University HR Activities of a Commercial Bank Employee Recruit & Selection process of Mutual Trust Bank Ltd.

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http://hdl.handle.net/20.500.11948/1733
HR Activities of a Commercial Bank

Employee Recruit & Selection process of Mutual Trust Bank Ltd.

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Date of Submission: 27th August, 2015

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August 17th, 2015

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Subject: Submission of the internship report.

Dear Sir,

This is my great pleasure to submit the internship report of my 3 months long internship program in “Mutual Trust Bank LTD”. The title of the report is “Employee Recruit & Selection process of Mutual Trust Bank Ltd.”. I am fortunate enough that I got an experienced and professional team in one of the most reputed local organization in Bangladesh. I believe that this report will satisfy your requirements and expectations.

I have collected what I believe to be the most important information to make this report specific and coherent as possible. I enjoyed the challenge of preparing the report as provided me with an opportunity to enlarge my knowledge. I earnestly thank you for your guidance during the preparation of this report. It is true that, it could have been done in better way if there were no limitations.

I hope you will assess my internship report considering the limitation of the study. Your kind advice will encourage me to perform better in future. I will be available for any further query and clarification regarding this report whenever necessary.

Yours sincerely,

Md. Ashikur Rahman
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I hereby declare that Md. Ashikur Rahaman, ID: 091-11-763 is a student of Daffodil International University. He completed his internship program at ‘Mutual Trust Bank limited’. I am pleased to confirm that he has been able to submit a good report on his study “Employee Recruit & Selection process of Mutual Trust Bank Ltd.” This is an original report prepared by Md. Ashikur Rahman under my supervision and guidance. To the best of my knowledge, this report is an authentic work of Md. Ashikur Rahman and it is now approved for presentation.

I wish him every success in life.

Muhammad Mahaboob Ali, Ph.D
Professor
Department of Business Administration
Faculty of Business and Economics
Daffodil International University
First of all I would like to express my gratitude to omnipotent and almighty Allah, whose invisible guidance helped me to complete this report. Although, time was very limited for getting the sufficient knowledge about all of banking service, but the short experience that I gathered as an internee, in Mutual Trust Bank Limited, panthapath Branch an asset for all the time to come in my life.

I would like to thank my honorable internship supervisor, Muhammad Mahaboob Ali, Ph.D, Professor, Daffodil International University, for his kind patience, guidance and support for the preparation of this report. I will always be grateful to him for the valuable suggestion and the time that she had spent for guiding me through the report.

I would also like to thank Mr. Abdul Mannan (EVP & Manager-Panthapath branch), Mr. Manowar Hossain (Deputy Manager- Panthapath Branch), Mrs. Badrunnesa Chowdhuri (AVP-Front desk), Mr. Harun Chowdhury (Officer-Cash), Mr. Abir Mymuny (JAVP) and other people associated with Mutual Trust Bank Limited, Panthapath Branch for supporting me throughout my three months internship program.

My peers and colleagues had also been very helpful and they made my internship more enjoyable and eventful.

Finally, I want to express my deep gratitude to my parents and other family members and also remember my friends whose enormous helps assist me to complete my report.
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Executive summary

After studying numerous theoretical concepts during the various coursework’s of my BBA program at Majoring in Human Resource Management, Daffodil International University, Bangladesh understanding the practical implications and applications is the next step in the learning process. The BBA internship program provides an opportunity for such steps. In due course of completing my internship project and compiling this report I came to learn about the HR practices and recruitment policy of the Mutual Trust bank Limited.

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 Trust Bank Limited (MTBL), 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 MTBL has to be careful in recruiting the right person for each job. As the recruitment and selection process of MTBL is improving. 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.
The report contains (7) Seven chapters. The **First** Chapter of the report describes the Origin, Purpose, Objectives, Methods and Sources, Scopes and Limitations. The **Second** Chapter contains the Overview and activities of MTBL and Chapter **Three** contains about recruit & selection. Chapter **Four** contain HR activities of MTBL specially recruit and selection process and a little bit knowledge about training process, Chapter **five** of the report shows my job and observation from my own view point at the time of the internship And Chapter **six** the findings during the three-month long internship period. Chapter **seven**, recommendations based on the findings and the overall conclusion.
CHAPTER- 1

INTRODUCTION
1. Introduction

The backdrop of economic liberalization and financial sector reforms, a group of highly successful local entrepreneurs conceived an idea of floating a commercial bank with different outlook. For them, it was competence, excellence and consistent delivery of reliable service with superior value products. Economic history shows that development has started everywhere with the banking system and its contribution towards financial development of a country is the highest in the initial stage. Modern banks play an important part in promoting economic development of a country. Commercial banks in Bangladesh economy are to face an increasing competition for their business in coming days, like any other emerging market economies. Their business is no longer remaining easy as they earlier. The real change in the banking business has started to come with the government’s decision to allow the business in the private sector in the middle of the Eighty’s. This report is an effort to reflect a clear idea about the strategies, activities, and performance of Mutual Trust Bank Ltd. regarding general banking activities.

1.1. Origin:

As I am the student of business administration I have been authorized by our guide teacher to prepare a report on internship on the activities of the Employee Recruit & Selection process of Mutual Trust Bank Ltd. The internship program of BBA is a partial requirement to take test of real life challenge conducted by the intern. This program is three month duration. During this period I have worked closely with the employee of Panthapath Branch. This report presents the outcomes of the study during the internship- Mutual Trust Bank Limited.
1.2. Purpose:
The purpose of this report is the writing purpose as well as to know about the Employee Recruit & Selection process of the company. Report can cover a wide range of topics but usually focus on transmitting information with a clear purpose to a specific audience. Reports are documents that are accurate, objectives and complete information.

1.3. Objectives of the Report:

1.3.1. Primary objective:
- The primary objective of this report is too familiar with the working environment of present institutions and also fulfill the requirement of BBA theoretical knowledge gained from the coursework of the BBA program in a specific field.

1.3.2. Secondary Objective:
- To Understand and analyze the overall activities specially the HRD of MTBL.
- To observe the authorities, tasks & responsibilities of the bankers.
- The rules and regulations of recruitment of private commercial Banks
- To know the background of the MTBL
- To know the Employee Recruit & Selection system of MTBL
- To evaluate the existing activities and techniques of MTBL.
- To study the operational efficiency of MTBL.
- To relate the theoretical learning with the real life situation.
1.4. **Methodology of the Study:**

The methodology of the report is given below-

- For the procedure of different banking operations, I had observed the operations and worked with the officers at the same time. I had interviewed the MTBL officials for getting more information.
- For the analysis part, data have been collected from different statements and the annual report of the bank.

1.5. **Sources of Information:**

While preparing the report, I have taken information from the following sources:

1.5.1. **Primary Sources:**

- Observation of banking activities.
- Working with my own experience while internship program.
- Collecting information not only from the branch but also the Head office.

1.5.2. **Secondary Sources:**

- Daily diary (containing my activities of practical orientation in Mutual Trust Bank maintained by me).
- Various publications on Bank.
- Website of Bangladesh Bank.
- Website of Mutual Bank Limited.
- Personal investigation with bankers.
- Different circulars issued by Head Office and Bangladesh Bank.
1.6. Scope of the study:
Mutual Trust Bank Limited is one of the new generation banks in Bangladesh. The scope of the study is limited to the Panthapath Branch only but I also have to gather information from the head office. The report covers the organizational structure; background, functions and the performance of the bank have mainly worked in the Recruit & Selection process so my report covers all the activities of HR department in the head office. While preparing this report I haven’t any limitations the employees of HR department has helped me a lot and I have use both primary and secondary data which was available to me.

