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An analysis of the recruitment and selection process of southeast bank limited

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Internship Report
On
“An Analysis of the Recruitment and selection Process of
Southeast Bank Limited”

Prepared By:

Md. Alamgir

ID: 143-11-822

Major in HRM

Program: BBA

Department of Business Administration
Daffodil International University



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Date of Submission: 15th May, 2018

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On

**“An Analysis of the Recruitment and selection Process of
Southeast Bank Limited”**

Supervised By:

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Letter of Transmittal

Date : 15th May, 2018

Gouranga Chandra Debnath
Assistant Professor
Department of Business Administration
Faculty of Business & Economics
Daffodil International University

Subject: Submission of Internship Report on “An Analysis of the Recruitment and Selection Process of Southeast Bank Limited.

Dear Sir,

You will be pleased to know that I have completed my report on **“An Analysis of the Recruitment and selection Process of Southeast Bank Limited”**. This report has been prepared on partial fulfillment of BBA program according to the guidelines provided by you. The report is prepared based on survey, published reports, websites and other related documents and the documents collected from library. Through my best sincerity I have tried to present all the related issues in the report within several limitations. I sincerely hope and believe that these findings will be able to meet the requirements of the course.

I will be pleased to deliver you with added explanations or clarifications that you may feel necessary in this regard. I will be thankful if you kindly approve this effort.

Sincerely Yours

MD. Alamgir

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Major in HRM

Program: BBA

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Certificate Of Supervisor

I, hereby, certify that, Md. Alamgir a student of BBA, Department of Business Administration, Faculty of Business & Economics, Daffodil International University, bearing ID No. 143-11-822 has prepared the Internship Report on “An Analysis of the Recruitment and selection process of Southeast Bank limited ” as a requirement for fulfillment of degree awarding of Bachelor of Business Administration (B.B.A). The report is recommended for submission.

(Gouranga Chandra Debnath)

Assistant Professor

Department of Business Administration

Faculty of Business & Economics

Daffodil International University

Student Declaration

I do hereby declare that the Internship Report “Analysis of the Recruitment and Selection Process of Southeast Bank Limited” has been prepared by me under the guidance of. Gouranga Chandra Debnath Assistant Professor Daffodil International University as a requirement for the accomplishment of BBA degree from the Department of Business Administration, Faculty of Business & Economics, and Daffodil International University. It is also declared that, this report has been prepared for academic purpose only and has not been/will not be submitted for any other purpose elsewhere.

Md. Alamgir

ID: 143-11-822

Major in HRM

Program: BBA

Department of Business Administration

Daffodil International University

Acknowledgements

At first, I would like to present my due regards to the almighty Allah for providing me the opportunity to build and complete this report successfully with good health and sound mind. I would like to express my appreciation towards my supervisor, Assistant Professor. Gouranga Chandra Debnath Department of Business Administration for his help and his guidance in completing this research project. His sincere guidance, untiring cooperation, valuable suggestion and inspirations enabled me to creating and preparing a unique report.

I would also like to thank the officers and employees of “Southeast Bank Limited”. I express my deepest sense of regards and gratitude to them.

Furthermore, I am grateful to my family whose understanding has gone beyond measure with my Studies.

Finally, I thank all the people who participated in my study and furnished the information I needed in order to complete my research project.

Abstract

This project report is a part of the requirement in the BBA course of Daffodil International University. The broad objectives of this report are to evaluate the “Recruitment and Selection Process of Southeast Bank Limited”. Other objectives of this report are to analyze the “Recruitment and Selection Process of Southeast 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. Southeast 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 bank is well organized, till there is a scope for improvement. By developing the policy of HR SEBL can overcome the limitation and can make the recruitment and selection process more effective

Internship Report on

**“Recruitment and selection Process (SEBL): A Case Study on the,
“Gulshan” Branch konabari’ Gazipur**

Chapter One



Introduction



1. Introduction

1.1 Introduction: For a rapid growth of an economy, banking system must be provided in today's world, banks are being regulated in most of the countries due to the importance of the financial stability of the country. Basically, for the growth of economic Development in an economy, various kinds of funds been provided by the banks in order to carry out different kinds of programs .Thus Banks are mainly generated for lending loans and investing on different programs as well. However there are many other departments present in a bank in order to run the banking system appropriately .Hence in Bangladesh one of the lending Banks is known as Southeast Bank Limited.

Human Resource management is known as one of the department of the bank which deals with the management of Human resources .It has mainly concerned with the “people dimension” of the organization .Human resources are one of the vital categories of any organization to perform well in such a manner In order to achieve its success. Therefore, Human resources are very much concerned with the managing of people within the bank especially focusing on the banks rules, policies and banking system.

The department of a human resource management is mainly responsible for controlling different sector of the department .Some of these sector are: Recruitment and selection process, Training and development process, compensation, Performance Appraisal and many more. Hence, the main objective of an Human Resources Management is to maximize employee productivity of an organization.

Therefore, in this report I have mainly tried to focus on the recruitment and selection sector of the human resources management department of Southeast Bank Limited. Hence, the report is consisted with the research based on the recruitment and selection process of the bank which shows the consistency in order to increase the efficiency in recruiting, hiring and selecting.

1.2 Origin

This report is a requirement of the internship programs which is an important part of the BBA degree requirement. As the supervisor has advised me to develop a thorough understanding of the recruitment and selection process of Southeast Bank Limited (SEBL) this report will be prepared on those aspects of the HR practice of SEBL.

1.3 Objectives of the Study

1.3.1 Broad Objective: The main objective of the study is to evaluate the recruitment and selection process of SEBL.

1.3.2. Specific Objectives

1. To analyze the recruitment and selection process of SEBL.
2. To find out the problems in the recruitment and selection process of SEBL.
3. To make some recommendation for recruitment and selection process.

1.4 Scope of the Study

The scope of the study is limited due to some restrictions. The report does not cover all the functions of Human Resource Management of Southeast Bank. I went to the Head of SEBL at Gulshan. This study discussed the recruitment and selection process of the bank and the said policy of HRM of the bank.

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

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.

2.2 Data Collection

Data is collected through both primary and secondary data.

2.2.1 Primary Data

Primary data is collected by interviewing employees. A questionnaire survey is done on the basis of banking activities. Primary data is mostly derived from the discussion with the employees.

2.2.2 Secondary Data

Data that have been previously collected for some purpose other than the one at hand. For my study I collected some secondary data from various research journals, annual report of the SEBL bank, websites and articles which I mentioned at my bibliography.

2.3 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.

2.4 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 Southeast Bank Limited at Gulshan Branch who are selected randomly.

2.5 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

Southeast Bank Limited is a dream of a second-generation bank which was established in 1995 and has made a significant contribution to the country's pioneering banking enterprise and the growth of the national economy. Bank began on March 12, 1995 as a public limited company. On the same date, the registrar of the joint stock company and issued the tax deducted at the beginning of the business of the bank. On March 23, 1995 South East Bank received its banking license from the Bangladesh Bank.

