

PROJECT PAPER
ON
An Analysis of Employee Recruitment and Selection
Process of Dhaka Bank PLC

Submitted to

Controller of Examinations

National University
Gazipur-1704

Supervised by

Md. Mamonur Rashid

Lecturer & Student Advisor (MBA Program)
Department of Business Administration
Daffodil Institute of IT

Submitted by

Mahabuba Akter

Roll No: 2020467
Registration No: 19601000586
Session: 2019-20
Major in Human Resource Management (HRM)
MBA Program
Daffodil Institute of IT (DIIT)



Under National University



Date of Submission: November 14, 2023

LETTER OF TRANSMITTAL

November 14, 2023

Controller of Examinations
National University
Gazipur-1704

Subject: **Submission of Project Report.**

Dear Sir,

With due respect, I would like to submit my project paper on “**An Analysis of Employee Recruitment and Selection Process of Dhaka Bank PLC**” for your kind evaluation. For preparing this project paper, I have tried my level best to accumulate relevant information from all the available sources. I tried my best to make this project paper as informative as possible. The most committed supervisor Md. Mamonur Rashid, Lecturer & Student Advisor (MBA Program) guided me to prepare this project paper. In this case of the preparation of this project paper, I have studied various documents and also gathered particular knowledge to give my best effort besides of short coming.

I would be graceful if you consider those from excusable point. I am highly glad that you have given me the opportunity to prepare this project paper and hope that this project paper will meet the standards of your judgment. Any limitations in my project paper will subject to your kind full consideration.

Sincerely Yours,

.....
Mahabuba Akter

Roll No: 2020467
Registration No: 19601000586
Session: 2019-20
Major in Human Resource Management (HRM)
MBA Program
Daffodil Institute of IT (DIIT)

STUDENT'S DECLARATION

I, Mahabuba Akter, (NU Roll: 2020467), a student of Master of Business Administration (MBA) program from Daffodil Institute of IT (DIIT). As a partial fulfillment for the requirement of the MBA program, I went through the academic process, so I have to make choice between internship report and project paper and therefore I chose project paper.

I hereby declare that, the project paper is titled as “An Analysis of Employee Recruitment and Selection Process of Dhaka Bank PLC” is prepared and completed by me under the supervision and guidance of Md. Mamonur Rashid, Lecturer & Student Advisor (MBA Program), Daffodil Institute of IT. Moreover, I want to confirm that the report is only prepared for academic requirement not for other purpose.

.....

Mahabuba Akter

Roll No: 2020467

Registration No: 19601000586

Session: 2019-20

Major in Human Resource Management (HRM)

MBA Program

Daffodil Institute of IT (DIIT)

SUPERVISOR'S APPROVAL

This is to certify that, Mahabuba Akter, NU Roll: 2020467, Registration No: 19601000586, Academic Session: 2019-20, Major in Human Resource Management, is a regular student of MBA program, completed her project report on “An Analysis of Employee Recruitment and Selection Process of Dhaka Bank PLC” for a partial fulfillment of the requirement of Master of Business Administration (MBA) Degree from the Department of Business Administration (MBA Program), Daffodil Institute of IT (DIIT). The report has been prepared under my guidance.

I wish her success in life.

.....

Md. Mamonur Rashid

Lecturer & Student Advisor (MBA Program)
Department of Business Administration
Daffodil Institute of IT

ACKNOWLEDGEMENT

First of all, I am grateful to Almighty Allah because without whose help it would not have been possible for me to prepare this report. It is pleasure for me to present the project report on “An Analysis of Employee Recruitment and Selection Process of Dhaka Bank PLC”. The report is prepared for the purpose of completion of the MBA program under the Daffodil Institute of IT (DIIT).

I would like to thank my academic supervisor, Md. Mamonur Rashid, Lecturer & Student Advisor (MBA Program), Daffodil Institute of IT for guiding me and for giving me the prospects, valuable time and share wisdom to accomplish this report.

Also, I would like to thank my another academic supervisor, Md. Omar Faruk, Assistant Professor & Head (MBA Program), Department of Business Administration, Daffodil Institute of IT, for guiding me and for giving me the prospects, valuable time and share wisdom to accomplish this report.

I acknowledges with warm gratitude the constant internal support, understanding and encouragement of my parents and my elder brother. Without their support the work would have been more difficult to accomplish.

ABSTRACT

Dhaka Bank PLC is not an exception to the dynamic world of business where they stand with a mission of “Excellence in Banking”. One of the premier financial institutes of the country targets to show the excellence by motivated and well trained workforce with a comprehensive career. HR activities are one of the major activities in an organization an excellent team of management of HR division conducts all the HR related issues. They maintain an actual flow of each and every steps of recruitment and selection process. The report concentrated mainly on the Human Resource Division. To know the future demand of human resources in Dhaka Bank PLC, the Human Resources Division of Dhaka Bank PLC gives all the other branches and divisions of the head office a general form at the beginning of the year. From the information gathered from these forms, the HR division gets an estimate of the manpower requirements for the year. The HR division then sets out to recruit and select necessary number of competent and efficient people in the bank. Dhaka Bank PLC practices both the recruitment and selection process, but as it is a huge organization, the process differs for different job positions. In this project, the author will share an introduction to the report in Chapter 1, includes the basic ideas of these report. In Chapter 2, the company overview included the overview, history, mission, vision, goals, objectives of the bank, In Chapter 3, tries to share the theoretical framework . In Chapter 4, tries to share the main discussion of the report that includes function of HRM, functional structure of Human Resource Division, recruitment model, needs, sources, types, process. Selection model, sources, types, process, recruitment and selection process cycle, budget etc. In Chapter 5, includes Findings, Recommendations, Conclusion. Finally, some suggestions for the banking industry shortly for the best use of an analysis of employee recruitment and selection process of Dhaka Bank PLC.

Table of Contents

SL No.	Particulars	Page No.
1	Cover Page	
2	Letter of Transmittal	i
3	Student's Declaration	ii
4	Supervisor's Approval	iii
5	Acknowledgement	iv
6	Abstract	v
	Chapter One: Introduction	
1.1	Origin of the Report	2
1.2	Rationale of the Report	2
1.3	Objectives of the Report	2-3
1.4	Methodology of the Report	3
1.5	Scopes of the Report	4
1.6	Limitations of the Report	4
	Chapter Two: Company Overview	
2.1	Overview of Dhaka Bank PLC	6
2.2	History of Dhaka Bank PLC	6-7
2.3	Vision of Dhaka Bank PLC	7
2.4	Mission of Dhaka Bank PLC	7
2.5	Corporate Values of Dhaka Bank PLC	7
	Chapter Three: Theoretical Framework	
3.1	Concept of Recruitment & Selection	9
3.2	Recruitment Needs	9-10
3.3	Recruitment Techniques	10
3.4	Process of Recruitment and Selection	10-11
3.5	Compensation and Benefits	11
	Chapter Four: Recruitment And Selection Process of Dhaka Bank PLC	
4.1	Introduction	13
4.2	Function of HRM of Dhaka Bank PLC	13
4.3	Units of Human Resource Division	14
4.4	Functional Structure of Human Resource Division	15
4.5	Definition of Recruitment	16
4.6	Sources of Recruitment	16-18
4.7	Types of Recruitment	18-19
4.8	Recruitment Process of Dhaka Bank PLC	19-23
4.9	Definition of Selection	23

4.10	Selection Method	23-25
4.11	Strategies of Staffing at Dhaka Bank PLC	25-26
4.12	Selection Process of Dhaka Bank PLC	26-30
4.13	Recruitment and Selection Process Cycle of Dhaka Bank PLC	31
4.14	Recruitment and Selection Budget of Dhaka Bank PLC	31-32
4.15	Recruitment and Selection Policy of Dhaka Bank PLC	32-36
4.16	SWOT Analysis	36
4.16.1	Strengths	37
4.16.2	Weaknesses	37
4.16.3	Opportunities	37-38
4.16.4	Threats	38
	Chapter Five: Findings, Recommendations, Conclusion	
5.1	Findings of Report	40
5.2	Recommendations	41
5.3	Conclusion	42
	References	43

List of Figures

	Description	Page no.
Figure 4.1	Function of HRM	13
Figure 4.2	Units in HR division	14
Figure 4.3	Key Responsibility of Functional Structure Unit	15
Figure 4.4	Recruitment Model	16
Figure 4.5	Year Wise Recruitment of Dhaka Bank PLC	19
Figure 4.6	Division Wise Employee Distribution of Dhaka Bank PLC	19
Figure 4.7	Selection Method	23
Figure 4.8	Employee Status	26
Figure 4.9	Recruitment and Selection Process Cycle of Dhaka Bank PLC	31
Figure 4.10	Recruitment and Selection Budget of Dhaka Bank PLC	32

Acronyms:

- D.B.T.I: Dhaka Bank Training Institute
- H.R.D: Human Resource Division
- MAN.COM: Management Committee
- C.S.R: Corporate Social Responsibility
- O.J.T: On the Job Training
- R&D: Research & Development
- CRM: Credit Risk Management
- SME: Small and Medium Enterprise
- P.R: Public Relation
- M.D: Managing Director
- M.T.O: Management Trainee Officer
- T.C.O: Trainee Cash Officer
- T.O: Trainee Officer

Chapter One

Introduction

1.1 Origin of the Report

There is no doubt that the world of work is rapidly changing. As part of an organization then, HRM must be equipped to deal with the effects of changing world of work. For this means understanding the implications of globalization, technology changes, workforce diversity. Changing skill requirements, continuous improvement initiatives contingent workforce, decentralized work sites and employee involvement are the issue for confront. Now it is a big challenge for the HRM to support the organization by providing the best personnel for the suitable position in shortest possible time. Starting with recognizing the vacancies and planning for them is a great task. Moreover selecting attracting the suitable candidates and selecting the best person in time is a challenge.