1.7. Limitation of the Study:
Three months is not enough to know about commercial banking operation through I have been received maximum assistance from the every individual of the MTBL Panthapath Branch. Definitely, I could not produce an outstanding report for the time limitations. Due to the time limit, the scope and dimension of the study has been curtailed.

The Term paper is likely to have following limitations:

- The one of the main limitations of the report was to conduct a small scale survey on HRD.
- Time period was the other limitation for collecting information, which was only three month long.
- Insufficient supply of relevant books and journals.
- The branch is too much busy branch as for this to operate the survey on the basis of questionnaire and the branch is not appropriate for research on HRD.
- Deficiencies in data required for the study.
Field practice varies with the standard practice that also created problem.

Time provided for conducting the study is another important constraint.

The employees in Mutual Trust Bank Limited are so much busy in their responsible fields; they could hardly provide little time to discuss with them.

1.8. Conceptual Framework of the Report:

Objective of the practical orientation program is to have practical exposure for the students. Our internee duration is three months, which was somehow not sufficient enough to gather adequate experience of such vast banking business. After working whole day in the office it was very much difficult and also impossible to study against the theoretical aspects of banking. Finally as the banks renovation activities was going on so the physical working condition was not healthy enough that we thought it would be.
CHAPTER- 2

Company OVERVIEW & ACTIVITIES
2. **Historical Background:**

The Company was incorporated on September 29, 1999 under the Companies Act 1994 as a public company limited by shares for carrying out all kinds of banking activities with Authorized Capital of Tk. 38,00,000,000 divided into 38,000,000 ordinary shares of Tk.100 each. Board of directors as agents of the shareholders, monitors the functions of the bank whether it is performed efficiently or not and also solves all the problems.

The Company was also issued Certificate for Commencement of Business on the same day and was granted license on October 05, 1999 by Bangladesh Bank under the Banking Companies Act 1991 and started its banking operation on October 24, 1999. As envisaged in the Memorandum of Association and as licensed by Bangladesh Bank under the provisions of the Banking Companies Act 1991, the Company started its banking operation and entitled to carry out the following types of banking business.

- Investment in Merchant Banking Activities
- Investment in Company Activities Financial, Promoters, Capitalists.
- Financial Intermediary Services.
- Any related Financial Service
2.1. Corporate Strategy:
The corporate strategy of any organization is a vital role on the performance of the company’s performance and lead to the way of being in growth prospect of the company. So the corporate strategy of the Mutual Trust Bank is describe below:

- Financing establishment of small units of industries and business and facilitate their growth.
- Small Balance Sheet size composed of quality assets.
- Steady and sustainable growth.
- Investment in a cautious way.
- Adoption of new banking technology.

2.2. Recent Achievements:
The performance of Mutual Trust Bank Ltd has been satisfactory since its inception in respect of all the measurement parameters.

Total operating before provision for stood at BDT 2,603 million, registering a positive 28.50% growth over the previous year (BDT 2,026 million).

Net profit after tax stood at BDT 962 million in 2014, which was 67.74% higher than 2013 (BDT 573 million).

MTB risk assets increased to BDT 77,141 million including offshore banking unit and margin loans, which was 29.54% higher than 2013 (BDT 59,568 million).

Return on average shareholder equity went up from the previous year due to increase in Net Profit after tax in 2014. Growth rate is 4.59%.

Net asset value per share increased to 22% which was 12.95% higher than 2013.
2.3. Utilization of Fund:

Mutual Trust Bank Limited utilizes its funds in accordance with its organizational goals and corporate strategy. Main use is for lending to industrial and trade sectors. Maintenance of cash and statutory liquidity reserve with the Bangladesh Bank covers 25 percent of demand and time liabilities. Placement of funds in Nostrums Accounts to handle foreign trade and investment in money market is also done as usual.

2.4. Management:

Overall management is vested to the Board of Directors of the Bank. On behalf of the Board Managing Director executes all business, financial and administrative powers to operate the bank. Managing Director is assisted by 2 Deputy Managing Director posted of head office. For smooth functioning of bank’s day to day affairs head office activities are conducted under the banner of different named departments. The said departments are Human Resources Division (HRD), Credit Division (CRD), International Division (ID), General Banking Division (GBD), Board & MD Secretariat, Central Accounts & MIS Division (CAD), Establishment & Development Division (ESD) etc. The Organization Chart of the bank as obtained is presented below.
2.5. Organizational Hierarchy of MTBL:
2.6. Organogram of MTBL (Only Bank)
2.7. Departments:

It would be very difficult to control the system effectively, if the jobs are not organized considering their interrelationship and are not allocated in a particular department. If the departments are not fitted for the particular works there would be random situation and the performance of a particular department would not be measured. Mutual Trust Bank Limited has done this work very well. There are -

- MDs Secretariat
- Board Division
- Internal Control & Compliance Division
  - Audit Department
  - Compliance Unit
  - Monitoring Unit
- Human resource Division
- General Services Division
  - Security & Printing Stationery
- Financial Administration Division
  - Reconciliation Department
  - MIS Department
- Credit Division
  - CIB Department
  - Syndication Department
  - Credit Processing & Approval
- International Division
• Correspondent Banking Dept.
• Remittance Department
• SWIFT Department

• Merchant Banking Division
• Card Division
• SME Division
• Treasury Department
  ▪ Asset Liability Mgt. Department
• Banking Operations Department
  ▪ Anti-Money Laundering
  ▪ Test Key Department
• Corporate Banking Department
• Credit Administration Department
• Credit Monitoring Cell
• Credit Recovery Cell
• ID Department
• Business Development & Marketing
• Public Relations Department
• Share Department
• Engineering Department
• Training Institute
2.8. Branches:
Mutual Trust Bank Limited is a fast growing commercial bank in our country. It has established a good operating network throughout the country. It has 103 Branches throughout the country till now.

2.9. Mission:
MTBL aspire to be the most admired financial institution in the country, recognized as a dynamic, innovative and client focused company that offers an array of products and services in the search for excellence and to create an impressive economic value.

2.10. Vision
Mutual Trust Bank's vision is based on a philosophy known as MTB3V. We envision MTB to be:

- One of the Best Performing Banks in Bangladesh
- The Bank of Choice
- A Truly World-class Bank
2.11. MTBL Products

At MTB we have designed various retail banking products to meet all your different needs. The following are our range of retail banking products.

**Deposit Products**

- Regular Savings Account
- Current Account
- Brick by Brick
- Children’s Education Plan
- Fixed Deposit
- MTB Senior
- MTB Inspire
- MTB Double Saver
- MTB Junior
- MTB Graduate
- MTB Ruby
- MTB Millionaire Plan
- MTB Shanchay
- MTB Kotipati
- MTB Care
- Monthly Benefit Plan

**Retail Loan Products**

- MTB Personal Loan
- MTB Auto Loan
- MTB Home Loan
- MTB Home Equity Loan
MTB Card Products

- Credit Cards
- Debit Cards
- Travel Card

Wholesale Banking Products

- Term Finance
- Working Capital Finance
- Trade Finance
- Syndication & Structured Finance
- Off-Shore Banking

MTBL NRB Products

- NRB Savings Account
- NRB Deposit Pension Scheme
- NRB Fixed Deposit

MTBL SME Products

- MTB Bhaggobati
- MTB Krishi
- MTB Mousumi
- MTB Revoloving Loan
- MTB Small Business Loan
- MTB Digoon
- MTB Green Energy Loan
- MTB Gunabati

Treasury Services

- Money Market
- DIBOR
- Foreign Exchange
- Primary Dealers' Business
CHAPTER 3
Recruitment & Selection
3. **The Concept of Recruitment & Selection:**

Recruitment and selection is a process for attracting, screening and hiring the right person for the job at the right time. This process involves various steps and methods, which include establishing job requirements, job posting, screening candidates, selecting and hiring the best candidate based on set criteria.

