

Sonargaon University (SU)

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Thesis Paper on

Recruitment and Selection Process of Mercantile Bank Limited

Submitted by:

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Submitted to:

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Letter of Transmittal

7th January, 2022

To

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Department of Business Administration

Sonargaon University (SU)

Subject: Submission of Thesis Paper.

Sir,

With due respect, I state that, I have completed the Thesis Paper named "**Recruitment & Selection Practices In Mercantile Bank Limited: A Study on Dhanmmondi Branch, Dhaka**". I consider myself lucky for getting the chance of submitting the Thesis Paper which I have been assigned by you as a part of my Thesis program at Mercantile Bank Limited.

I have found the study to be quite interesting, beneficial & insightful. I have tried my level best to fulfill all the requirements to make my Thesis Paper according to your expectation. Without the sincere co-operation and proper guidance of you, it was not possible for me to prepare the report.

So, I would like to request you to accept my Thesis Paper that is enclosed with this application for your kind consideration.

Sincerely yours

……

Md. Rakibuzzaman

ID No. MBA2101022012

MBA

Human Resource Management

Department of Business Administration

Sonargaon University (SU)

Certificate from the Supervisor

This is to certify that the report on **"Recruitment & Selection Practices in Mercantile Bank Limited: A Study on Dhanmmondi Branch, Dhaka"** is done by **Md. Rakibuzzaman** as a partial fulfillment requirement of **"Master of Business Administration (MBA)"** degree from the Department of Business Administration, Sonargaon University.

Md. Rasel Hawlader

Lecturer

Department of Business Administration

Sonargaon University

Preface

Thesis in MBA program is a scope of gathering practical knowledge on corporate environment by engaging in an organization for a certain period. This report is the result of a descriptive research that is conducted during the Thesis period in **Mercantile Bank Limited**.

Mercantile Bank Limited the biggest commercial bank in the country. It is a service oriented company and provides different customer services to its clients through its various operations. The management of the bank is aware that without providing qualified services the bank will not be able to survive in this competitive business arena. By providing better customer services the bank will be able to retain its existing customers and attract new customers..

Commercial banks play an important role in the economy. Skilled and efficient manpower is the key to run its activities smoothly. Effective recruitment and selection process is the precondition to that. The recruitment and selection practices in this bank give us a view about their performance efficiency. In this report, an attempt has been made to portray a picture on the Recruitment & Selection Practices In Mercantile Bank Limited: A Study on Dhanmmondi Branch, Dhaka.

Acknowledgement

First I would like to express my deep sense of gratitude to Almighty Allah to give me the strength to complete the report within the stipulated time. The successful accomplishment of this project work is the outcome of the contribution of number of people, especially those who have given the time and effort to share their thoughts and suggestions to improve the report.

Completion of anything requires supports from various sources. I am very fortunate to get the sincere guidance and supervision from a number of people. First and foremost, I would like to convey my sincere gratitude to **Md. Rasel Hawlader** for his encouragement and cooperation in writing this report. I am also indebted to him for his constant guidance.

I am very much grateful to the official of Mercantile Bank Limited who extended their enthusiastic cooperation during my Thesis period.

It is worth mentioning to utter the name of my all respectable teachers of my department from whom I have learned over the academic years.

Finally, I would like to thank all those people who have shared their views about my work, provided me with necessary information, criticized me, and congratulated me. This acknowledgment is not enough to tell them how profound the impact of their opinion is on this report, how indebted I am to them. I express my heartiest gratitude to all of them.

_____

Md. Rakibuzzaman

Executive Summary

A Thesis paper program is very important & essential for acquiring experience through learning and spreading the scope of Knowledge. I have done my Project Report program in Mercantile Bank Limited, Dhanmmondi Branch, Dhaka.

This Project Report is aimed at providing a comprehensive picture to the areas of Recruitment & Selection Practices in Mercantile Bank Limited. The Report has been divided in to five parts. These are: 1) Introduction, 2) An Overview of Mercantile Bank, 3) Recruitment & selection Practice, 4) Findings, Recommendation, Conclusion and (5) References.

Mercantile Bank is the Private Bank of Bangladesh. The Bank is fully approved by the Bangladesh Bank. The main objective of the Bank is to provide all of banking services at the doorsteps of the people. The Bank also participates in various Social and Development programs and also takes part in implementation of various policies and promises made by the Government.

