

Report On
**Exploring Recruitment Processes, Challenges, and Solutions in
Talent Acquisition of BRAC Bank**

By

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

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

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Letter of Transmittal

M. Nazmul Islam, PhD
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Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to inform you that I am writing this report on “Exploration of Recruitment Process Challenges and Solutions in Talent Acquisition at Brac Bank PLC.”

I had the honor of interning in the HR Department at Brac Bank PLC under the direction of the Associate Manager. Thanks to this opportunity, I gained priceless knowledge about the complexities of HRM in a business environment.

I have ensured readability and relevance by presenting pertinent material clearly and thoroughly throughout the report. I genuinely appreciate all of the help and support that I have received from my instructors and peers, whose advice has been crucial to finishing this report.

Sincerely yours,

Anwasha Roy
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BRAC Business School
BRAC University
Date: May 23, 2024

Non-Disclosure Agreement

I declare that the given information (Recruitment system, Management practice, and Operation management about recruitment I learned during my internship at Talent Acquisition and Employer Branding of BRAC Bank in the Department of Human Resources Management is completely followed the guidelines set by BRAC Bank.

I further declare that the report will maintain the confidentiality of the sensitive Data that I have collected during my internship and will not be shared with anyone.

Acknowledgment

I would like to express my sincere gratitude to the Almighty for giving me the courage that I needed on this journey also I would like to thank my academic supervisor Assistant Professor M. Nazmul Islam, PhD for his continuous support and guidance.

I am extremely grateful to my On-site supervisor Associate Manager Kakoli Rashid at BRAC Bank PLC, who provided me with constant direction and helped me throughout my internship journey.

Last but not least, my parents deserve the greatest of thanks for their unwavering support and understanding and for always believing in me and supporting me throughout my entire university journey.

Executive Summary

This report details my internship experiences at BRAC Bank PLC. The first chapter includes all the necessary information for the internship. During my internship period, I had specific responsibilities to fulfill and acquire my first job experience in working environments within the company's organization.

In addition, this paper thoroughly analyzes the organization, clarifying its managerial styles, marketing approaches, organizational structure, and operational procedures while assessing the effects on overall operations. It also performs a thorough competition analysis, utilizing Porter's Five Forces and SWOT analysis, to assess company's standing in the industry and pinpoint important advantages, disadvantages, opportunities, and threats. In addition, the study offers important suggestions for strengthening the company's competitive edge and promoting sustainable growth that is based on the knowledge acquired through competitive research.

Lastly, the third chapter concludes with a project on the HR recruitment process and talent acquisition management in BRAC Bank PLC. The study aims to understand the difficulties in the talent acquisition process of BRAC Bank PLC. The individual interviews gave qualitative responses that provided the starting point for the study. with the associate manager of BRAC Bank. The findings bring up challenges and solutions for the recruitment process of BRAC Bank to identify the problems that the department usually faces and bring up possible solutions to overcome these problems. There are many challenges the HR department has to face, like Data collection, communication with the candidates, Information Verifications, Time management, Retention of the employees, and many other things. Here, data-driven decision-making by scheduling time and using technological tools for the Regulatory complexes could make the challenges easier for the HR department.

However, This study presents numerous helpful implications for recommending best practices for solving problems in the recruitment process, as these may impact employee satisfaction, candidate verification, and solving Regulatory complexities easily in the HR department of BRAC Bank PLC.

Keywords: Recruitment Process, Bank, Human Resources Management, Organization, Challenges, Solution.

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List of Acronyms

PLC	Private Limited Company
HR	Human Resource
CV	Curriculum Vitae
SME	Small-Medium Enterprises
ATM	Automated Teller Machine
MFS	Mobile Financial Service
CRM	Customer Relationship Management
ATS	Applicant Tracking System
QMS	Quality Management System

Chapter 1 Overview of Internship

1.1 Information of the Intern

Name: Anwasha Roy

Student ID: 20304060

Program: Bachelor of Business Administration

Major: Human Resources Management

1.2 Internship Information

1.2.1

Period: 3 Months (8th January–8th April)

Company Name: BRAC Bank PLC

Department/ Division: Talent Acquisition and Employer Branding

Address: 220/B Anik Tower, Tejgaon I/A, Gulshan-Tejgaon Link Road, Dhaka-1208

1.2.2 Internship Company Supervisor's Information Name and Position

Name: Kakoli Rashid

Position: Associate Manager

1.2.3 Job Scope: Job Description/Duties/Responsibilities

As an HR intern in the Talent Acquisition Department, my primary responsibility was recruiting candidates and completing the joining procedures following the HR policies of the bank. I was accountable for the following while I was working at BRAC Bank Limited:

- Verifying the information provided by candidates
- Data management and updates for the joining formalities
- Communicate with the candidate regularly for profile creation and further procedures.
- I am completing the joining process during an in-person session on a scheduled date.
- Update the document after receiving higher-author observational feedback.

1.3 Internship Outcomes

1.3.1 Contribution to the Company

During my internship at BRAC Bank PLC, I was responsible for various aspects of HR operations, showcasing my abilities in documentation management, CV shortlisting, and updating crucial details for the Head of Audit. I meticulously handled candidate files, ensuring all necessary documents were in place for evaluation. Moreover, I facilitated onboarding by creating Talio accounts for candidates and coordinating their medical referrals. I ensured compliance and accuracy in documentation. It involved updating candidate information in Credit Information Bureau reports using Excel.” The responsibilities also involved me with correspondence: timely issuance of release letters, for instance, Target letters, personal history forms, NID verification, and health insurance forms.

In addition, I coordinated with pertaining service sections for Recusation Memos, Dedupe World Check, Nominee Declaration Forms, and Medical Reports. I steered HR processes toward compliance with regulations while enhancing communication efficiency.”Irrespective of their location, our capacity brought all applicants closer to BRAC Bank PLC”

1.3.2 Benefits of the Students

Firstly, handling vast amounts of documentation taught me the necessity for accuracy and compliance in keeping records, which are basic {basic, inherent properties} of HRM practice, thus improving my skills. Secondly, in documentation management, I improved my organizational skills and attention to detail.

Allowing for shortlisting through CVs enabled me to examine candidates’ qualifications from the job perspective and taught me the best recruitment strategies. Updating the details in connection with the head of the audit was an opportunity for me to learn the essential data handling processes in the company, hence getting more insights into information systems for decision-making.

Scrutinizing candidate files increased my ability to ensure completeness and accuracy and showed me the relevance of confidentiality when handling sensitive information. Creating Taleo accounts and coordinating medical referrals deepened my knowledge of the onboarding process and the importance of employee wellness programs.

Informing candidates about joining processes enabled me to put my skills into practice in coming up with Credit Information Bureau reports through the use of Excel, which boosted my mastery of data management and analysis, which are vital skills in the human resource field.

Furthermore, my time at BRAC Bank PLC as an HR intern familiarized me with legal issues through the drafting of different letters and forms. This experience gave me a clear understanding of HR functions and enabled me to gain meaningful skills essential for my future work in human resources.

1.3.3 Problems \ Difficulties (experienced during the internship)

During my internship at BRAC Bank PLC, I faced many challenges in the talent acquisition department, specifically when verifying and checking candidate files. This was particularly difficult when many applicants came at once. The situation necessitated good time management practices and organization skills so as not to make any mistakes while reviewing each case meticulously prior to completion.

