

**“An Evaluation of Recruitment and Selection Process of Bank Asia
Limited”**



Date of Submission: 3rd September, 2023



**“An Evaluation of Recruitment and Selection Process of Bank
Asia Limited”**



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Date of Submission: 3rd September, 2023

Letter of Transmittal

Date: 3rd September, 2023

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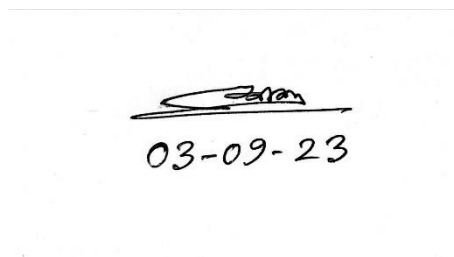
Subject: Submission of Internship Report on “An Evaluation of Recruitment and Selection Process of Bank Asia Limited”

Dear Madam,

I have the pleasure to inform you that, I have accomplished my internship report on Bank Asia Limited. I tried to know about “An Analysis of the Recruitment and Selection Process” (A Study on Bank Asia Limited) submitted as a requirement for degree. I have tried to give my best efforts and concentration during preparing the report.

I would like to thank you for your prolonged support and guidance during my Internship and preparing the report. And I hope that you would be kind enough to see inconveniences or mistakes that may have appeared beyond my knowledge.

Sincerely Yours,

A rectangular box containing a handwritten signature in black ink, which appears to be 'Shakibul Haque'. Below the signature, the date '03-09-23' is written in black ink.

.....
Shakibul Haque

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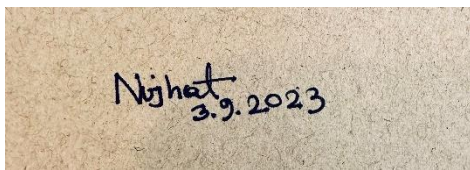
Faculty of Business and Entrepreneurship

Daffodil International University

Certificate of Supervisor

This is to certify that the internship report on “An Evaluation of Recruitment and Selection Process of Bank Asia Limited has been submitted for the award of the degree of Bachelor of Business Administration (BBA) program major in “Human Resource Management” in Daffodil International University, carried out by Shakibul Haque, ID: 181-11-5891, under my Supervision. To the best of my knowledge and as per her declaration, any part of this internship report has not been submitted for any degree, diploma or certificate.

I wish his every success in life.

A photograph of a piece of light-colored, textured paper with a handwritten signature and date. The signature is 'Nujhat' and the date is '3.9.2023'.

.....
(Nujhat Anjum Ani)

Senior Lecturer

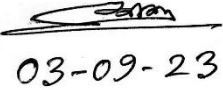
Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Student's Declaration

I am Shakibul Haque, ID:181-11-5891 declare that the presented Internship Report on “Recruitment and Selection Process” (A Study on Bank Asia Limited) submitted as a requirement for degree awarding of Bachelor of Business Administration at Daffodil International University is prepared by me. I tried my best to collect effective information that made the report specific and original. This report is not submitted for any other course, degree, and fellowship. Whole report is uniquely prepared by me.



03-09-23

.....

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Acknowledgement

First of all, I like to give thanks to my almighty for enabling me to complete this internship report within the scheduled time. Without the support of Allah, I would not be able to complete this report in time.

Internship report is the part of BBA program as one can get practical knowledge within the period of three months by observing and doing the daily works of the chosen organization. In this regard my internship has been arranged at Bank Asia Limited.

At first, I would like to give thanks to my supervisor **Ms. Nujhat Anjum Ani, Senior Lecturer, Department of Business Administration**, Daffodil International University of Bangladesh who supervised me in the right way and given me best instruction for preparing this Internship report.

I acknowledge my indebtedness to Mr. Mahfuz Ahnedur Rahman Chowdhury, Manager for his consistent guidance and valuable suggestions from time to time and I am also grateful to Md. Morshed Alam, Junior Executive Ali in-charge and also to the Sir for their personal guidance during the internship.

I am also grateful to all of the officers and employs and some of my friends who are doing their internship with me in this organization.

I must mention the wonderful working environment and group communication of this organization that enabled me a lot deal to do and services activities during my internship period of three months.

Finally, I give thanks all of my friend for give inspired me to complete this report and the course as well.

Executive Summary

As a bank, Bank Asia plays an effective and efficient HR process to keep the pace with the current world of business. The report is about the recruitment and selection process of Bank Asia Limited. HR activities are one of the major activities in an organization. Bank Asia Limited HR division is an ideal place for learning HR related activities thoroughly. An excellent team of management of HR division conducts all the HR related issues. Their dedicated work makes them possible to get suitable people for suitable positions. They maintain an actual flow of each and every steps of Recruitment and selection process. Reducing turnover rate proves the recruitment and selection process of Bank Asia Limited is an ideal example and they recruit right person for right position. The report concentrated mainly on the Human Resource Division. As private commercial bank Work pressure is very high in Bank Asia Limited, so they need highly professional people who are very dedicated to their work, otherwise the whole operation will mess up. This is a great challenge for any organization to find out such talented people. To know the future demand of human resources in Bank Asia Limited the Human Resources Division of Bank Asia Limited 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. The success of a commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of Bank Asia Limited has to be careful in recruiting the right person for each job. The policy and process should be revised. So although the process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised and streamlined.

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Chapter One

Introduction

1.1 Introduction

In today's world only academic does not make a student perfect to become competitive with the corporate & global business world. By doing an internship program, a student can get opportunity to learn facing about real business world. Internship is highly needed to gain idea, knowledge and experience.

As an internee student I have joined at Bank Asia Limited and trying to maintain the pace with the competitive business environment on official activities, culture, philosophy, norms & styles. It will reflect the best at any field of my personal life. The manager is my overall guide & superior. He has assigned me to work under the supervision of the Senior Executive Officer Mr. Arif Rahman. He tells me to meet his/her employees of Bank Asia Limited who are responsible for different activities of the bank. Receiving his all sort of cordial support, I have availed the opportunity to work with office where I am on the process of acquiring idea about real business and corporate world.

1.2 Origin of the Study

This report "Recruitment and Selection Procedure of Bank Asia Limited" is a requirement of BBA Internship Program and includes three months practical working experience at a head office in the respective organization. The report has been supervised by Ms. Nujhat Anjum Ani, Senior Lecturer, Department of Business Administration, Daffodil International University. The report contains internship experience with the host organization and also has given an opportunity to know the host organization and its business.

1.3 Objectives of the Study

1. To know the recruitment and selection process of Bank Asia Limited.
2. To analyze the recruitment and selection process of Bank Asia Limited.
3. To evaluate the recruitment and selection process of Bank Asia Limited.
4. To find out the problems in the recruitment and selection process of Bank Asia Limited.
5. To make some recommendations for recruitment and selection process.

1.4 Scope of the Study

As I was sent to Bank Asia Limited, head office, the scope of the study is only limited due to some restrictions. The report does not cover all the functions of Human Resource Management of Bank Asia Limited. Rather it discusses only the recruitment and selection procedure of the company. The present study deals with the said policy of the Head office of the company.

1.5 Limitations of the Study

To make and analyze this paper some problems may occurred. Lacking of information will be a big factor. Due to engagement in different activities by the employees, they would hardly Give time. Moreover, they have to deal in a very competitive environment based on money related activities. So the limitations are as follows:

- i. Short time period was a big issued because in this limited time period the study need to complete in narrative way.
- ii. The office has a busy working environment. Officers were sometimes unable to provide information in their busy routine work.
- iii. Many officers have lack of sufficient information about different Departments. I have faced some difficulties for relevant data collecting.
- iv. All the main work and responsibility were functioned by head office. So there was lackof direct and detail information.
- v. Some very desirable information could not be collected because of confidentiality of business. Especially Human Resource Management Department maintains very confidentiality about their internal activities and information.

Chapter Two

Methodology

2.1 Research Design

Research design is a vital part of the research. There are different types of data collection methods. Among them this research is conducted on the basis of both primary data and secondary data analysis. To collect all the primary data survey method has been used. In survey method, primary data was collected by a questionnaire.

The report has been prepared mainly based on secondary data, furnishing by the Bank Asia Limited officials have also been incorporated in the report wherever it was considered necessary to maintain the singleness and lucidity of the report. This report has been prepared on the basis of experience gathered during the period of three months' internship. Personal experience gained by visiting different desks during internship period. The collected data are taken from various sources which are mentioned in the below:

Primary Sources

- Practical experience of banking.
- Conversation, exchange of ideas and views with senior officials of bank.
- Informal conversion with the employees

Secondary Sources

The major parts of information are collected from the secondary such as:

- Annual report and Audit report of Bank Asia Limited.
- Office files and Documents
- Study related book and journals.
- Web site.
- Documents supplied by the executives and officers of Bank Asia Limited.

2.2 Sampling Technique

A sample is a subset from a large population. The process of using a small number of items or parts of larger populations to make a conclusion about the whole is called sample. If 30 people are drawn from 100 people, this 30 people are sample and researcher has to make conclusion

from this about whole population. There are different sampling techniques. For my study, I have chosen random sampling techniques.

2.3 Instrument Used

The Instrument Used for primary data collection is questionnaire. The questionnaire is used to facilitate the tabulations and analysis of data to be collected.

Chapter Three

Organizational Profile

3.1 About Bank Asia Limited

Bank Asia Ltd is founded on a basic idea. Bank Asia Ltd was established in 1999 by a group of successful businesspeople with a strong reputation in the community. The management staff of the Bank is led by seasoned bankers with decades of experience in both domestic and international markets. The senior executive team is supported by a group of professionals, many of whom have prior expertise in the global market.

