

Internship report
On
Recruitment and Selection process: A Study on Grameen
Bank, Corporate Branch, Mirpur 02

Prepared for

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Letter of Transmittal

Date: 31 December 2016

Gouranga Chandra Debnath
Associate Professor & Head
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Subject: Internship report on “Recruitment & Selection Process of Grameen Bank.”

Dear Sir,

It is a great pleasure and privilege to present the report titled on ‘**Recruitment and Selection processes**’ of Grameen Bank, which was assigned to me as a partial requirement for the completion of BBA program. Throughout the study I have tried with the best of my capacity to accommodate as much information and relevant issues as possible and tried to follow the instructions as you have suggested. I have tried to be as much informative as possible. It is a great achievement to work under your active supervision and guidance. However, I sincerely believe that, this report will serve the purpose.

This report has enlarged my level of knowledge and I truly realize the importance of preparing this type of report. I would like to thank for your valuable guidance and kind cooperation at every step of my effort on this report.

Sincerely yours,

.....

MD. Naimur Rahman Nayeem
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Student's Declaration

I am Md.Naimur Rahman Nayeem, student of BBA program, Daffodil International University, hereby declare that the internship report entitled on "**Recruitment & Selection Process of Grameen Bank**" is prepared after the completion of my internship at Grameen Bank, Mirpur-2, Head office under the intensive supervision & guidance of Gouranga Chandra Debnath, Associate Professor & Head Department of Business Administration, Daffodil International University & Mr. Md. Harun-Or-Rashid, Senior Officer, Head office, Grameen Bank.

I also declared that the internship report is prepared for academic purpose only. This report is not submitted by others.

MD. Naimur Rahman

ID: 161-11-287

Major: Human Resource Management

Department of Business Administration

Daffodil International University.

Supervisor's certificate

This is to affirm that the Internship Report entitled on "**Enlistment and Selection Process**" of **Grameen Bank**" is set up by MD. Naimur Rahman, under my immediate supervision as a satisfaction of the prerequisites of Bachelor of Business Administration (BBA) degree from Department of Business Administration, Daffodil International University. According as far as anyone is concerned and his presentation, he has arranged this report by his very own and isn't duplicated or obtained from anyplace without appropriate affirmation.

I wish him every success in life.

Gouranga Chandra Debnath

Associate Professor & Head

Department of Business Administration

Daffodil International University.

Acknowledgment

First and foremost, I want to thank god almighty for giving me the strength and the strength to carry out my duties as an intern and completed the report within the short time.

I am thankful to my Supervisor Gouranga Chandra Debnath, Associate teacher and Head, Daffodil International University for his entire hearted supervision. Truly, it wouldn't be conceivable to set up this report up to this imprint without their direction.

This has been a staggering timeframe for me to deal with this report titled "Recruitment and Selection Process: A Study on Grameen Bank, Corporate Branch, Mirpur 02"

My appreciation to DIU BBA program report for entering a temporary position program to encourage Re-quick contract in a continuous. Functioning as an understudy at Grameen bank was out and out a gold open door for me. To wrap things up I might want to thank to Grameen Bank. I am additionally appreciative to Mr. MD. Harun-or-roshid, senior official, Head office Grameen bank .Moreover , I might likewise want to offer my thanks to all representative of Grameen bank Seniors and associates who offered me great guidance, motivation, and backing. I should make reference to the incredible condition and gathering responsibility of this association which has empowered me to adapt to numerous things.

Executive Summary

As part of my BBA internship Program, I have been assigned to make a report on **‘Recruitment & Selection Process’** A Study on Grameen Bank, Corporate Branch, Mirpur 02” By my supervisor, Associate Professor & Head Gouranga Chandra Debnath. I have worked in Mirpur Circle 02, Head Office of Grameen Bank and worked for the last three months. The internship provides me an opportunity to grasp practical knowledge of specialized banking and the procedure is as follows of Recruitment & Selection process by a prominent specialized bank, to know the effectiveness of this process and advances and how they manage it.

In Grameen Bank all arrangements will be made through notice in three dailies both English and Bangla. Grameen Bank initiates numerous representatives in consistently. Grameen Bank utilizes both inner and outer hotspots for enlistment. Grameen Bank has persistent enrollment and choice procedure. To get opportune individuals at ideal time for right position, they have efficient enlistment process. After the enrollment partition, select up-and-comers following fitting determination procedure like CV, Shorting and IT test, Initial Interview, Final Interview, Job offer and arrangement.

Subsequent to selecting the new representatives, Grameen Bank gives brief direction program. New workers are designated with the probation time of a half year. Subsequent to finishing the probation time frame, Grameen Bank affirms the new representative's administrations if their exhibition is in a good level or satisfy the prerequisites of the bank.

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Chapter One

Introduction

1.1 Introduction

The **Grameen Bank** is a Nobel peace prize-winning Small Business Organizations and community Development Bank establishment in Bangladesh. It makes little advances (Known as 'little credit or poor' provincial making) without the requirement for security.

The name Grameen originates from the word Village signifying "rustic" In the Sanskrit Language. Small scale credit advances depend on the possibility that the poor have aptitudes that are utilized productivity and with support they can get more cash-flow. A Group-based credit strategy is utilized to enable distributed loan specialists to oversee and deal with their monetary issues in restrained manner to guarantee reimbursement and to give credit borrowers the chance to advancement great credit status. The bank acknowledge stores gives different administrations and works number of advancement business including Fabric, Telephone and vitality organizations. The Bank's credit approach to help the under-served populaces has turns into the dominant part (5%) of its borrower.

The development of Grameen Bank in 1976, the work of educator Muhammad Yunus of the University of Chittagong, who propelled an examination venture to think about how credit conveyance can be intended to give banking administration to the rustic region. Based on its positive outcomes, Grameen bank was endorsed by national law in October 1983 as an autonomous bank. In 2006 the bank and its originator Dr. Muhammad Yunus were together granted the Nobel harmony prize. In 1998 the banks "Low value lodging program" won a world lodging grant. The Bangladesh government constrained DR. Muhammad Yunus to leave from Grameen bank saying that at 72 years old .He had surpassed as far as possible for the post.

1.2 Background of the study

Internship Program is a mandatory program for all students of BBA under Daffodil International University. Practical orientation is positive development in professional area. For the completion of this internship program, I have chosen a bank named “Grameen Bank” and my internship report is based on "Recruitment and Selection Process by Grameen Bank, an Analytical Review on Grameen Bank".

I prepared this report under Our Honorable Teachers Mr. Gouranga Chandra Debnath, Associate professor and Head of the Department of Business Administration at Daffodil International University. During the study period students gain theoretical knowledge but nowadays, there is no alternatives to the job market. Hence, I was allowed to conduct so in Grameen bank. This program gives the students the real-life flavor & thereby helps to launch a career with some prior experience.

Therefore, before entering into job, students should have some real work experience in the major field of study on the career choice that interest.

1.3. Significance of the Study

Training will be the best when hypothesis and practice mixes. Hypothetical information gets its flawlessness with commonsense application and the temporary position is intended to conquer any hindrance between the hypothetical learning and genuine application. We as a whole realize that there no option of handy learning which is more helpful than hypothetical viewpoints. The prime explanation of this investigation is to get comfortable with the reasonable business world and to accomplish down to earth information about the general Banking and Corporate world, which is such a great amount of fundamental for every single understudy to address the outrageous developing difficulties in employment advertise.

1.4 Objective of the Study

Targets of entry level position program join numerous things. There are two kinds of goals of this investigation. These are given beneath:

1. **Broad goal:** The Recruitment and determination procedure implies by which an organization recognize that a position is accessible. Investigate work obligations required, urge candidates to apply for work and afterward search for the most qualified individual in the candidate pool.

While the fundamental motivation behind the enlistment and determination procedure is to top off an opportunity with the top applicants. Each progression of the procedure has its own individual reason. We need to attempt gather data from the Head office of Grameen bank and attempt to think about enrollment and determination procedure of Grameen Bank and how they will gather their best confections.

2. Specific objectives:

- ❖ To know the Recruitment& Selection process of Grameen Bank.
- ❖ To identify the recruitment and selection procedure followed by Grameen Bank.
- ❖ To analyze the various sources of recruitment followed by Grameen Bank.
- ❖ To evaluate all the activities of the Grameen Bank and identify different problems of the bank.
- ❖ To prescribe some possible recommendations to overcome the problems.

1.5. Scope of the Study:

Bank has multidimensional economies exercises and administrations. Despite the fact that three months isn't sufficient opportunity to gain proficiency with the immense exercises and administrations however the planning of this report give an extraordinary chance to have a

top to bottom information of dominant part of the financial exercises rehearsed by the Grameen Bank. The examination is centered on the accompanying zones of the Grameen Bank:

- This Report will recognize the relationship of Grameen Bank with destitute individuals as a borrower association.
- Recognize the small scale fund framework that aides and valuable for the destitute individuals.
- Concentrate on self-awareness by utilizing Grameen Bank benefits as a part.
- Concentrate on social advancement by Grameen social business.
- Comprehensively talk about the methodology of Grameen Bank advance framework.
- This Report will discover the adequacy of the bank administrations. The extent of this examination was limited to the Grameen Bank head office, branch office and individual contact with the representatives of Grameen Bank.