3.1. **Meaning of Recruitment**

Recruitment means to estimate the available vacancies and to make suitable arrangements for their selection and appointment. Recruitment is understood as the process of searching for and obtaining applicants for the jobs from among whom the right people can be selected.

According to Edwin B. Flippo, “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”.

According to John Douglas, “Recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected.”

Recruitment is the activity that links the employers and the job seekers. A few definitions of recruitment are:

- A process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applications from which new employees are selected.
• It is the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

3.2. Objectives of Recruitment

Recruitment is an important part of an organization’s human resource planning and their competitive strength. Competent human resources at the right positions in the organization are a vital resource and can be a core competency or a strategic advantage for it.

The objective of the recruitment process is to obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives. With the same objective, recruitment helps to 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.

Recruitment acts as a link between the employers and the job seekers and ensures the placement of right candidate at the right place at the right time. Using and following the right recruitment processes can facilitate the selection of the best candidates for the organization.

3.3. Functions of Recruitment:

3.3.1. Job Design and Development:

In order to find someone to work for a company, a recruiter first has to know exactly what the company needs. The first function of recruitment thus is to identify what the new employee will do and what qualifications and experience is necessary to complete
the work tasks. From the identified points, the company develops a formal job description and sets a basic pay scale.

3.3.2. Identifying and Seeking Candidates:

Once the recruiter knows what type of employee the company needs, he figures out what segments of the population might be able to do the job and where to recruit. For instance, if the company needs an information technology professional, then the recruiter may consider recruiting through information technology programs, journals or conferences, as well as computer repair stores. He gets the word out about the job through word of mouth, printed advertisements, website postings and similar tools.

3.3.3. Receiving and Tracking Applicants:

Potentially hundreds or even thousands of people can apply for a single job. The recruiter keeps track of the applications that come in through spreadsheets and databases. He tries to organize the information so that the candidates who appear most qualified are easy to find and contact.

3.3.4. Reference and Background Checks:

Another function of recruiting is verifying the experience and work ethic of the candidate. Recruiters do this by contacting the references the candidates list on their applications. They also do a basic background check to see if the candidate has any criminal history that might indicate the employee would not be able to perform the job properly or would pose a risk.

3.3.5. Testing:

When the recruiter has narrowed down the pool of applicants, he invites applicants to take basic tests. These tests are additional tools the company uses to determine if the
applicant has the knowledge and competence necessary to do the job. The test may be
hands-on or oral, but more often it is written.

3.3.6. Interview:

When a company has a pool of applicants that are qualified, experienced and who score
well on aptitude tests, managers set up interviews. The interview gives the managers a
chance to get a sense of what each candidate is like and talk with each applicant in depth
about his experience and qualifications. Interviews are very important because they show
the managers how the employee might interact with others on the job and how
professional he can be.

3.3.7. Evaluation and Hiring:

The final functions of recruitment are the evaluation of all the information gathered
about the candidates managers still are considering. Based on this data, the managers
think critically about what they have learned about the applicants and what the company
needs. They make a final hiring decision and contact the person they want to have the
job. If the applicant selected accepts the job, then the managers proceed to negotiate a
salary and handle the formal aspects of hiring, such as filling out human resources
paperwork.

3.4. Sources of Recruitment

- The searching of suitable candidates and informing them about the openings in the
  enterprise is the most important aspect of recruitment process.
- The candidates may be available inside or outside the organization. Basically, there
  are two sources of recruitment. Internal & External Sources.
Recruit & Selection process of Mutual Trust Bank Limited

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Sources Of Recruitment

Internal

Transfer

Promotion

Present Employees

Employee referrals

External

Advertisement

Employment Exchanges

Campus Recruitments

Walk-ins, Write-ins and Talk-ins

Competitors

Mergers and Acquisitions

Retirements

Internal notification (advertisement)
3.5. Internal Sources:

Best employees can be found within the organization. When a vacancy arises in the organization, it may be given to an employee who is already on the pay-roll. Internal sources include promotion, transfer and in certain cases demotion. When a higher post is given to a deserving employee, it motivates all other employees of the organization to work hard. The employees can be informed of such a vacancy by internal advertisement.

Methods of Internal Sources:

The Internal Sources Are Given Below:

3.5.1. Transfers:

Transfer involves shifting of persons from present jobs to other similar jobs. These do not involve any change in rank, responsibility or prestige. The numbers of persons do not increase with transfers.

3.5.2. Promotions:

Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organization. A promotion does not increase the number of persons in the organization.

A person going to get a higher position will vacate his present position. Promotion will motivate employees to improve their performance so that they can also get promotion.

3.5.3. Present Employees:

The present employees of a concern are informed about likely vacant positions. The employees recommend their relations or persons intimately known to them. Management is relieved of looking out prospective candidates.
The persons recommended by the employees may be generally suitable for the jobs because they know the requirements of various positions. The existing employees take full responsibility of those recommended by them and also ensure of their proper behavior and performance.

### 3.5.4. Employee referrals:

Employees can develop good prospects for their families and friends by acquainting them with the advantages of a job with the company, furnishing them with introduction and encouraging them to apply. This is a very effective means as many qualified people can be reached at a very low cost to the company. The other advantages are that the employees would bring only those referrals that they feel would be able to fit in the organization based on their own experience. The organization can be assured of the reliability and the character of the referrals. In this way, the organization can also fulfill social obligations and create goodwill.

### 3.5.5. Former Employees:

These include retired employees who are willing to work on a part-time basis, individuals who left work and are willing to come back for higher compensations. Even retrenched employees are taken up once again. The advantage here is that the people are already known to the organization and there is no need to find out their past performance and character. Also, there is no need of an orientation program for them, since they are familiar with the organization.

### 3.5.6. Recalls:

When management faces a problem, which can be solved only by a manager who has proceeded on long leave, it may be decided to recall that persons after the problem is solved, his leave may be extended.
3.5.7. **Retirements:**

At times, management may not find suitable candidates in place of the one who had retired, after meritorious service. Under the circumstances, management may decide to call retired managers with new extension.

3.5.8. **Internal notification (advertisement):**

Sometimes, management issues an internal notification for the benefit of existing employees. Most employees know from their own experience about the requirement of the job and what sort of person the company is looking for. Often employees have friends or acquaintances who meet these requirements. Suitable persons are appointed at the vacant posts.

3.6. **External Sources:**

All organizations have to use external sources for recruitment to higher positions when existing employees are not suitable. More persons are needed when expansions are undertaken.

The external sources are discussed below:

3.6.1. **Advertisement:**

It is a method of recruitment frequently used for skilled workers, clerical and higher staff. Advertisement can be given in newspapers and professional journals. These advertisements attract applicants in large number of highly variable quality.