It created history when it bought the Bank of Nova Scotia's Dhaka operations, the first of its type in Bangladeshi banking history. It repeated its feat by purchasing the activities of Muslim Commercial Bank Ltd (MCB), a well-known Pakistani bank in Bangladesh.

The Bank made news once more in 2003, when its Initial Public Offering of shares was 55 times oversubscribed, a new record in Bangladesh's capital market history.

Asset and liability growth has been spectacular throughout the years. Bank Asia has participated in both the local and international money markets without putting the bank in any dangerous positions. The Bank's Treasury Bills and other securities holdings expanded dramatically, indicating the possibility for income growth in the face of a gradual interest rate reduction.

Bank Asia Limited was founded with the purpose of offering consumers with cutting-edge banking products and services at a competitive price. The bank's mission is to provide contemporary, value-added financial services to all sectors of society while upholding the highest standards achievable in a globalized environment by leveraging technological advancements.

Through the pioneering of "Agent Banking" services in Bangladesh in 2014, Bank Asia Limited has been a prominent advocate of financial inclusion in Bangladesh, delivering banking services to the country's most distant places. With over 3500 businesses and 3 million customers, it's been a beautiful story of financial inclusion in Bangladesh's rural areas since then.

Bank Asia intends to create a bank account for every competent citizen in Bangladesh, regardless of socioeconomic position, by expanding the Agent Banking Network to include a financial kiosk in every hamlet, with the objective of achieving a poverty-free Bangladesh. We aspire to develop Bangladesh's first ever Digital Bank for the next generation by upgrading traditional banking with the usage of current technologies.

3.2 Vision and Mission

Vision

Bangladesh should be poverty-free in a generation in the next century, according to Bank Asia's aim. Our mission is to build a society that prioritizes human dignity, human rights, and poverty reduction.

Mission

- To contribute to the development and expansion of our country's economy while simultaneously providing high-quality service to our customers.
- To maintain high ethical standards while providing total pleasure to our customers, shareholders, and employees.
- With a dedicated team of specialists delivering technology-driven creative services, to become the most preferred bank in the nation.

3.3 Core Values

- i. First and foremost, you should focus on the needs and desires of your clientele, and you should provide personalized financial goods and services.
- ii. Adding value for the many stakeholders by achieving excellence in banking operations
- iii. Uphold a high level of morality and openness in all of your business operations.
- iv. Maintain a compliant institution by ensuring that all of the regulatory criteria are met.
- v. Make a significant contribution to the development of society for the better.
- vi. Maintain a high level of motivation for our human capital, as well as a dignified working environment, and honor the ideal balance between work and personal life.
- vii. Dedicated to preserving the earth and adopting a green lifestyle.

3.4 Features of Bank Asia Limited

1. Bank Asia is the only Bangladeshi bank to have acquired (purchased) the activities of two foreign banks:
 - a) Bank of Nova Scotia of Canada
 - b) Muslim Commercial Bank of Pakistan

2. Majority stakeholder of ERA INFOTECH (A joint Venture IT Company)
3. Centralized Trade Services Operation (Facilitates Export/ Import and Inward and Outward Remittance foreign-AD Branches).
4. Central Clearing Fully Automated
5. Credit Rating (valid up to June 2019)

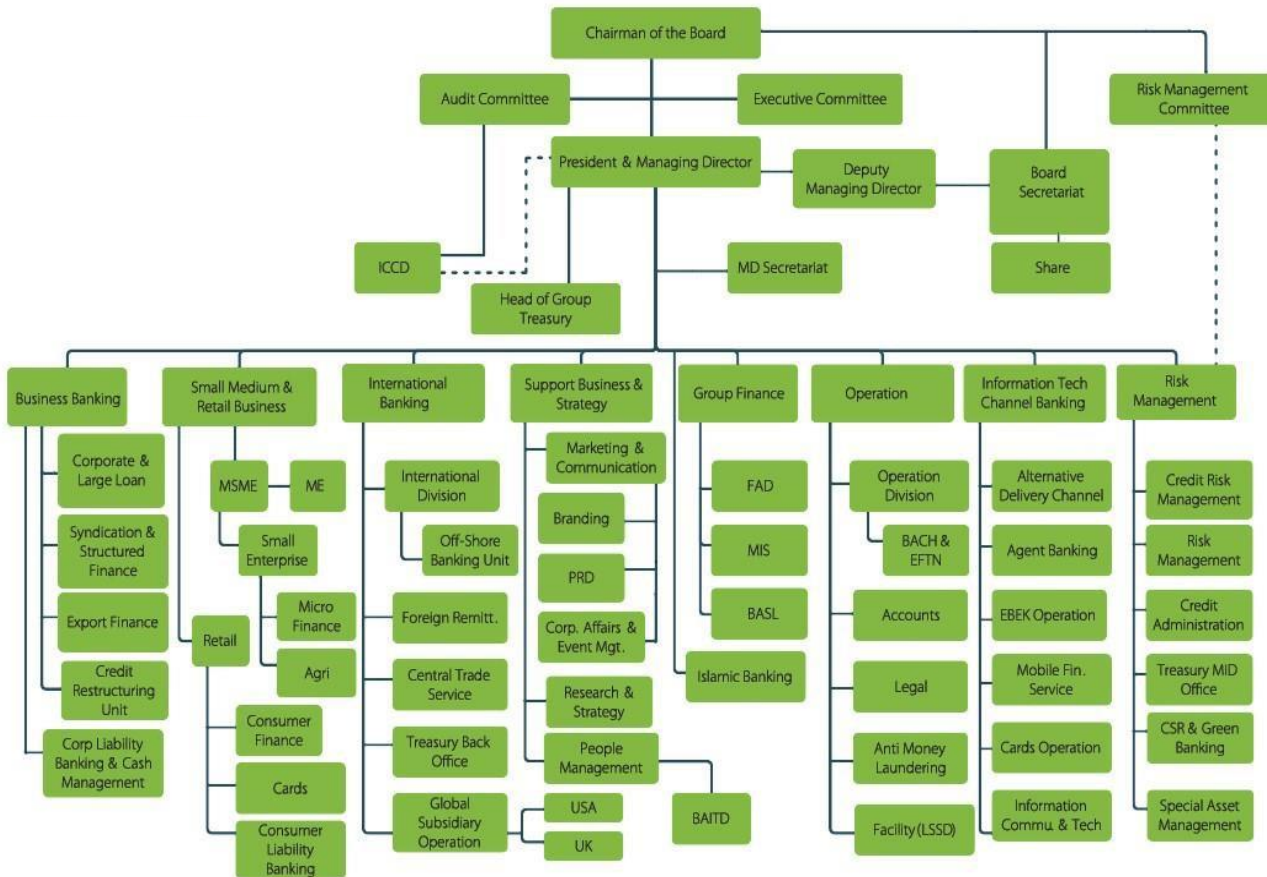
3.5 Products and Services of Bank Asia Limited

1. RETAIL BANKING PRODUCTS	<ol style="list-style-type: none"> a) Retail Deposits Product Low Cost/No cost Deposit Accounts b) Term Deposit (s) c) Scheme Deposit (s)
2. RETAIL LOAN PRODUCT	<ol style="list-style-type: none"> a) Consumer finance b) Credit Card c) Islamic Credit Card
3. ISLAMIC BANKING PRODUCTS	<ol style="list-style-type: none"> a) Deposit Products b) Investment Products
4. MICRO, SMALL, MUDIUM AND AGRICULTURE BANLING PRODUCTS	<ol style="list-style-type: none"> a) Deposits Products b) Micro & Small Enterprise Finance c) Medium Enterprise Finance <ol style="list-style-type: none"> i) Funded Products ii) Non-Funded Products d) Agriculture Finance
5. CORPORATE BANKING	<ol style="list-style-type: none"> a) Cash Management Products b) Funded Products c) Non- Funded Products Structured Financing

6.SERVICES OFF-SHORE BANKING UNIT (OBU) PRODUCTS

- a) Term Loan (Short/Mid/Long)
- b) Overdraft
- c) Loan Against Trust Receipt
- d) Packing Credit
- e) Lease Finance
- f) Syndication Load
- g) Loan Syndication
- h) Agency Related Service

3.6 Organization Organogram



Chapter Four

Theoretical Framework

4.1 History of Human Resource Management

The History of Human Resource Management is the strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "Human Resource Management" and "Human Resources" (HR) have largely replaced the term "Personnel Management" as a description of the processes involved in managing people in organizations. Human Resource management is evolving rapidly. Human Resource Management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce

4.2 Recruitment

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. For some components of the recruitment process, mid- and large-size organizations often retain professional recruiters or outsource some of the process to recruitment agencies. Recruitment is the activity that links the employers and the job seekers.

Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to expedite the selection process.

4.3 Purpose and Importance of Recruitment

The Purpose and Importance of Recruitment are given below:

- Attract and encourage more and more candidates to apply in the organization.
- Create a talent pool of candidates to enable the selection of best candidates for the organization.
- Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities.
- Recruitment is the process which links the employers with the employees. Increase the pool of job candidates at minimum cost.

- Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.
- Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.
- Meet the organizations legal and social obligations regarding the composition of its workforce.
- Begin identifying and preparing potential job applicants who will be appropriate candidates.
- Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

4.4 Sources of Recruitment

Every organization has the option of choosing the candidates for its recruitment processes from one kind of sources: government recruit policy sources. All rules and regulations of the Ministry of Public Administration, Govt. of the People Republic of Bangladesh in respect of quotas (Merit, Son/Daughter of Freedom Fighter and Grand Son/Daughter of Freedom Fighter, Woman, Tribal, General District and Physically Challenged) regarding recruitment have been maintained properly.

Example: Recruitment of “Executive Officer”.

1. The bank has finally selected 665 candidates for Direct Recruitment as „Executive Officer“ on the basis of total marks obtained by them in MCQ, Written and Viva Voce test.
2. The appointment letter has already been sent to both the present and permanent address of the selected candidates by registered post.
3. The supporting certificates submitted by the candidates selected on the quota of Son/Daughter of Freedom Fighter, Grand Son/Daughter of Freedom Fighter, Tribal, and Physically Challenged will have to be verified from the concerned Office/Directorate/Ministry by 30th April, 2013. If any adverse report is received from the concerned Office/Directorate/Ministry regarding verification of the said certificates /papers, the appointment of the respective candidates will be cancelled.

After selection of 820 candidates for direct recruitment, 500 candidates are kept in the Panel/Waiting List in order of merit for recruitment against the vacant post if any. This Panel will remain valid till 30th June, 2013.

4.5 Internal Sources of Recruitment

Some Other Sources of Recruitments are given below –

1. Transfers:

The employees are transferred from one department to another or one branch to another according to their efficiency and experience. Some other criteria also considered here like employee's behavior, communication, relation among the entire employees and environment etc.

2. Promotion:

The employees are promoted from one department to another with more benefits and greater responsibility based on efficiency and experience. Performance appraisal and seniority is the considerable factor for promotion.

3. Upgrading and Demotion:

Others are Upgrading and Demotion of present employees according to their performance. For judging the performance of employee's organizations use the performance appraisal. Based on the score of performance appraisal, management takes the decision of upgrading and demotion.

4. Retired and retrenched:

Retired and retrenched employees may also be recruited once again in case of shortage of qualified personnel or increase in load of work. Recruitment such people save time and costs of the organizations as the people are already aware of the organizational culture and the policies.

5. The dependents and relatives of Deceased employees:

The dependents and relatives of Deceased employees and Disabled employees are also done by many companies so that the members of the family do not become dependent on the mercy of others.

4.6 External Sources of Recruitment

Some external sources of recruitment are given below –

1. Press advertisement:

Advertisements of the vacancy in newspapers and journals are a widely used source of recruitment. The main advantage of this method is that it has a wide reach.

2. Educational institutes:

Various management institutes, engineering colleges, medical Colleges etc. are a good source of recruiting well qualified executives, engineers, medical staff etc. They provide facilities for campus interviews and placements. This source is known as Campus Recruitment.

3. Placement agencies:

Several private consultancy firms perform recruitment functions on behalf of client companies by charging a fee. These agencies are particularly suitable for recruitment of executives and specialists. It is also known as RPO (Recruitment Process Outsourcing).

4.7 Advantages of Internal Recruitment

An internal source of recruitment, that is hiring employees within the organization, has its own set of advantages and disadvantages. The advantages are as follows –

- It is simple, easy, quick, and cost effective.
- No need of induction and training, as the candidates already know their job and responsibilities.
- It motivates the employees to work hard, and increases the work relationship within the organization.
- It helps in developing employee loyalty towards the organization.
- Employees stay for a long period in the company when they are promoted to higher position.
- Competition among employees to occupy high level when co-employee gets promoted.

4.8 Disadvantages of Internal Recruitment

- It prevents new hiring of potential resources. Sometimes, new resources bring innovative ideas and new thinking onto the table.
- It has limited scope because all the vacant positions cannot be filled.
- There could be issues in between the employees, who are promoted and who are not.
- If an internal resource is promoted or transferred, then that position will remain vacant.

- Employees, who are not promoted, may end up being unhappy and demotivated.
- Discrimination may exist in respect to caste, language, religion for promotion.
- Dissatisfied co-employee may quit the position because of jealousy or partiality

4.9 Advantages of External Recruitment

- Create new opportunities for job seekers and experienced employees.
- Organization branding increases through external sources.
- There will be no biasing or partiality between the employees.
- The scope for selecting the right candidate is more, because of the large number of candidates appearing.
- Increases business strategy as external candidates with unique skills can take business to the next level.
- Ability to recruit the candidates with special skills employer need.
- New innovative ideas and improvement.
- High productivity

4.10 Disadvantages of External Recruitment

- This process consumes more time, as the selection process is very lengthy.
- The cost incurred is very high when compared to recruiting through internal sources.
- External candidates demand more remuneration and benefits.
- Sourcing quality profiles becomes difficult
- External candidates ask for more salary and benefits
- Candidates may quit the job within short period if they are uncomfortable

4.11 Factors Affecting Recruitment

The recruitment function of the organizations is affected and governed by a mix of various internal and external forces. The internal forces or factors are the factors that can be controlled by the organization. And the external factors are those factors which cannot be controlled by the organization. The internal and external forces affecting recruitment function of an organization are:

Internal Factors Affecting Recruitment:

The internal factors or forces which affecting recruitment and can be controlled by the organization are-

1. Recruitment policy:

The recruitment policy of an organization specifies the objectives of recruitment and provides a framework for implementation of recruitment program. It may involve organizational system to be developed for implementing recruitment programs and procedures by filling up vacancies with best qualified people. Factors affecting recruitment policy-

- Personnel policies of the organization and its competitors.
- Government policies on reservations.
- Preferred sources of recruitment.
- Need of the organization.
- Recruitment costs and financial implications.

2. Human resource planning:

Effective human resource planning helps in determining the gaps present in the existing manpower of the organization. It also helps in determining the number of employees to be recruited and what qualification they must possess.

3. Size of the firm:

The size of the firm is an important factor in recruitment process. If the organization is planning to increase its operations and expand its business, it will think of hiring more personnel, which will handle its operations.

4. Cost:

Recruitment incur cost to the employer, therefore, organizations try to employ that source of recruitment which will bear a lower cost of recruitment to the organization for each candidate.

5. Growth & expansion:

Organization will employ or think of employing more personnel if it is expanding its operations.

4.12 External Factors Affecting Recruitment

The external factors which affect recruitment are the forces which cannot be controlled by the organization. The major external forces are:

1. Supply & demand:

The availability of manpower both within and outside the organization is an important determinant in the recruitment process. If the company has a demand for more professionals and there is limited supply in the market for the professionals demanded by the company, then the company will have to depend upon internal sources by providing them special training and development programs.

2. Labor market:

Employment conditions in the community where the organization is located will influence the recruiting efforts of the organization. If there is surplus of manpower at the time of recruitment, even informal attempts at the time of recruiting like notice boards display of the requisition or announcement in the meeting etc will attract more than enough applicants.

3. Image/goodwill:

Image of the employer can work as a potential constraint for recruitment. An organization with positive image and goodwill as an employer finds it easier to attract and retain employees than an organization with negative image. Image of a company is based on what organization does and affected by industry. For example, finance was taken up by fresher MBA's when many finance companies were coming up.

4. Political, social & legal environment:

Various government regulations prohibiting discrimination in hiring and employment have direct

impact on recruitment practices. For example, Government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in recruitment. This restricts Management freedom to select those individuals who it believes would be the best performers. If the candidate can't meet criteria stipulated by the union but union regulations can restrict recruitment sources.

5. Unemployment rate:

One of the factors that influence the availability of applicants is the growth of the economy (whether economy is growing or not and its rate). When the company is not creating new jobs, there is often oversupply of qualified labor which in turn leads to unemployment.

6. Competitors:

The recruitment policies of the competitors also affect the recruitment function of the organizations. To face the competition, many a times the organizations have to change their recruitment policies according to the policies being followed by the competitors.

4.13 Selection

The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position.

Selection is a screening process. It is the process of picking individuals who have relevant qualifications to fill jobs in an organization. The basic purpose is to choose the individuals who can most successfully perform the jobs from a pool of qualified candidates. Selection starts after the recruitment process is over and jobs applications have been received.

4.14 Objective of Selection

The objective is to pick up the right candidate who would meet the requirements of the job and the organization best. To meet this goal, the company obtains and assesses information about the applicants in terms of qualifications, skills, experience etc.

4.15 Selection Process

Selection involves a series of hurdles or steps. Each one must be successfully cleared before the applicant proceeds to the next. Tests are useful selection tools in that they uncover skills and talents that can't be detected otherwise. they can be used to predict how well one would perform if hired, why one behaves the way one does, what situational factors influence employee productivity etc. tests also provide reliable information that can be put to scientific and statistical analysis.

Step 01: Reception of Applicants:

In order to attract people with the required education, intelligence, skills and experience a company has to create a favorable impression on the applicant's right from the stage of reception.

Step 02: Preliminary Interview:

Such an interview is generally planned by large organizations for short listing the potential candidates in order to cut the costs of selection by allowing only eligible candidates to go through the further stages in selection. A competent executive from the HR Department may elicit responses from applicants on important items determining the suitability of an applicant for a job such as appearance, age, education, experience, aptitude, interest etc.

Step 03: Filling an application blank:

Application blank or form is one of the most common methods used to collect information on various aspects of the applicant's personal, academic, professional, social, demographic and work related background and references.

Application blank is considered a highly useful selection tool, in that it serves three important purposes-

- a) It introduces the candidate to the company.
- a) It helps the company to screen and reject candidates if they fail to meet the eligibility criteria at this stage.
- b) It can serve as a basis to initiate a dialogue in the interview.