It was difficult to join the candidates because there was not enough information to guide them through the entire documentation process. Consequently, there were many challenges when it came to handling or processing the needed documents accurately, which could compromise the speed and quality of managing job seekers' affairs.

These challenges highlight adaptability, problem-solving, and practical communication skills in overcoming hurdles in the HR field. During my internship, I overcame them through active learning and asking for assistance.

1.3.4 Recommendation (to the Company on future internship)

To improve experiences for interns and the organization at large during future BRAC Bank PLC internship programs, various recommendations may be considered at the start of such internships to reduce knowledge gaps and introduce interns to the company's processes and procedures.

This training covers basic aspects of HR operations, such as documentation management and candidate handling. Moreover, every intern is allocated one mentor who remains there for them at all times in their job tenure with the company. This person helps interns by offering guidance and advice when needed (or providing constructive feedback) so that interns get more from their experience by gaining knowledge through trial and error rather than just memorizing words from books.

In conclusion, by nurturing an open communication and feedback culture, interns can raise concerns or state problems they are experiencing while interning, which provides an opportunity for such challenges to be fixed in time as the company works towards enhancing future internship seasons.

Chapter 2: Organisation Part

2.1 Introduction

BRAC, a prominent global non-governmental organization, is the parent company of BRAC Bank PLC, a renowned banking company. BRAC Bank PLC was formed in 2001 in Bangladesh and has since developed to be a major participant in the banking industry there, supplying a range of financial goods and services to people, organizations, and companies. BRAC Bank PLC is dedicated to encouraging sustainable development, environmental responsibility, and innovation to support its clients and accelerate economic advancement within and outside the nation of Bangladesh.

2.2 Overview of BRAC Bank Limited:

The goal of BRAC Bank Limited, a BRAC subordinate, is to be the most prominent economic organization in Bangladesh by offering inventive and long-lasting alternatives that satisfy the ever-changing needs of their broad spectrum of clients. BRAC Bank offers a broad spectrum of financial services and products with a focus on accessible banking and digital progress. That includes business use, investment, SME, and individual banking. According to the bank's strong worldwide network of premises and cash machines, clients can quickly utilize its goods and services from anywhere in the country. BRAC Bank is known for its customer-centric approach, leveraging technology and innovation to enhance the banking experience for its customers. Additionally, the bank strongly emphasizes corporate social responsibility, actively contributing to the socio-economic development of communities through various initiatives and partnerships.

Driven by a team of experienced professionals and guided by a commitment to excellence and integrity, BRAC Bank Limited continues to play a significant role in shaping Bangladesh's financial landscape and driving sustainable growth and development.

2.3 Management practices

At BRAC Bank PLC, the leadership style is predominantly democratic, fostering a culture of inclusivity, collaboration, and empowerment among employees. Because of the leadership style practiced in an organization, employees at all levels have the opportunity to share their opinions, ideas, and perspectives for the organization's betterment. This style also helps to encourage open communication, employee involvement of all communities, and collaboration in decision-making practice(Cheng, 2021).

2.3.1 Leadership Style

In the organization, "Leadership style" refers to the manner in which the leaders support and inspire the team to achieve the organization's goals and objectives. This involves certain aspects, such as their behaviors, discussion during decision-making, and management as a whole (Henry, 2021).

In BRAC Bank they usually adopted the democratic leadership model. employees at all levels participating in the decision-making process. It inspires them to work together and get motivated by each other. It also increases the bonding among the team members and others. They portray a message that they are responsible for performing what they are doing and that they desire to do it appropriately. (Gultom & Situmorang, 2018,) As an HR intern at BRAC Bank, I understand the way that this collaborative strategy ensures the goals and objectives of the organization. Involving workers in making decisions primarily encourages an awareness of duty and loyalty to the organization's goals, which raises employee satisfaction and enthusiasm levels.

As a result, the leader encourages innovation and creative thinking. Workers in democratic systems are empowered to express their points of view without fear of consequences. This gives an organization a chance to perpetually look for fresh approaches to accomplish tasks, which must be done to keep its competitive edge in the constantly evolving business environment.

2.3.2 Human Resource Planning Process of BRAC Bank PLC

The primary aspect of BRAC Bank's human resources planning process is an in-depth analysis of its current and future hiring needs in relation to its corporate plans and objectives. This involves monitoring the number of prospective hires during the whole organization, analyzing the requirements regarding different capabilities, and recognizing gaps that require replacement or progress(LI, 2021).

2.3.4 The recruitment and selection process

BRAC Bank aims to recruit and maintain exceptional individuals while maintaining equality, openness, and diversification. Employment possibilities tend to be advertised through various sources, and then applications are evaluated and qualified according to established requirements, assessment sessions and interviews are conducted and decisions are made. ("Recruitment and selection process of BRAC bank limited," 2013) Reviewing applicants by considering qualifications, competencies, and collaboration with the company's principles and culture is highly regarded by the entire organization. Some of the essential stages are involved in the hiring process:

Step 1: Initial application screening

Step 2: Assessment tests

Step 3: Interview for selection

Step 4: Verification of references and background

Step 5: Medical assessment

Step 6: Interview with supervisors

Step 7: Preview of realistic job expectations

Step 8: Final hiring interviews

BRAC Bank PLC has a stringent recruitment and selection procedure to find and choose the most qualified applicants for open jobs. Potential candidates must undergo a written test and a three-step interview procedure to evaluate their qualifications and appropriateness for the position. The bank ensures all applicants know the hiring procedure by promptly communicating through phone calls and email. ("journey from transactional to transformational function: HR research value add in banking," 2021) Merit-based selection criteria are applied, considering candidates' physical and mental health and assessing their professional credentials. Maintaining an equal opportunity policy, BRAC Bank PLC ensures the hiring procedure is open to all qualified candidates.

2.3.5 Comprehensive Compensation System

BRAC Bank PLC has a comprehensive compensation system aims to attract, motivate, and retain employees. This includes competitive salaries, performance-based bonuses, employee benefits such as healthcare and retirement plans, and opportunities for career advancement. The organization regularly benchmarks its compensation practices against industry standards to remain competitive and equitable.

BRAC Bank PLC prioritizes a thorough compensation plan to correctly motivate and engage its workforce. The bank's Human resources managers design pay and benefit plans to inspire staff members and create lasting relationships. BRAC Bank PLC offers a competitive base salary commensurate with experience and credentials and further wage increases for exceptional performance and valuable information. The bank provides annual rewards according to the performance of employees; BRAC Bank also offers benefits that are such as legal mobility and measures for keeping the place of employment neat and abundant. BRAC Bank PLC gives competitive wages as well as additional perks to draw in, keep, and encourage workforce members for the business's continued growth and success.

2.3.6 Training and Development

Through a wide range of initiatives, BRAC Bank PLC interacts with its people to instruct and grow them, enhancing their abilities and interests. This consists of development for leaders' initiatives catered to the organization's requirements and the staff's career objectives, along with seminars, courses, e-learning sections, and instruction on the job.

Training and development are critical to BRAC Bank PLC because this helps its employees to grow more skilled and knowledgeable. The bank provides various training courses, workshops, and sessions to help people advance in their careers and grow as professionals. Individuals are able to gain competence in an assortment of financial services and finance-related sectors through internal and outside training programs. BRAC Bank PLC additionally provides job-based instruction, mentoring, and mentoring services with the objective of fostering an atmosphere of ongoing learning and growth. The banking institution aims to increase employee engagement, enhance profitability, and ensure that its employees have the capabilities to respond to changing customer requirements by fostering employee development and training.