Bank branch inaugurated May 25, 1995 at Dilkusha Commercial Area, Dhaka as the Chief Guest of the country's commercial hub, the next Honorable Finance Minister of the People's Republic of Bangladesh Lieutenant M Saifur Rahman. From its cumbersome journey, the South East Bank has enabled them to understand those dreams. Currently it is one of the country's leading banks in the private sector, contributing significantly to the national economy. Today the authorized capital of the bank 10 million 10 million taka On December 31, 2011, his paid up capital and reserve crossed the bank Tk 21,807.57 million. There were 218 people, 184 executive officers, 1,522 and 414 in the bank on December 31, 2017.

South East Bank was established by the leading business person and local economists in the various departments of the National Economy, to help the growth of the national economy, the banks were established to provide clients and business communities of Bangladesh to provide client and professional banking services. The upcoming chairman of the bank Mr. Alamgir Kabir, FCA, is a professional chartered accountant. Mr. Shahid Hossain, Managing Director of the Bank brings a credit to his credit by a young and prominent bank of the country on 30 years of experience.

The bank's activities are developed on the obvious emphasis on active corporate governance. The purpose, long-term company is to create, promote and create standards. Bank and its The highest priority is to provide active service and maximum satisfaction to customers. The values of bonding and collaboration between banks are widely used. We are proud that the public and private faces of the bank are one and the same. We believe that the transparency of the decision-making, the surveillance process and the full disclosure of the shareholders and regulatory authorities constitutes an intense pressure on the bank's corporate governance and

the rationality of the bank's services and the search for new competitive opportunities. We work continuously between these parameters.

. A team of modest professionals operates the bank. Trust and discipline create and generate an environment in order to encourage all the banks to work together to achieve the purpose of the bank. The Bank has enabled the Benchists to withstand the expectations of maintaining the sympathetic work environment of the bank more firmly. Their commitment to the quality of service and a promise of excellence is identical

South East Bank has become synonymous with quality banking services and products. It has different types of products and services suitable for all types of customers. Our effective strategies are structured to deal with customers. In the development graph, the bank introduced BDT 3 format, 378.82 million US dollars and income tax in 2017. Curve increases the upward movement every day, it is one of the most successful and one of the most successful banking institutions in Bangladesh, as a result of which the asset base of BDT 220 is 930.85 million on 31 December 2017

Chapter Four



Theoretical Framework



4.1 Meaning of Recruitment

Having good people in a team gives a competitive advantage to a business. Employing the right person for the role will positively influence the performance and productivity of the work team as a whole. Selecting the wrong person can result in lower performance, higher operating costs, reduced morale and increased turnover among other staff members. So recruitment is the process of finding and hiring the best-qualified candidate for a job opening in a timely and cost-effective manner.

Most organizations have a continuing need to recruit new employees to replace those who leave or promoted, to acquire new skills and to permit organizational growth. Recruitment is an even more important activity when unemployment rates low and economic growth is strong, as firms compete to attract the qualified employees they need to succeed. Recruitment follows HR planning and goes hand in hand with the selection process by



which organizations evaluate the candidates for various job. Without accurate planning organizations may recruit the wrong number or types of employees. 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”.

4.2 Aim of Recruitment

To ensure that a pool of suitably experienced and qualified people apply for the job.

4.3 Objectives of Recruitment Policy

The purpose of effective employment is to show the right person with the right skills at the same time best practices and legal requirements recommended. The successful recruitment process depends on the success of each stage.

According to Mamariarai (1998), there should be elements in a good recruitment policy:

- a. Organization's objectives (Short and Long term)
- b. Identification of the recruitment needs
- c. Preferred sources off recruitment
- d. Criteria of selection and preferences
- e. The cost of recruitment and its financial implications of the same

4.4 Types of Recruitment

Recruitment can be divided into 2 types,

- 1) Internal Recruitment
- 2) External Recruitment

Types of Recruitment

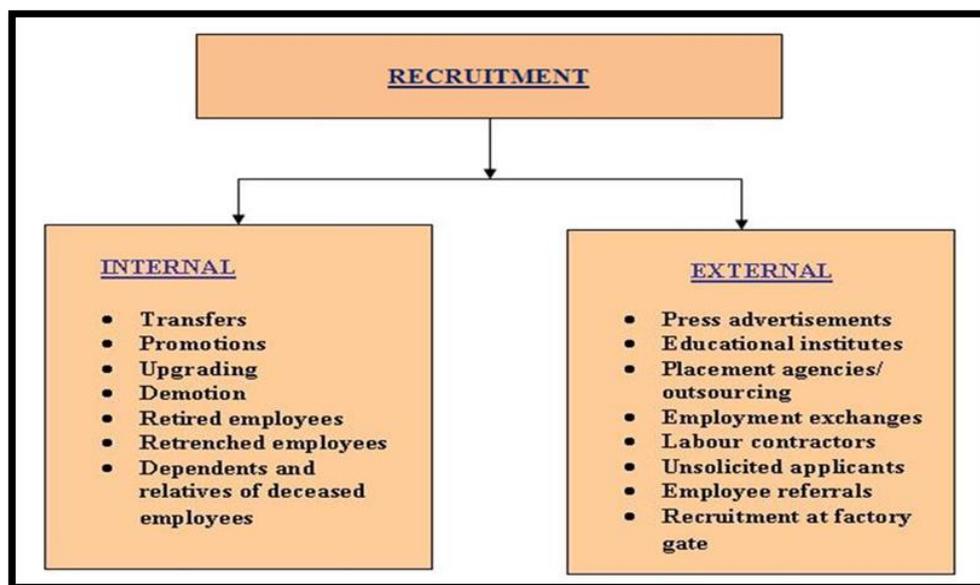


Figure- 1: Types of Recruitment

4.4.1 Internal Recruiting

An internal source of recruitment involves recruiting candidates internally. Employees currently working in their own company are departed to other department or higher position. If the employees' performance are excellent and up to the mark, they are given chance to occupy higher level from the current post. If extra skills required, organization are ready to

provide training. This is one of the easiest ways of selecting candidates as the performance of their work already known by management.

Methods of Internal Recruitment

- 1) Selecting top talents within an organization to higher level
- 2) Promotions
- 3) Internal Advertisement
- 4) Temporary employees to contractual period
- 5) Contract employees to temporary
- 6) Temporary employees to permanent
- 7) Retired employees for freelancer position

Advantage 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.

Disadvantage 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

- No opportunities for external employees.
- Lack of innovative

4.4.2 External Recruiting

An external source involves recruiting candidates externally for better performance. External employees always feel young and innovative for new companies, more active enough to find business problems and fix it. Though recruiting external candidates might be tougher but it has more positive effect on business compared to internal source.

Sources of External Recruitment

- Job portals.
- Social media recruitment.
- Newspaper Ads and Magazines
- Website.
- Campus recruitment.
- Direct Walk In.
- Recruitment agencies.
- Internal employee referrals.

Advantage 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

Disadvantage 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.

4.5 Factors Effecting Recruitment Policy

4.5.1 Internal Factors:

The internal factors are the factors within the organization that affect recruiting personnel in the organization. Some of these are discussed below:

1. as possible. When interviewers spend too much time describing the job, and/or talking about themselves or the organization, valuable time is lost. The key to being a good interviewer is in being prepared and listening.
2. **Poor listing:** Few recruiters do not pay full attention to the candidates. The interviewer should listen 80 % of the time.
3. **Using yourself as an example:** Many managers who reached their position by virtue of their sales success, believe they can instinctively recognize a good candidate, when they are unconsciously just using themselves as a template.
4. **Lack of future view:** Most interviews and all behavioral interviews focus on the past but whoever is hired will be working in the present/future. Most interviewers fail to ask candidates to forecast the future and to provide an outline of the plans that they will use to identify and solve upcoming problems.

