

Daffodil International University



Internship Report

On

Analysis of Recruitment and Selection process of Rupali Bank Limited

Submitted To

Md. Alamgir Hassan

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Submitted By

Md. Solayman Noor

ID: 201-11-1132

Major: Human Resource Management (HRM)

Department of Business Administration

Faculty of Business & Entrepreneurship

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Submission Date:20-01-2025



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LETTER OF TRANSMITTAL

May,2024

Md. Alamgir Hossan

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Subject: Submission of Internship Report.

Dear Sir,

Respectfully, I, Md. Solayman Noor, ID: 201-11-1132, would like to notify you that I have attached the report I was given for my internship, titled "Analysis of Recruitment and selection process of Rupali Bank Limited." I thoroughly enjoyed writing the report that was assigned to me. Under your gracious guidance, I completed my internship program at Rupali Bank Limited, Gabtali Branch. I think the skills and information I gained throughout my internship will come in handy in my future career. I would consider it a major accomplishment if you could review the report and determine its effectiveness. If the report lives up to your ideal expectations, I will consider it an important accomplishment.

Sincerely Yours,

solayman

.....

Md. Solayman Noor

ID: 201-11-1132

Major: Human Resource Management (HRM)

Department of Business Administration

Faculty of Business & Entrepreneurship

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SUPERVISOR'S DECLARATION

It offers me immense pleasure to certify that the report titled "Recruitment and selection process of Rupali Bank Limited" has been completed by **Md. Solayman Noor, ID: 201-11-1132**, student of BBA program, Department of Business Administration, Daffodil International University, is under my supervision and guidance. As far as I am aware, this is an original work that has never been published in a journal or submitted to any institution or department for a degree or diploma.

I do hereby accept it a fully recommend Internship report for evaluation.



.....

Md. Alamgir Hossan

Assistant Professor

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

STUDENT'S DECLARATION

The work presented in this internship report was completed by me, Md. Solayman Noor, ID: 201-11-1132, Bachelor of Business Administration, Department of Business Administration, Faculty of Business and Entrepreneurship, and as of right now, I declare that it has never been turned in for academic credit at another university or establishment. No copyright restrictions now in force are violated by the material I have supplied, and this report has not been wholly or partially taken from any other previously published work.

solayman

.....

Md. Solayman Noor

ID: 201-11-1132

Major: Human Resource Management (HRM)

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

ACKNOWLEDGEMENT

I want to start by giving thanks to Almighty Allah for enabling me to finish the report "Recruitment and Selection Process of Rupali Bank PLC" satisfactorily. I also want to express my gratitude to my parents, without whom I could not have progressed to this point. I am grateful of many people's assistance, collaboration, thoughts, recommendations, and direction. Thanks also to my Rupali Bank department supervisor. I want to sincerely thank everyone who assisted me in creating this report.

I am grateful to Daffodil International University's Department of Business Administration for providing this opportunity. I'd like to thank my academic supervisor, Md. Alamgir Hossan, Assistant Professor, for supervising, instructing, and directing me. I'd also like to express my heartfelt appreciation to all of the officers at Rupali Bank PLC, Corporate Branch in Dhaka, for their wonderful assistance and appropriate guidance in assisting me in completing my internship report.

EXECUTIVE SUMMARY

To fulfil part of the requirements for my Bachelor of Business Administration degree, the report was written. During my time as an intern at Rupali Bank PLC, I gained valuable retainership l-world banking experience, which I described in my report.

The recruitment and selection method are demonstrated in this study. The appropriate distribution of human resources by the Rupali Bank, across various functional banking areas ensures effective organizational performance.

Issues related to employee recruitment and selection processes are included in this qualitative study, as are a set of recommendations for Rupali bank. The findings of the report provide an explanation of how qualitative data was collected from secondary sources.

This report is written from both internal and external sources based on analysis of Rupali Bank job recruitment process, job description, job specification, job evaluation, recruitment survey based on candidate requirements. And interviews, application forms, a background check, a medical exam, and the final job offer round out Rupali Bank staff selection process. For different levels of posts, Rupali Bank employs distinct recruitment and selection procedures.

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List of Abbreviations

Abbreviation	Elaboration
ATS	Applicant tracking systems
RBV	Resource-Based View
AI	Artificial intelligence
CSR	Corporate social responsibility
SMEs	Small and medium enterprises

Chapter-1

Introduction

1.1 Introduction:

Recruitment and selection are fundamental components of human resource management that significantly impact an organization's overall effectiveness and performance. Rupali Bank Limited, a prominent banking institution in Bangladesh, is no exception to this principle. Established in 1972, Rupali Bank has played a pivotal role in the country's financial sector, offering a wide range of banking services to a diverse clientele. As the bank continues to expand and adapt to the evolving economic landscape, the effectiveness of its recruitment and selection process becomes increasingly critical to its success. Effective recruitment and selection are vital for ensuring that an organization attracts, identifies, and retains the right talent to meet its strategic objectives. For Rupali Bank, this process is crucial not only for maintaining operational efficiency but also for enhancing its competitive advantage in a dynamic and competitive banking industry. The recruiting process entails discovering job openings, soliciting candidates, and choosing the best qualified persons to fill these roles.

The selection process, on the other hand, encompasses evaluating candidates' qualifications, skills, and experience to ensure they align with the bank's needs and organizational culture. The recruitment and selection process at Rupali Bank involve several key stages, including job analysis, sourcing candidates, conducting assessments, and making final hiring decisions. Job analysis entails understanding the requirements of various positions within the bank and defining the skills and qualifications needed for each role. This stage is critical for creating accurate job descriptions and specifications, which serve as the foundation for attracting the right candidates. Sourcing candidates involves utilizing various methods to reach potential applicants. Rupali Bank employs a combination of traditional and modern recruitment strategies, including advertisements in newspapers, online job portals, and internal referrals. The bank's recruitment approach aims to create a diverse pool of candidates, reflecting its commitment to equal opportunity and inclusive hiring practices. Once candidates have been identified, the selection process begins. This phase includes evaluating resumes, conducting interviews, and administering various assessment tools to gauge candidates' suitability for the role. The bank's selection process is designed to be rigorous and comprehensive, ensuring that only the most qualified individuals are chosen. Interviews may involve multiple rounds, including initial screenings, technical assessments, and final evaluations by senior management. In addition to these traditional methods, Rupali Bank has increasingly integrated technology into its recruitment and selection processes. The use of applicant tracking systems (ATS), online assessment tools, and digital interviews has streamlined the process, making it

more efficient and effective. These technological advancements not only enhance the accuracy of candidate evaluations but also improve the overall candidate experience. The effectiveness of Rupali Bank's recruitment and selection process is reflected in its ability to attract and retain top talent, which in turn supports its organizational goals and customer service excellence. However, like any organization, the bank faces challenges and opportunities for improvement in its recruitment and selection practices. These may include addressing issues related to candidate experience, adapting to changing market conditions, and ensuring alignment with broader organizational strategies. In conclusion, the recruitment and selection process at Rupali Bank is a critical function that influences the bank's ability to achieve its strategic objectives and maintain its position as a leading financial institution. By continually assessing and refining its recruitment and selection practices, Rupali Bank can enhance its operational effectiveness, support its growth initiatives, and remain competitive in an ever-evolving banking sector.

1.2 Literature Review:

Recruitment and selection are fundamental HR functions critical to organizational success. Effective recruitment and selection processes ensure that organizations attract, select, and retain the most suitable candidates. In the context of banks, where expertise and reliability are paramount, these processes are particularly crucial. This literature review examines relevant theories and practices related to recruitment and selection, with a focus on their application within banking institutions, including Rupali Bank. The recruitment and selection process have been extensively studied from various theoretical perspectives. According to the Resource-Based View (RBV) theory, organizations gain competitive advantage through the acquisition and management of valuable human resources (Barney, 1991). In banking, where expertise in financial management and customer service is essential, effective recruitment practices are instrumental in achieving this competitive edge. The theory emphasizes that recruitment strategies should align with the organization's strategic goals to attract talent that can contribute to its success. Similarly, the Person-Organization Fit theory, developed by Kristof-Brown et al. (2005), suggests that the alignment between an individual's values and the organizational culture influences job satisfaction and performance. This theory highlights the importance of cultural fit during the selection process. For banks like Rupali Bank, ensuring that candidates align with organizational values and culture can lead to improved job performance and lower turnover rates. In the banking sector, recruitment practices often involve rigorous screening processes to ensure candidates possess the necessary skills and qualifications. According to a

study by Bogan and Darity (2008), banks frequently use structured interviews and cognitive ability tests to evaluate candidates' suitability. Structured interviews provide a consistent framework for assessing candidates, reducing biases and enhancing the reliability of the selection process. Cognitive ability tests, on the other hand, help in evaluating the candidate's problem-solving skills and numerical aptitude, which are critical in banking roles. Moreover, banks utilize a variety of recruitment channels, including online job portals, recruitment agencies, and employee referrals. According to a study by Mervyn and Curtis (2009), employee referrals are particularly effective in banking recruitment as they often lead to high-quality candidates who are already familiar with the industry. This aligns with the findings of Breugh and Starke (2000), who argue that employee referrals can improve the quality of hires and reduce recruitment costs. The selection process in banks involves several stages, including application screening, assessments, interviews, and reference checks. A study by Schmitt and Chan (1998) suggests that a multi-stage selection process enhances the accuracy of hiring decisions by evaluating candidates from multiple perspectives. For instance, Rupali Bank's selection process might include an initial screening of resumes, followed by psychometric tests to assess cognitive abilities, and final interviews to gauge interpersonal skills and fit with the bank's culture. The impact of an effective selection process on organizational performance has been documented in various studies. According to a meta-analysis by Judge and Ferris (1992), effective selection practices are positively correlated with job performance and organizational commitment. For Rupali Bank, implementing a robust selection process can lead to improved employee performance, reduced turnover, and enhanced overall organizational efficiency. Despite the advantages of effective recruitment and selection practices, banks often face challenges such as high competition for talent, evolving regulatory requirements, and the need for technological integration. According to a study by Ployhart and Thomas (2008), banks need to continuously adapt their recruitment strategies to address these challenges. Best practices include leveraging technology for streamlined application processes, maintaining transparency in communication, and ensuring compliance with regulatory standards. The recruitment and selection processes are critical to the success of banking institutions. Theoretical frameworks and empirical studies highlight the importance of aligning recruitment practices with organizational goals, ensuring cultural fit, and utilizing a multi-stage selection process. For Rupali Bank, adopting these practices can enhance its ability to attract and retain high-quality employees, ultimately contributing to its overall success and competitive advantage in the banking sector. Psychometric testing is increasingly used by banks to assess candidates' cognitive abilities, personality traits, and emotional intelligence. Tests such as numerical