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Chapter One: Introduction

1.1 Introduction

The bank is derived from the French word *Banco* which means a **Bench** or **Money exchange table.** A bank is a financial institution which deals with deposits and advances and other related services. It receives money from those who want to save in the form of deposits and it lends money to those who need it. The recruitment and selection decision is of prime importance to obtain the best possible person-to-job fit which will, when aggregated, contribute significantly towards the hotel's effectiveness. It is also becoming increasingly important, as the hotel evolves and changes, that new recruits show a willingness to learn, adaptability and ability to work as part of a team. The Recruitment & Selection procedure should help managers to ensure that these criteria are addressed. The Recruitment and Selection Policy and Procedures aim to provide clear guidance to managers in relation to both the selection and appointment of staff. This policy promotes and supports good practice for those with responsibility for recruitment.

1.2 Background of the study

There is no doubt that the world of work is rapidly changing. As part of an organization then, HRM must be equipped to deal with the effects of the changing world of work. For them this means understanding the implications of globalization, technology changes, workforce diversity. Changing skill requirements, continuous improvement initiatives contingent workforce, decentralized work sites and employee involvement are the issue for confront. Now it is a big challenge for the HRM to support the organization by providing the best personnel for the suitable position in shortest possible time. Starting with recognizing the vacancies and planning for them is a great task. Moreover selecting attracting the suitable candidates and selecting the best person in time is a challenge. The cost of the recruitment is significant. So, proper planning and formulate those plan is the task that require more focus and improvement. Equal opportunity and sourcing is also a vital part. Realizing this need we tried to find the difference and similarities between theoretical aspects with the practical steps taken by the company. We took an attempt to demonstrate the feature for the further improvement.

1.3 Objectives of the report

The report has been undertaken with the following objectives:

- To Evaluation the recruitment and selection policies & practices of Mercantile Bank Limited;
- To find out the problems of recruitment and selection practices of Mercantile Bank Limited; and
- To recommend some suggestions based on findings.

1.4 Methodology

Every report follows some method and principle. This report is based on both primary and secondary data. But In the organization part much information from collect from different publishes articles, journals and website and so on.

1.4.1 Data collection methods

Primary sources of data:

Primary sources are collected from the employees of mercantile bank limited who were very informative and so helpful to have the findings. But some sources of data like-

- Discuss with the official
- Desk work and observation

Secondary sources of data: Secondary data have collected from.

- Relevant books
- Newspapers
- Annual report
- Web site
- Publish books
- journals

1.4.2 Target Population

The data are collected to make this report from the employees who are the official of recruitment and selection practices.

1.4.3 Sample size

The survey was conducted over 4 person, who were actually employees of mercantile bank limited

1.4.4 Data analysis

The data was analyzed and demonstrate with the relevant course material. other side the data were used in the human resources tools and techniques. They were matched and compare with the HRM term.

1.5 Limitation of the Report

There was a certain limitation for which this report had some obstacles. The obstacles are as follows

- The main limitation took place when the information about recruitment and selection policies was being collected it was really hard to have information of their recruitment selection policies.

- The annual report is the main secondary sources of the information but information was not enough to complete the report and it was not identified as sources to have a clear idea about this bank.

- The whole report was made by following the HRM basic so the reflection of the theory was highlighted in the whole report than the practical references.

1.6 Scope of the research

The report deals with the recruitment and selection process in terms of theoretical point of view and the practical use. The study will allow learning about the recruitment and selection issues, importance, modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their recruitment and selection process.

Chapter Two: Organizational Profile

2.1 Historical Background

Mercantile Bank Limited (MBL) provides various commercial banking services in Bangladesh. The company provides a range of services, including accepting deposits, making loans, discounting bills, and conducting money transfer and foreign exchange transactions, as well as performing other related services, such as safe keeping, collections, issuing guarantees, acceptances, and letters of credit. Its deposit products include double benefit deposit, family maintenance deposit, monthly savings, quarterly benefit deposit, special savings, advance benefit deposit, and pension and family support schemes. The company also offers consumers credit, doctor's credit, car loan, and rural development schemes, as well as provides lease financing, personal loans, and small loans. In addition, it offers online services; and debit and credit card facilities. As of December 31, 2008, the company operated 65 branches and 3 small and medium enterprise service centers in Bangladesh. Mercantile Bank Limited was founded in 1999 and it's headquartered in Dhaka, Bangladesh.