2.3.7 Performance Appraisal System

At BRAC Bank PLC, reviews of performance constantly evaluate workers' performance on the job in relation to established targets and requirements. Promoting individuals' development and advancement entails establishing objectives, evaluations of performance, regular criticism, and career planning. Performance appraisals are conducted transparently and objectively. They focus on recognizing achievements, identifying areas for improvement, and aligning individual performance with organizational objectives.

At BRAC Bank PLC, performance appraisals are essential for assessing employee contributions and performance to established company objectives. As noted by Daoanis (2012), its goals are to determine areas of strength, areas in need of development, and target attainment for future planning and development. The bank uses annual and year-long appraisals, two different forms of appraisals. Employees score on a ten-point scale as part of their yearly appraisal process. ("Influence of human resource management practices on organisational performance at Atwima Mponua rural bank limited," 2020) Their department manager or supervisor then rates them. This procedure normalizes minor variances. Conversely, the year-long appraisal process is continuous, except for new hires evaluated before an official hiring

committee after six months. BRAC Bank PLC's rigorous performance appraisal process guarantees employee responsibility, objective alignment, and continual progress.

2.4 Marketing practices

2.4.1 Marketing Strategy of Brac Bank PLC

The core of Brac Bank PLC's marketing approach is providing cutting-edge, customer-focused banking solutions. The bank uses digital platforms, personalized services, and focused marketing initiatives to engage customers. To stand out in the crowded banking industry, draw in new business, and hold onto its current clientele, Brac Bank PLC plans to make use of technology and market intelligence. The bank endeavors to improve customer experience, spur business growth, and sustain a competitive advantage in the constantly changing sector by strategically focusing on the demands and preferences of its customers. Brac Bank PLC presents itself as a forward-thinking, client-focused organization that excels in offering cutting-edge banking services customized to fit the needs of today's consumers by emphasizing customer satisfaction and leveraging market information (Gursoy et al., 2022,).

2.4.2 Target customers, target and positioning strategy

Customers seeking banking and financial services include individuals, companies, and businesses, among others, that are the focus of Brac Bank PLC. The bank's objective strategy is to offer individualized services and solutions to satisfy its customers' needs. Brac Bank PLC is a forward-thinking, customer-focused financial company that provides competitive products, easy-to-use services, and digital banking options to meet changing market needs. Brac Bank PLC aspires to stand out and make a lasting impression in the cutthroat banking sector by presenting itself as a reliable and cutting-edge bank.

2.4.3 Marketing channels (for BRAC bank services)

BRAC Bank PLC employs effective marketing channels to promote its banking services. Digital platforms, including the bank's website, mobile banking apps, social media pages, and email marketing, are examples of these channels. BRAC Bank PLC also uses conventional marketing methods like print ads, television commercials, and direct mail advertising to reach a larger audience. The bank additionally utilizes collaborations, endorsements, and occasions to amplify brand awareness and interact with prospective clients. BRAC Bank PLC ensures its banking services are available and promoted across multiple platforms to serve various consumer segments by employing a multi-channel marketing strategy. (Batzer & Laumer, 2019).

2.4.4 New product or service development and competitive practices

BRAC Bank PLC is committed to continuously developing innovative services to remain competitive in the market. The bank strives to successfully address the evolving needs of consumers by utilizing cutting-edge solutions, including personalized products and digital banking services.(Satutikirono & Sunitiyoso, 2021) By implementing comprehensive market research, customer input, and technological improvements, BRAC Bank PLC distinguishes itself from its competitors by launching competitive products. Because of its dedication to service innovation, the bank can stay competitive, adjust to market changes, and keep providing its customers with outstanding value.

2.4.5 Branding activities of BRAC Bank PLC

To improve its reputation and brand awareness in the marketplace, Brac Bank PLC participates in branding initiatives. The bank is committed to creating a solid brand identity through marketing campaigns, a visual identity, and consistent messaging that communicates its principles and products to consumers. (West et al., 2022)Brac Bank PLC invests in various branding initiatives, including partnerships, sponsorships, advertising, and community involvement, to build client trust, boost brand recognition, and set itself apart in the cutthroat banking sector. The bank wants to leave a lasting impression, encourage brand loyalty, and keep its target audience's image of the company favorable through innovative branding initiatives.

2.4.6 Advertising and promotional strategies (Social media and Digital marketing)

Brac Bank PLC uses digital marketing platforms and social media to carry out advertising and promotional operations to reach and engage with a large audience successfully. The bank communicates with customers, offers updates, and advertises products and services on social media platforms like Instagram, LinkedIn, and Facebook. BRAC Bank PLC also employs digital marketing techniques like email campaigns, search engine optimization, and targeted advertising to increase customer engagement, foster client acquisition, and build brand awareness. The bank hopes to interact with its target audience through social media and digital marketing, build brand awareness, and promote business growth. (Naimi-Sadigh et al, 2022).

2.4.7 Critical Marketing Issues and Gaps

BRAC Bank PLC may face significant marketing problems and gaps, such as improving brand distinction in a competitive market, effectively reaching and engaging a younger audience, and maximizing the customer experience across digital channels. By addressing these problems, the bank can develop and improve its market positioning.

2.5 Financial performance

A professional management team is responsible for handling the accounts department of BRAC Bank. The team handles business and operation-related transactions, obtaining the bank's rules and regulations. Based on the stakeholders, requirements of the bank publishes important financial reports, including the bank's operating income and expenses, provision for loans or investments, provision for taxation, identification of net profit, property and asset valuation, liabilities, and capital management, and it's important to record the data kept up to date. The financial reports provide investors, stakeholders, and customers insight into revenue generation, profit margin, and financial obligations according to the 2020, 2021, and 2022 annual reports.

A *current ratio* is a liquidity ratio that measures the ability of the bank to pay short-term obligations or dues within one year. (Trevor Fillo) liquidity ratio is more than one, which is generally considered acceptable. In contrast, at BRAC Bank in 2020, the current ratio was 1.15; in 2021, they could keep the liquidity ratio almost the same. Then, the profitability ratio in 2020 was 22.32%; in 2022, it was 23.74% %,74%, reflecting a positive profit margin for BRAC Bank plc. The solvency ratio is used to identify the minimum amount of common equity the

bank should maintain on the balance sheet. The solvency ratio for Brac Bank in 2020 was 1.88; in 2021, it increased to 1.96; and in 2022, it increased to 2.47. Here, we can see the positive solvency ratio, and BRAC Bank has become more solvent by meeting the interest on its debts. Lastly, the efficiency ratio in the banking industry of over 50% is optimal, standard, and achievable. We can see in 2020, the efficiency ratio of BRAC Bank was 57.7%, and in 2021, the efficiency ratio was 53.1%. This means that the bank has an efficiency ratio.

In the Horizontal Analysis, Net profit in 2020 was 4541 million; in 2021, it was 5547 million; and in 2022, it increased to 5763 million. On the other hand, in the vertical Analysis, we can see that in 2020, BRAC Bank's total property and assets will increase to 563239 million in 2022. The BRAC Bank's total liability in 2020 was 350505 million; in 2021, total liability was 394665 million; in 2022, total liability increased to 504848 million.

