

Internship Report

On



NRB Bank Limited

Evaluation and Effectiveness of Recruitment and Selection Process of NRB Bank Limited



Submitted To

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Letter of Transmittal

23rd August, 2017

Tanzin Khan

Lecturer,

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Subject: Submission of Internship Report for the completion of BUS 400 course.

Dear Ma'am,

In accordance to your guidance, I am submitting my Internship Report on the topic of **“Evaluation and Effectiveness of Recruitment and Selection Process of NRB Bank Limited”** as a requirement of BUS 400 course. I have prepared this report with the best of my knowledge.

This report comprises an elaborative study on the whole recruitment and selection process of the bank, the rules and regulations, activities of the Human Resource Division in terms recruiting their employees. The information has been gathered from different websites, annual reports of the bank and informal interviews of the employees. Also, I have conducted a survey on the employees of the bank regarding the recruitment and selection process through a set of questionnaire.

I would really appreciate if you enlighten me with your thoughts and views regarding this report and would be glad to clarify any query that may arise about this report. Thank you for your support, patience throughout my internship period.

Sincerely Yours,

Suparna Yasmin

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Acknowledgements

In the beginning, I would like to thank Almighty Allah for giving me enough courage and patience to complete this internship report. Then I would like to thank my academic supervisor, Mrs. Tanzin Khan for the enormous support and guidance she provided me throughout my internship period. Without her supervision and cooperation this report would have not been possible to make.

Secondly, I would like to thank my onsite supervisor, Mr. Fahad Anwar Sinha (Manager, HR Division) as well as Mr. Imteeaz Ahmed (Senior Assistant Vice President), the Head of HR Division. After him I would like to give my thanks to the respected employees of HR Division, Mr. Meadad Mustak (Senior Officer), Mr. Rohimul Hossan Shepon (Senior Officer) and Mr. Shahriar Alam (Officer). Without their support and help, it was impossible to gather the necessary information for this report. Lastly, I am thankful to the employees who have been the respondents of my survey by giving me their valuable time and made me able to complete this report successfully.

Executive Summary

NRB Bank Limited has been a part of the banking industry of Bangladesh since 2013 with a vision to become one of the leading financial institutions for the Bangladeshi expatriates. By getting the opportunity to work as an intern of the Human Resource Division of this bank, I have made an analysis of the recruitment and selection process of NRB Bank.

This report consists the elaborative analysis of the whole recruitment and selection process of the bank as well as the rules and regulations, activities of the Human Resource Division in terms recruiting their employees. I have discussed the overall details such as mission, vision, goals, values, organizational structure of the bank in the organizational overview part. Then I have also included the discussion regarding the whole recruitment and selection process of this bank step by step. Furthermore, in the findings and analysis part, I have discussed the findings of this report to determine the opinions of the employees regarding the recruitment process and shown them into graphical representation. Finally, I have tried to enlighten some suggestions in the recommendations part for the bank to improve their recruitment process that I have derived from my daily activity in the bank as well as my academic learnings.

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Chapter 1:

Introduction

1.1 Introduction of the Study:

To accelerate the economic growth of Bangladesh, banking sector has been playing a significant role from the beginning of the country's liberation. From then, this sector has gone through several ups and downs. For the improvement of banking sector a number of rules, regulations and policies has been implemented. However, apart from the idea of conventional banks, Mr. Bayazid Sarker, Deputy Director of the Bangladesh Bank, first introduced the idea of NRB bank in 2007. Though Bangladeshi expatriates have been demanding such type of a bank since late 90s when remittance inflow increased at a stable rate. Mr. Sarker proposed the idea based on research work covering a possible structure and functions of the new banks. The main objective behind his idea was that the government can arrange alternative funds from its own people for its development work without turning to the foreign donors (thefinancialexpress-bd, 2013).

NRB Bank Limited as a fourth generation private bank has been successful to create themselves a reliable financial institution for the Non-Residence Bangladeshis'. Moreover, this report was originated to determine and evaluate the whole recruitment and selection process of NRB Bank. For the purpose of this study, employees of this bank has been surveyed and the survey result has been analyzed thoroughly.

1.2 Background of the Study:

As a part of the academic requirements of Bachelors of Business Administration (BBA) program, students of BRAC University has to attain a three months Internship program under the supervision of an organization. Besides the organizational supervisor, an academic supervisor is also assigned from the University to provide guidance and support to the student regarding the preparation of internship report during his/her internship period. It is my enormous pleasure that I have got the opportunity to do my internship in **“NRB Bank Limited”**.

My organizational supervisor, Mr. Fahad Anwar Sinha (Manager, Human Resource Division) as well as other employees of HR Division, has given me the proper guidance to do my project on the topic of **“Evaluation and Effectiveness of Recruitment and Selection Process of NRB Bank**

Limited”. In addition, Mrs. Tanzin Khan (Lecturer, BRAC Business School) my academic supervisor has approved the topic and assisted me to successfully prepare my report as a requirement of the internship program.

1.3 Objectives of the Study:

The objective of this internship report can be divided into two types -

Broad Objectives:

The basic objective of this report is to assemble a clear knowledge about the whole organization. It includes the organizational structure, its culture, mission and vision, policies, strategies, its business and customers.

Specific Objectives:

- To identify the whole recruitment and selection process of NRB Bank Limited.
- To perceive the level of employee satisfaction about the recruitment and selection process of the bank.
- To understand the effectiveness of the recruitment and selection process.
- To know about the efficiency of the employees who are being evaluated through the recruitment and selection process.

1.4 Methodology of the Study:

Types of Research:

This report is a descriptive research project on the topic of “Recruitment and Selection Process of NRB Bank Limited”.

Sources of Data:

- *Primary Data:* The primary data is collected from direct observation of the recruitment and selection process, informal discussions and by conducting a scheduled survey on the employees of different departments of the bank.

- *Secondary Data:* The secondary data is collected from the official website, previous annual reports, previous internship reports, and other publications of the bank.

Population and Sample Size:

The population of this study are the employees of the Corporate Head Office of NRB Bank Limited. The total number of sample of this study is 40.

1.5 Scope of the Study:

This report is based on the evaluation of recruitment process of NRB Bank. It will give the elaborate idea of the different steps of recruitment and selection process of a structured organization like this bank. To determine the objectives of this study, 40 employees of NRB Bank who are working in the Corporate Head Office, has been surveyed with a set of questionnaire that contains 17 different questions. Moreover, this report provides some suggestions regarding the whole recruitment and selection process of the bank which has been derived from the opinions of the employees.

1.6 Limitations of the Study:

During the preparation of this internship report, the main limitation was the information collection regarding the internal process of recruitment which is basically a confidential matter. Secondly, selecting the sample size was a bit difficult for me. Because most of the time employees remain very busy with their job and they were not willing to participate in the survey that I have conducted on them. Thirdly, maximum number of employees are not properly aware of the whole recruitment and selection process of the bank which was a barrier to collect the information.

Chapter 2:

Organizational Overview

2.1 About NRB Bank Limited:

NRB Bank Limited has started its banking operations in the year of 2013 as a fourth generation private bank in Bangladesh. The term NRB is an abbreviation of “Non Resident Bangladeshi” which means the initial capital of this bank has been funded by non-resident nationals. Along with its typical banking function, the bank aims to achieve multiple objectives. The short term objective is to create a reliable platform for the potential Non-Resident Bangladeshis to contribute in our countries economy and the long term objective is to minimize the dependency on the international financial institutions for receiving remittance. As a financial institution, NRB Bank intends to be one of the leading private banks of our country with a tagline "*Not Just Another Bank*" by bringing together the enthusiastic non-resident Bangladeshi investors around the world as well as to make an easy way to access the international market for the Bangladeshi citizens.

