"An Analysis of the Recruitment and Selection Process of Mutual Trust Bank Limited"

Date of Submission: 26th December, 2019

"An Analysis of the Recruitment and Selection Process of Mutual Trust Bank Limited"

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Date of Submission: 26th December, 2019

Letter of Transmittal

Date: 26th December, 2019

Dr. Gouranga Chandra Debnath

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Subject: Submission of Internship Report on "An Analysis of the Recruitment and Selection Process of Mutual Trust Bank Limited"

Dear Sir

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

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

Sincerely Yours,

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....
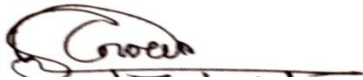
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Certificate of Supervisor

This is to certify that the internship report on An Analysis of the Recruitment and Selection Process of Mutual Trust Bank Limited has been submitted for the award of the degree of Master of Business Administration (MBA) program major in "Human Resource Management" in Daffodil International University, carried out by Md. Alamgir ID: 183-14-858, under my Supervision. To the best of my knowledge and as per her declaration, any part of this internship report has not been submitted for any degree, diploma or certificate.

I wish his every success in life.

……………………………………..

(Dr. Gouranga Chandra Debnath)

Associate Professor and Head

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Student's Declaration

I am Md. Alamgir, ID:183-14-858 declare that the presented Internship Report on "Recruitment and Selection Process" (A Study on Mutual Trust Bank Limited) submitted as a requirement for degree awarding of Master of Business Administration at Daffodil International University is prepared by me. I tried my best to collect effective information that made the report specific and original. This report is not submitted for any other course, degree, and fellowship. Whole report is uniquely prepared by me.

....
....
Md. Alamgir

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Acknowledgement

This report is basically a presentation of my knowledge that I have got during my internship about Recruitment and Selection Process" (A Study on Mutual Trust Bank Limited).I was assisted by a number of employees with kind co-operation and valuable information in this regard. So I should thank them .I pay gratitude to the Supervisor of my report Dr. Gouranga Chandra Debnath Associate Professor and Head Department of Business Administration, Daffodil International University (DIU). I pay honor to the teachers for their contribution. I specially thank to the entire faculty members.

I acknowledge with deep gratitude to the Department of Business Administration of Daffodil International University and Mutual Trust Bank Limited for giving me the opportunity to study in this topic.

I would also like to thank Mohammad Azam (FAGM), Md. Arif Rohoman, Senior Executive officer (General Banking), Kanis Fathema (Executive officer), Mrs. Rumana Sultana, (Officer), Md. Sarifur Rahman, (Officer) and other officials of Mutual Trust Bank Limited at Gazipur Branch for their comments and assistance. I express my deepest sense of regards and gratitude to them. Finally, my sincere gratitude goes to my family and friends for supporting me, sharing their thought and giving me the moral support during the preparation of this report.

I am also grateful to high officials and all the officials and staffs and officers, for their friendly behavior, heartiest cooperation and other services during my studies.

Executive Summary

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

Abstract

This project report is a part of the requirement in the MBA course of Daffodil International University. The broad objectives of this report are to evaluate the "Recruitment and Selection Process of Mutual Trust Bank Limited". Other objectives of this report are to analyze the "Recruitment and Selection Process of Mutual Trust Bank Limited", to identify the problems in the process, and at last to provide some suggestions. HR activities are one of the major activities in any organization. Mutual Trust Bank is one of the places to learn regarding the recruitment and selection process. An excellent team of management of HR division conducts all the HR related issues. Their dedicated work makes them possible to select the right person for the right position at right time. The success of commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Though the overall recruitment and selection process of the Mutual Trust Bank Limited is well organized and there is a scope for improvement. By developing the policy of HR MTB can overcome the limitation and can make the recruitment and selection process more effective

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Chapter One

Introduction

1.1 Introduction

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

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

The primary purpose of this report is to get an idea about the "Effects of Promotion system on Employee job satisfaction of Mutual trust Bank Ltd.", a second generation bank of the private banking system country and make an industry analysis on the banking sector of Bangladesh. This report is an attempt to reflect the position of Mutual Trust Limited, in the banking industry of Bangladesh, procedures, policies and activities with emphasis Promotion of employees and Level of Employee job satisfaction of Mutual Trust Limited.

1.2 Origin of the Study

This report "Recruitment and Selection Procedure of Mutual Trust Bank Limited" is a requirement of MBA Internship Program and includes three months practical working experience at a head office in the respective organization. The report has been supervised by Dr. Gouranga Chandra Debnath, Associate Professor and Head, Department of Business Administration, Daffodil International University. The report contains internship experience with the host organization and also has given an opportunity to know the host organization and its business.