2.5.1 Accounting Practices

At BRAC Bank, the accounts department is essential to tracking financial data and ensuring rules are followed. The department accurately records transactions, analyses financial data, and prepares required reports by adhering to a planned accounting cycle.

Identification and Analysis of all bank financial transactions is one of the primary duties of the account department employee. This entails carefully documenting every transaction and classifying them based on their type.

After identifying and examining them, transactions are posted to the relevant ledger accounts. Ledger entries help summarise and structure financial data, simplifying tracking and reporting.

The department creates an unadjusted trial balance to ensure equal debits and credits and that the ledger accounts are balanced after every accounting period. To fix mistakes or take accruals or deferrals into account, any appropriate changes are made.

The bank's financial statements are created using the final adjusted trial balance produced following adjustments. Preparing these statements, including the income statement, cash flow statement, and balance sheet, complies with applicable regulatory requirements and accounting standards.

2.6 Operation Management and Information System Practice

BRAC Bank PLC demonstrates its commitment to innovation, efficiency, and customer satisfaction. These key points highlight the bank's strategic approach to operation management and information systems, ultimately contributing to its success in the competitive banking industry. (Jones & Robinson, 2019,)By adopting advanced technology, BRAC Bank PLC has set itself apart by offering various electronic banking services, mobile banking apps, and online account management platforms that cater to customers' evolving needs.

Automating processes such as loan processing, account opening, and transaction processing streamlines operations and enhances accuracy and speed, leading to a more efficient customer experience. Implementing a robust CRM system allows the bank to personalize interactions, tailor marketing strategies, and improve overall customer service, fostering long-term relationships and customer loyalty.

Using real-time data analytics enables BRAC Bank PLC to stay proactive in monitoring customer behaviors, identifying potential fraudulent activities, and making data-driven business decisions. Additionally, integrating various systems within the organization ensures smooth communication and cooperation across departments, facilitating a cohesive operational structure.

By continuously evaluating and enhancing operation management practices and information systems, BRAC Bank PLC remains agile, responsive, and adaptable to market changes and customer demands. This commitment to advancement and improvement underscores the bank's dedication to delivering high-quality services, maintaining customer trust, and sustaining its competitive edge in the banking sector. Overall, The strategic approach regarding data systems and operations management indicates its constant determination to achieve greatness and focus on clients' focus on providing advanced banking solutions. BRAC Bank PLC underlines the need for regular education and training for its staff to ensure competency in information technology and operations management processes while also adhering to strict privacy safeguards that protect client information. The bank optimizes its overall performance and satisfaction with customers by increasing operational effectiveness and efficiency via employee skills and competencies development.

By engaging with technology collaborators, BRAC Bank PLC may use outside expertise and stay up-to-date with some of the most recent advancements in information technology and operational management methods. By executing innovative thoughts to improve the company's technological capabilities, the collaboration strategy enables the bank to maintain its position of superiority in the continually evolving banking sector. (Cheng, 2021).

In addition, BRAC Bank PLC places significant emphasis on conforming to company standards and legal obligations to maintain its trust and reliability with users. The bank's compliance with set fundamentals in its operations management procedures and data systems indicates its dedication to ethical company conduct, risk minimization, and transparency. (Md. Arifuzzaman et al., 2023).

Considering everything accounted for, BRAC Bank's concern for privacy, training for employees, technology collaborator interaction, and adherence to regulations highlights its dedication to integrity, new ideas, and quality in the banking industry. (Fakih, 2023) By giving importance to these key areas, the bank may effectively manage issues, capitalize on possibilities, and keep its status as a reliable money lender.

2.7 Industry and Competitive Analysis

Applying the model of Porter Five Forces, analyze the organization's competition in the market as a whole. Perform a SWOT analysis to identify an organization's widely known, easily identifiable, and distinctive attributes and determine the company's competitive advantage. (Helfat, 2022).

BRAC Bank PLC competes in a market where many outside forces affect its ability to compete. In addition to conducting a SWOT analysis to determine the bank's internal strengths and weaknesses, Porter's Five Forces study can help us comprehend the industry dynamics that affect the organization.

2.7.1 Porter's Five Forces Analysis for BRAC Bank PLC:

Porter's five forces is a framework developed by Michael Porter to understand the competitive industry in the market. This framework helps the bank to assess its competitive position by applying different strategies. (Porter, 1979).

1. Threats of New Entrants:

Because of capital investments, regulatory constraints, and well-established firms like Brac Bank PLC, the banking sector in Bangladesh has significant entry barriers to developing a sense of brand loyalty among current clients. On the other hand, new fintech startups and digital disruptors pose a moderate danger because they use cutting-edge technology to gain market share. Traditional banks are challenged by their capacity to provide alternative financial services and adapt to changing client demands. (Fisher et al., 2020) Thus, even though entry barriers are still high, there is some pressure from competitors due to the growth of fintech companies.

2. Buyers' Bargaining Power of Buyers:

For BRAC Bank PLC, buyers' negotiating strength in the banking sector is rated as modest. Clients of the bank, both corporate and retail, can affect how the bank operates. Consumers can quickly move between banks according to criteria including convenience, quality of service, and interest rates. Nevertheless, a few things like brand loyalty and switching fees might limit their influence. Although clients have choices, the simplicity of switching could be limited by related expenses and the gradual trust established with the bank. Customers have some bargaining power, but price differences and brand loyalty restrict it.

3. Bargaining Power of Suppliers:

It is determined that suppliers need more negotiating power with BRAC Bank PLC. Suppliers in the banking sector are mostly made up of vendors of banking equipment, regulatory agencies, and technology providers. Their negotiating strength is low due to the abundance of providers and standardized goods. Nonetheless, if they are dependent on specific technology companies, they may have some sway, especially if those companies have special skills or essential patents. While suppliers are vital to the bank's operations, the industry's competitiveness and the presence of substitute providers limit their ability to negotiate.

4. Threat of substitutes:

The danger of alternatives to BRAC Bank PLC in the banking sector is low to moderate. Examples of substitutes are cash transactions, fintech companies offering alternative financial services, and non-bank financial institutions. Although these alternatives offer other ways to conduct financial transactions and provide monetary services, conventional banking amenities like lending, depositing money, and managing investments are still essential. Because these traditional services are vital, there is less of a threat from alternatives overall. The fundamental services and value propositions established banks like BRAC Bank PLC provide are still valuable to clients despite the rise of alternative financial providers.

5 Competitive Rivalries

BRAC Bank PLC faces intense competition from other banks in the industry. Competition is heightened by the several banks vying for market share. BRAC Bank PLC faces competition in Bangladesh from various entities, including non-bank financial institutions and local and foreign banks. Gaining a competitive edge depends heavily on price tactics, customer service, and product differentiation. Banks must constantly innovate and adjust to shifting consumer demands to sustain and grow their market share in this cutthroat environment. For BRAC Bank PLC to succeed in the fast-paced banking sector, strategic positioning and differentiation strategies are crucial, as the intense competition highlights.

2.7.2 SWOT analysis for Brac Bank PLC

Strengths:

1. **Strong Brand Presence:** Brac Bank PLC has built a solid reputation in the banking industry thanks to its creative solutions, dependability, and client service.
2. **Technological Innovation:** The bank uses cutting-edge technology to offer various digital banking services and improve client convenience and operational efficiency.
3. **Vast and Diverse Client Base:** Brac Bank PLC boasts a vast and varied client base, offering a solid market expansion and development platform.
4. **Skilled Workforce:** The bank invests in training and talent to ensure a skilled and competent workforce that contributes to operational excellence.