On 7th February 2013, Registrar of Joint Stock Companies & Firms (RJSC) issued Certificate of Incorporation for NRB Bank Limited. The first Board Meeting of the bank held successfully on April 9, 2013. On April 18th Bangladesh Security Exchange Commission (BSEC) issued letter of consent for raising paid-up capital. NRB Bank Limited received Banking License from Bangladesh Bank on 25th April, 2013 and was gazetted as a scheduled Bank effective from 28th April, 2013. (nrbbankbd, Annual Report 2015, 2015)

The bank has in total of nineteen Board of Directors including the Chairman of NRB Bank, Mr. Mohammed Mahtabur Rahman. Currently NRB Bank has 26 branches all over the country and has established 26 ATM Booths with the branches to make cash withdrawal available for the clients by using NRB Bank credit/debit card. According to the annual report of 2015, the bank has Tk. 10,000,000,000 of authorized capital and Tk. 4,000,000,000 of paid-up capital till 31st December, 2015. (nrbbankbd, Annual Report 2015, 2015) To fulfill the need of the customers, the bank is offering different banking services which are-

- Retail Banking
- SME Banking
- NRB Banking
- Corporate Banking
- E-Banking

2.2 Vision, Mission, Values & Goals:

Vision:

To be the leading dedicated financial institution for NRBs to invest in Bangladesh and for Bangladeshi individuals and corporates to access international markets. (nrbbankbd, 2017)

Mission:

NRB Bank aims to be the preferred provider of targeted financial services as a conduit for investment to and from Bangladesh for our Bangladeshi communities both domestically and internationally, to accelerate the industrialization of Bangladesh.

We will strengthen these relationships by providing the right solutions that combine professionalism, expertise and financial strength (nrbbankbd, 2017).

Values:

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

Dynamic: We strive to change and perform to progress.

Innovative: We foster ideas through finding better ways to improve.

Global: We empower to create competitive edge to set international standard.

Integrity: We govern by the principles of ethics and transparency.

Techno Centric: We step ahead with technological advancement. (nrbbankbd, 2017)

Goals:

Our goal is to create customer loyalty, shareholder value and employee satisfaction. (nrbbankbd, 2017)

2.3 Organizational Management Hierarchy:



Figure 2.1: Organizational Management Hierarchy

2.4 Overview of the Division:

NRB bank follows flat organizational structure to make the decisional process faster. At present there are sixteen different divisions in NRB Bank. Under each division there are several departments. Moreover, based on the academic, professional and technical knowledge, skills, experience and qualification, the bank has top level, mid-level and entry level posts. Employees are assigned to the position according to the relevancy of their academic and professional background. Name of the different divisions are shown below:

Human Resource Division	Retail Banking Division	Credit Risk Management Division	Card division
Finance & Accounts Division	IT & ADC Operations Division	SME Banking Division	Corporate Banking Division
Facilities Management Division	Brand & Communications Division	Operations Division	Internal Control & Compliance Division
Md's Office	Company Secretariat Division	Risk Management Division	Treasury & Financial Institutions Division

Figure 2.2: Divisions of NRB Bank

In NRB Bank, each division has a division head who is responsible for all the duties and responsibilities of that particular division. Also each division has a manager to coordinate all the employees and their responsibilities. All the employees of the division reports to their division head. As an intern, I was assigned in the Human Resource Division (HRD). In HRD there are five employees have been working excluding me. Mr. Imteeaz Ahmed (Senior Assistant Vice President) is the Head of HR Division. After him, Mr. Fahad Anwar Sinha (Senior Principal Officer) is the Manager of HR Division. Moreover, Mr. Meadad Mustak (Senior Officer), Mr. Rohimul Hossan Shepon (Senior Officer) and Mr. Shahriar Alam (Officer) are the member of Human Resource Division. There are several segments under HR Division namely – Recruitment, Training, Transfer, Remuneration etc. Mr. Fahad Anwar Sinha is responsible for Training segment. Mr. Meadad Mustak is in charge of Recruitment, Mr. Rohimul Hossan Shepon is in charge of Transfer and Mr. Shahriar Alam takes care of the Remuneration part. I have been working mainly for recruitment part throughout my internship period. Basically these are the main HR operations of this organization. There are other operations which has been done by the employees of HRD like release and leave of employees, NOC (No Objection Certificate) issue for country leave etc.

Chapter 3:

Job Description

3.1 Job Description:

NRB Bank provides an ample opportunity to the interns of the bank to pursue the organizational professionalism fully as like their employees do. The bank, as an organization make the interns feel as important as their other employees are. As an intern of HR Division, I used to do the works like all other employees do. Throughout my internship period, basically I have done works that are mostly related with recruitment and selection process.

Initially, the bank collects the CVs of potential candidates from various kinds of sources for their different types of vacancies. As an intern, I have to organize these CVs and keep them in the CV archive folder named Upcoming Interview. These collected CVs are organized according to the candidate's professional experience and background, area of proficiency and also based on the competent position for which they will have been hired for. After that few candidate names are being sorted out from the CV archive by the concerned employee.

After the primary CV screening, I have to make calls to communicate with the candidates to let them know about the scheduled time and date of written test or interview. The time and date of written test or interview has been scheduled by the manager in consultation with the Head of HRD and other concerned employees of the division. Now, when the calls are done, I have to make interview statements in a MS excel sheet which includes a short overview of each of the candidate's academic, personal and professional background such as name of the candidate, age, his/her educational background, professional background, total years of experience etc.

As an intern, I have to invigilate the written tests and coordinate the interviews sometimes. So, calling the candidates for written test, interviews and database updating for the interview statement are one of the major responsibilities of this position. After the interview, my job is to organize the documents such as the evaluation form filled up by each of the interviewer, CVs of the candidate, declaration form and written test script accordingly.

Moreover, another important work for the position of intern is to make the letter of “Offer and Appointment”. To make the offer and appointment letter, I have to take information such as father’s name of the selected candidate, permanent address from each of the candidate’s CV and input these data in the excel sheet. The letter of “Offer and Appointment” has been printed in two copies for each of the selected candidates. One is original copy and the other one is duplicate copy or the bank’s copy.

Additionally, I have to input data to make the “Office Notes” for the selected candidates in which their proposed salary, proposed position along with the educational background and recent professional experience is included. Then the printed copy of office notes is being attached with each of the employee’s duplicate copy of offer and appointment and keep them in the folder named “Offered Candidates”.

Furthermore, when candidates come to take the offer, I have to make them understand about all the terms and conditions listed in the offer and appointment letter before they sign it. The duplicate copy of the offer and appointment letter where the salary breakdown is attached, is kept by the bank and original copy is given to the offered candidate. I have to make both of the copies signed by the offered candidate. Contractual employees has to submit police verification report. For police verification report, the bank issues a police verification letter which the candidate has to submit in the police station. The position of intern of HR Division is liable to make the letter of police verification.

Most importantly, I have to assist the joining process of both the permanent and contractual employees as an intern of HR Division. On the date of joining, I have to check all the documents properly mentioned in the letter of offer and appointment for each of the employee and give them a set of joining form to fill-up. I used to check and organize all the papers accordingly in a file and show it to the concerned employee of HRD. If he checks everything and confirms the joining of the employee then I have to give the new joiner an account opening form to open up his/her salary account from the principal branch. In NRB bank, for permanent position, before joining each employees are required to have a medical checkup and it is my duty to check the medical reports of the employees.

