Internship Report
on
Recruitment and Selection Process of Sonali Bank PLC

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Letter of Transmittal

Date:18/07/2024

Khadiza Rahman Tanchi, PhD

Associate Professor

Department of Business Administration

Daffodil International University

Subject: Submission of Internship Report

Dear Ma'am,

I am submitting my Internship Report, which is a requirement of the BBA Program. Working under your active supervision and guidance is a wonderful accomplishment.

During my internship period, I had an opportunity to practically work at Sonali Bank LTD as an intern and therefore, I have prepared an internship report on the "Recruitment and Selection process of Sonali Bank LTD", a prerequisite for the completion of my BBA degree.

I would be grateful if you could review this report and share your useful opinion. It would be my great pleasure if you found this study beneficial and enlightening in gaining a clear view of the subject.

Sincerely Yours ,

Mahamudul Hasan Redoy

ID: 201-11-1074

Department of Business Administration

Daffodil International University

Acknowledgment

In the first place, I wish to express my thanks to the almighty God for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time.
I am deeply indebted to my Faculty Supervisor Khadiza Rahman Tanchi Ph.D., Associate Professor, Department of Business Administration, Daffodil International University, for being a whole-hearted supervisor during my organizational attachment period. In addition to the manager, I am grateful to Mehedi Hasan (My organizational supervisor) of Sonali Bank PLC and my colleague, who assisted me by offering relevant instructions. During my internship, this endeavour would have been extremely tough without them. I must note this organization's fantastic working atmosphere, which has enabled me to deal with a variety of issues. Finally, I want to convey my heartiest appreciation to everyone who helped compile the report.

Student’s Declaration

I, the undersigned, hereby declare that the Internship Report on the Recruitment and Selection process of Sonali Bank LTD has been prepared by me under the guidance of Associate Professor, Khadiza Rahman Tanchi, PhD, Daffodil International University as a requirement for the accomplishment of BBA degree from the Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University. It is also stated that this paper was written solely for academic purposes.

Mahamudul Hosan Redoy

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Mahamudul Hasan Redoy
ID: 201-11-1074
Department of Business Administration
Daffodil International University

Letter of Acceptance

It gives me great pleasure to certify that Mahamudul Hasan Redoy, Department of Business Administration, Faculty of Business & Entrepreneurship, Daffodil International University, BBA student, ID No. 201-11-1074, completed his internship report on the Recruitment and Selection process of Sonali Bank LTD under my supervision. To the best of my knowledge, he has finished all of the program's classes, and the report he prepared is acknowledged as authentic.

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Khadiza Rahman Tanchi, PhD

Associate Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Executive Summary

This report provides an in-depth analysis of Sonali Bank Limited, one of the largest state-owned commercial banks in Bangladesh. Established in 1972 after Bangladesh's independence, Sonali Bank has played a pivotal role in the country's financial sector and economic development.

The study examines Sonali Bank's historical development, organizational structure, strategic initiatives, and future prospects. It traces the bank's evolution from its initial focus on nation-building to becoming a competitive entity in the commercial banking sector. Key areas analysed include the effectiveness of recruitment and selection processes, strategic initiatives for regional development and customer satisfaction, and the bank's core values, vision, and mission.

The primary objectives are to analyse Sonali Bank's operational framework, strategic initiatives, and overall impact on Bangladesh's financial landscape. Specific goals include evaluating the effectiveness of recruitment processes and assessing the bank's role in promoting socio-economic development.

The methodology combines qualitative and quantitative research techniques, primarily using secondary data from Sonali Bank's website, annual reports, and HR manuals. Key findings indicate the bank has modernized operations, expanded services, and contributed to regional development and customer satisfaction.

However, challenges remain, such as adapting to technological advancements, managing regulatory changes, and addressing competitive pressures. Addressing these will require continuous innovation, strategic planning, and enhancing operational efficiency.

In conclusion, this report highlights Sonali Bank's significant contributions to Bangladesh's financial sector and economic development. It provides valuable insights into the bank's operational dynamics and strategic direction, positioning it as a key player in the country's financial landscape

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Chapter 1: Introduction

1.1 Introduction:

In today's fast-paced world of banking and finance, the role of financial institutions in driving economic growth and ensuring stability is more critical than ever. Sonali Bank Limited, one of Bangladesh's largest state-owned commercial banks, has been a cornerstone of the country's financial sector since its inception. This chapter sets the foundation for an in-depth study of Sonali Bank Limited, detailing the purpose, scope, and methodology of the research conducted.