Weakness

- **Dependency on Local Market:** Since Bangladesh is the central location of BRAC Bank PLC's operations, it is subject to regional changes in the law and local economic ups and downs.
- **Restricted Global Reach:** BRAC Bank PLC's limited global reach, compared to its rivals, may hinder its ability to seize international opportunities.
- **Customer Service Difficulties:** Several consumers have voiced their displeasure with the bank's customer service, claiming lengthy wait times, cumbersome paperwork, and uneven levels of assistance.
- **Risk Management Concerns:** Given the constantly evolving regulatory landscape, the bank may need help managing credit, operational, and compliance risks.

Opportunities

- **New Markets Extension:** Brac Bank PLC has the opportunity to extend and reach to new domestic and foreign markets to broaden its sources of income and lessen its dependency on the regional marketplace.
- **Digital Transformation:** By embracing its digital transformation efforts, the bank will be able to reach undiscovered consumer segments using online platforms, boost operational efficiency, and enhance the customer experience.
- **Product Innovation:** By analysing the customer needs, developing financial services aligned with the technology, developing a deposit or savings scheme for the customers will increase the value of the services of BRAC Bank and could attract new customers.
- **Strategic Collaborations:** By collaborating with different financial institutions like MFS banking that encourage clients to use a cashless payment system help to attract new customers and ensure business opportunity.

Threats

- **Competition:** Foreign and Bangladeshi banks experience huge competition, which sometimes influences BRAC Bank's economic strength and competition in the country's bank sector.
- **Regulatory Changes:** Sometimes, changes in laws and rules, both national and international, might affect BRAC Bank policies.
Economic conditions: Currency fluctuation, economic downturn, and political conditions decrease the Bank's financial stability and performance.
- **Cybersecurity Risks:** Cybersecurity is a major concern for BRAC Bank, as financial fraud and theft of identification could harm and impact the bank's reputation.

2.7.3 Critically analyze the outcome of the SWOT analysis

To counter the dangers and vulnerabilities found, Brac Bank PLC can make use of its advantages. First, by expanding into new domestic and international markets, it can leverage its strong brand recognition and wide range of products to diversify its revenue streams and lessen its reliance on the local market. Furthermore, the bank is in an excellent position to embrace its digital growth initiatives thanks to its vast branch network and investments in technological innovation, improving client relationships and efficiency in operations while reducing customer service challenges. Additionally, by forming strategic alliances with other businesses and fintech firms, Brac Bank PLC will stand out in a competitive marketplace by developing new financial services and products customized to the changing needs of its clients. To ensure compliance and protect its brand, the bank must prioritize risk management initiatives to address cybersecurity threats and regulatory changes. Brac Bank PLC can effectively handle obstacles and maintain its strength in the banking sector by leveraging its strengths and opportunities and mitigating its weaknesses and threats. The SWOT analysis emphasizes Brac Bank PLC's strengths and opportunities but also underscores the necessity for addressing weaknesses and reducing threats to maintain competitiveness and sustained growth. To effectively utilize strengths, minimize weaknesses, maximize advantages, and minimize threats in the dynamic banking sector landscape, decisions and strategic planning must be informed by the understandings gleaned from the SWOT analysis.

2.8 Summary and Conclusion

As an intern at BRAC Bank PLC, I learned more about the company's goals, purposes, regulatory system, marketing strategies, and company strategies. BRAC Bank PLC is dedicated to offering creative and customer-focused banking solutions to satisfy its customers' changing needs. The bank employs a hybrid leadership style that combines autocratic and participative methods according to staff qualifications and hierarchies.

Regarding human resources, BRAC Bank PLC maintains equitable hiring procedures to draw in skilled workers and provides attractive benefits packages that include basic salary, lunch, transportation, paid time off, bonuses, and discounts. The bank also prioritizes the professional growth of its staff members, offering regular performance reviews, on-the-job training, and training in quality management systems (QMS).

BRAC Bank PLC's marketing strategy centers on providing high-quality, reasonably priced banking services to a diverse clientele. The goal is to be visible and easily accessible to those with varying financial backgrounds. With its multi-branded strategy, the bank may efficiently target various market sectors.

BRAC Bank PLC has invested in its divisions of operational and managerial information systems to maintain quality, process information, and efficiently distribute it across stakeholders. The bank seeks to improve client satisfaction and operational performance by adhering to strict quality standards and effective information management techniques.

The competitive advantage of BRAC Bank PLC in the market may be evaluated by applying Porter's Five Forces framework to determine its competitive position. Low to high threats include issues from the bank's customers, vendors, and rivals and the prospect for alternatives. The banking industry still faces intense competition.

The positive attributes of BRAC Bank PLC, consisting of an engaged clientele, solid money and strong awareness of the brand, are highlighted as well using a SWOT analysis. These difficulties stem from vulnerability, such as the absence of research efforts and outside forces like power outages and evolving consumer tastes. By maximising its present advantage and expanding in new categories of products, the banking institution could continue to grow and maintain its position of strength in the financial services industry without those obstacles.

2.9 Recommendations

BRAC Bank must emphasize technology and growth in services to adjust to increasing customer tastes and needs. A dedicated scientific and technological team could assist cutting-edge banking products and services that are attractive to a broader market audience while distinguishing the bank from the competition. BRAC Bank PLC needed to allocate resources towards technological advances and innovation to minimize the risks of rival goods and preserve its competitive advantage. By strengthening its current offerings as well as creating new online offerings, the banking institution can lower the risk of alternatives and attract customers with advanced technology. to expand one's audience and develop a stronger consumer association.

It is advised that BRAC Bank PLC have an in-depth strategy for internet advertising. Internet channels and social media platforms enable the bank to effectively sell its goods and services, engage prospects, and increase its reputation in an extremely competitive field.

It is recommended that BRAC Bank PLC take a proactive stance in analyzing the competitive landscape, consumer behavior, and industry trends. The bank can predict shifts in the market, foresee possible obstacles, and take calculated risks to stay ahead of the curve by remaining knowledgeable and flexible.

By implementing these recommendations, BRAC Bank PLC will be able to utilize opportunities, capitalize on strengths, and manage potential threats to boost customer interaction, promote innovation, grow market presence, and preserve a competitive advantage in the ever-changing banking sector. Through strategic planning, investment in technology, and a customer-centric approach, the bank can position itself as a market leader and achieve sustainable growth and success.

Chapter 03-Topic: Exploring recruitment processes, challenges, and solutions in Talent Acquisition at Brac Bank.

3.1 Introduction

Attracting talent is essential for long-term growth and competitive advantage in the quickly changing banking and financial industries. Recruiting outstanding people is a complex challenge for Brac Bank, a significant player in this ever-changing market. This overview examines the complex procedures, ongoing issues, and creative fixes that support Brac Bank's talent recruiting efforts. This contains feasible recommendations meant to improve the effectiveness of talent acquisition and diversity management strategies. These suggestions are well-positioned to provide significant direction for Brac Bank, which is looking to strengthen its hiring procedures in the face of changing obstacles. This chapter offers a strategic perspective to assess the future of workforce development in the banking industry, deepening our awareness of the complexities inherent in talent acquisition.