1.3 Objectives of the Study

Broad Objective:

The broad objective is to explore the recruitment and selection process of Mutual Trust Bank Limited.

Specific Objectives:

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

1.4 Scope of the Study

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

1.5 Limitations of the Study

To make and analyze this paper some problems may occurred. Lacking of information will be a big factor. Due to engagement in different activities by the employees, they would hardly

Give time. Moreover, they have to deal in a very competitive environment based on money related activities. So the limitations are as follows:

- Short of time
- Busy working environment
- Lack of information
- Insufficient data
- confidential issues

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Chapter Two

Methodology

2.1 Research Design

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

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

Primary Sources

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

Secondary Sources

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

- Annual report and Audit report of Mutual Trust Bank Ltd.
- Office files and Documents
- Study related book and journals.
- Web site.
- Documents supplied by the executives and officers of MTBL.

2.2 Sampling Technique

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

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

2.3 Sampling Size

Sampling size is important concept in statistics and refers to the number of individual pieces of data collected in a survey. A survey and statistic's sample size is important in determining the accuracy and reliability of a survey's findings. A sample size should not be too large or too small.

Here for my study the sample size is 30 employees of Mutual Trust Bank Limited at Gazipur Branch who are selected randomly.

2.4 Instrument Used

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

Chapter Three

Organizational Profile

3.1 Background of Mutual Trust Bank Limited

Mutual Trust Bank is currently one of the fastest rising full service scheduled commercial bank in Bangladesh having both local and worldwide Institutional shareholders commenced its journey on 1999 and currently one of the fastest growing bank in our country.

3.2 Vision and Mission

Vision

Mutual Trust Bank's vision is based on a philosophy known as MTB3V. The bank envisions MTB to be:

- One of the best performing banks in Bangladesh
- The bank of choice
- A truly world-class bank

Mission

The Mission of "Mutual Trust Bank Limited" is to be a most accepted bank of the country with is recognized also as a pioneering, customer focusing Bank with a dynamic workforce with its financial products and services.

2.3 MTB Core Values

Commitment:

- Shareholders – Create sustainable economic value for our shareholders by utilizing an honest and efficient business methodology.

- Community – Committed to serve the society through employment creation, support community projects and events and be a responsible corporate citizen.

- Customers – Render state-of-the-art service to our customers by offering diversified products and by aspiring to fulfill their banking needs to the best of our abilities.

- Employees – They rely on the inherent merits of the employee and honor their relation as a part of this renowned financial institution. The bank work together to celebrate and reward unique backgrounds, viewpoints, skills and talents of everyone at the work place, no matter what their job is.

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Accountability:

As a bank, they judged solely by the successful execution of our commitments; the banks expect and embrace this form of judgment. We are accountable for providing the highest level of service along with meeting the strict requirements of regulatory standards and ethical business practices.

Agility:

MTBL can see things from different perspectives; they are open to change and not bound by how to have done things in the past. The bank can respond rapidly and adjust to mode of operation to meet stakeholder needs and achieve our goals.

Trust:

They value mutual trust, which encompasses transparent and candid communications among all parties.

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Chapter Four

Theoretical Framework

4.1 History of Human Resource Management

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

4.2 Recruitment

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

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

4.3 Purpose and Importance of Recruitment

The Purpose and Importance of Recruitment are given below:

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

- Help increase the success rate of selection process by decreasing number of visibly under qualified or overqualified job applicants.

- Help reduce the probability that job applicants once recruited and selected will leave the organization only after a short period of time.

- Meet the organizations legal and social obligations regarding the composition of its workforce.

- Begin identifying and preparing potential job applicants who will be appropriate candidates.

- Increase organization and individual effectiveness of various recruiting techniques and sources for all types of job applicants.

4.4 Sources of Recruitment

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

Example: Recruitment of "Executive Officer".

1. The bank has finally selected 665 candidates for Direct Recruitment as „Executive Officer" on the basis of total marks obtained by them in MCQ, Written and Viva Voce test.

2. The appointment letter has already been sent to both the present and permanent address of the selected candidates by registered post.

3. The supporting certificates submitted by the candidates selected on the quota of Son/Daughter of Freedom Fighter, Grand Son/Daughter of Freedom Fighter, Tribal, and Physically Challenged will have to be verified from the concerned Office/Directorate/Ministry by 30th April, 2013. If any adverse report is received from the concerned Office/Directorate/Ministry regarding verification of the said certificates /papers, the appointment of the respective candidates will be cancelled.