In addition with these above mentioned responsibilities, the position of intern of HR Division requires to update the database regularly when any new employee joins, update monthly mobile bills of the employees, bills of travel allowances, making the travel allowance bills accepted by the Finance and Accounts Division, making scan copies and photocopies of necessary documents, taking the signature of higher personnel of the bank in some paper etc. Also I am accountable to hand over the Identity Card of the new employees in the bank.

Chapter 4:

The Recruitment and Selection Process

4.1 The Recruitment and Selection Process:

NRB Bank as a fourth generation private bank follows a very specific and factual process for recruitment and selection of their employees. Every step of this recruitment process is justified and required to find out the most eligible candidate for the vacancy. The bank has few steps in their recruitment and selection process. It is described in detail below:

First of all, the bank issues an employee requisition form including the details of name of the division/department where the manpower is required, nature of the job, job grade and job type, required number of employees and name of the employees who has resigned from that division/department. Then the bank collects the CVs of potential candidates from various kinds of sources mainly the internal sources for their different types of vacancies. These CVs are organized and kept in the CV archive folder named “Upcoming Interview”. It is organized according to the candidate’s professional experience and background, area of proficiency and also based on the vacant position for which they will have been hired for. After that few candidate names are being sorted out from the CV archive by the Head of HR division with the help of the in charge officer of recruitment.

Once the primary CV screening has been done, the candidates are called to let them know about the scheduled time and date of written test or interview. The time and date of written test or interview has been scheduled by the manager in consultation with the Head of HRD and other concerned employees of the division. Moving on, interview statements are made which includes a short overview of each of the candidate’s academic, personal and professional background. For fresh graduates, the bank takes written examination to recruit them. Candidates who have been passed or gets 60 or above out of 100 marks, are called for the interview. But experienced candidates are interviewed directly. If candidates are directly interviewed without any taking any written test then the information of interview statement includes-

- Name of the candidate
- Age
- Educational background
- Experience (Professional background)

- Total years of experience
- Remarks (This section is for the interviewer to comment about the candidate)

During the interview, each of the candidate is being evaluated in terms of five appraisal factors. These following factors assesses the candidate's eligibility regarding the vacant position –

- Appearance – Dress up, body language, confidence, eye contact.
- Personality – Assertiveness, achievement oriented, professionalism, eagerness to learn.
- Job Knowledge – Knowledge about the requirements of job position.
- Problem Solving – Ability to solve hypothetical problems presented during interview.
- Communication Skills – Written or verbal.
- Knowledge in Industry Market and Economy – About current economic factors, market and industry practices.

Each of the above factors carries five points in total of thirty points. Considering the total marks achieved by the candidate, interviewers make recommendations about whether he/she is selected for that vacant position or not.

After the interview, the selected candidates are given the letter of “Offer and Appointment” where the necessary requirements (documents/papers/certificates) are listed for his/her joining on the bank. The letter of “Offer and Appointment” has been printed in two copies for each of the selected candidates. One is original copy and the other one is duplicate copy. The original copy includes the requirements of joining as well as the last date of joining. Similarly the duplicate copy includes the same things but the salary breakdown of the position of the vacancy is being attached with this. When the candidates come to take their offer letter, it is the concerned employee's duty to make them understand clearly about all the terms and conditions written down in the offer and appointment letter before they sign it. The duplicate copy of the offer and appointment letter where the salary breakdown is attached, is kept by the bank and original copy is given to the offered candidate. Both of the copies of offer and appointment letter has to be signed by the candidate. Requirements that are listed in the letter of “Offer and Appointment” are as follows –

- Release order and pay certificate/bank statement if the offered candidate has previous working experience.

- He/she has to submit two reference letters from two respectable persons.
- He/she has to submit the photocopies of his/her all academic certificates.
- He/she has to submit the photocopies of his/her National Identification card and E-Tin certificate.
- He/she has to submit medical certificate (for permanent employee)/ police verification report (for contractual employee).
- Recent photographs of the employee and his/her spouse if married.

Furthermore, both the permanent and contractual employees has to join in the Corporate Head Office in Gulshan. On the date of joining, employees are given a set of joining form to fill-up. These forms can be slightly different for permanent and contractual position. In NRB bank, for permanent position, before joining each employees are required to have a medical checkup in the prescription point located in Banani. For contractual employees, they are required to submit the police verification report for joining in the bank. Then, all the above mentioned documents along with the joining forms are checked properly by the concerned employee of HRD and organized the papers accordingly in a file called “Personal File”. If all the required documents are alright then the joining of the employee is confirmed. Meanwhile, from HR Division the new joiner is given an account opening form to open up his/her salary account from the principal branch of the bank.

Chapter 5:

Findings and Analysis

5.1 Findings and Analysis:

To determine the response of the employees regarding the whole recruitment and selection process of the bank, a questionnaire was designed consists of total 17 questions. The questionnaire comprises some demographic questions along with the research related questions and some open-ended questions. Initially, the first five demographic questions were included to determine the demographical information such as gender, age etc. of the sample. Secondly, the research related questions were made to determine the information about the response of the employees related to process of recruitment and selection. Thirdly, there are some open-ended questions to get some suggestions of the employees about the recruitment and selection process. Moreover, all the findings of this study has been described and analyzed in graphically and each of their interpretation has been given as well. The detail analysis along with graphical representation and their interpretation is given below:

1. Please indicate your gender.

Variables	Male	Female	Total
Frequency	26	14	40
Percentage	65.00%	35.00%	100%

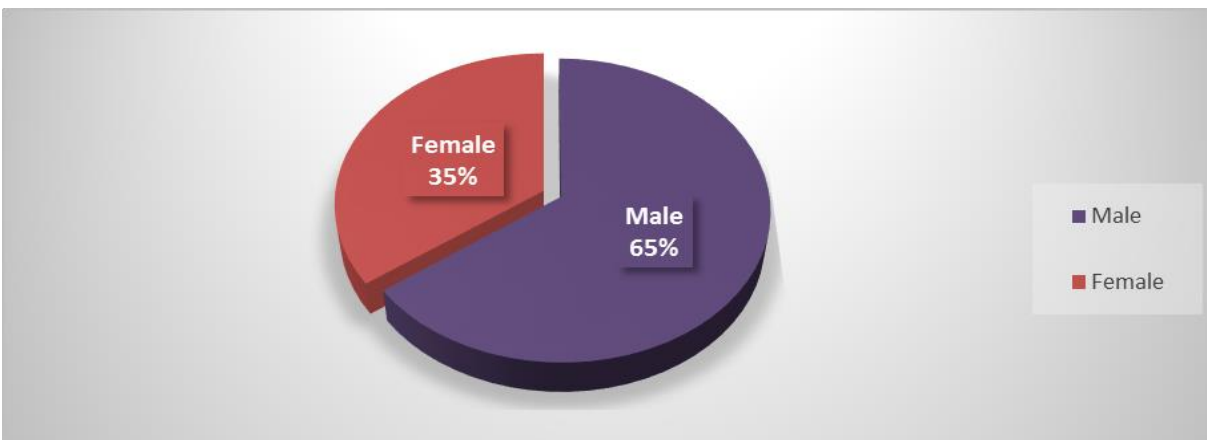


Figure 5.1: Please indicate your gender

Interpretation:

The above table and graph is the representation of gender of the sample population who has been surveyed for this study. Among the total 40 respondents there are 26 employees who are male and 14 employees are female. So, we can say that 65% of the sample of the population is male and 35% is female.