1.2 Background of the Study:

Sonali Bank Limited was established in 1972, shortly after Bangladesh gained independence. It was formed through the amalgamation and nationalisation of several banks that were operating in East Pakistan at the time. Over the years, Sonali Bank has evolved from a fledgling institution focused on nation-building into a competitive commercial bank. It has not only expanded its network across Bangladesh but has also modernised its operations to keep up with the ever-changing financial landscape. This study aims to explore the bank's historical development, its operational strategies, and its future prospects, providing a comprehensive analysis of its contributions to Bangladesh's economy.

1.3 Scope of the Study:

This study aims to thoroughly examine Sonali Bank Limited's organisational structure, strategic initiatives, and its impact on socio-economic development in Bangladesh. Key areas of focus include:

- The historical evolution and milestones of Sonali Bank Limited.
- Analysis of the bank’s strategic transformations and modernization efforts.
- Evaluation of the bank’s core values, vision, and mission.
- Examination of the recruitment and selection processes within the bank.
- Assessment of the bank’s impact on regional development, customer satisfaction, and social responsibility.

1.4 Objectives of the Study:

Broad Objective:

The main objective of this study is to explore the recruitment and selection process followed by Sonali Bank Ltd.

Specific Objectives:

1. To know about the selection process of Sonali Bank Ltd.
2. To identify the recruitment and selection policy of different levels of employees.
3. To identify the problems and suggest possible solutions to solve the issues.

1.5 Methodology:

This report is well-organised and clearly written. I decided to gather the necessary information from secondary sources:

Secondary Sources:

1. Sonali Bank Limited's official website
2. Annual reports and other official documents
3. HR manual or policy of Sonali Bank Limited
4. HR policy specifically focused on recruitment and selection

These sources provide extensive and reliable information, essential for understanding Sonali Bank Limited's operations, strategic initiatives, and its overall impact on the financial sector in Bangladesh. The secondary data was carefully reviewed to collect relevant insights that align with the study's objectives.

Chapter 2: Sonali Bank PLC-(A Pillar of Bangladeshi Finance)

2.1: From Legacy to Leadership: A Historical Perspective

Sonali Bank Limited's story is intricately woven with the narrative of Bangladesh's emergence as a nation. Established in 1972, following the Bangladesh Liberation War, the bank arose from the amalgamation and nationalisation of branches from National Bank of Pakistan, Bank of Bahawalpur, and Premier Bank that previously operated in East Pakistan. With a paid-up capital of just 30 million taka at the time, Sonali Bank embodied the nascent nation's spirit of self-reliance and determination to build a robust financial infrastructure.

The early years were marked by a singular focus on nation-building. As a fully state-owned entity, Sonali Bank shouldered the responsibility of driving socio-economic development. It actively participated in government-entrusted schemes, channelling resources to vital sectors like agriculture, industry, and infrastructure. This period witnessed the bank establishing a vast network of branches across the country, ensuring financial inclusion and reaching even remote corners of Bangladesh.

2.2: Transformation and Modernization: Embracing a New Era

By the turn of the millennium, the Bangladesh economy had undergone a significant transformation. The landscape of banking had evolved, demanding a more competitive and market-driven approach. Recognizing this shift, Sonali Bank embarked on a journey of transformation. A pivotal moment came in 2007 with the bank's conversion into a Public Limited Company. This move, while retaining 100% government ownership, granted Sonali Bank greater autonomy in managing its operations.

The newly christened Sonali Bank Limited inherited all assets, liabilities, and business activities of its predecessor. However, a renewed focus on efficiency and profitability became paramount. The bank's management received the freedom to adopt a more competitive business strategy, attracting new talent and implementing innovative technologies.

2.3: Guiding Principles

2.3.1 Vision:

Sonali Bank Limited aspires to be a "socially committed leading banking institution with a global presence." This vision embodies the bank's ambition to become a preeminent force in the Bangladeshi financial sector while simultaneously contributing to the social well-being of the nation. It signifies a commitment that goes beyond mere profitability, encompassing a role as a catalyst for positive social change.

