitative and qualitative data enabled more in-depth understanding of how well BRAC Bank Limited's staff retention and engagement tactics work.

### 3.7 Finding and analysis:

#### ❖ Survey response

- *For Candidate:*

Have you heard about BRAC Bank Limited as an employer before applying for this position?  
9 responses

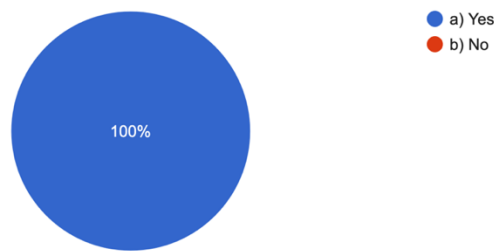


Figure 16 Question 1 for Candidate

All of the candidate (100%) interviewed has heard about BRAC Bank Limited as an employer before applying for their position

According to the data, when they were applying for their current position, 100% of the interviewees knew that BRAC Bank Limited was an employer. The bank's solid reputation and significance in the job market are shown by this high degree of brand awareness. It shows that the bank is seen positively as an employer and reflects well on that opinion. This knowledge may result in more qualified applicants as well as candidates of higher quality. It emphasises how important it is to maintain an excellent employer brand and make investments in employer branding techniques in order to continue attracting top talent and keep an edge over competitors in the banking sector.

What motivated you to apply for a position at BRAC Bank Limited?

9 responses

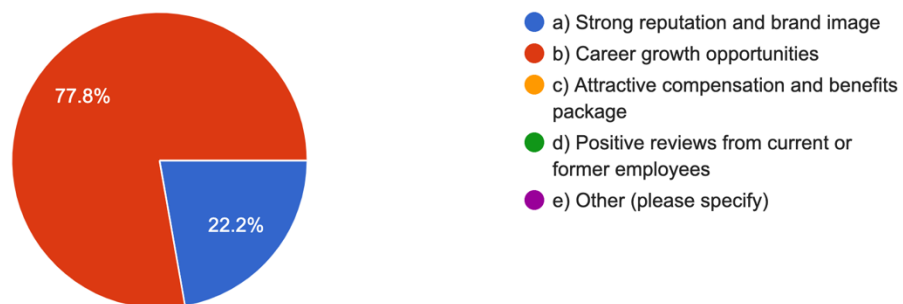


Figure 17 Question 2 for Candidate

77.8% Candidates said that they applied for their position at BRAC Bank because of Career growth opportunities, where 22.2% said they applied for strong reputation and brand image of BRAC Bank.

According to the survey, a significant proportion of applicants (77.8%) searched for jobs at BRAC Bank Limited because of the prospects for advancement in their careers it provides. It indicates that one of the main factors impacting candidates is the bank's reputation for offering opportunities for professional development and promotion. However, 22.2% of applicants stated that they applied to BRAC Bank because of its solid reputation and positive brand image. This shows how important an excellent brand impression making of the bank is in attracting some of its candidate pool. The results highlight the importance of highlighting career advancement opportunities and maintaining a strong brand identity to draw in and keep exceptional people in the cutthroat employment market.

How did you become aware of the job opening at BRAC Bank Limited?

9 responses

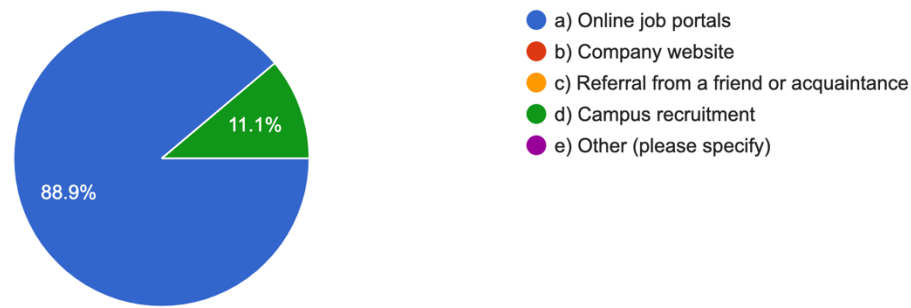


Figure 18 Question 3 for Candidate

88.9% candidates became aware of the job opening at BRAC Bank Limited . On the other hand, 11.1% candidates was aware though campus recruitment.

According to the data, a sizeable percentage of applicants (88.9%) learned about the job vacancies at BRAC Bank Limited from sources other than campus recruiting. This shows that the bank uses a variety of efficient techniques, such as online job portals, social media, referrals, and direct applications, to spread word about opportunities for employment to a wide audience. However, 11.1% of applicants discovered the positions through campus recruiting, highlighting the bank's strong participation in academic institutions and application of this strategy for attracting in new talent. The bank is able to recruit both seasoned professionals and fresh graduates thanks to its varied strategy to recruitment, which assures a wide reach.

What aspects of BRAC Bank Limited's employer branding attracted you the most?

9 responses

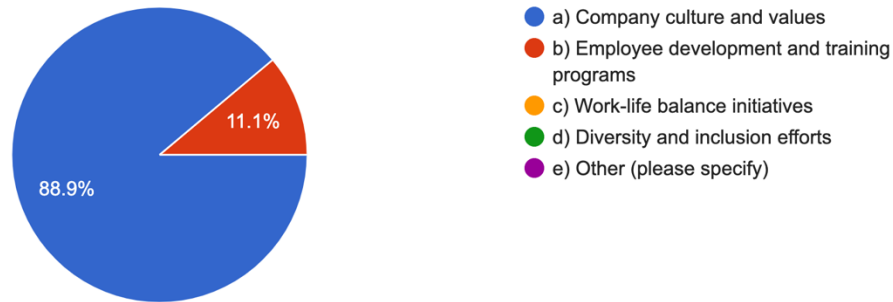


Figure 19 Question 4 for Candidate

About 89% candidates feel attracted towards BRAC Bank limited's employer branding is company culture and values while other 11% believes it is employee development and training programs.