reasoning and logical problem-solving assessments help determine a candidate's analytical skills, which are crucial in banking roles. For Rupali Bank, psychometric tests can help evaluate candidates' ability to handle complex financial data, assess risks, and make informed decisions in high-pressure environments. Structured interviews are a standard component of the selection process in banks. As noted by Campion et al. (1997), structured interviews provide a systematic approach to evaluating candidates by asking each applicant the same set of questions. This reduces biases and enhances the reliability of the hiring process. For Rupali Bank, structured interviews allow interviewers to assess a candidate's communication skills, problem-solving abilities, and alignment with the organization's values. Despite the importance of effective recruitment and selection processes, banks face several challenges in attracting and retaining top talent. One key challenge is the competition for talent in the banking sector. With increasing demand for skilled professionals in areas like risk management, IT, and financial analysis, banks must compete with other financial institutions to secure the best candidates. Another challenge is the adapting to technological changes. The rapid digitization of the banking industry has created a need for new skill sets. Ployhart and Thomas (2008) highlight that banks must continuously evolve their recruitment strategies to address the changing skill demands in a technology-driven environment. Best practices include leveraging artificial intelligence (AI) and machine learning to screen candidates more effectively, improve decision-making, and streamline the recruitment process. Additionally, regulatory compliance is a concern for banks, as hiring practices must align with industry standards and legal requirements. Ensuring diversity and inclusion in the recruitment process is also critical, as banks that embrace diversity benefit from a broader range of perspectives, improved innovation, and enhanced performance (McKinsey, 2020). Internal recruitment involves filling job vacancies with current employees through promotions, transfers, or internal job postings. Internal recruitment provides a range of benefits, such as reduced recruitment costs, faster hiring, and greater employee motivation (Byars & Rue, 2008). Banks like Rupali Bank often leverage internal recruitment to retain valuable talent, foster employee loyalty, and provide career development opportunities. By promoting from within, the bank ensures that employees already familiar with its systems, processes, and culture are placed in new roles, reducing the learning curve and improving operational efficiency.

Moreover, internal recruitment can contribute to a positive work culture by signaling to employees that their efforts are recognized and that career progression is possible within the organization. For example, a banking associate at Rupali Bank who has demonstrated

exceptional performance may be promoted to a managerial role, enhancing employee retention and satisfaction.

1.3 Scope of the study:

This report provides a comprehensive examination of the recruitment and selection process at Rupali Bank, focusing on the methodologies, practices, and effectiveness in attracting and choosing suitable candidates. **Overview of Recruitment Strategies:** Analyzing Rupali Bank's approach to sourcing candidates, including advertising channels, outreach programs, and partnerships with educational institutions. **Selection Criteria and Methods:** Evaluating the criteria used for shortlisting candidates, the assessment tools employed (e.g., interviews, tests, background checks), and the overall selection process from application to final hiring. **Evaluation of Effectiveness:** Reviewing the success of the recruitment and selection process by examining metrics such as time-to-fill, cost-per-hire, and employee performance post-hiring. **Challenges and Recommendations:** Identifying common challenges faced during recruitment and selection and proposing strategies for improvement to enhance efficiency and candidate experience. This report aims to provide insights that will help in refining Rupali Bank's human resource practices to align with best practices in the banking industry and address any areas needing improvement.

1.4 Objectives:

The primary objectives of this report are:

Broad objective:

Evaluate the effectiveness of Rupali Bank's methods for attracting candidates, including job postings, recruitment campaigns, and partnerships. Analyze the procedures and criteria used in selecting candidates, including the application review, interview techniques, assessment tools, and final decision-making processes. Assess the efficiency of the recruitment and selection process by analyzing metrics such as time-to-fill positions, cost-per-hire, and the overall quality of hires. Highlight any challenges or inefficiencies in the current recruitment and selection practices and provide actionable recommendations for enhancing the process. Benchmark Rupali Bank's recruitment and selection practices against industry standards and best practices to identify gaps and areas for development.

Specific objective:

- To understand about Recruitment and selection process Rupali Bank Limited
- To analyze the recruitment and selection process of Rupali Bank Limited
- To provide some recommendations based on finding

1.5 Methodology of the study

1.5.1 Target Population: A population is a collection of individuals with comparable traits from which Recruitment and Selection process can be gathered and assessed. The study's target group includes of Rupali Bank Limited employees; the discussion participants and the employees' job overall Recruitment and Selection are very important. The target population includes the employees.

1.5.2 Sample Technique: sample technique for convenience. This may be because they live close by, are available at a certain time, or are eager to take part in the study. Convenience sampling is a kind of non-random sampling that is sometimes referred to as unintentional sampling.

1.5.3 Sample Size: Sample size 50. It's 50 because there are 50 people from whom I have got the accurate information on Recruitment and Selection process of Rupali Bank Limited. They represented the methods of Rupali Bank Limited' Recruitment and Selection process.

1.5.4 Data analysis Tools: The data has been organized to provide a comprehensive overview of the growth of Rupali Bank Limited along with the level of job Recruitment and Selection among its employees. Both quantitative and qualitative analyses were used in the investigation. During my internship, I worked with several types of computer tools, including word and excel.

1.5.5 Primary Data: Primary data will be collected through a combination of qualitative and quantitative methods:

1. Surveys and Questionnaires.
2. Interviews.
3. Observations.
4. Experiments.

1.5.6 Secondary Data: Secondary data will be gathered from:

1. Archival Research.
2. Literature Review.
3. Content Analysis.
4. Meta-Analysis.

1.6 Limitations:

1. **Data Availability:** The analysis may be limited by the availability and accessibility of comprehensive data regarding the recruitment and selection process. Limited access to internal documents or restricted information from Rupali Bank can hinder a thorough assessment.
2. **Scope of Study:** The study might focus on a specific period or a particular aspect of the recruitment process, which can limit the generalizability of the findings. For instance, insights drawn from recent changes might not reflect long-term trends or practices.
3. **Subjectivity:** The interpretation of qualitative data, such as interviews or feedback, may involve subjectivity. Personal biases of those involved in the study or variations in perceptions can affect the objectivity of the findings.
4. **External Factors:** Changes in external factors such as economic conditions, legal regulations, or industry standards during the study period might influence the recruitment process. These factors may not be fully accounted for in the analysis.
5. **Sample Size:** If the analysis is based on a limited sample size or a specific branch of Rupali Bank, the findings may not be representative of the entire organization or other branches.
6. **Technological Constraints:** The use of outdated or inadequate technology in recruitment processes might not be fully captured, impacting the evaluation of current practices and their effectiveness.
7. **Response Bias:** Responses from employees or candidates involved in the recruitment process may be biased, particularly if they feel compelled to present the bank in a positive light or if they are concerned about repercussions.
8. **Temporal Relevance:** Recruitment and selection processes are subject to change. The report's findings might become outdated if there are significant modifications to the process after the analysis is completed.

Chapter-2

Organizational Overview

2.1 Background of the organization:

Recruitment and selection process is a critical aspect of human resource management that significantly impacts an organization's efficiency and effectiveness. In the banking sector, where the workforce is central to service delivery and customer satisfaction, a well-structured recruitment strategy is vital. Rupali Bank, a prominent financial institution in Pakistan, serves as a noteworthy case study to examine these processes. Established in 1979, Rupali Bank has grown into a significant player in the banking industry, offering a range of financial products and services to cater to a diverse clientele.

The bank's mission emphasizes customer service, innovation, and the development of a skilled workforce to achieve its strategic goals. Therefore, the recruitment and selection process at Rupali Bank not only aims to fill positions but also to align new hires with the organization's values and objectives. A thorough understanding of this process is essential for improving organizational performance, enhancing employee satisfaction, and ensuring compliance with regulatory requirements.

Historically, Rupali Bank's recruitment practices have evolved in response to changes in the banking landscape and technological advancements. Initially, recruitment focused primarily on traditional methods, such as referrals and local advertisements. However, with the advent of digital technology and changing job market dynamics, the bank has started integrating modern recruitment techniques, including online job portals, social media outreach, and targeted recruitment campaigns. This shift reflects a broader trend in the banking industry, where digital tools are increasingly used to attract a diverse talent pool.

The goal of Rupali Bank's selection procedure is to find applicants that suit the company culture in addition to having the necessary training and credentials. There are several steps involved, such as initial screening, interviews, and evaluations. The bank places significant emphasis on evaluating candidates' interpersonal skills, problem-solving abilities, and alignment with the bank's customer-centric ethos. By focusing on these attributes, Rupali Bank aims to build a workforce capable of delivering exceptional service and fostering long-term client relationships.