Step 04: Employment tests:

Organization selects employees to get certain works done by them. So, it is necessary to test whether particular candidates have the capabilities to perform them. For this purpose, employers follow certain selection procedures. Most of the companies use employment tests in order to be sure that these tests are reliable and valid.

A variety of tests are usually used as selection tools. These may be classified as intelligence tests, achievement tests, interest tests, personality tests, graphology tests, polygraph tests etc. Most common tests in our country are –

- a) **Intelligence tests:** Intelligence tests are a measure of the individual's capacity in terms of reasoning, manipulation, verbal comprehension etc. they are used to eliminate candidates who are insufficiently intelligent for efficient job performance.
- b) **Aptitude tests:** Aptitude tests measure the individual's latent ability to learn a job if he is given adequate training. It is required in order to determine their ability for effective job performance after the completion of the training period.
- c) **Achievement tests:** Achievement tests are used to ascertain whether the individual actually knows what he claims to know. When a candidate claims that he/she knows some trade or art, these tests are administered to verify the veracity of his/her claims.
- d) **Personality tests:** personality tests are designed to measure such personality, characteristics as emotional stability, tolerance, capacity to get along, habits, hobbies, maturity and psychoneurotic and psychotic tendencies. These are generally used to for the selection of personnel for executive.

Step 05: Selection Interview:

Interviews are oral examination of candidates for employment. This is the most essential step in the selection process. Interview gives the recruiter an opportunity to:

- a) Assess subjective aspects of the candidate – facial expressions, appearance, nervousness and so forth.
- b) Make judgments on candidate's enthusiasm and intelligence.
- c) Size up the candidate's personality.

- d) Ask questions that are not covered in tests.
- e) Give facts to the candidate regarding the company, its policies, programs etc. And promote goodwill towards the company.

4.16 Types of Interview

i. The nondirective interview:

The nondirective interview is an interview in which the applicants allowed the maximum amount of freedom in determining the course of discussion while the interviewers carefully refrain from influencing the applicant's remarks.

ii. The structured interview:

More attention is being given to the structured interview as a result of EEO requirements. Because a structured interview has a set of standardized questions and an established set of answers against which applicant responses can be rated, it provides a more consistent basis for evaluating job candidates. A structured interview is more likely to provide the type of information needed for making sound decision.

iii. The situational interview:

One variation of structured interview is called the situational interview. With this interview approach an applicant is given a hypothetical incident and asked how he or she would respond to it. The applicant's response is then evaluated relative to pre-established benchmark standards.

iv. The behavioral interview:

In contrast to a situational interview, which focuses on hypothetical situations, a behavioral interview focuses on actual incidents in the interviews past. This format asks the job applicant what he/she actually did in a given situation.

v. The panel interview:

Another type of interview involves a panel interviewer who question and observe a single candidate. In a typical panel interview the candidate meets with three to five interviewers who take turns asking questions. After the interview the interviewers pool their observations and their

rating scores.

vi. The computer interview:

With advance in information technology, more and more organizations are using computers and the internet to help with the interviewing process. In Bangladesh this type of interview is not familiar.

4.17 Steps in Interview Process

Interviewing demands a positive frame of mind on the part of the interviewers. Interviewees must be treated properly so as to create in them a good impression about the organization. There are certain steps to be followed while conducting interviews:

1. Preparation:

Effective interviews are well planned. The steps involved are –

- a) Establishing the objectives of the interview.
- b) Reviewing the candidate's application and resume, noting areas that may show candidates strengths and weaknesses on which questions could be asked.
- c) Keeping the test scores ready, along with interview assessment forms.
- d) Selecting the interview method to be followed.
- e) Choosing the panel of experts who would interview the candidates.
- f) Identifying a comfortable, private room perfectly away from noise and interruptions where the interview could be held.

2. Reception:

The candidates should be properly received and led into the interview room. As a rule, all candidates – even unsolicited droppings should be treated courteously. The interview is to be started on time.

3. Information Exchange:

In order to gain the confidence of the candidate, start the interview with an informal mood. The interview may be conducted in the following manner –

- a) State the purpose of the interview, give the information about the job for which the

- interviewee is applying.
- b) Begin with open ended questions where the candidate gets enough freedom to express himself freely instead of „yes“ or „no“ type of responses.
 - c) Do not interrogate the applicant as if the person is a convict and do not be patronizing, sarcastic or ultra-critical.
 - d) Do not monopolize the conversation, giving very little chance to the applicant to reveal himself.
 - e) Do not let the applicant dominate the interview by rambling from point to point so that you cannot ask you're all your questions.
 - f) Focus on the applicant's education, training, work experience etc.
 - g) Listen to the applicants answers attentively and patiently.

4. Termination

End the interview as happily as it began without creating any awkward situation for the interviewee. Regardless of the interview performance of the candidate and interviewer's personal opinion, the applicant should not be given any indication of his prospects at this stage.

5. Evaluation:

After the interview is over, summarize and record your observations carefully, constructing the report based on responses given by applicant, his behavior, your own observations and the opinions of other experts during the interviews. Better to use a standardized evaluation form for this purpose.

6. Background & reference checks:

Background investigation may take place either before or after the in-depth interview. It costs the organization some time and money, but it generally proves beneficial when making selection decisions. Background references can be obtained from several sources. Some tend to be useful and relevant.

There are two main reasons to conduct pre-employment background investigations.

- To verify factual information provided by the applicant.
- To uncover damaging information such as criminal records and suspended driver's

licenses.

Background investigation sources:

- Reference checks
- Educational certificates
- Professional certificates
- Criminal records

Types of background checks:

- Try to verify an applicant's current position and salary with his/her current employer by phone.
- Call the applicants current and previous supervisors to try to discover more about the person's motivation, technical competence and the ability to work with others.

7. Preliminary selection in the HR Department:

A wrong selection proves costly for the organization. It will have enormous economic, social and technological implication upon organizations performance. So the HR department has to be careful in either accepting or rejecting a candidate. The successful candidates are to be informed that he/she has been found suitable by the selection committee.

8. Final selection by the Concerned Department:

A candidate, selected by the HR department because of her/his qualifications and overall satisfactory performance in the selection process, may not ultimately be accepted by the line manager of the concerned department. This usually happens when the specific skill requirement of the job does not match that of the candidate concerned.

9. Medical & Physical Examination:

Some jobs require physical qualities like clear vision, perfect hearing, unusual stamina, tolerance of hard working conditions, clear tone etc. Medical and physical examinations reveal whether or not a candidate possesses these qualities. Such examination can give the following information:

- Whether the applicant's physical measurements are in accordance with job requirements or not.
- Whether the applicant is medically fit for the specific job or not.

- Whether the applicant has any psychological problem likely to interfere with work efficiency or job attendance.
- Whether the applicant suffers from any physical disability which should be corrected before he can work satisfactory.
- Whether the applicant drug addicted or not.

10. Final Decision & Placement:

After the medical examination final decision are made. Placement is the final selection process. It ensures that the person concerned has finally got the job. Through proper placement, the objective of HRM to ensure “availability of right man at the right place and at the right time” is also fulfilled, if at least for the time being.

Chapter Five

Recruitment & Selection Process

5.1 Recruitment Process of Bank Asia Limited

Recruitment and selection policy are key thing of recruitment appropriate employees. Progressive companies pay special attention to recruitment, selection, training, orientation, evaluation, promotion and compensation of Executives, Officers.

5.2 Recruitment Procedure and Recruitment Category

Bank is service oriented organization. The success of a commercial Bank largely depends on the quality of services offering to the customer s. Quality service are mostly depends on the officers and executives. Bank Asia Limited believes in paying competitive salary and different facilities to the employees to get maximum service out of them. Therefore, the authority of the Bank has to be careful in recruiting the right person for the right job.

Recruitment in Bank Asia Limited for required post has to be approved by the board members at the beginning of each year either through inviting application from prospective candidate of through talent hunting. As far recruitment policy, Bank Asia Limited recruit PAEOPLE through Banking Cadre Service Model". This model is divided into three parts. This are-

5.3 Core Banking Service Cadre

This program starts from recruiting PAEOPLE at AE (Assistant Executive) to mid-level management posts. Bank seeks fresh and talented PAEOPLE for these posts. Core banking service means core banking works, like in the departments and Head offices. These PAEOPLE are directly commanded by the head of department or managing directors. There are some criteria for recruiting PAEOPLE at these posts. These are like-

Assistant Executive (AE) is the high potential fresh graduate's/post graduates to be recruited in the bank management cadre service within policy.

AE is the future leaders to move up to different leadership positions with gaining of experience & competence.

PAEOPLE containing high potential and take pressure of managerial position are mostly recruited as AE in Bank Asia Limited.

Employees in Core Banking Cadre with professional competences and background may move to Banking Support Cadre service.

The following chart will summarize the recruitment pattern in different cadre services Given the Banking Cadre Services structure as above, for Bank Asia Limited, recruitment should be made in the following three Categories:

- Senior Officer
- Junior Officer
- Assistant Executive

5.4 Senior Officer Recruitment

Senior Officer (SO) is the entry level position in Bank Asia Limited. Generally, Bank does not seek very talented PAEPLE for this position. PAEPLE having ordinary result and talent are mostly recruited.