1.6. Methodology of the Study:

1.6.1. Sources of Data:

Both primary and secondary data are used to prepare this report. The collection of these two types of data is shown respectively.

Collection of Primary Data:

Primary Data are mainly collected from the practical experience and queries from the employees as well as the member of GB. Thus, the primary data such as information regarding the overview of GB, interest rates and charges, credit operation performance measurement in lending, credit policies, loan agreement etc. were collected.

Collection of Secondary Data:

Essential Data are for the most part gathered from the commonsense experience and questions from the representatives just as the individual from GB. In this manner, the essential information, for example, data with respect to the diagram of GB, financing costs and charges, credit activity execution estimation in loaning, credit arrangements, advance understanding and so on were gathered.

1.6.2. Data Analyzing and Reporting:

To analyze the recruitment and selection process by GraemeBank, I used several software's including Microsoft Word and Microsoft Excel

1.7. Research Design:

Unmistakable research doesn't fit perfectly into the meaning of amounts or subjective research techniques, however rather it can utilize the material of both in a similar report. The term spellbinding examination notices to the sort of research question, plan, and information investigation that will be applied to a given theme. Enlightening measurements determine what is, while hypotheses insights attempt to decide circumstances and logical results.

Unmistakable research involves gathering information that allude occasions and afterward sorts out, organizes, portrays, and depicts the information accumulation. Once in a while It sees visual guides, for example, diagrams and outlines to help the peruse in observation the information conveyance. Since the human personality can't extraction the full import of a major mass of crude information, graphic measurements are basic in diminishing the information to viable structure. At the point when top to bottom meeting, story report characterize of little quantities of cases are incorporate, the exploration utilizes depiction as the apparatus to compose information into examples that rise during the investigation. Those examples help and the psyche in appreciating a subjective report and its executions.

Engaging insights apply information accumulation and investigation strategies that respect the reports concerning the proportions of focal inclination, variety, and connection. The mix of the quill's rundown and co-social insights, alongside its emphasis on named kinds of research questions, strategies, and criticisms is the thing that distinction unmistakable research from other research types.

1.8. Sampling Plan:

- ❖ **Population:** A group of individuals or items that share one or more then characteristics from which data can be combined and analyzed is called the population.
- ❖ **Sample unit:** The sample unit of the survey was Deputy General Manager, Manager, Senior Officer, Junior Officer, Trainee Assistant Officer, and Trainee Assistant Officer Cash.
- ❖ **Sample frame:** The term of ‘sample frame’ is explained as the list or lists from which specific or households are selected. It added clear and original information that can be used to contact selected individuals. Well-structured sample frame was not found.
- ❖ **Sampling procedure:** The non- probability convenient sampling procedure has been used in the survey.
- ❖ **Sample size:** The sample size 13 respondents.

1.9 Limitation: The report time is very few, so in this few times it cannot to possible to collect all the actual information from the organizations. That was the best try from my side. Now I will explain the limitation of the report.

- ✓ **Time limitation:** Only two months is not available for gather knowledge from the institution. So, time limitans is one of the big factors for fulfill the report. but in this limit time I will try my best to learn from this. It will be help to my next life.
- ✓ **Inadequate data:** The company don’t provide all the actual data from their office because of their company policy and secrecy. But they will share some basic about the company. If we get the many data we call fulfill it successfully.
- ✓ **Lack of record:** There are some lack of the record of the data, online is notonly sufficient. They need to collect all the information from the head office. Sometimes they don’t share the data to me.
- ✓ **Lack of experience:** Experience is one of the big factors for collecting the data and analysis the report. As a fresher that was not easy to collecting the

information and making the report. But from my side I will try my best. Recruitment and selection process are their internal factor so, they don't share that with us. Without experience that is not possible to fulfill the research.

Chapter: 02

An Overview of Grameen Bank

2.1 Background of Grameen Bank

In August 1976, Dr. Muhammad Yunus, at that point Head of the Department of Economics at the University of Chittagong, began an undertaking which is called Grameen Bank venture. In 1979, the undertaking expands in to Tangail in enterprise with Bangladesh Bank. In October 1983, it was a set up as an autonomous Bank.

Grameen Bank was conceived in town of Jobra in Chittagong. Today Grameen Banks are a colossal small scale credit organization. It is likewise bigger than numerous Commercial Banks in Bangladesh. It have been recreated in excess of 100 nations of the world.

The borrowers are proprietor of the Bank. The fundamental objective is to make credit accessible to the town needy individuals, for the most part lady in town, in the battle against neediness like beggar. In doing as such, borrowers are given advances for money creating purposes and lodging. All credits are given without insurance and without legitimate instruments. Grameen Bank credits are paid on the week after week premise.

In 2002, Grameen Bank will realize its battled part program, particularly intended to loan cash to the poor people of locate a noble work. They are offered intrigue free credit. Before the part of the arrangement, total individuals are under this program arrived at 78,420. An absolute US \$ 2.59 million has so far been dispensed. Grameen Bank give Higher Education credit for the borrower kids from 2000. By July 2015 there are 53,421 understudies gotten advanced education advance from the Grameen Bank.

With an end goal to urge individuals to teach their kids, Grameen offers Scholarships to offspring of its individuals. By July 2015-2, 24,791 understudies (the two young men and young ladies) have acknowledge grants equivalent to US \$ 5.07 million.

In July 2015, Grameen Bank 2568 branches, 268 workplaces, 40 zonal workplaces and 40 zonal review workplaces. Through 1,42,223 focuses, spread more than 81390 towns, over US\$ 17415.60 million have been disseminated to almost 8.68 million borrowers, 96% of them are ladies. Sparing parity of the borrowers remains at US\$ 71377.01 million.

Lodging advance complete US\$ 386.55 million and have been dispensed to 6, 92,865 individuals. The extraordinary measure of advances remains at US\$ 0.21 million.

In 2006 Grameen Bank and its originator Prof. Muhammad Yunus win the Nobel Peace prize.

2.2. Goals and objective of Grameen Bank:

The goal which is by Grameen bank is poverty reduction mentioning the credit as the most powerful instrument of engine of development , If has been providing group-based credit facilities to the poorest selection of rural society for the creation of employment and income generating activities which was spiffed by the Grameen Bank are mentioned here: to empower the village poor especially the women who was neglect, ignored from the powerful person in our country .They also help them. Their goal also helps them and reduce the poverty.They can enjoy self-employment from the Grameen Bank.

- ✚ To provide the financial support for poorest section of village area those who don't get the loan from commercial bank.

- ✚ To reduce the rate of poor people those who are face problem from the informal moneylenders who are exalting them by charging exorbitant rate of interest rate of credit in our country.
- ✚ To provide organizational support as if they can get a proper guideline for develop themselves which can change them from the borrowers for the revenue.
- ✚ To development human capital in the village areas through providing development programs regarding health and Nutrition, Health, disaster management etc.
- ✚ To encourage the saving as if they will support themselves for them and their family.
- ✚ To decrease the village unemployment rate and dependency rate by offering self-employment opportunities in the village non-firm sector for sustainability development.
- ✚ To ensure banking facilities for bottom level people without any collateral.
- ✚ Reduction of money lenders for the avoiding the suffer from them.
- ✚ To reduce the poverty in our country as if the country will be developed.
- ✚ To ensure the women emperorship

2.3. Grameen bank Vision

“Banking for the poor people.”

2.4. Grameen Bank Mission

Its main goal is to help the poor families for grab build up the neediness. It is focused at the poor in town region in Bangladesh, especially in poor ladies. It advances credit as a human right. It did not depend on any insurance or legitimately enforceable contracts. It depends on "trust", not on legitimate methods and framework. It is offered for making independent work for money creating exercises and lodging for the destitute individuals, rather than utilization.

Chapter – 03

Theoretical Overview

3.1 Recruitment:

Effective human asset arranging ought to recognize the human asset needs. When these necessities are distinguished, the HR office can plan something for meet them. Procurement capacity of HRM or HRP decides the number and kind of individuals an association needs work investigation and employment configuration indicate the errands and obligations of occupations and the capabilities anticipated from the planned activity holders. The following consistent advance is to contract the correct number of individuals of the correct kind to fill the occupations.



Figure: Recruitment and Selection Needs

Recruitment is portrayed as a technique to discover the wellsprings of work to meet the necessities of the staffing plan and to use convincing measures for pulling in that work in adequately numbers to support ground-breaking assurance of a compelling workforce."

In direct term Recruitment is a method of searching for and compensating a pool of candidates from which qualified plausibility for work openings can be characterized.

A formal definition: Recruitment is the way toward scanning and pulling in quality candidate for business. The procedure began when new selection representatives are sort and finishes when their applications are introduced. The outcome is a pool of candidates from which new representatives are chosen in the workplace.