Moreover, the bank's commitment to diversity and inclusion has shaped its recruitment strategies. Recognizing the value of diverse perspectives in enhancing creativity and innovation, Rupali Bank actively seeks to attract candidates from various backgrounds. This

commitment is evident in its recruitment policies, which promote equal opportunities for all applicants, thereby contributing to a more inclusive workplace.

Despite the strengths of Rupali Bank's recruitment and selection processes, challenges remain. The competitive nature of the banking industry necessitates constant adaptation to attract top talent. Additionally, maintaining a consistent and objective selection process is essential to minimize biases and ensure fair treatment of all candidates. Therefore, ongoing evaluation and refinement of these processes are crucial for sustaining the bank's competitive edge.

In conclusion, the recruitment and selection process at Rupali Bank is a multifaceted function that plays a pivotal role in the bank's overall success. As the banking industry evolves, the value of excellent recruiting and selection methods cannot be understated. This research will conduct a thorough review of Rupali Bank's present procedures, identify areas for improvement, and offer methods to strengthen its talent acquisition efforts. By concentrating on these factors, the study will lead to a more comprehensive knowledge of human resource management in the banking business.

2.2 The organization:

Rupali Bank was established in 1972, shortly after the independence of Bangladesh. The bank was formed with the aim of providing a wide range of financial services to support the economic development of the country. Initially, it operated as a state-owned commercial bank, focusing on providing credit to various sectors, including agriculture, small and medium enterprises, and trade. The bank's founding was part of a broader strategy by the Bangladeshi government to enhance financial inclusion and stimulate economic growth in a newly independent nation. The government recognized the need for a robust banking system to facilitate development, leading to the establishment of Rupali Bank among others. IN the years following its inception, Rupali Bank expanded its branch network significantly, aiming to reach underserved populations across the country. By establishing branches in both urban and rural areas, the bank sought to improve access to financial services for a wider demographic, particularly focusing on marginalized communities. The bank played a crucial role in financing agricultural projects and small businesses, thereby contributing to job creation and poverty alleviation. Its lending policies were designed to encourage entrepreneurship, making it easier for individuals and small enterprises to obtain loans. IN 1986, Rupali Bank was nationalized, becoming a fully government-owned entity. This move aimed to centralize control over the

banking sector and enhance the efficiency of financial services in Bangladesh. However, the bank faced challenges in the following years, including issues related to loan defaults and mismanagement. IN response to these challenges, the government initiated a series of restructuring programs in the 1990s. The objective was to improve the bank's financial health and operational efficiency. These reforms included adopting new technologies, improving risk management practices, and enhancing customer service. IN 2006, the government decided to partially privatize Rupali Bank, allowing private investors to acquire shares while retaining a significant government stake. This move aimed to attract foreign investment and improve the bank's competitive position in the evolving financial sector. Today, Rupali Bank operates as a commercial bank with a diverse portfolio of financial products and services. It provides retail banking, corporate banking, and international banking services, serving millions of customers across Bangladesh. The bank has continued to expand its branch network and enhance its digital banking capabilities, aligning with global banking trends. Rupali Bank has also focused on corporate social responsibility, engaging in various community development initiatives. The bank supports education, healthcare, and environmental sustainability projects, aiming to contribute positively to society.

2.3 Overview:

Rupali Bank Limited, a prominent financial institution in Bangladesh, has been instrumental in supporting the country's economic development since its inception. Established in 1972, the bank was nationalized and emerged as a significant player in the banking sector, focusing on providing comprehensive financial services to both individuals and businesses.

2.4 History and Development:

Rupali Bank was founded shortly after the liberation of Bangladesh, with the vision of fostering economic growth and ensuring financial inclusion. Initially, the bank operated with limited resources and faced several challenges typical of a nascent economy. However, through strategic initiatives and government support, it expanded its operations and became a full-fledged commercial bank.

In the late 1990s, Rupali Bank underwent restructuring to enhance its operational efficiency and service delivery. This included modernizing its technology infrastructure and expanding

its branch network across the country. Today, it boasts hundreds of branches, making it accessible to a wide customer base.

2.5 Core Services:

Rupali Bank provides a wide range of financial products and services that cater to the demands of different sectors of society. These include:

2.5.1 Retail Banking: The bank offers savings accounts, current accounts, fixed deposits, and a variety of lending options, including personal, housing, and education loans. Its retail banking services are intended to assist individual consumers and encourage savings and investment.

2.5.2 Corporate Banking: Rupali Bank provides small, medium, and large businesses with term loans, working capital finance, trade financing, and project financing. The bank plays an important part in Bangladesh's industrial growth and entrepreneurial activities.

2.5.3 International Banking: The bank focuses on enabling international trade and provides services such as foreign currency accounts, remittance services, and letters of credit. Rupali Bank has developed correspondent banking ties with a number of international institutions in order to expand its worldwide reach.

2.5.4 Agricultural Financing: Recognizing the importance of agriculture in the Bangladeshi economy, Rupali Bank provides tailored financing solutions to farmers and agricultural businesses. This includes loans for purchasing equipment, seeds, and fertilizers, promoting sustainable agricultural practices.

Microfinance: The bank is committed to financial inclusion and has developed microfinance programs aimed at empowering low-income individuals and women entrepreneurs. These programs provide small loans to support small businesses and enhance livelihoods.

2.5.5 Technological Advancements: In response to the rapid technological advancements in the banking sector, Rupali Bank has invested significantly in digital banking solutions. The bank offers internet banking, mobile banking, and various online services to improve customer convenience and accessibility. These initiatives aim to attract a younger demographic and enhance customer engagement.

2.5.6 Corporate Social Responsibility: Rupali Bank also emphasizes its commitment to corporate social responsibility (CSR). The bank engages in various social initiatives, including

education, healthcare, and environmental sustainability projects. By supporting community development, Rupali Bank aims to contribute to the overall welfare of society.

2.5.7 Financial Performance: Over the years, Rupali Bank has shown steady growth in its financial performance. The bank's balance sheet reflects a robust asset base, with consistent profitability driven by effective risk management and operational efficiency. It has maintained a stable capital adequacy ratio, ensuring compliance with regulatory requirements.

2.5.8 Challenges and Future Prospects: Despite its successes, Rupali Bank faces challenges such as increasing competition from private banks, regulatory compliance issues, and the need for continuous technological upgrades. To address these challenges, the bank is focusing on enhancing customer service, expanding its product offerings, and embracing digital transformation.

Looking ahead, Rupali Bank aims to strengthen its position in the banking sector by leveraging technology, improving operational efficiency, and expanding its market presence. With a commitment to customer satisfaction and financial inclusion, the bank is well-positioned to contribute to the economic growth of Bangladesh.

Rupali Bank Limited stands as a testament to the resilience and adaptability of the banking sector in Bangladesh. With its comprehensive range of services, commitment to innovation, and focus on social responsibility, the bank continues to play a vital role in the nation's economic landscape. As it navigates the challenges of a dynamic financial environment, Rupali Bank remains dedicated to fulfilling its mission of fostering economic development and improving the lives of its customers.

2.6 Vision:

Rupali Bank's vision typically focuses on providing comprehensive banking services to enhance customer satisfaction and promote economic growth. It aims to be a leading financial institution that fosters financial inclusion, supports sustainable development, and contributes to the prosperity of its stakeholders. For the most accurate and specific vision statement, please refer to Rupali Bank's official resources.

2.7 Mission:

Rupali Bank's mission generally emphasizes providing quality banking services to its customers while ensuring financial stability and promoting economic development. It aims to enhance customer satisfaction, support community welfare, and uphold ethical standards in all operations. For the most accurate mission statement, please refer to Rupali Bank's official publications.

2.8 Rupali bank service:

2.8.1 Retail Banking: Rupali Bank offers a full spectrum of retail banking services. These include savings accounts, current accounts, fixed deposits, and recurring deposit plans. To attract consumers, the bank intends to encourage savings while also offering competitive interest rates.

2.8.2 Loans and Advances: The bank provides a variety of lending products, including personal, house, and auto loans. Rupali Bank focuses on small and medium-sized firms (SMEs) and offers personalized lending alternatives to help them grow and sustain.

2.8.3 Corporate Banking: Rupali Bank offers corporate banking services to larger enterprises, such as working capital financing, trade financing, and project financing. The bank's competence in this industry enables it to meet the specialized needs of corporate clients.

2.8.4 International Banking: Rupali Bank supports international trade by providing services such as letters of credit, remittances, and foreign exchange transactions. Its wide network of correspondents overseas assists Bangladeshi enterprises in their global operations.

2.8.5 Digital Banking: In response to the increased demand for online services, Rupali Bank has invested in digital banking solutions. Customers can access their accounts, transfer payments, and pay bills using the bank's user-friendly web and mobile platforms.