2.3.2 Mission:

The bank's mission statement translates this vision into a clear set of objectives: "provide a wide range of high-quality products and services to support diverse customer needs, create value for stakeholders, and contribute to the socio-economic development of the country." This comprehensive statement outlines Sonali Bank's dedication to three key areas:

- Customer Satisfaction: Offering a diverse range of high-quality financial products and services tailored to meet the varied needs of its clientele.
- Stakeholder Engagement: Creating value not just for shareholders but also for all stakeholders, including employees, communities, and the government.
- National Progress: Playing a proactive role in driving Bangladesh's socio-economic development through its financial activities.

2.3.3 Core Values:

Beyond its overarching vision and mission, Sonali Bank Limited adheres to a set of core values that serve as guiding principles for its daily operations. These values are:

- **Integrity:** Upholding the highest ethical standards and conducting business with honesty and transparency.
- **Customer Centricity:** Placing the needs and satisfaction of customers at the heart of all operations.

- **Professionalism:** Maintaining a high level of competence, expertise, and dedication in all aspects of service delivery.
- **Innovation:** Embracing new technologies and approaches to continuously improve efficiency and effectiveness.
- **Social Responsibility:** Recognizing its role as a corporate citizen and actively contributing to social welfare and environmental sustainability.

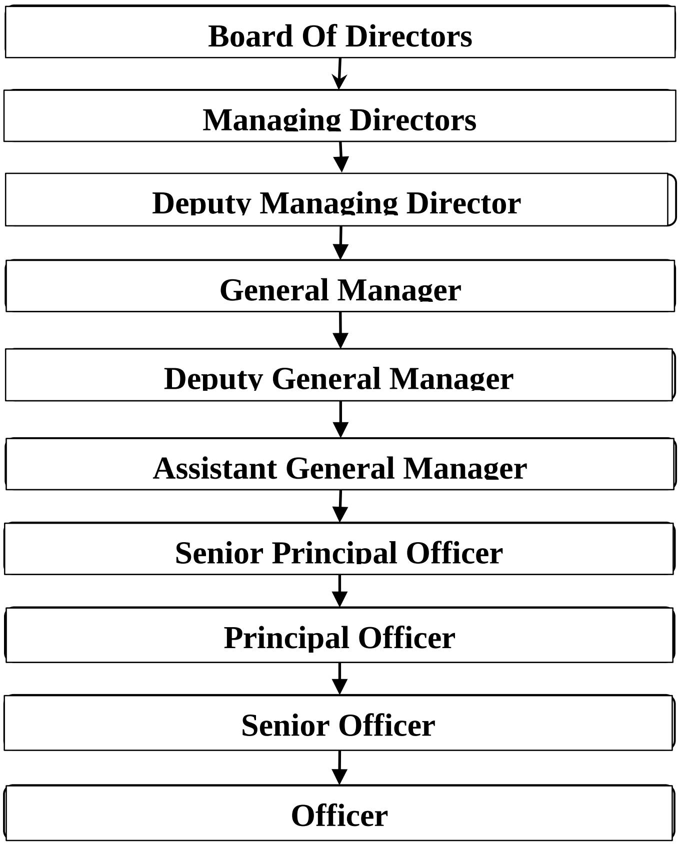
By upholding these core values, Sonali Bank Limited strives to build trust and establish a positive reputation with its customers, employees, and the broader Bangladeshi community.

2.4: A Strong Foundation: Corporate Structure and Organogram

Sonali Bank Limited operates within a well-defined corporate structure that ensures effective governance and decision-making. The bank adheres to a hierarchical framework with a Board of Directors at the helm. This board, comprising experienced individuals, provides strategic oversight and guidance to the bank's management team.

The leadership team is headed by a Chairman, who chairs the Board meetings, and a CEO & Managing Director, who is responsible for the bank's day-to-day operations. Reporting to the CEO are Deputy Managing Directors, who oversee specific functions or business areas.