3.2. Purpose and importance of recruitment:

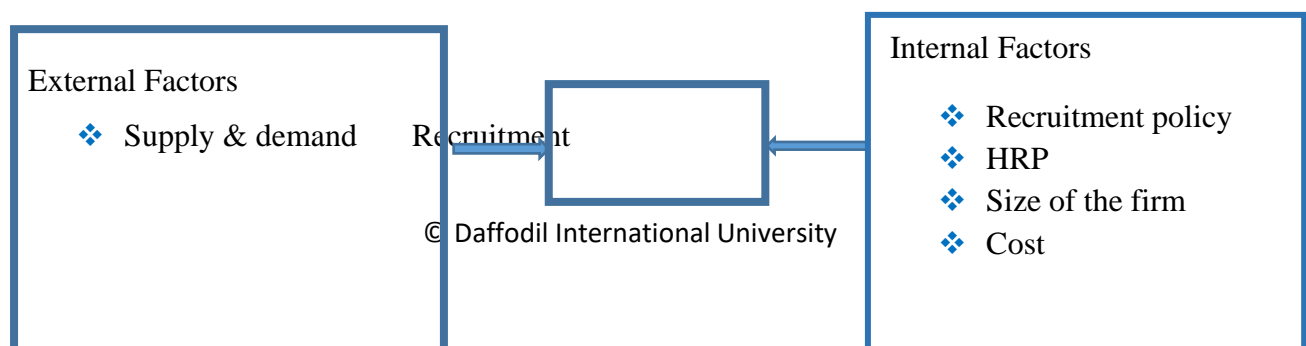
There is some different purpose which is provide the qualified job candidates.

Such as:

- a. Identify the present and future requirement of the organization and connect with the job analysis activities.
- b. Decrease the cost for recruitment and selection process in the organization.
- c. Increasing the success rate for the recruitment and selection process and find out the most type of talent candidates.
- d. Decreasing the probability rate of job turnover.
- e. To maintain the legal and social responsibility in the market.
- f. To find out the appropriate job candidates.
- g. Decrease the short-term selection in the organization.
- h. To find out the best candidate from all candidates.

The recruitment process is use selection the best possible candidate for the job which will be the effectiveness in the company. They will get the efficiency in the market which will be the best for the company. They will be getting most qualified candidates from the recruitment and selection

3.3. Factors Influencing Recruitment



- ❖ Unemployment rate
- ❖ Labor market
- ❖ Political-social-legal
- ❖ Competitors

Figure: Factors influencing recruitment

3.3.1 External factors

There are some external factors which is influencing in recruitment policy. The major external factors are:

Supply and demand: Supply and demand is a factor which is influence to recruitment. Which kind of post are vacant that type of post is demand then they will fill. They will fill the post on the basis of demand. Supply and demand always will equal. because they cannot create new post without a reason. They cannot supply a new candidate without demand or without vacant position.

Labor market: Labor market is always a big factor for influencing recruitment and selection process. suppose in that time if the candidate is more than vacant or demand then the post. labor market always affects in the recruitment process. If the candidate is huge then demand then they will take some strategy, they will make the hard question from the recruitment and selection.

Image of goodwill: Image of goodwill is also a factor for the recruitment and selection process. Without it the candidates are not interested to applying the post. But in this post if the company are not image of goodwill in the job market. so that is very important for recruitment and selection process.

Unemployment rate: Unemployment rate is another factor for the job. If the unemployment rate is high then the candidates are more then the demand then they can get the best candidates for the post. I think it is very much essential to know the unemployment of the country. On the other hand, if the unemployment rate is low then the supply of candidates is low that is also influence the recruitment and selection process.

Competitors: Competitors is another factor which is influence the recruitment and selection process. The company must be following the competitors. Which type of quality they are maintain and they recruitment and the goodwill of the competitors.

Political-social and legal environment: Government are making different rules and regulation by the change of new government.

3.3.2. Internal Factors

The internal factors which are the factors which can be controlled by the company. The internal factors are:

Recruitment Policy: The recruitment systems of the organization indicates the necessities of the enrollment and gives a criticism to execution of determination program. It might include organization framework to be created for actualizing choice projects and terms by topping off empty situations with best qualified individuals.

Human Resource Planning: Helpful human asset arranging are resources in deciding the holes present in the current labor of the organization. It additionally helps in deciding the quantity of workers to be selected and what capability they should have. Size of the firm: The size of the organization is a compelling molded factor in enlistment process. In the event that the association is intending to raise its tasks and grow its business, it will consider choosing more staff, which are handle to its activities.

Cost: Recruitment persecute cost to the business, accordingly, organization attempt to utilize that wellspring of choice which will bear a less cost of enrollment to the organization for each activity more broken down.

Growth and Expansion: company will ponder the employ or think of employing more personnel if it is expanding its operations.

3.4. Components of the Recruitment Policy

- The general enrollment arrangements and terms of the association
- Recruitment administrations of specialists
- Recruitment of transitory representatives
- Unique enrollment circumstances
- The choice procedures

- An enrollment strategy of an association ought to be with the end goal that:
- It should concentrate on selecting the best potential individuals.
- To guarantee that each candidate and worker is dealt with similarly with poise and regard.
- Unbiased arrangement.
- To help and energize workers in understanding their maximum capacity.
- Transparent, task situated and merit-based choice.
- Weight age during determination given to factors that suit association needs.
- Optimization of labor at the hour of determination process.
- Defining the skillful position to support every choice.
- Abides by applicable open strategy and enactment on procuring and business relationship.

3.5. Factors Affecting Recruitment Policy:

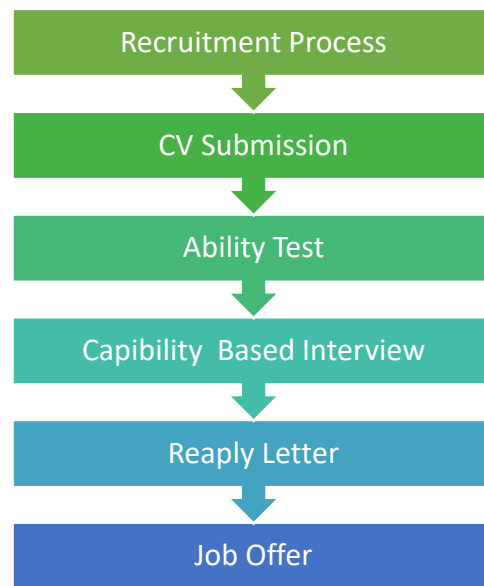
- Hierarchical targets.
- Faculty strategies of the association and its rivals Government approaches on reservations.
- Favored wellsprings of enrollment.
- Need of the association.
- Enrollment costs and budgetary ramification.

3.6 Objectives of Recruitment Policy:

Objectives are targets and goals. According to Yoder, following are the main objects of recruitment policy:

- To discover and utilize the best qualified individual for each activity.
- To hold the best and most encouraging ones. To offer promising vocations and protections.
- To give offices to development and advancement.
- To limit the expense of enrollment
- To diminish the extent of partiality and misbehavior

3.7 Recruitment Process:



3.7.1 CV Submission

Potential Candidates intrigued to adding the bank are required to send their total educational plan vitae and affirmation of getting is sent for all submitted application to the competitor email.

3.7.2 Application Evaluation:

The Human Resources division assesses every approaching application, against essential aptitudes and the capacities for the majority of the present openings. All applications are kept dependent on qualities and specializations, for future reference.

3.7.3 Ability test:

Potential candidates will be come for the next stage oral test and IQ test which can be anytime.

3.7.4 Capability Based Interviews

To guarantee that our enrollment procedure is reasonable and consistency for every one of the applicants the individuals who are fruitful at the tests are welcomed for a capacity based meeting. Meetings depend on the capacities, required for each position for each position for

which the candidate are met for a capacity or competency is a capacity to portrayed in the terms of aptitudes & behaviors that are basic to successfully perform inside a vocation.

3.7.5. Reply letters:

At all stages of the process candidates are keep information of the status of their application with an email reply letter.

3.7.6: Job offer:

Those are passed the all stage finally they will be selected and joined as an employee in that institution. Grameen bank provide the internal recruitment by the basis of seniority, performance, one the basic of serial and performance evaluation which is made by the procedure of the bank. They are try to choose the best candidates by the internal recruitment. Finally, when they are appointed they will get an acceptance letter from the institution.

3.8 Sources of Recruitment:

When a person is need to join an empty organizational position, the individual may come from within or outside the organization. Some companies like to recruit from among then, as it helps to boost employee morale, loyalty and motivation. Other organizations prefer to recruit externally to prevent in-branding and to encourage new ways of thinking. There are basically two sources of recruitment. These are given below:

- 1. Internal sources of recruitment and**
- 2. External sources of recruitment.**

1. Internal sources:

- a. Internal sources incorporate the present work power the individuals who are as of now on the compensation move of the organization. At whatever point any opportunity happens somebody from inside the association is elevated or downgraded to fill the vacant post. Now and again "sideways" arrangements might be made by moving someone of comparable rank from another office.

- b. **Promotions & Transfer:** Advancements and move from among the present workers can be a decent wellspring of enlistment which can encourage the organization in various ways as structure resolve, empowering capable people Who are goal-oriented, conveying nearly little cost lastly advancing from inside go about as a preparation gadget for creating center level and top level directors.
- c. **Employee Referrals:** That can be a decent wellspring of inside enrollment. Representatives can grow great prospects for their families and companions by familiarizing them with the benefits of a vocation with the organization, outfitting cards of acquaintance and notwithstanding promising them with apply.
- d. **Former Employees:** Some resigned representatives might be eager to return to chip away at low maintenance premise or may suggest someone the individuals who might be keen on working for the organization.
- e. **Previous Application:** Although not truly an internal source, those who have previously applied for jobs contacted by mail, a quick and inexpensive way to fill an unexpected opening.