Be obvious to the legal: HR manager must know the law, train employees and Size of the Organization:

The size of an organization affects the recruitment process. Experience suggests that larger organizations find recruitment less problematic than organizations with smaller in size.

Recruiting Policy:

The recruiting policy of the organization that is recruiting from internal sources and from external sources also affects recruitment process. Generally, recruiting through internal sourcing is preferred, because own employees know the organization and they can well fit into the organization's culture.

Image of the Organization:

An organization with good image can attract a large number of applicants. For example, among most university graduates, Daffodil International University has a positive image.

Image of Job:

Just as image of organization affects recruitment so does the image of a job also. Better remuneration and working conditions are considered the characteristics of good image of a job. Besides, promotion and career development policies of organization also attract potential candidates.

4.5.2. External Factors

Like internal factors, there are some factors external to organization which has their influence on recruitment process. Some of these are given below:

Demographic Factors:

. Demographic factors can affect gender performance, educational level, gender, age, literacy, economic status, and other organizations provided by other employment can significantly affect the recruitment process.

Labor Market:

The labor market conditions that supply and demand of labor are especially important in affecting the recruitment process. For example, if demand for a specific skill is high relative to its supply, staff recruitment will involve more effort. On the contrary, if the supply is more than the demand for a specific skill, it would be relatively easy to employ.

Unemployment Situation:

Rate unemployment is yet another external factor which has its impact on the recruitment process. When the unemployment rate is high in a particular area, the recruitment process is easier. Finding a reason is not difficult to find because the applicant's number is very high, which makes it easy to attract the best qualified applicants. The opposite is true. With low rates of unemployment, the recruitment process is difficult.

Labour Laws:

Labor laws reflect the social and political environment of the market, which is made by central and state government. This law indicates compensation for various types of

employment, work environment, safety and health regulations. If the government changes, the law will change.

Legal Considerations:

. Another external factor is a legal matter related to employment. Popular examples of workplace for scheduled populations, scheduled populations and other western categories (OBCs) are popular examples of such as legal consideration

Outsourcing:

Impact of outsourcing activities. The human resources department must be removed from recruitment for outsourced functions and should focus on supply of employment to the company's core business organizations.

Talent Pool:

An organization has reached its local community to meet the recruitment requirement of the recruitment agency. If the local talent pool changes, it may find it more difficult to hire a suitable candidate for the company. For example, if other businessmen start leaving this area, then the job availability decreases and qualified candidates are looking for work in other parts of the country. Then the company's new employees are faced with decisions involving payment to open a new position to transfer or access the new talent pool.

Competition:

Companies within the same industry are competing for qualified candidates to ensure future growth. There is competition in the recruiting end of your business just as there is in selling products. You need to analyze what your competition is offering new employees, and try to develop a competitive package to lure in the talent that you need.

Cost: Recruitment incurs cost to the employer; therefore, organizations try to employ that source of recruitment which will bear a lower cost to the organization. Recruitment must be cost effective.

Government requirement:

The Government of Bangladesh introduced the Quota system of recruitment for the family members of the freedom fighters and for the tribal's.

4.6 Elements in Recruitment process

- 
- Recruitment Policy
 - Recruitment style
 - Developing sources of recruitment
 - Methods of recruiting

4.7 Common Mistakes in Recruitment Process

- ❖ Provide an incomplete job description.
- ❖ Underestimate the importance of corporate culture.
- ❖ Poor screening of candidate's CVs.
- ❖ Evaluate personality, not job skills and experience.
- ❖ Being unprofessional in the interview.
- ❖ Lack of involvement from team in the process.
- ❖ Lack of a time frame.
- ❖ Providing an inappropriate setting for interview.

4.8 Meaning of Selection

To identify one candidate who is likely to perform better in the position than the others. This combines aspects of the person's knowledge skills and experience as well as their place in the culture of an established team. The Selection is the process of choosing the most suitable candidate for the vacant position in the organization. In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization. While recruitment can be perceived as a positive activity generating an optimum number of job-seekers, selection is inherently negative in that it will probably involve rejection of applicants.

Pilbeam and Corbridge (2006) provide a useful overview of potential positive and negative aspects noting that: 'The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees.'

4.9 Selection Process

The Employee selection Process takes place in following order-

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.
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. Reference checks - Referees are useful for identifying past employment problems and clarifying the accuracy of information presented in an interview or CV. Only a small percentage of all reference checks are negative, therefore, it is often difficult to differentiate between candidates on the basis of reference checks alone.
4. 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.
5. 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.

6. Medical examination- Medical tests are conducted to ensure physical fitness of the potential employee. It will decrease chances of employee absenteeism.
7. Appointment Letter- A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

4.10 Common Mistakes in Selection Process

1. Trusting first impressions: Managers should actually try to discover candidates' initial impression with the first impression.
2. Evaluate a candidate on the wrong factors: One of the most common mistakes interviewers make is to try and find a new recruit with the same traits as successful current employees, or even themselves. A candidate with a complimentary, rather than identical, personality and skills may well be of greater benefit to the team.
3. Asking questions that are unrelated to the job: This wastes time and does not produce any valuable information with which to rate or evaluate the candidate's qualifications. Be careful not to ask questions of a personal or lifestyle nature. Basing hiring decisions on factors unrelated to the job can put employers in a legally vulnerable position.
4. Talking too much: The purpose of the interview is to gather as much relevant information about the candidate **enforce the law in selection process, ignorance is no excuse.**

Rating Errors

1. Selective Perception: Interpreting the candidates what is seen or heard based on interests, experiences and attitudes. Leave personal biases out of the selection process.
2. Halo Effect: Drawing a general impression about an individual based on a single characteristic. For example: after assigning a very high score on

“leadership”, a rater may feel that the same score is warranted for “effort”, even if evidence suggests that should be the case.

3. Contrast Effects: This occurs when interviewers compare candidates with each other, rather than against the performance standards of the job or the established criteria.
4. Projection: This occurs when an interviewer assumes that a candidate is similar to themselves. For example: a candidate that went to the same university as the interviewer may be perceived as being similar to the interviewer in other ways.

4.11 Ways of Making an Effective Employee Selection

1. Determine whether a temporary employee is needed: Sometimes a new employee is urgently needed. Hiring a temporary worker is a good alternative to employing a less suitable replacement under pressure. Written employment contracts for such fixed-term work may help avoid misunderstandings and possible litigation when the employee is laid off at the conclusion of this work period. Management benefits by having the occasion to better evaluate the individual's performance and personality and appoint that employee permanently
2. Complete a job analysis, description and specification: Successful employee selection is dependent on a clear understanding of a job's components. A job analysis is used to identify job tasks and responsibilities. This may be accomplished by collecting information about the position; by interviewing workers, supervisors, and other farm employers; and by observing current employees.