Preparing good advertisement is a specialized task. If a company wants to conceal its name, a ‘blind advertisement’ may be given asking the applicants to apply to Post Bag or Box Number or to some advertising agency.
3.6.2. **Employment Exchanges:**

Employment exchanges in India are run by the Government. For unskilled, semi-skilled, skilled, clerical posts etc., it is often used as a source of recruitment. In certain cases it has been made obligatory for the business concerns to notify their vacancies to the employment exchange. In the past, employers used to turn to these agencies only as a last resort. The job-seekers and job-givers are brought into contact by the employment exchanges.

3.6.3. **Campus Recruitment**

Recruitment form campus generally handled by the HR division and the planning for this has done based on the annual manpower plan. At first the respective department makes a shortlist of candidate. Mutual trust bank recruits from campus for entry level positions. The plan for campus recruitment will have to tie up with the placement season of various universities that are targeted for recruitment. The HR Division needs to identify a set of campuses based on the courses conducted there, any past experience of candidates from these campuses and the emerging requirements of the bank.

3.6.4. **Walk-ins, Write-ins and Talk-ins:**

The most common and least expensive approach for candidates is direct applications, in which job seekers submit unsolicited application letters or resumes. Direct applications can also provide a pool of potential employees to meet future needs. From employees’ viewpoint, walk-ins are preferable as they are free from the hassles associated with other methods of recruitment. While direct applications are particularly effective in filling entry-level and unskilled vacancies, some organizations compile pools of potential employees from direct applications for skilled positions. Write-ins are those who send written enquiries. These jobseekers are asked to complete application forms for further processing. Talk-ins involves the job aspirants meeting the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter.
3.6.5. **Mergers and Acquisitions:**

When organizations combine, they have a pool of employees, out of whom some may not be necessary any longer. As a result, the new organization has, in effect, a pool of qualified job applicants. As a result, new jobs may be created. Both new and old jobs may be readily staffed by drawing the best-qualified applicants from this employee pool. This method facilitates the immediate implementation of an organization’s strategic plan. It enables an organization to pursue a business plan, however, the need to displace employees and to integrate a large number of them rather quickly into a new organization means that the personnel-planning and selection process becomes critical more than ever.

3.7. **Advantages of Internal Sources:**

**Improves morale:**

When an employee from inside the organization is given the higher post, it helps in increasing the morale of all employees. Generally every employee expects promotion to a higher post carrying more status and pay (if he fulfills the other requirements).

**No Error in Selection:**

When an employee is selected from inside, there is a least possibility of errors in selection since every company maintains complete record of its employees and can judge them in a better manner.
Promotes Loyalty:

It promotes loyalty among the employees as they feel secured on account of chances of advancement.

No Hasty Decision:

The chances of hasty decisions are completely eliminated as the existing employees are well tried and can be relied upon.

Economy in Training Costs:

The existing employees are fully aware of the operating procedures and policies of the organization. The existing employees require little training and it brings economy in training costs.

Self-Development:

It encourages self-development among the employees as they can look forward to occupy higher posts.

3.8. Disadvantages of Internal Sources:

- It discourages capable persons from outside to join the concern.
- It is possible that the requisite number of persons possessing qualifications for the vacant posts may not be available in the organization.
- For posts requiring innovations and creative thinking, this method of recruitment cannot be followed.
- If only seniority is the criterion for promotion, then the person filling the vacant post may not be really capable.
Inspire of the disadvantages, it is frequently used as a source of recruitment for lower positions. It may lead to nepotism and favoritism. The employees may be employed on the basis of their recommendation and not suitability.

3.9. **Advantages of External Sources:**

**Availability of Suitable Persons:**

Internal sources, sometimes, may not be able to supply suitable persons from within. External sources do give a wide choice to the management. A large number of applicants may be willing to join the organization. They will also be suitable as per the requirements of skill, training and education.

**Brings New Ideas:**

The selection of persons from outside sources will have the benefit of new ideas. The persons having experience in other concerns will be able to suggest new things and methods. This will keep the organization in a competitive position.

**Economical:**

This method of recruitment can prove to be economical because new employees are already trained and experienced and do not require much training for the jobs.

3.10. **Disadvantages of External Sources:**

**Demoralization:**

When new persons from outside join the organization then present employees feel demoralized because these positions should have gone to them. There can be a heart burning among old employees. Some employees may even leave the enterprise and go for better avenues in other concerns.
Lack of Co-Operation:

The old staff may not co-operate with the new employees because they feel that their right has been snatched away by them. This problem will be acute especially when persons for higher positions are recruited from outside.

Expensive:

The process of recruiting from outside is very expensive. It starts with inserting costly advertisements in the media and then arranging written tests and conducting interviews. In spite of all this if suitable persons are not available, then the whole process will have to be repeated.

Problem of Maladjustment:

There may be a possibility that the new entrants have not been able to adjust in the new environment. They may not temperamentally adjust with the new persons. In such cases either the persons may leave themselves or management may have to replace them. These things have adverse effect on the working of the organization.

3.11. Meaning of Employee Selection:

Employee selection is the process of matching people and jobs. The decision-making process in hiring may involve multiple interviews and interviewer ratings, and may make use of various performance tests as well as background and employment checks. Since the employee-selection process involves several factors, companies may have a human resources department handle recruitment, selection and training of employees.

3.12. Selection Process:

The Employee selection Process takes place in following order-
3.12.1. Preliminary Interviews

It is used to eliminate those candidates who do not meet the minimum eligibility criteria laid down by the organization. The skills, academic and family background, competencies and interests of the candidate are examined during preliminary interview. Preliminary interviews are less formalized and planned than the final interviews. The candidates are given a brief up about the company and the job profile; and it is also examined how much the candidate knows about the company. Preliminary interviews are also called screening interviews.

3.12.2. Application blanks

The candidates who clear the preliminary interview are required to fill application blank. It contains data record of the candidates such as details about age, qualifications, reason for leaving previous job, experience, etc.

3.12.3. Written Tests

Various written tests conducted during selection procedure are aptitude test, intelligence test, reasoning test, personality test, etc. These tests are used to objectively assess the potential candidate. They should not be biased.

3.12.4. Employment Interviews

It is a one to one interaction between the interviewer and the potential candidate. It is used to find whether the candidate is best suited for the required job or not. But such interviews consume time and money both. Moreover the competencies of the candidate cannot be judged. Such interviews may be biased at times. Such interviews should be conducted properly. No distractions should be there in room. There should be an honest communication between candidate and interviewer.
3.12.5. **Medical examination**

Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.

3.12.6. **Appointment Letter**

A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

3.13. **Factors of Selection**

3.13.1. **Education**

The education background of your potential employee is important. Check for a degree or completion of classes that complement your business. For example, if you own a heating and air conditioning company, you would want employees who have a certification in HVAC. Some of the positions for which you advertise might not require any advanced education, but the possession of a high school diploma or GED demonstrates the ability and work contributed by the individual to complete an educational program.

3.13.2. **Work Experience**

Work experience might be one of the most important considerations you have for particular jobs at your facility. Experience in particular areas such as answering busy telephone lines or handling accounts, for example, can be essential for specific staff roles. For other positions, work experience might not be absolutely necessary, but a strong work background is always a good thing as it exemplifies a good work ethic. The Performance Management Made Easy website recommends asking potential employees
questions about results in previous work situations. Applicants who can give you concrete information regarding these results are likely to be experienced performers.