2. External source:

Smaller entity level jobs was particularly goes to external source. For fill up the positions they cannot recruit new employee if they wish because there have some terms and conditions. They cannot fill up the vacant positions by the existing employee .Among the external source following are included:

- A. **Advertising:** Advertising is one of the great promotional tools for any kind of organization. If it need to recruit any employee that should be advertising we can fill up the vacant position after recruiting the new employee but for it that need to advertising. Without advertising it is not possible to recruit someone .so it is very much essential for recruitment.
- B. **Public Employee agencies:** Public employee agency is the tools for the recruitment .they can advertisement for the recruitment new employee. If they can maintain it they can get best candidates which will be reduce the time and cost.
- C. **Private employee agencies:** Private employee agencies is the another source of external source of recruitment and selection process which is easy for maintain. We will be able to find out the best candidate from this.

- D. Open house:** Open house is the another promotional tools external source of recruitment and selection process which is the long term process for the selection method. Without freedom that is not possible to find out the best candidates for it ,We have to take it impotency about the report.
- E. Head hunting:** Head hunting is the recruitment and selection process which will be used for the company external source of recruitment and selection process.so it should be define about this.
- F. Recruiting via internet:** recruiting via internet is the source of recruitment and selection process. In this matter that is very much important promotional tools about the external recruitment policy.
- G. Online advertisement:**At the present age of technology online advertisement is so much important. Maximum people are stay in the online .so they can find out that very easily. We cannot define how much popular it is

3.9. Selection:

To choose is to pick. Choice is a screening procedure. It is the way toward picking people who have the trustful capabilities to fill employments in an organization. The fundamental goal is to pick the people who can most effectively play out the activity from the pool of gifted up-and-comers. Determination begins after enrollment procedure is finished and requests for employment have been gotten. It is the way toward discovering possibility for work from huge pool of applicants the individuals who are have vital capability to be play out the activity effectively. It is the way toward intuition from the candidates for work which one best qualified the labor necessity and ought to be offered positions in the association.

3.10. Environmental factor affecting selection:

Selection are influence by some organizational factor. Supply and demand factor are also a factor which can affect in many way such as labor factor, unemployment rate, labor market conditions, labor market conditions, political and legal environment, company image and market share of the company

human resource planning and hiring cost of employee. External environmental factor is one of the big factors for hiring.

3.11. The Selection Process:

The objective of selection process is to pick the person who can effectively play out the activity from the pool of qualified up-and-comers. Employment examination, human asset arranging and enrollment are important essentials to the determination procedure. Normally, steps are Comprise the choice procedure gathering of use, screening, Application clear, talk with, business test, reference, physical/therapeutic assessment last choice situation.

Selection Process:

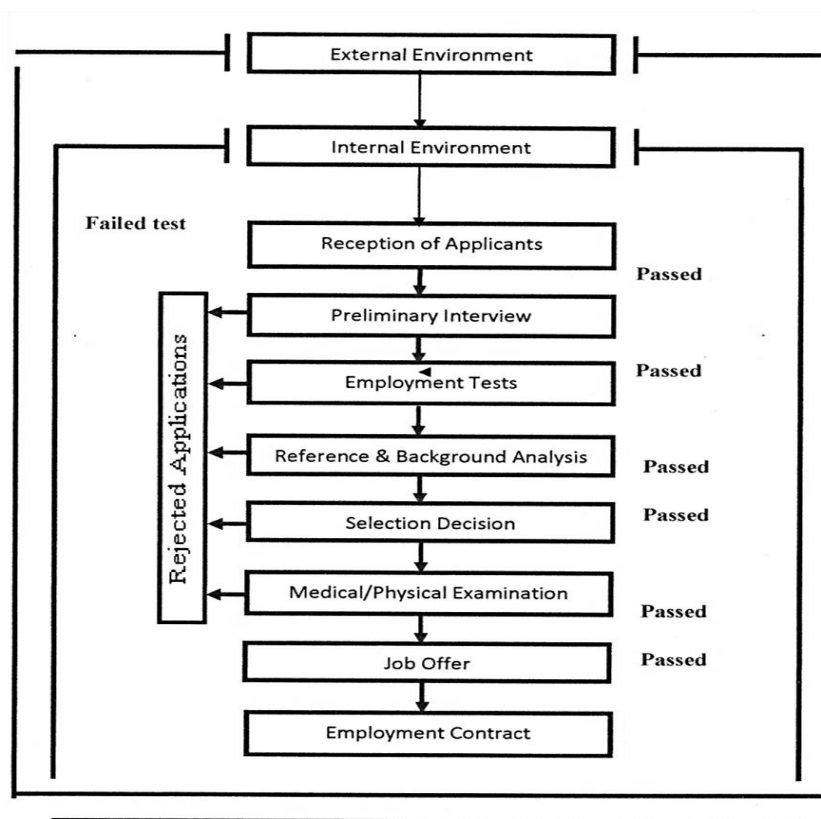


Figure: Selection Process

Preliminary Interview: The starter meeting is such a meeting that is commonly arranged by enormous associations for short posting the potential competitors so as to cut the expenses of choice by enabling just best possibility to experience the further sages in determination. It might be composed or oral or both. An equipped official from the HR office may evoke reactions from candidates a fundamental things deciding the reasonableness of a candidate for an occupation, for example, appearance, age, instruction, preparing knowledge, pay desires,

bent, interests, decision and so on this "obligingness meet' as it is frequently considered enables the division to screen out evident rebels. In the event that the division finds the up-and-comer appropriate, an endorsed application structure is given to him/her to fill and submit.

Filling an Application Blank:The Application clear or structure is one of the most well-known technique used to assemble data on different parts of the candidate's close to home, scholastic, proficient, social, statistic and business related foundation and references. It is brief history sheet of a candidate's experience, more often than not containing the things that demonstrate his/her reasonableness for the position concerned.

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

- It acquaints the up-and-comer with the organization.
- It causes the organization to screen and reject applicants in the event that they neglect to meet the qualification criteria at this stage.
- It can fill in as a premise to start a discourse in the meeting.

Employment Tests: Organization chooses representatives to complete certain works by them. Along these lines, it is important to test whether specific applicants have the abilities to perform them. For this reason, managers pursue certain determination strategies.

Most of the companies use employment tests in order to be sure that these tests are reliable and valid. These tests are given below:

Aptitude tests: Aptitude tests measures a person's capacity or potential ability to learn and perform a job. Some of the more frequently used test measure verbal ability, numerical ability, perceptual speed, spatial ability and reasoning ability.

Psychological test: Psychological test means measure personality to the candidates. It designed to measure the candidate's emotions, personality, manneredly-respect, habit, hobbies and other thing which can be help to know him as a human.

Psychomotor tests: Psychomotor test means quantify the individual quality ability of co-ordination, finger smoothness, speed of hand types, hand writing, speed of arms, mental ability of critical situation how they will develop those are test in the psychomotor tests, and more test is mental ability and creative thinking etc. For example tried for contracting individuals to fill collect line occupations. Whatever the candidates measurement are in accordance with job requirements with job need or not.

- a. Are the applicant has fit for the positions or not.
- b. Are the applicant having any psychological problem which will be interfere with work efficiency or future attendance.
- c. Are the applicant suffer from any mental diseases which should be corrected before he can work satisfactory?

The sum total of what competitors having been temporarily chosen are dependent upon physical/therapeutic Examination by qualified restorative analyst. The criteria for restorative assessment fluctuate with the nature and sort of the activity. As, elevated expectation of wellbeing is determined for guard administration. If there should be an occurrence of 'military pilots' level of physical and medicinal principles are fixed.

Job offer: Employment proposition are arrangement by a letter. those are select they get an acceptance letter from the institution; the deputy must be referring the time on the letter that is one of the sensitive works for the selection methods' new person get the work from the past manager and he starting from then that is also learning for them. New positions also expect help from them for learning everything. That will be develop from them it should be needed.

Contract of employee: Before joining the institution, they need too contract with the company that's mean they will be obey the company and to follow all the rules and regulations of the institution. If they will involve any illegal work which will be harmful for the company then the company will be take any legal rights and they will take any stapes in anytime. The contract will be they cannot take out from the company in anytime. If they will be out from the company then the company will give the final decision. That is also a legal right for employee and employer.

Job title:

1. Duties of the employer in the organizations, Responsibility of the company, come to come office for calculating service.
2. Date that's mean the joining time and the period.
3. Basic pay, Different allowance, Method of payment monthly basis or weakly basis, overtime etc.
4. Working hours, Lunch break, Evening break, overtime and office cloze time.
5. Vacations arrangement.
6. Weakness.
7. Disciplinary committee and procedure.
8. Grievance procedure
9. Encourage to follow notice board.
10. Rules and regulations of work.
11. Arrangement for union.
12. Terms relating to rights employee and employer
13. Terminating employment.

