

**A STUDY ON THE RECRUITMENT & SELECTION PROCESS OF  
DUTCHBANGLA BANK LIMITED**

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This Report Presented in Partial Fulfillment of the Requirements for the  
Degree of Masters of Science in Management Information System

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**DAFFODIL INTERNATIONAL UNIVERSITY**


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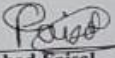
## APPROVAL

This Project titled "Recruitment & Selection Process of Dutch-Bangla Bank Limited", submitted by Md Ali Hayder to the Department of Computer Science and Engineering, Daffodil International University has been accepted as satisfactory for the partial fulfillment of the requirements for the degree of M.sc in Management Information System and approved as to its style and contents. The presentation has been held on January 2023.

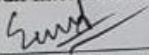
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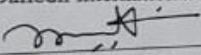
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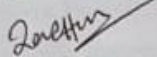
  
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## DECLARATION

I hereby declare that this project has been done by me under the supervision of **Md Zahid Hasan, Assistant professor, Department of CSE**, Daffodil International University. I also declare that neither this project nor any part of this project has been submitted elsewhere for the award of any degree or diploma.

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## **ABSTRACT**

Adopting a multi-level research approach, this study aims to investigate the recruitment and selection process of DBBL. The study follows a quantitative method. Data were collected through a self-administered questionnaire survey using random sampling methods. Frequency and percentage are used to conduct a descriptive analysis. The study suggests that DBBL has a fair, transparent, effective and efficient recruitment policy but it may need to bring changes in some of its activities including introduction of computer skill test, use of social platform for job advertisement, redesigning the long and rigid recruitment and selection procedure and more investment on R & D. Reluctance in getting actual opinion is one of the limitations of the study. Another limitation is that, the study does not use any strong statistical analysis tool to analyse the data so in future other statistical data analysis method can be used to increase the effectiveness of the study. In order to prepare for the open positions at DBBL, candidates may probably have found the document to be of utmost importance. To theoretically compare real-world experiences with what they have learned about HRM, academic students and faculty members may consider the study useful.

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## **LIST OF ABBREVIATIONS**

**PCBs** = Private Commercial Banks

**NCBs** = National Commercial Banks

**SPBs** = Specialized Banks

**TNBs** = Trans-National Banks

**DBBL**= Dutch Bangla Bank Limited

**Forex** = Foreign Exchange

**HRMD** = Human Resource Management Department



## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 BACKGROUND OF THE PROJECT**

The financial sector is regarded as the foundation of the economy. Banks are crucial to the corporate sector and the nation's industrialization and economic growth. Banks offer the required funding for a variety of programs that are being carried out as an integral part of economic and social development. The bank is the center of economic and financial activity of all kinds. Banks generate and manage the global money market and encourage the creation of capital as both sectors produce goods and commodities.

A strong tool for bringing about socioeconomic transformation in a developing nation like Bangladesh seems to be the bank. The majority of the nation's wealth is generated by Bangladesh's three key industries, which are agriculture, commerce, and industry. Therefore, the only adequate financial facility that can support these sectors is that institution. The expansion of the banking industry can provide a nation's economy the boost it needs to flourish quickly.

In general, the bank borrows money from borrowers at a higher interest rate while collecting deposits from consumers for a lower interest rate because of the expense of funds. The variation in value represents a bank's net revenue.

Customers can obtain various services and credits from banks. The clientele is diverse and includes everyone from sole proprietors to multinational corporations with operations all over the world. The bank must meet the needs of various consumers who represent a variety of social categories. As a result, the banking industry has grown sophisticated and demands specialized knowledge. It catalyzes the nation's economic, industrial, and financial progress.

Finding possible applicants for current or future organizational openings is the operation of recruiting, as well as the selection procedure often entails a preliminary screening interview followed by an ultimate employment decision. Recruitment is the first step in identifying a candidate who is qualified for the position. For attracting as well as alerting candidates regarding a particular post, several tactics are used.

But it might be difficult, particularly in a competitive job market, to find a sufficient pool of potential candidates. Recruitment's initial objective is to effectively communicate the job to potential candidates. Advertisements in publications like newspapers or journals, postings online, interaction with private organizations, contacting people in minority communities, as well as other acceptable methods can all be used as recruitment strategies. The screening procedure comes after hiring. The qualified candidates for the job are chosen via a methodical process. With the use of recruitment as well as selection, the company can identify and progressively change the behavioral traits and competencies of the staff. The qualified are attracted by an effective recruiting and selection system while the unqualified are sent away.

One of Bangladesh's key industries and a big contributor to the country's economic growth is indeed the banking sector. There are numerous sorts of banks in the industry, but there are four main ones: PCBs, NCBs, SPBs, and TNBs. One of the most well-known Private Commercial Banks in Bangladesh is The DBBL.

Investment, Forex, and GB are the 3 main sections of a single bank. Due to its proper distribution, collection division, and processing of the rising input of cash into banks, finance has become one of the most important divisions of Dutch Bangla Bank Limited (Wikipedia contributors, 2022).