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

4.5 Internal Sources of Recruitment

Some Other Sources of Recruitments are given below –

1. **Transfers:**

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

2. **Promotion:**

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

3. **Upgrading and Demotion:**

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

4. **Retired and retrenched:**

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

5. **The dependents and relatives of Deceased employees:**

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

4.6 External Sources of Recruitment

Some external sources of recruitment are given below –

1. **Press advertisement:**

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

2. Educational institutes:

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

3. Placement agencies:

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

4.7 Advantages of Internal Recruitment

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

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

4.8 Disadvantages of Internal Recruitment

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

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

4.9 Advantages of External Recruitment

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

4.10 Disadvantages of External Recruitment

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

4.11 Factors Affecting Recruitment

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

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Internal Factors Affecting Recruitment:

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

1. **Recruitment policy:**

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

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

2. **Human resource planning:**

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

3. **Size of the firm:**

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

4. **Cost:**

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

5. Growth & expansion:

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

4.12 External Factors Affecting Recruitment

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

1. Supply & demand:

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

2. Labor market:

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

3. Image/goodwill:

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

4. Political, social & legal environment:

Various government regulations prohibiting discrimination in hiring and employment have direct

impact on recruitment practices. For example, Government of India has introduced legislation for reservation in employment for scheduled castes, scheduled tribes, physically handicapped etc. Also, trade unions play important role in recruitment. This restricts Management freedom to select those individuals who it believes would be the best performers. If the candidate can"t meet criteria stipulated by the union but union regulations can restrict recruitment sources.

5. Unemployment rate:

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

6. Competitors:

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

4.13 Selection

The process of interviewing and evaluating candidates for a specific job and selecting an individual for employment based on certain criteria. Employee selection can range from a very simple process to a very complicated process depending on the firm hiring and the position.
Selection is a screening process. It is the process of picking individuals who have relevant qualifications to fill jobs in an organization. The basic purpose is to choose the individuals who can most successfully perform the jobs front e pool of qualified candidates. Selection starts after the recruitment process is over and jobs applications have been received.

4.14 Objective of Selection

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

4.15 Selection Process

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

Step 01: Reception of Applicants:

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

Step 02: Preliminary Interview:

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

Step 03: Filling an application blank:

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

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

a) It introduces the candidate to the company.

a) It helps the company to screen and reject candidates if they fail to meet the eligibility criteria at this stage.

b) It can serve as a basis to initiate a dialogue in the interview.

Step 04: Employment tests:

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

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

a) **Intelligence tests:** Intelligence tests are a measure of the individual's capacity in terms of reasoning, manipulation, verbal comprehension etc. they are used to eliminate candidates who are insufficiently intelligent for efficient job performance.

b) **Aptitude tests:** Aptitude tests measure the individuals latent ability to learn a job if he is given adequate training. It is required in order to determine their ability for effective job performance after the completion of the training period.

c) **Achievement tests:** Achievement tests are used to ascertain whether the individual actually knows what he claims to know. When a candidate claims that he/she knows some trade or art, these tests are administered to verify the veracity of his/her claims.

d) **Personality tests:** personality tests are designed to measure such personality, characteristics as emotional stability, tolerance, capacity to get along, habits, hobbies, maturity and psychoneurotic and psychotic tendencies. These are generally used to for the selection of personnel for executive.

Step 05: Selection Interview:

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

a) Assess subjective aspects of the candidate – facial expressions, appearance, nervousness and so forth.

b) Make judgments on candidate's enthusiasm and intelligence.

c) Size up the candidates personality.

d) Ask questions that are not covered in tests.

e) Give facts to the candidate regarding the company, its policies, programs etc. And promote goodwill towards the company.

4.16 Types of Interview

i. The nondirective interview:

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

ii. The structured interview:

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

iii. The situational interview:

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

iv. The behavioral interview:

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

v. The panel interview:

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

rating scores.

vi. The computer interview:

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

4.16 Steps in Interview Process

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

1. **Preparation:**

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

2. **Reception:**

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

3. **Information Exchange:**

In order to gain the confidence of the candidate, start the interview with an informal mood. The interview may be conducted in the following manner –
   a) State the purpose of the interview, give the information about the job for which the

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interviewee is applying.

b) Begin with open ended questions where the candidate gets enough freedom to express himself freely instead of „yes" or „no" type of responses.

c) Do not interrogate the applicant as if the person is a convict and do not be patronizing, sarcastic or ultra-critical.

d) Do not monopolize the conversation, giving very little chance to the applicant to reveal himself.

e) Do not let the applicant dominate the interview by rambling from point to point so that you cannot ask you're all your questions.

f) Focus on the applicant's education, training, work experience etc.

g) Listen to the applicants answers attentively and patiently.