Chapter Five



Recruitment & Selection Process



5.1 Overview of Human Resources Division of Southeast Bank Limited

Southeast Bank Limited believes that consistently strong performance of the Bank is the result of the team of committed, knowledgeable and dedicated employees who are focused on achieving the excellence in banking. The Bank is committed to recruiting high-caliber employees and providing them with the motivation, training, working environment and compensation package they need to perform at the highest level. They recognize the importance of making the Bank an employer of choice. To that goal in view, they ensure that the employees understand the strategic plans and objectives of the Bank and are clear about what is expected from them. The Bank promotes the importance of high ethical standards in its employees. They have to act within the prescribed code of conduct and are not permitted to solicit or accept any inducements, which are likely conflict with their duties to clients. Appraisal of their individual performance is done in a rating scale against objectives and the Bank's prescribed core values.

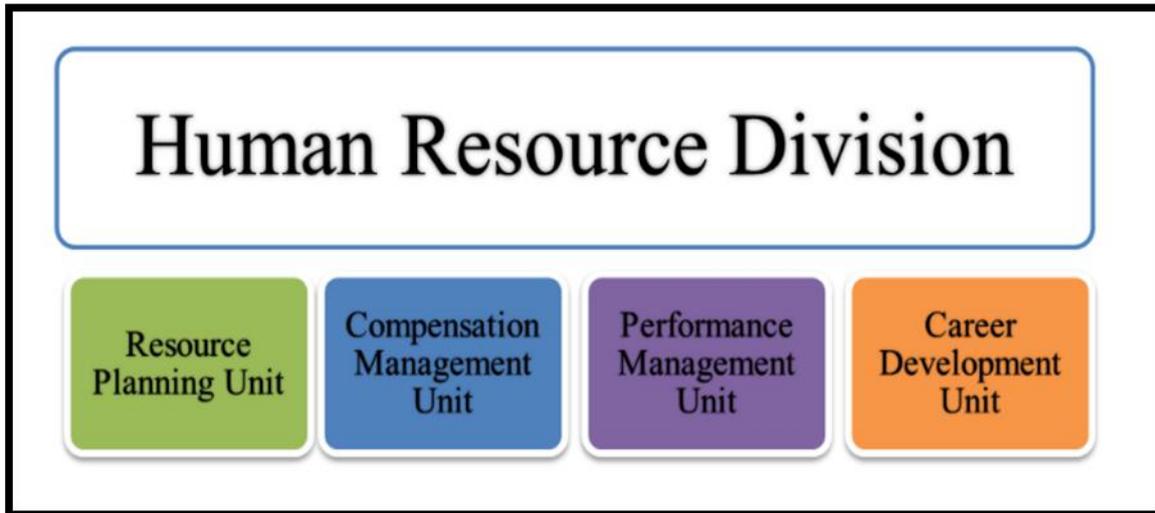
5.2 HR Strategic Objectives for 2016-2017

Strategic HR planning is an important component of strategic HR management as well as Human resources division of an organization. HR strategic objectives helps thriving integration of human resources planning with business planning which leads to achieve the vision, mission and business goals of the organization successfully.

Human Resources Division has visionary strategic objectives for the years of 2016-2017:

- ❖ Realign HR in line with revisited vision, mission and business plan.
- ❖ Ensure critical and essential manpower at all levels.
- ❖ Ensure market driven pay and benefits.
- ❖ Provide career development opportunity.
- ❖ Introduce certification programs, and ensure fair performance evaluation.
- ❖ Ensure compliance with country laws, regulatory directives and corporate norms
- ❖ Reorganize HR functions, and empowerment of the human resources division.
- ❖ Automate HR process, and integrate with other functional departments.

5.3 Functional structure of Human Resources Division



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Figure-2: Functional structure of Human Resources Division

Southeast Bank Limited has four units in its Human Resources Division. Each and every unit has its own defined duties and responsibilities. The units include several activities. The following chart will help to understand it more clearly:

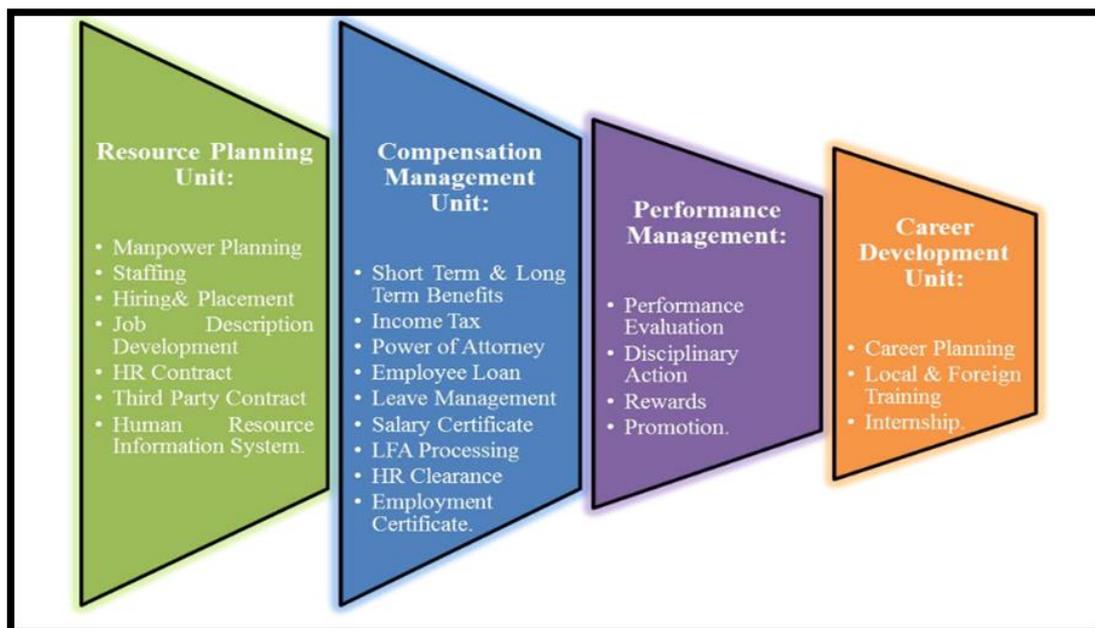


Figure-3 : Key Responsibilities of the Functional Units

5.4 Activities of Human Resource Division

5.4.1 Human Resource Planning (HRP)

Southeast Bank Limited HRP is checked. The current human resources stand up. This manpower is planned. See whether the correct number of organization is as the right kind. The exact location is usually as well, especially when it is needed by the bank. Deal with the increase in new projects or business volume, and then deal with it. The bank has checked its human resources. It is the first to prepare a plan, make one ready for changes in human resources formation and employment in the budget accordingly.

5.4.2 Maintenance of Human Resource Information System (HRIS)

In order to maintain the requirements of human resource planning, Southeast Bank Limited maintains an HRIS (Human Resource Information System), which is conducted internally. HRIS all employees currently operate and already keeps all the information about who has done this bank, it stores all basic information of its employees. Information includes the recruitment date of each employee, personal information, academic and employment records, managed training, performance assessment, career record etc.