According to the study, the values and culture of the business are what most candidates (89%) find appealing to BRAC Bank Limited as their place of employment. The organisational culture of the bank has therefore been effectively articulated and shown, and it appears to be in line with the values that potential employees find appealing. On the other side, 11% of applicants feel drawn to the bank because of its staff training and development initiatives. This emphasises the value of the bank's commitment in possibilities for career progression and on-going education, which may act as a powerful motivator for applicants pursuing professional advancement. In conclusion, these data highlight the importance of both a strong corporate culture and staff development initiatives in attracting and maintaining talent at BRAC Bank Limited.

How well did the recruitment process at BRAC Bank Limited showcase the organization's values and work environment?

9 responses

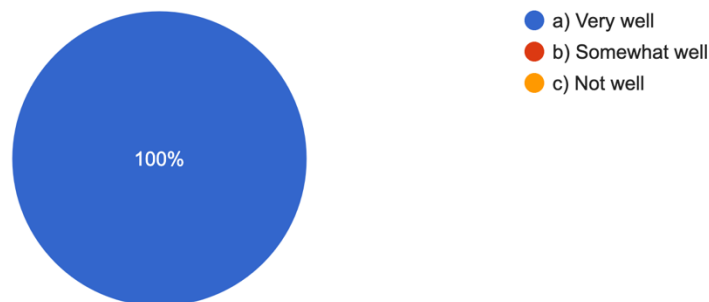


Figure 20 Question 5 for Candidate

100% candidates agreed that recruitment process at BRAC Bank Limited showcase the organization value and environment very well.

According to the inquiry, every applicant (100%) agreed that BRAC Bank Limited's hiring procedure does a good job of showcasing the company's culture. This affirmative response shows that the bank has built a hiring procedure that correctly represents its fundamental principles and gives potential employees a clear picture of the workplace. The chance of discovering people who will succeed in the organisation rises thanks to the recruiting process's alignment with the organization's principles, which attracts applicants who connect with the bank's culture. It also implies that the bank's hiring staff is skilled at conveying the bank's values and fostering a favourable perception of the business during the hiring process.

Did you find the job description and requirements provided by BRAC Bank Limited accurate and clear?

9 responses

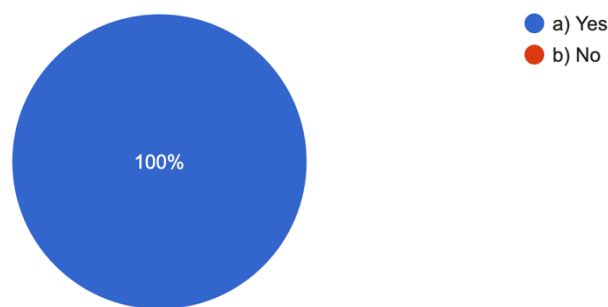


Figure 21 Question 6 for Candidate

100% candidates agreed that the job description and requirements provided by BRAC Bank Limited accurate and clear.

According to the study, 100% of the candidates thought the job description and criteria given by BRAC Bank Limited were genuine and reasonable. This suggests that the bank has successfully disseminated the essential details on the responsibilities and obligations of the jobs, as well as the prerequisite knowledge and abilities. Giving candidates accurate and detailed job descriptions allows them to decide whether they are a good fit for the positions and guarantees that they know exactly what is expected of them. The recruiting process may go more smoothly and there may be a greater chance of attracting individuals who are qualified for the position as a result of the job descriptions' level of clarity.

How did BRAC Bank Limited differentiate itself from other organizations during the recruitment process?

9 responses

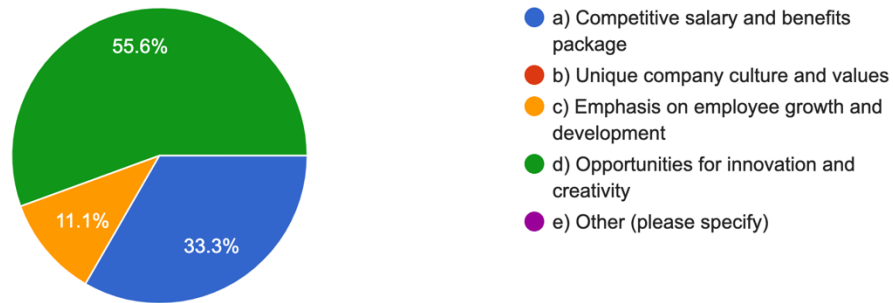


Figure 22 Question 7 for Candidate

According to the survey results, 55.6% of candidates believe that BRAC Bank Limited distinguishes itself from other organizations during the recruitment process by offering ample opportunities for innovation and creativity. Additionally, 33.3% of candidates perceive the organization's competitive salary and benefits package as the primary differentiation factor. Lastly, 11.1% of candidates identify the emphasis on employee growth and development as the key aspect that sets BRAC Bank Limited apart from other organizations during the recruitment process.

According to the study findings, BRAC Bank Limited distinguishes out in the hiring process through offering opportunities for creativity and innovation, according to 55.6% of applicants. Additionally, 11.1% note the emphasis on employee growth and development, while 33.3% point to the competitive wage and benefits package as the significant distinction. These results underline the bank's distinct advantages in encouraging innovation, offering competitive pay, and encouraging career growth. By utilising these elements, BRAC Bank may successfully set itself apart from other companies and draw top people in the competitive employment market.