The cost of the requirement is significant. So, proper planning and formulate those plan is the task that require more focus and improvement. Equal opportunity and sourcing is also a vital part. Realizing this need we tried to find the difference and similarities between theoretical aspects with the practical step taken by the company. We took an attempt to demonstrate the feature for the further improvement.

1.2 Rationale of the Study:

The Project paper is originated from the curriculum requirement of MBA program at DIIT. The topic of my project paper is “An Analysis of Employee Recruitment and Selection Process of Dhaka Bank PLC. For this reason, I was working with them & also collected various sources of information for observed their functions and operational activities closely.

1.3 Objectives of the Report

1.3.1 Broad objective:

- To explore and evaluate the recruitment and selection process of Dhaka Bank PLC.

1.3.2 Specific Objectives:

The following aspects can be listed as the specific objectives to achieve the broad objective:

- To know recruitment and selection process of Dhaka Bank PLC.
- To explore the employees perception and reaction about the recruitment and selection process of Dhaka Bank PLC.
- To identify the problems of human resource division of Dhaka Bank PLC.
- To make a good recommendation to solve the problems and recruitment and selection.

1.4 Methodology of the Report:

The study requires a systematic procedure from selection of the topic to preparation of the final report. To perform the study, the data were to be identified and collected, to be classified, analyzed, interpreted and presented in a systematic manner and key points were to be found out. The overall process of data collection has been below:

1. Primary data collection
2. Secondary data collection

Description of these data collection are as follows:

1.4.1 Primary Data Collection:

- Through observations.
- Through conversation, exchange of ideas and views with senior officers of banks.

1.4.2 Secondary Data Collection:

- Annual reports and audit reports of Dhaka Bank PLC.
- Different text books and journals.
- Various reports and articles related to the study.
- Web base support from internet.

1.5 Scopes of the Report

The report deals with the recruitment and selection process in terms of theoretical point of view and the practical use. The study will allow learning about the recruitment and selection issues, importance, modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their recruitment and selection process.

1.6 Limitations of the Report

The limitations of the study are follows:

- The study has been conducted within a short time frame.
- The study is self-financed.
- Some confidential information was not available for the purpose of this study.
- As I am not experience enough to complete the study because I am a person of new hand on such study. That is why inexperience creates obstacles to follow the systemic approach and logical research methodology.
- In many cases, up-to-date information is not published. All weights given are judgmental.
- Information regarding the competitors is difficult to get.

Chapter Two

Company Overview

2.1 Overview of Human Resources Division of Dhaka Bank PLC

The innovation in the philosophy, methodology, system and mechanism of the human resources management towards the goal of stimulating operating vitality, enhancing market competitiveness and strengthening risk control. Efforts were made to deepen the official system reform, improve the organizational structure management, promote the organizational model innovation, optimize the personnel structure, strengthen the building of talents teams, and expand the career growth platforms of employees for the purpose of providing a strong organizational guarantee and talents support for the whole bank's reform and development.

Dhaka Bank's people practices are designed to cater to the rapidly evolving business environment. Aligning organization structure to emerging ecosystems, re-imagining processes, building capabilities and innovation are at the center of the Bank's people strategy. Ensuring that every employee upholds the values of being 'Customer Focus, Respect for the Individual' underpins the ethos of the Bank.

2.2 History of Dhaka Bank

Dhaka Bank is such a dream that spread in profusion modern banking prospects with deep attachment to its community and culture. A host of visionary entrepreneur friends inspired by a futurist leader set forth the fight of this great corporate voyage that echoed the speed of technology on the inner soul of Bangladesh. Dhaka Bank was incorporated as a Public Limited Company on April 6, 1995 under Companies Act, 1994. The company commenced banking operations on July 5, 1995.

The bank has stood out for its financial strengths and operational craftsmanship marking its position as the potential market player in all core areas of banking in the country. It got listed in DSE and CSE in 2000. Alongside a lasting bond with the corporate world, Dhaka Bank has got hold of a countrywide reach through a larger network of Branches, ATMs, ADMs, SME channels and SMS banking. As on December 31, 2022, Dhaka Bank has made its vibrant presence at 113 Branches including 2 Islamic Banking Branches, 25 Sub Branches, 3 SME Service Centres, 81 ATMs, 15 ADMs, 1 Customer Service Center and 2 Offshore Banking Units across the country. Catering to the needs of Capital Market, the Bank has established a

subsidiary company named Dhaka Bank Securities Limited having 6 countrywide Branches.

We expect to rise from the heart of Bangladesh as a stronger force in the market we serve. We are committed to our goals to create superior shareholder value in our quest for excellence as we grow and mature into a banking veteran.

2.3 Vision of Dhaka Bank

At Dhaka Bank, we draw our inspiration from the distant stars. Our vision is to assure a standard that makes every banking transaction a pleasurable experience. Our endeavor is to offer you supreme service through accuracy, reliability, timely delivery, cutting edge technology and tailored solution for business needs, global reach in trade and commerce and high yield on your investments.

Our people, products and processes are aligned to meet the demand of our discerning customers. Our goal is to achieve a distinct foresight. Our prime objective is to deliver a quality that demonstrates a true reflection of our vision- Excellence in Banking.

2.4 Mission of Dhaka Bank

To be the premier financial institution in the country providing high quality products and services backed by latest technology and a team of highly motivated personnel to deliver Excellence in Banking.

2.5 Corporate Values

- Customer Focus
- Integrity
- Teamwork
- Respect for the Individual
- Responsible Citizenship

Chapter Three

Theoretical Framework

3.1 Concept of Recruitment and Selection

3.1.1 Recruitment: Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among them the right people can be selected. Though theoretically recruitment process is said to end with the receipt of applications, in practice the activity extends to the screening of applications so as to eliminate those who are not qualified for the job.

- According to **Edwin B. Flippo**, “Recruitment is the process of searching the candidates for employment and stimulating them to apply for the jobs in the organization”.

Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resource needs even though specific vacancies do not exist. Usually the process begins with when new recruits are sought and ends when their applications are submitted.

Recruitment is a continuous process. Usually the process begins with when new recruits are sought and ends when their applications are submitted.

3.1.2 Selection: 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 criteria is called selection process.

- According to **Dale Yoder**, “Selection is the process by which candidates for employment are divided into classes those who will be offered employment and those who will not”.

3.2 Recruitment Needs

There are three types of recruitment needs. Those are

1. **Planned:** The employment needs arising from changes in organization and retirement policy.
2. **Anticipated:** Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment.

3. Unexpected: Resignation, deaths, accidents, illness give rise to unexpected needs.

3.3 Recruitment Techniques

Recruitment techniques are the means or media by which management contacts prospective employees or provide necessary information or exchange ideas or stimulate them to apply for jobs.

Recruitment techniques are:

- **Internal Methods:** They are for recruiting internal candidates. These include methods like:

- (a) Promotion & Transfers

- (b) Job Posting

- (c) Employee Referrals

- **Direct Methods:** These include sending travelling recruiters to educational and professional institutions and employees' contacts with the public.

- (a) Campus Recruitment

3.4 Process of Recruitment and Selection

3.4.1 Recruitment Process: The recruitment process comprises five interrelated stages:

1. Job Design
2. Opening Job Position
3. Collecting and Presenting Job Resumes
4. Job Interviews
5. Job Offer

3.4.2 Selection Process: Selection process are as follows:

1. Screening of the application
2. Informing candidates
3. Preliminary interview
4. Written test
5. Viva test
6. Reference & background analysis
7. Selecting decision
8. Physical examination
9. Job offer
10. Joining & placement

3.5 Compensation & Benefits

There is always competition to attract high-performing employees in the banking industry, but the competition has heated up considerably in the past few years. As the competition for banking industry talent continues to intensify, it becomes increasingly important that management teams understand current trends in compensation, incentives, and human resource practices in order to develop a successful talent management strategy.