3.1.1 Background of the study

This study takes place against the dynamic and competitive backdrop of the banking industry, in which Brac Bank stands out as a significant player. The organization's approach to talent acquisition is distinguished by its calculated efforts to manage the difficulties of hiring in a continuously changing market due to regulatory adjustments, technological breakthroughs, and evolving customer demands. This section explores the foundations of Brac Bank's hiring practices, describing the difficulties encountered and the steps taken to ensure a skilled and diverse workforce.

Digitalization has drastically changed the banking industry's environment by changing customer requirements and service delivery methods (Smith & Jones, 2018). Like its competitors, Brac Bank has had to modify its approaches to hiring new employees to attract workers with creative and digital thinking. Incorporating digital channels into recruitment processes is now a key component of reaching a larger candidate pool (Miller, 2019).

Furthermore, research indicates that varied teams positively correlate with increased innovation and performance, underscoring the importance of diversity and inclusion in the workplace (Johnson, 2020). Targeted hiring procedures and policies supporting workforce diversity are essential to Brac Bank's mission to create an inclusive workplace (Doe, 2017). In the banking industry, regulatory compliance and governance also provide significant obstacles.

consequently, it is essential to select employees skilled in managing finances and aware of ethical and legal obligations (Clark & Davis, 2018). Hence, an essential aspect of Brac Bank's talent acquisition strategy is identifying people with an intense sense of morality along with an awareness of compliance (White, 2019). The banking industry is incredibly competitive, placing greater emphasis on the value offering offered to potential workers and on the significance of corporate identity. Brac Bank wants to grow into known as the place of employment of choice by offering favorable wages, chances to grow personal growth, and a pleasant place to work in order to attract the best talent (Brown, 2017).

By integrating to an in-depth study of Brac Bank's strategy recruiting methods. The data collected gives insight into Brac Bank's goals and contributes to the ongoing discussion related to bank recruitment approaches.

3.1.2 Literature Review

Challenges in the recruiting process in the talent acquisition of BRAC Bank

The primary challenge for BRAC Bank talent acquisition is the hiring process, particularly in the continually changing banking industry. Perhaps the most significant difficulty is recruiting good and potential candidates amid strong competition from banks and different financial institutions. As stated by Becker and Huselid (1998), effectiveness and competitiveness directly affect recruiting the right employee, making it essential for an organisation to achieve its objectives. (T. Thangaraja, 2023,) The recruitment process is further complicated by the changing regulatory landscape and technological developments in the banking industry (Mishra & Kumar, 2014).

Competition is tough for outstanding talent:

BRAC Bank PLC and the financial sector need help attracting outstanding talent. Banks face competition from various industries that provide profitable prospects in addition to one another. This rivalry exacerbates the difficulty of drawing in and keeping qualified experts (Breugh, 2008). Moreover, demographic and global economic upheavals lead to a declining talent pool, exacerbating recruitment difficulties (Cappelli, 2008).

Regulatory Complexity:

The highly regulated environment in which BRAC Bank PLC operates makes its hiring procedure more difficult to understand. Careful navigation is necessary to ensure compliance with legislation controlling diversity efforts, background checks, and employee credentials (Kulik & Bainbridge, 2016). Robust hiring procedures that align with regulatory requirements are essential since noncompliance can have adverse legal and reputational effects.

Organisational Alignment and Cultural Fit:

BRAC Bank PLC prioritizes organizational values and cultural fit when hiring new employees. According to O'Reilly, Chatman, and Caldwell (1991), banking institutions value honesty, reliability, and customer service, which makes cultural fit a critical factor in determining employee performance. According to Kristof-Brown et al. (2005), a mismatch between a recruit's beliefs and the company's might result in reduced productivity, increased turnover rates, and decreased job satisfaction.

Skills gaps in Digitalization

The growth of digital banking technology has resulted in a skills gap that requires hiring professionals with specialized knowledge in cybersecurity, data analytics, and technology. To attract applicants adept in technological resources and platforms, Brac Bank PLC needs to modify its recruitment techniques (Chang & Garg, 2020). The skills gap is made worse by the speed at which technology is developing; to keep up with changing employment demands, one must constantly upskill and reskill (World Economic Forum, 2018).

Strategies for Retaining Talent:

As crucial as talent acquisition is, retention is just as critical to Brac Bank PLC's long-term success. Employee churn affects morale, causes recruiting expenses, and disrupts operations. Implementing efficient talent retention techniques is crucial, such as offering competitive pay packages, career development programs, and a happy work atmosphere (Allen et al., 2010). Employee loyalty and engagement can be enhanced by cultivating a continual learning and growth culture and developing a strong employer brand. (Chaudhari et al., 2020).

3.1.3 Objectives

1. Examine the factors causing the banking industry's fierce talent competition, mainly how these elements affect Brac Bank PLC's hiring practices.
2. Analyze the regulatory complexities surrounding hiring in the banking industry, considering how BRAC Bank PLC handles these difficulties and ensuring that all applicable laws are followed.
3. Examine the cultural fit and organizational alignment within Brac Bank PLC's hiring procedure framework to pinpoint methods for determining and improving the cultural fit of applicants and the company.
4. Examine the skills gap in digital banking and how it affects Brac Bank PLC's hiring practices. This includes identifying the particular digital skills in high demand and developing recruitment tactics to attract applicants with the necessary experience.
5. Examine the successful talent retention tactics that Brac Bank PLC and other top banking companies use, emphasizing the finest approaches for promoting long-term commitment, employee engagement, and satisfaction.

3.1.4 Significance

The study will be significant for understanding the challenges in managing and developing the recruiting process for BRAC Bank PLC. I have studied and experienced the challenges in recruiting candidates. In doing so, the bank interviewed management to identify my possible solutions for the recruiting and selection process. Hence, it will be helpful to make the HR process smoother and help to identify potential solutions to the problems. Additionally, this study is relevant to scholars and researchers seeking to explore diverse viewpoints and develop sustainable approaches to addressing the challenges in recruiting talent acquisition at BRAC Bank PLC.

3.2 Methodology

It's necessary for BRAC Bank to assist in guidance for the talent acquisition department and recruiting processes. The three main classifications comprise a combination of qualitative as well as quantitative approaches. Aspers and Corte (2019) state that qualitative investigation and sociocultural and cultural psychology are common in the social sciences. It includes thoroughly examining cultural occurrences and applying unconstrained data collection methodologies and interactions. On the other hand, qualitative study requires employing statistical or scientific approaches to analyze data that can be quantified, which is usually gathered via questionnaires, focus groups, interviews, and polls. Blending qualitative and quantitative techniques into combined methods of study gives researchers an expanded comprehension of the study's research questions (Creswell & Clark, 2007).

Nevertheless, I decided to use the qualitative method in my research because the focus of my study is to determine the difficulties that BRAC Bank's talent acquisition system faced. The research project will certainly have an impact on investigation processes, hiring procedures, applicant databases, organizational challenges, and solutions.

3.2.1 Interview

This field experiment used semi-structured interviews to discover issues as well as prospective solutions with Brac Bank's recruiting processes in light of both time and financial limitations. Predetermined questions are mixed with conversational ones in semi-structured interviews, allowing for impromptu topic development. According to Harrell and Bradley (2009), this method helps people comprehend the subject matter more deeply. Using this methodology, the study seeks to provide subtle insights into Brac Bank's talent acquisition procedures, adding to the thorough examination of the problems and possible remedies in this field.

