

Tram Paper
on
Recruitment and Selection Policy & Practices of
Employees: A Study on BRAC Bank Ltd.



Submitted to

Md.Mizanur Rahman

Professor

Department of Management Studies

Jagannath University, Dhaka

Submitted by

Istyaq Hossain Sourov

ID: M180202181

Department of Management Studies

Jagannath University, Dhaka

Date of Submission: 3rd March, 2022

Letter of Transmittal

3rd March, 2022

Md.Mizanur Rahman

Professor

Department of Management Studies

Jagannath University, Dhaka

Subject: Submission of Tram Paper on Recruitment and Selection Policy & Practices of Employees: A Study on BRAC Bank Ltd.

Dear Sir,

With due respect, as a student of Department of Management Studies, Jagannath University, I have prepared my Tram Paper on **Recruitment and Selection Policy & Practices of Employees: A Study on BRAC Bank Ltd.** I have tried my level best to follow your guidelines in every aspect of this report. I have also collected what I believe to be the most important information to make this report specific and accurate as possible. I am honestly thankful for your guidance during the preparation of this master paper. I hope you will appreciate my effort. I have done the study in a complete form and I have tried my level best to conduct this in a professional manner. It is true that, it could have been done in a better way if there were no limitations. I hope you will assess my report considering the limitations of the study.

I fervently hope that you will find this report worth reading & I believe that this report will meet your approval. Hope you will appreciate my hard work and excuse the minor errors.

Sincerely Yours,

Istyaqe Hossain Sourov

ID: M180202181

Session: 2018-2019

Department of Management Studies

Jagannath University, Dhaka

Student's Declaration

I do hereby solemnly declare that the work presented in this master paper has been carried out by me and has not been submitted to any other for an academic qualification.

The work I have presented does not breach any existing copyright and no portion of this report has been copied from any work done earlier for a degree or otherwise.

I further undertake to indemnify the department against any loss or damage arising from breach of the foregoing obligation.

.....

Istyaqe HossainSourov

ID: M180202181

Session: 2018-2019

Department of Management Studies

Jagannath University, Dhaka

Supervisor's Certificate

This is to certify that the Tram Paper on **Recruitment and Selection Policy & Practices of Employees: A Study on BRAC Bank Ltd.** has been solely completed by Istyaqe Hossain Sourov, holding ID: M180202181, as a partial fulfillment of the requirement of Master of Business Administration (MBA) program of the Department of Management Studies, Jagannath University.

The report has been prepared under my supervision and I am pleased to state that the presented data and findings are the bona fide work of Istyaqe HossainSourov. During the program he was sincere, proactive and attentive to his work.

.....

Md. Mizanur Rahman

Professor

Department of Management Studies

Jagannath University, Dhaka

Acknowledgement

First of all, I would like to thank Almighty Allah who blessed me and made it possible for me to complete this master paper.

My heartily and special thanks to my supervisor, Md. Mizanur Rahman, Professor, Department of Management Studies, Jagannath University, for his persistent guidance, keen interest and continuous encouragement. Without her support, it would be difficult to complete the master paper within a limited time.

I am also deeply thankful to my respondents for giving me valuable information which helped me to complete my paper properly.

I am also thankful to BRAC Bank Ltd. employees as they also helped me to prepare this report. Last but not the least, the gratitude and thankfulness which is neither expressible nor substitutable is for my parents who supported, encouraged and sacrificed a lot.

Abstract

Better recruitment and selection strategies result in improved organization outcomes. The main objective of this study is to assess and evaluate the recruitment and selection strategy of BRAC bank limited and make constructive recommendation for the improvement of the bank's recruitment and selection process. The study also provides some suggestions that can help BRAC bank Ltd. in future for utilizing human resources as a distinctive competency. BRAC bank is one of the significant private banks in Bangladesh, which needs a large number of qualified, high potential and committed staff to attain the organizational goals effective. This research study found that the bank has an extensive selection process consisting of CV screening, employment tests, interviews and background checks. At the end of the study some suggestions are made to review the recruitment and selection policies of the bank that will lead to higher employee retention and improved organizational performance.

Key words: Recruitment, Selection, Employee, BRAC bank

Table of Contents

Letter of Transmittal	i
Student’s Declaration.....	ii
Supervisor’s Certificate	iii
Acknowledgement	iv
Abstract.....	v
Chapter One: Introduction	1
1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Statement of the Research Problem	2
1.3.1 Research Questions.....	2
1.4 Objective of the Study	3
1.4.1 General objective	3
1.4.2 Specific objectives	3
Chapter Two: Profile of the Organization.....	4
2.1 Historical Background of the Organization	4
2.2 Vision and Mission Statements.....	4
Chapter Three: Literature Review.....	5
3.1 The Concept of Recruitment and Selection	5
3.2 Definitions of Recruitment	5
3.2.1 Recruiting Sources	6
3.3 Selection Process	8
3.3.1 Definition of Selection.....	8
3.3.2 The Generalized Selecting Method.....	9
3.4 Challenges of Recruitment and Selection	11
Chapter Four: Methodology of the Study	12
4.1 Population	12
4.2 Sampling Technique	12
4.3 Data Collection	13
4.3.1 Sources of data collection	13
Chapter Five: General Findings	15