There are thirty Sponsors involved in creating MBL. The Sponsors of the Bank have a long heritage of trade, commerce and industry. They are highly regarded for their entrepreneurial competence. The Sponsors happen to be members of different professional groups among whom are also renowned banking professionals having vast range of banking knowledge. There are also members who are associated with other financial institutions like insurance companies, leasing company's etc.

2.2 Mission

Will become most caring, focused for equitable growth based on diversified deployment resources, and nevertheless would remain healthy and gainfully profitable Bank. Mercantile Bank Limited aims to become one of the leading banks in Bangladesh by prudence, flair and quality of operations in their banking sector. The bank has some mission to achieve the organizational goals. Some of them are as follows as:

- Mercantile Bank Limited provide high quality financial services to strengthen the well-being and success of individual, industries and business communities.

- Its aim to ensure their competitive advantages by upgrading banking technology and information system.
- MBL intends to play more important role in economic development of Bangladesh and its financial relations with the rest of the world by interlining both modernistic and international operations.
- MBL encourages investors to boost up share market and also creates wealth for the shareholders.
- Mercantile Bank Limited extend highest quality of services, which attracts the customers to choose them first.
- The bank intends to meet the needs of their clients and enhance their profitability by creating corporate culture.

2.3 Vision

Would make finest corporate citizen." is the main vision of MBL. MBL dreams to become the bank of choice of the general public that includes both the consumer and the corporate clients. It has created a cadre of young professionals in banking profession which has helped boosting productivity in the bank

2.4 Objectives

Mercantile Bank Limited aims at excellence and is committed to explore a new horizon of banking and private a wide range of quality products and services comparable with those available with any modern bank in the world.

s**trategic objectives**

- To achieve positive Economic Value Added (EVA) each year.
- To be market leader in product innovation.
- To be one of the top three Financial Institutions in Bangladesh in terms of cost efficiency.
- To be one of the top five Financial Institutions in Bangladesh in terms of market share in all significant market segments we serve.

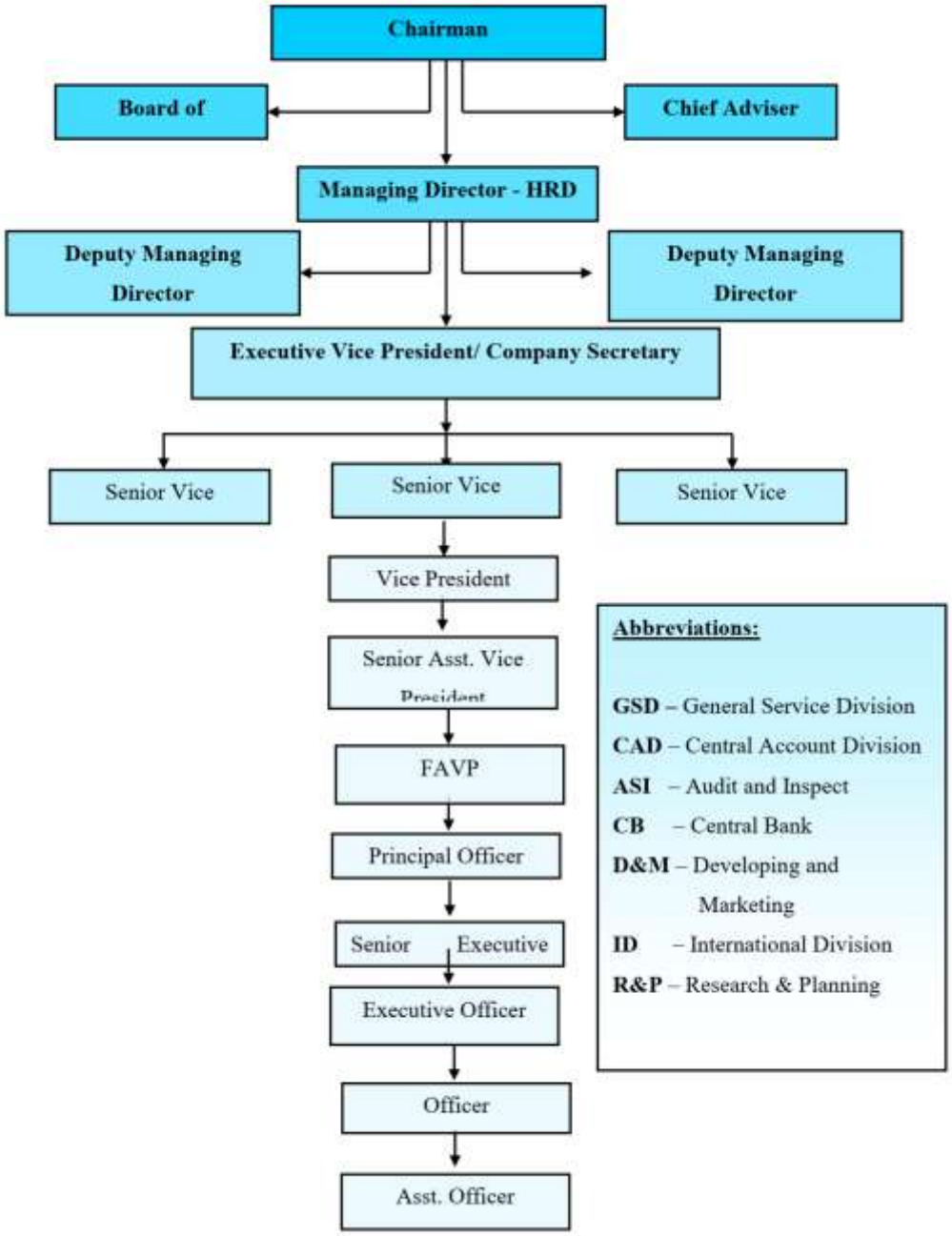
Financial objectives:

- To achieve 20% return on shareholders' equity or more, on average. For this reason the bank will be developed a youthful and exuberant management team-technologically

sound and rich in experience. They would work hand in hand with zeal and enthusiasm to achieve the objectives of the bank in the new millennium.

2.5 Organ gram of MBL

The organization structure and corporate of **Mercantile Bank Limited** strongly reflect its determination to establish, uphold and gain a stronger footing as an organization which is customer-oriented and transparent in its management.



2.6 The Structure of MBL

The organization structure and corporate of **Mercantile Bank Limited** strongly reflect its determination to establish, uphold and gain a stronger footing as an organization which is customer-oriented and transparent in its management.

Board of Directors

The Board of Directors consists of 13 members elected from the sponsors of the Bank. The Board of director is the apex body of the Bank. The Board of Directors consists of eminent personalities from the realm of commerce and industries of the country.

Board Committees

The responsibilities of each committee are determined by the Board of Directors who also decides on the composition of each committee.

Executive Committee

All routine matters beyond delegated powers of management are decided upon by or routed through the Executive Committee, subject to ratification by the Board of Directors.

Policy committee

All matters relating to the principals, policies, rules and regulation, ethics, etc. for operation and management of the bank are recommended by the committee to the Board of Directors.

Audit Committee

The Audit Committee is formed with 3 members of the Board of Directors. The Audit Committee of the board conducted meetings to discuss relevant agenda.

Management committee

The Management committee comprising of senior members of the management meets weekly to discuss relevant agenda. The Management of the bank is vastly on a Board of Directors. The power of general supervision and control of the affairs of the Bank is exercise by the President and Managing Director of the Bank who is the chief executive officer.

Human Resource Management

In today's competitive business environment, the quality of human resources makes the difference. The Bank's commitment to attract high quality persons to work for it is reflect in the effort of the Bank. In the face of today's globalization, the Bank envisages to develop highly motivated workforce and equip them with latest skills and technologies. The Bank evolves human resources development strategy with a view to ensuring good working environment, a high level of loyalty and commitment, devotion and dedication on the part of the employees.

The Bank has set up Training Institute for providing training facilities to its executives. The training institute has already conducted a number of foundations and specialized training courses. A number of executives were sent to Bangladesh Institution of Bank Management (BIBM) and other training institutes at home and abroad for specialized training on various aspects of banking.