### 3.13.3. Confidence

An applicant who approaches you with a confident attitude makes a good first impression. This is also probably the way this person will approach your clients. An applicant who exudes self-confidence believes in herself. She will believe she can handle the job and exceed expectations. Self-belief is important for facing and succeeding in challenges. Your workplace will benefit from the hiring of individuals who are confident they can learn and perform as needed.

### 3.13.4. Personality

Warmth and smiles indicate the type of employee who will work well with others, including your clientele. Personality is one of the most important traits of a customer-oriented employee. Of course, an amenable person is one who will also work well with you and your staff. Talk with the applicant at length to get an idea of his natural characteristics. Introduce him to others in your workplace to judge how well he responds to different types of individuals. You want a people person but not a people pleaser to the point he sacrifices honesty.

### 3.13.5. Skills Set

The specific skills set of potential employees is a critical factor that can often determine who you hire. For instance, if you own a handyman service, you want people who can handle carpentry jobs. Likewise, if you own a nail salon, your employees will need to be able to give manicures. In addition to specific necessities, a variety of skills are desirable. The potential employee who has experience with a variety of computer programs, can type and key by touch and knows how to balance the books is a great resource. The University of Oregon recommends giving tests in essential skills your employee will need.
3.14. Combination of Recruit and Selection Process

Recruitment

- Analysing the job
- Writing the JD & PS
- Deciding the recruitment method
- Deciding the application method
- Marketing the job

Selection

- Short-listing the candidates
- Holding Selection events
- Making a decision & offer
- Taking up references
- Inducting new employee
CHAPTER- 4

HR Activities

& Recruit Policy

Of

Mutual Trust Bank Ltd.
4. MTB Core Management Committee

- Mr. Md. Zakir Hussain, Deputy Managing Director & Chief Risk Officer Member.

- Mr. Nurul Maruf Khan, EVP & HoCRM Member.

- Mr. Goutam Prosad Das, SEVP & GHoICC Member.

- Mr. Md. Nurul Islam, SEVP & GHoHR Member.

- Mr. Anis A. Khan, Managing Director & CEO Chairman.

- Mr. Quamrul Islam Chowdhury, Deputy Managing Director & Group Company Secretary Member.

- Mr. Md. Hashem Chowdhury, Additional Managing Director, Chief Operating Officer & CAMLCO Member.

- Mr. Syed Rafiquil Haq, Deputy Managing Director & Chief Business Officer Member.
4.1. HR Organogram of Mutual Trust Bank:

Managing Director

Head Of HR

Security & safety Manager
- Asst Security Manager
- Fire & Safety Officer

Protocol Manager
- EO Performance MGT & welfare

HR operations Manager
- EO HR Planning & Operations, Organ Dev, HR MIS

Training manager
- EO Recruitment, Intern, Employer brand, campus

EO Recruitment, Intern, Employer brand, campus
- T & D Officer

EO Planning & Operation, Organ Dev, HR MIS
- TA

HR Officer
- TA

HR Officer
- TA

HR Officer
- JO
4.2. Some Job Descriptions of MTBL

**Executive Vice President and Branch Incumbent:**

As Branch Incumbent, he / she will supervise all related works of the Branch and overall supervision of fellow colleagues/officials & staff of the Branch. Investment, procurement of deposit and new business for the Branch, maintaining liaison with Head Office and local elites & good customers of the Branch will be in his purview. He / she will also seat with the colleagues for conveying and guiding about different message & to have the position of business.

**AVP & Deputy Manager:**

He / She will hold the charge as deputy manager of the Branch. He / she will supervise the works allotted to the officers / staff as per this office order. He / she will pass vouchers with joint signature of In charge of different departments. He / she will also supervise the day-today activities of General Banking, Investment and Foreign Exchange department of the branch. He / she will keep records of the meeting position, decisions & implementations along with recent incoming and outgoing statements.

**Senior Officer (Investment Division):**

He / She will be the dealing officer of investment section. He / she will prepare vouchers and also maintain related files, registers and stationeries etc. of Investment department. He / she will prepare proposals of Investment both for Head Office & Branch sanctions. He / she will ensure to maintain all types of Investment security/Document file jointly In-charge of, Investment Division.

**Senior Officer (Foreign Exchange Division):**

He / She will perform the duties in Export department under supervision of Foreign Exchange In charge, EO. He / she are entrusted with the responsibility of export (foreign) bill scrutiny, issuance of EXP form etc. He / she will also work in the foreign remittance. All security documents of Foreign Exchange must be preserved under his direct control.
Senior Officer (General Banking):

He / she will perform duties in General banking department & will be the In-charge of this department. He / she will pass Cash / transfer vouchers jointly with 2nd.

Officer (Foreign Exchange):

He / she will control expenditure of the branch and pass related vouchers jointly with Deputy Manager / Manager. He / she will work at foreign exchange department under supervision of Foreign Exchange In charge, EO. He / she are entrusted with the responsibility of scrutiny of Import documents, lodgment and retirement etc. He / she is also entrusted to prepare vouchers & posting of the same in respective Registers and computer. He / she will engage in opening of FC A/C, TC & Foreign currency cash handling.

(Officer (Investment):

He / she will work as IT In-charge of the branch. He will open PC server machine every day in time & shut down the same after completing day to day work of the branch. He / she will Post all cash cheques / vouchers and cancel cheques up to Tk.50,000/= singly and above Tk. 50,000/= jointly with another authorized signatory & if exceeding Tk. 5,00,000/= Manager’s Cancellation required. He / she will also ensure online transactions including getting Authorization if required.

Officer (General Banking):

He / she will work in Accounts department under supervision of General Banking In charge. His / her prime duty is to cheek of Daily vouchers with Supplementary sheet & preservation of the same in safer place under locks & key. He / she will issue PO, DD, TT, MTDR etc. under supervision of general banking In-charge and balance the same in time. He / she will prepare weekly telegram and calculation of IBTA profit etc. He / she will also prepare vouchers related to account closing, bills for Courier service/ Nursery/ Security service etc. and posting thereof.

Junior Officer (Foreign Exchange):

He / she will work in Import department under supervision of Foreign Exchange In charge, EO. He / she is entrusted to maintain Local Export Bills and related charge
documents also entrusted to prepare vouchers & posting the same in respective Registers and computer.

**Junior Officer (General Banking):**

He / she will be the dealing officer of clearing section under direct supervision of General Banking In charge. His / her prime duty is to receive as well as post of all clearing (inward & outward) instrument such as cheque, DD, PO etc. He will also maintain OBC & IBC and maintain the related files. He / she will prepare of weekly Meeting position & Daily position for HO.

**Officer (General):**

He / she will work in general banking department under supervision of General Banking In charge. He / she will sit in front desk and will open of all types of account & posting the same in computer with full particular. He / she will issue of all types of cheque books including issuance of thank letters to the account holder/introducer invariably. On the date of opening accounts. He / she will also maintain of all types of account opening forms, SS Cards etc. He / she will be the Custodian of all cheque books along with other security instruments. He / she will ensure of dispatching of letters in time & maintenance of inward and outward register with preservation of all memos of courier / postal service.