5.1 Core principles of BRAC bank.....	15
5.2 Recruitment philosophy of BRAC bank.....	15
5.3 Steps in recruitment process of BRAC bank.....	16
5.4 Selection process of BRAC bank.....	16
5.4.1. Receipt of application.....	16
5.4.2. CV screening.....	16
5.4.3. Written test.....	16
5.4.4.Face -to -face interview.....	16
5.4.5. Selection and offer letter.....	17
5.4.6. Medical Examination.....	17
5.4.7. Joining.....	17
5.5 Recruitment and selection through internal job search and CV bank:.....	18
Chapter Six: Analysis	19
6.1 Demographic data.....	19
6.1.1: Professional Qualification of Respondents.....	20
6.1.2 Number of years spent at BRAC bank.....	20
6.2 Formal policy for the recruitment and selection of Employees.....	21
6.3 Recruitment and Selection Methods.....	21
6.4 Factors considered before recruitment and selection.....	23
6.5 Challenges of recruitment and selection.....	23
6.6 Impact of recruitment and selection practices on employee performance.....	24
Chapter Seven: Conclusion and Recommendations	25
7.1 Conclusion.....	25
7.2 Recommendations.....	26
References.....	28
Questionnaire.....	29

Chapter One: Introduction

1.1 Introduction

As an organization needs to succeed and survive, or compete effectively in the global economy in this era of globalization, employers must be in the position to propound and practice recruitment and selection of employees in the best way. The success of a business or an organization is directly linked to the performance of those who work for that organization. Underachievement can be a result of workplace failures. Every organization has its own requirements in acquiring employees. It is vital that organizations select people with the quality essential for continued success in this competitive global village. The only means of achieving this success is through proper recruitment and selection practices.

1.2 Background of the Study

Recruitment and selection can play a pivotally important role in shaping an organization's effectiveness and performance, if organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities. Recruitment and selection also have an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

By using the right selection methods one can ensure that the candidate does not only has the right skills for the job, but also possesses the right personality to fit into the existing organizational culture. Once that "right" person has been employed, the company has to ensure that the right incentives are put in place.

1.3 Statement of the Research Problem

The growth and development of any organizations is connected directly or indirectly with the proper selection of employees. At present it is the wish of most organizations to engage the best human resource in order to channel their collective effort into excellent performances, increase in productivity, job satisfaction and above all meeting client's expectations in terms of quality, cost, time and safety. However, there is little evidence in any organization to show how workers are recruited and selected. The processes of recruiting and selecting workers have been a matter of concern to many and needs attention. It has also been observed that due to the inadequate information and evidence of how selection and recruitment are done in many organizations are likely not to achieve or meet their stated objectives and goals. It is therefore clear from the foregoing that unconventional selection practices can ruin any business plan thereby affecting the overall target of organizations. There is the need for management to put in place policies or strategies that will help recruit and select the best employees to strive towards the achievement of organizational goals and objectives.

1.3.1 Research Questions

The under listed research questions will serve as a guide to the study

- How recruitment and selection practices are done in the BRAC bank?
- How recruitment and selection practices affect performance?
- What are the challenges associated with the recruitment and selection practices of the BRAC bank?
- What are the ways to help improve staff recruitment and selection in BRAC bank?

1.4 Objective of the Study

Objectives of this study are grouped into two, the general and specific objectives

1.4.1 General objective

The aim of this paper is to investigate into employee recruitment and selection practices of BRAC bank.

1.4.2 Specific objectives

Consequently, the research sought to undertake these specific objectives:

- To identify existing recruitment practices adopted by some private bank.
- To identify existing selection practices adopted by some private bank.
- To determine how recruitment and selection practices influence the performance of workers.
- To identify the challenges associated with the recruitment and selection practices of BRAC bank.

Chapter Two: Profile of the Organization

2.1 Historical Background of the Organization

The BRAC Bank:

BRAC Bank is a private business bank of Bangladesh. It is centred on Small and Medium Enterprises (SME). Established on 4 July 2001, the objective was to achieve the expansive number of non-banking individuals who were not secured by conventional bank. The principal motivation behind the bank was to encourage Small and Medium Enterprises (SME).

2.2 Vision and Mission Statements

Corporate Mission of BRAC Bank Ltd:

- Sustained growth in Small & Medium Enterprise sector
- Continuous low-cost deposit Growth with controlled growth in retail assets. Corporate Assets to be funded through self-liability mobilization. Growth in Assets through syndications and investment in faster growing sectors.
- Continuous endeavour to increase non-funded income.
- Keep our debt charges at 2% to maintain a steady profitable growth.
- Achieve efficient synergies between the bank's branches, SME unit offices and BRAC field offices for delivery of remittance and Bank's other products and services. Manage various lines of business in a full controlled environment with no compromise on service quality.
- Keep a diver, far flung team fully controlled environment with no compromise on service quality.

Chapter Three: Literature Review

Chapter one broadly introduced the research aim and objectives and presented an overview of the banks of thesis. This chapter reviews critically employee recruitment and selection in private bank and from the perspective of human resource management. The development of a conceptual framework is also included.

3.1 The Concept of Recruitment and Selection

According to Windolf (1986), the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Boxall, Purcell and Wright (2007), highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are “Whom to recruit?”, “Where to recruit?”, “What recruitment sources to use?”, “When to recruit?” and “What message to communicate?” The notion of effectiveness in this study relates to the manner by which organizations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.

3.2 Definitions of Recruitment

Various researchers have contributed to the field of HRM, and have offered intensive and profound knowledge on the branches of HRM especially on recruitment and selection. Below are some of the different definitions of recruitment;

- According to *Edwin B. Flippo*, “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”.
- According to *Robins*, “The ideal recruitment effort will attract a large no of qualified applicants who will take the job if it is offered. A good recruiting program should attract the qualified & not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates”.