Dhaka Bank has market driven salary package which includes Hospitalization Benefits as short term benefits and provident funds, gratuity, superannuation fund as long term benefits. Under corporate agreement with different renowned hospitals in Bangladesh and abroad, employees of Dhaka Bank also enjoy health care facilities at a discounted rate and priority services. In addition, Dhaka Bank also offers their employees soft loans like employee house building loan and provident fund loan.

Chapter Four

Recruitment and Selection Process of Dhaka Bank PLC

4.1 Introduction

Every organization follows their own recruitment and selection process to get their desire employees for achieving their ultimate goal. Doing this study I went through various aspect about recruitment and selection process of Dhaka Bank PLC (Dhaka Bank PLC). To know the future demand of human resources, the HR division of Dhaka Bank PLC usually provides all the other divisions and branches with a general form at the beginning of the year. Information collected from these forms, the HR division gets an estimate of the human resource requirement of the year.

The recruitment goals of Dhaka Bank PLC are not only tries to attract and retain highly qualified candidates but also tries to identify and recruit people who are really interested to working the bank for an acceptable period of time.

4.2 Function of HRM of Dhaka Bank PLC

HR managers fulfill the goals and objectives of the organization. HR managers are perform two sets of functions, namely managerial functions and operative functions. The managerial functions are the basic functions performed by the HR managers in their capacity as managers or head of their own departments. The operative functions, on the other hand, are specialized activities performed exclusively by the HR managers, usually for all the departments.

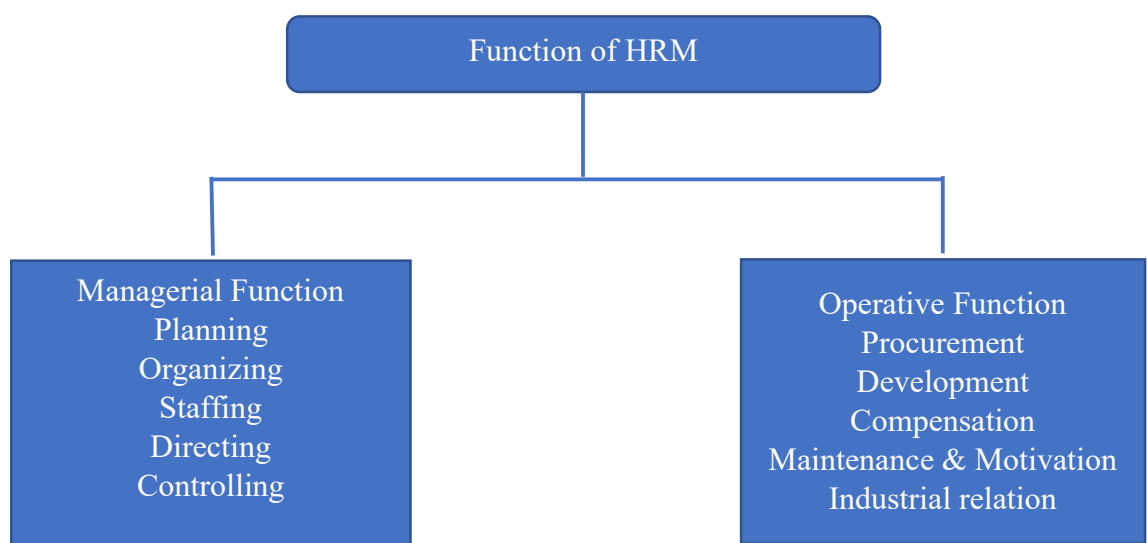


Figure 4.1: Function of HRM of Dhaka Bank PLC

4.3 Units in HR Division:

There are three units in Human Resource Division of Dhaka Bank PLC:

- HR staffing
- HR operation
- Training & Development

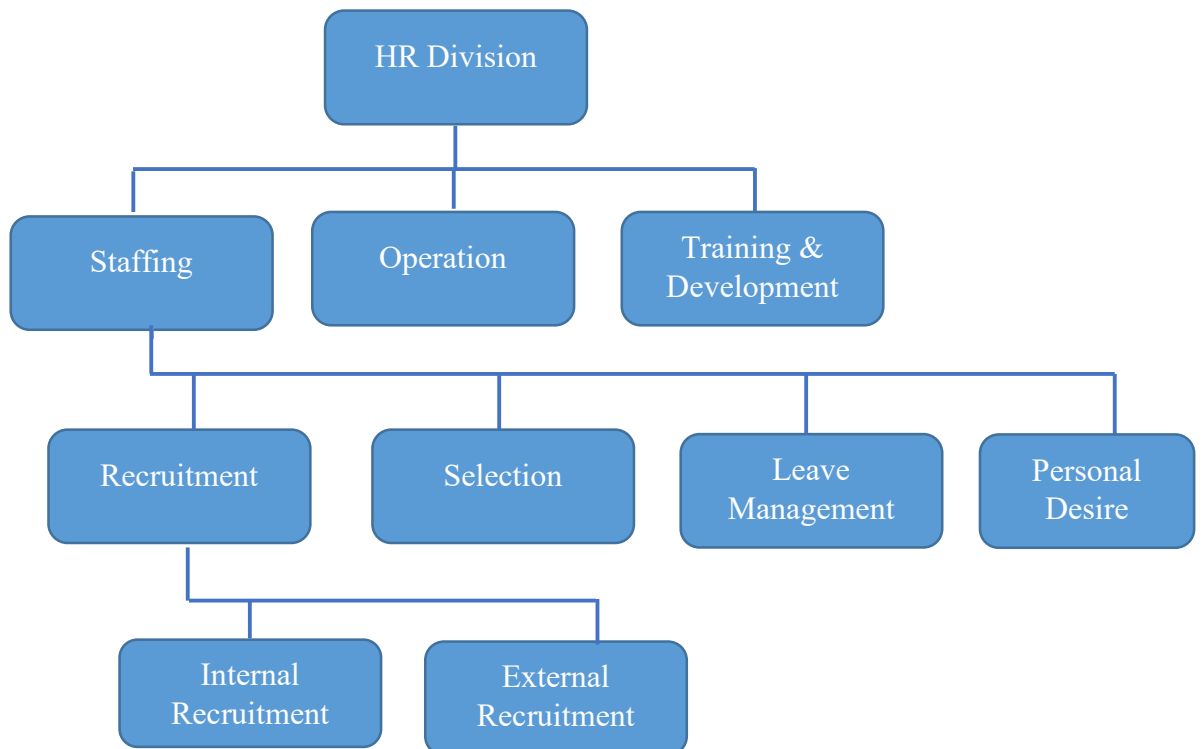


Figure 4.2: Units in HR division of Dhaka Bank PLC

The staffing process putting the right people in the right position at the right time is one of the most critical tasks any organization faces. The quality of the work performed can be only as high as the capabilities of the people performing it.

Three officers are working in HR staffing unit. They perform the following activities:

- Recruitment
- Selection
- Leave management
- Personal Dossier Management

4.4 Functional Structure of Human Resources Division

- There are 12 HR personnel engaged in HRD to conduct HR related activities. The head of HRD and SEVP supervise all the activities carried out by the employees.
- Dhaka Bank PLC has four units in its Human Resources Division. Each and every unit has its own defined duties and responsibilities. The units include several activities. The following chart will help to understand it more clearly:

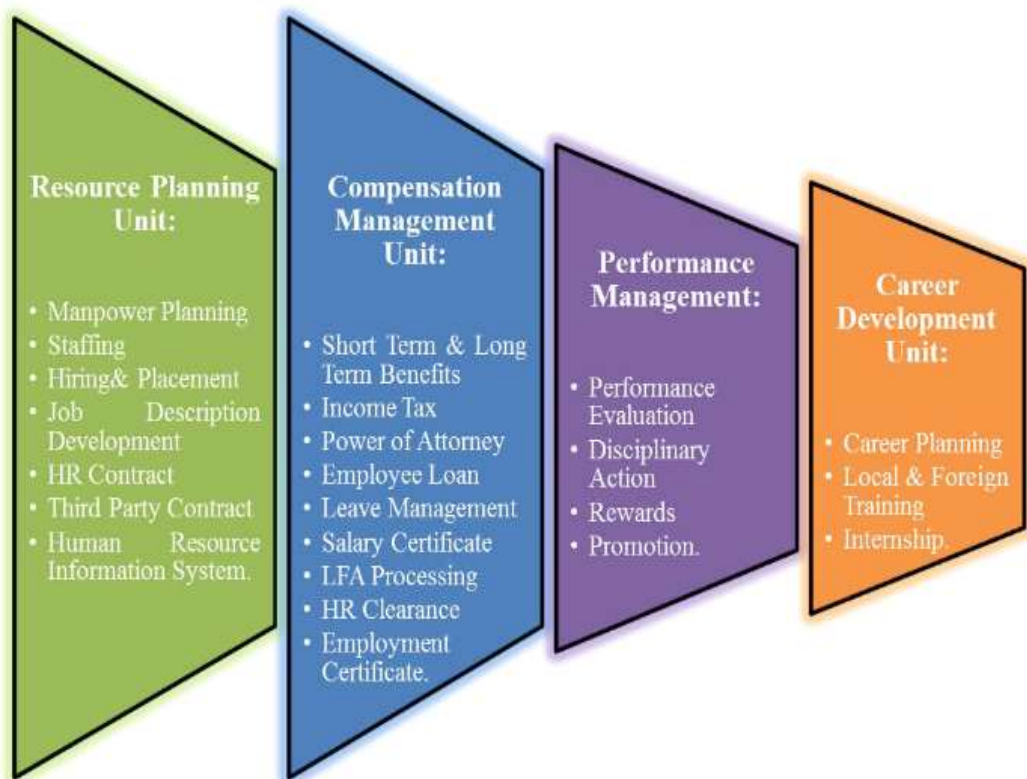


Figure 4.3: Key Responsibilities of the Functional Structure Unit

4.5 Definition of Recruitment

Recruitment is the process of finding and attracting capable individuals to apply for the employment. Success in recruiting is not simply measured by the number of applicants received.

4.5.1 Recruitment Model:

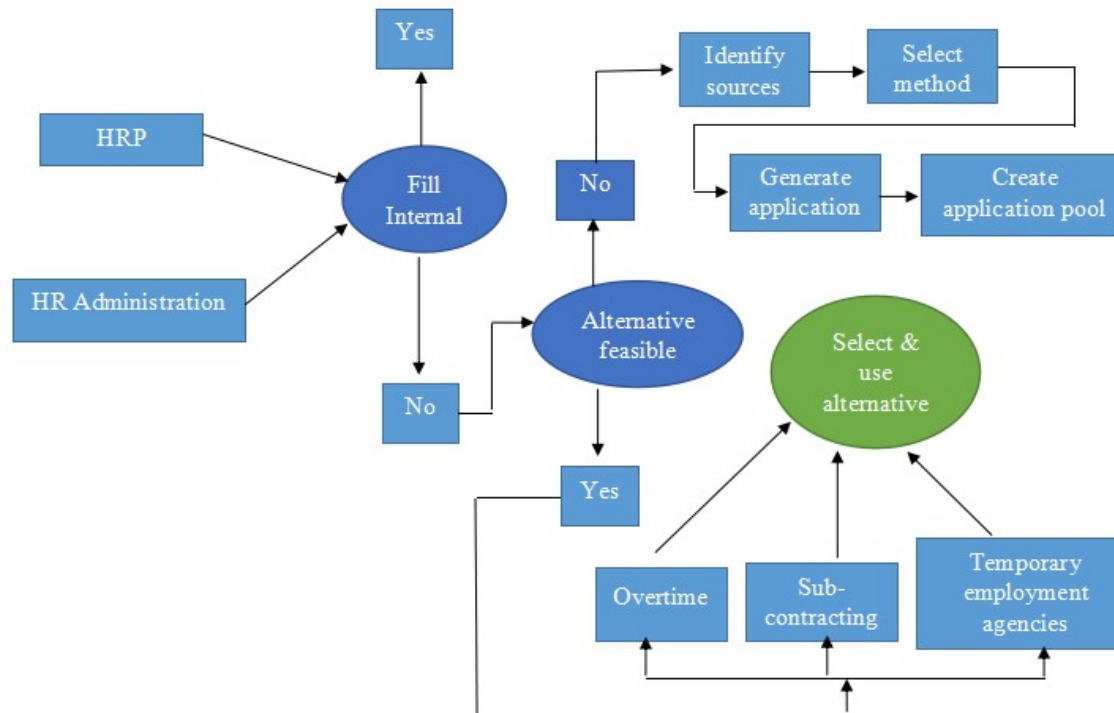


Figure 4.4: Recruitment Model

4.6 Sources of Recruitment

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 here as follows:

- **Internal Sources:** 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 3 three ways internal candidates are recruited:

- Job posting
- Skill development
- Nominations
- **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.
- **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
 - Employee referrals/recommendation
 - Employment agencies
 - Campus recruitment
 - Unsolicited applications
 - Temp agencies
 - **Advertisement:** When an organization wishes to communicate to the public that it has a vacancy advertisement in one of the popular method 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:** 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.
- **Campus recruitment:** 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.
- **Temp 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. The temporary workers actually work for the agency. During vacation and peak season-these agencies can be a better alternative.

4.7 Types of Recruitment

Dhaka Bank PLC (Dhaka Bank PLC) practices two types of recruitment. Those are given here as follows:

- Yearly Recruitment
- Need-based Recruitment

Recruitment trend of Dhaka Bank PLC is very much fluctuating. Sometimes they recruit more according to their need and projection and sometime less. From 2019 to 2022 employee's recruitment status of Dhaka Bank PLC is given below:

- **Year Wise Recruitment:**

Category	2019	2020	2021	2022
Experienced	18	14	34	38
Fresher	154	19	184	19
Total	172	33	218	57

Figure 4.5: Year Wise Recruitment (From Annual Report)

- **Division wise Employee Distribution**

Division	2021			2022		
	No. of Branches	No. of Employees		No. of Branches	No. of Employees	
		Male	Female		Male	Female
Dhaka (Including Head Office)	58	1,066	413	59	1,059	407
Chattogram	27	255	27	27	230	25
Sylhet	6	51	4	6	46	4
Khulna	4	28	8	6	35	8
Rajshahi	10	87	11	11	90	10
Barishal	1	10	0	1	9	0
Rangpur	4	29	6	4	29	6
Mymensigh	2	14	3	2	14	3
Total	112	1,540	472	116	1,512	463

Figure 4.6: Division Wise Employee Distribution (From Annual Report)

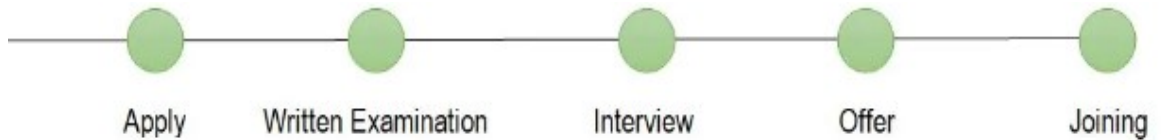
4.8 Recruitment Process of Dhaka Bank PLC

Dhaka Bank starts its recruiting process when new employees are needed and concludes when the applications are submitted. It results in a collection of applicants from where new employees are selected.

Dhaka Bank PLC is such a large organization that requires huge man power every year for its always boosting operations in various levels. However for common business operations they need two categories of manpower.

Those are given below-

■ **New graduates:**



■ **Specialist Experienced People:**



The recruitment process is immediately followed by the selection process, the final interviews and the decision making, conveying the decision and the appointment formalities. Dhaka Bank PLC follows the following process to recruit candidates:

- HRM planning and vacancy announcement
 - Recruiter qualification
 - Recruitment Channels
- **HRM Planning and Vacancy Announcement:** In Dhaka Bank PLC, Human Resource department is headed by the Human Resource Manager. The recruitment process begins with the human resource department receiving requisitions for recruitment from any department or branch of the company. Decisions regarding the positions which have to be filled are taken by HRD by engaging in personnel planning and forecasting. HRD sends a notice to all divisions to know about their personnel needs and after getting the feedbacks from line managers then HRD takes decision about the personnel vacancy. Moreover HR Manager and line manager work together to set the roles and responsibilities of the employees.

