

A CASE STUDY ON EMPLOYEE HIRING PROCESSN OF AL ARAFAH ISLAMI BANK LIMITED

By

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A thesis submitted to the Department of BRAC Business School in partial fulfillment of
the requirements for the degree of BBA

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Declaration

It is hereby declared that

1. The thesis submitted is my/our own original work while completing degree at Brac University.
2. The thesis 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 thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Abstract/ Executive Summary

Al-Arafah Islami Bank Limited is a shariah compliant bank in Bangladesh founded on 27 September 1995. A shariah council of the bank is responsible for ensuring the bank activities meet shariah requirements. It has made a positive contribution towards the socio economic development of the country with 182 branches of which 25 is AD throughout the country.

During my internship in, I found out there are not enough research done to identify the future aspects of their recruitment and selection policies. I decided to work on this topic to find the new scopes that can be developed by them. The findings of my research suggests that how they can develop new strategies to update their system and sustain in the long run.

Acknowledgement

This report work was impractical without a few people, without their significant guidance and backing it would be so hard for me to complete this report. Their important remarks, backing and commitments really helped a great deal to upgrade the nature of the report.

From the start I might want to thank my Allah for giving me effortlessness and tolerance so as to finish my report effectively. Also, I might want to thank all the representatives and partners of Al Arafah Islami Bank Restricted, Cumilla Branch; who helped me by giving me important bits of knowledge and data's for finishing my entry level position report in spite of being

occupied with the works. I earnestly offer my thanks to them. I additionally need to express gratitude toward a portion of my seniors for helping me by giving significant recommendation which really helped me a great deal to complete my case.

I would like to express my special gratitude to my Internship Advisor Mr. Feihan Ahsan sir. Without his recommendation and important help, the entry level position casee couldn't be finished on schedule. At last, I might want to express gratitude toward my university for giving me such chances to confront genuine workplace and giving me chance to improve proficient abilities.

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List of Acronyms

HRM= Human
Resource
Management

CEO= Chief
Executive Officer

CTO= Chief
Technical/Technology
Officer

CFO= Chief Financial
Officer

COO= Chief
Operational Officer

Chapter 1:

1.1 Information of the student:

1.1.1 Name & ID: To present myself quickly, I am Anika Hoque Bhuiyan. I began my instructive excursion at BRAC University in 2016 Spring'16 meeting under BRAC Business School so as to seek after my Degree. I selected the principal meeting of affirmation in 2016 and my Understudy ID is 16104157.

1.1.2 Department and major: Out of 3 decisions given by College authority, I choose Bachelor of Business Organization (BBA) as my zone of program as I generally needed to fabricate my profession in business foundation additionally BRAC Business University is considered as one of the high level business establishments in our nation. Thus, I chose to seek after my BBA under BRAC Business School. So as to finish my undergrad, I pick my major in HR and minor in marketing. The explanation for picking HR as my major since I generally needed to set up as a HR masters as they are responsible for selecting, screening, meeting and setting laborers. They may deal with employee relations, performance appraisal, recruiting appropriate candidate, preparing important meetings. In addition, HR directors forecast, make strategies and maintain proper outflow an inflow of employees.

1.2 Information regarding case:

1.2.1 Company information: As a mandatory part of BBA program, I know I should have attended office physically to complete my internship in an organization to get a clear idea about how organization works but due to this pandemic I could not arrange to work physically in an office moreover currently I am staying out of Dhaka. For this reason, I decided to write a case study on Al Arafah Islami Bank Limited's recruitment and selection system. During my writing this case, I visited in different departments under their guidance. I got to know about their recruitment system from one of their employee. From him I collected information and later researched on different topics.

1.2.2 Internship Company Supervisor's Information: During writing my case, I took help from MD KUMRUL HASAN MAZUMDER, Senior Officer, Al Arafah Islami Bank Limited. From him, I got to learn about the implications of their policies and many more.