3.2.1 Recruiting Sources

Recruiting is more likely to achieve its objectives if recruiting sources reflect the type of the position to be filled. Certain recruiting sources are more effective than others for filling certain types of jobs. Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources. Those are

- a) Internal Sources
- b) External Sources

-
-



Figure 3.1: Internal Source of

Recruitment.

a) Internal Source:

The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are known as the internal sources of recruitment. In three ways internal candidates are recruited:

○ Job Posting:

Posting notice of job openings on company bulletins boards is an effective internal recruiting method. It informs employees about openings & required qualifications & invites qualified employees to apply. The notices usually posted on company bulletin boards or electronic bulletin boards or are placed in the company newspaper. Qualifications & other facts are drawn from the job analysis information.

○ Skill Inventories:

Making use of HRIS can find the best suited candidate and this must be secure and confidential source of internal candidate. This source gives adequate but relevant employee information.

○ Nominations:

Recommendation from potential supervisor, employees who are interested in the posted opening report to the HR Department & apply.

b)External Sources:

Recruitment candidates from all the other sources (like outsourcing agencies etc.) are known as the external sources of recruitment. In addition to looking internally for candidates, it is customary for organizations to open up recruiting efforts to the external community. These efforts are discussed below:

○ Advertisement:

When an organization wishes to communicate to the public that it has a vacancy advertisement in one of the popular methods used. Want ad describes the job, the benefits and tells those who are interested how to apply. It is the most popular method.

○ Employee Referrals/Recommendation:

An employee will recommend if he believe the individual can perform adequately. Employee referrals also may have acquired more accurate information about their potential jobs. The recommender often gives the applicant more realistic information about the job than could be conveyed through employment agencies or newspaper advertisement.

○ Employment Agencies:

There are certain professional organizations which look towards recruitment and employment of people; they supply required manpower to needy concerns.

○ Schools Colleges & Universities Recruiting:

Whatever the educational level required for the job involves a high-school diploma, specific vocational training, or a collage background with a bachelor's, masters or doctoral degree, educational institutions are an excellent source of potential employees. Sending an employer's representatives to college campuses to pre-screen applicants and create an applicant pool from the graduating class.

○ Unsolicited Application:

Many job seekers visit the office of well-known companies on their own. Moreover, without encouragement from other sources applicants go directly to the organization.

In addition, courteous treatment of any applicant is a good business practice.

○ Temporary Agencies:

These types of different organization can be a source of employees when individuals are needed on a temporary basis. Temporary employees are particularly valuable in meeting short-term fluctuations in HRM needs. It does not provide recruits. They are a source of supplemental workers. The temporary workers actually work for the agency. During vacation and peak season-these agencies can be a better alternative.

3.3 Selection Process

Selection is the process of choosing from a group of applicants that individual deemed to be best qualified for particular job opening. The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria is called selection process.

3.3.1 Definition of Selection

Mondy (2010: 136), refers to selection as, the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. Whereas the recruitment process is aligned to encourage individuals to seek employment with the organization, the selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma&Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

3.3.2 The Generalized Selecting Method

Selection begins where recruitment ends- with applicant pool. Selection goes through five steps:

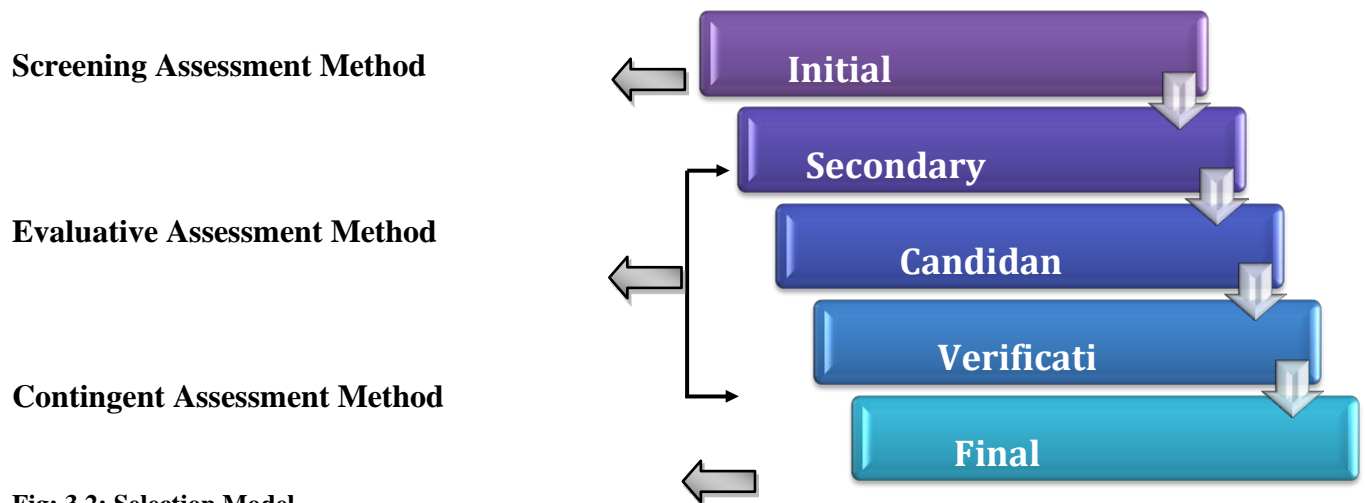


Fig: 3.2: Selection Model.

○Initial Screening:

A systematic examination of employment application, resume analysis is done in this stage. This is the primary stage where short listing is done from a huge applicant pool.

○Secondary Screening:

This stage eliminating unqualified employees and identify prospective employees for open position. Selecting process starts with testing. Test can be different type. We can conveniently classify test according to whether the candidate's

- Cognitive abilities
- Motor and physical abilities
- Personality and interest
- Job Knowledge

Cognitive Abilities:

Cognitive tests include tests of general reasoning ability and tests of specific mental abilities like memory and inductive reasoning.