**Assistant Officer (Cash):**

He / she will receive cash in counter and shall prepare statement in this regard. He / she will maintain cash balance book, cash analysis book & vault register with proper authentication.
4.3. Human Resource of Mutual Trust Bank for last five years

![Chart showing human resource growth of Mutual Trust Bank Limited for the last five years.](chart.png)

4.4. Employee Recruitment Trends & recruitment growth rate of MTBL:

![Chart showing employee recruitment trends and growth rate.](chart2.png)
4.5. Employee Profile by Age:

- Below 30 Years: 20%
- Above 30 years to 40 years: 13%
- Above 40 years to 50 years: 2%
- Above 50 years: 65%
4.6. Recent Job Circular of MTBL

MTO Recruit 2015

Invitation to MTB Management Trainee (MMT) Program

Mutual Trust Bank Ltd. (MTB) is a well-diversified private commercial bank, based in Dhaka, Bangladesh. MTB, now in its 15th year of operation, aspires to be one of the most admired banks in the nation and recognized as an innovative and client-focused company; based on a home-grown philosophy known as MTTBV! With a current network of 153 branches, the bank employs around 1,600 people and has three fully owned subsidiaries - MTB Securities Limited, MTB Capital Limited and MTB Exchange (UK) Limited. MTB also has Privilege Banking, 8 Kiosks, 182 modern ATMs and 2,031 Point of Sales (POS) machines, located in prime commercial, urban and rural areas of the country. The bank offers fully integrated real-time Online Banking Services, a 24/7 modern Contact Centre, Internet and SMS Banking to its clientele, through dedicated teams of experienced Relationship Managers and Alternative Delivery Channels (ADC).

As part of realizing its vision and mission, MTB is eager to enrich its human resources pool with talented, proactive, dynamic and committed people, who wish to take up the challenge of banking as a long-term career, and be an exciting member of the 5th batch of MTB Management Trainees (MMT).

Position: "MTB Management Trainee Batch of 2015" (MMT 2015)

Qualification and other competencies:
- MBA/MMM/MSS/ Masters degree in Economics, Accounting, Mathematics, Statistics, Finance, Marketing, Computer Science, Human Resources, Management, Public Administration, International Relations, Law or any related discipline (to be decided by the bank) from a highly reputed university or educational institution, both at home and abroad
- Minimum CGPA should be 3.25 out of 4.00 or 4.00 out of 5.00
- Excellent ability in speaking and writing English and Bangla languages
- Possess an entrepreneurial spirit, energetic, self-motivated and driven to succeed in a highly competitive and challenging environment
- Capable of multi-tasking with strong presentation skills
- Excellent proficiency in Computer literacy and communication
- Interested in co-curricular and extra-curricular activities
- Age limit: 30 years (as of March 31, 2015)

MTB Offers:
- An intensive orientation and induction program
- Technical, motivational and leadership training programs, held at the well-equipped MTB Training Institute (MTBTI), and other institutions, both at home and abroad, to ensure that the MMTs are equipped to take on the challenge of being a future leader
- A high performance culture, where team members work with enthusiasm, passion and pride, in search of excellence
- Fast track career as recognition of proactive and outstanding performance
- During the one year probation period, MMTs will be entitled to monthly consolidated salary of BD: 60,000.00. Upon successful completion of probation period, the MMTs will be appointed as Junior Assistant Vice President of the bank with a monthly gross remuneration of BD: 85,000.00.
- They will be posted at any of MTB offices, branches or subsidiaries in the country

Selection procedure:
- Eligible candidates will first appear in a written examination. Applicants qualifying in the written examination will be required to undergo the subsequent stages of the selection process, which include two rounds of interviews, a medical test and satisfactory feedback from referees.

Application Procedure:
- Interested candidates are requested to log on to www.mutualtrustbank.com for completing the application form and submit it through the MTB e-Recruitment System.

Last Date of Application: May 10, 2015

Mutual Trust Bank Ltd.
www.mutualtrustbank.com
facebook.com/Mutual Trust Bank

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Other recruits:

Recruitment
Mutual Trust Bank Limited (MTB)

Mutual Trust Bank Ltd (MTB) aspires to be one of the most efficient and admired banks in Bangladesh and offers fully integrated real-time Online, Internet and SMS Banking services to its growing customer base. These offerings and deliveries are executed through dedicated teams of seasoned bankers, and Alternate Delivery Channels (ADCs), with our current network of 86 branches, 5 kiosks, 160 ATMs and 1,500 Point of Sales (POS) devices, located in prime commercial, urban and rural areas of the country.

MTB values its human capital and is eager to enrich it through hiring talented and dynamic people in the following positions:

- **Position**: Group Company Secretary
  - **Job Grade**: Senior Vice President (SVP)
  - **Executive Vice President (EVP)**
  - **Senior Executive Vice President (SEVP)**
  - **Age**: Maximum 55 years
  - **Responsibilities**:
    - Convening and organizing Annual General Meetings (AGMs), Extraordinary General Meetings (EGMs), Meetings of the Board of Directors and its Committees and providing support.
    - and other Government and related regulations.

- **Position**: Branch Manager
  - **Job Grade**: First Assistant Vice President (FAVP)/Assistant Vice President (AVP)/Senior Assistant Vice President (SAVP)/Vice President (VP)/Senior Vice President (SVP)/Executive Vice President (EVP)
  - **Age**: Maximum 55 years
  - **Responsibilities**:
    - Strengthening existing customer relationships to grow branch business while ensuring compliance.

- **Position**: Group Internal Control and Compliance (GICC)
  - **Job Grade**: Officer/Senior Officer (SO)/Junior Assistant Vice President (JAVP)
  - **Age**: Maximum 35 years
  - **Responsibilities**:
    - Advising the Group Head of ICC in carrying out the internal audit functions.
    - Act as a liaison amongst the Bank’s External Auditors, Bangladesh Bank Teams and the Bank’s Management to finalize annual, semi-annual and quarterly financial statements.

- **Position**: Banking Operations Department (BOD)
  - **Job Grade**: Senior Officer (SO)/Junior Assistant Vice President (JAVP)/First Assistant Vice President (FAVP)/Assistant Vice President (AVP)
  - **Age**: Maximum 36 years
  - **Responsibilities**:
    - Reviewing operational policies, procedures and developments, to cope with changing market conditions and comply with Bangladesh Bank’s guidelines/instructions.
    - Work with Bangladesh Automated Clearing House (BACH) and Bangladesh Electronic Fund Transfer (BET/TRAN) Implementation Units.

For all positions:
1. Please check www.mutualtrustbank.com for additional responsibilities and qualifications.
2. The applicant must have at least 2-3 years of experience in the position applied for.
3. Applicants must have Masters/MBA Degree from any local or foreign university without any third division/class. Additional degree(s) may be required depending on the position.

Interested candidates are invited to send their résumé with a recent colour photograph and last salary certificate through email: recruiting@mutualtrustbank.com or mail to Group Human Resources, Mutual Trust Bank Limited, MTB Centre, The Sun Floor, 28 Gulshan Avenue, Gulshan 1, Dhaka 1212.

MTB is a fair and equal opportunities employer and does not discriminate based on gender, religion, background or differently abled people.

Any step to influence the selection process will result in automatic disqualification of the application.