Job knowledge and proficiency test: Job knowledge test means the knowledge of job-related questions which will be help for doing the job for an applicant these tests can be oral or written job knowledge and proficiency test refer about the organization related knowledge which will be help to the employee.

Interest tests: Interest test means show many interested to do the work. It is also comparing with the successful employee of the organization of the specific job. It also refers the person are how many dedicated in the workplace.

Polygraph tests: The polygraph test means to identify the knowledge about the graph and how make a graph moving roll of graph paper in the workplace that will be help in the company how to drown a real picture of the company.

Graphology test: Graphology test is another test about the graph which will be help for an employee. That is also a creative work everybody has not this ability in the institution. so when the company find out that the company will be profited.

Reference and background and analysis: Reference and background means some person who know them and who have goodwill and establishing any organization they have to

provide phone number, Gmail id, and full name and organization name and after them identify to them about full background qualification of the candidates CGPA, GPA and other which need to analysis. It might be expressed that the data accumulated through reference barely impact choice. The reasons are obvious:

- a. **The candidates will discuss about him.**
- b. **People may write the appropriate achievement.**
- c. **Speak truly about himself/herself otherwise that will be harmful for their career.**

Determination Decision: When an applicant has effectively finished his different advances including reference, he has been considered as having been temporarily chosen for the post for which the choice procedure has been started.

Therapeutic/Physical Examination: Some employments require physical characteristics like clear vision, flawless hearing abnormal stamina, resistance of dedicated conditions; clear tone and so forth restorative and physical assessments uncover whether an applicant has these characteristics. Such assessments can give the accompanying data

Finishing up the Selection Process: Contrary to well-known observation, the choice procedure won't end with executing the worker contract. There is another progression an increasingly delicate one-consoling those competitors who have not been chosen. Such competitors must be informed that they were not chosen, not in view of any genuine inadequacies as a part of their characters, but since their profiles didn't coordinate the necessities of the association. They should be informed that the individuals who were chosen were done absolutely on relative legitimacy.

Assessment of Selection Program: The wide trial of viability of the choice procedure is the nature of the faculty employed. An association must have able and submitted faculty. The determination Process, if appropriately done, will guarantee accessibility of such workers. How to assess the adequacy of choice program? An occasional review is the appropriate response. Review must be directed by individuals who work autonomous of the HR division.

3.12 Recruitment and selection process of Grameen Bank

Recruitment is the process by which organizations are finding or selecting the best candidate for employment. Grameen bank always wants to recruit the right people, right time, right

position, with the skills. Because they believe that skills people achieve organizational goal efficiently for that they want to talent candidates for the employment. Grameen bank always believes in equal employment color, region, race, age, nationality, origin or any other factor. They always want to selecting the best candidates for the job because they believe that best candidates are skillful person who can with the global challenge who can adapt with this environment. Grameen Bank always ensure that the people who are always dedicated person for the company they are capable for the vacant position.

3.13 Recruitment policy of Grameen Bank:

Grameen Bank wants to achieves organizational goals effectively and top level management are try to develop the Recruitment policy of Grameen bank. There are some policy or guidelines which are they follow:

- Recruit the right people right time in right place.
- No decimation with gender, color, region, origin etc.
- Combination with the company resources and the applicant's skills.
- The company policy must be made a legal entity and they take follow legal rights.
- Every candidate must be major in age, minor candidates cannot be applied.
- Every functional head must be suitable qualification like as Graduation or post-graduation for applying any post.
- Must be maintain in Human resource policy for the recruitment.

3.14 Recruitment sources of Grameen Bank

Grameen Bank usually two types of recruitment sources. There are internal sources and External sources.

Internal sources:

Firstly, employees can be recruited from the internal source. Management is usually preferred to recruit

- Known and experienced employees from within the organization. In the following ways **Grameen Bank** recruitment from the internal source may take place with the approval of the top level management this can be happened by following ways-
- Promotion
- Transfer

External sources:

There are also some external sources of human resources recruitment uses by **Grameen Bank** there are as follows:

- Advertisement in the daily Newspaper-(the newspaper that are widely circulated like: The ProthomAlo, The Daily Star, The New Age etc.)
- Advertisement in website (www.grameen.com)
- Employee Referrals / Recommendation: Recommendation from the current employees about any person.

3.15 Steps in Recruitment at Grameen Bank

There are various steps followed by Grameen Bank to skilled and qualified employees for the achievement of objectives. The steps are as below-

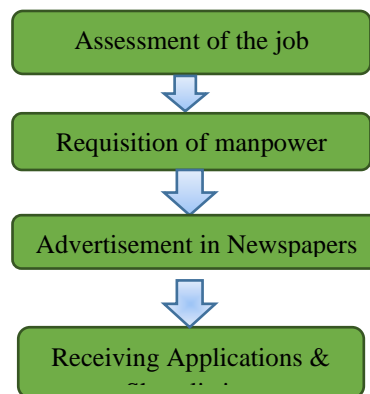


Figure 01: Steps in Recruitment at Grameen Bank.

I. Assessment of the job:

The following things are the assessed for a job

- Whether the work is difficult or not.
- Whether experience is required or not.
- What are the qualities needed for the work to be done?
- When the work will be started?

II. Requisition of manpower:

The concerned Department Head raise the order of labor through the recommended labor demand from with required data and after that forward it to the Human Resources Department. The Human Resources Department than complete its custom and return it to the worry division. Finally the worry office present the labor order

structure to the Managing Director for endorsement. The new names must accord the affirmed HR spending plan and should be endorsed by the Managing Director.

III. Advertisement in Newspapers & Websites.

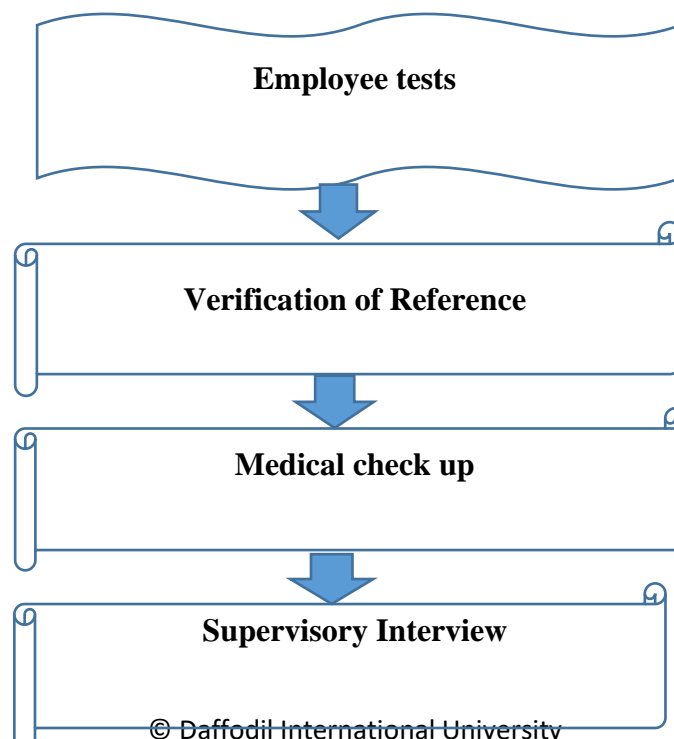
Grameen Bank consistently circles the activity opportunities by distributing ad in national paper. The Newspaper that broadly circled get inclination for achieving this errand for flowing the distributing generally and viably Grameen Bank picks both Bangla and English dailies. The ad incorporates name of the position, idea of work, age limits, instructive capability, characteristics and experience required for the activity, work obligations and obligations, anticipated pay, spot of the activity and so on.

IV. Receiving Applications & Short listing: In the commercial, potential and certain candidates are approached to present their applications alongside their resume, declarations and other essential reports inside a timeframe. At that point the HR division gets every one of the resumes submit by the candidates.

3.16 Selection and interview process of GrameenBank:

Determination is the second steps of Recruitment and Selection process. Determination is the way toward picking the best one among the quantity of candidate's administration regularly adhered to a standard example, starting with an underlying screening, meeting, introduction and finishing up with the last work choice.

The selection process of Grameen Bank is as follow:



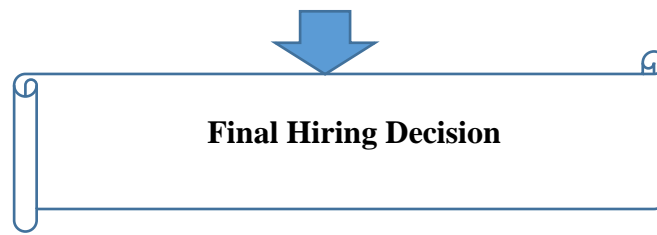


Figure 02: Selection process of Grameen Bank.