Motor and Physical Abilities:

Motor ability measurers the speed and accuracy of simple judgment as well as the speed of finger, hand, and arms movements. It includes-

- Stromberg Dexterity test
- Minnesota Rate of Manipulation test

- Purdue Peg Board

Test of physical abilities are also required. It includes-

- Static strength
- Dynamic strength
- Body coordination
- Stamina

Personality &Interest:

Personality test measure basic aspects of an applicant's personality, such as introversion, stability, and motivation.

Job Knowledge:

This tests measure what a person has learned. It measures the job knowledge of different area like- economics, marketing human resource etc.

○ **Candidacy:**

The basic component of this stage is the employment interview or series of employment interviews, which focus on an in-depth evaluation of the applicant's qualification. In some organization, individuals successfully sent to an assessment centre where they may complete batteries of tests and engage in various simulations to further assess their capabilities. Applicants completing this stage are potential employees.

○ **Verification:**

This stage is concerned with verifying the reference information furnished by applicant. Due to the increasing number of negligent hiring cases, organizations must be careful to exercise due diligence in verifying and documenting references.

○ **Final Selection:**

This is decision making stage. The information furnished by the applicant and gathered by the organization is evaluated. If the information is favourable, a job offer is made; if the information is unfavourable, no job offer is extended. The tentative job offer is subject to a physical examination and a background investigation. If the candidate successfully completes these two final hurdles, a final job offer is made.

3.4 Challenges of Recruitment and Selection

According to Cooper et al. (2003) recruitment and selection of employees is the most important job of a Human Resource person. CIPD (2009), suggest that effective recruitment is central and crucial to the success of day-to-day functioning of any organization. The success of recruitment depends upon finding the people with the right skills, qualification and expertise to deliver organization objectives and the ability to make a positive contribution to the values and aims of the organization (CIPD,2009).

The main intention of this chapter was to explain the theory of recruitment and selection. Through the research, it became evident that there is an abundance of research on recruitment and selection processes, mainly on how they are undertaken in organizations. In this chapter, the study revealed recruitment definitions by different authors. Internal and external sources of recruitment were identified. Selection process used to fish out qualified employees who possess the required abilities, skills and behaviours was detailed explained. The study also revealed challenges during recruitment and selection by organizations and the impact of recruitment and selection practices on performance. Improving the effectiveness of recruitment and selection was briefly discussed.

Recruitment and selection help in determining the destiny of organizations. Recruitment and selection processes should be guided by organization's strategies, missions and objectives to avoid appointing candidates with skills irrelevant for the attainment of objectives. However, it would be a waste of resources to recruit, select and appoint competent applicants and not retain them. The success of human resources departments is measured on their recruitment and performance of competent employees.

Chapter Four: Methodology of the Study

This chapter explains how the research was conducted. It starts with a brief definition of research, the design, strategy, then followed by the method and procedures that were used in collecting data: the population, sampling size and sampling technique, data collection, data analysis and limitations. In addition is the organizational profile of the study area in the Kumasi metropolis. Methodology is an important part of the study. It is designed in such a way so that it correspondent to achieve the objective of the study. It includes sampling procedure, data collection procedure, and also procedure of analysis the data. The information used to prepare this report has been collected from both primary source that has been collected formal and informal interviews and secondary source that has been collected from annual reports, articles and online which together provided more comprehensive information.

4.1 Population

Malhotra and Birks (2006), defined population as the group of elements that possess the information sought and about which inferences will be made. The population, as far as this research is concerned, embodied employees and human resource officers within the various departments in established organizations. The population for this study concentrated on private sector institutions.

4.2 Sampling Technique

Sampling is the process of selecting observations (Babbie, 2008). The two types of sampling are probability and non-probability sampling. The simple random sampling technique under the probability sampling was used to select respondents from registered contractors with the exception of the Human Resource Department. This is because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection from the Human Resource Department. This was because the researcher wanted to deal with only typical cases based on the objectives of the study.

4.3 Data Collection

The research tool used for data collection was questionnaires. The questionnaire covered all the necessary information needed for the study. The developed questionnaires were distributed to and retrieved from the respondents in person. This process of distribution and retrieving of the questionnaires in person was taken for two reasons suggested by Ahadzie (2007) and cited in Danso (2010), first, to make sure that the questionnaires get to the intended recipients and secondly, to help improve the response rate. In all, some of the questionnaires were collected back on the same day while others were collected later from the respondent.

Questionnaire was generally designed in the following pattern:

- **Part I:** Personal data – gender, age, position, profession, academic qualification and experience in the field of study.
- **Part II:** Recruitment and Selection issues – existing formal policy for the recruitment and selection of employees, types of recruitment and selection processes usually used by construction firms, which recruitment and selection affects workers performance and challenges confronting the recruitment and selection processes by construction firms.

4.3.1 Sources of data collection

In order to make the report more meaningful and accurate, to sources of data and information have been used. These are primary sources and secondary sources.

- **Primary Data:** Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. Primary data have been collected from twenty employees of BRAC bank through formal and informal interviews.
- **Secondary Data:** Secondary data is all the information collected for purposes other than the completion of a research project and it's used to gain initial insight into the research problem. It is classified in terms of its source – either internal or external. Secondary data have been collected from different Journal, Newspaper, Annual Report, Selected Books published and unpublished data.

This chapter has outlined the research methodology, design and strategies used in the study, including, data collection tools, data collection and analysis methods. The research design for

this study was descriptive that was analysed largely through quantitative methods and statistics. The study area for the study was also included.