## **1.2 PROBLEM STATEMENT**

Bank has to maximize their capacity constantly to serve the nation properly. A bank's expansion is dependent on investment not only in a financial manner but also in its human capital. To stay updated, employees must possess the appropriate practical understanding

of banking for potential job advancement in the banking industry as well as to serve the customers and organization accordingly. Here comes the importance of the fit between organization and individual which can be ensured through proper recruitment and selection (“5 Moving in – Recruitment and Selection,” 2021).

The purpose of this project has been to understand the bank in Bangladesh's recruitment and selection practices, particularly those related to the DBBL and more specifically to discover DBBL’s recruitment and selection process from different aspects.

### **1.3 OBJECTIVE OF THE PROJECT**

#### **1.3.1 Broad Objective**

The main objective of the report is to analyze the DBBL’s recruitment and selection procedures.

#### **1.3.2 Specific Objectives**

- To assess Dutch-Bangla Bank Ltd.'s recruitment & selection procedure.
- To determine the weakness with Dutch-Bangla Bank Ltd.'s recruitment and selection procedures.
- To provide suggests that may help the organization to improve it’s recruitment and selection process.

### **1.4 SCOPE OF THE STUDY**

The purpose of the document is to disclose HR activities to the readers and to give them detailed information about DBBL's staffing procedure. In Bangladesh, DBBL serves as one of the most well-known commercial banks. As a result, HR operations go through a number of crucial stages in order to hire and keep the bank's right employees. In order to prepare for the open positions at DBBL, candidates may probably have found the document to be of utmost importance. To theoretically compare real-world experiences

with what they have learned about HRM, academic students and faculty members may consider the study useful.

### **1.5 LIMITATIONS**

There are many limitations of this study which includes: Firstly, reluctance to get opinion on true facts as some portion of the data was deemed too critical to be shared

especially the negative ones. Secondly, to analyze the data the study uses only a combination of frequency and percentage but there are many statistical methods that can be used in further projects to increase its reliability and validity.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 LITERATURE REVIEW

A successful HRM department should determine the institution's needs for human resources. Finding possible applicants for current or upcoming institutional vacancies is known as recruitment. Alternatively, it could be seen as a connecting activity that brings together persons looking for work and those who have open positions. The best recruitment strategy will draw in a sizable pool of qualified candidates who will accept the position when it is made available. A strong recruiting campaign should draw in qualified candidates and deter unqualified ones. It must also offer information enough so unqualified candidates can keep themselves outside of consideration for a position. This dual goal will cut down on the expense of processing ineligible candidates (A\_Study\_on\_Recruitment\_Selection\_Process\_With\_Reference, n.d.).

The process of recruiting involves determining the institution's personnel needs and deciding on the best action to address any potential issues that may result from a lack of human resources (Vincent, 2019).

The act of selecting a candidate out of a group of candidates is done in order to fill a certain position. As immediately as the recruitment phase is terminated, the selection procedure begins. Potential candidates are assessed throughout the procedure, and methods are created to guarantee accurate selection. Any organization needs qualified people in order to run efficiently. Therefore, selection is among the most crucial and challenging steps for any firm that seeks to hire the best candidate for the job (Swaney, 2017).

The majority of managers are aware that choosing employees can be one of the hardest and most crucial business decisions. Making a decision throughout this process requires taking into account the knowledge, abilities, and talents, as well as other qualities

necessary to carry out the job, rather than the applicant. The typical pattern and processes used in selection methods are not followed in this (Sinha et al., 2021).

The appointment of quality resources can improve the company's overall performance, therefore selection is indeed a crucial procedure. In comparison, if a poor selection process results in a negative hire, productivity will be impacted as well as the expense of replacing that poor resource would be expensive.

Approximately 25% of individuals are proactively looking for a change, according to LinkedIn data, even if only 15% of workers are pleased with their present position. This indicates that there are many individuals in the world who are open to changing careers if the perfect chance were provided to them, but they are simply not actively looking for it. Indeed the best-written job specification won't be sufficient if these individuals aren't browsing job postings as well as the company webpage's careers section because such "passive candidates" may not ever actually notice it. This entails leveraging employment boards such as CareerBuilder, social media platforms like Facebook, Twitter, LinkedIn, blog posts, and other websites to acquire and source applicants (Pete Newsome, 2021).

The market is now candidate-driven. Such change in the balance of power gives job seekers more influence in the labor supply, which provides businesses with a special kind of recruitment difficulties. Employers will still have to be a little more adaptable as well as prepared to move swiftly to provide an offer if they identify the appropriate candidate while they are trying to fulfill more vacant positions with such a narrower pool of qualified applicants (Pete Newsome, 2021).

A study on recruitment, selection and innovation found the capacity of businesses to deliver top-notch care and assistance is closely correlated with their capability to recruit skilled potential new employees who are dedicated to their job and will remain in their roles. Additionally, they recommended that the best selection and hiring techniques include those that, whenever applied, lead to fewer job openings and higher employee retention.





## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 METHODOLOGY OF THE STUDY**

The sources and procedures I have utilized to complete the study are described in this section of the report. There are numerous approaches used, and they are described here. Data have been collected from

- Primary sources and
- Secondary sources.

##### **3.1.1 Primary Data**

A quantitative method was utilized in this study and a questionnaire was designed and validated to collect the needed primary data from varied representation of age, gender, education, level of employment, marital status, working tenure and salary range. Interview taken over phone calls are also used to gather primary data.