The bank employs a functional structure with its corporate headquarters positioned in Dhaka, the capital city. From this central hub, Sonali Bank Limited extends its reach across Bangladesh through a network of GM offices, Principal Offices, Regional Offices, and Branch Offices. These regional divisions ensure efficient service delivery throughout the country, catering to the diverse needs of local communities.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General Manager
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Assistant General Manager
Senior Principal Officer
Principal Officer
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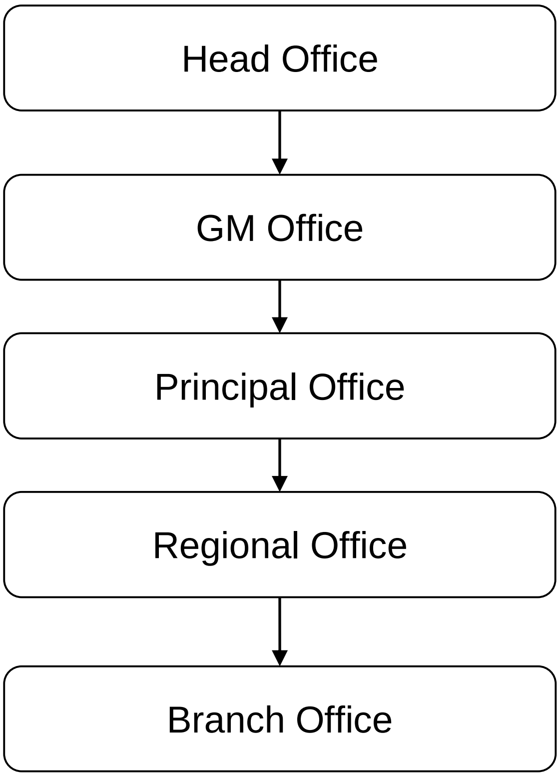
Head Office
GM Office
Principal Office
Regional Office
Branch Office

2.5: A Multifaceted Role: Strategic Significance of Sonali Bank Limited

As a leading commercial bank, Sonali Bank Limited plays a multifaceted role in the Bangladeshi economy. Its responsibilities extend beyond simply providing financial services. The bank holds a significant stake in the well-being of its customers, management, shareholders, and the overall business environment.

2.5.1: Customer Centricity: Delivering Quality and Timely Services

Customer satisfaction remains a cornerstone of Sonali Bank Limited's philosophy. The bank strives to offer a comprehensive suite of financial products and services, catering to both individuals and businesses. This includes traditional banking services like deposit accounts, loan facilities, and money transfers, along with innovative offerings like mobile banking and digital payment solutions.

2.5.2: Safeguarding Wealth: Fostering Trust and Security

Sonali Bank Limited recognizes its responsibility as a custodian of its customers' financial resources. The bank implements robust security measures to protect deposits and prevent fraud. This includes employing advanced encryption technologies, adhering to strict internal controls, and raising awareness among customers about cyber security threats.

Furthermore, Sonali Bank actively participates in initiatives that promote financial literacy and empower individuals to make informed financial decisions. This fosters a sense of trust and confidence among customers, solidifying the bank's position as a reliable financial partner.

2.5.3: Fuelling Growth: Supporting Regional Development

Sonali Bank Limited plays a crucial role in driving regional development across Bangladesh. The bank caters to the specific needs of local businesses by offering targeted loan products and financial services. This facilitates entrepreneurship, fosters job creation, and stimulates economic activity in rural and underserved areas.

Beyond traditional lending activities, Sonali Bank actively participates in government-sponsored development programs. By channelling resources to vital sectors like agriculture, infrastructure, and small and medium-sized enterprises (SMEs),the bank contributes to a more balanced and inclusive economic landscape.

2.5.4: Facilitating Trade: Streamlining Commercial Transactions

Sonali Bank Limited acts as a vital facilitator of international trade for Bangladeshi businesses. The bank provides a range of trade finance solutions, including letters of credit, documentary collections, and foreign exchange services. These services help businesses navigate the complexities of international transactions, ensuring smooth import and export operations.

Furthermore, Sonali Bank maintains correspondent relationships with numerous foreign banks, enabling seamless financial transactions across borders. This fosters international trade partnerships and strengthens Bangladesh's position in the global marketplace.

2.5.5: Investing in Society: Contributing to Social Responsibility

Sonali Bank Limited recognizes its role as a responsible corporate citizen. The bank actively participates in initiatives that promote social welfare and improve the lives of Bangladeshi communities. This includes supporting educational programs, healthcare initiatives, and environmental sustainability projects.