4. **Termination**

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

5. **Evaluation:**

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

6. **Background & reference checks:**

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

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

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

licenses.

Background investigation sources:

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

Types of background checks:

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

7. **Preliminary selection in the HR Department:**

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

8. **Final selection by the Concerned Department:**

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

9. **Medical & Physical Examination:**

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

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

- Whether the applicant has any psychological problem likely to interfere with work efficiency or job attendance.

- Whether the applicant suffers from any physical disability which should be corrected before he can work satisfactory.

- Whether the applicant drug addicted or not.

10. **Final Decision & Placement:**

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

Chapter Five

Recruitment & Selection Process

5.1 Recruitment Process of Mutual Trust Bank Limited

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

5.2 Recruitment Procedure and Recruitment Category

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

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

5.3 Core Banking Service Cadre

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

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

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

PAEPLE containing high potential and take pressure of managerial position are mostly recruited as AE in Mutual trust Bank.

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

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

- Senior Officer
- Junior Officer
- Assistant Executive

5.4 Senior Officer Recruitment

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

SO will be recruited in two categories:

A. Senior officer (General)

B. Officer Cash (Cash)

Assistant Executive shall be recruited either through:

a) **Press Advertisement:**

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

b) **Direct Recruitment:**

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

Operational system: Windows

Word Processing: MS Word

Spread Sheet   : Excel

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

5. 5 Written Test and Interview Model for SO

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

- Ability to write both in Bengali & English

- General arithmetic General knowledge

- Test organized by bank management or outsourced

- 60% marks will qualify a candidate to appear before interview/viva in the face- to-face interview, the following are taken into consideration:

Verbal communication Appearance

- Spoken English (moderate) Attitude

- Etiquette & mannerism Family background & need Reference personnel

- Willingness to stay longer in routine operation job /cash

- 60% will qualify a candidate for primary selection and medical test before formal offer is made in written.

5.6 Interview Committee and Rating Sheet

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

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

5.7 Probationary Period and Confirm Services as AE

Newly recruited Assistant Executive (AE) has to complete a probation period for 1 (one) Year. After completing the probation period successfully, he/she may be recruited to Junior Officer. AE has to get G+ rating at final assessment or his job will be terminated.

5.8 Assistant Executive Recruitment

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

Assistant Executive shall be recruited either through:

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

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

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

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

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

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

5.9 AE Category, Requisite Qualifications and Placement Status

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

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

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

  (a) Graduates Qualification

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

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

5.10 Period of Probation

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

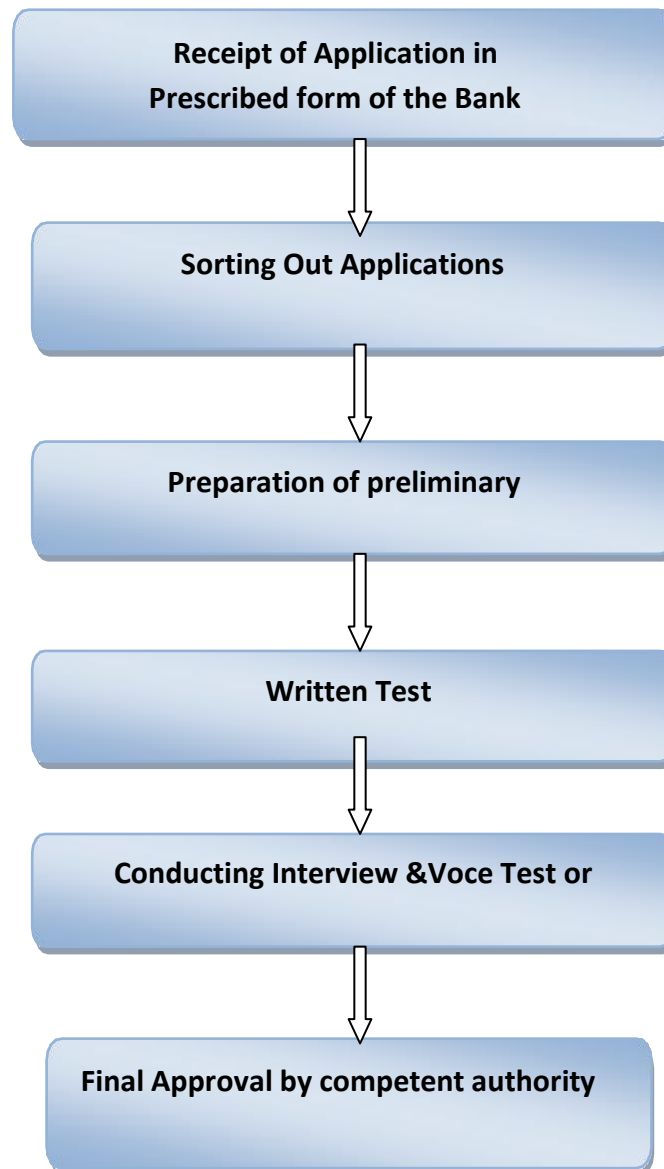## 5.11 AE Exposure on the Job and Performance Evaluation