MTB Subsidiaries

Mutual Trust Bank Ltd.
you can bank on us
4.7. Recruitment Model of MTBL:

1. Understand The HR Need
2. The Banking Officers & Trainee Officers of Human Resource Department Collect the CVs From reception
3. CV are posted by hand or by post
4. HR employee preliminary screen the CV by matching the post they want for
5. Banking Officers & Trainee Officers start to enter the CVs in the software
6. Software is also screening the by matching the criteria, because software is designed as the criteria set up
7. After entering the CV in the software they printout the CV statement in quizzes formate, six CVs are in one page
8. With the statement the Banking Officers go to the Head of the HRD
9. The head of the HRD do an informal discussion & screen the CV
10. Top level managers give a schedule for interview
11. First Assistant Vice President (FAVP) of HRD set the venue for interview and call the top level management to lead the interview
12. Banking Officers call the candidates to attend the interview
13. If the preliminary interview is successful, the candidate will be invited to another interview
14. If the preliminary interview is successful, the candidates will be invited to another interview
15. Then the selected candidates have to face the final interview
16. Issue application letter
17. Joining
18. Not accepted
4.8. Recruitment & Selection Process of MTBL:

Human Resource management is of paramount importance for Bank Management. Bank’s physical resources, human resources and technology are to be combined into a productive system to achieve organizational goals. Human resource recruitment involves evolving an appropriate planning process to move the Bank from its particular human resource position to desire human resource position and placement of right of people at the right place at the right time.

4.8.1. Human Resource planning

Recruitment and Selection are not simply mechanisms for filling vacancies rather they are viewed as the key factor for suitable placements. Effective human resource planning helps in determining the gaps present in the existing manpower of the bank. It also helps in determining the number of employees to be recruited and what qualification they must possess.

4.8.2. Manpower Requisition:

Based on the HR Planning respective Division/Department Head informs HR on personnel requirement through Manpower Requisition form, after obtaining necessary approvals from the Managing Director. Employment Requisition Form must contain a JTOR (Job Terms of Reference), comprising Job Description and Job Specifications / Requirements of the position.

Requisition form contain some information like

- Name of the position
- Status of the employment
- Job description
- Job specification
4.8.3. **Recruitment Principles**

All appointment / recruitment in the Bank will be made by direct recruitment as per approved criteria or by promotion as per promotion policy approved and or amended / updated by the competent authority from time to time.

4.8.4. **Recruitment and Selection Channel of Mutual Trust Bank Ltd**

Mutual Trust Bank uses both the external and internal channel for their recruitment and selection. The external and internal channel is described below:

The external source of recruitment and selection of Mutual Trust Bank are:

Newspaper advertisement.

Website of Mutual Trust Bank.

**Advertisement:**

Advertisement is a well-known and worldwide accepted source of recruitment. Like other company Mutual Trust Bank also has a career website from where applicants can fill up an application forms. When the job requirement is matched with the applicant’s CV then HR selects these applications for recruitment.

**Internet:**

Internet advertisement is another new source of Recruitment. Now a day every employee has a website and they collect CVs by internet. Ever there is lots of job website and company can send advertisement over there. Recently Mutual Trust Bank lunched a career website for the candidates.
Like other company Mutual Trust Bank also give advertisement over net. Generally Mutual Trust Bank gives advertisement in www.bdjobs.com. The interested candidates whose profiles match with the requirements can apply for job over the net. By this way Mutual Trust Bank gets many CVs.

### 4.9. Restrictions about Recruitment in Mutual Trust Bank

No person shall be appointed in the service of the Bank unless:

Qualified medical practitioner acceptable to the Bank certifies that the applicant is physically and mentally fit for service in the Bank.

The applicant has not been dismissed / terminated from the service or his service has been dispensed with for any specific reason with his / her former employer for financial irregularity or act of dishonesty / fraud / forgery. Those lateral entrants who have been dismissed / terminated from the service of their former employers after submission of their resignations with the intent to join Mutual Trust bank Ltd shall, however, remain outside the purview of this sub-rule.

The age limit of the applicant for fresh entry in the Bank should be within the age bracket of 22-30 years. For lateral entry, the maximum age limit will be 50 years. It will not, however, be applicable in case of contractual employment.

### 4.10. Recruitment and selection procedure categories of Mutual Trust Bank

Recruitment and selection procedure of Mutual Trust Bank three categories

- Top level
- Middle level
- Lower level
Recruitment and selection process of Mutual Trust Banks is almost same for the middle and lower level. Because of Mutual Trust Bank used external source to recruit their middle and lower level employees. But the recruitment and selection process of top level is different. Mutual Trust Bank also uses internal source for recruiting the top level employees.

### 4.11. Recruitment and selection procedure for top level

#### 4.11.1. Job Analysis

Mutual Trust Bank job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.

#### 4.11.2. Job Description

Mutual Trust Bank Job descriptions are written statements that describe the:

- Duties,
- Responsibilities,
- Most important contributions and outcomes needed from a position,
- Required qualifications of candidates, and
- Reporting relationship and coworkers of a particular job.

#### 4.11.3. Job Specification

Derived from job analysis, it is a statement of employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job.
or function. For the top level recruitment process Mutual Trust Bank uses the internal source.

4.11.4. Work Experience

From this step the selection process for the top level starts. The work experience of the selected employees is verified by the Managing Director. The Mutual Trust Bank selects the experienced employees for the top level post. Because the top level employees have to make decisions and sometime they have to taking quick decisions without discussing with all the employees.

4.11.5. Check Performance

In this step the Managing Director evaluated the previous performance in the Performance Appraisal of the selected employees.

4.11.6. Placement

The HR department issued the appointment letter against the selected employee. When the appointed employee join in the Bank than the Bank provide them the work place according to their post.

4.12. Recruitment and selection procedure for Middle level and lower level

4.12.1. Identifying the vacancy

Identifying the vacancy for the middle or lower level is done by the departmental head. The departmental head informed the HR head about the vacancy. Some time it happened by the observation. Analysis of a job is to determine the responsibilities inherent in the position as well as the qualifications needed to fulfill its responsibilities. Job analysis is
essential when recruiting in order to locate an individual having the requisite capabilities and education.

4.12.2. Job description

Job description is a legal document. It focused on job. Mutual Trust Bank preserve a written narrative description which included with the activities performs in the job information about the requirement working condition under job is performed.

4.12.3. Job Specification

Mutual Trust Bank also has done job specification which focused on employee. It is specifies employees skills, abilities, behavioral pattern and other personal characteristics.

4.12.4. Submission CVs

The people who selected himself or herself for the certain job they submit their CVs at HRD, Head Office.

4.12.5. Preparation of preliminary list

The Selection Panel shorting the CVs list. For preparing the preliminary list Mutual Trust Bank follows their selected educational requirement for the selected posts which are given below:

4.12.6. Management Trainee

The applicant should be at least a MBA/MBM degree holder from a reputed educational institution with a minimum 10 points for MBA/MBM throughout the academic career with no 3rd division/class in his/her academic career.

Minimum CGPA 3.25 or above from DU/ IBA/NSU/ or any other reputed/recognized/Local/foreign University as may be deemed fit by the Bank.
Management from time to time. No. 3rd division/class in his/her academic career shall be acceptable.

**4.12.7. Probationary Officer**

The applicant should be at least a Master Degree/BBA holder from a recognized educational institution with minimum 9 points. No. III (third) Division/Class shall be acceptable.

**4.12.8. Trainee Junior Officer**

The applicant should be a Master Degree holder from a recognized educational institution.

**4.12.9. Trainee Junior Officer (System)**

The applicant should be a Master Degree holder from a recognized educational institution.

Minimum 8 (eight) points are required.

The candidate should have computer literacy.

**4.12.10. Trainee Computer Officer**

Graduation with Minimum 6 (six) points.