5.4.3 Recruitment and Selection

. Due to the expansion of the bank, the need for recruitment is especially felt to create new posts. In the inheritance, the plan sometimes calls for recruitment if the vacant post can not be filled from within. There are several recruitment sources used by this bank. Southeast Bank Limited offers advertisements in newspapers to create applications for various entry level posts. The selection process of South East Bank Limited is not different from the conventional method in most organizations. The process starts with the primary screening and a person is finally selected in a final interview.

5.4.4 Employee Training and Development

As a brief review of the terms, a specialist in training involves working with students to transfer their knowledge or skills to specific areas for improving their current work. This term is often interpreted as an activity when an expert and student effectively learns from expertise (from the references to the expert) Knowledge, Attitude or Skills Lowered) data so that the

student can perform an existing task or job. Development Admission and Selection Process A broad, ongoing multidimensional program for the other alignment of work to a person or organization (in their training activities), to perform some work or new role in the future. This development often includes various types of methods, different types of training, ongoing job training, coaching, counseling and self-development.

5.4.5 Annual Confidential Report

The branch of South East Bank Limited is the branch manager or divisional head of ACR. The rating system is used to judge the performance of employees on different scale. With this rating, the Human Resource Division provides a detailed research report in Analysis and provides HRD performance assessment according to the results. Manager / Divisional Employee employee according to the following criteria:

- ❖ Quality of work
- ❖ Quantity of work
- ❖ Marketing & Selling capability.
- ❖ Learning ability & analytical thinking.
- ❖ Sense of responsibility and commitment to the bank.
- ❖ Knowledge of banking & awareness to rules.
- ❖ Competence, ability to do & get things done
- ❖ Initiative, Enthusiasm
- ❖ Presentation and other personality.
- ❖ Interpersonal behavior, team spirit.
- ❖ Co-operation, flexibility.
- ❖ Honesty and integrity, financial discipline.
- ❖ Attendance, Time consciousness, punctuality.
- ❖ Capability and leadership to guide, supervise and utilize manpower.
- ❖ Creativity and innovative ideas.
- ❖ Communication Skill.

The authority rated them in 4 degrees of scale. Those are,

- ❖ Outstanding
- ❖ Very Good
- ❖ Good
- ❖ Average

5.4.6 Compensation and Benefits

Compensation to Southeast Bank Limited, like any other organization, is the basic salary paid. Employees' salaries change with seniority; Its position in the organization's order. Other Benefits The interest rates are included on the low rate of accommodation, transportation, loans etc. But all these management persons are changed with the levels. Other benefits offered by this bank include sick leave, earned leave, pension scheme, ESSSS fund etc. On sick leave they allow employees to take leave if they get sick for the time required. Annual 15-day sick leave is credited to an employee's account; However, the worker should submit the required documents to prove his illness, the full time employee of South East Bank Limited will get 30 days to earn. The pension scheme includes provident funds and gratuity (compensation paid for each completed year). Employees are entitled to a lower rate of loan. After service confirmation, an employee can avail the car loan six years in advance, personal loans are two years, and six months of festival loan, people's banks also pay picnics and employees 'right to pay for their employees' behavior and pay for them to be insured.

5.5 The recruitment philosophy of Southeast Bank Limited is as follows:

- ❖ Southeast Bank Limited usually promotes from within the organizations, but when the need arises, the bank also hires from outside for vacancies at all levels.
- ❖ Southeast Bank Limited always emphasizes on hiring for a long period of time. The bank tries to attract and select those candidates who will move through the organizational hierarchy to the senior level positions in the future.
- ❖ Southeast Bank Limited has developed a corporate culture where employees are not treated as mere employees. They are treated as associates of the bank. Together, they form a family and all associates are the members of the family.

5.6 Types of Recruitment

Southeast Bank practices two types of recruitment. These are:

- ❖ Yearly recruitment: this is done each year, according to the HR plan
- ❖ Need based recruitments: this is done when there is a sudden vacancy

5.7 Recruitment Sources and Methods of Southeast Bank Limited

Southeast Bank usually promotes from within the organization. But it also recruits from external sources. The external sources are:

- ❖ Different universities
- ❖ Competitors and other organizations
- ❖ Unsolicited applicants

Campus recruiting will be handled by the HR Division and the overall planning. This will be done based on the Annual Manpower Plan. However, the respective business department/function requiring the profiles should have the responsibility and mandate to short-list the campus-based candidates. The skill base generally recruited through this route will be entry level positions. Therefore, 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. The HR Division will need to take a decision regarding the source of external recruiting considering variables like.

- ❖ Available spread of candidates
- ❖ Cost impact
- ❖ Time needed

And the external recruitment methods include:

- ❖ Advertising in newspapers, company website etc.
- ❖ Employee referrals
- ❖ Internships

There are more sources of Recruitment that Southeast Bank has followed:

Online Source ‘bdjobs’- When the organization targets some of the people they need for a particular post, their first and foremost choice is bdjobs, basically they make an advertisement of that source and the applicant has applied for a minimum purpose application from all parts of this country. Then HR combined with some of the greatest work descriptions comes to some of them. Then the best CVs are listed and how they come with the primary screening.

Online Source “Face book”- This is one of the most part of the source engine where Southeast Bank offers advertising ads on various Facebook pages. Applying here from looking for that job.

Online Source “linked in”- Southeast Bank is a professional site linked to a professional banker who searches from the bank. But it's only a passive job search engineer who is used for the top-level candidates.

Job Fair- Many organizers come from sort of job matching arrangements, many candidates come in search of their best work, South East Bank brings their intention and recruit people.

Internal Referral- Southeast Bank has gone through with their internal own resources. They hire the best performer from their own sources for every level of job.

5.8 Condition of Requirement for All Employees

- a. Must be a citizen of Bangladesh.
- b. A candidates must not be more than 30 (thirty) years of age in case of direct recruitment as an Officer, Drivers, the maximum age limit is 35 years with suitable experience and physical fitness.
- c. No persons shall be appointed in the service of the Bank unless he/she is declared physically fit by a competent Medical Authority specified by the Bank in this behalf.
- d. Willingness to serve anywhere in Bangladesh.

5.9 Qualification and Procedure of Recruiting Employees

a. Requirement for Office Attendant

1. Minimum S.S.C Age not over than 30.
2. Receipt of applications through different sources. An interview to be conducted by a committee formed by the management. Candidate who give satisfactory performance in interview are then contracted by HR team.

b. Requirement for Security Staff

1. Minimum S.S.C
2. Receipt of applications through different sources. An interview to be conducted by a committee formed by the management. Candidate who give satisfactory performance in interview are then contracted by HR team.

c. Requirement for Driver

1. Minimum S.S.C
2. Valid driving license
3. Age Maximum 40 years
4. Receipt of applications through different sources. An interview to be conducted by a committee formed by the management.

d. Requirement for Office Assistant

1. Minimum Graduate
2. Minimum typing word processing speed 20 of word minutes and proficiency in MS-Office Packages or necessary skills as applicable for other areas.
3. Age maximum 30 years.
4. Receipt of applications through different sources. An interview to be conducted by a committee formed by the management.