1.3 Outcomes:

1.3.1 My Contribution to the Company: My contribution towards AIBL Bank Restricted is given beneath.

- kept compelling correspondence.
- Communicated all business related issues successfully with one of their senior worker.
- Maintained working climate.
- Maintained hierarchical culture.
- Generating novel plans to improve the enrolling and choice cycle.

1.3.2 Advantage for the Student:

At first, I began to compose case as it is required so as to finish my BUS 400 course. Initial scarcely any days it was truly hard for me to discover information to chip away at. In any case, with the assistance of my advisor, I figured out how to adapt up to the climate and now ready

to discover how it functions. I have learnt a lot through writing this case. The advantages were given underneath.

- I got the opportunity to take in the majority of the things from perception. It is the greatest advantage for me that I have gained. As we realize that contextual investigation is a technique utilized as a piece of HR framework, off-the-work administrative preparing and improvement.
- It helped me to get an itemized composed portrayal of an animated or genuine dynamic situation
- I accept this contextual investigation will include experience which will most likely expand estimation of the understudy.

1.3.3 Issues Looked During my case writing: During my writing this case, I got the chance to take in endless things from my association. Notwithstanding, I confronted a few issues which here and there turned into a hindrance to utilize my maximum capacity. The issues that I confronted is given underneath.

- The data & information relater with the topic was not easily available.
- There was short of time
- Some confidential information was not available
- Lack of communication facilities

As I would like to think, the association ought to have a genuine look on these issues. By taking appropriate estimations and furthermore giving legitimate preparing to workers will definitely fix these issues which will likewise assist the business with accomplishing their development.

1.3.4 Recommendation: The recommendations were given below.

- They should try to hire more experienced and skillful person so that they can fulfill the post of executive officials.
- Moreover, they should practice developed systems in terms of hiring and recruiting employees.

Chapter 2

Organization Part: Overview and Operations

2.1 Introduction:

2.1.1 Objective: The Principle goal of the case is to pick up information about how HR truly functions. Its expansive goal was to investigate the general enlistment and choice cycle of Al Arafah Islami Bank Restricted. What's more, its particular goal is to the current arrangements, systems and steps followed by them.

2.1.2 Methodology: To write this case study I tried to gather both primary data and secondary data. The recruitment and selection process of AIBL has been discussed in this report. Moreover, I have collected information from internet, annual reports and text books for my secondary research.

2.1.3 Scope: Through this report, we can move an away from of the methodologies practiced by AIBL, how they are presenting themselves, what are the issues they are standing up to, how they are dealing with those issues.

2.1.4 Obstacles: The constraints that I looked during my entry level position is given beneath.

- AIBL keeps up severe strategy as far as giving budgetary and other center data. They would prefer not to release any delicate data of their business. That is the reason, I confronted numerous troubles to suspect that data.
- Duration of the temporary position time is short that is the reason I couldn't ready to find out about the organization just as industry.
- As I am doing contextual investigation, there are extremely less auxiliary data accessible on sites and different stages, that is the reason I needed to depend more on essential data.

- This time span of planning entry level position report is only two months which is a constraint as it is absurd to expect to give a point by point report with adequate information inside about two months.

2.2 Company Information:

With the target of making progress here and from this point forward by seeking after the route coordinated by Allah and the way appeared by His Rasul (SM), Al Arafah Islami Bank Ltd was set up (enlisted) as a private restricted organization on 18 June 1995. The debut function occurred on 27 September 1995. The approved capital of the Bank is Tk.5000.00 million and the settled up capital is Tk. 4677.28 million as on 31.12.2010. Prestigious Islamic Researchers and devout finance managers of the nation are the supporters of the Bank. 100% of settled up capital is being possessed by indigenous investors.

The Bank is resolved to contribute altogether to the public economy. It has made a positive commitment towards the financial advancement of the nation with 104 is Promotion all through the nation. <https://www.al-arafahbank.com/profile.php>

2.2.1 Vision:

To be a founder in Islami Banking in Bangladesh so that they can contribute essentially to the development of the public economy.

2.2.2 Mission:

- Proliferation of Shariah Based Financial Practices.
- Quality budgetary organizations accepting the latest advancement.
- Handling clients effectively.
- Maintaining exclusive requirement of business morals.
- Innovative banking at a serious cost.
- Grabbing quality HR.