2. The candidate should have Computer Knowledge for PC operation.

**4.12.11. Trainee Cash Officer**

Graduation with minimum 6 (six) points.
4.12.12. Assistant Officer (AO)

1. Master’s Degree or 4-year Bachelor Degree in any discipline with a minimum of 2nd class in all academic levels

2. Two years of experience in IT related jobs in a reputed organization preferably in banking sector.

4.13. Preparation of preliminary list

The Selection Panel selected some attractive applicants for the written test to follow their selected educational qualification.

4.13.1. Conducting written test

The subject matter of the written test may be General Aptitude, General Knowledge, Arithmetic, English, Bengali or as will be determined by the External Authority. Probationary Officer / Management Trainee shall be recruited after taking a competitive written test to be conducted by IBA or any other organization equivalent to the standard of IBA.

4.13.2. Selection of eligible candidates for the Interview (VIVA-VOCE)

Those who can get 65% marks in the written test those can select for the next steps as eligible candidates.

4.13.3. Calling the selected candidates for the Interview

The selection panel called the qualified applicants by phone or mail for attaining Interview.
4.13.4. Conducting Interview or VIVA-VOCE

The selection panel organized an interview. The interviews always hold at face to face conversation. But the qualification marks for viva-voce will be determined by the Bank Management.

4.13.5. Investigation of applicant details

The selection panel investigates the qualified applicant’s previous life history to ensure that, if the applicants were involved with any illegal activities.

4.13.6. Preparation of desirable candidates’ list

After the investigation of the applicants previous life the selection panel make a list of the applicants whose past life histories are positive.

4.13.7. Final approval by the competent authority

The experienced authority endorses the desirable candidate that they find by lots of measurement.

4.13.8. Physical fitness for employment

Physical testing is part of selection process. Because sometime the better qualified candidate may has some critical diseases. Which create problem his or her joining in service. For this reason he or she unable to continue the service. For that the bank becomes fall in some trouble because the recruitment ant selection process is time killing, lengthily and also an expensive process. In Mutual Trust Bank accomplish physical testing for all type of employees. Although it is an expensive decision but Mutual Trust Bank are committed to do physical testing for ensuring employees sound health.
4.13.9. **Appointment and placement**

Selection panel has issued the appointment letter, who are physically fit according to the medical test. When the appointed candidate join in the bank than the bank provide them the work place according to their post. After completion of probationary / training period, the performance of a fresh officer shall be evaluated by the Management. In the Performance Appraisal, the concerned officer has to score minimum 60%-65% marks for absorption in the regular service of the Bank. In case, he / she fails to secure 60%-65% marks, the Management may extend the probationary.

4.14. **Training Institute of MTBL:**

MTB Training Institute, MTB Square, Tejgaon I/A, Dhaka provides necessary training to their employees from the beginning of their job. Especially the Management Trainee Officers (MTO) start their career from there. MTB also arrange training program time to time for their employees for the improvement their skills. Beside professional tanning MTBL provide life support training and Art of leaving training.

Learning and development programs of past few days

<table>
<thead>
<tr>
<th>Training</th>
<th>Programs</th>
<th>Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>In House (MTBTI)</td>
<td>70</td>
<td>900</td>
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<tr>
<td>International program</td>
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<td>07</td>
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<tr>
<td>Local /Out Source</td>
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<td>280</td>
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<tr>
<td>Training Participation Rate</td>
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CHAPTER-5

MY EXPERIENCE IN
MUTUAL TRUST BANK
LIMITED
5. Basic Experience In pantapath Branch:

Mutual Trust Bank Limited has always been prepared the internship program for its internees. It is strictly followed by both parties. There are 3 different departments in Panthapath branch and they are:

- General Banking (GB)
- Advance Department (AD)
- Foreign Exchange Department (FED)

I was rotated across all 3 different departments in the past 3 months. However, my main concentration was HRD section but unfortunately Mutual Trust Bank, pantapath branch does not have any particular HR department. Branch manager MR. Abdul Mannan & Deputy Manager Mr. Manowar Hossain maintain the HR activities of pantapath branch.

5.1. Nature of the Job

Basically in Mutual trust bank, the whole HR division is separated into two parts. One is Core HR division and another is Training and Development. The main responsibilities of Core HR is to operate regular HR activities like recruitment selection, promotion etc. In Training Center they only conduct the training programs for MTBL employees.

5.2. Responsibilities & Learning

- Conducting the Written test of Trainee Assistant (Cash) post.
- Verifying the documents like academic certificates and other related papers, submitted by the Applicants.
• Attending the written test for promotion from Senior Officer to Executive Officer.

• Updating the database for newly recruited employees.

• Short Listing of unsolicited CVs.

5.3. Critical Observation:

The responsibilities of mine as an intern in Mutual trust bank Limited were very significant. It was beyond my expectation. Apart from decision making job, the things I asked to do was bear some importance. It was a great pleasure for me to work with them. They helped me to learn many new things like maintaining protocol, letter writing, corporate culture, etiquette and manner, how to be a successful HR professional etc. which will help me in future to build my career.
CHAPTER-6

Findings
6. **The strength of recruitment and selection process of Mutual Trust Bank Limited:**

- The management of MTBL cares for the quality of service as well as the quality of its human resources.

- The recruitment and selection is quite fair and square. Everyone at the HR Division is honest and impartial which promotes the environment of accountability.

- 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.

- The recruitment and selection process of MTBL emphasizes more on who fits the Organization, rather than who fits the job. Thus, it has created a unique organizational culture and the whole HR Division has ensures a friendly and caring working environment.

6.1. **The weakness of Recruitment and Selection Process of Mutual Trust Bank Limited:**

- MTBL’s HR planning can be made more effective if it is revised more often according to the change in this fast moving industry.

- Statistical measures such as correlation analysis and regression analysis are not applied to predict and analyze the recruitment and selection requirements more precisely.
• 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.

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

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

• MTBL does not always check references properly, which may lead to a grave problem for the organization.
CHAPTER- 7

Recommendation & Conclusion
7. Suggestions of further improvement

The following recommendations may come in handy in this context traditionally:

- MTBL don’t use “Graphology” for recruitment.
- They should give more concentration to the competitors.
- All the resources should be given same preference.
- MTBL prefers “External Source” for recruitment.
- Sometimes they rehabilitate employees after physical or mental depression.
- Recruitment cost is little bit high.
- In employment test they mostly focused on employees ability & aptitude.
- So far no candidate will faced any type of discrimination during recruitment process.
- In the case of interview they didn’t ask any non-job related question.
- Sometimes they use recruitment alternatives.
- For internal search sometimes they use inbreeding process for recruitment.
- Their “Educational Requirement” is minimum “Graduate”.
- In Bangladesh they follow advertisements for recruitment, but in abroad they mostly use cyberspace recruitment.
- MTBL always prefers that candidates whom ages fall into the category of 22-35.
- For recruitment they like those candidates who have 2-3 years job experience.
7.1. Conclusion

Banking sector is growing in Bangladesh as like as all over the world. This industry always tries to provide better service their customer and develop their operational system. MTBL Bank is one of the significant banks in our country. These banks are comprehensive of other modern banking system. The bank use modern banking system and always try to introduce new banking system of us. One of the new practices of the MTBL bank is E-Recruiting process of their banking system. Most of the bankers executives are agree that Recruiting and selection system introduces the MTBL Bank as a modern bank.

Eventually we say the gradual and successful globalization of electronic banking coupled with growing awareness of the people about its financial and social benefits makes it clear that the next century is going to be the century of MTBL.
BIBLIOGRAPHY