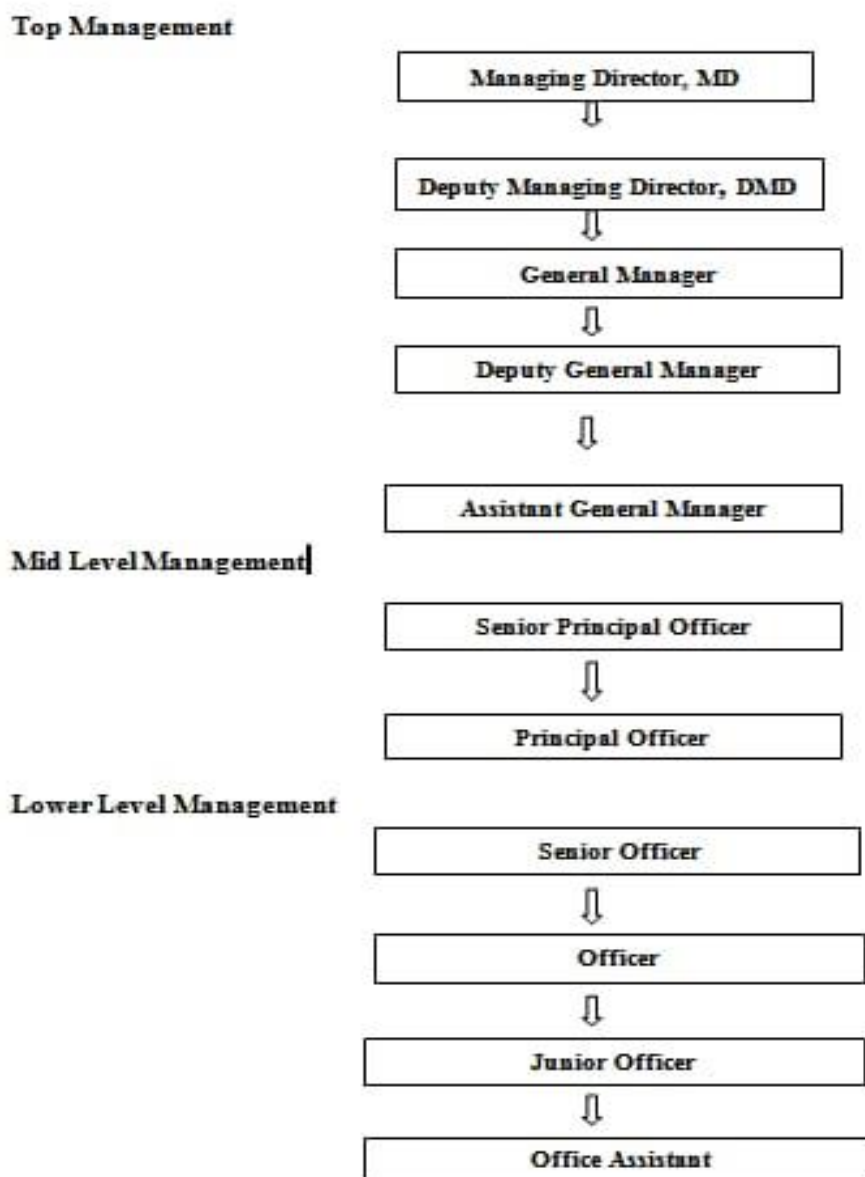
2.8.6 Financial Inclusion Initiatives: Rupali Bank is committed to increasing financial inclusion by actively promoting microfinance and rural banking services. These programs seek to empower poor members of society by providing them with access to basic financial services.

2.8.7 Customer Service and Outreach: Rupali Bank prioritizes customer care and has built a strong network of branches and ATMs throughout Bangladesh. The bank is always working to

improve its service delivery by educating employees and implementing consumer feedback tools.

Rupali Bank remains a vital player in Bangladesh's banking landscape, striving to provide accessible and reliable financial services to its customers. With its diverse offerings and commitment to innovation, the bank is well-positioned to meet the evolving needs of the economy and contribute to the financial well-being of individuals and businesses alike.

2.9 Management designation of Rupali bank:



Chapter 3

Recruitment and Selection Process of Rupali Bank Limited

3.1 Requirement and selection:

Requirement gathering and selection are crucial steps in any project, particularly in software development and product management. Here are some key points highlighting their importance:

3.1.1 Clarity and Direction: Properly gathered requirements provide a clear understanding of project goals and objectives. This clarity ensures that all stakeholders are aligned, reducing misunderstandings and miscommunications.

3.1.2 Scope Management: Defining requirements helps in establishing the project scope. This prevents scope creep—where additional features are added without proper assessment—which can lead to budget overruns and delays.

3.1.3 Prioritization: Selecting the right requirements allows teams to prioritize features based on their importance and impact. This ensures that the most critical functionalities are developed first, optimizing resource allocation.

3.1.4 Risk Mitigation: By identifying and understanding requirements early on, potential risks can be assessed and addressed proactively. This reduces the likelihood of costly changes during later stages of development.

3.1.5 Improved User Satisfaction: Engaging stakeholders throughout the requirement collecting process ensures that the finished product satisfies user expectations. This user-centered strategy improves the chances of user acceptance and happiness.

3.1.6 Cost Efficiency: Well-defined requirements lead to more efficient use of resources. By minimizing rework and misalignment, organizations can save time and money throughout the project lifecycle.

3.1.7 Quality Assurance: Clear criteria provide a framework for testing and validation. They give quantitative criteria for evaluating the finished product, guaranteeing that it satisfies the defined requirements.

3.1.8 Facilitating Communication: Documented requirements enhance communication among team members and stakeholders. They serve as a reference point, fostering collaboration and ensuring everyone is on the same page.

In summary, effective requirement gathering and selection are essential for successful project outcomes. They assist guarantee that projects are finished on schedule, within budget, and to the satisfaction of all stakeholders.

3.2 Recruitment Methods:

Recruitment is the process of discovering suitable applicants and encouraging them to apply for a position. Below are the key methods used:

3.2.1 Internal Recruitment

This method involves hiring candidates from within the organization. It may include promotions, transfers, or reassignments.

Advantages:

Familiarity: The candidate is already familiar with the company's culture and practices.

Motivation: It can enhance staff morale and motivation by demonstrating that internal growth is achievable.

Cost-effective: Saves on external advertising and recruitment costs.

Disadvantages:

Limited Pool: The pool of candidates may be smaller, leading to less diversity in skills and perspectives.

Internal Rivalries: Can create competition or tension among employees.

3.2.2 External Recruitment

External recruiting refers to attracting applicants from outside the company.

Methods include:

Job Portals: Posting job advertisements on websites such as LinkedIn, Indeed, or Glassdoor.

Recruitment Agencies: Third-party agencies help find suitable candidates.

Campus Recruitment: Universities and colleges are a common source for hiring fresh talent.

Social Media: Platforms like LinkedIn, Facebook, and Twitter help reach a wider audience.

Job Fairs and Networking Events: These allow direct interaction with candidates.

Advantages:

Wider Talent Pool: Brings in candidates with a range of experiences and perspectives.

Fresh Ideas: New hires from outside the company can bring innovative approaches and skills.

Specific Skill Sets: External recruitment can target specific qualifications or expertise that may be missing internally.

Disadvantages:

External techniques may be more expensive owing to advertising, recruiting firms, and interviewing processes.

Longer Onboarding: External personnel may require more time to adjust to the business culture.

3.2.3 Employee Referrals

In this method, current employees are encouraged to refer friends, family, or former colleagues for open positions.

Advantages:

Faster Hiring: Employee referrals often lead to quicker hiring processes.

Quality Candidates: Employees are likely to refer candidates they believe are well-suited for the job.

Cost-effective: Reduces the need for external recruitment advertisements.

Disadvantages:

Limited Diversity: Referrals may result in a less diversified applicant pool.

Potential Bias: Employees may suggest candidates with comparable backgrounds, resulting in selection bias.

3.2.4 Online Platforms and Job Portals:

Recruiters can utilize internet job boards such as LinkedIn, Indeed, and Monster to post job openings and find possible applicants. These systems frequently enable recruiters to filter candidates based on particular criteria like skills, experience, and geography.

Advantages:

Wide Reach: Job advertisements can reach a large audience across different geographic regions.

Time-efficient: Recruiters can quickly review resumes, conduct preliminary assessments, and schedule interviews.

Easy Access: Candidates can apply directly through the platform, simplifying the application process.

Disadvantages:

High Volume of Applications: A large number of applications can make it challenging to screen candidates effectively.

Quality Control: There's a risk of receiving a significant number of irrelevant or unqualified applicants.

3.3 Selection Methods:

Once candidates are attracted, the selection process determines the most suitable candidates. Here are some common selection methods:

3.3.1 Application Forms and Resumes:

This is the most basic method, where candidates submit their resumes and application forms detailing their qualifications, experience, and skills.

Advantages:

Easy to Evaluate: Provides a standardized way to assess candidates' qualifications and experience.

Quick Review: Allows for an initial quick screening to determine if candidates meet the basic criteria.

Disadvantages:

Limited Insight: Resumes and application forms only provide a surface-level view of a candidate's abilities.

Potential for Bias: Resumes can sometimes mislead, with candidates emphasizing strengths that may not be as relevant.

3.3.2 Interviews:

Interviews may be performed in a variety of formats.

Structured Interviews: A set of predefined questions is asked to all candidates, ensuring fairness and consistency.

Unstructured Interviews: The interviewer and candidate have a more informal conversation, allowing for flexibility in the discussion.

Panel Interviews: Have numerous interviewers evaluate the prospect at the same time.

Video Interviews: A cost-effective method where candidates are interviewed via video calls.

Advantages:

Direct Interaction: Allows the interviewer to assess communication skills, personality, and cultural fit.

Flexibility: The interview process can be adapted to different roles and industries.

Disadvantages:

Bias: Interviews can be influenced by the interviewer's unconscious biases.

Time-consuming: Interviews can take a long time, especially when many candidates need to be interviewed.

3.3.3 Psychometric Testing:

Psychometric tests are used to assess a candidate's personality, cognitive abilities, and skills. They often measure factors like logical reasoning, problem-solving skills, and emotional intelligence.

Advantages:

Objective Data: Provides measurable, standardized results that help in comparing candidates.

Predictive Value: Helps in determining whether candidates are likely to succeed in the role.

Disadvantages:

Not Always Accurate: These tests might not fully capture a candidate's abilities or potential.