SO will be recruited in two categories:

- A. Senior officer (General)
- B. Officer Cash (Cash)

Assistant Executive shall be recruited either through:

a) Press Advertisement:

Advertisement under the captioned “Career Opportunity” should be published in at least 2 (two) national dailies or internet.

b) Direct Recruitment:

Every candidate who applies in response to the press advertisement shall have to appear at a written test & appear before the Selection Committee for an interview. Candidates who are selected by head hunting will have to appear before the Selection committee for evaluation. Candidates must not be over 30 years of age and should have minimum 8 points based on educational qualification & no 3rd class/division in any examination. The candidate should also have minimum Computer knowledge on the following:

Operational system: Windows

Word Processing: MS Word

Spread Sheet : Excel

Typing speed: 40 words per minute (For Type/Telex/Computer - MS Word) & 25 for other categories of Computer operation.

5.5 Written Test and Interview Model for SO

Content for the written test (100 marks) should be as follows:

- Ability to write both in Bengali & English
- General arithmetic General knowledge
- Test organized by bank management or outsourced
- 60% marks will qualify a candidate to appear before interview/viva in the face- to-face interview, the following are taken into consideration:

Verbal communication Appearance

- Spoken English (moderate) Attitude
- Etiquette & mannerism Family background & need Reference personnel
- Willingness to stay longer in routine operation job /cash
- 60% will qualify a candidate for primary selection and medical test before formal offer is made in written.

5.6 Interview Committee and Rating Sheet

An interview committee not less than 4 members consisting of executives SVP & above will conduct the face to face interview / Viva for final selection of SO.

Interview evaluation sheet in respect of each candidate will be in place considering in all the factors above and will be put on record.

5.7 Probationary Period and Confirm Services as AE

Newly recruited Assistant Executive (AE) has to complete a probation period for 1 (one) Year.

After completing the probation period successfully, he/she may be recruited to Junior Officer.

AE has to get G+ rating at final assessment or his job will be terminated.

5.8 Assistant Executive Recruitment

Management Trainee is a higher level post for any organization. Management Trainees are directly related to decision banking posts.

Assistant Executive shall be recruited either through:

Recruitment through Press/Online Advertisement: AE must go through a written test. The subject matter of are general knowledge, Arithmetic, English, Economics/ Banking as may be decided by the Management from time to time. For this purpose, Bank Asia Limited sometime take the help of outside experts for setting the questions, supervising the examination work and marking the scripts. A candidate must secure minimum 60 % mark in written Test to be eligible for VIVA/interview as Management Trainee.

Educational/Other Qualifications for both direct and indirect AE recruitment:

The candidates for the post of Assistant Executive must not be over 30 years of age on the date of application.

In addition to CGPA as mentioned above, the candidates must have at least two first divisions in their academic feat in public examination

No 3 Class/Division/CGPA less than the Mutual Trust Bank as shown in the above chart Have minimum computer knowledge of the following: -

Operational system: Windows Word Processing: MS Word Spread Sheet: Excel

5.9 AE Category, Requisite Qualifications and Placement Status

There will be two categories of AE recruitment and placement profile:

- a. Graduate AE cadre and
- b. Post Graduate AE cadre

The structured profile of Graduate and Post-Graduate AE is as follows:

(a) Graduates Qualification

Qualification	CGPA	Listed Varsities	Placement after 2 years Probation
BBA Only	2.50	IBA	Senior Officer
Post Graduate	2.50	Others	

Qualification	CGPA	Listed Varsities	Placement after 2 years Probation
MBA, MBM, Economics, Masters in Finance and Accounting	2.50	IBA	Assistant Executive

5.10 Period of Probation

The probation period for AE is 1 year and on successful completion of probationary period they will be confirmed in service according to category as shown above-

5.11AE Exposure on the Job and Performance Evaluation

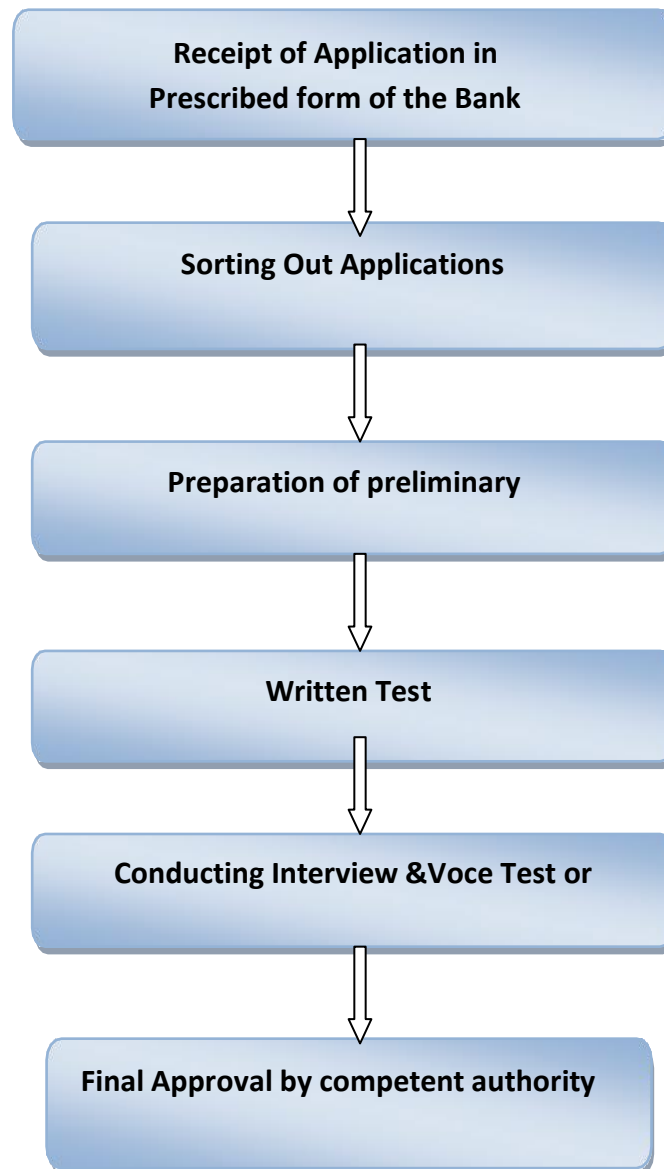
Newly recruited AE basically receive 2 – days long orientation program at Training and Development Center after joining which covers briefing on company overview, background, service rule as well as functions of different divisions/department/branches. Upon placement, AE used to go through 12 months’ traineeship period in the following portfolios in the manner as follows besides training and monthly counseling in group:

- General Banking Management: 04 months
- Credit Management : 04 months
- Foreign Exchange Management: 04 months

5.12Confirmation in Service

Performance appraisal and interview by the management committee is being conducted at least a month before completion of 12 months and only VG and E rated trainees will be confirmed in substantive positions approved by MD within policy framework.

5.13 Flowchart of Recruitment of Management Trainee



5.14 Selection Process of Bank Asia Limited

To know the future demand of human resources, the HR division of Bank Asia Limited usually provides all the other divisions and branches with a general form at the beginning of the year. From the information collected from these forms, the HR division gets an estimate of the human resource requirement for the year. No long term human resource forecasting is done in Bank Asia Limited.

The main objectives of Bank Asia Limited are to attract and retain highly qualified candidate who will perform m best in their particular positions. The bank not only tries to attract well-qualified candidates but also tries to identify and recruit candidate who are really interested to work in the bank for certain period of time.

5.15 Recruitment Philosophy of Bank Asia Limited

The recruitment philosophy of Bank Asia is as follows:

- Bank Asia Limited usually follow internal recruitment but when the need arises they go for external recruitment to fill up the vacancies.
- Bank Asia Limited always likes to hire candidates for long period of time, bank give more emphasis on them who wants to get promoted to Mid-Level positions.

The corporate culture of Bank Asia Limited is to treat employees with extraordinary employee not general employee. Together they form a family and they have a close bond which motivates them to work as a team.

5.16 Selection Process of Bank Asia Limited

Different types of selection process are described in below.

Receipt of Application:

This is the first selection step to join Bank Asia Limited. Candidates either send their application for a specific vacancy, or they specific job's position. There is a box in front of the HR division where interested person drops their application. The HR division collects job applications against each job vacancy. In case of newspaper advertisements, the applicants are given at least one month to apply. After a specific period, each and every job is closed for applying.

Sorting out Applications:

The next step is the short listing of applications. Usually the HR division is occupied in the short listing. But the HR division may hand over this step to the respective divisions to save time. To recruit experienced banker s, applications may be sorted out from the collection of unsolicited applications received. Or, another possibility is to find out experienced and competent bankers in other banks.

Informing Candidates:

After short listing of the application and choosing the suitable candidates, HR division inform the candidate over phone about written test (Entry level). MCQ Test or written tests, and Voce Test the bank issues admit cards through courier services seven to ten days prior to the exam.

Written Test:

The employment test is generally aptitude test which measures candidates verbal ability, numerical ability, reasoning ability. Generally, Bank Asia Limited take written test for entry level position like Assistant Executive and for AE level of Bank Asia Limited.

Interview & Voce Test:

Bank Asia Limited has an interview panel consisting of HR professionals and top level management to conduct biasfree and smooth interview session. For selecting AE s basically MD, DMD and Head of HR conduct interview session. For recruiting experienced professionals several interviews may be conducted.

Final Approval by Competent Authority:

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

Physical Examination: Like other bank, Bank Asia Limited also take physical examination of the selected employees whether the applicant is fit for the job or not. Bank Asia Limited has contract with Popular Diagnostic Center and Chevron Diagnostic Center; the whole checkup is conducted by these two diagnostic centers.

Joining and Placement:

Once the candidate passed physical examination are given the joining and placement letter. The newly recruited employees are asked to report their respective joining place within one or two week.