Management:

The Board of Directors consists of eminent personalities from commerce and industry of the country. Md. Abdul Jalil, Founder chairman of the Board of Directors, is a businessman besides being an eminent personality of the country. AlhajMosharrefHossain is the present chairman of the Board of Directors and the first vice chairman is ASM FerozAlam and the second vice chairman is TazneenAman. The Bank is manned and managed by highly qualified and efficient professionals. The chief Executive Officer of the Bank is DewanMujiburRahman who has rich experience of managing privet sector banks as the Managing Directors and CEO successfully.

R&D: Investing into the Future:

Excellence in banking operation depends largely on a well-equipped and efficient Research and Development Division. Such activities require the investment of substantial resources and a set of qualified personnel with multidisciplinary background. Mercantile Bank has established a core Research and planning Division comprising skilled persons from the very inception of the Bank.

Information Technology:

Banking operation of the branches has been computerized to minimize costs and risks and to optimize benefit and increase overall efficiency for improved services. The Bank generates the

relevant financial statements at the end of the day. The Bank has hosted a web page of its own to take a place in the World Wide Web. On-line Banking has been introduced by the Bank to provide better services to the customers. The Bank has introduced ATM 'Q- Cash'. The Bank has installed SWIFT to facilitate quick international trade and payments arrangements. The Bank has already introduced VISA debit and credit cards.

Correspondent Relationship:

Mercantile Bank Limited believes in providing international standard service to its customers. It's trying to expand relationship with different foreign bank and create a joint collaboration to facilitate foreign transaction to its customers. The bank has its correspondence with Citibank N.A., Wachovia Bank, Bank of Tokyo Mitsubishi Limited, Standard Chartered Bank Mitsubishi Ltd, American Express Bank, HonkongShunghai Banking Corporation, Bank of India, ICIC Bank, HAbib Bank AG ZURICH etc. The number of foreign Correspondents established by the Bank is 584 as of December 31, 2007. Efforts are being continued to further expand.

2.7 Core values of MBL

For the customers:

Providing with caring services by being innovative in the development of new banking products and services.

For the shareholders:

Maximizing wealth of the Bank.

For the employees:

Respecting worth and dignity of individual employees devoting their energies for the progress of the Bank.

For the community:

Strengthening the corporate values and taking environment and social risks and reward into account.

2.8 Operation:

The importance of the mobilization of saving for economic development of our country can hardly be over emphasized. The bank considers savings and deposit as life-blood of the bank.

More the deposit, greater is the strength of the bank. So, they intends to launch various new savings schemes with greater is the strength of the bank and prospect of higher of return duly supported by a well-orchestrated system of customer services.

Technology such as computer, ATM, Tele-communication etc. all would be harmonized and adapted to the system in order to provide round-the-clock and any-branch services to the clients. Travelers' cheque, credit cards and other ancillary services including payment of different bills from one counter will also be introduced to achieve the ultimate goal of ONE-STOP service to the customers' value.

The bank would cater to the credit needs of individuals as well as corporate clients. Initially it will emphasize on trade finance, which would be short-term and self-liquidating in nature. Considering the importance of Export and Import and also handing of foreign remittance business would be given top-most priority.

Customer credit is a relatively new field of micro-credit activities. People with limited income can avail with this credit facility to buy any household effects including car, computer and other durable. Mercantile Bank Limited (MBL) will play a vital role in extending the consumer credits in line with its policy of people-oriented banking.

Lease-Finance is an area of business where the bank would activity participates. Because of certain built-in advantages, the industrial entrepreneurs are being increasingly attracted to this type of financing. Moreover, Mercantile Bank Limited (MBL) intends to expand the scope of this finance to include financing of agricultural equipment's as well.

The bank would not depend only on interest earnings; rather it would strive hard to go for fee-based income from non-activities of the bank. This type of business include capital market operations like Underwriting, Portfolio management, Mutual fund management, Investors' account as well as commission-based business like Letter of Guarantee, Inland remittance, Foreign remittance etc.