Did you receive clear communication and timely updates throughout the recruitment process?

9 responses

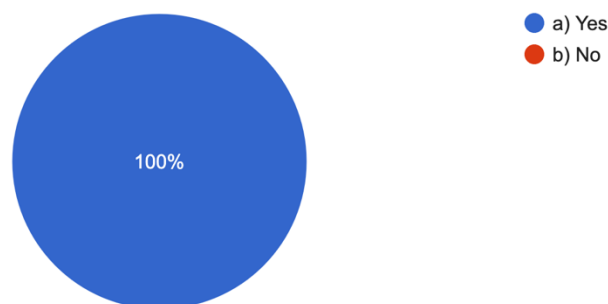


Figure 23 Question 8 for Candidate

The survey results indicate that all candidates, comprising 100% of the respondents, unanimously agreed that they received clear communication and timely updates throughout the entirety of the recruitment process.

According to the survey results, all applicants felt that BRAC Bank Limited provided timely updates and clear communication throughout the whole recruiting process. This shows that the bank has built effective communication systems and procedures to keep applicants informed and interested throughout the hiring process. A appealing candidate experience is facilitated by clear communication that enables applicants to understand the various stages of the process, expectations, and schedules. BRAC Bank Limited exhibits its dedication to professionalism and applicant involvement throughout the hiring process by offering constant and open communication.

On a scale of 1 to 5, how well did the HR department represent the organization during the recruitment process?

9 responses

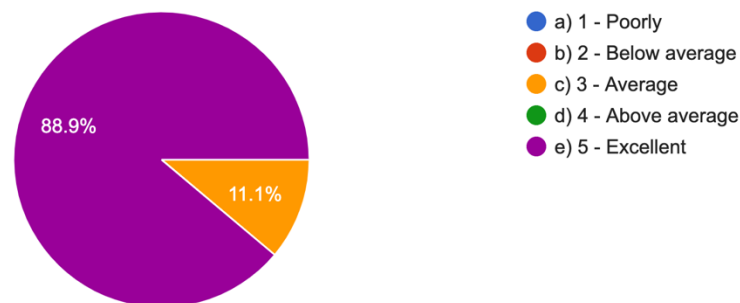


Figure 24 Question 9 for Candidate

According to the survey conducted on a scale of 1 to 5, a significant majority of 88.9% of candidates rated the HR department's representation of the organization during the recruitment process as excellent (scored 5). Additionally, a smaller percentage of 11.1% of candidates rated it as average (scored 3).

According to the poll results, an overwhelming majority of applicants (88.9%) thought the HR department did a great job promoting BRAC Bank Limited during the recruitment procedure (scoring 5 on a 1 to 5 scale). This shows that the HR division successfully communicated the company's principles, culture, and professionalism to the candidates, making a good impression. But fewer applicants (11.1%) gave the representation an average rating (a score of 3). This shows that in order to provide a consistently superior candidate experience, there could be opportunity for improvement in some areas of the HR department's representation. By addressing any problem areas, the organisation may improve the hiring procedure and build a stronger reputation as an employer of choice.



Based on your overall experience with BRAC Bank Limited's talent acquisition and employer branding efforts, how likely are you to recommend the organization to a friend or colleague?

9 responses

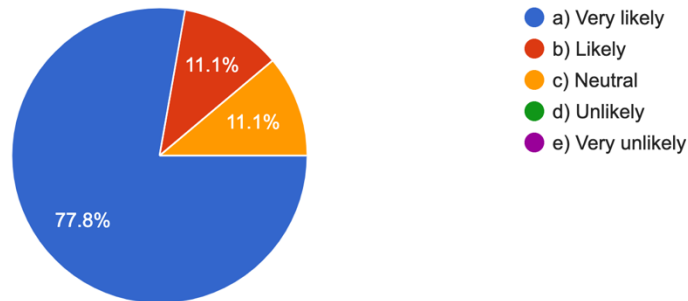


Figure 25 Question 10 for Candidate

According to the collective experience concerning talent acquisition and employer branding efforts at BRAC Bank Limited, 77.8% of candidates expressed a high likelihood of recommending the organization to a friend or colleague. Additionally, 11.1% of candidates indicated a moderate likelihood of recommendation, while an equal percentage of 11.1% remained neutral in their opinion regarding recommending the organization to others. Based on the findings of the poll, a significant proportion of applicants (77.8%) said that they would be highly likely to suggest the company to a friend or colleague. This is in line with the cumulative experience of talent acquisition and employer branding activities at BRAC Bank Limited. This suggests a favorable opinion and level of satisfaction with their total recruiting process experience. Additionally, 11.1% of candidates expressed a moderate chance of recommending the organization, suggesting an overall favorable views. However, the same amount of 11.1% did not have a strong view about promoting the company to others. These results emphasize the value of ongoing initiatives to improve the applicant experience and advance the company's standing as a top employer.

### • *For Managers:*

How would you describe the talent acquisition strategy of BRAC Bank Limited?