Additionally, Sonali Bank Limited prioritises ethical practices and fair labour standards within its own operations. The bank strives to create a positive work environment for its employees, promoting diversity and inclusion.

2.5.6: Looking Ahead: The Future of Sonali Bank Limited

Sonali Bank Limited faces an exciting future as it navigates the ever-evolving landscape of the financial services industry. The bank's commitment to innovation will be crucial in maintaining its competitive edge. By embracing new technologies like artificial intelligence and block chain, Sonali Bank can enhance its service offerings and cater to the evolving needs of its customers.

Furthermore, the bank's continued focus on financial inclusion will be instrumental in expanding its reach and empowering all segments of Bangladeshi society. By leveraging its extensive branch network and digital platforms, Sonali Bank can ensure greater access to financial services, particularly in underserved rural areas.

In conclusion, Sonali Bank Limited stands as a pillar of the Bangladeshi financial system. From its humble beginnings as a nation-building institution to its current role as a leading commercial bank, the bank has consistently adapted and evolved to meet the economic needs of the country. As it looks towards the future, Sonali Bank Limited holds the potential to play an even more significant role in driving Bangladesh's continued economic growth and social progress.

Chapter 3: Theoretical Background

3.1:Introduction to Recruitment and Selection:

Recruitment and selection are fundamental HR practices that significantly impact an organisation's performance and success. Recruitment involves attracting qualified candidates to apply for job vacancies, while selection is the process of evaluating and choosing the most suitable candidates from the pool of applicants. Effective recruitment and selection processes ensure that organisations acquire top talent, maintain fairness, and promote diversity.

3.2:Theoretical Frameworks in Recruitment:

3.2.1:Attraction-Selection-Attrition (ASA) Framework:

The ASA framework, proposed by Benjamin Schneider, suggests that organisations attract, select, and retain individuals who fit their culture. At Sonali Bank, this theory underlines the importance of recruiting candidates whose values align with the bank's mission and culture. This alignment ensures higher job satisfaction and lower turnover rates.

3.2.2: Human Capital Theory:

Human capital theory posits that individuals' skills and knowledge are vital assets to an organisation. Recruitment at Sonali Bank aims to attract candidates with the necessary competencies to contribute to the bank's strategic goals. Investing in the right talent can enhance the bank's overall performance and competitive edge.

3.3:Recruitment Strategies at Sonali Bank

3.3.1 Advertisements:

Sonali Bank uses advertisements in newspapers and online job portals to reach a wide audience. This strategy is grounded in the theory of labour market signalling, where job ads communicate the bank's needs and values to potential applicants.

3.3.2 Campus Recruitment:
Engaging with universities and colleges to recruit fresh graduates aligns with the resource-based view (RBV) theory. By recruiting young talent, Sonali Bank secures a pipeline of skilled individuals who can be developed to meet future organisational needs.

3.3.3 Employee Referrals:
Encouraging current employees to refer candidates leverages social network theory. This method helps identify potential hires who are likely to fit well with the bank's culture, as they come recommended by existing employees who understand the bank's values.

3.3.4 Internship Programs:
Offering internships aligns with the experiential learning theory, which posits that hands-on experience enhances learning and skill development. Internships at Sonali Bank allow students and recent graduates to gain practical experience and demonstrate their potential for full-time roles.

3.4 Theoretical Frameworks in Selection:

3.4.1 Person-Job Fit Theory:

This theory emphasises matching individuals' abilities and job requirements. At Sonali Bank, the selection process, including written tests and structured interviews, is designed to ensure that candidates have the necessary skills and knowledge for the roles they are being considered for.

3.4.2 Person-Organization Fit Theory:

This theory focuses on the compatibility between an individual and the organisational culture. Sonali Bank's selection process, which includes multiple interview stages and reference checks, helps ensure that new hires share the bank's values and work ethic.

3.5 Selection Methods at Sonali Bank

3.5.1 Written Tests:

Conducting written examinations helps evaluate candidates' technical knowledge and problem-solving abilities. This method is supported by the cognitive ability theory, which suggests that cognitive tests are strong predictors of job performance.