2.3 Practices & Strategies followed by the company:

Organization Structure:

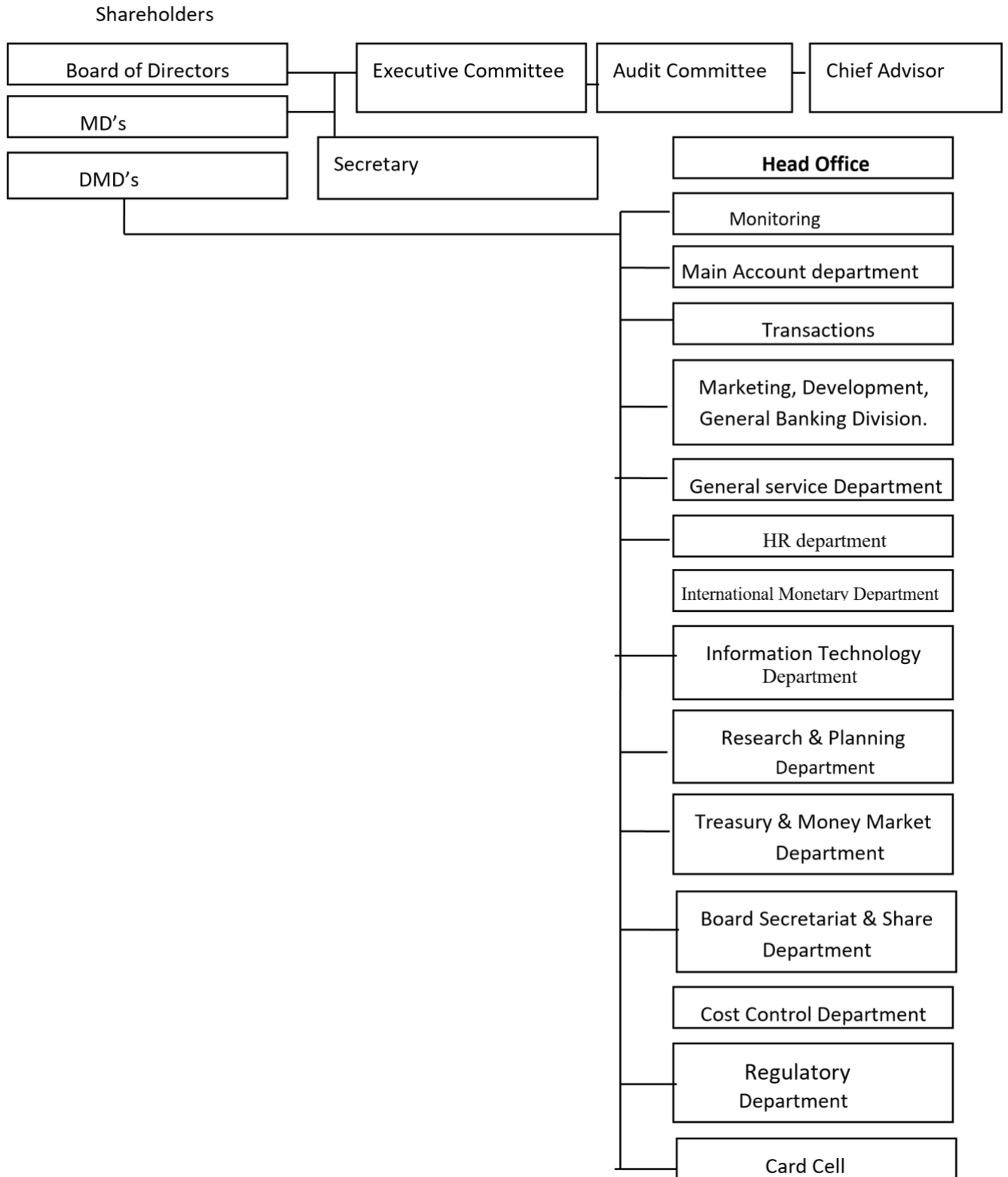


Figure 1: Organizational Flow chart of AIBL

2.3.1 SWOT Analysis of Al Arafah Islami Bank Limited:

Through SWOT Analysis we can get an actual insight about what is going inside of the company.