- **Recruiters' Qualifications:** Recruitment qualification for Management Trainee:
 - The candidate must have Master Degree from an prominent university in following discipline:

Business Administration	Mathematics/Statics
Bank Management	Public Administration
Economics	Development Studies
Engineering (EEE/Civil/Mechanical)	Computer Science/IT

- The candidate must have minimum 3 first division/class/equivalent CGPA.
 - His/her age must be within 30 years. Recruitment qualification for Trainee Cash Officer:
 - Candidates must be below 27 years.
 - The candidate must have Bachelor's Degree in Business or Social science in reputed university.
 - No third division/class/ equivalent CGPA is allowed.
- **Recruitment Channel:** Dhaka Bank LTD recruits their employees through two medium and those are-
 - ◆ **Internal Recruitment Channel:** Existing employees are an important source of recruits. Whether for endorsements, promotion or for lateral job transfers, internal candidates already – know the informal organization and have detail information about its formal policies. In fact for Dhaka Bank PLC this sort of recruitment is took place only with special purpose experienced employee recruitment. For this internal recruitment Dhaka Bank PLC basically follow closed recruitment strategy. For internal recruitment sources are:
 - Job Rotation
 - Skill Inventories
 - **Job Rotation:** Dhaka Bank PLC takes new employees from existing employees through job rotation. Organization needs multitasking people so

they create posting of people to another department. They spell out the duties and requirements of the job and show how to apply.

➤ **Skill Inventories:** Through HRIS, Dhaka Bank PLC gets right employee's qualification information for vacant position from existing employees. This organization keeps database where all types of information of all employees are kept. When they need new employee they first see the database and from where they get the information and bring new employees as per their requirement. As they recruit for higher position in that case they prefer experienced people with a good knowledge and educational qualification.

◆ **External Recruitment Channel:** Sometimes job requires something extra that cannot be fulfilled through internal sources. In such cases the HR department has to look outside the organization and for Dhaka Bank PLC recruitment of management trainees/trainee officer or any junior level/mid-level position is done through this way. A total combination of three ways is followed for external recruitment in the Dhaka Bank PLC, which occurs directly or indirectly for different level of recruitment. That are:

- Advertising
- Employee referrals
- Walking CV

➤ **Advertising:** For new graduates, the prime method that Dhaka Bank PLC follows is the advertisement procedure, meant for recruiting purposes. They give the advertisement in the reputed English and Bengali National papers. They utilize online advertising through bdjobs.com, prothom-alo.job.com for recruiting candidates. For the online recruitment, the candidates get Tracking Number that is a unique number which is automatically created by the Online System at the time of CV submission.

➤ **Employee Referrals:** Employee referrals procedures are followed by Dhaka Bank PLC mainly for the entry level employees, for management trainees it is not in practice. It follows these procedures when existing employees refer one

new employee and the new one is considered to be further judgment. For the position of junior level candidates this practice is followed sometimes.

- **Walking CVs:** Walks-in are job hunters who reach at the HR department in search of a job and submit their CV's. Sometimes they are asked to complete an application form to determine their interests and abilities. These applications are kept in an active file until an appropriate opening arises at the Dhaka Bank PLC. These occur mainly for entry jobs or contractual job, for the recruitment of management trainee these forms are not used.

4.9 Definition of Selection

Selection is the process of picking up individuals (out of the pool of job applicants) with requisite qualifications and competence to fill job in the organization.

4.10 Selection Method

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

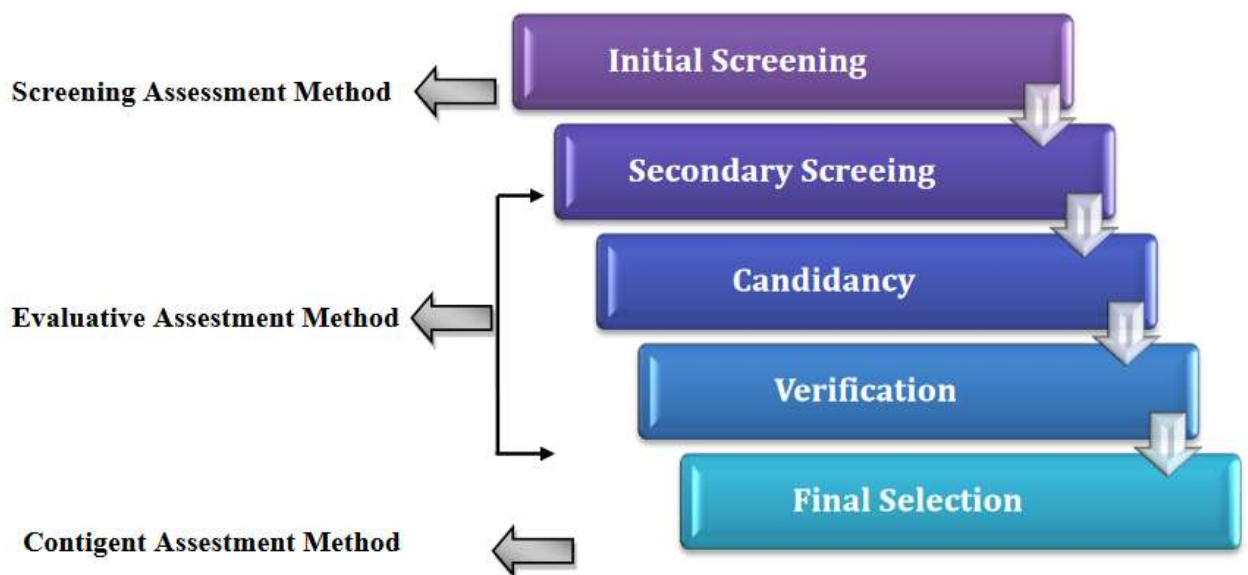


Figure 4.7: Selection Method

▲ **Initial Screening:** A systematic examination of employment application, resume analysis is done in this stage. This is the primary stage where shortlisting 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 center 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 favorable, a job offer is made; if the information is unfavorable, 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

4.11 Strategies of Staffing at Dhaka Bank PLC

Staffing is the process of acquiring, deploying and retaining workforce of sufficient quantity and quality to create positive impacts on the organization effectiveness and Dhaka Bank PLC always try to maintain this with some steps. When they recruit candidates they always focus positive interaction of the candidate qualification and job characteristics are match with each other or not. Basically they always try to match person with the particular job. Moreover they emphasis on develop the talent rather than acquiring. They have a separate training and development unit where they train their existing employees and try to make then efficient for their job. In every year Dhaka Bank PLC do annul business plan, this plan is done once in a year and which determines the upcoming year's required headcount. And based on that information they recruit people. Dhaka Bank PLC basically maintain plan based HRP and time frame of this planning is 1 year. They mostly prefer internal hiring for advanced position but for entry/junior level or MTO/TCO position they go for external one. In Dhaka Bank PLC the number of employees is 1668 (as of 31 December 2016). Among the total workforce 9 people are in top management, 48 are in senior management, 176 are in middle management, 610 are in junior level, 722 are in officer level and 103 people are working as supporting staff in bank.

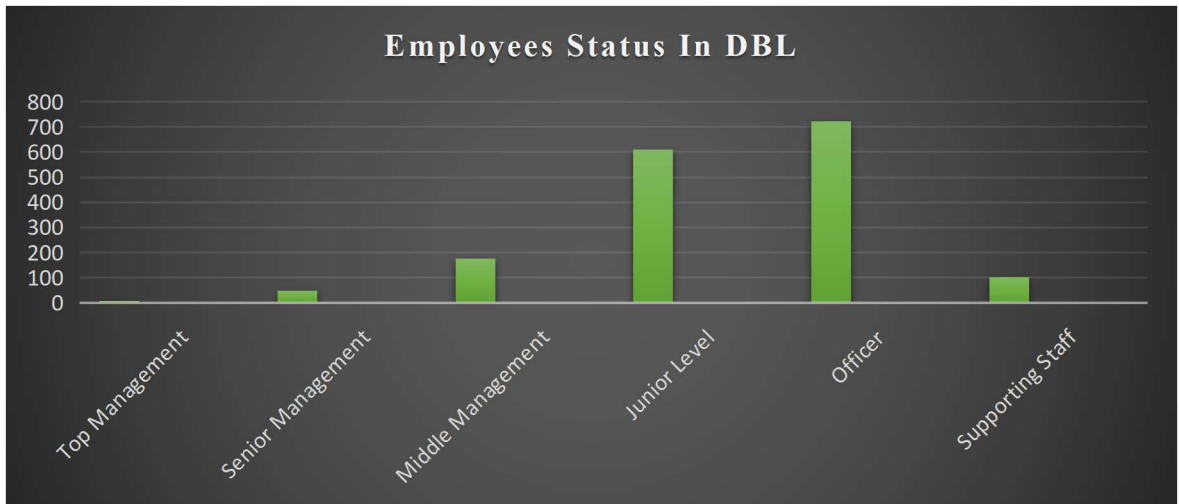


Figure 4.8: Employees Status (From Internet)

4.12 Selection Process of Dhaka Bank PLC

Selection is the part which carries an extra weight for any organization because the organizational performance, cost issues regarding recruitment and selection, and legal obligations depends on it. Realizing the importance of careful selection Dhaka Bank PLC practices a well-organized selection process for all type of employees but the process varies for different positions. Focusing on the selection process for the management trainee/ External/Internal candidates of Dhaka Bank PLC, the elaborate selection process of the organization is explained below:

1. **Reception of Application:** Once the recruitment process is completed, Dhaka Bank PLC moves towards the selection process which starts with the reception of application forms filled up through internet online form. After examining the filled up information, they decide on which applications will sit for the written test, but before that they evaluate the dependability of the information provided in the application.
2. **Informing Candidates:** After short listing of the CV and choosing the suitable candidates, HR division inform the candidate over phone about written test (Entry level) or interview (upper-level). For written tests, the bank

issues admit cards through courier services ten to fifteen days prior to the exam.