Overreliance on Tests: If not balanced with other selection methods, psychometric tests might lead to wrong conclusions about a candidate's suitability.

3.3.4 Assessment Centers:

Assessment centers are a set of activities used to determine a candidate's suitability for a position. This can involve simulations, group activities, problem-solving exercises, and case studies.

Advantages:

Comprehensive Evaluation: Offers a well-rounded view of the candidate's skills, especially for managerial or leadership positions.

Realistic Testing: Tests how a candidate performs in situations similar to the ones they will face on the job.

Disadvantages:

Cost and Time: Assessment centers are resource-intensive and require significant planning.

Stress: Candidates may feel overwhelmed by the intensity of the exercises, which could affect their performance.

3.3.5 Reference Checks:

After the initial selection process, employers may contact previous employers, colleagues, or other references to verify a candidate's background, work ethic, and abilities.

Advantages:

Validation: Helps to confirm the accuracy of a candidate's claims about their experience.

Insight: Provides additional context about the candidate's performance and behavior in a work environment.

Disadvantages:

Bias in References: References may be biased or overly positive, especially if they are from colleagues or supervisors with a close relationship to the candidate.

Limited Information: References may not always provide detailed or useful feedback.

3.4 Rupali bank requirement and selection process:

The requirement gathering and selection process at Rupali Bank is designed to ensure that the needs of stakeholders are effectively captured and prioritized for optimal service delivery. Here's an overview of the process:

3.4.1 Stakeholder Identification: The initial stage is to identify important stakeholders, which include bank management, workers, customers, and regulatory agencies. Engaging with these groups helps to obtain a variety of viewpoints.

3.4.2 Needs Assessment: Through interviews, surveys, and workshops, the bank collects detailed information about the needs and expectations of stakeholders. This phase aims to understand both functional and non-functional requirements.

3.4.3 Documentation: All gathered information is documented comprehensively. This documentation includes business requirements, user stories, and any regulatory requirements that must be met.

3.4.4 Analysis and Validation: The documented requirements are analyzed for feasibility, clarity, and alignment with the bank's strategic objectives. Validation sessions with stakeholders ensure that the requirements accurately reflect their needs.

3.4.5 Prioritization: Once validated, requirements are prioritized based on criteria such as impact, urgency, and resource availability. This prioritization helps in focusing on the most critical features first.

3.4.6 Approval Process: Finalized requirements are presented to the bank's management for approval. This step ensures that all stakeholders agree on the project scope and that resources are allocated appropriately.

3.4.7 Implementation Planning: After approval, the requirements guide the development of implementation plans, ensuring that the project team has a clear understanding of what needs to be achieved.

3.4.8 Monitoring and Review: Throughout the project, requirements are monitored to ensure they remain relevant. Regular review meetings with stakeholders help in adapting to any changes in needs or market conditions.

By following this structured approach, Rupali Bank ensures that it effectively meets the needs of its stakeholders while maintaining high standards of service and compliance.

3.5 Problem of Rupali bank requirement and selection:

Rupali Bank, like many financial institutions, faces several challenges in its requirement gathering and selection process. Here are some key issues:

3.5.1 Communication Gaps: Ineffective communication between stakeholders can lead to misunderstandings about requirements. This may result in incomplete or inaccurate data being gathered.

3.5.2 Stakeholder Engagement: Limited engagement from key stakeholders can hinder the collection of comprehensive requirements. When stakeholders are not actively involved, important needs may be overlooked.

3.5.3 Changing Requirements: The dynamic nature of the banking sector often leads to shifting priorities. Changes in regulations, market conditions, or customer expectations can complicate the requirement selection process.

3.5.4 Resource Constraints: Limited resources—both in terms of personnel and budget—can affect the thoroughness of the requirement gathering process. This might lead to rushed assessments and inadequate documentation.

3.5.5 Inadequate Tools: Reliance on outdated or inefficient tools for documentation and analysis can hamper the effectiveness of the requirement gathering process, making it difficult to track and manage requirements effectively.

3.5.6 Lack of Standardization: A lack of standardized processes and templates for requirement gathering can lead to inconsistencies in documentation, making it challenging to compare and analyze requirements across different projects.

3.5.7 Resistance to Change: Employees may be resistant to new procedures or technology, preventing the deployment of better requirement collection techniques.

3.5.8 Quality of Requirements: Sometimes, the quality of the requirements gathered may be poor due to a lack of thorough analysis or validation. This can result in misaligned expectations and project failures.

Addressing these challenges is essential for Rupali Bank to enhance its requirement gathering and selection process, ultimately leading to better project outcomes and improved service delivery.

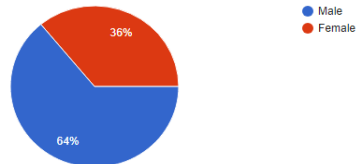
Chapter 4

Analysis & Findings

4.1 Recruitment and Selection processes Analysis

I. Personal information

Gender
25 responses

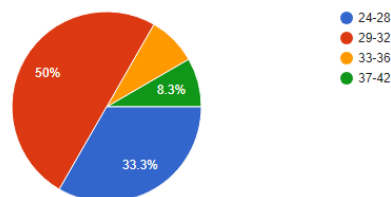


Male	64%
Female	36%

Here have 36% female and 64% male.

II. Age information

Age
24 responses

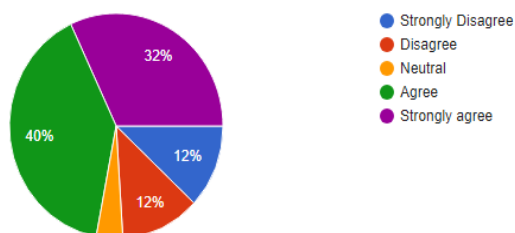


Age	percentage
24-28	33.3%
29-32	50%
33-36	8.4%
37-42	8.3%

29-32 age person are 50%, 24-28 age person are 33%, 33-36 age person 8.4%, 37-42 age person 8.3%.

4.1.1 Tangible

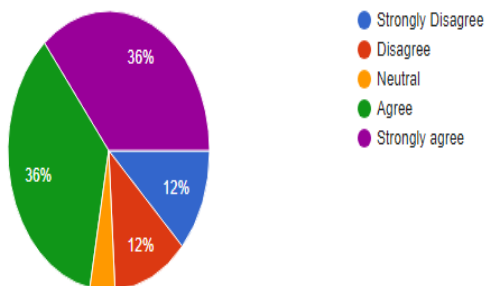
1. How would you rate the professionalism and appearance of the recruitment materials (job postings, brochures, website, etc.) provided by Rupali Bank?



Strongly disagree	12%
Disagree	12%
Neutral	6%
Agree	32%
Strongly agree	40%

The above data shows that 32% of candidates are completely content and agree, and 40% strongly agree, about the present recruiting and selection procedure, whereas 12% strongly disagree and 6% are indifferent. The graph also reveals that the remaining percentages differ by 12%.

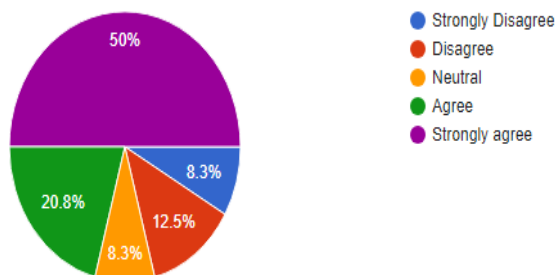
2. Were the recruitment facilities (e.g., interview rooms, office environment) well-maintained and conducive to a positive experience?



Strongly disagree	12%.
Disagree	12%
Neutral	6%
Agree	36%
Strongly agree	36%

The above data shows that 36% of candidates are completely content and agree, and 36% strongly agree, about the present recruiting and selection procedure, whereas 12% strongly disagree and 6% are indifferent. The graph also reveals that the remaining percentages differ by 12%.

3. Did you find the job descriptions and application process clearly presented and easy to understand?

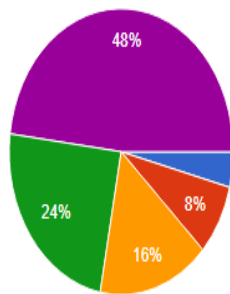


Strongly disagree	8.3%
Disagree	12.5%.
Neutral	8.3%
Agree	20.8%
Strongly agree	50%

The following pie chart shows that 20.8% of candidates are completely content and agree, with 50% strongly agreeing about the present recruitment and selection process, while 8.3% strongly

disagree and 8.3% are indifferent. The graph also reveals that the remaining percentages differ by 12.5%.

4. How would you rate the clarity and design of the online application portal or any other recruitment platform used by the bank?



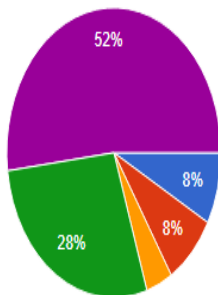
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Strongly disagree	4%
Disagree	8%
Neutral	16%
Agree	24%
Strongly agree	48%

The above data shows that 24% of candidates are completely content and agree, and 48% strongly agree, about the present recruiting and selection procedure, while 4% strongly disagree and 16% are indifferent. The graph also reveals that the remaining percentages differ by 8%.

4.1.2 Reliability

5. Did the recruitment process follow the steps and timelines that were communicated to you at the beginning of the process?