e. Requirement for Trainee Officer

1. Candidates must be extremely careful about the exceptional commitment and challenge of tackling the challenge and the successful career of the bank.
2. Candidates should not exceed 30 (thirty) years of past banking experience. The Management Trainee Officer and Trainee Assistant Officers should have the following educational qualifications:
3. Second class with the minimum 3.00 GPA second examination; Or Master Degree in a discipline with a minimum of 2 (two) First Division and 2 (two) second division and from a recognized Government / Private University to the Third Division.
4. Candidates securing the First Class First in Master's Degree/MBA/MBM with CGPA-3.00 above in any of the subjects approved by the competent authority for recruitment of Management. Trainee Officer may be appointed after VIVA VOCE/ INTERVIEW without written test if they are found suitable.
5. Candidates not over 30(thirty) years of age and having Master Degree obtaining minimum 10(ten) points based on educational qualifications will be eligible for application.

f. Requirement for Probationary Officer

1. Candidates must be of exceptional promise and aptitude to face the challenge and hard working for a successful career in the Bank.
2. Candidates having no past Banking experience must not be over 30 (thirty) years of age as on the date of application. The Management Probationary Officer should have the following academic qualifications:
3. MBA with minimum 3.00 CGPA with 2nd Class in other examination; Or Master Degree in any discipline with minimum 2(two) First Division and 2(two) Second Division and no Third Division from any recognized Govt./Private University.
4. Candidates securing the First Class First in Master's Degree/MBA/MBM with CGPA-3.00 above in any of the subjects approved by the competent authority for recruitment of Management. Trainee Officer may be appointed after VIVA VOCE/ INTERVIEW without written test if they are found suitable.
5. Candidates not over 30(thirty) years of age and having Master Degree obtaining minimum 10(ten) points based on educational qualifications will be eligible for application.

5.10 Requirement Process of Southeast Bank Limited

The recruitment process of Southeast Bank happens in 7 steps of process. Those steps are

1. Requirement Form Selection
2. Requirement Planning
3. Strategy Development
4. Application Searching
5. Communication Media Selection
6. Following Advertisement Guideline
7. Considering Director's Referral

1. Requirement Form Selection

There are two forms of recruitments, namely-internal recruitment and external recruitment. Internal recruitment is the process of identifying and attracting applicants among individuals already holding job with the organization. On the other hand, external recruitment is the process identifying and attracting job applicants from outside organization. In Southeast Bank, whenever a position is created or become vacant, it

first tries to fill up the position internally. If there is no suitable internal candidate, the HRD goes for external recruitment. The external recruitment is conducted for two level of Job.

- ❖ Entry Level
- ❖ Experienced Bankers

2. Requirement Planning

Prior to identifying and attracting the applicant to zero job, the Southeast Bank focuses on organizational and administrative issues, which apply to the applicants with the employment of vacancies only.

3. Strategy Development

Once the recruitment planning phase is completed Southeast Bank goes for development of a strategy. Strategy development process of Southeast Bank includes:

- ❖ Open Vs. Targeted Recruitment
- ❖ Recruitment Source
- ❖ Choice of Source

4. Application Searching

Once the planning and strategy of the recruitment is done at the development stage, the HRD candidate starts the search. Searching for candidates requires a message development first and then they communicate the message that they select a message.

5. Communication Media Selection

Southeast Bank uses the following communication medium:

- ❖ Advertisement
- ❖ Online Ads
- ❖ Organization's Website

6. Following Advertisement Guideline

HR considers the conciseness and attractiveness of the advertisement. An advertisement contains the following items:

- ❖ Company Name & Logo
- ❖ Brief about the business/company
- ❖ Title and summary of the job

- ❖ Required qualification of the job
- ❖ Personality attributes
- ❖ Attractive and encouraging words for the candidates
- ❖ Address to apply

7. Considering Director's Referral

In addition to all the regular methods, the bank's directors show the candidate for immediate employment. These candidates often calculate compatibility for special work.

5.11 Selection Process

The different steps of the selection process is described below in detail:

5.11.1 Receipt of Applications

This is the first selection hurdle to join Southeast Bank. Candidates either send their CVs in application for a specific vacancy, or they send unsolicited CVs for any suitable position. The HR division collects job applications against each job vacancy. In case of newspaper advertisements, the applicants are given at least 3 weeks to apply. After a specific period, each and every job is closed for applying.

5.11.2 Sorting out of Applications

The next step is the short listing of CVs. Usually the HR division is engaged in the short listing. To recruit experienced bankers, CVs maybe sorted out from the collection of unsolicited CVs received. Or, another possibility is to find out experienced and competent bankers in other banks. Once potential candidates are thus found out, they are contacted and called for an interview.

5.11.3 Informing Candidates

After the applications are sorted out and a preliminary list is prepared, the candidates are informed and are called for a written exam for entry level positions) or an interview (for experienced banker for mid level or senior level positions. For written tests, the bank issues admit cards through courier services seven to ten days prior to the exam.

5.11.4 Written Tests

The employment test is generally an aptitude test which measures the candidates' verbal ability, numerical ability, reasoning ability etc. The HR division contacts IBA/BIBM to design and conduct the recruitment tests on behalf of the bank. The HR division provides them with the desired academic qualification and the name of the vacant posts to construct the question paper for the test.

5.11.5 Interview

The interviews that are conducted are panel interviews and not structured. The interview board consists of the MD, DMD and the Head of HR. Even in the selection of fresh graduates for TA or MT positions, those top level and executive level managers are present. Usually only one interview is conducted for selecting a candidate for a position. But in case of recruiting experienced bankers, sometimes more than one interview is conducted.

5.11.6 Final Approval by Competent Authority

After the interview is conducted and the interviewees are evaluated, the management committee decides who is to be selected and who is to be rejected. After this final decision, an 'Offer Letter' is made for each selected candidate. Once the candidates accept this offer, they are given the 'Appointment Letter'. The candidates that are rejected are not informed.

5.11.7 Physical Examination

After the appointment letters are printed, the candidates are given one month for joining. First, the candidates have to go through physical examinations. If the result of these physical examinations is satisfactory, then the candidate is eligible to join the bank.

5.11.8 Joining and Placement

After the physical examination, the candidate needs to bring the result of the medical tests along with all the necessary documents and academic certificates for joining. After going through the formal joining and placement process, the candidates are finally employees of Southeast Bank.

Pre-Joining Documentation

The following documents are obtained from the candidate prior to his joining. Officers of Human Resource Division are responsible for the following documents:

- ❖ Five Years Bond on part of the MPO.
- ❖ Medical Report from the Designated Hospital.
- ❖ Verification of all certificates.
- ❖ Copy of Last Education and Professional certificates.
- ❖ Filled up setup papers (Service Recodes, Declaration of Fidelity, Employee Profile)
- ❖ Six Copies of passport size Photograph

5.11.9 Provision Period /Bond

The employees who do not have prior banking experience have to serve at the time of a proposition for at least one year before being confirmed as a full time employee. Those who have experience and do not necessarily need to be trained; He / she does not go through the time of entering. Sometimes the selected worker must submit a bond that he will not leave the company before the specified year's service.

5.11.10 Termination

The service of provision or temporary employee shall be liable to termination by the competent authority without assigning any reason after giving him one months notice in writing or on payment of on more substantive pay in lieu of such notice and the probationary or the employees shall not be entitled to any form of composition for termination of services.