8 responses

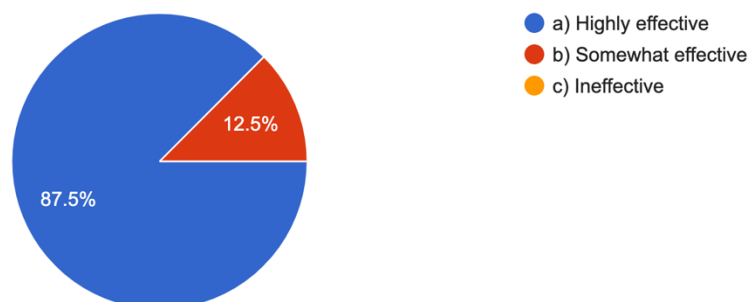


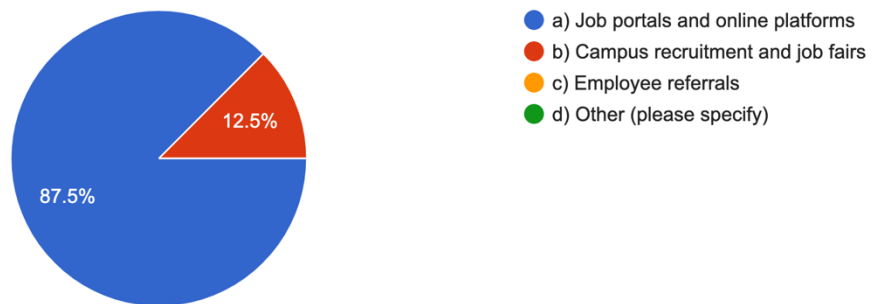
Figure 26 Question 1 for Managers

87.5% managers think the talent acquisition strategy is highly effective of BRAC Bank Limited where 12.5% managers think it is somewhere effective.

The survey's findings show that the majority of managers (87.5%) think BRAC Bank Limited's talent acquisition approach is very successful. This shows that the managerial team has a favourable opinion of the bank's strategy for recruiting and utilising talent. The effectiveness of the bank's talent acquisition strategy indicates that it is successful in finding and selecting suitable applicants who satisfy the needs of the organisation and contribute to its success. There may be room for improvement in the talent acquisition process since just 12.5% of managers believe the approach to be somewhat successful. By addressing any issues or potential improvements, the talent acquisition plan can be made even more effective, ensuring that the bank continues to draw in and keep top personnel.

#### What methods does the HR department use to attract and recruit top talent?

8 responses



2 for Managers

87.5% managers agreed that HR department use job portals and online platforms to attract and recruit top talent while 12.5% managers agreed campus recruitment and job fairs.

The majority of managers (87.5%) who responded to the poll felt that BRAC Bank Limited's HR department makes effective utilise of job websites and other channels to find and recruit outstanding talent. This suggests that the bank is aware of the significance of utilising digital platforms to reach a larger applicant pool and improve the effectiveness of online recruiting platforms. A slightly smaller number of managers (12.5%) also agreed that the HR department makes use of job fairs and campus recruitment. This implies that in order to recruit talent, the bank also understands the significance of connecting with potential applicants through direct campus outreach and taking part in job fairs.

BRAC Bank Limited may expand its reach and attract in a varied pool of qualified candidates for a range of roles by combining job portals, internet platforms, campus recruiting, and job fairs.

### How does BRAC Bank Limited establish its employer brand to attract potential candidates?

8 responses

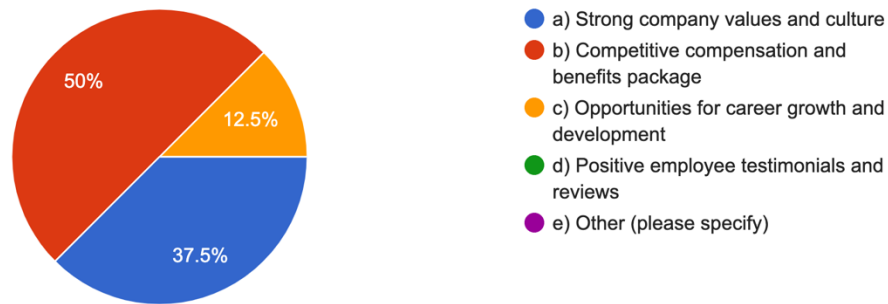


Figure 28 Question 3 for Managers

50% managers think by competitive compensation and benefits package, BRAC Bank Limited establish its employer brand to attract potential candidates. On the other hand, 37.5% think by strong company values and culture & 12.5% think by opportunities for career growth and development.

According to the survey's findings, 50% of managers think that BRAC Bank Limited builds its employer brand by offering a competitive benefits and salary package to recruit applicants. This shows that the bank understands the value of providing competitive pay and benefits to promote itself as a top employer in the industry. Furthermore, 37.5% of managers believe that the bank creates a great employer brand through its corporate culture and values. This emphasises how important it is to promote an organization-wide sense of purpose and values as well as a healthy work environment. Additionally, 12.5% of managers think that the bank's employer brand has been established because of the prospects for professional advancement. It also means that the bank places a strong emphasis on staff development initiatives to entice individuals who emphasise career progression. BRAC Bank Limited can effectively develop its employer brand and draw top talent in the competitive job market by concentrating on attractive salaries, strong values and culture, and career progression prospects.

### How does the HR department assess the suitability of candidates during the recruitment process?

8 responses

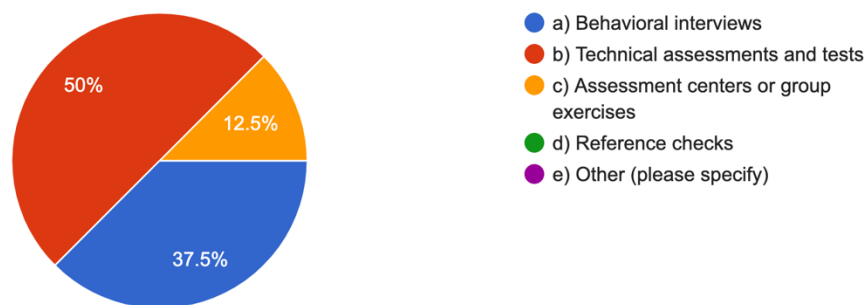


Figure 29 Question 4 for Managers

50% managers think by technical assessments and test, HR department assess the suitability of candidates during the recruitment process. On the other hand, 37.5% think by behavioral interviews & 12.5% think by assessment centers or group exercise.