5.17 Characteristics to Look for in Different Stages of Recruitment

In different steps of recruitment, the following characteristics should be looked for

Techniques used to gather data	Characteristics to look for
Preliminary screening	Age, academic qualifications and performance record
Critical analysis test	Meets minimum standard of mental alertness
In-depth interview	Necessary innate ability, ambition, loyalty and interaction skills
Verifying biographical data from references	No unfavorable negative reports on past performance
Personal judgment	Overall competence and ability to fit into the job position and the organization.

Chapter Six

Analysis and Findings

6.0 Analysis of the Recruitment and Selection Process of Bank Asia Limited

Human Resources planning are the first stage of an effective recruitment and selection process. It is not only a matter of satisfying the present HR needs of an organization, but also an activity that influences the shape of the organization's future.

6.1. The Strengths of Recruitment and Selection Process of Bank Asia Limited

- i) The management of Bank Asia Limited cares for the quality of service as well as the quality of its human resources.
- ii) Recruitment and selection are quite fair and square everyone in the HRD department is honest and neutral, who promote the environment of liability.
- iii) Internal growth creates an attachment between the employees and the organization. Moreover, internal growth has increased the recruitment and selection efficiency of the HR Division, since it has better knowledge about the applicants' knowledge, skills, abilities and other qualifications.
- iv) Instead of strengthening the appointment and selection process of Bank Asia Limited, the organization has to support it. In this way, it has created a unique organizational culture and the entire HR division ensures a friendly and caring environment.

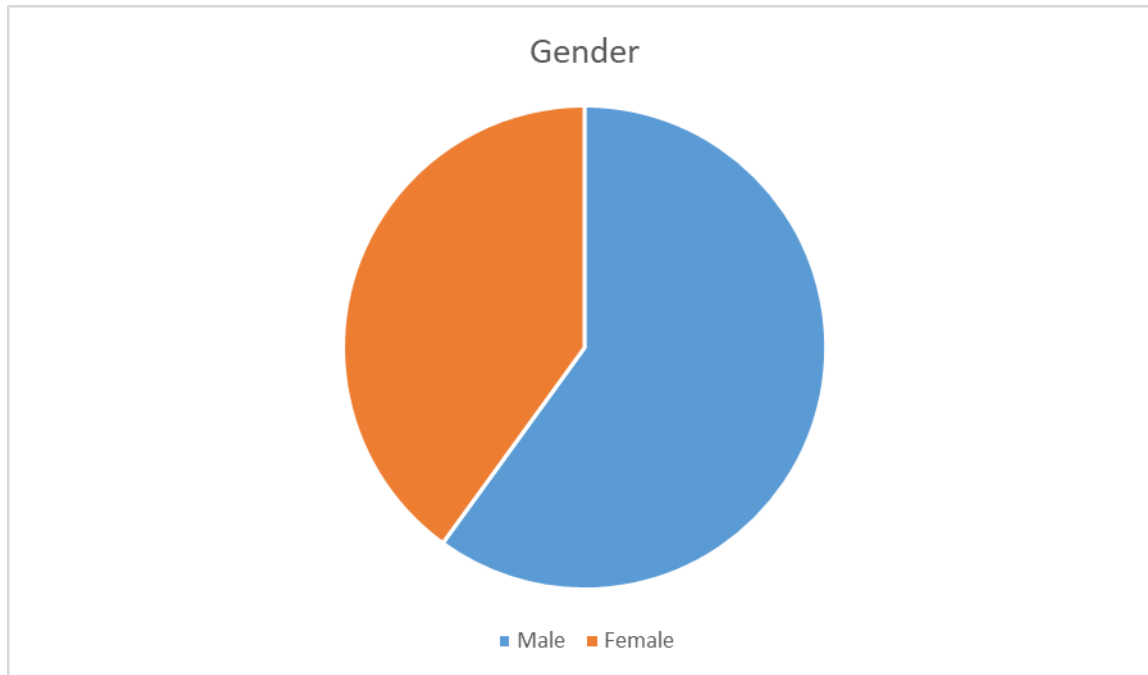
6.2 The Weaknesses of Recruitment and Selection Process of Bank Asia Limited

- i) The selection process is a bit lengthy because they arrange a written test for huge candidates in a time.
- ii) The orientation training duration is only 5 days which is not sufficient for new candidates.
- iii) Quantitative methods are not practiced in determining utility in recruitment and selection. There is no feedback system established to find out the efficiency of the system and correct its drawbacks.
- iv) No study is conducted to justify the effectiveness of the recruitment tests.
- v) Regret letters are not sent to the candidates who are not selected after joining of the finally selected candidates.

6.3 Analysis of Findings on Questionnaire

I have conducted a survey where I have included some questions to 30 random employees from different departments to disclose employee's opinion of the recruitment and selection practices of Bank Asia Limited. The following are the analysis and findings of the survey:

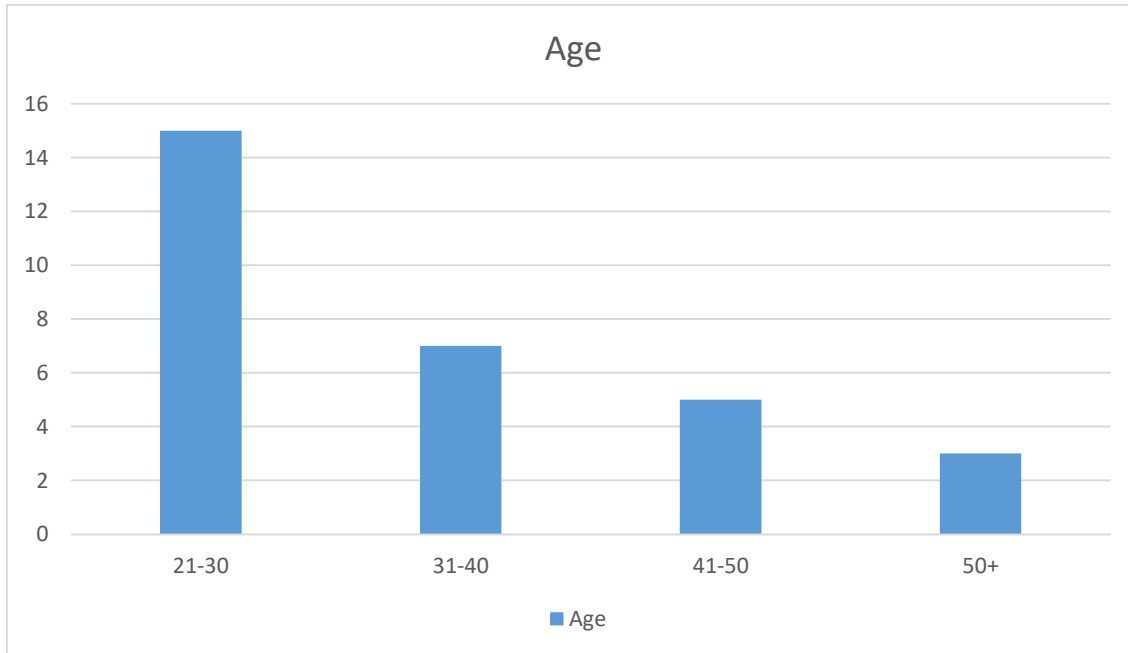
1. Gender:



Analysis:

The chart above illustrates gender of employees I have surveyed in Bank Asia Limited. Among 30, 18 male employees and 12 female employees were given the survey paper to fill up. The orange part shows the percentage of female employees I have surveyed in my sample and the blue portion shows the percentage of male employees I have surveyed.

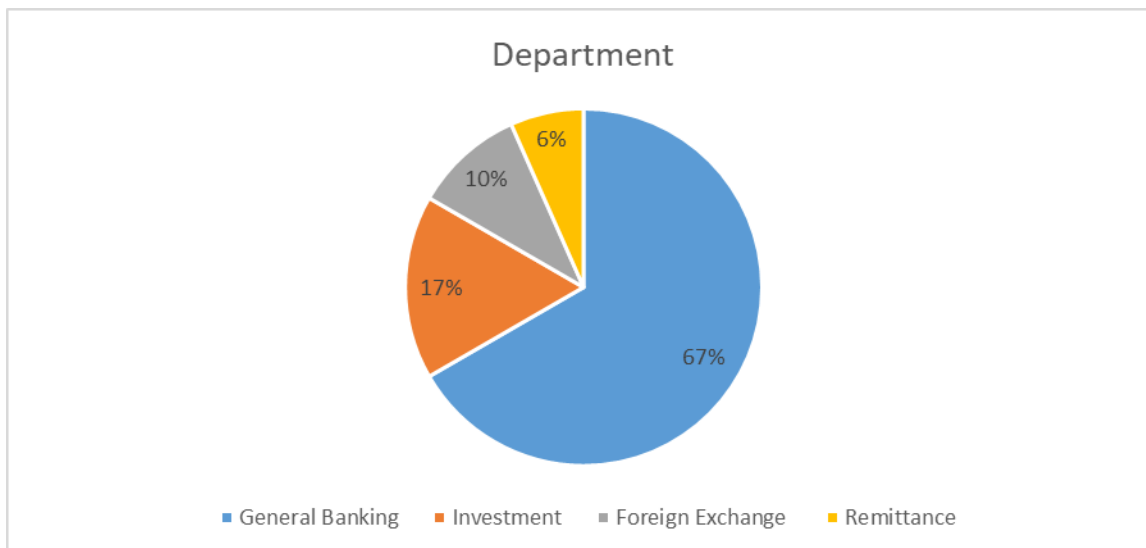
2. Age:



Analysis:

The chart above shows the age of the employees I have surveyed in Bank Asia Limited. The chart says that most of the people I surveyed, 15 to be exact, are in between 21 – 30. 7 employees are in between 31 - 40. 5 of them are in between 41 - 50 and 3 employees are over 50 years of age.