Chapter Six

Analysis and Findings

6.1 Analysis of the Recruitment and Selection Process of Southeast Bank

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.

6.1.1 The Strengths of Recruitment and Selection Process of Southeast Bank

- i) The management of Southeast 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.

6.1.2. The Weaknesses of Recruitment and Selection Process of Southeast Bank

- 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.
- vi) Southeast Bank does not always check references properly, which may lead to a grave problem for the organization.

6.2 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

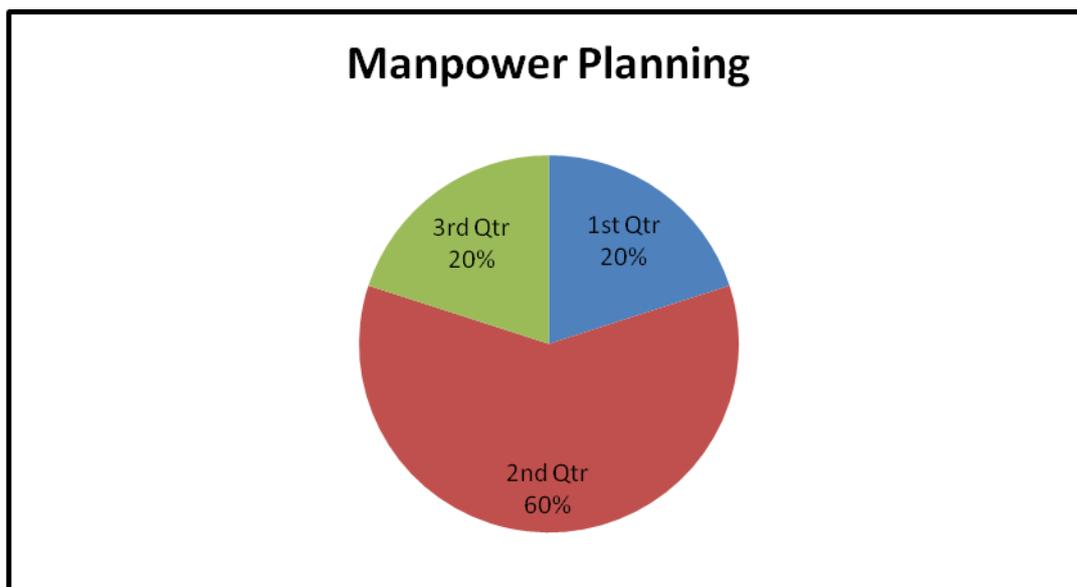


Figure-3: Manpower Planning

Are you Happy for the Recruitment Process of Southeast Bank?

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

Table-4: Recruitment Process of Southeast Bank

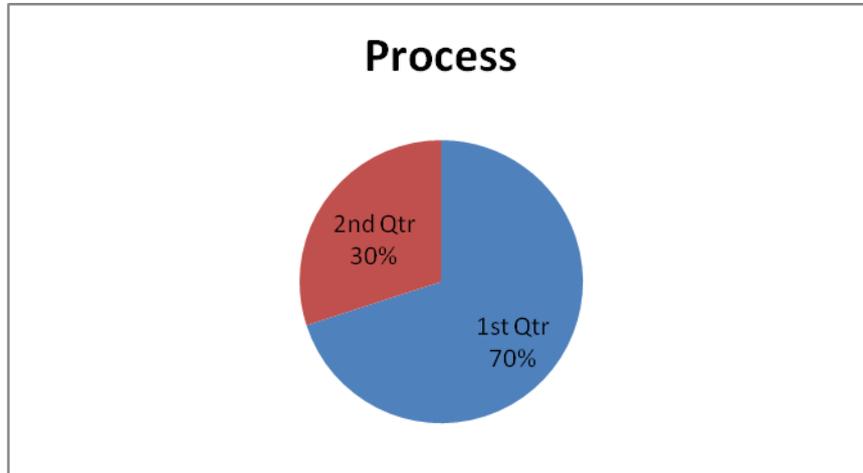


Figure-5: Satisfaction on the Recruitment Process of Southeast Bank

Does the Southeast Bank follow recruitment process?