##### **3.1.2 Secondary Data**

Secondary data have been collected from

- Web site of DBBL.
- Internet
- Books on Human Resource Management by different authors.
- Research papers and articles on relevant topics.

Both the Qualitative and Quantitative method of data collection have been used during the study to make the report more informative and purposeful

#### **3.2 SAMPLE CHARACTERISTICS**

Random sampling method was used to collect data where Likert Scale was involved to allow the respondents to express their feelings toward the study materials ranging from strongly disagree as the highest (5 out of scale of 5) and strongly agree as the lowest (1 out of scale 5) . The Questionnaire was sent to 290 participants through different social media, email and through face to face conversation. A total 160 responses were received which is 55% of the sent questionnaire. Table I shows the demographic profile of the

Aspects	Frequency	(%)
<i>Age</i>		
25-30	152	95%
31-40	08	5%
Above 40	00	0%
<i>Gender</i>		
Male	100	62.5%
Female	60	37.5%
<i>Marital Status</i>		
Married	26	16.25%
Unmarried	134	83.75%
Others	00	0%
<i>Educational</i>		
<i>Qualifications</i>		
Bachelor's	93	58.13%
Master's	67	41.87%
Other	00	0%
<i>Job Rank</i>		
High Level	00	0%
Mid Level	43	26.88%
Entry Level	117	73.12%
<i>Salary Range</i>		
Up to TK 30,000.00	110	68.5%
More than TK 30,000.00	50	31.5%
<i>Working Tenures</i>		
Less than 1 year	97	60.63%
1 to 3 years	23	14.37%
4 to 5 years	16	10%
More than 5 years	24	15%

**Table 3.1 Demographic profile of respondents (n = 160)**

respondents that represents gender, age, marital status, nature of the organization, academic qualifications and working tenure.

It exhibits that the workplaces are male-dominated, with 62.5 per cent men and 37.5 per cent women. The age distribution of the respondents shows that most of them (95 per cent) were in the range of 25-30 years. Additionally, 16.25 per cent of the informants were married, and the rest were single. The sample included respondents with various educational qualifications; the largest percentage of respondents had a bachelor's degree (58.13 per cent), followed by master's degree (41.87 per cents). 26.88% respondents were in their mid career while the rest are in entry level. Among the respondents 68.5% earned up to thirty thousand and the rest earned more than that. Regarding the longevity of working for the same organization, 60.63% of the participants had worked less than two years, 14.37% had worked less than four years, and 10% had worked less than six years and rest worked for more than 5 years. The high response rate of 55.17% was because the study questionnaires were distributed and collected personally.

### **3.3 MEASUREMENT TOOLS AND ANALYSIS**

The study used judgmental data to assess the variables. The questionnaires were developed based on previous studies. Microsoft Excel 2010 was used as the analytical technology where frequencies with percentage are used to make the study user friendly.

### **3.4 RESPONSE BIAS**

In order to avoid the common response bias, some precautionary steps (Podsakoff, Mackenzie, 2012) were followed in this study. At first, the survey measures were translated into native language of the respondents using back translation method. Translating into native language is beneficiary to gather accurate information of the affairs in a different context. Moreover, we assured our respondents that the information they will provide, will be kept highly confidential. This confirmation prevented them from social desirability bias or providing pleasing answers (Podsakoff, 2012)



## **CHAPTER 4**

### **ORGANIZATIONAL PROFILE**

#### **4.1 HISTORY OF DBBL**

The renowned Dutch Bangla Bank Limited is a second-generation bank that is rapidly expanding. The year that this bank was founded, 1995, saw the beginning of its own banking activities, and since then it has experienced continual expansion. The bank's ideology is "A Company with Most," expressing its authenticity, sincerity, with strong mental faculties to contend with the worldwide competition with progression. The bank has been founded in accordance with the Banking Companies Act of 1991, and Bangladesh was created primarily to carry the purpose of carrying out various banking operations in accordance with the Companies Act of 1994. It is a Bangladeshi privatized joint venture with European investors. The Sena-Kalyan Building, Motijheel / A, Dhaka, Bangladesh, served as just the joint venture's formal headquarters until June 3, 1996. By building its first branch, the bank began conducting banking operations on July 4, 1996.

A publicly listed corporation, DBBL is the 30percent Dutch Communities Development Finance Company-sponsored low banks that are incorporated with Bangladesh underneath the 1994 Act, After all, significant domestic manufacturers, as well as contractors contributed 70percent of the net capital, with public money contributing to the rest 10percent. The Netherlands received technical assistance during its 1st year of operations (1996–1997) to improve the capabilities of the Netherlands' ABN Amro Bank.

The very first entirely automated banking institution in Bangladesh is DBBL. The E-Banking Department was created in 2002 to quickly automate and introduce contemporary banking facilities to this industry. In 2003, full mechanization was achieved, bringing plastic money to the citizens of Bangladesh. The biggest ATM network in the country is run by DBBL, which has also significantly reduced costs and charges for customers by

80%. Furthermore, many critics were astonished that DBBL chose the poor profitability path for this industry (Bank, n.d.). DBBL sought widespread banking automation like a CSR initiative and never meant for this industry to be profitable. It currently offers outstanding banking technologies to its clients as a result. Due to this mentality, the majority of banking institutions have joined the DBBL's banking infrastructure rather than developing their own.