According to the study results, 50% of managers think that technical assessments and tests are used by BRAC Bank Limited's HR department to determine a candidate's appropriateness throughout the recruitment procedure. This shows that the bank values assessing applicants' technical expertise and knowledge to make sure they are qualified for the open positions.

Furthermore, 37.5% of managers believe that behavioural interviews are used to evaluate applicants. This implies that the bank concentrates on comprehending the behavioural capabilities and traits of individuals to assess their compatibility with the business.

Additionally, 12.5% of managers think that group activities or assessment centres are utilised to evaluate candidates' talents. This underlines the importance the bank has on assessing applicants through role-playing and group discussions that imitate real-world situations.

BRAC Bank Limited can efficiently analyse individuals' corresponded to for the organisation and make sensible recruiting choices by combining technical assessments, behavioural interviews, and assessment centres.

How does the HR department ensure a positive onboarding experience for new employees?

8 responses

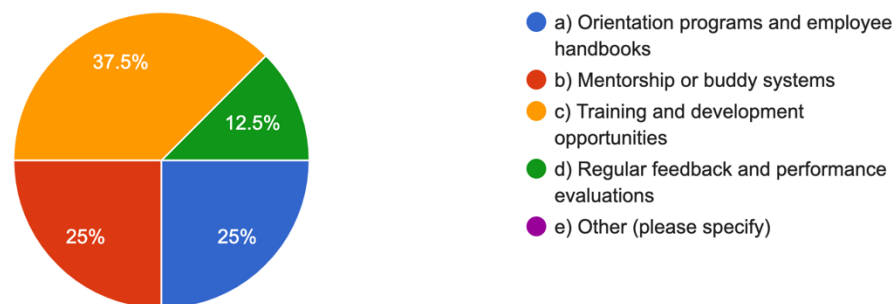


Figure 30 Question 5 for Managers

37.5% of managers agree that HR departments create a great onboarding experience for new hires through training and development opportunities, while 25% believe mentorship or the buddy system, and 25% feel orientation programmes and employee handbooks are to blame. The remaining 12.5% of the managers, on the other hand, believe it to be routine performance reviews and feedback.

How does BRAC Bank Limited retain and engage its employees?

8 responses

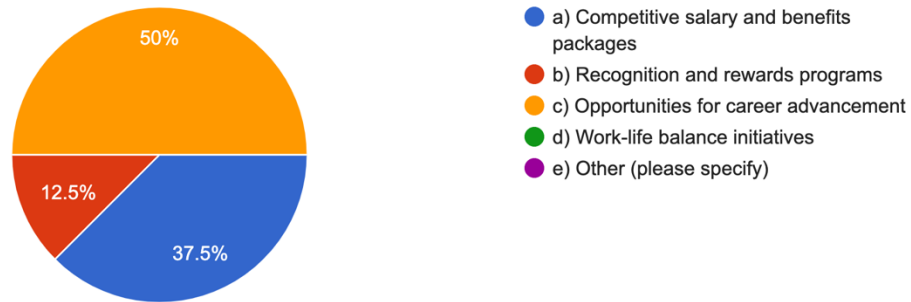


Figure 31 Question 6 for Managers

50% managers think by opportunities for career advancement, BRAC Bank Limited retain and engage its employees. On the other hand, 37.5% think by competitive salary and benefits packages & 12.5% think by recognition and rewards programs. A appealing onboarding experience, in the opinion of 37.5% of managers at BRAC Bank Limited, is facilitated by training and development opportunities, according to the poll. Additionally, 25% of managers highlight the value of buddy or mentoring programmes, while another 25% do the same for orientation sessions and employee handbooks. Regular performance reviews and feedback are important to the remaining 12.5% of managers. By focusing on these elements, BRAC Bank can make sure that new employees have a smooth transition, get the assistance they require, and have access to possibilities for advancement, resulting in a great onboarding experience.

How does the HR department measure the effectiveness of its talent acquisition and employer branding efforts?

8 responses

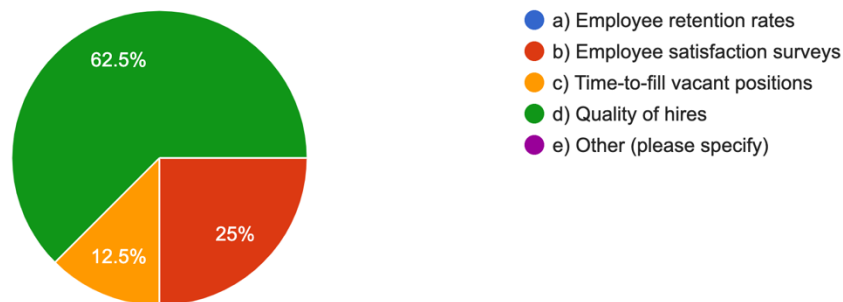


Figure 32 Question 7 for Managers

62.5% managers think the HR department measure the effectiveness of its talent acquisition and employer branding efforts by quality of hires while 25% managers think its employee satisfaction surveys and 12.5% think it's time to fill vacant position.

According to the poll, 62.5% of managers at BRAC Bank Limited think that the quality of recruiting is a good indication of how effective employer branding and talent acquisition activities are. This shows the bank's dedication to finding and hiring exceptional people who meet the needs of the company. Additionally, 25% of managers stated that surveys of staff feedback are used to evaluate the success of these initiatives, highlighting the significance of employee input. Furthermore, the amount of time spent creating open positions is a critical statistic for 12.5% of managers. BRAC Bank Limited may analyse and improve its employer branding and talent acquisition initiatives by taking these variables into account.