Chapter – 04

Findings and Analysis

4.1 Questionnaire Survey Analysis:

1.1.1 Which of the internal sources are used in the organization for recruitment?

Particular	Percentage
Promotion	50%
Demotion	14%
Transfer	36%
Others	0%
Total	100%

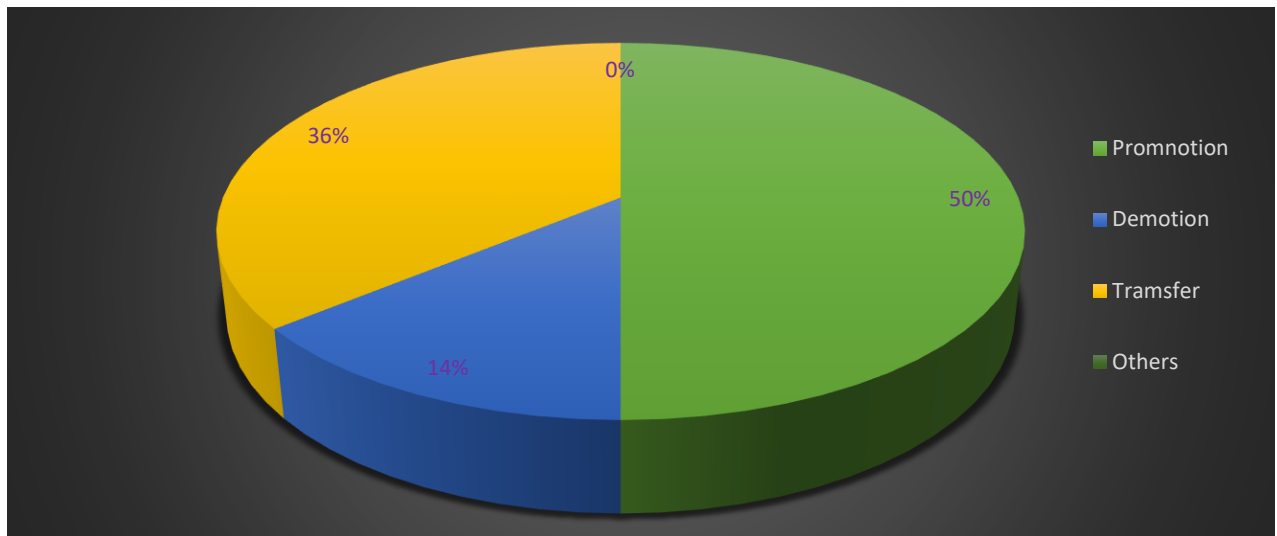


Figure 03: Internal sources are used Grameen Bank.

Interpretation: The above figure shows that 50% promotion, 0% demotion, 36% transfers are used for internal recruitment in **Grameen Bank**.

Comments: **Grameen Bank** use promotion, demotion, and transfer sources in the internal recruitment.

1.1.2 Do you think is there any interfere in internal recruitment?

Particular	Percentage
Strongly Agree	5%
Agree	7%
Neutral	13%
Disagree	25%
Strongly Disagree	60%
Total	100%

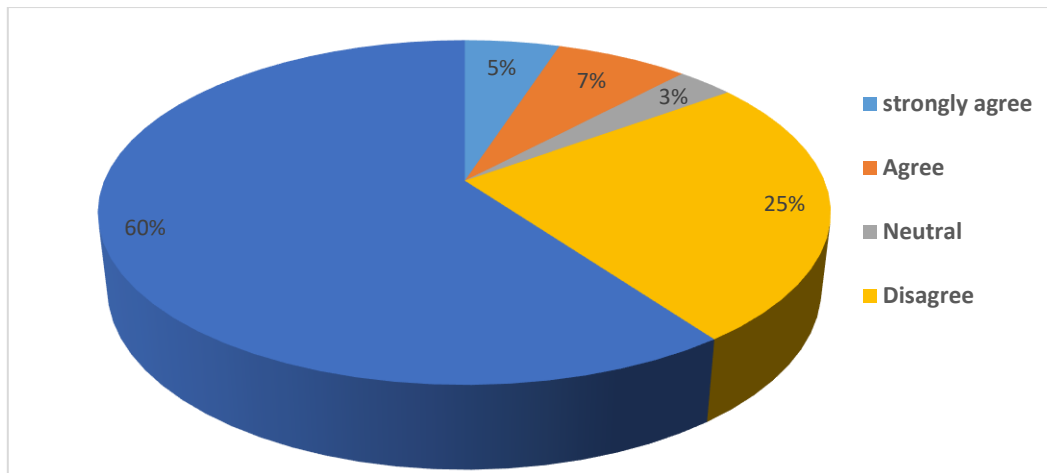


Figure 04: Interfere in internal recruitment

Interpretation: The above figure demonstrates that 5% respondents are unequivocally concur and 7% are concur, 13% respondents are nonpartisan and 25% respondents are differing and 60% are emphatically differ that there happens if there should arise an occurrence of inside enrollment in Grameen Bank.

Comments: As 85% respondents had Negative view about interfere for internal recruitment. We can say that there have no interfere for internal recruitment.

1.1.3 Who interfere for the internal recruitment?

Particular	Percentage
Board of directors	5%
CEO	0%
HRD	95%
Others	0%
Total	100%

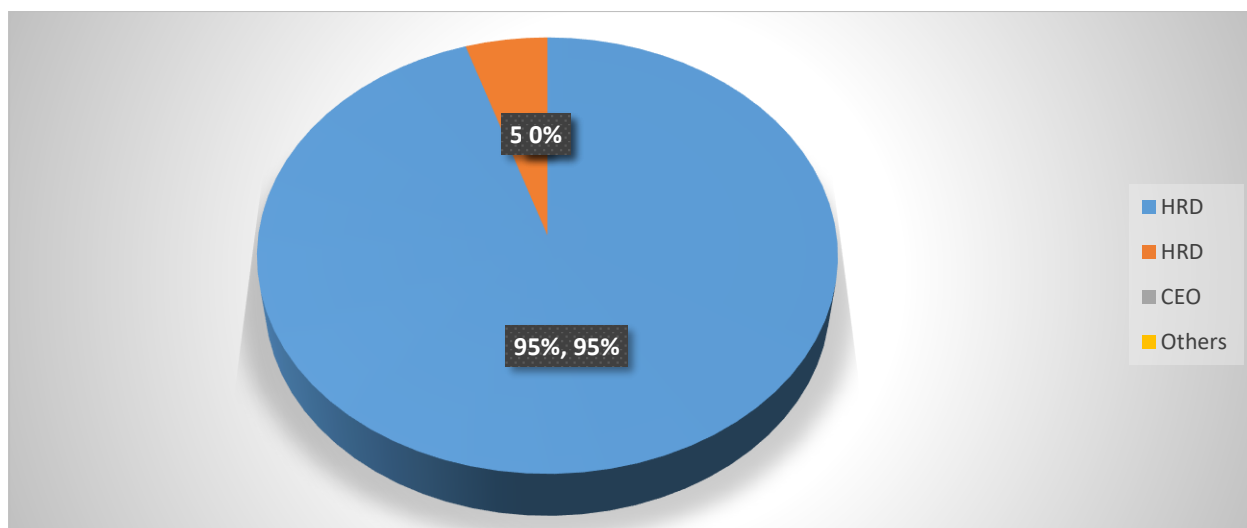


Figure 05: Interfere for internal recruitment

Interpretation: The above figure demonstrates that all respondents addressed that the leading group of executive in Grameen Bank are meddling for inside enrollment 5%, Human Resources Division 95%.

Comments: Majority of the respondents said that there is no interference for internal recruitment.

1.1.4 Which external sources are used in the organization for recruitment?

Particular	Percentage
Advertisement	100%
Head-hunting	0%
Via Internet	0%
Total	100%

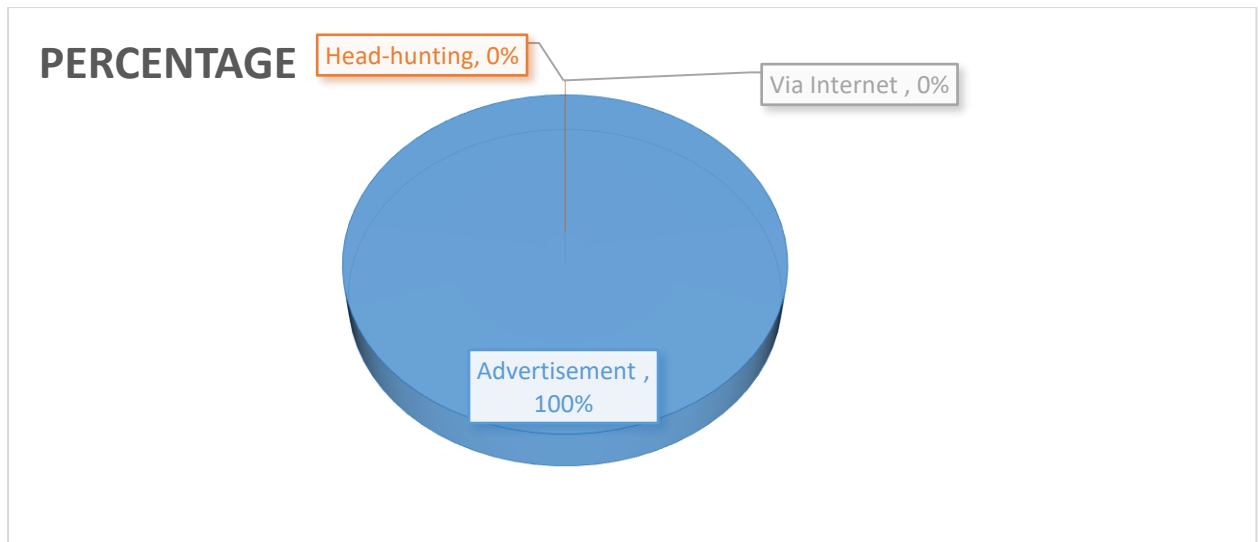


Figure 06: External sources used in Grameen Bank.