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

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

5.12 Confirmation in Service

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

5.13 Flowchart of Recruitment of Management Trainee

```
┌─────────────────────────────────────┐
│     Receipt of Application in        │
│    Prescribed form of the Bank       │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│        Sorting Out Applications      │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│      Preparation of preliminary      │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│            Written Test              │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│   Conducting Interview &Voce Test or │
└─────────────────────────────────────┘
                  ↓
┌─────────────────────────────────────┐
│  Final Approval by competent authority│
└─────────────────────────────────────┘
```

5.14 Selection Process of Mutual Trust Bank Limited

To know the future demand of human resources, the HR division of MTBL usually provides all the other divisions and branches with a general form at the beginning of the year. From the information collected from these forms, the HR division gets an estimate of the human resource requirement for the year. No long term human resource forecasting is done in MTBL. The following table illustrates the number of branches of the bank and manpower in different years:

Year	No. of Branches	No. of Employee
2013	41	945
2014	42	1115
2015	53	1303
2016	65	1526
2017	75	1688
2018	86	1981

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

5.15 Recruitment Philosophy of Mutual Trust Bank Limited

The recruitment philosophy of MTBL is as follows:

- MTBL usually follow internal recruitment but when the need arises they go for external recruitment to fill up the vacancies.

- MTBL always likes to hire candidates for long period of time, bank give more emphasis on them who wants to get promoted to Mid-Level positions.

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

5.16 Selection Process of Mutual Trust Bank Limited

Different types of selection process are described in below.

Receipt of Application:

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

Sorting out Applications:

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

Informing Candidates:

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

Written Test:

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

Interview & Voce Test:

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

Final Approval by Competent Authority:

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

Physical Examination: Like other bank MTBL also take physical examination of the selected employees whether the applicant is fit for the job or not. MTBL has contract with Popular

Diagnostic Center and Chevron Diagnostic Center, The whole checkup is conducted by these two diagnostic centers.

Joining and Placement:

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

5.17 Characteristics to Look for in Different Stages of Recruitment

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

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

I

Chapter Six

Analysis and Findings

6.0 Analysis of the Recruitment and Selection Process of Mutual Trust Bank Limited

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

6.1. The Strengths of Recruitment and Selection Process of Mutual Trust Bank

i)   The management of Mutual Trust Bank cares for the quality of service as well as the quality of its human resources.

ii) Recruitment and selection are quite fair and square everyone in the HRD department is honest and neutral, who promote the environment of liability.

iii) Internal growth creates an attachment between the employees and the organization. Moreover, internal growth has increased the recruitment and selection efficiency of the HR Division, since it has better knowledge about the applicants' knowledge, skills, abilities and other qualifications.

iv) Instead of strengthening the appointment and selection process of Southeast Bank, the organization has to support it. In this way, it has created a unique organizational culture and the entire HR division ensures a friendly and caring environment.

6.2 The Weaknesses of Recruitment and Selection Process of Mutual Trust Bank Limited

i)   The selection process is a bit lengthy because they arrange a written test for huge candidates in a time.

ii) The orientation training duration is only 5 days which is not sufficient for new candidates.

iii) Quantitative methods are not practiced in determining utility in recruitment and selection. There is no feedback system established to find out the efficiency of the system and correct its drawbacks.

iv) No study is conducted to justify the effectiveness of the recruitment tests.

v) Regret letters are not sent to the candidates who are not selected after joining of the finally selected candidates.