3.5.2 Interviews:

Structured interviews at Sonali Bank involve assessing candidates' technical skills, communication abilities, and overall suitability. The behavioural interview technique, based on the past behaviour theory, is often used to predict future job performance.

3.5.3 Group Discussions:

Group discussions assess candidates' teamwork, communication, and critical thinking skills. This method is linked to social interaction theory, which highlights the importance of interpersonal skills in a collaborative work environment.

3.5.4 Reference Checks:

Verifying candidates' professional backgrounds through reference checks ensures the reliability of the information provided by the candidates. This practice is based on the reliability theory, which emphasises the importance of accurate and consistent information in decision-making.

3.5.5 Final Interviews:

Final interviews with senior management help make the final hiring decision. This stage aligns with the decision-making theory, ensuring that the most suitable candidates are selected based on comprehensive evaluation.

3.6 Evaluation of Recruitment and Selection Processes:

3.6.1 Feedback Surveys:

Gathering feedback from new hires, hiring managers, and HR personnel helps evaluate the effectiveness of the recruitment and selection processes. This method is supported by the feedback loop theory, which stresses the importance of feedback in continuous improvement.

3.6.2 Performance Analysis:

Analysing the performance of new hires over time helps assess the accuracy and effectiveness of the selection process. This practice aligns with the performance management theory, focusing on the link between selection and subsequent job performance.

3.6.3 Turnover Rates:

Monitoring turnover rates helps identify issues related to the recruitment and selection processes. This approach is grounded in the retention theory, which focuses on factors that influence employee retention and turnover.

3.6.4 Cost Analysis:

Evaluating the cost-effectiveness of different recruitment methods ensures efficient use of resources. This method is supported by the cost-benefit analysis theory, which helps organisations make informed decisions based on the costs and benefits of various options.

3.6.5 Benchmarking:

Comparing the bank's recruitment and selection processes with industry best practices helps identify areas for improvement. This practice is based on the benchmarking theory, which involves comparing one's processes with those recognized as the best in the industry.

Chapter 4: Recruitment and Selection Process of Sonali Bank PLC

4.1 Recruitment of Sonali Bank Limited:

To forecast the future demand for human resources, Sonali Bank Limited (SBL) employs a proactive approach at the beginning of each year. The HR division distributes a general form to all other divisions and branches to gather data on their human resource requirements for the upcoming year. From the information collected, the HR division can estimate the human resource needs for the year. However, SBL does not engage in long-term human resource forecasting.

The primary goal of SBL's recruitment strategy is to attract and retain highly qualified individuals who can perform at their best in their respective roles. The bank aims not only to attract well-qualified candidates but also to identify and recruit individuals who demonstrate a genuine interest in working at the bank for a reasonable period. Having a team of high-calibre individuals gives a business a competitive edge. Employing the right person for the right role significantly enhances the performance and productivity of the entire work team, whereas selecting the wrong person can lead to lower performance, higher operating costs, reduced morale, and increased turnover among other staff members.

The only way to ensure a team is composed of good people is through a well-thought-out recruitment process followed by the use of sound selection techniques to find the best person for the role. The recruitment and selection process also provides job seekers with a glimpse into the business. A professional approach to these processes reflects positively on the organisation.

4.2 Types of Recruitment in Sonali Bank Limited:

4.2.1 Sonali Bank Limited practises two types of recruitment:

Yearly Recruitment: Conducted annually according to the HR plan.

Need-Based Recruitment: Conducted when there is an unexpected vacancy.

4.3 Sources of Recruitment in Sonali Bank Limited:

SBL usually promotes its employees to fill vacancies. However, external recruitment is also conducted for various empty positions and entry-level jobs. The external sources of recruitment include:

1. **Universities:** Collaborating with educational institutions to recruit fresh graduates.
2. **Other Organisations:** Hiring experienced professionals from other organisations.
3. **Unsolicited Applicants:** Considering applications from individuals who apply without a specific job opening in mind.

When deciding on the source of external recruitment, the HR Division considers variables such as the available spread of candidates, cost impact, and the time required. The external recruitment methods used by SBL are:

Advertising in Newspapers & Company Website: To reach a broad audience.

Employee Referrals: Leveraging the networks of current employees to find potential candidates.