Interpretation: The above figure demonstrates that Grameen bank utilizes outside sources-commercial 100%, Headhunting 0% and by means of web 0% for enlistment.

Comments: According to the opinion of the respondent's recruitment is done 100% by advertisement on the National Dailies.

4.1.5 What types of test are used for selection an employee in Grameen Bank?

Particular	Percentage
Written test	0%
Viva test	0%
Both	100%
Other	0%
Total	100%

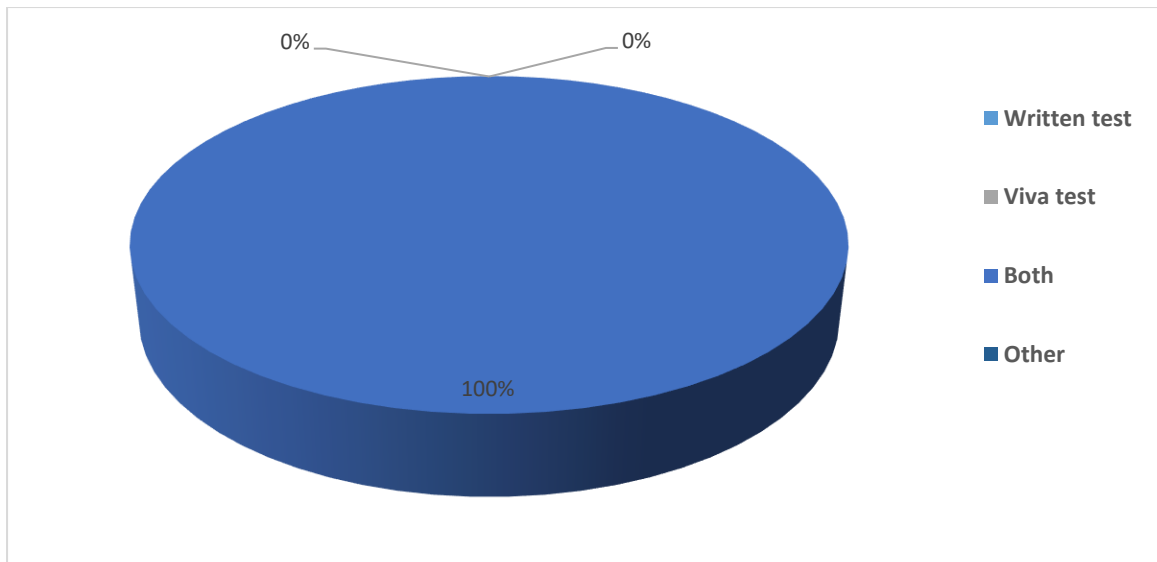


Figure 07: Types of test used to select an employee

Interpretation: The above figure demonstrates that all reacts replied, Grameen Bank utilizes both trial of determination a worker. Grameen Bank utilizes these tests to choose representative.

Comments: Grameen Bank uses both test of selection an employee.

4.1.6 Recruitment and selection procedure is systematic in GrameenBank?

Particular	Percentage
Strongly Agree	60%
Agree	40%
Neutral	0%
Disagree	0%
Strongly Disagree	0%
Total	100%

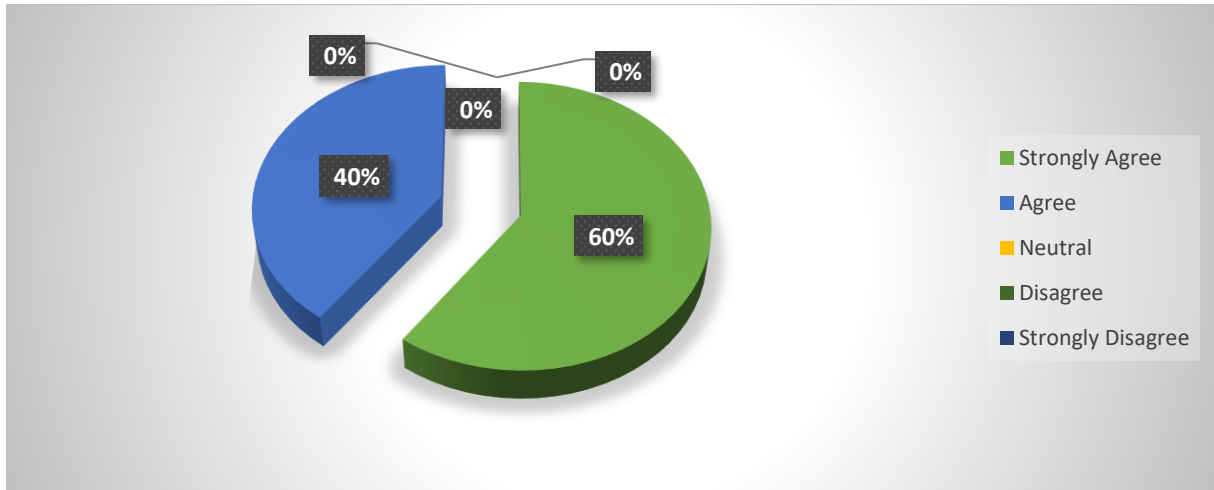


Figure 08: Recruitment and selection procedure is systematic in Grameen Bank

Interpretation: The above figure shows that 40% of respondents strongly agreed and 60% respondents agreed with the statement that recruitment and selection procedure of **Grameen Bank** is systematic.

Comments: The recruitment and selection program of Grameen Bank Ltd is systematic.

4.1.7 Do you agree recruitment and selection procedure is fair in Grameen Bank?

Particular	Percentage
Strongly Agree	55%
Agree	35%
Neutral	5%
Disagree	5%
Strongly Disagree	0%
Total	100%

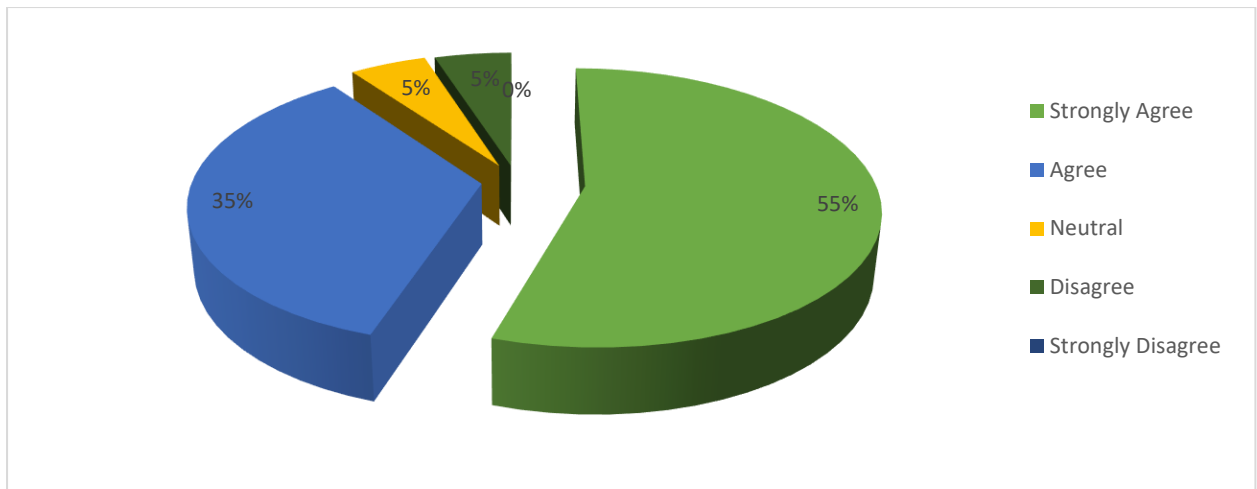


Figure 09: Recruitment and selection procedure is fair in Grameen Bank

Interpretation: The above figure demonstrates that 55% of respondents unequivocally concur, 35% respondents concur, 5% respondents are unbiased and 5% respondents are contradicting the explanation that enrollment and choice strategy is reasonable in Grameen Bank.

Comments: As 90% respondents had seen about enlistment and determination method is reasonable so we can say that enrollment and choice system in Grameen Bank is reasonable. The 5% respondents who were can't help contradicting the announcement; they feel that top level administration may have meddles in enlistment and determination process.