## ❖ Data Analysis:

### *For Candidates*

Table 1

Summary of Candidate	Percentage
Candidates heard about BRAC Bank before applying	100%
Reasons for applying:	
- Career growth opportunities	77.8%
- Strong reputation and brand image	22.2%
How candidates became aware of job opening:	
- General awareness	88.9%
- Campus recruitment	11.1%
Factors attracting candidates to BRAC Bank:	
- Company culture and values	89%
- Employee development and training programs	11%
Perception of recruitment process:	
- Showcasing organization values and environment	100%
Job description and requirements accuracy:	
- Accurate and clear	100%
Differentiating factors during recruitment process:	
- Opportunities for innovation and creativity	55.6%
- Competitive salary and benefits package	33.3%
- Emphasis on employee growth and development	11.1%
Communication and updates during recruitment process:	
- Clear and timely	100%
HR department representation:	
- Excellent (rated 5)	88.9%
- Average (rated 3)	11.1%
Likelihood of recommending BRAC Bank:	
- Very likely	77.8%

Summary of Candidate	Percentage
- Likely	11.1%
- Neutral	11.1%

## *For Managers*

*Table 2*

Survey Question of Managers	Percentage
Talent acquisition strategy of BRAC Bank Limited is highly effective	87.5%
HR department uses job portals and online platforms to attract and recruit top talent	87.5%
Competitive compensation and benefits package establish the employer brand of BRAC Bank Limited	50%
Technical assessments and tests are used to assess candidate suitability during the recruitment process	50%
Training and development opportunities ensure a positive onboarding experience for new employees	37.5%
Opportunities for career advancement contribute to employee retention and engagement at BRAC Bank Limited	50%
HR department measures the effectiveness of talent acquisition and employer branding efforts by quality of hires	62.5%
Employee satisfaction surveys are used to measure the effectiveness of talent acquisition and employer branding efforts	25%
Time to fill vacant positions is used to measure the effectiveness of talent acquisition and employer branding efforts	12.5%

### ❖ Analysis of Data

This section summarizes the information gathered from managers and candidates about how BRAC Bank Limited regards hiring new employees and building a strong employer brand. The data offers valuable insight on the success of the bank's hiring practices and employer brand.

### ❖ Candidate Perspective:

#### 1. Awareness and Attraction:

- All of the applicants who were interviewed knew about BRAC Bank Limited as an employer before they were contacted.
- The reasons why 77.8% of the applicants chose BRAC Bank as their employer were prospects for professional advancement, while 22.2% mentioned the bank's solid reputation and brand image.
- 88.9% of the applicants learned about BRAC Bank employment positions through various sources, with campus recruitment accounting for 11.1% of those inquiries.
- The business culture and values of BRAC Bank attracted 89% of the candidates, while 11% placed more emphasis on staff development and training programs.

2. The hiring procedure at BRAC Bank received unanimous approval from applicants as an effective means of showcasing the company's culture and principles.
  - All applicants concurred that the job descriptions and specifications offered by BRAC Bank were precise and understandable.
  - According to 55.6% of the applicants, BRAC Bank set itself apart throughout the hiring process by providing room for creativity and innovation.
3. **Communication and Experience:** Throughout the hiring process, 100% of the applicants reported receiving timely updates and clear communication.
  - 88.9% of applicants gave the HR department's representation of the company during the hiring process a rating of outstanding on a scale of 1 to 5.
4. **Recommendation:** Based on their overall impressions, 77.8% of the applicants said they were very likely to refer a friend or work colleague to BRAC Bank Limited.

### ❖ Manager Perspective:

1. **Talent Acquisition strategy:**
  - According to 87.5% of managers, BRAC Bank's talent acquisition approach is very successful.
2. **Recruitment Techniques:**
  - 87.5% of managers concurred that the HR division used internet platforms and job portals to successfully entice top talent.
3. **Employer branding:**
  - According to 50% of the managers, attractive pay and benefits helped BRAC Bank build its reputation as a great place to work.
  - A strong business culture and values are crucial in luring recruits, according to 37.5% of the managers.
4. **The recruitment process and onboarding:**
  - According to 50% of the managers, technical evaluations and exams were useful in determining a candidate's suitability.
  - Of the managers surveyed, 37.5% emphasized the value of behavioral interviews in the hiring process.
  - Of the managers surveyed, 37.5% said that possibilities for training and development guaranteed a good onboarding experience.
5. **Retention and Engagement of Employees:**
  - Opportunities for professional growth were highlighted as a critical element in employee engagement and retention by 50% of the managers.
6. **Evaluation of Effectiveness:**
  - 62.5% of the managers said that a key indicator of how well talent acquisition activities were working was the quality of new employees.

The data collected from both applicants and managers shows a positive assessment of BRAC Bank Limited's employer branding and talent acquisition procedures. Candidates have been



attracted to the bank because of its focus on career development possibilities, solid reputation, competitive pay, and nice recruiting process, which has contributed to developing a great employer brand image. Manager feedback indicates that the HR department's talent acquisition initiatives have been successful in luring top personnel. These conclusions show that BRAC Bank Limited has been successful in hiring talent and is dedicated to giving candidates a good experience.