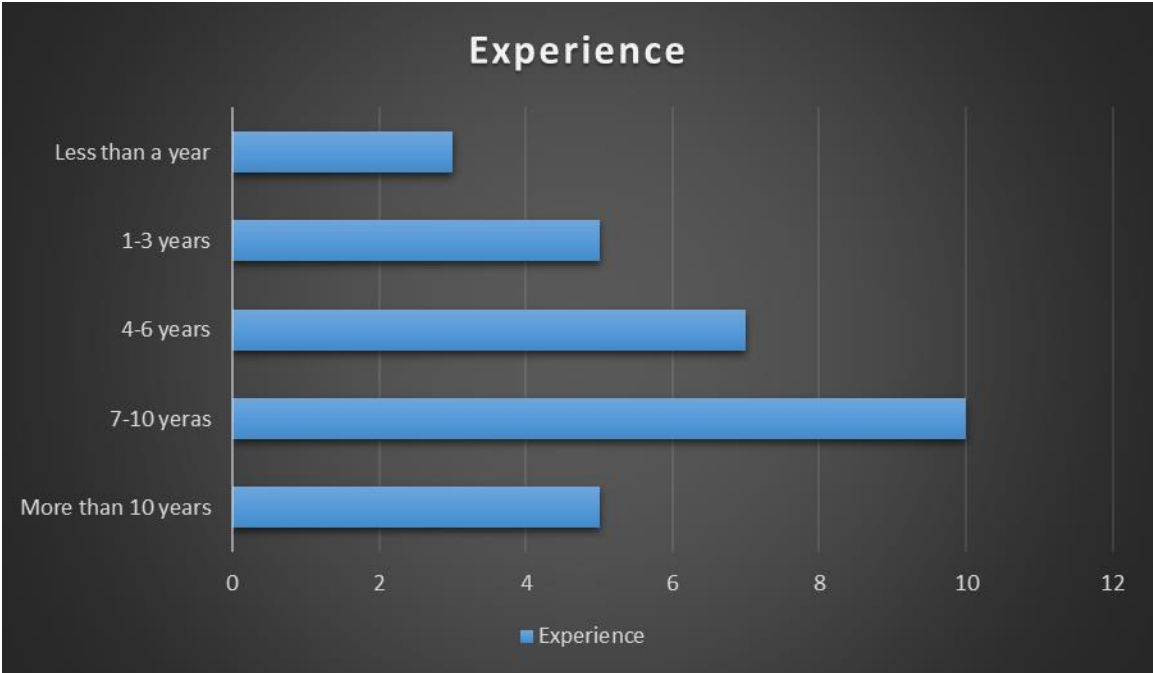
3. Department:



Analysis:

The pie chart above shows the number of employees from each department who answered to the questionnaire I provided. Among the 30, 20 employees work in General Banking, 5 employees work in Investment, 3 employees work in Foreign Exchange and 2 employees work in Remittance section.

4. Experience:



Analysis:

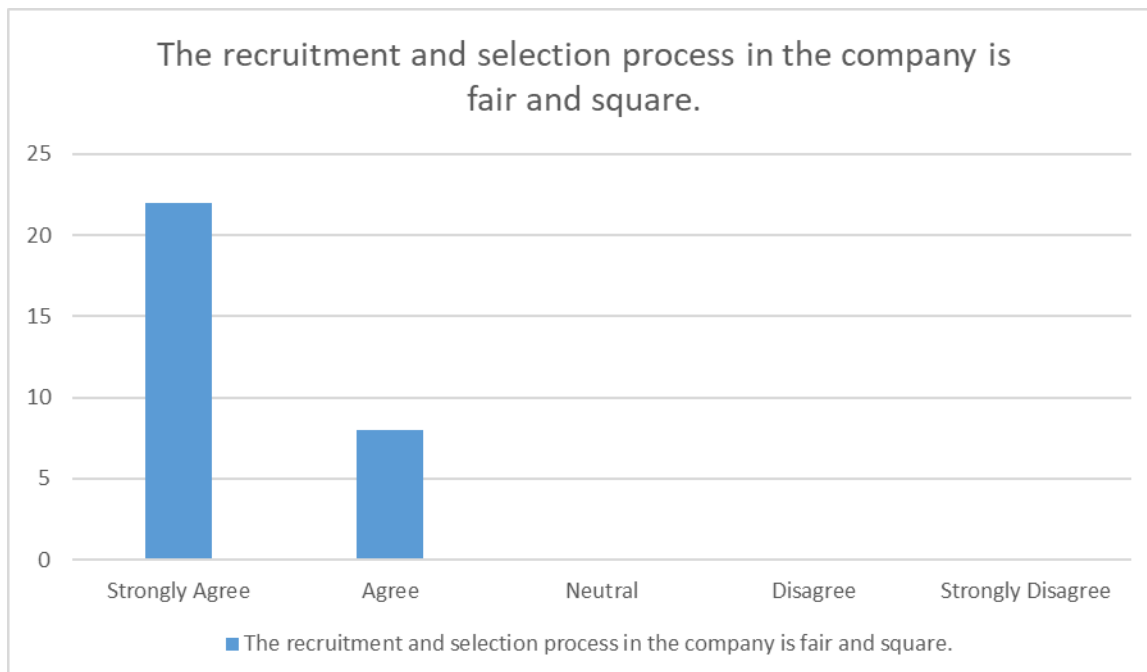
The chart above shows the experience of employees I have surveyed in Bank Asia Limited. From the graph, it can be seen that among the employees, 3 employees have experience of less than a year, 5 employees have experience of 1-3 years, 7 employees have experience of 4-6 years, 10 of them have work experience of 7-10 years and lastly, 5 employees have work experience of more than 10 years in Bank Asia Limited according to my survey.

5. Job Level:



The chart above represents the job levels of the employees who filled up the questionnaires. 12 of the 30 employees are Officers, 10 are Executives, 5 are Managers and 3 of the employees are in higher positions.

6. The recruitment and selection process in the company is fair and square.



Analysis:

The chart above shows the opinion of employees I have surveyed in Bank Asia Limited about fairness of the recruitment process the organization follows. From the chart, it can be seen that the majority of the employees i.e. 22 of the 30 employees strongly agree that the recruitment and selection procedure in the company is fair and the rest of the employees also agreed that the recruitment and selection procedure is fair and square. None think that there is any lack or fault in the process organization follows to hire people.

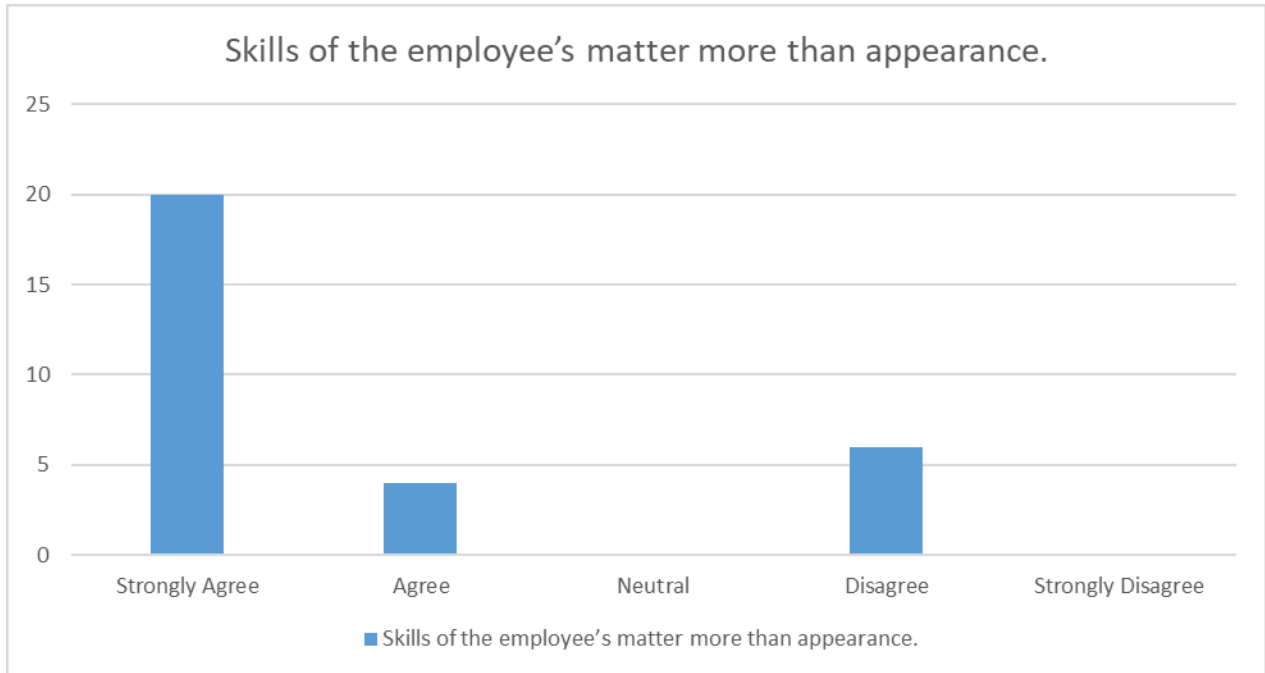
7. The quality of skilled employees working in the departments is satisfactory.