Customers can obtain banking services from DBBL in the following categories: commercial as well as retail banking, traveler's checks, money transfers, monetary service, treasury transfer dealings, property as well as liability maintenance, capital and liquidity wealth management, IT, and the use of HR

## **4.2 MISSION, VISION, CORE VALUES**

### **4.2.1 Mission**

An engineering, as well as creative company committed to social responsibility, is DBBL. As "man does not survive by bread and butter alone," the "Single Benefit" does not lie at the core of the DBBL's banking operations.

### **4.2.2 Vision**

The goal of DBBL is to create an improved Bangladesh where value is placed on the arts, literature, athletes, nutrition, hygiene, entertainment, lack of pollution, schooling, science, and, most importantly, ethical behavior and morality. Fundamentally, DBBL's innovation and creative living led to the entire human evolution of life with bravery, as well as the advancement of this great nation.

### **4.2.3 Core Values of DBBL**

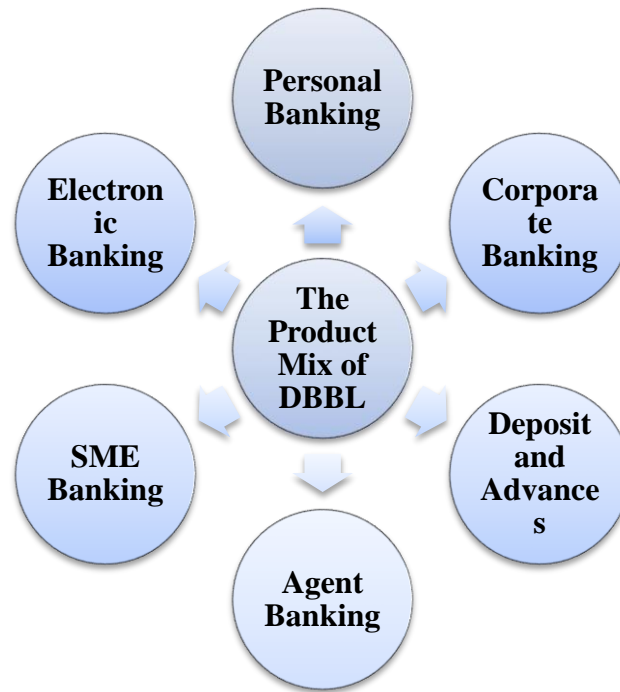
The DBBL is dedicated to providing for the requirements and happiness of its clients and to leading the Bangladeshi banking industry. DBBL is motivated by the expectations of

its customers and seeks to establish a new era of banking that safeguards its renowned investors as "your trusted partner."

#### **4.3 BOARD OF DIRECTORS**

<b>SI. No.</b>	<b>Name of the Directors</b>	<b>Designation</b>
01.	Mr. Sayem Ahmed	Chairman
02.	Ms. Sadia Rayen Ahmed	Director
03.	Mr. Abedur Rashid Khan	Nominee Director
04.	Ms. Tang Yuen Ha, Ada	Nominee Director
05.	Mr. Ekramul Haque, FCA	Independent Director
06.	Mr. Mohammed Salim, FCMA, CPFA	Independent Director
07.	Mr. Abul Kashem Md. Shirin	Managing Director & CEO, Director (Ex-officio)

#### **4.4 THE DBBL'S PRODUCTS AND SERVICES**

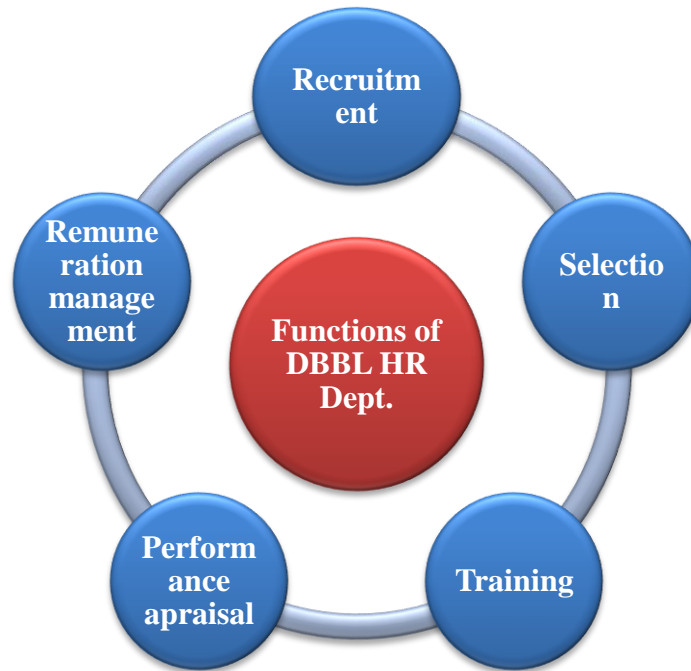


**Chart 1: The Product Mix of DBBL**

#### **4.5 THE DUTIES OF DBBL'S HRD**

There are 20 human resource specialists working at DBBL's HR division. One department head and 19 HR staff members make up the unit. Although DBBL lacks a clear division, the numerous duties associated with HRM are decided upon by various team members working under the direction of the team leader. The HR Division of DBBL employs "HR MIS" software to manage HR activities and data. The functions of DBBL are:





**Chart 2: The HRD Functions of DBBL**



## **CHAPTER 5**

### **RECRUITMENT AND SELECTION PROCESS DBBL**

#### **5.1 THE RECRUITMENT PROCESS OF DBBL**

The hiring procedure at DBBL begins when new hires are required and finishes when applicants submit their applications. A group of candidates emerges as a result, through whom new hires are chosen. Due to its size, DBBL needs a lot of HR each year to expand its operations. However, they require two types of staff for combined commercial activities. These are:

- Fresh graduates
- Experienced applicants

The recruitment procedure is followed quickly by the selection procedure, the concluding interviews, and the judicial process, which communicates the decision as well as the appointment processes. DBBL follows the following procedure to recruit candidates:

- HR Planning and vacancy announcement.
- Determination of qualification
- Sources of Recruitment

##### **5.1.1 HR Planning And Vacancy Announcement**

At DBBL, the chief of HR management is the individual in charge of developing the plan for hiring employees for various open positions in various ways. The recruitment process typically starts whenever the HR division gets a job requisition from a bank division or branch. The HR Office decides which roles should be taken into account when projecting and planning staffing levels. In accordance with their individual needs, HRD notifies all departments, and after hearing from line supervisors, HRD decides whether to fill the position for the personnel of the upcoming year.

### **5.1.2 Determination of Qualification**

#### **✓ MTO recruitment qualifications**

- Master's degree from a UGC approved university.
- The applicant must hold at least three government-approved degrees in the first division, grade, or equivalent.
- Age at most thirty year.

#### **✓ The trainee officer general minimum qualification:**

- Candidates should be below 30 years old.
- The applicant must hold Bachelor's degree from a UGC approved university.
- 3rd division, grade or equivalent is not allowed.

### **5.1.3 Sources of Recruitment**

DBBL hires workers through a standard hiring procedure, but the applicants must go through extremely challenging circumstances during this phase. DBBL hires new staff in two different ways, which are detailed below:

#### **Internal recruitment:**

A significant source of new hires at DBBL is current workers. The internal applicants are already familiar with the informal organizational challenges and are well-versed in internal rules if they are applying for authorization, and promotions, including horizontal shifts of work. Practically ctuality, this kind of hiring only happens for DBBL when hiring knowledgeable and experienced individuals. The sources are:

- Job Rotation
- Skills database

## External recruitment

A task typically requires something additional that cannot be obtained internally. In these situations, the HR division searches outside the company for candidates in DBBL and that is the process in which any other junior or midlevel role, and management trainees are hired. The DBBL uses a number of ways for external recruiting, which can be done explicitly or implicitly depending on the grade of recruitment. The sources are:

- Employee references
- Advertising
- Gathering resumes from universities

## 5.2 SELECTION PROCESS OF DBBL

In DBBL, a candidate has to go through a several stages prior to the selection. The stages are:

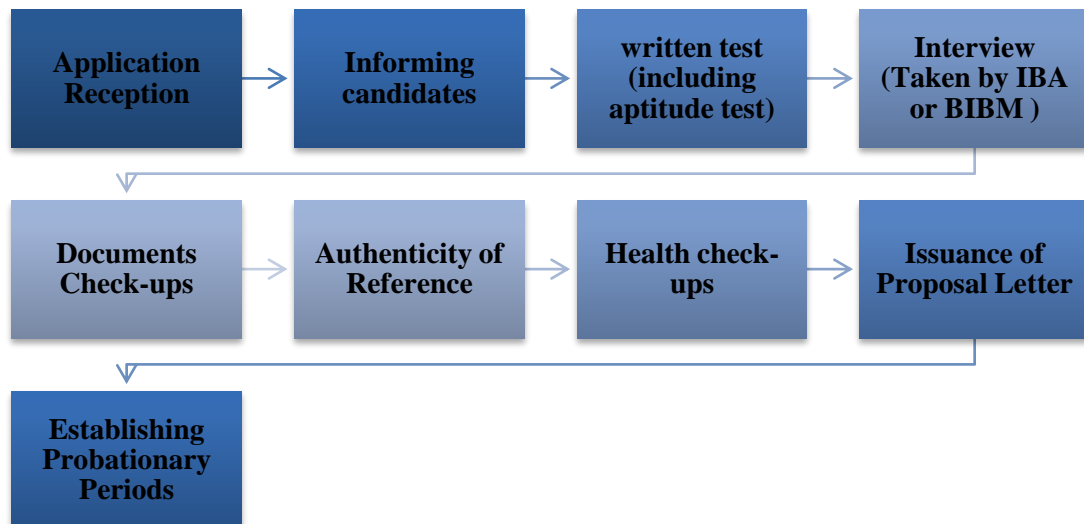


Chart 3: Selection Process of DBBL

### **5.2.1 Application Reception**

Following the completion of the recruitment procedure, DBBL begins the selection procedure, which was initiated by the reception of the job application in their online recruitment portal. They determine whether applicants are qualified for the next step which is a written examination after carefully reviewing all the data, but first, they gauge the accuracy of the data provided by the participants.