### ❖ List of major findings:

- BRAC Bank has a strong brand image, with all candidates being aware of it before applying.
- Candidates are attracted to the bank for its career growth opportunities and positive company culture.
- The recruitment process effectively showcases the bank's values and provides accurate job descriptions.
- Innovation and competitive benefits differentiate the bank's recruitment process.
- Managers rate BRAC Bank's talent acquisition strategy as highly effective, utilizing online platforms.
- A competitive compensation package and technical assessments contribute to the bank's employer brand.
- Measurement practices focus on quality of hires and employee satisfaction surveys.

## 3.8 Conclusion and limitations:

In conclusion, this internship report examined BRAC Bank Limited's efforts in employer branding and talent acquisition using information gathered from applicants and managers. The results offer insightful information on the organization's hiring practices, employee perception of the employer brand, and general efficacy of talent acquisition efforts. From the standpoint of job seekers, it is clear that BRAC Bank Limited has effectively built a solid employer brand and reputation. The organization's prospects for career advancement have emerged as the main draw for applicants to BRAC Bank. The organization has had success recruiting applicants through its employer branding initiatives, notably in terms of corporate culture and values. The hiring process was seen favorably because of the transparent communication, accurate job descriptions, and timely information was provided to candidates.

The managers' perspective confirms the success of BRAC Bank's talent acquisition strategy. With the help of college recruiting, career portals, and other online channels, top talent has been attract. Possibilities for professional progression, competitive salary and benefits packages, and competitive benefits packages were important elements of the company's employer brand. Managers also highlighted the value of employing a variety of procedures, including as technical assessments and behavioural interviews, to decide if an applicant is qualified.

Several suggestions have been made to further improve the employer branding and talent acquisition activities at BRAC Bank Limited based on the data and research. These suggestions stress the need of bolstering employer branding activities, improving the hiring

procedure, promoting a great onboarding experience, putting an emphasis on employee engagement and retention, monitoring effectiveness, and supporting ongoing development and adaptation.

These suggestions can help BRAC Bank Limited improve the applicant experience while increasing its capacity to attract, hire, and retain top people. This will help the company become more successful overall and become a top employer in the banking sector.

### 3.9 Recommendation:

Several suggestions may be made to improve talent acquisition and employer branding at BRAC Bank Limited based on the data and analysis performed in this internship report as well as the insights deduced from the models employed. These suggestions are meant to enhance the company's capacity to draw in top talent, foster a great applicant experience, and successfully engage and retain staff members.

#### ❖ *Strengthen Employer Branding Efforts :*

- By Consistently Showcasing the Company Culture, Values, and Employee Development Programs in All Employer Branding Initiatives, BRAC Bank Can Build On Its Solid Reputation and Brand Image.
- Emphasize the Unique Opportunities for Career Growth and Advancement Available at BRAC Bank, Illustrating a Clear Path for Employees to Advance Within The Organization.

Utilize social media and digital channels to connect with and successfully communicate the employer brand to prospective employees, especially the younger generation.

#### ❖ *Enhance the hiring process:*

- By continuing to use job boards and other online platforms to find top talent and looking into the possibilities of college hiring and job fairs to access a wide pool of applicants.
- Use technical evaluations, behavioral interviews, assessment centers, and group activities to evaluate candidates' appropriateness.
- Ensure that job descriptions and requirements are precise and unambiguous in order to match candidate expectations with organizational needs.

#### ❖ *Foster a Positive Onboarding Experience:*

- To ensure a seamless transition for new workers, develop thorough onboarding programs that include orientation sessions, buddy or mentor systems, and the issuance of employee handbooks.
- Implement frequent performance reviews and feedback tools to encourage continued improvement while an employee is still in the learning process.

### ❖ *Focus on Employee Engagement and Retention:*

- Constantly make investments in training and development opportunities for staff members to improve their talents and skills, creating a clear route for professional growth within the company.
- Create competitive compensation and benefit plans to entice and keep top personnel while also honoring and rewarding employees' accomplishments and efforts.
- Create a welcoming and inclusive work atmosphere that promotes cooperation, creativity, and innovation while making sure that staff members feel appreciated and driven.

### ❖ *Measure and Evaluate Talent Acquisition Effectiveness:*

- Conduct routine employee satisfaction surveys to evaluate the success of talent acquisition activities and highlight areas for development.
- Track important hiring data, such as the length of time it takes to fill a position, the quality of employees, and retention rates, to assess the effectiveness of talent acquisition methods.

### ❖ *Continuous Improvement and Adaptation:*

- Review and update employer branding and talent acquisition strategy frequently to stay on top of changing market trends, applicant preferences, and industry best practices.
- Request feedback from applicants, staff members, and managers to gain knowledge and take into account their recommendations for enhancing the hiring procedure and overall employee experience.

These suggestions can help BRAC Bank Limited improve its efforts in employer branding and recruiting top personnel. In consequence, this will bring in more quality candidates, improve the candidate experience, and establish an environment that promotes employee development, engagement, and retention. The company has to regularly assess its performance and make necessary tactical adjustments if it is to remain competitive in the challenging employment market and successfully meet the evolving needs of its employees.

# Appendix A.

Offer letter from BRAC Bank:



**Private & Confidential**

Ref: BBL|HR|Offer|23000000|384282

**Ms. Nabila Islam**

Fateh Ali Munshi Bari, Nanupur, Fatikchhari,  
Fatikchhari, Fatikchhari  
, Chittagong  
4350

**Sub: Letter of Internship**

Dear Ms. **Nabila Islam**,

We are pleased to offer you an internship program with BRAC Bank Limited for a period of 3 months in **Talent Acquisition and Employer Branding Department of Human Resources Division** from **Feb 12, 2023, 10:00 AM**. You will be provided an honorarium of Taka **10000** per month.

Please note that any information and data collected by you during the course of your internship should be kept confidential at all times.