2.9 Corporate Information

Name of the Bank	Mercantile Bank Limited
Logo	
Status	Public Limited Company
Date of Incorporation	May 20, 1999
Date of Commencement	June 02, 1999.
Subscription for Shares	October 21-22, 2003
Listed in Dhaka Stock Exchange	February 16, 2004
Listed in Citation Stock Exchange	February 26, 2004
Head Office	61, Dilkhusa Commercial Area, Motijheel, Dhaka- 1000
Phone	+880-2-9559333, 01711-535960
E-mail	mbl@bol_online.com
Website	www.mblbd.com
Chairman	Md. Abdul Jalil
Managing Director	A. K. M. ShahidulHaque
Number of Employees	1001 to 5000
Number of Branches	86

2.10 Product & Services

NRB Banking of Mercantile Bank Limited

Mercantile Bank Limited is one of the fastest growing third generation private commercial Bank started its business operations on June 02, 1999. Presently we have a network of 65 online Branches all over the country. Mercantile Bank Limited (MBL) has achieved a remarkable

growth in all the sectors of banking activity including foreign remittance. The inflow of inward foreign remittances of the Bank is increasing day by day steadily. The Bank has given much more emphasis on foreign inward remittance since inception in line with the government policy. Meantime it has established separate NRB Division with a good team of professionals for ensuring better services to the expatriates and their families. We are marching ahead in terms of technology, quality service, efficiency & market value although tough competition exists in the market.

2.11 Remittance Services

Foreign Remittance through Exchange Houses:

Our bank has entered into Remittance Arrangement with a good number of Overseas Exchange Companies in different parts of the world to facilitate wage earners to remit their money to Bangladesh. The Bank is also trying to establish its own exchange house aboard to provide better customer services to the expatriates.

List of Exchange/Money Transfer Companies:

The following are the list of Overseas Exchange companies/Banks having arrangement with Mercantile Bank Limited.

Name of the Exchange Company	Country	TXN Mode
Western Union Money Transfer	Global	Instant cash
Xpress Money Services	Global	Instant cash
Instant Cash Worldwide	Global	Instant cash
Prabhu Money Transfer Inc	USA	EFT/TT
Maniflo Money Exchange Inc	USA	EFT/TT
Bangladeshi Money Exchange	Canada	EFT/TT
Asia Pacific Foreign Exchange	Canada	EFT/TT
ICICI Bank	Canada	EFT/TT
Wall Street Exchange Centre L.L.C	UAE	EFT/TT

Al-Ahalia Money Exchange Bureau	UAE	EFT/TT
Economic Exchange Company	UAE	EFT/TT
Emirates India Exchange Co	UAE	EFT/TT
National Exchange Company Srl	Italy	EFT/TT
Global Exchange Italia Srl	Italy	EFT/TT
Rupali Exchange (Europe) Ltd	UK	EFT/TT
Parjatan Money Transfer Ltd	UK	EFT/TT
SN Money Exchange Ltd	UK	EFT/TT
Trust Exchange UK Ltd	UK	EFT/TT
Al-Zaman Exchange W.L.L	Qatar	EFT/TT
Arabian Exchange W.L.L	Qatar	EFT/TT
Al Fardan Exchange W.L.L	Qatar	EFT/TT
Al Moosa Exchange Company	Kuwait	EFT/TT
Oman United Exchange Co. LLC	Oman	EFT/TT

Mercantile Bank Limited Brokerage House:

Mercantile Bank Limited Brokerage House has been developed to ensure development of sound capital market and to provide higher, better and diversified services to a wide range of customers. MBL is offering high quality products and services at a competitive rate.

Mercantile Bank Limited Brokerage House offers full-fledged international standard brokerage service with margin loan facility. We are also a full service Depository Participant (DP) of Central Depository Bangladesh Ltd. (CDBL). The brokerage service is designed to provide customers with necessary support profitably in the stock market.

SME Services:

The Bank intends to encourage the small and medium entrepreneurs and hence structured its SME financing activities. The Bank has set the definition of small enterprise in line with Bangladesh Bank guidelines. A special credit scheme under the name and style “Small and

Medium Enterprise (SME) Scheme" has been introduced to extend credit facilities to the small and medium entrepreneurs of the country.