### **5.2.2 Informing candidates**

The HR Office invites the applicant for the written examination (beginning level) or interviews (higher level) after choosing the best applicants from the pool of CVs. They notify the candidate via mobile SMS, Email, and phone call. Around ten to fifteen days prior to the written test, the bank's Human Resource division issues the admission cards.

### **5.2.3 Written test (include aptitude test)**

The retention of the top candidates is a constant challenge for DBBL. The chosen candidates showed up for the written portion of the Apprentice Assessment after being chosen in the last step. Evaluation skills by written test are:

- Analytical power
- Logical reasoning capability
- Digital power

There are assessment questions on arithmetic and analysis, where data must be gathered from facts and the capacity to connect between the suggestions of presented difficulties such as queries. For TA and MTO level employment, DBBL typically arranges a written test. The DU IBA administered the test. The response script is examined by the Review

Panel. The applicants are invited to the next level of the interview based on who received the maximum mark.

#### **5.2.4 Interview**

The qualified applicant was then contacted for interviews. two days before to the interview, all qualified candidates are contacted by mobile text and email to inform them of the time and place of the interviews. The applicants are informed of the schedule and place of the compensation discussions as well as the meet up time. The HRM Team is specifically responsible for conducting these communications. Minimum of three persons of the management board, one from each of the management & HRD, are present during the interview.

#### **5.2.5 Documents Check-ups**

An attached copy of the applicant's undergraduate and graduate certificates must be submitted if they are chosen. The provisional certificate, academic file, as well as evaluation letter would be accepted by the bank whereas the university cannot produce the original certificates.

- Appearance: Dress in formal attire, physical gestures, & eye contact.
- Communication skills: Interaction with recruiters and introverts
- Creativity: The capacity for innovative thought.
- Attitude test: Personal sales posture and passion exam.
- Customer service expertise: The capacity to assist customers.
- Promise: Sincere proclamations to the bank.
- Resolution: A foundational understanding of work with some theoretical understanding.
- Planning and management abilities.
- Management expertise

- Promise or loyalty: commitment to the company.

According to this criterion, the candidate is assigned an evaluation score. The score pattern is:

Form of evaluation: 1 for weak, 2 for margin, 3 for good, good, 4 for very good, and 5 for exclusive.

Additional requirements for the MTO career 40 as well as other roles 35. The applicant is regarded as remarkable if he or she receives scores from 45 to 50, while weak if they fall between 1 to 25. Those applicants who were interviewed take into consideration.

### **5.2.6 Authenticity of Reference**

The references that the candidate submitted are checked by HR. A minimum of two references should be provided by the applicant. You must obtain a recommendation from your college or university if the applicant is new. However, the final institution, particularly its supervisor, needs to provide references if the applicant is nominated initially. Upon receiving favorable feedback, an offer of employment will be made to you.

### **5.2.7 Health check-ups**

The employment offer from DBBL will be to conduct a checkup at the company's diagnostic facility. A medical checkup and letters of recommendation from human resources are required of candidates. If the applicants learn about any communicable diseases at this point and how to treat them. Apollo Hospitals in Dhaka has set up the DBBL's clinical configuration.

### **5.2.8 Issuance of Proposal Letter**

After passing the references and health checks, the candidate's proposition was made public. The applicant then gets the confirmation mail and picks up the offer letters from DBBL's human resources division. The job offer letter contains a detailed list of each and every term and condition.



### **5.2.9 Establishing Probationary Periods**

In DBBL, initially employees are appointed for a 1 year provisional period and upon successful completion of the provisional period the employees become permanent and get their promotion.

## CHAPTER 6

### DATA ANALYSIS AND FINDINGS

#### 6.1 DATA ANALYSIS

**Figure 6.1.1 How did you learn about the DBBL job opening?**

Category	Frequency	Percentage
Web	80	50
Newspaper	46	28.75
Friends	11	6.87
DBBL employee	12	7.38
Others	11	7
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** Publication of job openings My target respondents' responses were analyzed, and I discovered that the website of DBBL is the most popular means of disseminating job openings. The website is typically used by DBBL's Human Resources department to post job openings in their company. The webpage for the distribution of job openings was highlighted by both the Human resource executives and the individuals who responded to my survey. They added that newspapers are still another helpful resource for disseminating job openings.

However, it was their backup option. About 50% of personnel have expressed support for websites as the primary means of disseminating job openings. 28.75% went to newspapers, which circulate job openings. Some respondents also consider friend, existing employees and other sources as their info hub but the amount is very minimum.

**Figure 6.1.2 What influence you to apply?**

Category	Frequency	Percentage
Working Environment	20	12.5

Salary and benefit	47	29.37
Corporate reputation	66	41.25
others	27	16.88
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** Motivating elements The organization's reputation as having stronger promotional & CSR programs is one of the compelling or enticing factors that encourages and motivates potential candidates to submit applications for the position.

The majority of my participants agree that a company's reputation is crucial in inspiring prospective employees. However, a few of the participants also expressed support for wages and benefits. Some consider the DBBL benefits and compensation to be extremely alluring.