3. Assessing Candidates through Written Tests: Dhaka Bank PLC is always concerned to retain the best candidates. After screening out the applicants from the previous phases, the chosen candidates sit for the written exam known as the aptitude test. The abilities the written test measures are:

- Analytical ability
- Logical reasoning ability
- Numerical ability

The test question contains math based and analysis based questions where processing information from data and forming relationship ability among the clues of given problem are required to answer them. Generally Dhaka Bank PLC take written test for entry level position like Trainee assistant and for MTO level. The test is taken by IBA of University of Dhaka. The exam committee check the answer scripts. According to the top marks candidates are invited for interviews.

4. Document Checks: The candidate must submit photo copies of their education certificates of school, college and university. In case where the original certificates have not been provided by the institution, probationer certificate, academic transcript or mark sheet will also be accepted by the bank.

5. Interview: Candidates who qualify in the written test are called for an interview. The candidates are informed about the interview time, date and venue at least 48 hours prior to the interview. All communications with the candidate like setting interview time and date, position and salary negotiation etc. are done by HR recruitment team only.

In Dhaka Bank PLC interview board is formed with at least three members, one from top management and others from HR and functional department. This first interview is called Preliminary Interview. In case of evaluating a candidate, the criteria or competencies that Dhaka Bank Ltd, look for are:

- Appearance: Dress up, grooming, body language and eye contact.
- Communication Skills: the way of communicate with the interviewer, expressiveness.

- Confidence: enthusiasm, personal selling •Assertiveness: positivity attitude
- Customer Service Abilities: Capacity of serving customer adroitly
- Resourcefulness: Basic knowledge about job and some theoretical knowledge
- Management skills
- Planning & organizing skills
- Commitment/ Loyalty: Dedication towards jobs and organization.

Based on all these criteria's, an evaluation rating is given to the candidate on the evaluation form: 1= Poor; 2= Marginal; 3= Good; 4= Very Good; 5=Outstanding. Additionally the qualifying grade point for MTO is 40 and for others position is 35. If the candidate achieves 46-50 marks, he or she is considered as Outstanding and if someone gets 1-20 then he or she consider as poor candidates.

Based on this information the interviewer considers candidates:

- Eligible for employment
- Consider as a 2nd choice
- Not satisfactory

For lateral entry external or internal both candidates, Dhaka Bank PLC only take the interview and based on that they recruit for suitable or required position. In this case the candidates are assessing based:

- Knowledge about job
- Motivational level
- Verbal skills
- Positivity
- Vision/ Ambition/ Stability
- Academic qualification

In view of all these criteria interviewers gives remarks candidates upon their performance Very Good, Good, Average and Below Average. And these remarks help the board to take decision whether the candidate is:

- Eligible to employee
- Can be consider for different position
- May be consider after 3/4 months
- In eligible for employee.

For any vacancy at Dhaka Bank PLC, take two rounds of interview. The final interview is taken by the Divisional head and top management people. From this interview some suitable candidates comes out. Dhaka Bank PLC interview format forms for lateral entry and junior level position are given.

- 6. Reference Check:** When a candidate is selected for the job, his or her given reference has been checked by HR. The candidate must give at least two references. If the candidate is fresh, then he or she has to have one reference from his educational institute. But if the candidate was previously employed, must have one reference from last organization, preferably the supervisor. Subject to satisfactory response will get job offer
- 7. Job Offer:** An approval needs to be taken from the MD for all permanent position and temporary position and the approval is given by Head of HR. If a candidate successfully reaches the final stage then candidates are given a job offer after salary negotiation and upon acceptance of the job offer the candidate will be sent for medical test at bank selected diagnostics. There is no salary negotiation for temporary employee. Individuals joining as MTO have a probation period of twelve months.
- 8. Medical Test:** At Dhaka Bank PLC, the job offer is contingent on passing medical examination conducted by the Bank nominated diagnostic center. The candidates have to collect a letter for medical from HR and go for the medical test. This test examined candidate's physical condition and to ensure whether they are eligible to perform the job or not. This stage also provides information regarding any contagious disease of the candidates and whether those diseases can be taken care of or not. The Apollo Hospital, Dhaka administers configure the medical test on behalf of Dhaka Bank PLC. To measure the applicant's health and fitness for the job effort they investigate following test:
 - General Physical Checking (Such as blood pressure, breathing, pulse etc.)
 - X-Ray Chest (Standard)
 - Microscopic Urine Analysis/ Urine routine

- Blood Checking (Blood grouping, Hepatitis-B, Blood Sugar)
- ECG

9. Appointment Letter: At last the after the medical test and reference checked, the offer letter for the candidate has been issued. After that the candidate gets the call that he or she has been appointed and he or she has to collect the letter from HR. The appointment letter specifies all the terms and condition of the job.

10. Acceptance of Offer Letter & Joining Procedure: The joining also has some procedure. In time of joining at first the candidates have accept the offer letter by signing it. Then he or she has to fill up some forms like,

- HRIS form
- ID Card form
- A five years Indemnity Bond
- Declaration

When all this formalities are over the candidate will become one of the member of Dhaka Bank PLC and start working as an employee of Dhaka Bank PLC.

11. Induction/Orientation: Last step of Dhaka Bank PLC selection process is orientation. All new recruits must undergo an Induction/Orientation program, in order to familiarize themselves with the organization's culture, norms, rules and regulations so that they know what is important in the organization and what they are supposed to do. Induction helps an employee to become effective member of the organization. Dhaka Bank Training Institute shall arrange a Basic Banking Training Program for the all the new hired employees

4.13 Recruitment & Selection Process Cycle of Dhaka Bank PLC

Human Resources Division will take maximum 62 days to complete a full recruitment process. The breakdown of the 62 days as follows:

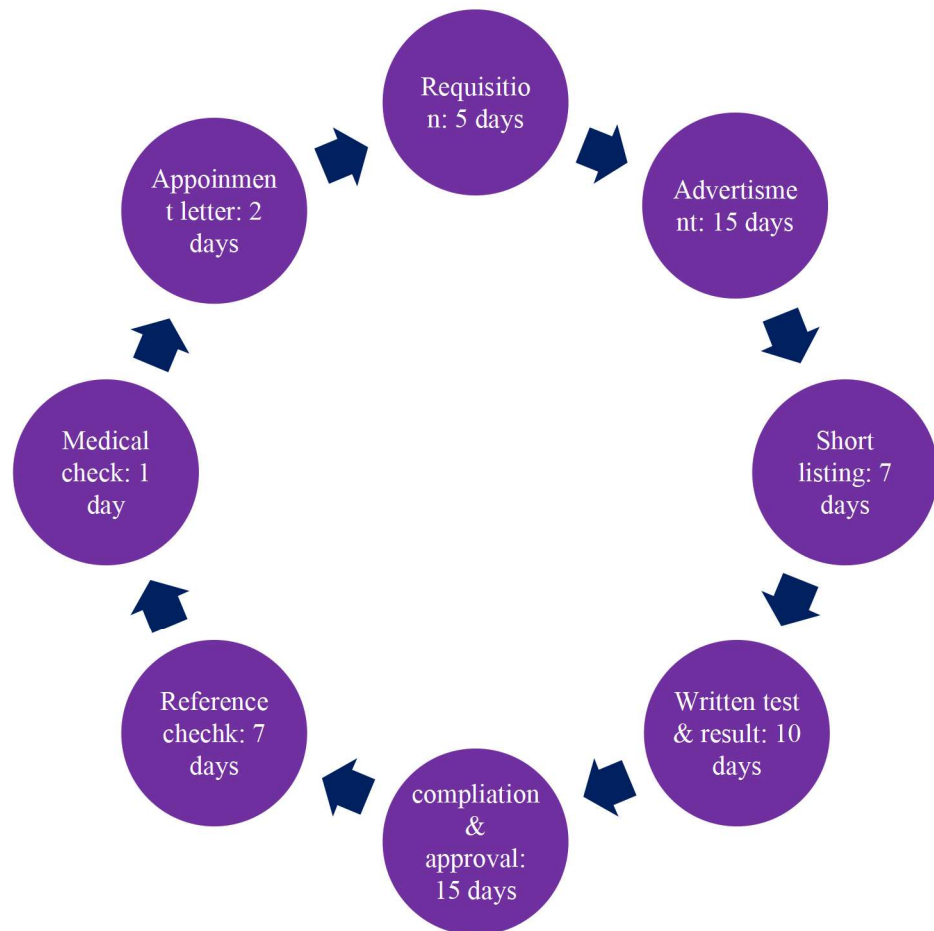


Figure 4.9: Recruitment & Selection process Cycle of Dhaka Bank PLC

4.14 Recruitment & Selection Budget of Dhaka Bank PLC

Dhaka Bank PLC spends a huge amount of money for hiring intelligent, flexible and most capable workforce. Dhaka Bank PLC does not anxious about the hiring cost at all rather it is more concerned to hire best work force all the time. Every year Dhaka Bank PLC spends around 1 core on an average for over all recruitment and selection process. One third of the budget is spent for recruiting Management Trainee Officer, Trainee Officer and Trainee Cash Officer.