It includes company's strength, weakness, opportunity, and Threats. The analysis is given below.

Strength

1. The administration of AIBL thinks about the nature of administration just as the nature of its HR.
2. AIBL is financially stable organization.
3. AIBL tries to main a proper work environment.
4. AIBL as of now accomplish a kindness among the customers. The Bank as of late present on line banking which empower it to computerize the entirety of its activities.

Shortcoming

1. AIBL needs forceful promoting.
2. The bank has no any innovative work division.
3. The credit proposition assessment measure is protracted. Thusly, at times important customers are lost and the bank gets unfit to meet targets.
4. Computer office for all the officials isn't accessible. Additionally, all the officials have no PC information.

Openings:

1. The introduction of on line banking will open more opportunities for AIBL.
2. It can present more effective client management system.

3. More branches should be opened in remote areas as demand is increasing.
4. AIBL can select experienced, productive, and learned officials and staffs as it official's acceptable workplace.

Weakness:

1. The acquisition of mergers and obtaining in money related organization is creating problems.
2. Frequently taka debasement and unfamiliar swapping scale change is causing issue.
3. Competitors are coming with new help and more advanced technology.

2.4 Fundamental beliefs:

For clients

Become the most mindful Bank by giving the most obliging and productive administrations to the client.

For workers

Giving numerous monetary advantages to the representatives and making a worker well-disposed condition.

For investors

Guaranteeing reasonable profit to the investor for their speculation.

For people group

- Expecting function as an exceptional duty corporate element in an unmistakable way through close adherence to public approaches and goals.
- Maintaining moral qualities.
- Continually trying to improve execution by adjusting our objectives to stakeholders' desires. Since they realize how to esteem partners

2.5 Operational Network:

Al-Arafah Islami Bank has one of the biggest operational organizations. They have branches all around the nation.

Parts of Al-Arafah Islami Bank Restricted:

Division wise Branches	Total number of Branches
Dhaka	68
Chittagong	05
Barishal	06
Sylhet	07
Rajshahi	06
Rangpur	05
Khulna	07

Total 104 branches According to division wise.

2.5.1 Departments of al-Alrafah Islami Bank Limited:

The Division Based System resembles that of the branch based procedure, where each office fills in as an alternate unit however at this point and again collaborates all together work even more successfully or to deal with a normal issue. Such divisions are likewise treated as a different element however are significantly more represented considerable authority in one specific zone of business dissimilar to a branch, which must be associated with various errands. Instances of barely any different offices at Al-arafah Islami Bank Ltd are given underneath:

HR Division

Budgetary and Organization Division (Trend)

General financial division

Records opening segment

Money segment

Settlement segment

Bills and clearing segment

Records area

Unfamiliar trade office

Import area

Fare area

Unfamiliar settlement area

Advertising Division

Public Connection Office (PRD)

Trader Banking and Speculation Banking

Depository Division

Global Division (ID)

PC and Data Innovation Division (IT)

Corporate Undertakings Division

Card Division

Board Review Cell

Observing and Review Division

CHAPTER 03: Recruitment and Selection Process:

3. 1 Hiring Process:

The principle destinations of Al-Arafah Islami Bank Restricted are to control exceptionally talented individuals who will give their best from their respective positions. The bank tries to

separate who are super talented and who are truly engaged in work so that it can make new strategies.

The enlistment reasoning of AIBL is as per the following:

- AIBL generally follows internal recruitment however when the need emerges they go for outside enlistment to top off the opening.
- AIBL consistently prefers to recruit individuals for extensive stretch of time, bank give more accentuation to them who needs to get elevated to mid positions.
- Treating workers with more respect and convincing them to work as a family is the corporate culture of AIBL.