The products are:

- **CHAKA** *(Term Loan).*
- **ANANYA** *(Women Entrepreneur's Loan)***.**
- **CHALTI MULDHAN** *(Continuous Loan).*
- **SINGLE PAYMENT LOAN** *(Short Term Seasonal Loan).*

Subject	**SME Products**			
	CHAKA	**ANANYA**	**CHALTI MULDHAN**	**SINGLE PAYMENT LOAN**
Size	Tk 0.50 -50.00 lac for SE	Tk 0.50 -50.00 lac for SE	Tk 0.50 -50.00 lac for SE	Tk 0.50 -50.00 lac for SE & ME
	Tk 0.50 -500.00 lac for ME		Tk 0.50 -500.00 lac for ME	
Segment	SE & ME	SE	SE & ME	SE & ME
Tenure	1 - 5 years	1 - 5 years	1 year	Maximum 9 months
Grace period	Maximum 6 months	Maximum 6 months for term loan	Nil	N/A
Interest rate	13%-15% p.a applicable as per mode of financing.	10% p.a	13% p.a	15% p.a
Penal interest	1 % higher on overdue amount	1 % higher over the usual rate on overdue amount.	2 % higher on overdue amount.	1 % higher on overdue amount.
Repayment	EMI or at lum sum on or before expiry as applicable	EMI or at lum sum on or before expiry as applicable	At lum sum on or before expiry	At lum sum on or before expiry

Security	PG, Cheques plus others as applicable	PG, Cheques plus others as applicable	PG, Cheques plus others as applicable	PG, Cheques plus others as applicable

* SME = Small & Medium Enterprise
* SE = Small Enterprise
* ME = Medium Enterprise
* EMI = Equal Monthly Installment
* PG = Personal Guarantee

Cards:

Credit Facility : Mercantile Bank Ltd. Visa Credit Card Offers maximum 45 days credit facilities free of interest and minimum payment is 5% of outstanding billing amount for easy payment and convenience of the customers.

Dual Card (Two in One) : Single Card with double benefits. No hassle to carry two cards (local and international). A single Credit Card can be used both locally and internationally to withdraw cash from ATM and for POS transaction. This is the special feature of MBL Visa Card.

Debit Card : Visa Debit Card is mainly tagged with deposit account (CD/SB/STD) that is automatically debited from the A/C having available balance. Debit Card may also be used for purchasing goods, services, payment of utility bills etc as well as withdrawl of cash from ATM.

Pre-Paid Card: Those who have no account with MBL may avail pre-paid Card facilities. Pre-paid Card may be equally used at home and abroad. The Pre-Paid cardholders pay first buy later. Pre-Paid Card offers the convenience and security of electronic payment in situations where one might otherwise use cash, such as birthday gift or a monthly allowance for a young adulth or as gift cards and salary payment etc.

Supplementary Card : A principal cardholder (local) may apply for more than one supplementary card where one supplementary card is free. Expenses made by supplementary card will be charged to the principal card.

No Cash Withdrawal Fee: For withdrawals of cash from MBL ATM by MBL cardholders no cash advance fee is necessary and from any other Q-cash ATM the fee is Tk.10 only. MBL is the

only bank offering such unique facility. Moreover, our VISA Cardholders can also withdraw cash from any Visa logo ATM locally and internationally.

Acceptability: International/Dual card is accepted all over the world at millions of outlets and ATMs. A Dual card is also accepted in most of the big cities like Dhaka, Chittagong, Khulna, Rajshahi, Sylhet at more than 10,000 outlets including 4500 POS. It covers various kinds of merchants like hospital, hotel, restaurant, department store and the card has accessibility to any outlet having VISA logo.

Advance against Credit card: MBL cardholder can take advance as term loan up to 50% of the card limit to be repaid on the monthly installment basis. Any POS transaction over TK. 20000 but not exceeding 50% of the credit limit is convertible to Personal loan/CCS and to be repaid on monthly installment basis. Repayment period of such loan may be from 6 months to 36 months.

Payment Order Facility: MBL Cardholders can(Local Card) can enjoy their full credit limit in the form of Cash through Payment Order. Cardholders can enjoy this interest free facility for up to 45 days. Hence 1.1% commission will be charged on total Credit amount for one time.

Online Banking

Online Banking have so far been activated with 41 Branches of the Bank from January 01,2006.

Online service is now available for all customers – Both Cash deposit and withdrawals, Cheque Deposits and Transfer in CD, SB, STD, Loan accounts (Cheque Bearing within limit) and Monthly Savings Scheme (MSS).

Online Banking Times:

Sunday to Thursday, Hours - 9:00 am to 3:00 pm

Saturday , Hours - 9:00 am to 12:00 noon (only in open branches on Saturday)

For **Monthly Savings Scheme (MSS)**TK. 20 including 15% VAT per transaction. Yearly service charge is not applicable.