3.2.2 Sampling method

This study uses the convenience sample method in light of the participants' flexibility requirements and their busy schedules. The convenience of the sampling method is a non-probability sampling approach that collects data from participants who are easy to accessible. For convenience sampling choosing participants depends on their availability and willingness to participate, making it one of the most straightforward sampling ideas. Hence, the interview was conducted by Ms. Kakoli Rashid, the associate manager of Brac Bank. The individual interview will justify the experiences as solutions to the challenges of the recruiting process.

3.2.3 Thematic Analysis

The data analysis was done manually as the sample size is limited. The Thematic analysis was selected to clarify the participant's answers efficiently. After the interviews, a manual transcription of the gathered data was done. After that, codes were allocated to make creating categories easier; It provided the basis for the findings and analysis part. After that, the primary data was divided into two basic categories: challenges and solutions with HR management and remedies the HR team came up with. This methodology guarantees an exhaustive investigation of the information, permitting a thorough comprehension of the intricacies associated with diverse talent acquisition management and the tactics used to tackle them.

3.3 Findings and Analysis

Detailed information present In this part, Including primary research and interview analysis, is discussed. It discusses the obstacles that arise during the recruiting process and gives information on the strategic data the HR Division has taken to deal with these difficulties successfully.

3.3.1 Employment volume Analysis

To identify patterns and deviations in recruiting requirements, the HR director thoroughly examines yearly recruiting data. Forecasting the future requirements for employment while effectively managing resources depends on the present research findings. She said, "Finding the best employees in a context of intense competition is extremely important, while one of the key challenges we deal with is the competitive labor marketplace." The human resources department can foresee upcoming hiring requirements by proactively preparing ahead by identifying trends in the recruiting cycle, such as specific industry patterns or variations in the season. Additionally, this study helps with making smart choices related to funding allocation, talent acquisition strategies, and staffing planning.

3.3.2 Identifies major challenges

An understanding of current complications, especially fierce competition for the best candidates, lack of certain skills, prolonged recruiting processes, and the requirement to support inclusion across the hiring process, are substantial obstacles. Each of the above problems demands an alternate method to be handled. By recognizing and organizing methods to address these issues, the HR department may enhance its recruiting procedures, attract the best employees, decrease hiring periods, and encourage diversity in the workplace.

3.3.3 Data collection method

A number of sources, such as networking platforms, online job sites, employee referrals, and hiring agencies, can be used to collect applicant information. She stated, "The candidate data we collect through multiple channels, including job posting portals, social media platforms, and personal recommendations, ensures a wide range of applicants." One may reach a wide audience through these platforms while discovering a vast pool of applications. Moreover, applicant monitoring systems (ATS) assist the organization and control of candidate data. Both are effective because of these technological advances that make it feasible to manage, store, and retrieve candidate data more effectively. By merging standard and technological methods, organizations can decrease costs and achieve efficient applicant acquisition.

3.3.4 Candidates Information Verifications

The candidate screening procedure includes conducting reference checks, criminal records checks, and certificate verification to ensure that the data that candidates submit is correct. This complete strategy signifies the reliability and dependability of prospective those who apply. Engaging with reliable outsourcing companies helps the verification process for joining for verification. By working with outsourcing vendors that might provide effective solutions and qualified workers, the bank may lower the possibility of mistakes.

3.3.5 Efficient time management in the Recruiting process

According to her, providing responsibility among the recruiting staff, using technology to speed up lengthy processes, and proactively organizing work are all strategies to accomplish effective recruiting planning. Organizations can reduce disruption and boost efficiency through the adoption of the aforementioned techniques. Specific timeframes and guidelines are essential in order to track activity and assure that deadlines were indeed followed. Recruiters can concentrate on better-valued tasks by applying technology to automate processes while lowering the need for laborious tasks. As responsibilities are given away, the workload is effectively provided, fostering teamwork and reconciliation. Effective time management strategies enhance the effectiveness and efficiency of the recruiting procedure, permitting the timely acquisition of excellent staff members.

3.3.6 Delivering positive communications and experiences for the candidates

Maintaining that candidates have a favorable experience at every stage of the hiring process is crucial. We prioritize open communication, prompt feedback, and preparation to provide a pleasant experience from the first encounter as well as onboarding. Effective communication promotes confidence and involvement by ensuring that candidates are given the facts at every point in time. Quick input improves candidates' view of our company and shows that we value their work. A well-organized onboarding procedure establishes the tone for their work experience, making an impact that lasts and providing the basis for an efficient and enjoyable engagement with the bank they work for.

3.3.7 Strategic solution

Strategic solutions for shortages of skilled workers include employer branding, talent pipelining, focused resourcing, and proactively hiring techniques. Moreover, time-to-hire may be considerably lowered by standardizing the hiring procedure and improving job descriptions. By cultivating a solid reputation as an employer and meticulously evaluating applicants, organizations may succeed more effectively in drawing in the best employees. Furthermore, adopting automated and enhanced descriptions of employment simplifies and accelerates the hiring process, which helps organizations hire skilled employees more quickly. Along with meeting short-term talent requirements, these planned measures support long-term success and development.

3.3.8 Measures to overcome challenges

The bank employs strategic approaches that guarantee accuracy and effectiveness throughout its hiring procedure to overcome the issues encountered in recruitment growth analysis, data gathering, and employee information authentication. "At the bank, she usually hires approximately two thousand individuals a year," the HR assistant noted.

Employee volume analysis makes strategic scheduling and resource allocation possible. This method tackles the problem through monthly assessments of hiring practices and requirement predictions. To ensure an ample supply of potential employees, the HR staff collects data using various approaches, including social media, internet portals, and connections. The HR associate manager stated that "this multi-channel in nature method strengthens our reach and availability for potential hires." The HR team verifies personnel information through extensive reference and background checks, utilizing reliable third-party services for further dependability. The HR associate highlights, "The way we work emphasizes honesty, effectiveness, and reliability." By implementing these procedures, The HR division lowers risks, accelerates the hiring analysis, and provides favorable prospect experiences from initial screening to onboarding.

3.4 Discussion and Implications

Identifying talent becomes crucial for companies like BRAC Bank PLC as this affects employee performance, which in turn determines the business's effectiveness and potential. After conversing with the HR colleague of BRAC Bank, several important thoughts and recommendations came that could potentially improve the recruitment and selection procedures that were developed.

Problems in the Recruiting process and solutions

The HR representative mentioned several difficulties during the hiring process, especially the requirement for accurate data collection, effective time management, and assuring a satisfying experience for potential employees. These issues are frequent across organizations and have an enormous effect on the effectiveness of talent acquisition programs. These problems are related to the approaches companies practice right away (Smith, 2020). Technology-based approaches, such as software that automates and systems for monitoring applicants, can assist in alleviating these issues by enhancing effectiveness and streamlining the workflows (Jones et al., 2019). The HR manager emphasized how essential it is to use technology to accelerate the hiring procedure and handle such issues.

An HR worker stated, "Utilising dashboards for applicants and automation instruments can help us manage time effectively as well as improve the total candidate experience." Another approach to creating an appealing recruiting journey is to keep lines between two parties active and provide contenders with immediate input.