3.1.1 Types of Enlistment:

AIBL rehearses two kinds of enlistment

1. Yearly enrollment: this is done each year, as shown by the HR plan
2. Need based enrollments: this is done when need arises

Enlistment Sources and Techniques:

AIBL ordinarily advances from inside the association. In any case, it additionally selects from outer sources. The outer sources are:

- Various colleges
- Contenders and different associations
- Spontaneous candidates

Enlistment structure grounds commonly dealt with by the HR team. From the outset the separate division makes a waitlist of up-and-comer. Al-Arafah Islami Bank initiates from grounds for passage level positions. The arrangement for grounds enlistment should tie up with the situation period of different colleges which are focused for enrollment. HR team needs to recognize a lot of grounds dependent on the courses directed there, any previous experience of up-and-comers from these grounds and the rising necessities of the bank. HR team should take a choice with respect to the wellspring of outside enrolling considering factors like

- Accessible Spread of applicants
- Cost Effect
- Time required

Also, the outer enrollment strategies include:

- Publicizing in paper and friends site
- Worker referral
- Temporary position (internship)

3.1.2 Selection System

Various sorts of choice cycle are portrayed in beneath.

Receipt of Use:

This is the footstep to join AIBL. Candidates send their CVs in application, or they send unconstrained CVs for any sensible seat. Then there is HR division where charmed individual drops their unconstrained CV. The HR division gathers work structures against every action opening. In the event that there ought to emerge an event of paper promotions, the competitors are given at any rate three weeks so that they can apply. After a specific time, they stop taking applications.

Sifting through CVs:

The following stage is the short posting of CVs. HR division are involved in this. Yet, it can hand over this progression to other divisions to spare time.

Illuminating Applicants:

After making short list of the CV and picking the sensible candidate, HR team then inform them over phone about formed test (Segment level) or meeting (Midlevel). For written tests, the bank issues yield cards through courier organizations 7-10 days going before the test.

Composed Test:

The work test is for the most part fitness test which measures candidates verbal capacity, mathematical capacity, thinking capacity. For the most part AIBL step through composed examination for section level position like Student aide and for MT level. At some point BIBM or IBA steps through the composed exam for the benefit of AIBL.

Meeting:

AIBL has a meeting board comprising of HR experts and high level administration to lead biasfree meeting. For choosing MT's essentially MD, DMD and Head of HR direct meeting. For enlisting experienced experts a few meetings might be led.

Last Endorsement by Equipped Power:

After the meeting the up-and-comer are assessed by the meeting board. The supervisory crew chooses which one will be chosen. After that offer letter is made for the up-and-comer. When the competitors acknowledge the offer letter, then they are given the Appointment letter.

Dismissed competitors are not informed.

Physical Evaluation:

Like other organization's AIBL in like manner take physical evaluation of the picked laborers if the competitor is useful for the movement.

Joining and Arrangement:

When the competitor finished physical assessment are given the joining and arrangement letter through their mail or phone. Then they are trained for a specific period of time.

3.2 Hiring Policy of Al-Arafah Islami Bank Limited:

Enlistment and choice approach are key thing of enrollment fitting representatives. Reformist organizations give uncommon consideration to enrollment, determination, preparing, direction, assessment, advancement and pay of Chiefs, Officials.

Enrollment System:

Bank is administration arranged association. The accomplishment of a business Bank to a great extent relies upon the nature of administrations offering to the clients. Quality assistance are generally relies upon the officials and heads. AIBL puts stock in paying serious compensation and various offices to the representatives to get most extreme help out of them. Hence, the authority of the Bank must be cautious in selecting the perfect individual for the correct activity.

Enlistment Class:

As far enlistment strategy, AIBL select individuals through "Banking Unit Administration Model". This model is partitioned into three sections. These areas-

3.3 Core Banking Service Cadre (CBSC):

This program begins from selecting individuals at MT (The executives Student) to mid-level administration posts. Bank looks for new and gifted individuals for these posts. Center financial help implies center financial works, as in the divisions and Administrative centers. These individuals are legitimately instructed by the head of office or overseeing chiefs. There are a few rules for selecting individuals at these posts. These resemble

The board Student (MT) is the high expected new alumni/present alumni on be enlisted in the bank the executive's framework administration inside arrangement.