2. Please indicate your age range.

Variables	Below 25	25-30	31-35	36-40	Above 40	Total
Frequency	0	17	16	5	2	40
Percentage	0.00%	42.50%	40.00%	12.50%	5.00%	100%

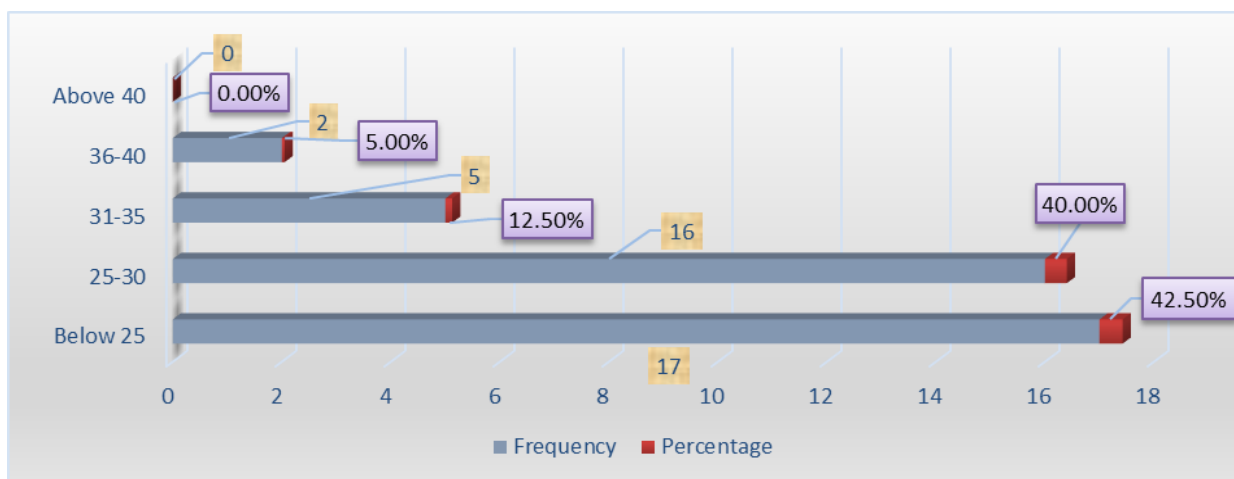


Figure 5.2: Please indicate your age range

Interpretation:

The above table and chart shows that among the 40 respondents, there are no employees whose age range is below 25, majority of the respondents belongs to the age group of 25-30 which is the 42.5% of the total sample size. 40% of the respondents' age are in between 31-35, 12.5% employees belongs to 36-40 age range and 5% respondents' age are above 40.

3. Please write down your designation and department.

Variables	Human Resource	Finance & Accounts	IT, ADC & Operations	Facilities Management	Operations	Brand & Communications	Total
Frequency	5	5	12	7	7	4	40
Percentage	12.50%	12.50%	30.00%	17.50%	17.50%	10%	100%

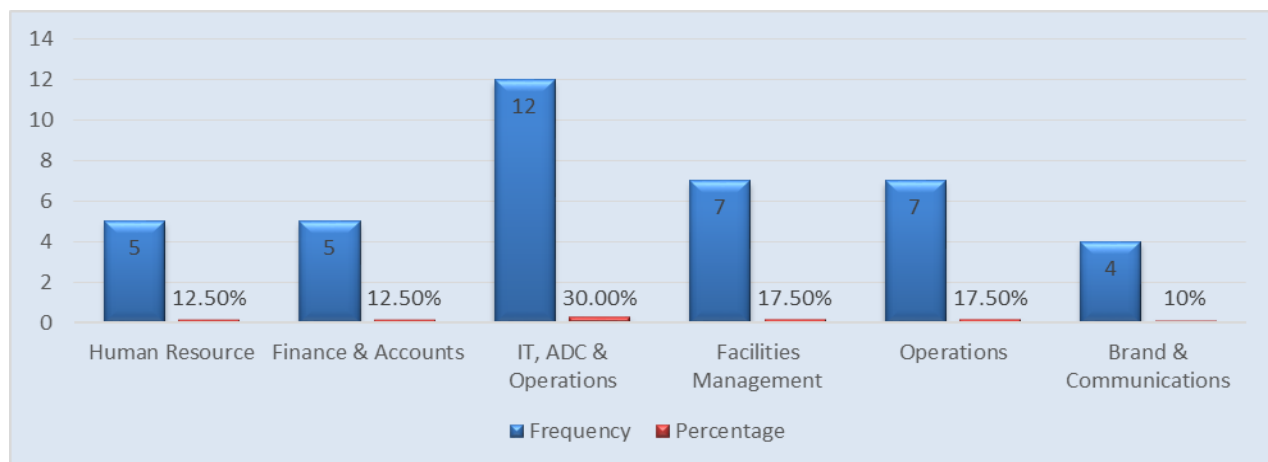


Figure 5.3: Please write down your designation and department

Interpretation:

The above shown table and graph represents the divisions and departments of the employees who has been surveyed for this study. There are six different divisions from which employees were surveyed. It clearly shows that 12.5% of the employees are from Human Resource Division, 12.5% respondents are from Finance and Accounts Division. Majority of the employees are from IT, ADC and Operations Division which is 30% of the total respondents. 17.5% employees are from Facilities Management Division, 17.5% employees are from Operations Division and 10% employees are from Brand and Communications Division.

4. Please indicate your job level.

Variables	Entry Level	Mid-Level	Top Level	Total
Frequency	23	13	4	40
Percentage	57.50%	32.50%	10.00%	100%

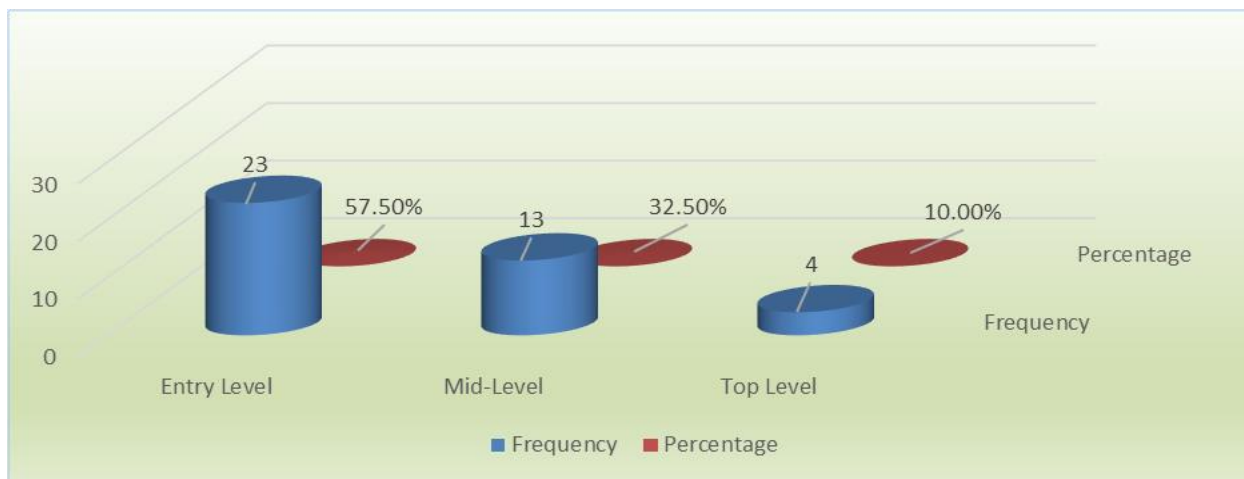


Figure 5.4: Please indicate your job level

Interpretation:

It was a focus area of the survey, to determine the opinion of the employees from different job levels. In the above shown chart and table, among the total 40 respondents, there are 57.5% employees whose job level belongs to entry level. It clearly indicates that more than half of the total respondents are the entry level job holder. 32.5% respondents are in the mid-level of the job and remaining 10% are top level employees.