Analysis:

The chart represents the opinion of employees about if quality is maintained while above hiring new employees. 25 employees strongly agreed and the other 5 also agreed that quality of employees working in Bank Asia Limited is up to the mark.

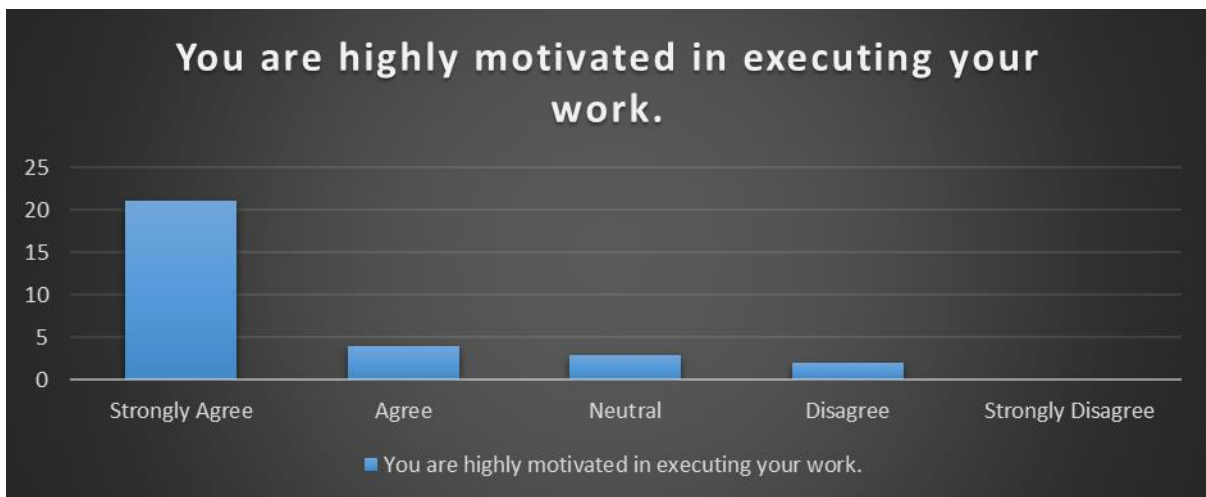
8. Skills of the employee's matter more than appearance.



Analysis:

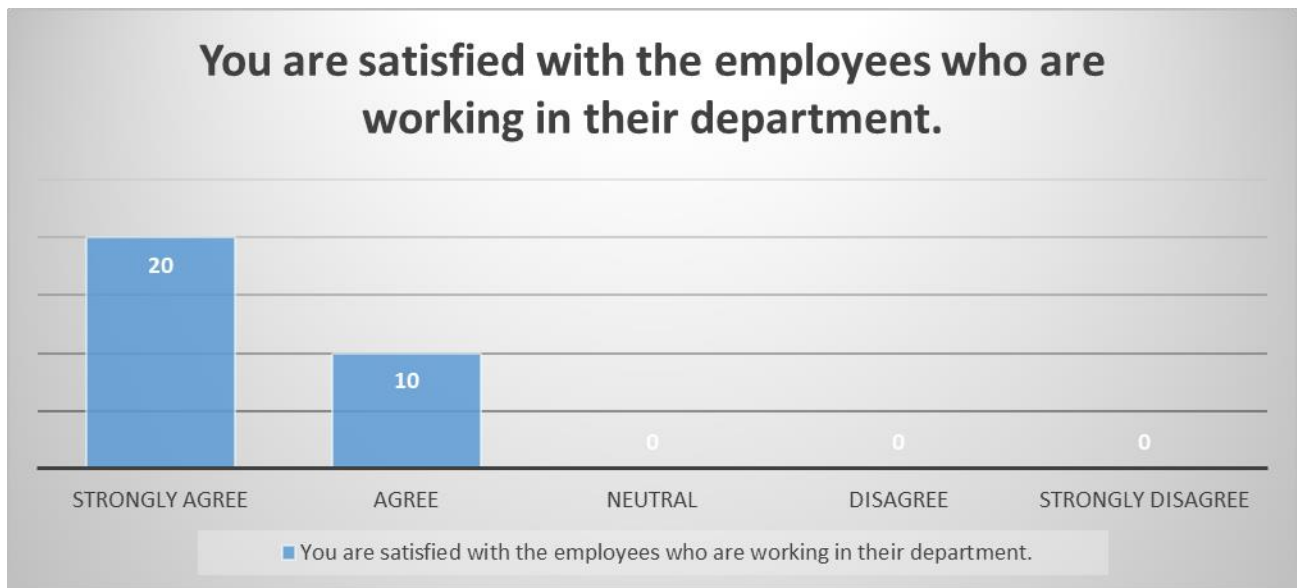
The chart above represents how many of the employees think that skills matter more than appearance and how many do not. 20 of the employees strongly agreed and 4 employees agreed that skills matter more than appearance. But 6 of the employees disagreed. I would like to add that all of them who disagreed work in marketing department.

9. You are highly motivated in executing your work.



The chart above represents how many of the employees are motivated in executing their work in Bank Asia Limited. From above it can be seen that majority of the employees (21) strongly agreed that they feel highly motivated. 4 also agreed, 3 were neutral and minority of the surveyed employees, 2 to be exact, disagreed. Comparing with other organizations, source of motivation like performance appraisal or employee benefit programs are a bit low gazed. This is due to the old and strictly maintained format Bank Asia Limited maintains.

10. You are satisfied with the employees who are working in their department.



The chart above represents if employees I surveyed are satisfied with the employees in their department. 20 employees strongly agreed and other 10 also agreed that they are happy with the employees working in their department. This shows how well the recruitment and selection process of Bank Asia Limited is.

6.4 Findings of the Study

The findings of the study are as follows

- 1) **Lack of standard job analysis policy:** The job analysis program is not standard as well as the key personnel of human resource Department are not capable of applying the various HRM functions.
- 2) **Lack of effective human resource planning policy:** Effective human resources planning policy are those that include having sufficient staff, with the right mixture of talent, who are in the appropriate locations, performing their jobs when needed. But Bank Asia Limited does not have any human resources planning policy for managing its human resources.
- 3) **Lack of ideal recruitment and selection policy:** Though the organization is in lacking of employees, but I think there is lacking of proper staffing-that means lack of right place. So the main problem is found, lack of ideal recruitment and selection program.
- 4) **Lack of standard training and development policy:** Bank Asia Limited staff development policy is not appropriate. Employees training and orientation is not arranged frequently basis in the bank. As a result, employees fail to properly communicate with the client.
- 5) **Lack of effective performance appraisal policy:** Bank Asia Limited does not accurately follow the performance appraisal program. There is some discrimination, nepotism found in the bank. Consequently, employees with some efficiency are given different score by different supervisors.

Chapter Seven

Recommendations & Conclusion

7.1 Recommendations

- 1) **To conduct proper job analysis program:** The top management should conduct proper job analysis for having better output.
- 2) **To formulate standard human resource planning policy:** Bank Asia Limited should set a standard human resource planning for its betterment.
- 3) **To formulate an ideal recruitment and selection policy:** Recruitment and selection is the most important part of HR department so they should be more careful about the Recruitment and Selection policy.
- 4) **To formulate an effective training and development policy:** Regular training may be arranged for officers and HR officers in order to ensure the smooth operations of the bank and to get the desired momentum in day to day work. An annual budget may be allotted for training purpose.
- 5) **To conduct standard performance appraisal program:** HR Department should follow accurate performance appraisal, otherwise, company might fall in problem due to unfair standard performance appraisal.

7.2 Conclusion

I focused on and evaluated Bank Asia Limited's recruiting and selection procedure. A bank's recruitment and selection procedure is important. Employee performance is very important to the organization's overall success. When a firm has an excellent recruiting and selection process, they will only obtain effective and efficient staff. To build dependable and objective ways for assessing workers, business executives must first grasp the primary welfares of employee performance.

It will be difficult for Bank Asia to quickly address all of the flaws and create a flawless recruiting and selection procedure. However, everything around us is moving at a breakneck speed. Today is not the same as yesterday, and tomorrow will not be the same as today. The recruiting and selection procedure may seem to be appropriate now, but it may not be appropriate tomorrow. As a result, Bank Asia Limited should proceed, taking into account the fast-changing, dynamic global recruiting and selection process.

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QUESTIONNAIRE

Dear Respondent:

I am a student of the BBA Program in Daffodil International University and I am conducting a survey for my internship report that contains finding out the ‘Recruitment and Selection Process of Bank Asia Limited’. Your kind cooperation will be highly appreciated.

Please Express Your Opinion by Putting (√) Marks:

1. Gender: (a) Male (b) Female
2. Your age (in years):
(a) 21– 30 (b) 31 – 40 (c) 41– 50 (d) 50+
3. In which department do you work in?
(a) General Banking (b) Investment (c) Foreign Exchange (d) Remittance
4. How many years have you been with Bank Asia Limited?
(a) Less than a year (b) 1 - 3 years (c) 4 - 7 years (d) 7 - 10 (e) 10+ years
5. Job level:
a) Officer b) Executive c) Manager d) above

For the following questions, please tick (√) your answer according to the statement provided.

Statement		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6	Recruitment & Selection process of Bank Asia Limited is fair and square.					
7	Quality of skilled employee in the department is in satisfactory level.					
8	Skills of the employee’s matter more than appearance.					
9	You are highly motivated in executing your work.					
10	You are satisfied with the employees who are working in your department.					

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