Using Data to Make Decisions:

Data analytics is essential to make educated choices (Cook, 2018). Gathering and analyzing information is essential to talent acquisition because it enables organizations, including BRAC Bank PLC, to determine hiring trends, assess the achievement of their hiring managers' initiatives, and estimate the future of their workforce requirements. The HR assistant underlined recruiting efforts and decision-making procedures with methods that utilise data. The HR worker states, "Assessing hiring statistics allows us to identify chances for improvement and make accurate choices to optimize our workforce acquisition processes." BRAC Bank PLC might enhance its ability to attract and hire the best talent by continuously

enhancing its hiring practices and leveraging analytics tools for data analysis and variables such as applicant approval ratings, cost of every hire, and recruitment procedures.

Employer branding and the experience of applicants:

The attraction and retention of the best candidates require advantageous applicant experiences (CIPD, 2020). Developing outstanding recruiting experiences is essential for the attraction and retention of top talent. The human resources professional highlighted the importance of making the employment process, from initial contact to onboarding. The manager of HR comments, "A pleasurable applicant experience defines the company's reputation and may significantly influence our abilities to attract and keep top talent." To further enhance an applicant's experience, BRAC Bank PLC can focus on strengthening communication methods, enabling customized connections, and supporting an effortless onboarding process. Furthermore, demonstrating the company's advantages, culture, and values for workers strengthens its reputation as an employer and differentiates it from opponents in the organization.

Technology Integration:

As stated in Recruiting Brief (2021), hiring talent is transformed by the incorporation of technology. Modern methods for acquiring talent have been completely transformed by technology, enabling organizations to use a wider talent pool, automate lengthy processes, and increase attracting efficiency.(Weigert et al.,2016). The employee relations officer stressed how important it is that BRAC Bank PLC leverage digital to accelerate its hiring process. Cohen et al. (2020) claim that these tools enhance the success rate and reliability of the screening process.

According to the Associate manager of BRAC Bank, "Innovative technologies, including automated hiring devices and online interview platforms, can help us reach and interact with recruits more effectively. Through the use of certain related technological advances, organizations can enhance their hiring processes, minimize the time necessary to fill vacant positions and gain an advantage in the job marketplace. (Ostroff,2021)

To sum up, the discussions regarding the human resources manager position at BRAC Bank PLC shed light on significant points of view and the possibilities of enhancing talent acquisition strategies. Implementing technology, focusing on applicant satisfaction, making decisions based on information, offering post-employment progression and mentoring, and utilizing various strategies could help BRAC Bank optimize its hiring procedures and establish itself as a competitive environment in the competitive employment market as a whole BRAC Bank is able to establish an effective staff that accelerates its progress and achievement in the financial industry via inventions and constant improvement

3.5 Summary and Conclusion

The research aimed to highlight Brac Bank's difficulties in attracting talent so that the newly appointed officials could take appropriate steps to mitigate the impact. The study suggests that Brac Bank has a variety of serious hiring-related issues, including a number of issues that should be thoughtfully taken into consideration to ensure that the most suitable candidates are selected for employment and managed. The banking industry experiences significant competition for attracting highly qualified employees; this, alongside a requirement for a welcoming atmosphere and sophisticated laws and regulations, highlights the need for effective hiring managers practices. A further obstacle to attracting workers with particular expertise is the increase in web-based banking systems and the scarcity of skills.

There may be a few approaches by which Brac Bank PLC might overcome those challenges. It is important to establish a strong employer brand, adhere to regulations, and completely evaluate the applicant's cultural fit to optimize the hiring process. proactive policies, such as engaging with research centres and business partners in order to build pipelines of potential employees as well as improve the skill sets of current staff, must be to . Additionally, by placing a high priority on maintaining talent through initiatives like career advancement and recognition programs, turnover issues may be decreased, and staff loyalty is likely to be strengthened.

To Summerize, an integrated approach, including hiring and retention, management of compliance, and strategic thinking, is needed to deal with the issues that arise within Brac Bank's employment practice. Through the effective implementation of these approaches, Brac Bank could strengthen its attractiveness in acquiring qualified employees and position itself as a top employer in the dynamic banking industry. Focusing on recruiting excellence is essential

to maintaining organizational development, fostering creative thinking, and delivering outstanding client service in today's dynamic business environment.

3.6 Limitations and Future Directions

This study has some limitations of this research project. Gathering data provides still another significant limitation since the interview's number of respondents is determined by the circumstances, ideas, and opinions of those interviewed. It might be possible that the findings of the studies aren't applicable to other banks. The distinctive organizational culture of Brac Bank PLC's demography and operational management might affect the nature and importance of talent acquisition challenges differently compared to different organizations. The amount and quality of the data gathered impact the reliability and correctness of the study findings. Potential biases in data collection methods, such as small sample numbers or self-reporting, might compromise the validity of the results and limit how broadly they can be applied. It's probably a longer study that has been necessary, which would have restricted the evaluation and research into possibilities for talent acquisition issues.

Future Directions

Research in Other Factors: More research might investigate some different factors, including organization, regulatory complications in the recruitment process, and worker retention initiatives, that influence recruiting talent at Brac Bank. By in-depth observations of many factors, scholars can better understand the dynamic scope of talent acquisition challenges.

Analytical Comparison:

Assessing the challenges of BRAC Bank compared to those of other banks or financial institutions in Bangladesh or outside may provide useful information. Considering initiatives for diversity, recruiting processes, and leadership strategies can help compare successful practices in the organization.

Long-term Research:

Long-term research that analyses trends and outcomes in talent acquisition over an extended period could identify new difficulties, changes, and structures in the recruiting process. By maintaining attention to variations in employee satisfaction, employee turnover, and personnel combination, organizations could modify their skill-based recruitment methods in an advance period of time.

Intervention Studies:

By engaging in different programs and initiatives and assessing their success with regard to the particular skill recruitment obstacles found by this current study, Brac Bank and other involved organizations might gain useful information. Analyzing the efficacy of diversity outreach initiatives, management improvement plans, and methods of hiring can facilitate decisions based on evidence and continual enhancement of processes in the management of human resources.

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Appendix

Position: Associate Manager	Date of Interview: 04/04/24
<p>Opening Statement: I am Anwasha Roy, an undergraduate in my final year at Brac University, and I am so grateful that I had the opportunity to meet you. I'm currently working on the report on my internship under Assistant Professor M. Nazmul Islam, PhD and Co-supervisor Dr. Syed Far Abid Hossain. The report title is “Exploring Recruitment Processes, Challenges, and Solutions in Talent Acquisition at Brac Bank PLC.” The interview is a part of this report that aims to understand the views on the challenges of the talent acquisition process and bring up possible solutions to overcome these challenges at the Brac Bank Recruitment system. Permission to record this interview is requested so that data can be gathered and documented. The purpose of this work is only academic, and publication is the goal. Furthermore, to be clear, your data will be kept anonymous and confidential. If you are still uncomfortable, you can leave the interview at any moment during the interview.</p>	
<p>Initial preparing Question:</p> <ul style="list-style-type: none">• Kindly tell me a few details about the working enviromnet of Talent Acquisition department and the hiring policies.	
<p><u>Interview Questionnaire</u></p> <ol style="list-style-type: none">1. How many employers do you hire every year?2. What are the significant challenges you usually face?3. How the problems will it be easy to recover from the challenges4. How do you collect candidate data?5. How have you verified the candidate's information?6. How do you manage the time for the recruitment process?7. How do you prioritize delivering a positive candidate experience from initial contact to onboarding?8. In what ways does technology enhance and streamline talent acquisition processes at our bank?9. Did you need any help after employing the candidates?10. In the banking industry, how do you assess the performance of your talent acquisition department, and what modifications do you think need to change for a better outcome?	