Chapter Five: General Findings

The success of a bank or an organization is directly linked to the performance of those who work for that business. Under-achievement can be a result of workplace failure. For this reason, BRAC bank tries to attract and retain highly qualified people who will perform best in their particular positions. The bank not only tries to attract well-qualified candidates but also identify and recruit people who are really interested to work in the bank. As an employer, BRAC bank also has certain practices and policies regarding recruitment and selection which are discussed below:

5.1 Core principles of BRAC bank

The bank needs to be able to attract and retain staff of the highest calibre. That's why BRAC bank formulate the core principles that are outlined below:

- BRAC bank will seek to attract the candidate for the job based on merit and ensure the identification of the person suited for the job and organization.
- The bank will ensure the recruitment and selection of staff is conducted in a professional, timely, responsive manner and in compliance with current employment legislation. The bank will provide appropriate training, development and support to those involved in recruitment and selection activities.
- It will continuously develop its recruitment and selection practices to allow new ideas and approaches to be incorporated.

5.2 Recruitment philosophy of BRAC bank

The recruitment philosophy of BRAC bank is as follows:

- The bank usually follows internal recruitment but when need arises they go for external recruitment to fill up the vacancies.
- The bank always like to hire people for long period of time and they give more emphasis on them who want to get promoted to mid-level positions.

The corporate culture of BARC bank is to treat employees with extraordinary employee not general employee. Together they form a family and they have a close bond motivate them to work as a team.

5.3 Steps in recruitment process of BRAC bank

The following steps are as follows:

1. Recruitment process generally begins when the human resource division receive requisitions for recruitment from any department or any branch of the bank.
2. Locating and developing the sources (internal/external) of required number and type of employees.
3. Identifying the prospective employees with required characteristics.
4. Communicating the information about the organization, the job and condition of service.
5. Encouraging the identified candidates to apply for job in the organization.
6. Evaluating the effectiveness of recruitment process.

5.4 Selection process of BRAC bank

The typical selection process is outlined here:

5.4.1. Receipt of application

Candidate either send their CVs in application for a specific vacancy or they send unsolicited CVs for any suitable position. The HR division collects job applications against each job vacancy.

5.4.2. CV screening

Usually, the HR division is occupied in the short listing. To recruit experienced bankers, CVs may be sorted out from the collection of unsolicited CVs received. Once potential candidates are found out, they are contacted and called for an interview.

5.4.3. Written test

A variety of tests are used as selection tools. BRAC bank combines intelligence tests and aptitude tests in the form of written test for selection. Generally, the bank takes written tests for entry level position like trainee assistant and for management trainee level. Sometimes BIBM/IBA takes the written test on behalf of BRAC bank.

5.4.4.Face -to -face interview

BRAC bank has an interview panel consisting of HR professionals and top-level management to conduct bias free and smooth interview session. For selecting trainee assistant's officer and management trainee officer, MD, DMD and head of HR conduct interview session. The bank arranges different type of interviews based on job position. Generally structured interviews

are conducted for both the entry and mid-level job positions. In case of entry level job position the applicants are asked some general questions, question on academic background, current national and global issues, problem solving questions etc.

5.4.5. Selection and offer letter

At the interview session the candidate is evaluated by the interview panel. The management team decides which one will be selected. After that an offer letter is made for candidate. Once the candidates accept the offer letter, they are given the Appointment Letter. Rejected candidates are not informed.

5.4.6. Medical Examination

Like other bank BRAC also take physical examination of the selected employees whether the applicant is fit for the job or not. BRAC has contract with renewed diagnostic centre in Dhaka city, the whole check-up is conducted by these two diagnostic centres.

5.4.7. Joining

Once the candidate passed physical examination are given the joining and placement letter.

5.5 Recruitment and selection through internal job search and CV bank:

Serial Number	Particular	Working Days Required to Complete the Task
1	Internal job search will be published or CV will be collected through CV bank/ E-recruitment site after getting requisition from respective department.	5 days
2	After CV collection is done interview will take place.	5 days
3	From the date of CV collection, HRD will constitute interview board and members will be informed prior to interview.	3 days
4	Appointment letter will be signed after final interview.	3 days
5	Appointment letters to be handed over to candidate after signing by Head of HR and managing director.	2 days
Total		18

Chapter Six: Analysis

This chapter presents the results, analysis interpretation and discussion of the data collected. The results are displayed with regards to the order of arrangement of the questionnaires. The major findings are briefly presented and discussed consequently.

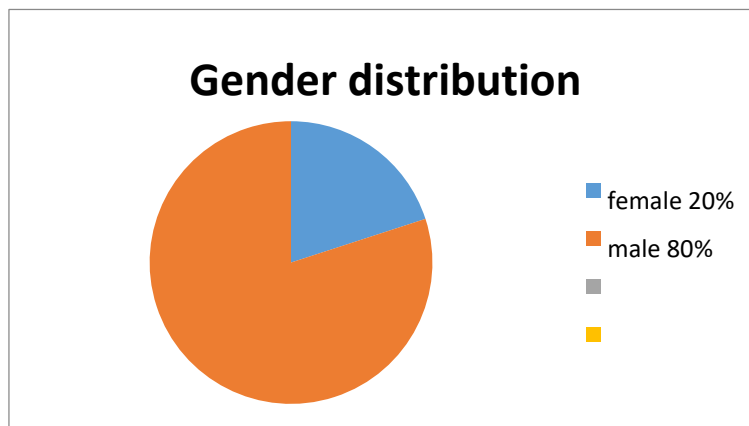
6.1 Demographic data

On demographic data, questions were asked on gender, academic qualifications and number of years at job in BRAC bank. The population size was twenty.

Table 1: Gender distribution

Gender	Frequency
Male	16
Female	4
Total	20

Findings: Table 1 shows that among the entire respondent there were 16 male and 4 female respondents



Interpretations: It is realized that 80% of the total number of participants were male while 20% of the total number were female.