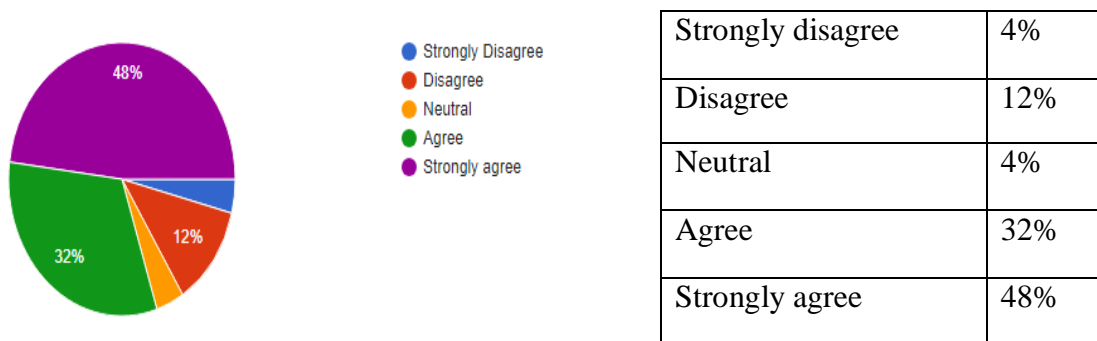


- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Strongly disagree	8%
Disagree	8%
Neutral	4%
Agree	28%
Strongly agree	52%

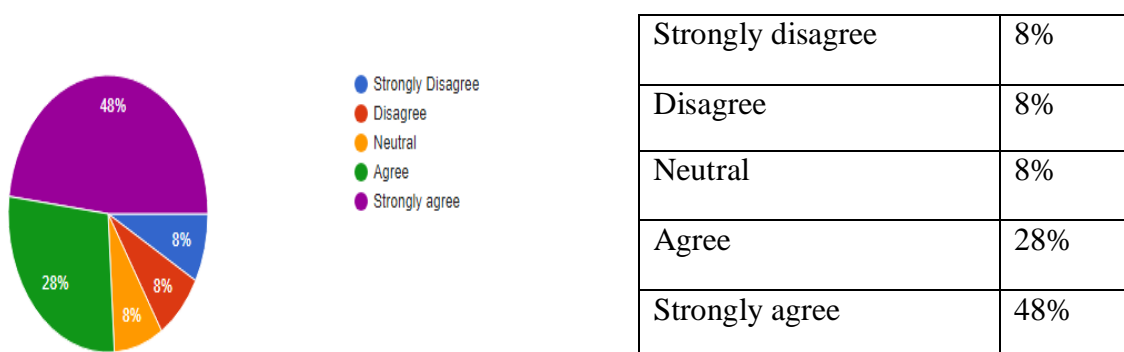
According to the figure above, 28% of candidates are completely content and agree, with 52% strongly agreeing about the present recruiting and selection process, while 8% strongly disagree and 4% are indifferent. The graph also reveals that the remaining percentages differ by 8%.

6. How accurate was the information provided to you during the recruitment process (e.g., job roles, benefits, expectations)?



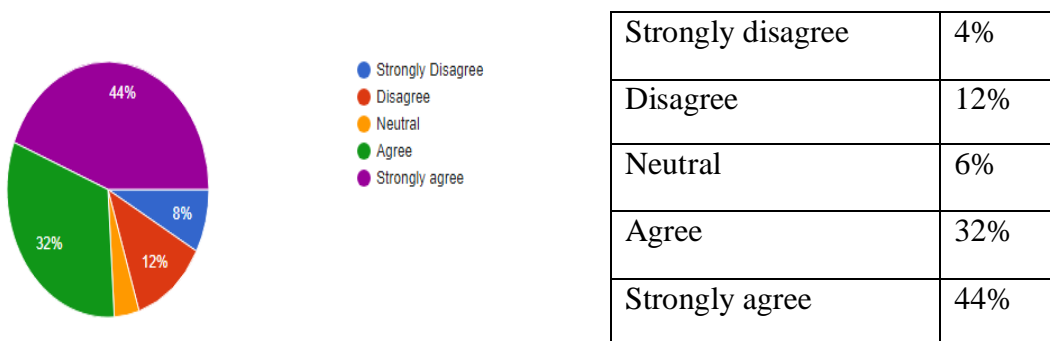
The above data shows that 32% of candidates are completely content and agree, and 48% strongly agree, about the present recruiting and selection procedure, whereas 4% strongly disagree and 4% are indifferent. The graph also reveals that the remaining percentages differ by 12%.

7. How consistent was the quality of interaction with the recruitment team throughout the process (e.g., responsiveness, professionalism)?



According to the figure above, 28% of candidates are completely content and agree, with 48% strongly agreeing about the present recruiting and selection procedure, while 8% strongly disagree and 8% are indifferent. The graph also reveals that the remaining percentages differ by 8%.

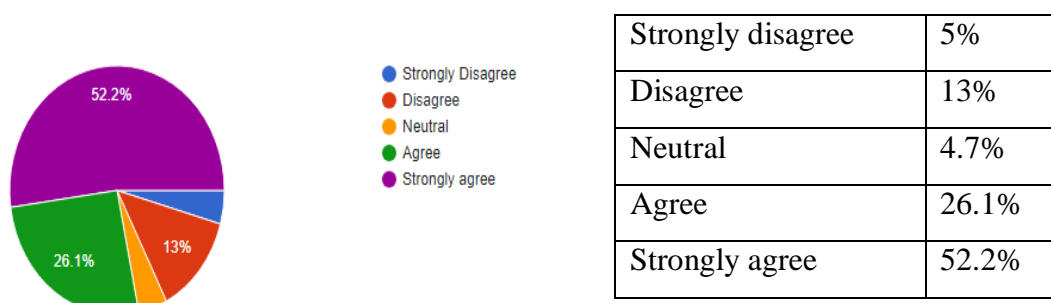
8. Did the recruitment process include clear and reliable communication regarding the next steps and any waiting times?



According to the figure above, 32% of candidates are completely content and agree, with 44% strongly agreeing about the present recruiting and selection process, while 4% strongly disagree and 6% are indifferent. The graph also reveals that the remaining percentages differ by 12%.

4.1.3 Responsiveness

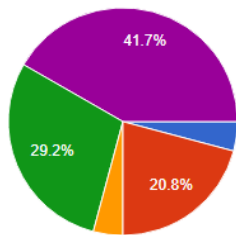
9. How promptly did the recruitment team respond to your inquiries or questions during the application process?



According to the above figure, 26.1% of candidates are completely content and agree, while 52.2% strongly agree about the present recruiting and selection procedure. However, 5% of

applicants strongly disagree and 4.7% are indifferent. The graph also reveals that the remaining percentages disagree by 13%.

10. Were you informed about the status of your application at appropriate intervals throughout the recruitment process?

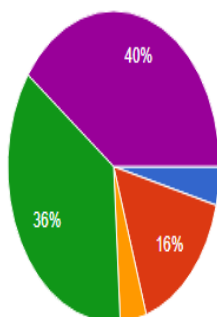


- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Strongly disagree	4%
Disagree	20.8%
Neutral	4.3%
Agree	29.2%
Strongly agree	41.7%

According to the figure above, 29.2% of candidates are completely content and agree, and 41.7% strongly agree with the present recruiting and selection process, while 4% strongly disagree and 4.3% are indifferent. The graph also reveals that the remaining percentages disagree by 20.8%.

11. Did you feel that your concerns or issues were addressed quickly and effectively by the HR team during the process?



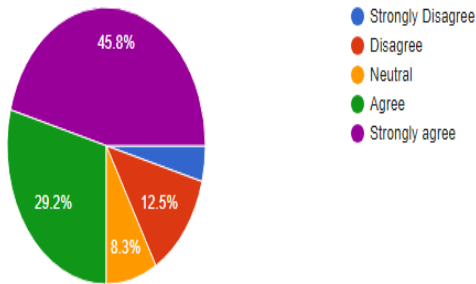
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Strongly disagree	4%
Disagree	16%
Neutral	4%
Agree	36%
Strongly agree	40%

The above data shows that 36% of candidates are completely content and agree, and 40% strongly agree, about the present recruiting and selection procedure, whereas 4% strongly

disagree and 4% are indifferent. The graph also reveals that the remaining percentages differ by 16%.

12. Was there a reasonable response time for any delays or changes in the recruitment schedule or process?

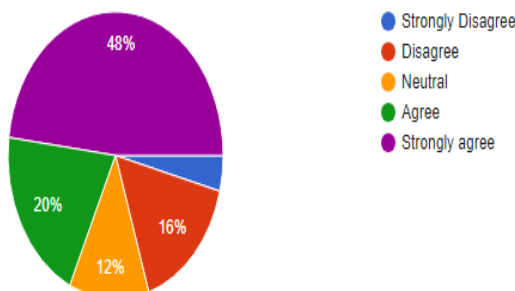


Strongly disagree	4.2%
Disagree	12.5%
Neutral	8.3%
Agree	29.2%
Strongly agree	45.8%

According to the chart above, 29.2% of candidates are completely content and agree, while 45.8% strongly agree about the present recruiting and selection procedure. However, 4.2% of applicants strongly disagree and 8.3% are indifferent. The graph also reveals that the remaining percentages differ by 12.5%.

4.1.4 Assurance

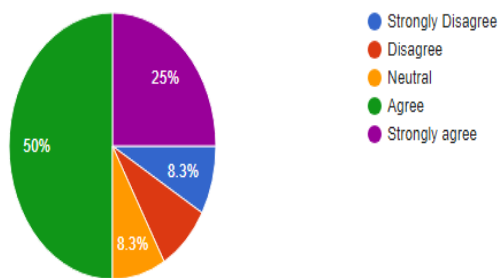
13. How confident are you in the professionalism and knowledge of the recruitment staff at Rupali Bank?



Strongly disagree	4%
Disagree	16%
Neutral	12%
Agree	20%
Strongly agree	48%

According to the figure above, 20% of candidates are completely content and agree, with 48% strongly agreeing about the present recruiting and selection process, while 4% strongly disagree and 12% are indifferent. The graph also reveals that the remaining percentages differ by 16%.