MT is the future chiefs to climb to various administration positions with picking up of understanding and capability.

It previously uses to hire MT from recorded universities in Bangladesh.

Representatives in Center Financial Unit with proficient capabilities and foundation may move to Banking Backing Framework administration.

3.3.1 Banking Support Cadre Service (BSCS):

BSSC is essentially those divisions which are framed to help banking tasks. Al-Arafah Islami Bank Restricted has a few divisions which are helping the entire center and tasks administrations of the bank. The offices are-LSSD, IT, Lawful and so forth. Under this model AIBL enroll leader authorities. At times AIBL select Trial officials for passage level posts.

There are two portions of occupations in BSSC. They are given below -

1. Activity Occupations
2. Chief Positions

Outside Enrollment for Leader occupations: For chief posts Bank additionally enlist from the market, competitors having required proficient experience, skill and foundation just as through inward exchange of experts from the „Core banking Unit Service“ relying upon the accessibility of assets.

Between move both in leader and activity occupations would be thought of

Regularly no exchange from BSSC to CBCS would be thought of.

There are three Classes it follows:

First one is Trainee Assistant,

Second one is Management Trainee and last one is Experienced Officer

3.3.2 Trainee Assistant Recruitment

Learner Associates (TA) is the section level situation in AIBL. For the most part Bank doesn't look for gifted individuals for this position. Individuals having conventional outcome and ability are generally enlisted.

Press Promotion:

Promotion under the inscribed "Vocation Opportunity" ought to be distributed in at any rate 2 (two) public dailies or web.

Direct Enlistment:

Each competitor who applies because of the press notice will need to show up at a composed test and show up before the Determination Board for a meeting. Competitors who are chosen by head chasing should show up before the Determination panel for assessment. Applicants must not be more than 30 years old and ought to have least 8 focuses dependent on instructive capability and no third class/division in any assessment. The up-and-comer ought to likewise have least PC information on the accompanying:

Skills: Windows

MS Word

Spread Sheet

Speed: 40 words for each moment (For Type/Message/PC - MS Word) and 25 for different classifications of PC activity.

3.3.3 Written Test for TA:

- Content for the composed test (100 imprints) ought to be as per the following:
- Capacity to compose both in Bengali and English
- General information
- Test sorted out by bank the executives or redistributed (IBA/BIBM/Others)
- Sixty percent imprints will qualify a possibility to show up before talk with/viva

- In the up close and personal meeting, coming up next are mulled over:
- Verbal correspondence
- Appearance
- Communicated in English (moderate)
- Mentality
- Decorum and peculiarity
- Family foundation and need
- Reference staff
- readiness to remain longer in routine activity work/money

3.3.4 Interview Committee and Rating Sheet:

- A meeting panel at least 4 individuals comprising of chiefs SVP and above will lead the vis-à-vis meet/Viva for conclusive determination of TA. Meeting assessment sheet in regard of every up-and-comer will be set up considering all the components above and will be put on record.

Recruitment Procedure:

Bank is administration arranged association. The accomplishment of a business Bank generally relies upon the nature of administrations offering to the clients. Quality help are generally relying upon the officials and chiefs. AIBL trusts in paying serious pay and various offices to the workers to get greatest assistance out of them. Accordingly, the authority of the Bank must be cautious in enrolling the perfect individual for the correct activity.

3.3.5 Management Trainee Recruitment:

The Management trainee is a more elevated level post for any association. They are legitimately identified with choice financial posts. The Management Trainees will be selected either through:

Enrollment through Newspaper or online advertisements: MT must experience a composed test. The topic of are general information, Math, English, Financial aspects/Banking as might be chosen by the Administration occasionally. For this reason, Prime Bank Restricted at some point take the assistance of specialists for setting the inquiries, directing the assessment work and denoting the contents. An up-and-comer must make sure about at least sixty percent mark in Written Test to be qualified for VIVA/meet as The MT.

Direct recruitment: AIBL recruits experienced officials through direct enrollment. In any case, these are extraordinary exceptional.