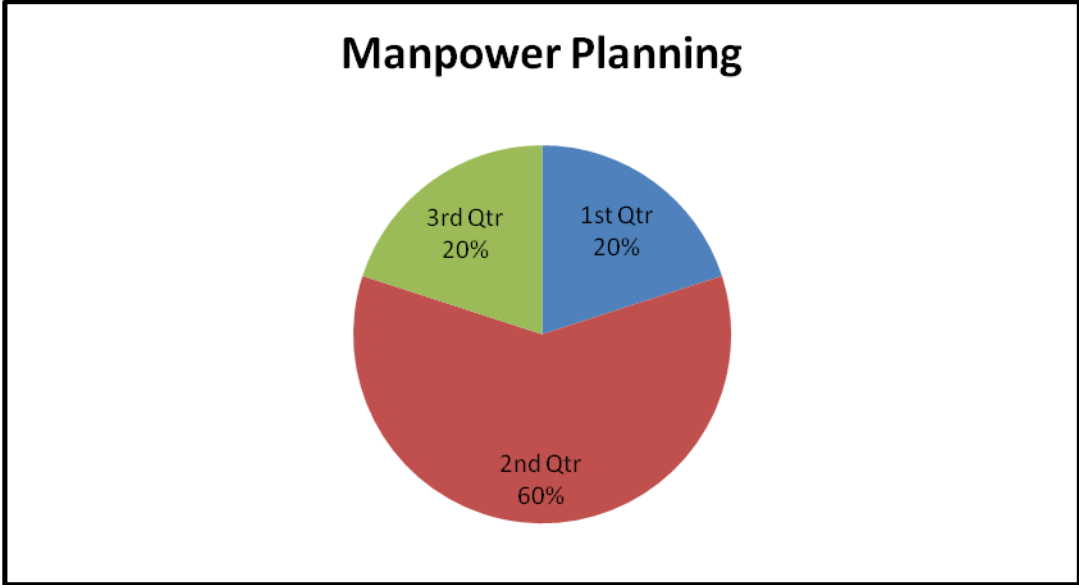## 6.3 Analysis of Findings on Questionnaire

Qualification of the candidates

Answer	Response	Percentage (%)
MBA	8	40
BBA	6	30
MBM	1	5
Master From Any University	5	25
Others	0	0

Table-1: Qualification of the candidates

Manpower Planning

No of Response	Options	Percentage (%)
6	Excellent	20%
18	Very Good	60%
6	Good	20%
Total 30		

Table-2: Manpower Planning

Figure-3: Manpower Planning

Are you Happy for the Recruitment Process of Mutual Trust Bank?

Answer	Response	Percentage (%)
Yes	14	70%
No	6	30%

Table-4: Recruitment Process of MTB Bank
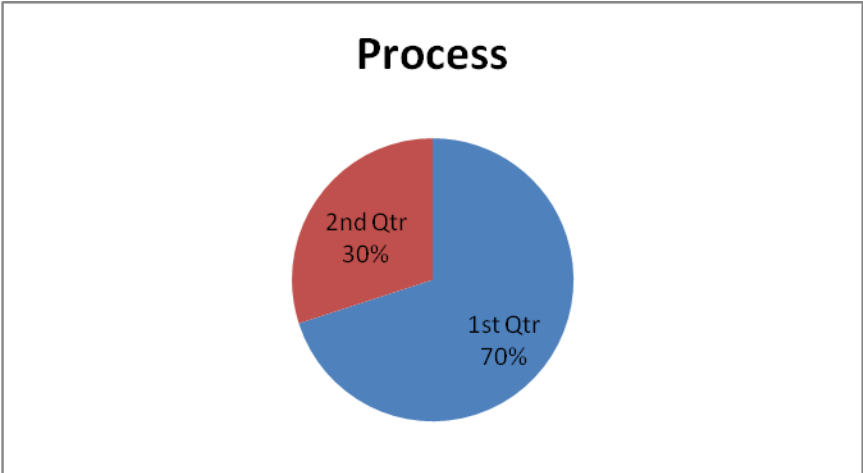
Figure-5: Satisfaction on the Recruitment Process of MTB Bank

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Does the Mutual Trust Bank follow recruitment process?