The majority of respondents believe that the company's image is what draws them in. About 41.25% participants agreed that they are in DBBL because of its corporate image and about 29.37% of participants consider salary and benefits as their motivating factor . the study also found that 12.5% of participants consider working environment while some people consider other factors too to apply in DBBL

**Figure 6.1.3 Have you experienced any changes in reality following joining DBBL?**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	160	100
No	00	0
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** The survey shows that employees are very much positive about their organization. All the participants believe that after joining in DBBL, they get what they have been committed and the environment announced and the reality are the same.

**Figure 6.1.4 DBBL’s recruitment and selection process is satisfactory.**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	140	87.50
Agree	20	12.50
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** Level of satisfaction The entire recruiting and selecting procedure of the company has received generally positive feedback from both HR authorities and employees. The entire recruiting including the selection procedure at DBBL seems to be, in the opinion of entire Human resource authorities and workers, performing satisfactorily. Every single one of our participants expressed satisfaction with the entire recruitment and selection procedure.

**Figure 6.1.5 Recruitment and selection process of DBBL is effective and efficient.**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	160	100
Agree	0	0
Neutral	0	0
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** The efficiency along with the effectiveness of the whole recruitment and selection procedure used by DBBL is widely acknowledged by the Human resource officials and workers. They believe they can locate the qualified and effective candidates they need by adopting this recruitment and selection strategy. Additionally, they believe that this hiring and selection procedure greatly aids in matching the appropriate candidates with the appropriate positions..

**Figure 6.1.6 DBBL needs to change some steps of its recruitment and selecting process.**

Category	Frequency	Percentage
Strongly Agree	113	70.62
Agree	40	25
Neutral	7	4.38
Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** While asking about steps to be changed in recruitment and selecting process of DBBL, we found that 4.38% (7 persons) people neither agreed nor disagreed with the statement but the rest of the participants agreed with statement.

Since they don't currently use computer skills assessment tests in their recruitment and selection procedure, HR authorities have thought to add one to their list of things to include. As they observed that after being hired, some employees encountered issues due to a lack of adequate computer literacy, despite having stated in their applications that they had sufficient understanding.

**Figure 6.1.7 There are some constraints that influence recruitment and selection process of DBBL**

Category	Frequency	Percentage
Strongly Agree	48	30

Agree	80	50
Neutral	12	7.5
Disagree	16	10
Strongly Disagree	4	2.50
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** While asking about constraints that influence recruitment and selection process of DBBL, 30% participants strongly agreed and 50% employees simply agreed with the statement. 7.5% participants were confused about their response while 10% participants disagreed and 2.5% participants strongly disagreed with the statement.

The narrow training course is among the key issues that HR professionals see in their recruitment and selection processes. Just one week of training was given to newly hired staff by DBBL, which was insufficient to enable them to function properly. The HR representatives believe that this training session should be extended for this reason.

If not, it's going to be extremely difficult for HR to motivate their staff to give their all.

They believe that by utilizing the recruitment and selection procedure, they can choose the best candidates for the job, but due to the narrow training programs, the newly hired employees' performance won't be as efficient as they had hoped.

The HR professionals believe that in order to avoid problems with their entire recruitment and selection procedure, this kind of circumstance needs to be resolved.

**Figure 6.1.8 Recruitment and selection process of DBBL is transparent.**

Category	Frequency	Percentage
Strongly Agree	80	50
Agree	46	28.75
Neutral	11	6.87
Disagree	23	14.38
Strongly Disagree	0	0
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** For this query we found that 50% (80 persons) people strongly believe that Recruitment and selection process of DBBL is transparent. While 28.75% (46 persons) people agreed with the statement and 6.87% (11 persons) people neither agreed nor disagreed with the statement while 14.38% (23 persons) people disagreed with statement and we found no one who strongly disagreed with the statement. So, from the highest response we can say that most of the people believe that recruitment and selection process of DBBL is transparent.

**Figure 6.1.9 DBBL believes in fair recruitment and selection.**

Category	Frequency	Percentage
Strongly Agree	91	56.88
Agree	23	14.38
Neutral	0	0
Disagree	46	28.75
Strongly Disagree	11	6.87
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** During our data collection process it is found that 56.88% (91 persons) participants strongly believes that DBBL believes in fair recruitment and selection when 14.38% (23 persons) people simply agreed with the statement not firmly & 28.75% (46 persons) people disagreed with the statement while 6.87% ( 11 persons) people strongly denied the statement. So from the highest response we can say that most of the people believe that DBBL believes in fair recruitment and selection

**Figure 6.1.10 Recruitment and selection process of DBBL is obstinate.**

Category	Frequency	Percentage
Strongly Agree	140	87.50
Agree	20	12.50
Neutral	0	0

Disagree	0	0
Strongly Disagree	0	0
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** The recruitment and selection process of DBBL is very rigid. Candidates have to go through a rigorous selection and recruitment procedure and the phases are fixed and can not be lased and all the employees agreed this statement

**Figure 6.1.11 Sometimes, DBBL consider informal recruiting and selection process.**

Category	Frequency	Percentage
Strongly Agree	9	5.63
Agree	32	20
Neutral	0	0
Disagree	0	0
Strongly Disagree	119	74.7
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** While asking about informal sources recruitment and selection, most of the respondents around 74.7% says that DBBL never consider informal recruiting and selection process while 25.63% respondents says that DBBL consider informal recruiting and selection process.