6.1.1: Professional Qualification of Respondents

This was to find out the highest qualification of the various respondents in the study area.

Table 2: Professional Qualification

Professional Qualification	Frequency
MBA	10
MBM	3
BBA	5
Graduation	2
Total	20

6.1.2 Number of years spent at BRAC bank

This was to find out the number of years respondents had spent at their work post.

Table 3: Number of years spent at bank

Numbers of years spent	Frequency
1-6	14
7-10	5

11-14	1
Total	20

6.2 Formal policy for the recruitment and selection of Employees

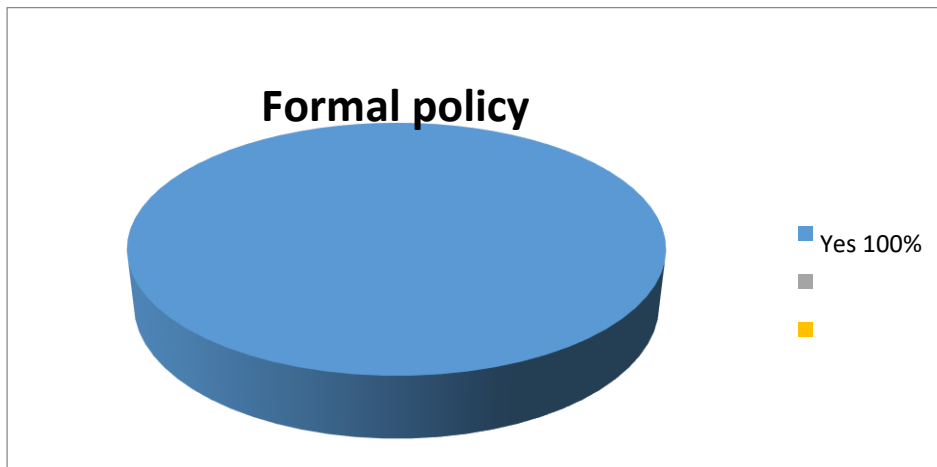


Figure: Formal policy on recruitment and selection

Interpretation: This figure shows that out of 20 respondents, all agreed with the question that the bank had a formal policy for recruitment and selection of employees.

6.3 Recruitment and Selection Methods

Table 4: Recruitment and Selection Methods

Recruitment and Selection Methods	Frequency
Employee Referrals	6
Employment Agencies	1
Professional Association	2
Newspaper Advertisement	11

Total	20
-------	----

Findings: This table shows that 11 respondents answered that the bank uses newspaper advertisement, 6 respondents answered that the bank use employee referrals, 2 respondents stated that the bank uses professional associations and only 1 respondent explained that the bank uses recruiting agencies.

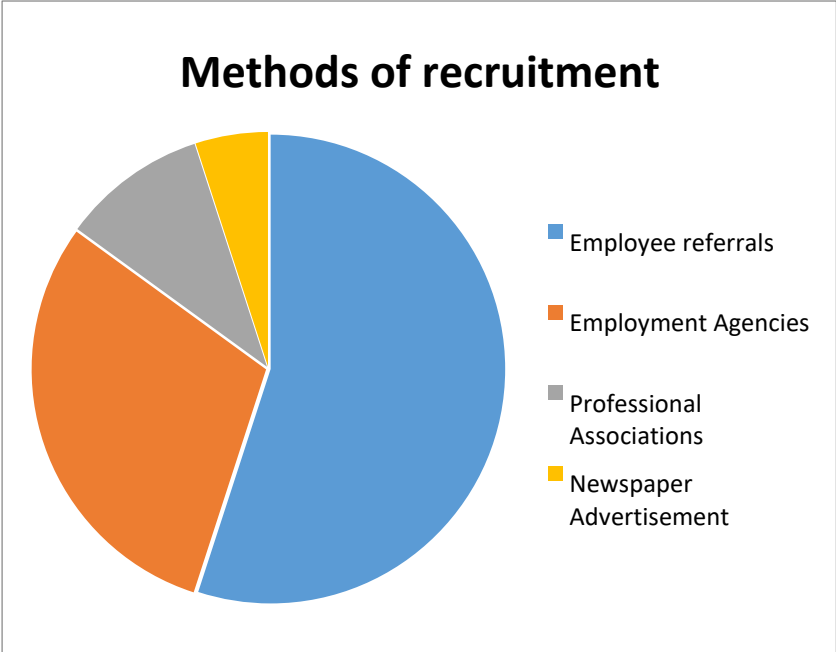


Figure: Methods of recruitment by BRAC

Interpretations: This figure represent that 55% respondents stated that the bank use newspaper advertisement, 30% uses employee referrals ,10% uses professional association, 5% uses recruiting agencies.