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

Table-6: Recruitment Process

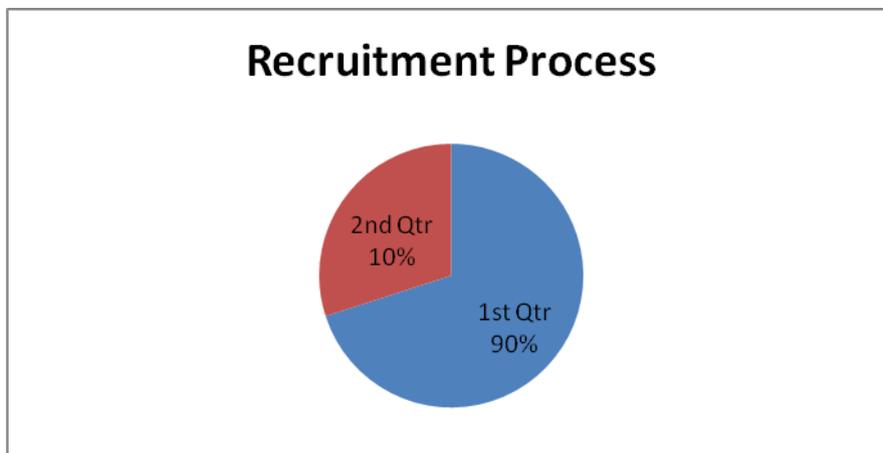


Figure-6: Follow Recruitment Process

Source of Employment

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

Table-7: Source of Employment

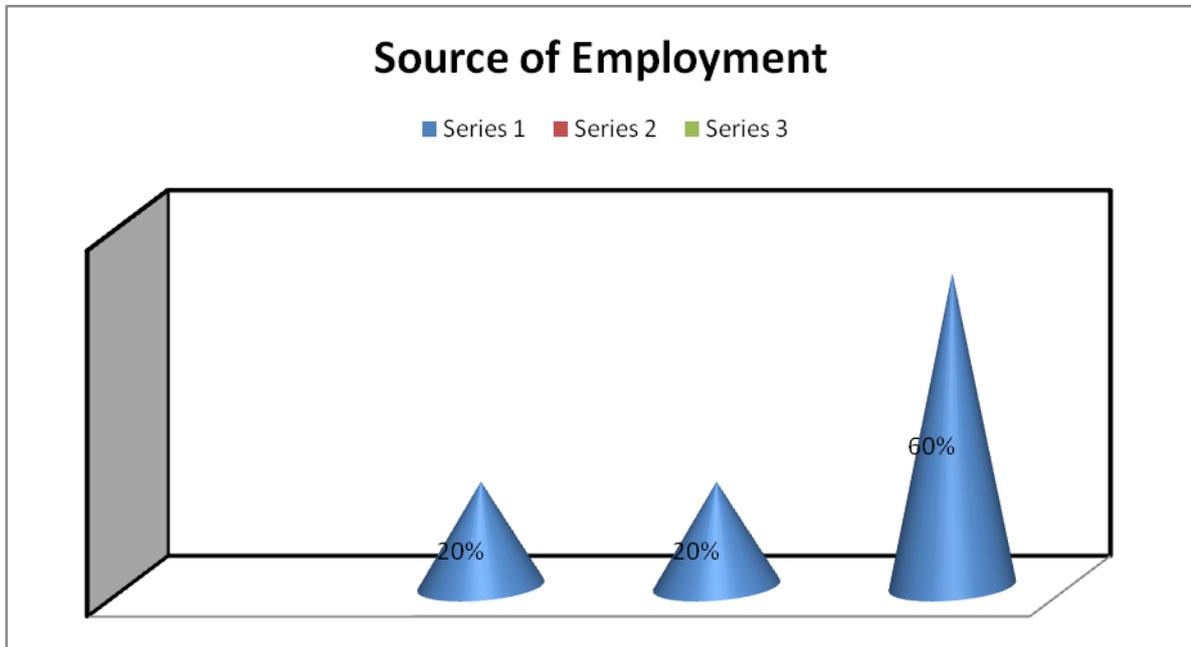


Figure-7 : Source of Employment

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

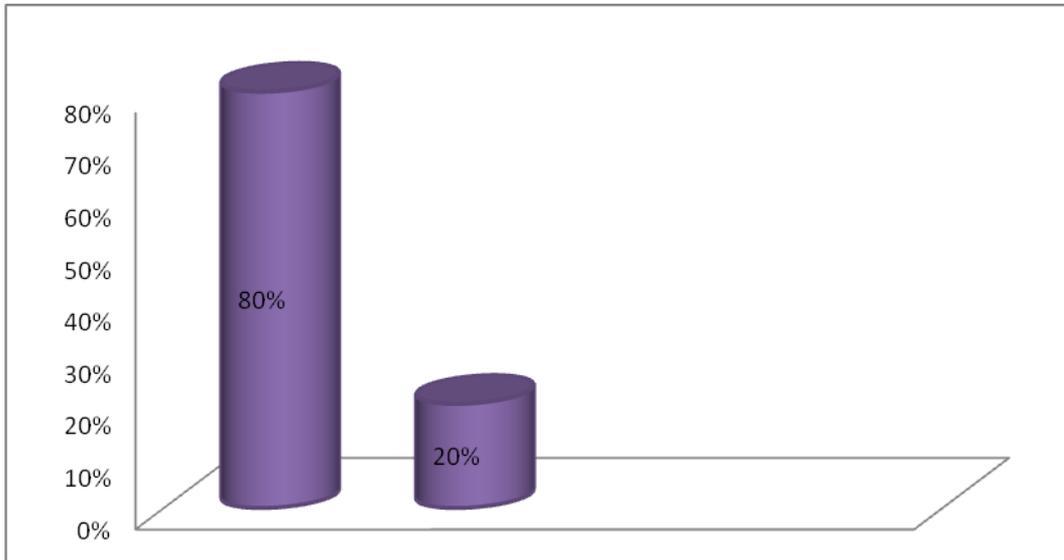


Figure-8: Interview Technique

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

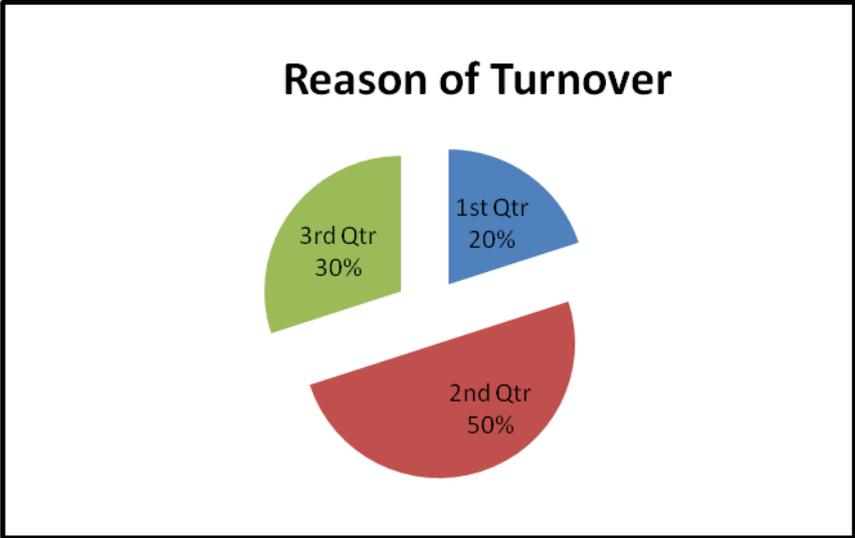


Figure-9: Reason of Turnover

6.4 Finding

1. As southeast Bank has no branches in many districts in the country, they cannot operate overall operations in the economy of the country.
2. Less of the efficiency of marketing sector of SEBL, the bank can hold the position that they can achieve. The people should be aware about the activities of SEBL.
3. Lack of sufficient employees keeps pressure on the existing employee on their works. That's why something's the employee makes mistake and get frustrated.
4. Under the arrangement of cash credit service the borrower can borrow any time with the agreed limit and can deposit money to; adjust whenever he does have surplus cash in hand. All the nationalized banks cash credit facilities .SEBL does not practice the cash credit facility.
5. Southeast Bank limited is not investing as much in big industrial sector as investing more in medium size business.
6. The marketing department of SEBL is not accelerating their promotion activates by sponsoring games, education, and other social activities.
7. SEBL are providing only ATM card they are not offering credit card.
8. SEBL are providing ATM card service but their service is limited by very few ATM booths.
9. The operational charges of SEBL are high from others bank causes discouragement of the peoples to work with it.

Chapter Seven



Recommendations & conclusion



7.1 Recommendations

By solving some issues the bank increase its efficiency and qualities of work. Though bank performing better but some should take under consideration. These are follows:

1. Southeast Bank should open more branches to operate more effective operation in the country.
2. Marketing sector should be improved and effective.
3. More effective people should be recruited to serve for SEBL, as they can serve better.
4. SEBL does not practice the cash credit facility. The bank will obtain of customer if it introduces the cash credit service.
5. Southeast Bank increase investment in big industrial sector and make more business.
6. More sponsoring games, education, and other social activities SEBL can make its place in the heart of Bangladesh people.
7. By providing credit card SEBL many remove its limitation, fell by large marker segment.
8. By more market research SEBL have a establish more ATM booth in important location, to make their service available to the customer.
9. The operational charge should be reduce of other bank so that people inspire to work with it.

7.2 Conclusion

The study Recruitment and Selection Process of Southeast Bank Limited under HRD revealed that human is the most valuable resource for the well progress of the organization. Recruitment and Selection progress play a vital role. To increase the productivity, dynamic Recruitment and Selection Process is essential. “Southeast Bank Limited” practices a progressive recruitment and selection procedures. HR officers now expected to work beyond the boundaries of contracts and policy to contribute directly to the operation and success of the Financial Business Institution. Moreover “Southeast Bank Limited” plays an active role for the development of our country. “Southeast Bank Limited” has commendable improvement nowadays. The world is not moving with the bank or with the Bangladesh but the bank is moving with the world with the high and effective competition only for their betterment recruitment procedures .This is the times of “Southeast Bank Limited” to build in the success they have achieved so far go on with its mission.

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