5. Please indicate your service period in this bank.

Variables	Less than 2 years	2-5 years	More than 5 years	Total
Frequency	26	14	0	40
Percentage	65.00%	35.00%	0.00%	100%

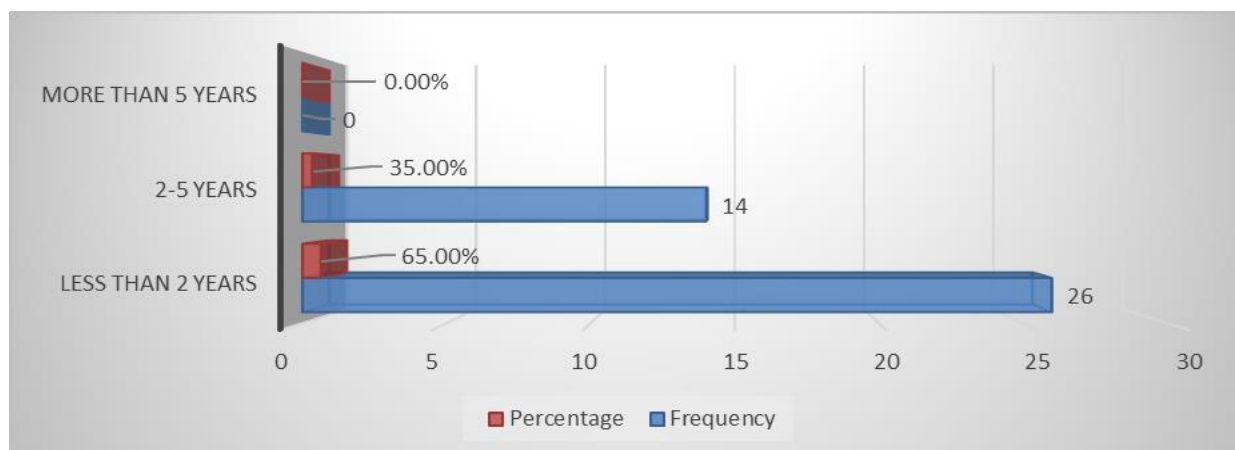


Figure 5.5: Please indicate your service period in this bank

Interpretation:

From the above statistics and chart, we can clearly identify the service period of the employees who are the survey respondents of this study. It shows that there are 65% of employees whose service period in the bank is less than 2 years. 35% employees have been working for 2-5 years and there are no employees who have been working for more than 5 years.

6. How satisfied are you with the current recruitment and selection process of this bank?

Variables	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
Frequency	5	32	3	0	0	40
Percentage	12.50%	80.00%	7.50%	0.00%	0.00%	100%

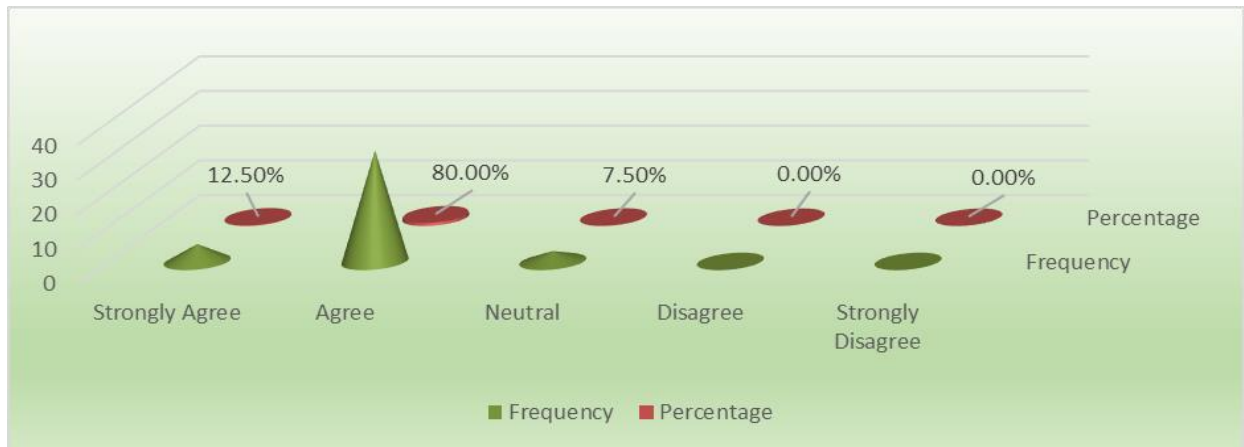


Figure 5.6: How satisfied are you with the current recruitment and selection process of this bank?

Interpretation:

The above chart and graph represents the satisfaction level of the surveyed employees regarding the current recruitment and selection process of the bank. It is seen that among the 40 respondents, 80% of the employees are satisfied with the current recruitment process. 12.5% of the employees are highly satisfied and 7.5% remains neutral in this case. On the other hand, none of the employees are dissatisfied and strongly dissatisfied with the current process of recruitment.

7. Do you think the current recruitment and selection process is effective and efficient?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	3	31	5	1	0	40
Percentage	7.50%	77.50%	12.50%	2.50%	0.00%	100%

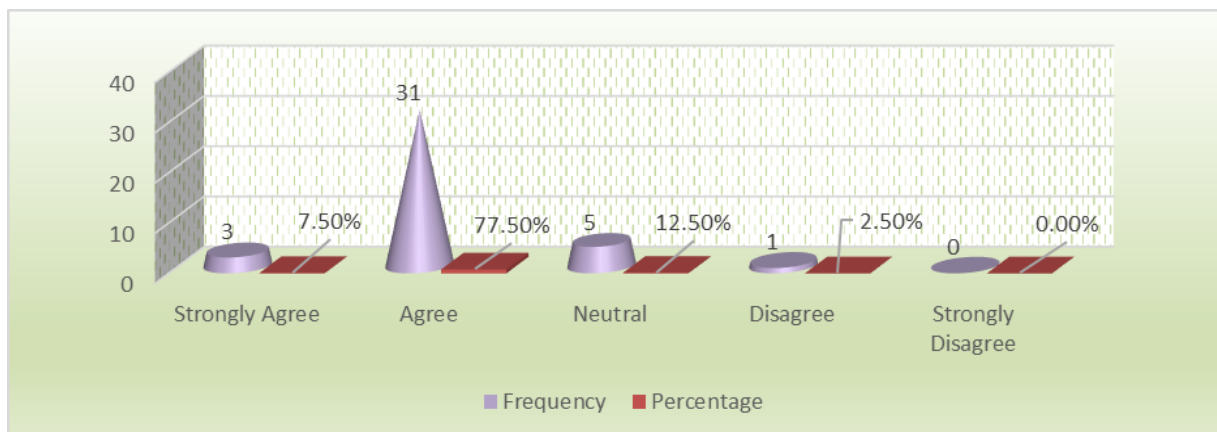


Figure 5.7: Do you think the current recruitment and selection process is effective and efficient?