6.4 Factors considered before recruitment and selection

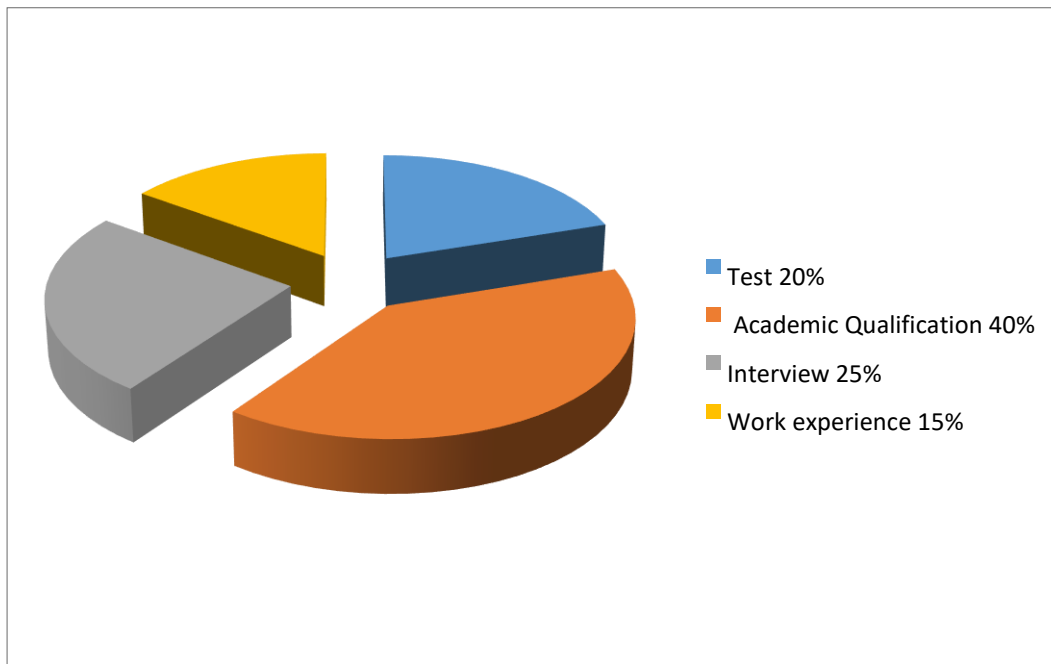
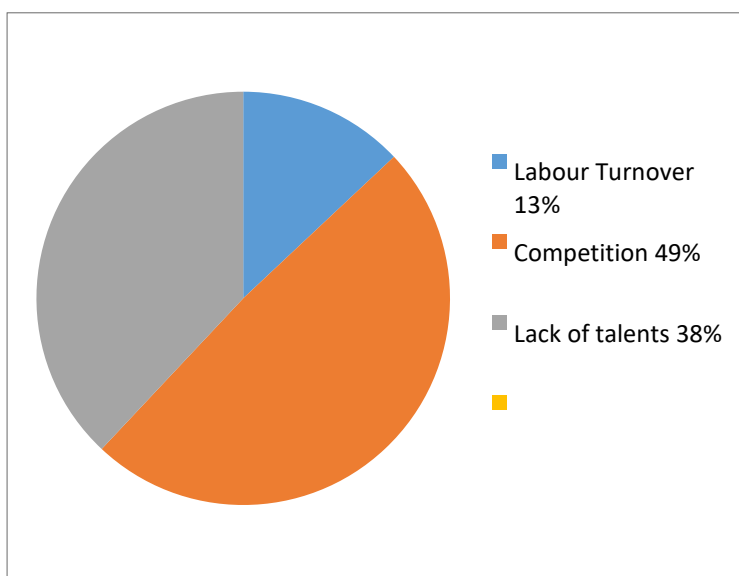


Figure: Factors considered before recruitment and selection

Interpretation: This figure shows that out of twenty respondents 40% agreed that academic qualifications are the prime selection tool, 25% opted for interview, 20% opted for test and 15% agreed with academic qualification.

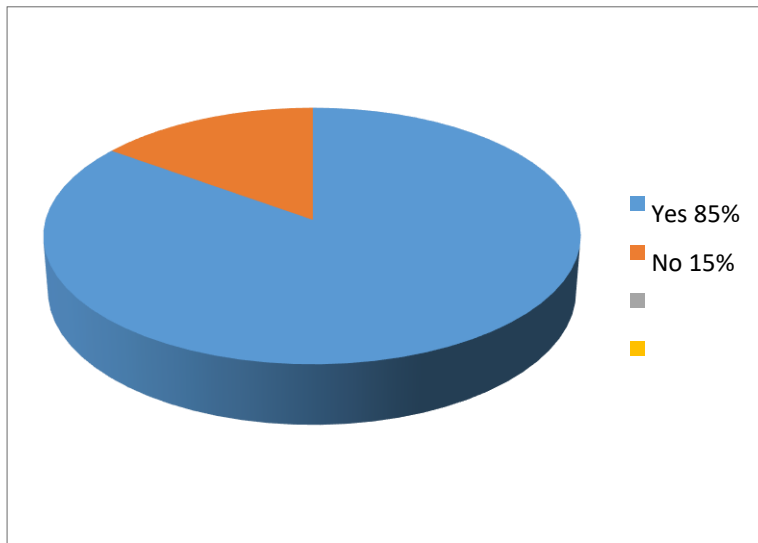
6.5 Challenges of recruitment and selection



Interpretation: This chart shows that one of the major challenges for BRAC bank is lack of talents employee and other challenges are competition, labor turnover rate etc.

6.6 Impact of recruitment and selection practices on employee performance

This was to find out from respondents if the recruitment and selection practices had affected their performance, response are as follows:



Interpretation: Out of twenty respondents, sixteen (16) representing 85% answered that yes, the selection practices had affected their performance while three responding 15% answered in the negative that it has not affected their performance.

Chapter Seven: Conclusion and Recommendations

7.1 Conclusion

This part of the study presents summary of result together with conclusions of the analysis and recommendations made to address the main problems identified from the study in line with the objectives.

Summary of the main findings is devoted to the first part with regard to the objectives assigned to remind the reader of the achievements of the objectives. The succeeding parts deals with the conclusions of the analysis. A suggested performance appraisal structure and other specific recommendations made are also presented in this chapter.

The objectives of the study were to identify existing recruitment and selection methods adopted by BRAC bank, to determine which the recruitment and selection procedures influence the performance of workers, to identify challenges encounter in the recruitment and selection of workers.

7.2 Recommendations

The integral benefits of the identified recruitment and selection practices cannot be overlooked; nevertheless, the following recommendations must be well noted.