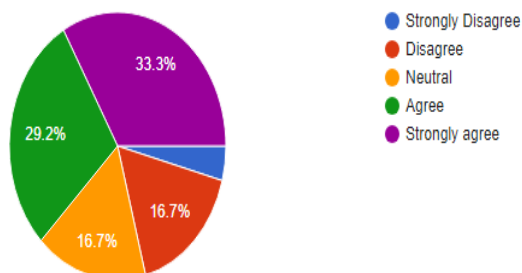
14. Did the recruitment team make you feel assured that your application was being handled by experienced professionals?



Strongly disagree	8.3%
Disagree	8.4%
Neutral	8.3%
Agree	50%
Strongly agree	25%

According to the figure above, 50% of candidates are completely content and agree, with 25% strongly agreeing about the present recruiting and selection process, while 8.3% strongly disagree and 8.3% are indifferent. The graph also reveals that the remaining percentages differ by 8.4%.

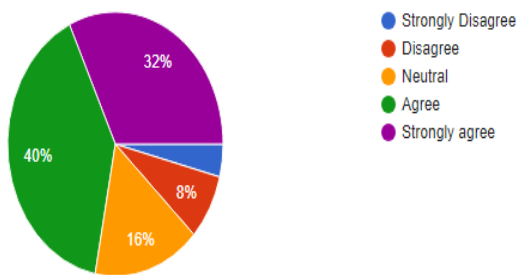
15. How would you rate the overall transparency and fairness of the recruitment process?



Strongly disagree	4.1%
Disagree	16.7%
Neutral	16.7%
Agree	29.2%
Strongly agree	33.3%

According to the above chart, 29.2% of candidates are completely content and agree, while 33.3% strongly agree about the present recruiting and selection process. However, 4.1% of applicants strongly disagree, and 16.7% are indifferent. The graph also reveals that the remaining percentages differ by 16.7%.

16. Were you made aware of the criteria and the evaluation process used to assess your application and interview performance?

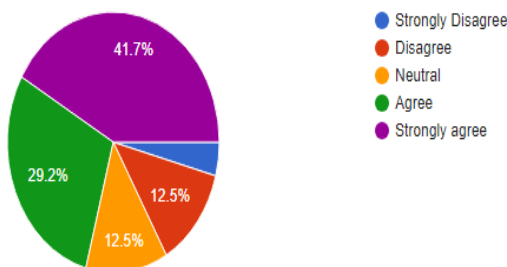


Strongly disagree	4%
Disagree	8%
Neutral	16%
Agree	40%
Strongly agree	32%

The above data shows that 40% of candidates are completely happy and agree, with 32% strongly agreeing, while 4% strongly disagree and 16% are indifferent. The graph also reveals that the remaining percentages differ by 8%.

4.1.5 Empathy

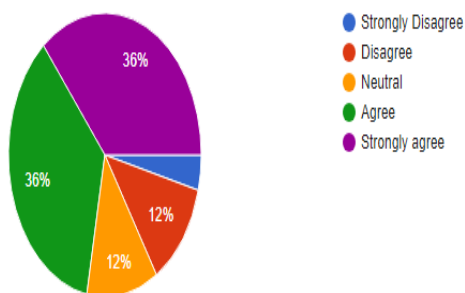
17. Did you feel that the recruitment team genuinely understood your career goals and aspirations?



Strongly disagree	4.1%
Disagree	12.5%
Neutral	12.5%
Agree	29.2%
Strongly agree	41.7%

According to the following figure, 29.2% of candidates are completely content and agree, with 41.7% strongly agreeing about the present recruiting and selection procedure, while 4.1% strongly disagree and 12.5% are indifferent. The graph also reveals that the remaining percentages differ by 12.5%.

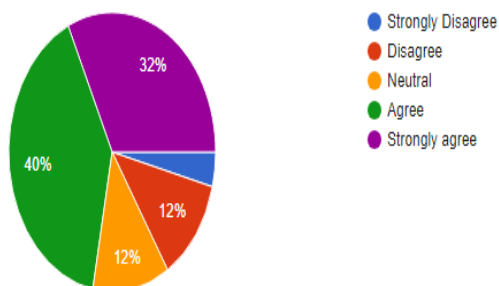
18. How would you rate the level of personalized attention or care given to you during the recruitment process?



Strongly disagree	4%
Disagree	12%
Neutral	12%
Agree	36%
Strongly agree	36%

According to the above figure, 36% of candidates are completely content and agree, and 36% strongly agree with the existing recruiting and selection process, whereas 4% strongly disagree and 12% are indifferent. The graph also reveals that the remaining percentages differ by 12%.

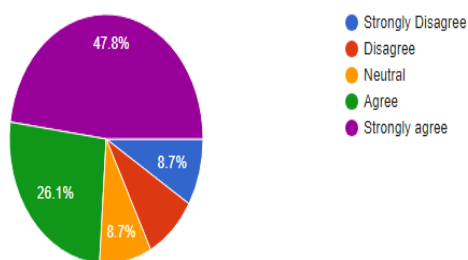
19. Were the interviewers or HR staff empathetic and understanding of your circumstances (e.g. , relocation, family responsibilities)?



Strongly disagree	4%
Disagree	12%
Neutral	12%
Agree	40%
Strongly agree	32%

According to the statistics above, 32% of candidates are entirely satisfied and agree, and 40% strongly agree, with the current recruitment and selection method, whereas 12% strongly disagree and 6% are indifferent. The graph also shows that the remaining percentages vary by 12%.

20. Did you feel that the recruitment process at Rupali Bank reflected a commitment to fairness and respect for all candidates, regardless of background or experience?



Strongly disagree	8.7%
Disagree	8.7%
Neutral	8.7%
Agree	26.1%
Strongly agree	47.8%

According to the figure above, 26.1% of candidates are completely content and agree, with 47.8% strongly agreeing about the present recruiting and selection procedure, while 8.7% strongly disagree and 8.7% are indifferent. The graph also reveals that the remaining percentages differ by 7.7%.

4.2 SWOT Analysis: Strengths:

- 1. Structured Recruitment Process:** Rupali Bank Limited follows a well-defined and systematic recruitment process, ensuring that each candidate is assessed thoroughly. This helps in hiring qualified candidates who meet the bank's requirements.
- 2. Brand Reputation:** Being one of the prominent commercial banks in Bangladesh, Rupali Bank has a strong brand reputation. This makes it an attractive option for job seekers, which allows the bank to attract a large pool of talented candidates.
- 3. Standardized Selection Criteria:** The bank uses clear and standardized selection criteria, ensuring consistency and fairness in hiring decisions. This helps to maintain the integrity of the process and minimize biases.

- 4. Training and Development:** Once selected, employees are provided with ample training opportunities, helping them align with the bank's operational culture. This results in better employee retention and long-term growth.

Weaknesses:

- 1. Lengthy Recruitment Process:** The recruitment process at Rupali Bank can sometimes be lengthy and bureaucratic. The delay in finalizing candidates can lead to the loss of top talent who may accept other job offers in the meantime.
- 2. Limited Use of Technology:** Although there is a formal recruitment process, the bank has been slow in adopting modern recruitment technologies such as AI-driven screening tools, online assessments, and automated interview scheduling, which could streamline the process.
- 3. Internal Biases:** Despite standardized criteria, there might still be some unconscious biases during the selection process, especially if the interviews and assessments are not rigorously monitored for fairness.
- 4. Lack of Diversity Focus:** The recruitment process could be further strengthened by emphasizing diversity and inclusion more explicitly. A lack of diversity in the hiring process can lead to a less innovative and culturally rich work environment.

Opportunities:

- 1. Leveraging Digital Recruitment Platforms:** Rupali Bank has the opportunity to expand its reach by utilizing digital recruitment platforms, such as LinkedIn, Indeed, or local job portals. This would allow the bank to tap into a wider talent pool and simplify the recruitment process.
- 2. Partnerships with Educational Institutions:** Establishing collaborations with universities and professional training institutes can help the bank create a pipeline of young, skilled graduates ready to enter the workforce. Internship programs or campus recruitment initiatives can be beneficial.
- 3. Improvement in Employer Branding:** There is an opportunity for Rupali Bank to strengthen its employer brand through targeted marketing efforts, highlighting the benefits of working for the organization, its career development programs, and employee welfare initiatives.
- 4. Enhanced Focus on Employee Engagement:** By incorporating employee feedback into the recruitment process, the bank can better understand what qualities make a

successful candidate in the long term, leading to more effective hiring and better retention.

Threats:

- 1. Intense Competition in the Banking Sector:** The banking industry in Bangladesh is highly competitive, and top talent is often sought after by multiple institutions. Rupali Bank faces the challenge of competing with other banks offering similar or even better compensation packages and career opportunities.
- 2. Changing Job Market Trends:** With the evolving nature of the job market, especially in the wake of technological advancements, Rupali Bank may face difficulty in finding candidates with the necessary tech skills. This could limit the bank's ability to keep up with digital transformation trends.
- 3. High Employee Turnover:** The banking sector often experiences high employee turnover, especially among younger staff members who may seek faster career progression or better compensation elsewhere. This turnover could affect the consistency of the recruitment process and result in higher costs associated with hiring and training new employees.
- 4. Economic Instability:** Economic downturns or financial crises can lead to reduced hiring or budget constraints within the bank, affecting the overall recruitment strategy. During such times, there may be a reduction in recruitment activities, impacting the ability to hire the best talent.