Answer	Response	Percentage (%)
Yes	18	90%
No	2	10%

Table-6: Recruitment Process
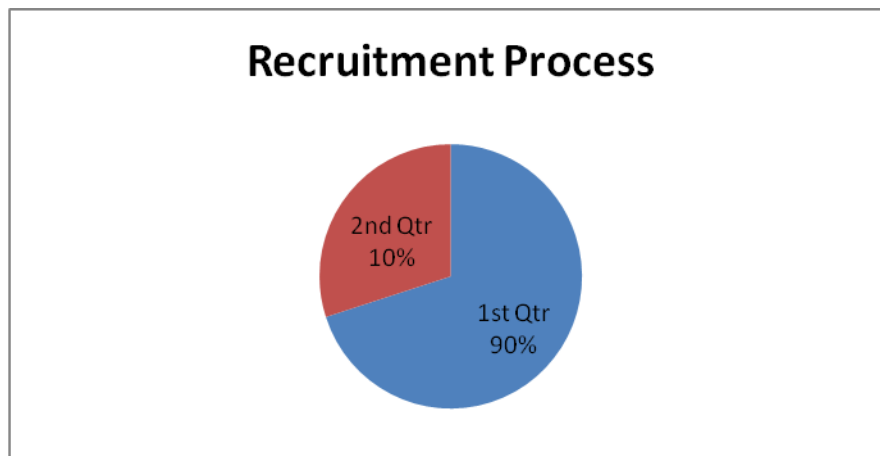
Figure-6: Follow Recruitment Process

Source of Employment

No of Respondent	Options	Percentage (%)
6	Internal	20%
6	Both	20%
18	External	60%
30		100%

Table-7: Source of Employment

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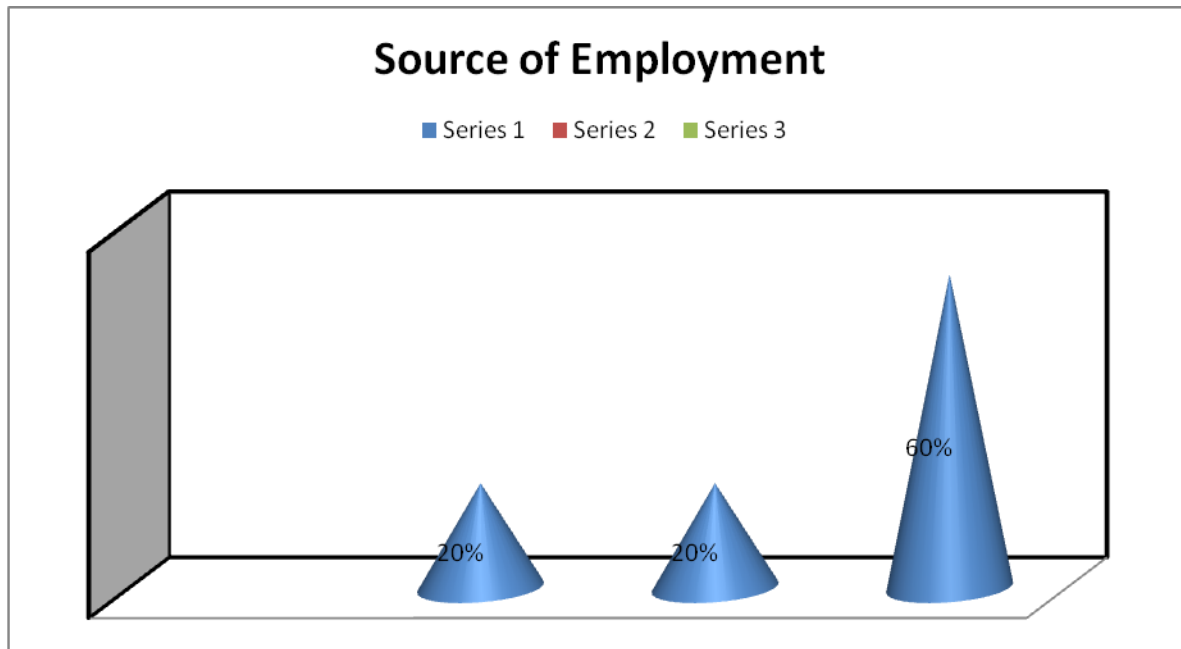
Figure-7: Source of Employment

Selection Process

No of Respondent	Options	Percentage (%)
3	Interview	10%
3	Written Test	10%
24	Both	80%
30		