4.4 Required Recruitment Qualifications of a Candidate in Sonali Bank Limited:

1. Basic Qualifications

Candidates must meet the following basic qualifications:

- **Citizenship:** Must be a citizen of Bangladesh.
- **Academic Performance:** No third division/class in any academic attainment will be considered for employment in the bank.
- **Physical Fitness:** Candidates must be physically fit, which is verified through a medical test conducted by the bank's approved physician/medical officer to ensure they are physically and mentally sound.

2. Qualifications Checked at Various Stages of Recruitment:

During different stages of recruitment, SBL evaluates the following qualifications:

- **Preliminary Screening:** Checks for age, academic qualifications, and performance record to ensure they meet minimum standards of mental alertness.
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- **In-Depth Interview:** Evaluates necessary innate abilities, ambition, loyalty, and interaction skills.
-
- **Verifying Biographical Data from References:** Ensures no unfavourable or negative reports on past performance.
-
- **Personal Judgement:** Assesses overall competence and ability to fit into the job position and the organisation.

4.5 The Selection and Recruitment Policies of Sonali Bank Limited:

Personnel management is a critical element for SBL, especially as a service organisation. Progressive companies pay special attention to the recruitment, selection, training, orientation, evaluation, promotion, and compensation of all executives and officers. SBL's recruitment and selection policies are structured around the following categories:

4.5.1 Core Banking Cadre Service (CBCS):

Management Trainees (MTs): Recruited fresh from recognized and listed universities. They are high-potential fresh graduates/post-graduates who are expected to move up to various leadership positions with experience and competence. The MTs' career progression and development are closely monitored, ensuring growth in the succession ladder up to future top leadership positions in banking.

4.5.2 Banking Operation Cadre Services (BOCS):

Trainee Assistants (TA): Recruited for routine, repetitive, and clerical nature jobs. The focus is on employees with mediocre potential. Only employees with extraordinary achievements may be considered for higher job grades through an interview process.

4.5.3 Banking Support Service Cadre (BSSC):

Operation Jobs: Ranging from TA to PO/EO levels, where employees are limited in terms of potential.

Executive Jobs: Starting with Probationary Officers (POs) with requisite job requirements and competence, fresh from recognized and listed universities.

4.6 Selection Process of Sonali Bank Limited:

The selection process at SBL is meticulously organised to ensure the best candidates are chosen. The process varies for different positions but generally includes the following steps:

Receipt of Application:

Candidates either apply for specific vacancies or send unsolicited CVs. The HR division collects job applications against each job vacancy, providing applicants at least three weeks to apply.

Sorting Out of Applications:

The HR division, sometimes in collaboration with the respective divisions, shortlists CVs. For experienced bankers, unsolicited CVs or active headhunting might be used.

Informing Candidates:

Shortlisted candidates are informed about the written test or interview via phone and receive admit cards through courier services seven to ten days prior to the exam.

Assessing Candidates through Written Tests:

Chosen candidates sit for a written exam measuring analytical ability, logical reasoning ability, and numerical ability. The top scorers are invited for interviews.

Interview:

Candidates who qualify in the written test are called for an interview conducted by a panel consisting of top-level executives. The interview evaluates competencies such as appearance, communication skills, confidence, assertiveness, creativity, resourcefulness, management skills, planning and organising skills, commitment/loyalty, and customer satisfaction ability.

Reference Check:

The HR division checks the references provided by selected candidates. Fresh candidates need one reference from their educational institute, while experienced candidates need one from their previous employer.

Job Offer:

After evaluating the interviewees, the management committee decides who to select. Selected candidates receive an offer letter, followed by an appointment letter upon acceptance. Rejected candidates are not informed.

Medical Test:

Selected candidates undergo a medical test to ensure they meet the physical and mental fitness requirements.

4.7 Recruitment of Trainee Assistant:

Trainee Assistants (TAs) for operational jobs are recruited through press advertisements or direct talent hunting. Candidates undergo a written test and an interview. They must be under 30 years old, have a minimum of 8 points based on educational qualifications, and possess computer knowledge. Successful candidates undergo a probation period of one year, which can be extended if performance is unsatisfactory.

4.8 Recruitment of Management Trainee:

Management Trainees (MTs) are recruited through press advertisements or from among interns at SBL. Candidates must be under 30 years old, have at least two first divisions in their academic records, and possess computer knowledge. They undergo a two-year probation period, during which their performance is evaluated. Successful candidates are confirmed in substantive positions.