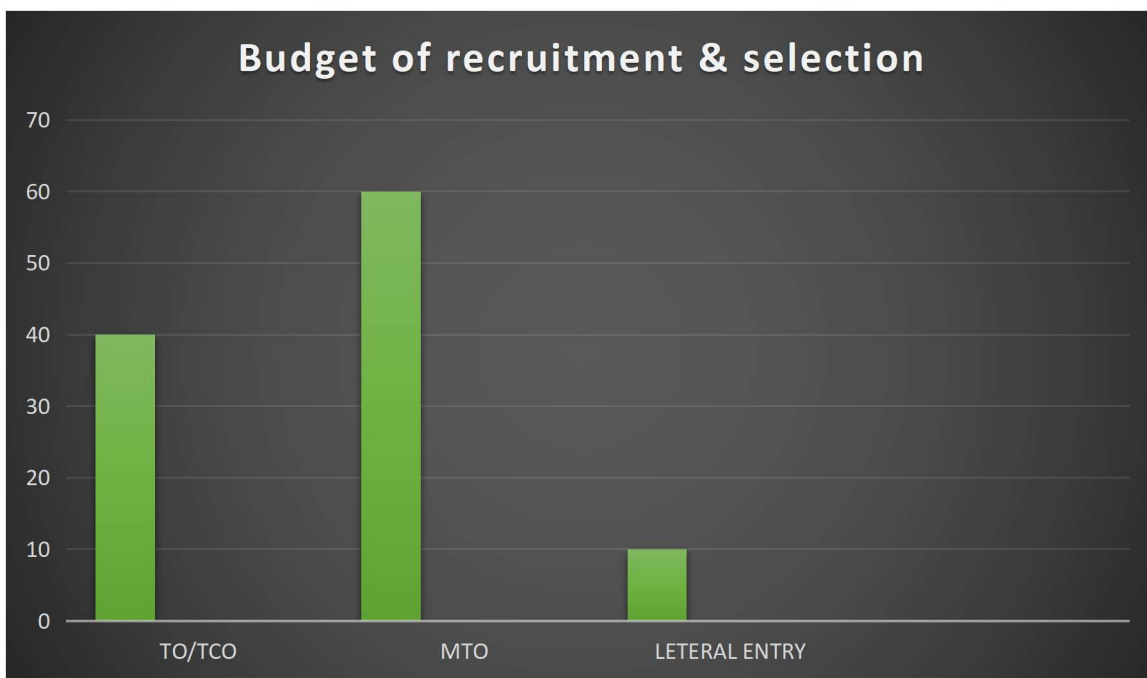


Figure 4.10: Recruitment & Selection budget of Dhaka Bank PLC (From internet)

4.15 Recruitment and Selection Policy of Dhaka Bank PLC

Dhaka Bank PLC is an equal opportunity organization allowing no discrimination on grounds of gender, religions, caste or creed. The Banks' recruitment policy shall be to attract staff members of the highest caliber appropriate to job requirements under employment terms and conditions that are responsive both to the Organizations' needs and the staff member's well-being. Furthermore all recruitment of permanent staff / employee will be processed centrally at the Head office Human Resources Division (HRD).

■ **Recruitment Policy:**

- a. Whenever there is a need to fill in a vacancy, the concerned division involved will raise an 'Employee Requisition Form'. This Form along with the Job Descriptions and Poisons Specification, thereafter, should be forwarded to the Human Resources Division for processing.

- b. All new vacancies will be filled in either by promotion or by direct / lateral recruitment. Re positioning staff levels within the organization based on the need of the vacancy.
- c. If qualified candidate/s is/are not available internally then the advertisement may be placed in the national dailies / internet media seeking for the qualified persons.
- d. Recruitment for the post of Probationary officer will be generally advertised by using news daily as well as by electronic media. But in the case of emergency, recruitment for a vacant position, candidates from pending applications (walking Resume / CV) may be interviewed or candidates who were interviewed earlier and graded to be in the panel for future consideration may be considered for employment.
- e. Recruitment of close relatives (as define in Family" includes spouse, Children, Step Children, parents, residing with and wholly dependent upon the employee) is only allowed when one shall not supervise the other.

■ **Selection Policy:**

- a) The HR Division contacts the qualified candidate/s and arranges appropriate tests for any position to identify the potential of the candidates based on Job Descriptions and Persons Specification.
- b) It is mandatory for short-listed candidates to sit for a written test for the post of Probationary Officer and Trainee Assistant Officer/ Trainee Assistant Cash Officer. Written tests for appointment will cover the following areas:
 - Knowledge in English.
 - General intelligence, knowledge and numeracy.
 - Computer skills.
 - Knowledge in relevant Functional area.
- c) Apart from the written test, for other positions, as decided by the Management, candidates short-listed may be required to sit for formal interview. The interview panel authorized by the Managing Director will finalize its recommendation as soon as interviews are completed. No expenses will be reimbursed to the candidate to attend interview/ written test.

d) **For positions from SEVP and above:** Preliminary interviews are to be conducted by the Managing Director who will recommend the best candidates to the Board / Executive Committee for final decision.

For positions from TACO / TAO to EVP: Preliminary interviews are to be conducted by the respective Selection Committee as defined in:

Position	Selection Committee
TACO/TAO	Concerned Functional Head, Head of HR
Officer-EVP	Managing Director, Concerned Functional Head, Head of HR
SEVP-Above	Board / Executive Committee, Managing Director

After the preliminary interview, it may be decided to put the Short listed candidates to written tests, if necessary. Based on the result of written test and or interview results, the short listed candidates will be chosen for final selection.

No recruitment (Lateral entry) for Cash area over Senior Officer is allowed.

- ◆ All appointments to the Bank of any nature must be processed through Human Resources Division
- After final selection, appointment letter(s) will be issued to the candidate(s) for Deputy Managing Director, Senior Executive Vice President by the Managing Director with the consent of the Board/Executive Committee.
- The Managing Director will make job offers to the selected candidates from the level of Support Staff, Trainee Assistant Officers / Trainee Assistant Cash Officers to Executive Vice President Position.
- The offers will specify the position and the basic salary and other benefits / facilities.
- Background checking, Clarification / Verification from the last employer obtained through classified correspondence/communication.
- The selected candidates will be issued with a Letter of Appointment detailing the terms and conditions of service, a five years indemnity Bond (duration of the bond may be decided by the Managing Director / Management), which will be signed and returned to the Bank as his/her acceptance of the offer.
- The appointment letter should state clearly about; The post / position The remuneration / salary; The service benefits; Income tax deduction information;

The probationary period; The reporting date, time and place; Notice period required by either party for termination of appointment; Validity (duration) of employment offer.