- Although a good number of the respondents did not have recruitment and selection policy, to those who had it, a policy requiring recruitment and selection processes to engage the best person for the job on merit must be put in place. Ensure that workers of your organization or any person engaged in recruitment or selection is aware of the policies and trained in how to interview and select in an unbiased fashion.

Organizations with no policy should adopt formal recruitment and selection policies in a better way. Formal recruitment and selection policies would help the firms in attracting internal and external candidates in filling any vacant position. Existence of formal policies can also improve the transparency and accountability in recruitment and selection. Policies should also be changed in course of time.

- Before any recruitment and selection method will be adopted, employers should conduct job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, firms will be able to fix up the specific duties and responsibilities of every employee. Job analysis will help in determining skills and knowledge to be possessed by the employees to hold various positions. It will also facilitate in providing effective compensation packages to the employees.
- In situations of internal recruitment, ensure that the job vacancy is communicated to all divisions of the workplace, intranet, notice boards, newsletter; team meetings etc. and include communication to those on leave to avoid any perception that the internal recruitment process is a formality – that is a preferred candidate has already been identified.

Human Resource Management always acts to bring out potentials, to develop quality and to also meet all the demand of the work force. In doing this recruitment and selection is one of the pillars of HRM, performs both of the company and for the employee.

The study “Recruitment and Selection Process of Employees” under HR revealed that employees are the most valuable resources for the progress of the organization. For the development of these valuable resources there are many factors involved. In this regard “Recruitment and Selection Process of Employees” play the most important role. To increase the productivity of an organization effective & dynamic recruitment and selection procedure is essential.

As a personnel function recruitment and selection is a major Human Resource function designed to attract, obtain and retain the qualified workforce to meet the future organizational needs. The analysis of the report shows both positive practices and negative practices which are need to improve for conducting the employees successfully. If the organization considers this analysis, this will really help them to turn its threats into strengths.

References

- Armstrong, M. (1991) *A Handbook of Personnel Management Practice*, (4th Edition), Kogan Page, London.
- Armstrong, M (2006) *A Handbook of Human Resource Management Practice*, (10th Edition), Kogan Page, Ltd.
- Arnolodo, C. (June 1985): *A Methodology for the Development of a Human Resource Strategy*, Sloan School of Management.
- Ballantyne, I. (2009)., *Recruiting and selecting staff in organizations* in S. Gilmore and Williams, S. (eds) Human Resource Management, Oxford: Oxford University Press.
- Boxall, P., Purcell, J., and Wright, P., (eds), *The Oxford Handbook of Human Resource Management*. Oxford, Oxford University Press.
- Branine, M. (2008). *Graduate recruitment and selection in the UK: A study of the recent changes in methods and expectations*. Career Development International.
- CIPD. (2009a), *Labour market outlook: winter 2008–09* [online]. Quarterly survey report. London: Chartered Institute of Personnel and Development.
- Gray Dessler (2003), *Human Resource Management, Pearson Education, Singapore*, 89, 187,241.
- Nzukuma, K.C.C., & Bussin, M. (2011). *Job-hopping amongst African Black senior management in South Africa*. SA Journal of Human Resource Management, 9(1) Odiorne,
- G. S. (1984), Human Resource Strategies.
- Website of BRAC bank: <https://www.bracbank.com>

Questionnaire

1. Gender?

- Male
- Female

2. Age of respondent (in years):

3. Current position:

4. Profession:

5. How long have you been working at your Firm?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-years and above

6. Qualifications

- Bachelor's degree
- Master's degree
- PhD
- Others

7. Do you have any formal policy for the recruitment and selection of employees?

- Yes
- No

8. If yes to above, briefly state to the policy:

.....

.....

9. When vacancies occur, are existing employees considered?

- Yes
- No

10. Are job vacancies made open to the public?

- Yes
- No

11. Which of these employee recruitment and selection processes identified in the study does your firm often use? using 1 to 5 scales,

- 1= not frequently used
- 2=average used
- 3=neither
- 4=frequently used
- 5=most frequently used

S/No	Recruitment and selection method	Ranking				
		1	2	3	4	5
1.	Internet recruitment					
2.	Radio advert					
3.	TV advert					
4.	Newspaper advert					
5.	Professional association(s)					
6.	Employment agents					
7.	Employee referrals					
8.	Door to door					

9.	Telephone					
10.	Recruitment from school					
11.	Job fairs					
12.	Talent hunting					
13.	Job proofing					
14.	In-house (internal recruitment)					
15.	Initial job offers					
16.	Labour office					

12. Has the recruitment and selection practice of your organization affected your performance?

- Yes
- No
- Other

13. The under listed are some identified challenges BRAC bank encounter in the recruitment and selection practices. Rank them using 1 to 5 scales,

- 1= strongly disagreed
- 2= disagreed
- 3= neither
- 4= agreed
- 5= strongly agreed

S/No	Recruitment and selection method	Ranking				
		1	2	3	4	5
1.	Poor human relations planning					

2.	Competency level on the part of employee					
3.	Lack of experience of employer					
4.	Ineffective job analysis					
5.	Ineffective selection methods					
6.	Involvement of agents					
7.	Lack of awareness on the part of employees					
8.	Cost of recruitment and selection of employees					
9.	Low confidence level on the part of the employee					
10.	Low educational level of construction workers					
11.	Leadership					
12.	Lack of clear definition of job vacancy					
13.	Employer employee relationship					
14.	Inadequate information on the available vacancy.					
15.	Lack of human relations department					
16.	Poor working condition of workers					
17.	Location of available job.					

14. Please suggest initiatives that can improve the current recruitment and selection procedure used by your bank; aimed at retaining recruited workers?

-
-
-
-
-