**Figure 6.1.12 Tech know how is a major segment of DBBL's recruitment process.**

Category	Frequency	Percentage
Strongly Agree	0	0
Agree	0	0
Neutral	0	0
Disagree	0	0
Strongly Disagree	160	100
<b>Total</b>	<b>160</b>	<b>100</b>



**Analysis:** In DBBL’s recruitment and selection process, it does not include computer knowledge test. The bank simply relay on the information that the candidates provide in their CV. So every respondent disagreed with the statement.

**Figure 6.1.13 DBBL has a strong and sufficient research and development team in its HR division.**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	4	2.5
Agree	20	12.50
Neutral	37	23.13
Disagree	48	30
Strongly Disagree	51	31.87
<b>Total</b>	<b>160</b>	<b>100</b>

**Analysis:** A major portion, 31.87% (51 persons) of respondents strongly disagreed and 30% of respondents disagreed with the statement that states that, DBBL has a strong and sufficient research and development team in its HR division while 23.13% participants choose to stay neutral and a little portion (2.5% + 12.50%) of participants agreed with the statement.

DBBL has a selection and recruitment team of 20 members. To run such a large organization and to ensure proper HR activities, the bank needs a larger team.

## 6.2 FINDINGS

- From the analysis, the study finds that DBBL uses several traditional ways to advertise its job advertisement. It mainly focus on it website to publish job postings and hardly consider other social platforms. So, it has become difficult to notify or attract all the potential candidates at the same time.
- The study establishes that DBBL has a very efficient and effective recruitment and selection process. The company is very loyal to its candidate. It never does false advertisement and the transparency in the whole process is as clear as clean water.
- But the study further reiterates that the narrow training course is among the key issues that HR professionals see in their recruitment and selection processes. Just one week of training was given to newly hired staff by DBBL, which was insufficient to enable them to function properly. By utilizing the recruitment and selection procedure, the bank can choose the best candidates for the job, but due to the narrow training programs, the newly hired employees' performance won't be as efficient as they had hoped.
- DBBL does not consider tech knowledge during its recruitment and selection process. But in today's tech savvy corporate culture it is next to impossible for the bank to survive without tech based competent employees. Due to the improper assessment some employees encountered issues due to a lack of adequate computer literacy, despite having stated in their applications that they had sufficient understanding and result in poor performance for the bank.
- The study found that, DBBL always depends on formal recruitment and selection process but going through the formal recruitment and selection procedure each time could become very expensive for them.
- The study also emphasize on the fact that, DBBL follows a very long and rigid recruitment and selection procedure which is consist of several phases and long period of time to get the final selection. It results in negligence from candidates to apply and extra cost for the organization. For this the bank can never response quickly to a crisis moment of vacant position.

- DBBL has a small number of R & D departments; however, due to the inadequate engagement in research facilities, these departments are not effective enough to produce creative ideas for recruiting and selection.



## **CHAPTER 7**

### **RECOMMENDATIONS AND CONCLUSION**

#### **7.1 RECOMMENDATIONS**

DBBL will benefit from bringing the following suggestions into practice in the context of the recruiting and selection procedure and will be able to acquire better human assets.

- DBBL has to improve engagement with candidates on social media in order to ensure that the institution can post job openings instantly and reach a large number of candidates at a time.
- The training session should be extended so that the best fit can be maintained and the recruitment and selection process no longer questioned.
- In DBBL, computer skill test must be included and extended so that it can ensure tech savvy employees and make the selection more effective.
- There needs to be significant improvement made to the selection method in order to discover innovative ways to find qualified individuals more quickly.
- To fill internal positions or some higher position where the performance talks itself, DBBL can consider informal recruitment and selection procedure and can avoid some expenses.
- DBBL should enrich its R & D department with more employees and investments.

#### **7.2 CONCLUSION**

An established player in the current competitive market, DBBL has been a second-generation Bangladeshi bank. DBBL has expanded its reach into several areas rather than keeping confined to its conventional functions. Since its founding, the bank has performed satisfactorily, growing in all major operational areas. The best recruitment strategy might attract a sufficient number of eligible candidates who are interested in the position (Sarinah et al., 2017). The recruiter's prospects of discovering someone who is most

suitable for the job criteria increase with the number of applications they get. A company can start the selection procedure once candidates have been identified.

DBBL has a solid human resources division that supports its staff members and works closely with other departments to meet the organization's objectives. The business etiquette at DBBL has developed so that employees have had many opportunities to demonstrate initiative and responsibility over the previous years.

As a crucial HR function, the HRMD of DBBL is created to recruit, select, and retain talented individuals to satisfy the company's future demands. For both successful as well as unsuccessful personnel management strategies, situational assessment is crucial. If the study is considered, it will successfully assist DBBL in managing its threats lies in the recruitment and selection process.

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# A STUDY ON THE RECRUITMENT & SELECTION PROCESS OF DUTCH- BANGLA BANK LIMITED

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