Table-8: Selection Process

Introduction Training

Answer	Response	Percentage (%)
Yes	30	100%
No	0	0%
Total		100%

Table-9: Introduction Training

Interview Technique

No of Respondent	Options	Percentage (%)
24	Formal	80%

6	Informal	20%
Total		100%

Table-10: Interview Technique
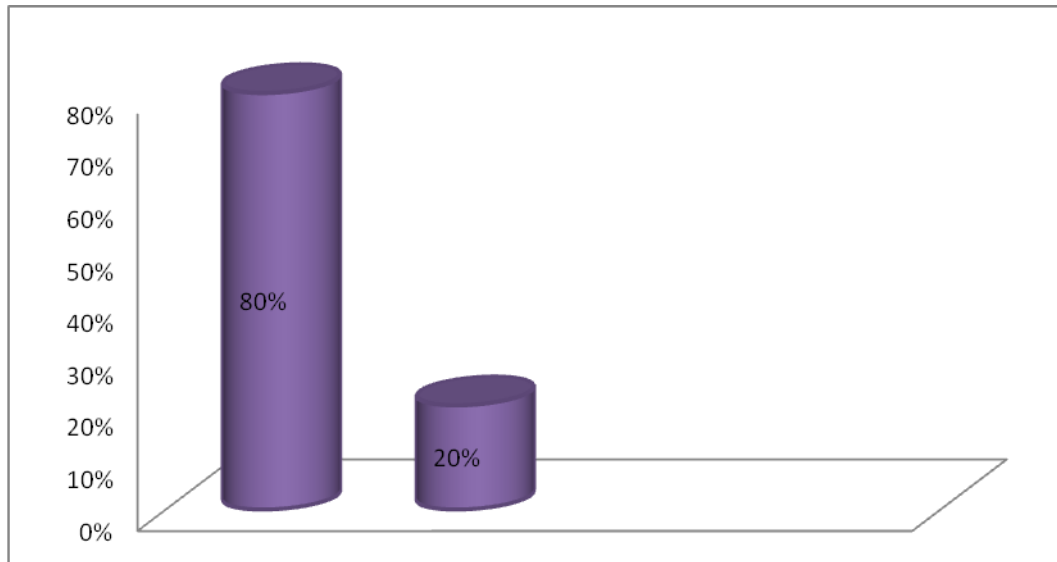
Figure-8: Interview Technique

Reason of Turnover

No of Respondent	Options	Percentage (%)
6	High Work Load	20%
15	Salary Package	50%
9	Lack of Motivation	30%
30		100%

Table-11: Reason of Turnover

6.4 Findings

The findings of the study are as follows

1) **Lack of standard job analysis policy:** The job analysis program is not standard as well as the key personnel of human resource Department are not capable of applying the various HRM functions.

2) **Lack of effective human resource planning policy:** Effective human resources planning policy are those that include having sufficient staff, with the right mixture of talent, who are in the appropriate locations, performing their jobs when needed. But Mutual Trust bank ltd does not have any human resources planning policy for managing its human resources.

3) **Lack of ideal recruitment and selection policy:** Though the organization is in lacking of employees, but I think there is lacking of proper staffing-that means lack of right place. So the main problem is found, lack of ideal recruitment and selection program.

4) **Lack of standard training and development policy:** Mutual Trust bank ltd staff development policy is not appropriate. Employees training and orientation is not arranged frequently basis in the bank. As a result, employees fail to properly communicate with the client.

5) **Lack of effective performance appraisal policy:** Mutual Trust bank ltd does not accurately follow the performance appraisal program. There is some discrimination, nepotism found in the bank. Consequently, employees with some efficiency are given different score by different supervisors.

Chapter Seven

Recommendations & Conclusion

7.1 Recommendations

1) **To conduct proper job analysis program:** The top management should conduct proper job analysis for having better output.

2) **To formulate standard human resource planning policy:** Mutual Trust bank ltd should set a standard human resource planning for its betterment.

3) **To formulate an ideal recruitment and selection policy:** Recruitment and selection is the most important part of HR department so they should be more careful about the Recruitment and Selection policy.

4) **To formulate an effective training and development policy:** Regular training may be arranged for officers and HR officers in order to ensure the smooth operations of the bank and to get the desired momentum in day to day work. An annual budget may be allotted for training purpose.

5) **To conduct standard performance appraisal program:** HR Department should follow accurate performance appraisal, otherwise, company might fall in problem due to unfair standard performance appraisal.

Finally it can be said that Mutual Trust bank Ltd should properly take the above-mentioned steps for the overcoming the prevailing problems.

7.2 Conclusion

I was fortunate enough to start my working experience in MTBL which is one of the leading commercial banks in Bangladesh. The practical knowledge that I gathered from here will always help me to move forward in my career. Now I realize that Internship training is necessary to complete my theatrical knowledge & to learn about the real working environment. So, I would once again thank Daffodil International University and MTBL for giving me this huge opportunity of learning.

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