- Candidates must submit the letter of release from previous employer on the date of joining.
 - Police verification is mandatory for the Cash officer and Security personnel.
 - All offers of permanent employment will be subject to pre-placement medical checkup by the Bank nominated doctor / a recognized doctor and satisfactory reports/certificate of references. Medical checkup to be carried out by the Bank's designated Clinic / Hospital / Doctor.
- a) **Age limit restriction:** No person shall be appointed in the service of the Bank as Probationary Officer/ Trainee Assistant Officer/ Trainee Assistant Cash Officer, who is below 18 (eighteen) years of age and above 30 (thirty) years of age in respect of direct fresh recruitment. This age limit may relaxed by the competent authority / Managing Director in exceptional cases. For lateral entry the age limit shall be as decided by the Managing Director.
- b) **Medical Fitness:** No person shall be appointed in the service of the Bank unless the person has been certified physically fit by a qualified medical practitioner acceptable to the Bank or as defined by the Bank. List of Authorized Physician/ Hospital/ Clinic will be provided by the HR Division at Head Office
- c) **Gradation:** Employees of the Bank shall be graded as may be decided by the Board from time to time
- d) **Service Register:** Complete service records / dossier shall be maintained by the Human Resources Division at Head Office for all employees. Branches shall maintain shadow file for employees working in the respective branches
- e) **Probationary Officer:** All new hires of Probationary Officer category shall have a probationary period of one year. After successful completion of one-year probation period they will be confirmed as Officer. Normally, probationary periods will be as follows:

Grade	Probationary Period	Probation Extension
Probationary officer	12 months	3-12 months
TACO/TAO	12 months	3-6 months
Officer and above (experienced)	to be decided by the Managing Director	N/A

During the probationary period, no leave except sick leave will be admissible. However, in case of an emergency, leave with pay may be granted as a special case, which will be adjusted against future Earned leave entitlement.

- f) **Confirmation of Employees:** Prior to the end of the Probationary Period, an assessment will be made about the employee's suitability. Assessment Form shall be imparted by the HRD to concern Branch/Division Head. The authority to confirm an employee in any grade shall be decided by the Managing Director.
- g) **Induction Program:** All new recruits must undergo an Induction / Orientation program, in order to familiarize themselves with the organization's culture, norms, rules and regulations so that they know what is important in the organization and what they are supposed to do. Induction helps an employee to become effective member of the organization. Dhaka Bank Training Institute shall arrange a Basic Banking Training Program.

4.16 SWOT ANALYSIS

SWOT analysis is a thorough examination of a company's exposure and potential in terms of its strengths, weaknesses, opportunities, and threats. This makes it easier for the company to maintain its current line of performance while also anticipating future improvements in order to outperform its competition. Because an organization may use this tool to identify its existing position, it may also be used to make adjustments in the business's strategic management. I have done SWOT analysis on Dhaka Bank PLC and my findings are described below.

4.16.1 Strengths

In Bangladesh's banking business, Dhaka Bank PLC (Dhaka Bank PLC) has already built a positive reputation. It is one of Bangladesh's most prominent private commercial banks. Dhaka Bank is the preferred choice in banking for friendly and personalized services, cutting edge technology, tailored solutions for business needs, global reach in trade and commerce and high yield on investments. Dhaka Bank PLC has its own training facility, which is beneficial to a business and can help to decrease training costs. Its core training is also very useful for both individuals and businesses. The bank's top management officials have all worked for well-known institutions, and their years of banking experience, talent, and competence will continue to help the bank grow. As Dhaka Bank professionals have gone through the Dhaka Bank performance review procedure, thus they have unique skills and expertise. As a result, Dhaka Bank PLC can claim to have unique abilities and qualified human resources with a top leadership and managerial position in its banking service. The earnings and deposits of the bank have already increased dramatically. All this points out that Dhaka Bank PLC has strength on customer satisfaction, service quality, pricing effectiveness, special expertise and knowledge, and a positive public image are all factors to consider.

4.16.2 Weaknesses

In order to improve the overall company growth, we need to accumulate all the available information. Organization's weaknesses, like its strengths, are fundamental aspects. While doing SWOT analysis I have found some weaknesses that Dhaka Bank PLC have. Firstly, Dhaka Bank PLC is still lag behind to have branches in different districts. Also, they have a smaller number of ATM booths in Dhaka city. The bank's poor service quality has become a serious issue. In the lower and mid-level positions, the bank failed to provide a better quality-recruitment policy.

4.16.3 Opportunities

Opportunities is one of the major factors in SWOT analysis. One should firstly identify their opportunities and then take the proper actions to accomplish the goal. The fact that the country's growing population is progressively learning to use consumer finance

presents an opportunity in retail banking. So Dhaka Bank PLC should focus on this option to attain more consumers and increase their retail banking facility. In recent years, a significant number of private banks have entered the market. To maintain a sustained competitive edge in this competitive market, Dhaka Bank PLC must increase its product portfolio. Also, the mobile wallet or mobile banking has a great advantage in recent banking systems. It can be added to their lineup.

4.16.4 Threats

Threats include everything that can have a negative impact on our organization from the outside, such as supply chain issues, market fluctuations, or a recruitment scarcity. Anticipating risks and taking action against them is critical before becoming a victim and progress stagnates. Other Private banks have entered the market and are also trying to capture more and more market share. The level of competition will continue to climb, forcing banks to devise methods to compete against local & international banks. So, it's becoming more competitive day by day. Innovative Marketing strategies should be introduced to keep Dhaka Bank PLC up front. Moreover, the political condition in Bangladesh is also a great threat for Banks.

Chapter Five

Findings, Recommendations and Conclusion

5.1 Findings of Report

1. Recruiting top talent in the financial services arena is a highly competitive and complex arena and one that is filled with immense challenges.
2. Dhaka Bank PLC depends on advertisement to newspapers and internet.
3. The recruitment and selection process is time consuming.
4. Dhaka Bank PLC follows a formal and structured recruitment process started with the job analysis and end at CV collection of candidates.
5. Dhaka Bank PLC follows a formal and structured selection process started with the short listing of CV and end at job contract with the candidates.
6. The recruitment and selection process is cost effective.
7. In case of client selection the bank follows good borrower selection criteria so it's time consuming.
8. 113 Branches, 81 ATMs & 1 Customer Service Center across the country. So customer service is delayed. Sometimes customer got late response from Customer Service Center.

5.2 Recommendations

Recommendation regarding these are given as follows:

1. Dhaka Bank have to bolster their brand as an employer and talent acquisition efforts through various investments, including more diversity training and recruitment, spending on technology to enable their workforce and increasing budgets on learning and development.
2. Dhaka Bank PLC need to find out more ways for advertisement like campus selection, advertisement on various workshops.
3. The recruitment and selection of Dhaka Bank PLC is a time consuming procedure. More specifically, the selection process because all the process go through the decentralized decision making process that takes more time to complete the whole selection process. To perform an entire recruitment and selection session HRM needs minimum 5 months and maximum 6 months in case of MTO / TO/ TCO placement.
4. Therefore, when selection took place, Dhaka Bank Ltd loses more qualified candidate because within this time most of the candidates joined in another organizations. So, the ultimate result does not become fruitful. So from this prospect, Dhaka Bank PLC has to complete the entire process as early as possible in order to grab the qualified employees before entering elsewhere.
5. Short duration of recruitment and selection procedure would not only increase the HRM's efficiency, by employing qualified employees but also increase the organization's effectiveness.
6. Dhaka Bank should minimize the recruitment and selection procedure duration, and also should focus on organizations effectiveness then it will minimize the cost of the organization.
7. Dhaka Bank should increase their branches. Specially they have to focus on ATMs as many customers are comfortable with using the card. They need to increase the Customer Service Center for the quick response to the customers during issues.

All these above mentioned recommendation can make the recruitment and selection procedures more acceptable as the guidelines have been suggested on the basis of analysis.

5.3 Conclusion

Right after establishing an organization's strategic direction and developing an employment plan, it has to turn its attention or has to focus on getting the right kind of people in order to carry on the operations of the organization. Proper recruitment has always been the most important element of success of any organization. If the proper people are selected for the right post, it enhances the ability of the organization to do better in the industry. The process must be given priority and existing staff strength must always be upgraded by making ongoing effort to find the best personnel. The study "Recruitment and Selection Process of Dhaka Bank PLC" under HR revealed that employees are 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" play the most important role. To increase the productivity of an organization effective and dynamic recruitment and selection process is essential. Dhaka Bank PLC practices a progressive recruitment and selection process. HR officers of Dhaka Bank PLC are now expected to work beyond the boundaries of contracts and policies to contribute directly to the operation and success of the business. It should be kept in mind that efficient employees of an organization are the assets of that organization and that is why it should be taken up carefully. If they can meet up their shortage they will do much better in banking sector in Bangladesh.

References

Books:

1. Gray Dessler (2003) Human Resource Management, Pearson Education, Singapore, page no.89, 187,241.
2. Kenneth J. McBey & Monica Belcourt: Strategic Human Resource Planning.
3. Peter J. Dowling and et. all (1999):International Human Resource Management: Managing People in a Multinational Context

Annual Report:

1. Dhaka Bank PLC Annual Report 2021
2. Dhaka Bank PLC Annual Report 2022
3. Dhaka Bank PLC regular circulars

Websites:

1. Dhaka Bank Official Website- <http://www.dhakabankltd.com/>
2. Bangladesh Bank Official website- www.bb.org.bd