4.1.8 Do you think employees are selected according to the job description and job specification?

Particular	Percentage
Strongly Agree	55%
Agree	40%
Neutral	5%
Disagree	0%
Strongly Disagree	0%
Total	100%

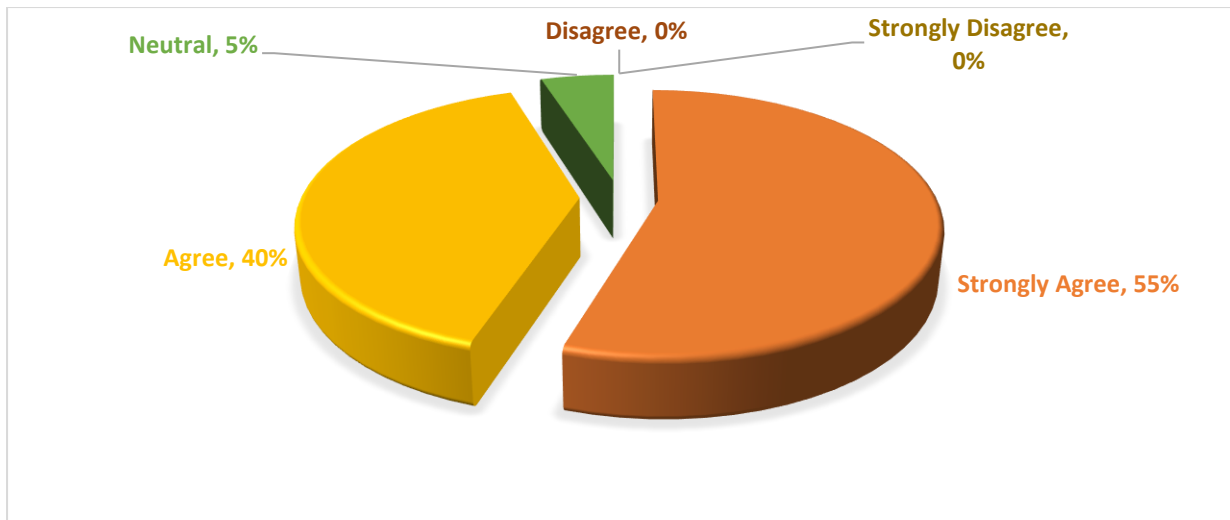


Figure 10: Employees are selected according to the job description and job specification.

Interpretation: The above figure shows that 25% of respondents strongly agree, 40% respondents agree, 35% respondents were neutral about the statement.

Comments: Most of the respondents said that the employees are selected according to the job description and job specification.

4.1.9 Do you believe tools or techniques used for selecting an employee are appropriate in Grameen Bank?

Particular	Percentage
Strongly Agree	35%
Agree	60%
Neutral	5%
Disagree	0%
Strongly Disagree	0%
Total	100%

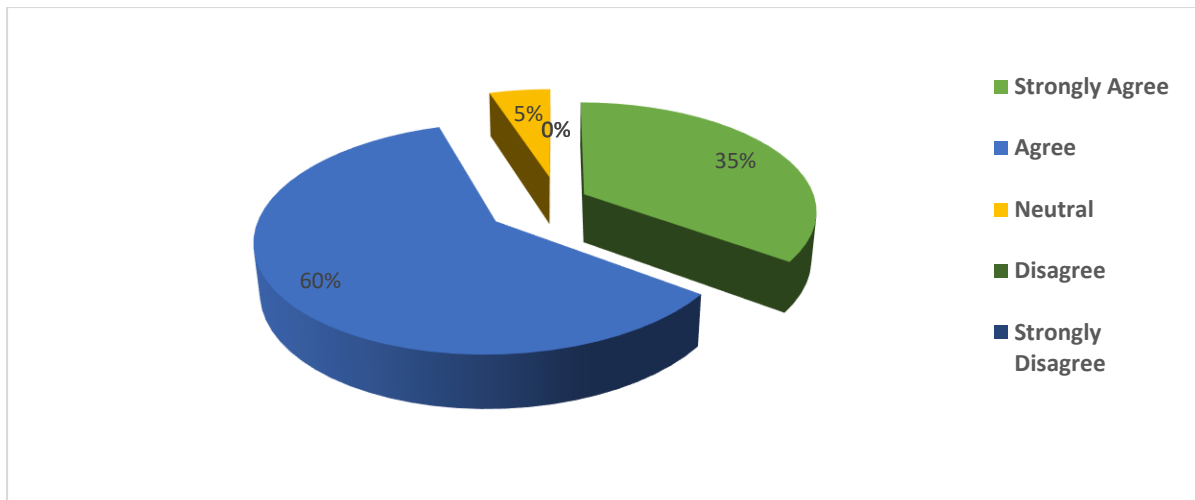


Figure 11: Appropriate tools and techniques used for selecting employee

Interpretation: The above figure shows that 35% of respondents strongly agree, 60% respondents agreed and 5% respondents were neutral about the statement.

Comments: Grameen Bank uses appropriate tools and techniques for selecting employees.

4.1.10 Are you satisfied with overall recruitment & selection process of Grameen Bank?

Particular	Percentage
Strongly Agree	40%
Agree	55%
Neutral	5%
Disagree	0%
Strongly Disagree	0%
Total	100%

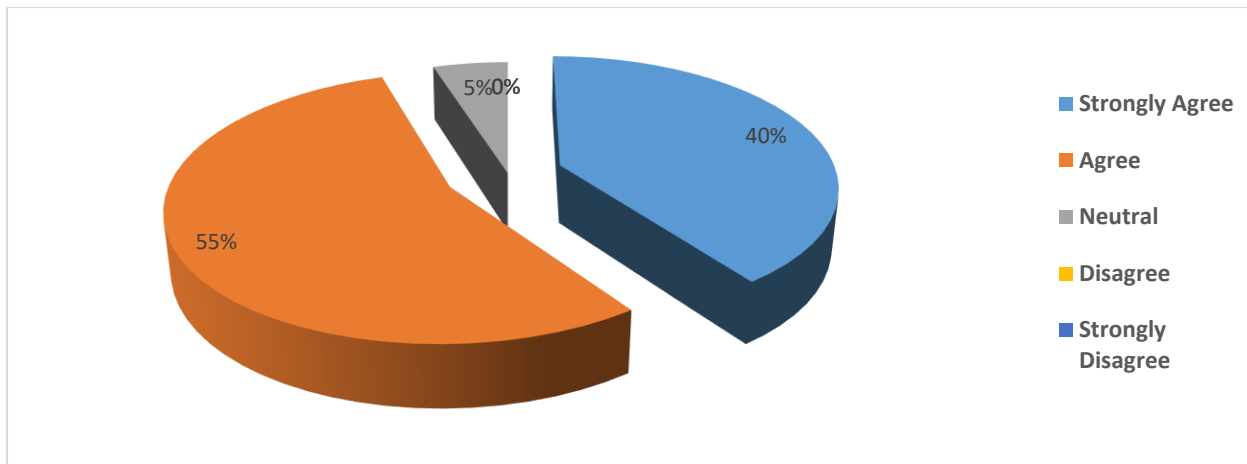


Figure 12: Recruitment & selection procedure is satisfactory

Interpretation: The above figure shows that 40% of respondents strongly agree, 55% respondents agreed and 5% respondents were neutral about the statement.

Comments: The employees of Grameen Bank were satisfied with the recruitment and selection program.

4.2 Findings:

The major findings in the recruitment and selection process of the **Grameen Bank** are justified in my view are:

1. The selection process of Grammn Bank are complex then other banks.
2. Focus on the quantity of experience for recruitment and selction.
3. They have no separate Human Resource Department For recruitment and selection.
4. Grameen bank only use internal recruitment process. Which cannot be find out the best possible candidates.
5. According to the opinion of the respondent's board of directors and human Resources Division of Grameen Bankinterfere for internal recruitment.

6. They only use newspapers as an advertising for recruitment.
7. Grameen Banks just recruit their employees according to the job description and job specification using internal recruitment.

Chapter: 05

Recommendations and Conclusion

5.1 Recommendations:

During my internship program in HRM at GrameenBank; I found some problems as mentioned in findings in the present recruitment and selection procedures. For better recruitment and selection following recommendation may be pointed out:

1. The selection process should be made less complex because time is important in this modern world.
2. They should Focus on the quality of the experience, not the quantity of experience for selection.
3. Grameen Bank should conduct a separate Recruitment team to properly maintain human resource department.
4. Grameen bank shouldto use both external and internal recruitment process. Which can be find out the best possible candidates.
5. In Grameen Bank Administration Department is taking care of HRD.As a big institution they should have a separate HRD.
6. For recruitment, they can use newspapers as well as electronic media for advertising.
7. Grameen Banks should recruit their employees not only the job description and job specification but also overall performance using internal recruitment.

5.2 Conclusion

From the above examined HR strategies and their prescribed changes, Grameen Bank accomplishes the fantasy they had been seeking after. An enlistment strategy in Grameen Bank makes pointless postponement in the advancement. This requires a sharp business center from HRM and the conveyance of great HR frameworks that are incorporated into the association procedure and activities. The investigation "Enrollment and Selection methodology of Grameen Bank under HR uncovered that representatives are the most significant assets for the advancement of the association. For the improvement of these important assets there are numerous variables included. In such manner "Enlistment and Selection Procedure" assume the most significant job. To build the efficiency of an

association powerful and dynamic enlistment and choice strategy is fundamental. Grameen Bank rehearses a dynamic enrollment and determination methodology HR officials of Grameen Bank is required to work past the limits of agreements and arrangements to contribute straightforwardly to the activity and accomplishment of the business.