Interpretation:

The above table and graph shows the percentage of employees who think that the current recruitment and selection process of the bank is effective and efficient. Here, 7.5% of the respondent strongly agrees with the statement. 77.5% that is the majority of the employees agree with this. 12.5% remains neutral in this case and 2.5% disagreed with the statement. There are no respondent who strongly disagreed with this matter.

8. Do you think the present recruitment and selection process is quite long process?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	0	11	7	21	1	40
Percentage	0.00%	27.50%	17.50%	52.50%	2.50%	100%

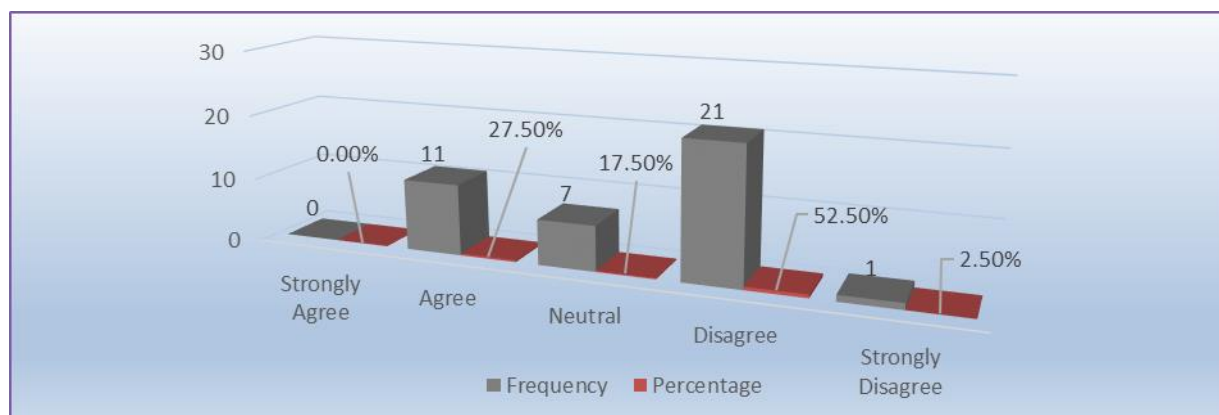


Figure 5.8: Do you think the present recruitment and selection process is quite long process?

Interpretation:

The above graph and table determines the respondents' opinion on the length of the present recruitment and selection process. None of the respondents strongly agreed on this matter, whereas 27.5% employees agreed on the statement and 17.5% employees remain neutral. On the other hand, majority of the sample that is 52.5% disagreed on the statement and 2.5% strongly disagreed with this.

9. Do you observe any changes in recruitment process over the years in this bank?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	2	25	11	2	0	40
Percentage	5.00%	62.50%	27.50%	5.00%	0.00%	100%

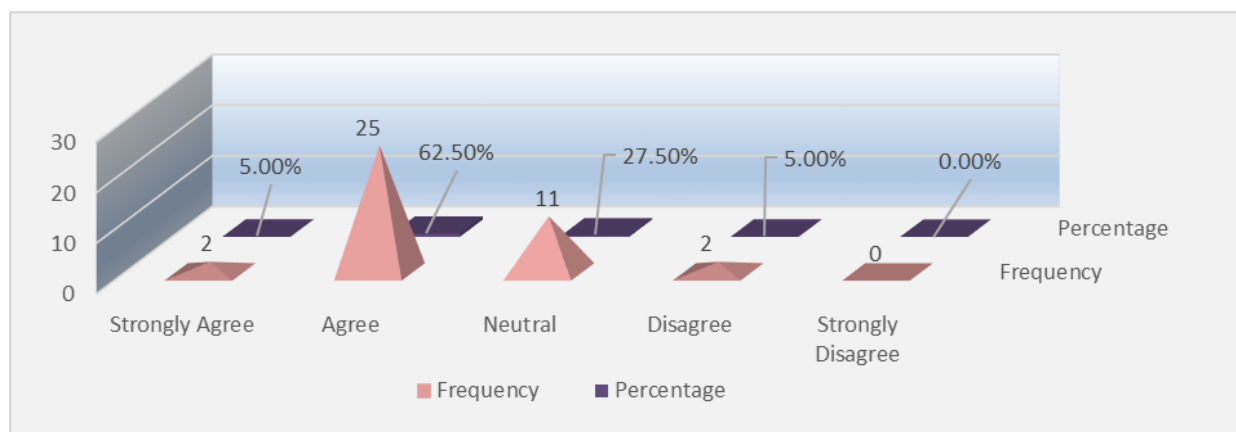


Figure 5.9: Do you observe any changes in recruitment process over the years in this bank?

Interpretation:

The above table and chart identifies that whether there has been any changes in the recruitment and selection process in this bank or not observed by the employees. Here, it is clearly seen that 5% of the employees are strongly agreed with the fact. Among the 40 respondents, majority of the employees that is 62.5% observes changes in the process, and 27.5% are in neutral position. Moreover, 5% employees are disagreed and none of the respondents are strongly disagreed about the statement.

10. Do you think the recruitment and selection process should be internal?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	0	9	10	16	5	40
Percentage	0.00%	22.50%	25.00%	40.00%	12.50%	100%

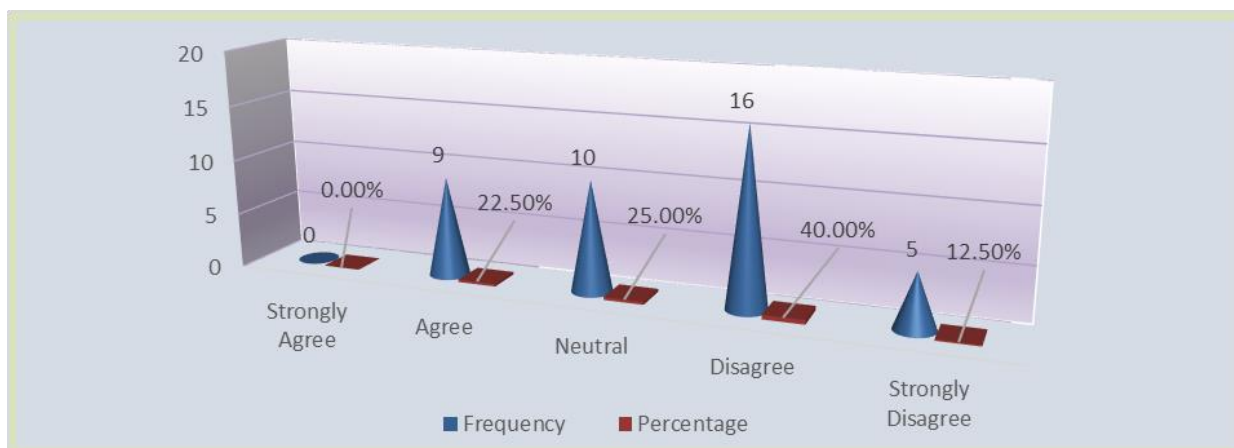


Figure 5.10: Do you think the recruitment and selection process should be internal?

Interpretation:

The above table and graph shows the opinion of the employees regarding the fact that the recruitment and selection process should be internal. Among the 40 respondents, no one has strongly agreed to the fact, 22.5% agreed and 25% remained neutral. 40% that means majority of the employees has disagreed and 12.5% has strongly disagreed with this matter.