4.3 Findings of the study:

Based on the analysis of Rupali Bank Limited's recruitment and selection process, several key findings have emerged. These findings highlight both the strengths of the process as well as areas that may require improvement to better align with industry standards and optimize overall performance

1. Structured and Formalized Recruitment Process

Rupali Bank has a clear and structured recruitment process that is followed consistently. The use of a formalized procedure helps ensure that all candidates are assessed on the same criteria, contributing to fairness and transparency in the hiring process. This approach helps the bank to maintain an organized system for selecting candidates based on their qualifications, skills, and experience.

2. Strong Brand Appeal to Job Seekers

Rupali Bank's established reputation as one of Bangladesh's leading financial institutions plays a significant role in attracting a large pool of applicants. The bank's brand image is a key strength that draws talent, especially in a competitive industry. Many candidates are motivated to apply because of the bank's history, stability, and opportunities for career growth.

3. Lengthy Recruitment Cycle

One of the key challenges identified is the length of the recruitment process. Candidates often experience delays between application submission, interview scheduling, and final decision-making. This can lead to candidate frustration and the potential loss of top talent to other employers who offer quicker hiring processes. Delays also affect the efficiency of the bank's operations, as the time to fill key roles can be unnecessarily prolonged.

4. Limited Use of Technology in Screening and Communication

While Rupali Bank does have a structured process, it lacks the full integration of modern technologies that could streamline and enhance efficiency. For example, the bank does not currently make extensive use of Applicant Tracking Systems (ATS) or other digital platforms to automate resume screening or facilitate communication with candidates. As a result, much of the process remains manual, which can slow down decision-making and increase the administrative burden.

5. High Potential for Unconscious Bias

Despite efforts to standardize the selection process, there remains the potential for unconscious biases to influence decisions, especially during the interview stage. These biases could be based on a variety of factors, including personal preferences or assumptions about a candidate's background. The lack of a fully objective and structured interview framework increases the risk of bias, which can affect the diversity and inclusivity of the hires.

6. Inadequate Focus on Diversity and Inclusion

There is limited emphasis on diversity and inclusion within the recruitment process at Rupali Bank. While the organization follows standardized procedures, there is room for improvement when it comes to actively promoting diversity, whether in terms of gender, ethnicity, or professional background. A more intentional focus on diversity could help the bank build a more innovative and inclusive workforce, which is increasingly valued in today's business environment.

7. Need for Improved Communication and Feedback

While candidates generally receive information about their application status, the communication could be more consistent and transparent throughout the recruitment process. There is also room for improvement in providing constructive feedback to candidates who are not selected. Offering feedback after the interview process can improve the candidate experience, and help them understand areas for improvement, which in turn strengthens the bank's reputation as a fair and candidate-centric employer.

8. Lack of Focus on Candidate Experience

Although the recruitment process is structured, it may not always be the most candidate-friendly. Candidates often feel disengaged during the wait times between application submission, interview scheduling, and final decisions. An improved focus on the candidate experience, through regular updates and a more transparent timeline, would enhance the overall perception of the bank's recruitment process.

9. Career Development and Internal Growth Opportunities

Rupali Bank has strong opportunities for career development, yet these are not always highlighted during the recruitment phase. Candidates may not always be aware of the full range of growth opportunities available within the organization. A more explicit emphasis on career progression, training programs, and internal promotion policies could help attract ambitious candidates looking for long-term growth.

10. Potential for Increased Reliance on Digital Platforms

The bank has an opportunity to better leverage digital recruitment platforms such as LinkedIn, Indeed, and other online job boards to attract a broader range of candidates. While the bank's internal website and traditional recruitment methods are effective, expanding its digital footprint would help reach younger, more tech-savvy applicants who expect modern, efficient recruitment processes.

Chapter 5

Recommendations & Conclusion

5.1 Recommendations:

After analyzing the recruitment and selection process at Rupali Bank Limited, several key areas can be enhanced to improve efficiency, fairness, and candidate experience. Below are some targeted recommendations that could help the bank attract top talent, streamline its hiring processes, and improve overall satisfaction for both applicants and HR personnel.

- **Streamline the Recruitment Process:** The current recruitment process at Rupali Bank can be lengthy, and delays may cause candidates to lose interest or accept offers elsewhere. To improve efficiency, it is recommended to Reduce Time Delays & Use Digital Tools.
- **Enhance Use of Technology:** While the bank has a structured recruitment process, it could benefit from embracing more modern technology as like Online Assessment Tools, Leverage Social Media & Job Portals, Virtual Interviews.
- **Focus on Employer Branding:** Building a stronger employer brand will help Rupali Bank stand out in the competitive banking sector. This can be achieved by Highlighting Employee Value Proposition & Engage with Potential Candidates Proactively
- **Improve Interview and Selection Process:** While Rupali Bank's selection criteria are standardized, there's always room for improvement. Some recommendations to enhance the interview and selection process include.
- **Emphasize Diversity and Inclusion:** A focus on diversity and inclusion is crucial in today's workplace. Rupali Bank can benefit from creating a more inclusive recruitment process by Diversity Training for Recruiters & Diversity Training for Recruiters
- **Offer Clear Career Development Pathways:** One of the main reasons candidates may choose to join Rupali Bank is the opportunity for growth and career progression. Therefore, it's important to emphasize these opportunities during the Highlight Career Development Programs & Transparent Career Pathways.
- **Enhance Candidate Experience:** A positive candidate experience is essential to maintaining a strong reputation and attracting top talent. To improve Clear Communication, Improve Interview Etiquette & Feedback Mechanism experience.
- **Focus on Post-Hire Engagement:** Once a candidate is hired, it is equally important to ensure that the onboarding process is smooth and that new employees feel supported from day one. Some recommendations include Onboarding Process & Mentorship Programs.

5.2 Conclusion:

The recruitment and selection process at Rupali Bank Limited plays a crucial role in ensuring the organization attracts and hires the best talent to meet its operational needs. Through a structured and standardized approach, the bank demonstrates a commitment to maintaining fairness and consistency in its hiring practices. However, there are areas where improvements can be made to enhance the overall efficiency, candidate experience, and alignment with current trends in the banking and HR sectors. While the bank benefits from a solid reputation in the industry, some challenges, such as the lengthy recruitment process, could be addressed by leveraging modern technologies and streamlining operations. Additionally, adopting more digital tools for assessment and communication could significantly improve the speed and transparency of the process, making it more candidate-friendly. A stronger emphasis on employer branding, diversity, and inclusion, as well as the implementation of structured interview techniques, could help Rupali Bank stand out in a competitive market. Furthermore, providing clearer career development pathways and a more supportive onboarding experience will not only attract top candidates but also enhance employee retention. In conclusion, by embracing technological advancements, refining its recruitment practices, and focusing on creating a more inclusive and responsive hiring environment, Rupali Bank can strengthen its position as a leading employer in the banking sector. Improving these aspects will not only benefit the bank's hiring process but also contribute to its long-term success by building a motivated, diverse, and highly skilled workforce.

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Appendix

Analysis of Recruitment and Selection process at Rupali Bank Limited

I. Gender

- Male
- Female

II. Age

- 24-28
- 29-32
- 33-36
- 37-42

Tangible:

(Tangible elements refer to the physical aspects and resources involved in the recruitment process.)

1. How would you rate the professionalism and appearance of the recruitment materials (job postings, brochures, website, etc.) provided by Rupali Bank?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

2. Were the recruitment facilities (e.g., interview rooms, office environment) well-maintained and conducive to a positive experience?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. Did you find the job descriptions and application process clearly presented and easy to understand?

- Strongly Disagree

- Disagree
- Neutral
- Agree
- Strongly Agree

4. How would you rate the clarity and design of the online application portal or any other recruitment platform used by the bank?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Reliability:

(Reliability measures the consistency and dependability of the recruitment process.)

5. Did the recruitment process follow the steps and timelines that were communicated to you at the beginning of the process?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. How accurate was the information provided to you during the recruitment process (e.g., job roles, benefits, expectations)?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. How consistent was the quality of interaction with the recruitment team throughout the process (e.g., responsiveness, professionalism)?

- Strongly Disagree
- Disagree
- Neutral

- Agree
- Strongly Agree

8. Did the recruitment process include clear and reliable communication regarding the next steps and any waiting times?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Responsiveness:

(Responsiveness refers to how quickly and efficiently the recruitment team handles inquiries, applications, and issues.)

9. How promptly did the recruitment team respond to your inquiries or questions during the application process?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. Were you informed about the status of your application at appropriate intervals throughout the recruitment process?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. Did you feel that your concerns or issues were addressed quickly and effectively by the HR team during the process?

- Strongly Disagree
- Disagree
- Neutral
- Agree

- Strongly Agree

12. Was there a reasonable response time for any delays or changes in the recruitment schedule or process?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Assurance:

(Assurance refers to the confidence candidates feel in the recruitment process, including the competence and courtesy of staff.)

13. How confident are you in the professionalism and knowledge of the recruitment staff at Rupali Bank?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

14. Did the recruitment team make you feel assured that your application was being handled by experienced professionals?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. How would you rate the overall transparency and fairness of the recruitment process?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

16. Were you made aware of the criteria and the evaluation process used to assess your application and interview performance?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Empathy:

(Empathy relates to the recruitment team's ability to understand and care for candidates' needs, concerns, and expectations.)

17. Did you feel that the recruitment team genuinely understood your career goals and aspirations?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

18. How would you rate the level of personalized attention or care given to you during the recruitment process?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

19. Were the interviewers or HR staff empathetic and understanding of your circumstances (e.g., relocation, family responsibilities)?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

20. Did you feel that the recruitment process at Rupali Bank reflected a commitment to fairness and respect for all candidates, regardless of background or experience?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Analysis of Recruitment and Selection process of Rupali Bank Limited

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