You are required to respond to this offer by Feb 16, 2023, 1:15 PM. We appreciate your interest in BRAC Bank Limited.

With Regards

A handwritten signature in black ink, appearing to read "Akhteruddin Mahmud", written over a light blue horizontal line.

**Akhteruddin Mahmud**  
**Head of Human Resources**  
Human Resources Division  
BRAC Bank Limited

In case of any queries, please connect with us @ [recruitment@bracbank.com](mailto:recruitment@bracbank.com).

## Questionnaire:

### ❖ For Candidates (Set 1):

1. Have you heard about BRAC Bank Limited as an employer before applying for this position?
  - a) Yes
  - b) No
2. What motivated you to apply for a position at BRAC Bank Limited?
  - a) Strong reputation and brand image
  - b) Career growth opportunities
  - c) Attractive compensation and benefits package
  - d) Positive reviews from current or former employees
  - e) Other (please specify)
3. How did you become aware of the job opening at BRAC Bank Limited?
  - a) Online job portals
  - b) Company website
  - c) Referral from a friend or acquaintance
  - d) Campus recruitment
  - e) Other (please specify)
4. What aspects of BRAC Bank Limited's employer branding attracted you the most?
  - a) Company culture and values
  - b) Employee development and training programs
  - c) Work-life balance initiatives
  - d) Diversity and inclusion efforts
  - e) Other (please specify)
5. How well did the recruitment process at BRAC Bank Limited showcase the organization's values and work environment?
  - a) Very well
  - b) Somewhat well
  - c) Not well
6. Did you find the job description and requirements provided by BRAC Bank Limited accurate and clear?
  - a) Yes
  - b) No
7. How did BRAC Bank Limited differentiate itself from other organizations during the recruitment process?
  - a) Competitive salary and benefits package
  - b) Unique company culture and values
  - c) Emphasis on employee growth and development
  - d) Opportunities for innovation and creativity
  - e) Other (please specify)
8. Did you receive clear communication and timely updates throughout the recruitment process?
  - a) Yes
  - b) No
9. On a scale of 1 to 5, how well did the HR department represent the organization during the recruitment process?
  - a) 1 - Poorly
  - b) 2 - Below average
  - c) 3 - Average
  - d) 4 - Above average
  - e) 5 - Excellent
10. Based on your overall experience with BRAC Bank Limited's talent acquisition and employer branding efforts, how likely are you to recommend the organization to a friend or colleague?
  - a) Very likely
  - b) Likely
  - c) Neutral
  - d) Unlikely
  - e) Very unlikely

❖ **For Managers (Set 2):**

1. How would you describe the talent acquisition strategy of BRAC Bank Limited?
  - a) Highly effective
  - b) Somewhat effective
  - c) Ineffective
2. What methods does the HR department use to attract and recruit top talent?
  - a) Job portals and online platforms
  - b) Campus recruitment and job fairs
  - c) Employee referrals
  - d) Other (please specify)
3. How does BRAC Bank Limited establish its employer brand to attract potential candidates?
  - a) Strong company values and culture
  - b) Competitive compensation and benefits package
  - c) Opportunities for career growth and development
  - d) Positive employee testimonials and reviews e) Other (please specify)
4. How does the HR department assess the suitability of candidates during the recruitment process?
  - a) Behavioral interviews
  - b) Technical assessments and tests
  - c) Assessment centers or group exercises
  - d) Reference checks
  - e) Other (please specify)
5. How does the HR department ensure a positive onboarding experience for new employees?
  - a) Orientation programs and employee handbooks
  - b) Mentorship or buddy systems
  - c) Training and development opportunities
  - d) Regular feedback and performance evaluations
  - e) Other (please specify)
6. How does BRAC Bank Limited retain and engage its employees?
  - a) Competitive salary and benefits packages
  - b) Recognition and rewards programs
  - c) Opportunities for career advancement
  - d) Work-life balance initiatives
  - e) Other (please specify)
7. How does the HR department measure the effectiveness of its talent acquisition and employer branding efforts?
  - a) Employee retention rates
  - b) Employee satisfaction surveys
  - c) Time-to-fill vacant positions
  - d) Quality of hires
  - e) Other (please specify)

## References

1. Dhaka tribune, April 12, 2023 , Brac Bank reports double-digit profit growth in 2022,
2. Dhaka tribune, January 26, 2023, Brac Bank introduces 1st digital banking super-app with Astha Lifestyle
3. BRAC Bank website, <https://www.bracbank.com/>
4. Management Committee of BRAC Bank limited, <https://www.bracbank.com/Management.php>
5. HR Operations of BRAC Bank Limited.  
<http://www.assignmentpoint.com/business/human-resource-management/hroperation-of-brac-bank-limited.html>
6. General Information of BBL. [https://en.wikipedia.org/wiki/BRAC\\_Bank\\_Limited](https://en.wikipedia.org/wiki/BRAC_Bank_Limited)
7. According to Bakker et al. (2014), HR practices that foster a supportive culture, provide growth opportunities, and recognize and reward employee contributions have been found to enhance employee engagement.
8. Kong and Lee (2018) identified several key drivers of employee retention, including career development opportunities, work-life balance, fair compensation, and positive relationships with supervisors and colleagues.
9. Saks (2006) emphasized the importance of recognizing and rewarding employees as a means to enhance engagement and retention.
10. Research has shown that when employees feel valued and appreciated, they are more likely to exhibit higher levels of engagement and loyalty towards the organization (Eisenbeiss et al., 2014).
11. Employee growth and development opportunities contribute to employee job satisfaction and commitment, as demonstrated by Choi and Ruona (2011).