11. Do you think internal recruitment helps to motivate the employees?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	3	22	9	6	0	40
Percentage	7.50%	55.00%	22.50%	15.00%	0.00%	100%

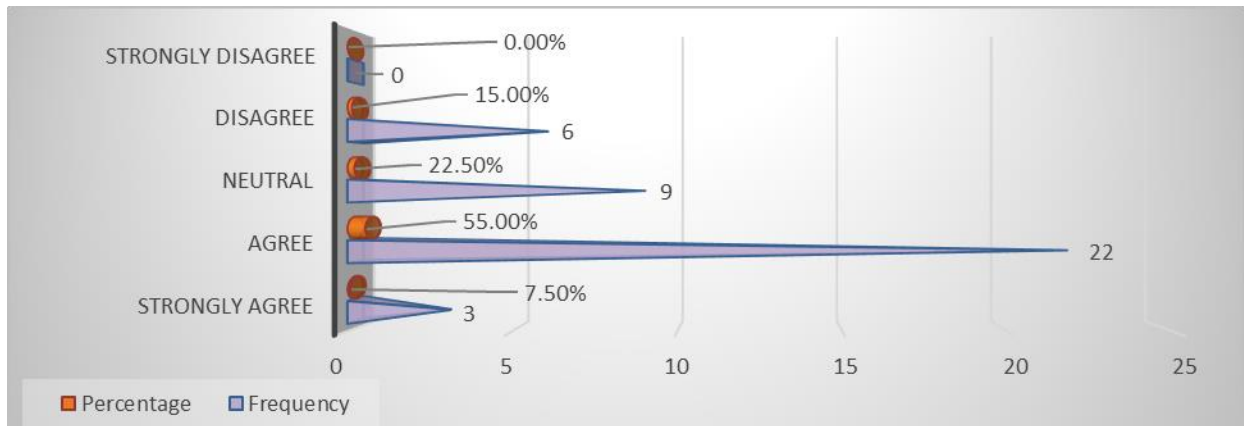


Figure 5.11: Do you think internal recruitment helps to motivate the employees?

Interpretation:

Here, we can see that 7.5% of the employees has strongly agreed and 55% of the respondents has agreed to the fact that internal recruitment helps to motivate the employees. 22.5% employees are neutral in this matter. 15% of the respondents has disagreed and none of the sample population has strongly disagreed to the fact.

12. Do you think the recruitment and selection process should be external?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	0	24	10	3	3	40
Percentage	0.00%	60.00%	25.00%	7.50%	7.50%	100%

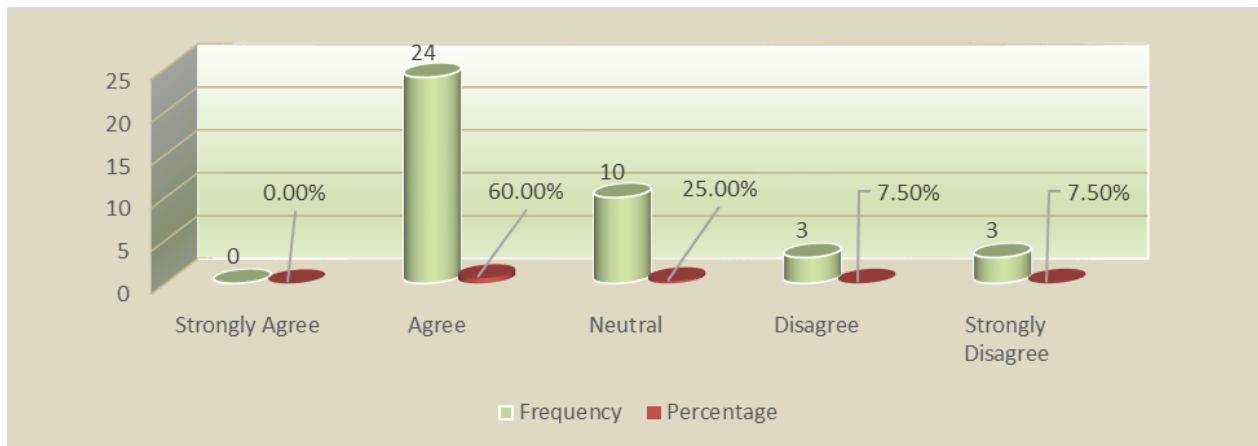


Figure 5.12: Do you think the recruitment and selection process should be external?

Interpretation:

It is seen from the above table and graph, majority of the sample that is 60% employees has agreed with the statement that the recruitment and selection process should be external. None of the respondents strongly disagreed with this. 25% portion of the sample remained neutral, 7.5% portion has disagreed and 7.5% employees has strongly disagreed in this matter.

13. Do you think the recruitment process should have a mixture of internal and external?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	16	23	0	1	0	40
Percentage	40.00%	57.50%	0.00%	2.50%	0.00%	100%



Figure 5.13: Do you think the recruitment process should have a mixture of internal and external?

Interpretation:

From the above shown chart and table, we can clearly see that 40% of the total respondents has been strongly agreed in the fact that the recruitment process should have a mixture of internal and external sources. Majority of the employees that means 57.5% has agreed on this matter. On the other hand, 2.5% employees has disagreed and none of the respondents has remain neutral or strongly disagreed in this fact.

14. Do you think the current recruitment process is relevant in terms of eligibility criteria?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	4	29	4	3	0	40
Percentage	10.00%	72.50%	10.00%	7.50%	0.00%	100%

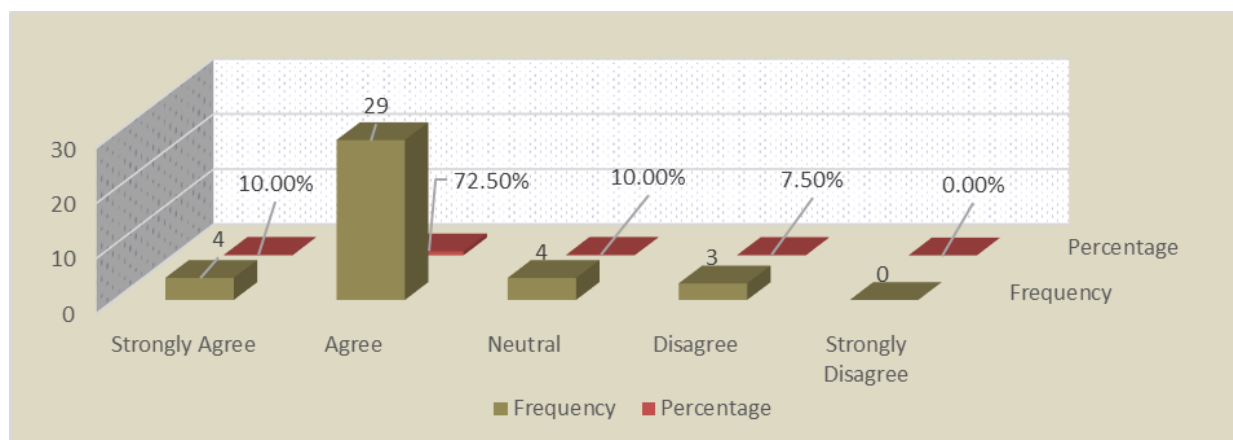


Figure 5.14: Do you think the current recruitment process is relevant in terms of eligibility criteria?