- I. They used to be enlisted dependent on execution in meet with the Choice Council.
- II. Legitimately from among the understudies (business graduate's/post graduates) at Al-Arafah Islami Bank concentrating in our recorded Colleges. In any case, presently they have quit selecting among the understudies

Educational Qualifications for MT recruitment:

For this post of candidates should not be more than 30 years old on the date of use.

In expansion to CGPA as referenced over, the competitors should have in any event two first divisions in their scholarly accomplishment in open assessment

- third class is not granted

Should have at least PC information on the accompanying: -

Windows

MS Word

Spread Sheet: Dominate

3.3.6 MT selection process:

There are two types of MT recruitment and placement profile which is graduate and post graduate trainees.

3.3.7 Recruitment process of Management Trainee:

Recently enlisted MT fundamentally get 2 – days long direction program at Preparing and Advancement Center subsequent to joining which spreads instructions on organization diagram, foundation, administration rule just as elements of various divisions/office/branches.

Recruitment process of Management Trainee:

- Receipt of Application give from the bank
- Sorting out of the best CVs
- Making a list of potential candidates
- Giving date of written test
- Taking interview and checking competencies.
- Final approval by the committee
- Taking Medical Test/ Report
- Giving appointment letter and joining date.

3.3.8 Recruitment of Top Managers

Al-Arafah Islami Bank used to center regard for build up its employees through preparing measure. At some point its costs high in light of the fact that there is a great deal distinction among armature and experts. Much of the time recently enlisted/prepared worker quit the place of employment. This brings colossal budgetary misfortune for the association. To deal this circumstance AIBL enroll experienced authorities from different banks. According to prerequisite of the bank, leader authorities might be named every once in a while. In a large portion of the cases AIBL doesn't step through composed examination for this sort of positions. The chose candidates are legitimately experienced meeting with the board council. For experienced officials essentially professional training and unique preparing are given more accentuation as opposed to his instructive capability.

3.3.9 Recruitment Criteria:

Criteria's are given beneath:

Examination	First Class (CGPA 3 Out Of 4)	Second Class (CGPA 2.75 to 2.95 Out Of 4)
SSC	3	2
HSC	3	2
HONS	3	2
Masters	3	2
MBA/High Professional	4	3

CHAPTER 04: FINDINGS AND RECOMMENDATIONS

4.1 Significant discoveries of the examination are as per the following:

- AIBL normally advances from inside the association. In any case, it additionally enlists from outside sources.
- It normally follows inside enrollment however when the need emerges they go for outside enlistment to top off the opportunities.
- The administration of AIBL thinks about the nature of administration just as the nature of its HR.
- Internal development makes a connection between the workers and the association. In addition, inside development has expanded the enrollment and choice effectiveness of the HR
- Division as a result of their insight and aptitudes about enlistment and determination.
- It has a solid online application framework. The candidates may send their resumes through on the web.
- The authority of AIBL utilizes inside wellsprings of enlistment for pulling in authorities of the association. They normally overlook the outside wellsprings of enlistment for the previously mentioned positions.
- It should check references appropriately so that they can get a background information about the candidate.
- Shortage of successful notice is another significant restriction. The enlistment promotion of AIBL does not have certain data.

4.2 Suggestions:

In light of the discoveries, a couple of suggestions are given beneath:

- AIBL may present e-enlistment framework in the association.
- It may advance its outside source to employ effective applicants through flowing commercial in the papers and on the web.
- It should check references appropriately, which may distinguish the applicants unmistakably and may not prompt a grave issue for the association.

4.3 End

The achievement of a business bank depends by and large in the idea of organization conveyed to the clients. Nature of organization depends upon the capacity and the idea of the delegates of the affiliation. Along these lines, the authority of AIBL must be wary in enlisting the lucky individual for every action. As has been seen, the enlistment and decision pattern of AIBL has spaces for advancement. The plan and cycle should be re checked and re designed that's how they can be more effective.

References:

Annual report, Al Arafah islami Bank Limited, 2011 <https://www.al-arafahbank.com/>