4.9 Recruitment of Probationary Officers:

Probationary Officers (POs) are recruited from listed universities. Candidates undergo a written test and an interview. They must secure minimum marks in both to qualify. The probation period is one year, and performance appraisals determine confirmation in service.

4.10 Recruitment of Experienced Executives/Officials:

SBL also recruits experienced executives from the market. Candidates undergo an interview by the management committee, which ensures that the minimum qualifications, experience, and competence required for the job are met. Exceptions can be made for extraordinarily capable candidates.

4.11 Training and Development:

SBL emphasises continuous training and development for its employees. New recruits, whether TAs, MTs, or experienced executives, undergo a structured training program to equip them with the necessary skills and knowledge to perform their roles effectively. The bank's training programs cover various aspects of banking operations, customer service, and management skills. Regular performance evaluations ensure that employees receive feedback and opportunities for further development.

4.12 Career Progression:

SBL has a well-defined career progression path for its employees. Employees are encouraged to take on new challenges and responsibilities to grow within the organisation. Promotions are based on performance, potential, and merit. The bank provides opportunities for lateral moves across different functions to broaden employees' experience and skills.

4.13 Employee Retention:

Retaining talented employees is a key focus for SBL. The bank offers competitive compensation packages, a supportive work environment, and opportunities for professional growth. Regular employee engagement initiatives, such as feedback surveys and team-building activities, help to maintain high levels of job satisfaction and morale.

Chapter 5: Findings, Recommendations and Conclusion.

5.1 Findings:

Our analysis of Sonali Bank Limited's recruitment and selection process has uncovered several key insights:

- Sonali Bank's recruitment and selection practices may not be based on established frameworks like the ASA model and Human Capital Theory, leading to less effective hiring.
- Sonali Bank's use of a narrow range of recruitment techniques may prevent the bank from attracting top talent from diverse backgrounds.
- Sonali Bank's less rigorous selection process might fail to identify candidates with the right skills, knowledge, and cultural fit for the roles.
- Sonali Bank's lack of commitment to unbiased and transparent recruitment risks damaging its reputation and failing to comply with regulations.
- Sonali Bank's hiring of the wrong people can impair its ability to achieve strategic goals and maintain competitiveness.

5.2 Recommendations:

Based on our findings, we propose the following recommendations to further strengthen Sonali Bank Limited's recruitment and selection process:

- Sonali Bank should continuously evaluate and improve their recruitment methods through feedback surveys, performance analysis, and cost-benefit studies to adapt to changing needs and trends.
- Sonali Bank should invest in employer branding to attract top talent by effectively communicating the bank's values, culture, and career growth opportunities.
- Sonali Bank should develop and retain top talent by providing training, mentorship, and advancement opportunities to ensure future talent needs are met.

- Sonali Bank should promote diversity and inclusion by targeting underrepresented groups, providing unconscious bias training for hiring managers, and ensuring an equitable process.
- Sonali Bank should strengthen academic partnerships by building stronger relationships with universities and colleges through events, career fairs, and internships to create a pipeline of future talent.

5.3 Conclusion:

Sonali Bank Limited's recruitment and selection process is a critical component in acquiring and retaining top talent to drive the bank's growth and success. By aligning their practices with established theories, employing diverse recruitment methods, and maintaining a rigorous selection process, Sonali Bank ensures they attract and hire individuals with the necessary skills, knowledge and cultural fit to contribute to the bank's strategic objectives.

As Sonali Bank Limited navigates the evolving landscape of the banking industry, it will be essential to maintain a strong focus on talent acquisition. By implementing the recommendations outlined in this report, the bank can further enhance its ability to attract, develop and retain a high-performing workforce that drives innovation, customer satisfaction and overall organisational performance.

Sonali Bank Limited's recruitment and selection process is a testament to its commitment to building a world-class workforce. By staying true to its values of integrity, customer-centricity and social responsibility, the bank is well-positioned to continue playing a pivotal role in Bangladesh's economic growth and social progress in the years to come.

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https://www.sonalibank.com.bd/index.php#
2. Annual reports and other official documents from Sonali Bank Limited