Interpretation:

From the above chart we can identify the surveyed employees' opinion regarding the fact that the current recruitment process of this bank is relevant in terms of eligibility criteria. 10% of the employees strongly agreed and maximum number of respondents that is 72.5% of the total sample agreed on the fact. Moreover, 10% respondents are in the neutral position, 7.5% disagreed with the fact and none of the employees has strong disagreement.

15. Do you think any innovative techniques should be adopted in selection process?

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Frequency	8	26	4	2	0	40
Percentage	20.00%	65.00%	10.00%	5.00%	0.00%	100%

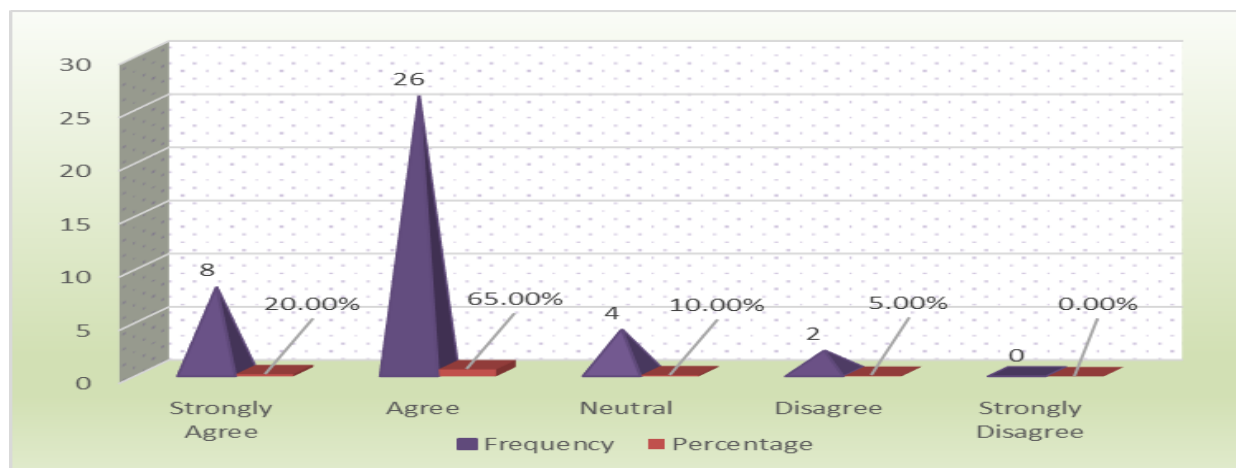


Figure 5.15: Do you think any innovative techniques should be adopted in selection process?

Interpretation:

The above graph and table are the representation of the respondents' opinion regarding the fact that there should be some innovative techniques included in the selection process of NRB Bank. Among the 40 respondents, there are 20% employees who has strongly agreed, 65% of the respondents which is the largest portion of the sample has agreed on the fact. 10% of the sample remain in neutral position and 5% has disagreed on this. There are no employees who have strongly disagreed on the matter.

Apart from the above findings and analysis, there are two more questions which has been designed to get some suggestions from the employees of NRB Bank over the current recruitment and selection process. Opinions from these two open ended questions has been considered and discussed in the recommendation part of this report.

Chapter 6:

Recommendations and Conclusion

6.1 Recommendations:

This report has been analyzed thoroughly to determine the employees' opinion on NRB Bank's recruitment and selection process. If we go through the details of the analysis and findings we have mentioned, there have been some inconsistency along the positive sides in the whole recruitment and selection process that the employees felt. Though NRB Bank has been following a standard process for recruiting their employees, I would like to enlighten some suggestions and recommendations based on the answers of the open-ended questions asked to the employees of the bank below:

- To make the current recruitment and selection process more effective and efficient, the bank might introduce assessment center that will provide opportunities such as group discussion, case studies, presentation, role play etc. in the entry level recruitment. Most of the employees has given this suggestion while they were asked what steps they would like to see added in the process. The assessment center will be a suitable platform to judge the candidates' problem solving and analytical capability.
- As the bank is not publishing any vacancy announcement at any media, it solely depends on the internal sources for potential candidates/CVs. So, job ads should be published through different portals to attract the potential candidates.
- In some cases, potential candidates are being overlooked due to the reference from higher authorities of the bank. Also employees are being transferred to another place so that the desired employee can be positioned in that post. Moreover, biasness should be removed from the both internal and external recruitment and selection process.
- The bank has been depending on paper works mostly for the recruitment and selection process. It takes a lot of time and courage to keep and maintain those papers. So, there should be increase the use of electronic media to improve and make the process faster.
- In case of internal recruitment, the bank may develop a succession planning process. It will motivate the present employees to work as efficient as they can be to become the future leader.

- The bank follows their own standard for the recruitment and selection process. Few employees gave the suggestion that the bank could follow the ISO-9001 standard in the recruitment process. ISO 9001 provides a framework and set of principles that ensure a common-sense approach to the management of your organization to consistently satisfy customers and other stakeholders. In simple terms, it provides the basis for effective processes and effective people to deliver an effective product or service time after time (nqa, 2017).

6.2 Conclusion:

NRB Bank Limited as a fourth generation private bank has achieved success in a very short period of time by creating a platform for the Non-residence Bangladeshis' to invest their money inside the country. As I have got the opportunity to work as an intern in the Human Resource Division of NRB Bank, so I have chosen to work on the recruitment and selection process. To obtain the response of the employees working on the different divisions of the bank regarding the whole recruitment and selection process, a survey was conducted on 40 respondents. In this report, from the findings it is seen that majority of the employees are satisfied with the current recruitment and selection process of this bank. Also they want to see more innovative techniques to be added on in the process as suggested in the recommendation part. Additionally, higher number of employees said that the recruitment process should have a mixture of internal and external sources.

In this study, I have got the opportunity to perceive the detail knowledge about the recruitment process of a structured organization like this bank. Moreover, this study has allowed me learn about organizational professionalism. Finally, as a newly established bank, NRB Bank has huge growth opportunities in the near future by utilizing their human resource properly along with the banking functions.

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Appendix:

Questionnaire

This survey questionnaire is prepared for the purpose of successful fulfillment of my internship report on the topic of “**Evaluation and Effectiveness of Recruitment and Selection Process of NRB Bank Ltd.**”. Kindly fill up the following questionnaire.

1. Please indicate your gender.

- a) Male b) Female

2. Please indicate your age range.

- a) Below 25 b) 25-30 c) 31-35 d) 36-40 e) Above 40

3. Please write down your designation and department.

4. Please indicate your job level.

- a) Entry Level b) Mid-Level c) Top Level

5. Please indicate your service period in this bank.

- a) Less than 2 years b) 2-5 years c) More than 5 years

6. How satisfied are you with the current recruitment and selection process of this bank?

- a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Highly Dissatisfied

7. Do you think the current recruitment and selection process is effective and efficient?

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

8. Do you think the present recruitment and selection process is quite long process?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

9. Do you observe any changes in recruitment process over the years in this bank?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

10. Do you think the recruitment and selection process should be internal?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

11. Do you think internal recruitment helps to motivate the employees?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

12. Do you think the recruitment and selection process should be external?

b) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

13. Do you think the recruitment process should have a mixture of internal and external?

b) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

14. Do you think the current recruitment process is relevant in terms of eligibility criteria?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

15. Do you think any innovative techniques should be adopted in selection process?

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

16. What steps do you think should be added in the present recruitment and selection process?

17. What steps do you think should be removed from the present recruitment and selection process?