Accountwise Online Banking Limit (Cash Withdrawal, Deposit & Transfer):

Maximum Deposit Limit: Tk. 500,000.00 per transaction

Cumulative deposit shall not be more than TK.10,00,000.00 per day

Maximum Withdrawal Limit: Tk. 300,000.00 per transaction

Cumulative deposit shall not be more than TK.600,000.00 per day

Loan Syndication / Structured Finance

Syndication means joint financing by more than one bank to the same clients against a common security. This is done basically to spread the risk. It also provides a scope for an independent evaluation of risk and focused monitoring by the agent / lead bank.

Types of Facilities:

- ⊡ Credit enhanced syndicated loan.
- ⊡ Working Capital Syndication.
- ⊡ Loan for BMRE / New Projects.
- ⊡ Project Finance Loan
- ⊡ Local Currency Loan under Structured Finance etc

Parties to the Syndication:

- ⊡ Arranger (Single Arranger / Co-Arranger / Arranger Group). Arranger must obtain mandate from the customer / Borrower.
- ⊡ Participants (Banks / Financial Institutions etc.).

Advantages of Customers:

- ⊡ May get a large loan by contacting with one Bank / Arranger.
- ⊡ Less time consuming and cost effective.
- ⊡ Answerable to only one Bank.

Mercantile SMS Banking Service:

As the time goes by, life style changes. To keep up, MBL welcomes you to SMS Banking Service, one of the most modern banking services. MBL SMS banking Service is convenient, safe, low-cost, fast and available round the clock.

MBL SMS Banking Service offers:

1. Access to account balance
2. Last 3 transaction inquiry
3. Cheque status inquiry

Transfer through SWIFT

SWIFT is the Society for Worldwide Interbank Financial Telecommunication, a member-owned cooperative through which the financial world conducts its business operations with speed, certainty and confidence.

Mercantile Bank enables you to transfer funds to your beneficiaries through the most efficient channels, which are available from the bank. We facilitate quick and easy transfer of your funds by assuring complete security.

Western Union Money Transfer

When you need to send money fast, count on the Western Union Money Transfer SM service. It's a convenient and easy way to transfer money.

Locker Services:



Locker services are available in the thirteen branches of MBL

Bill Payment Services

Under Construction

2.12 Branches of the Bank

The bank commenced its business on June 02, 1999. The first branch was opened at 61 Dilkusha Commercial Area on the Inauguration Day of the bank. The second opened at Dhanmondi Residential Area, Dhaka on August 04, 1999.The third branch was opened at Agrabad, Chittagong on November 06, 1999.

Total number of branches of MBL is 65 in 2011. All the Branches of the bank are operating under network using the banks own software in day to day banking.

The names of the branches are given below:

1.Head office	2. Main Branch	3. Dhanmondi Branch
4 Agrabad Branch	5. Karwan Bazar Branch	6.Madam Bibir Hat Branch
7. Banani Branch	8.Joypur Branch	9.Jubile Branch
10.Uttara Branch	11.Rajshasi Branch	12. Khulna Branch.
13.Mirpur Branch	14.Naogaon Branch	15.Rangpur Branch

16.Mohakhali Branch	17.Sylhet Branch	18.Jhilonfi Branch
19.Elephant Road Branch	20.Bord Bazar Branch	21.Nayababazar Branch
22.Motijheel Branch	23. Ashulia Branch	24.Khatunganj Branch
25.Satmasjit Road Branch	26.O R Nizam Road Branch	27.Bogra Branch
28.Gulshan Branch	29.Kunabari Branch	30.Choumuhani Branch
31.Bijoynagar Branch	32.Feni Branch	33.Moulivibazar Branch
34.Moghazar Branch	35.Hemaeytpur Branch	36.Sapahar Branch
37.Cmmilla Branch	38. Beanibazar Branch.	39. Barisal Branch
40. Green Road Branch	41.Sheikh Mujib Road Branch	42.Engineers Institution Br
43. Dagonbhuiyan Branch	44. Mazar Road Branch	45. Dinajpur Branch
46. Jessore Branch	47. ProgatiSarani Branch	48.ChittagongEPZ Br
49. Faridgonj Br	50. Narayangonj Branch	51.Amishapara SME/Krishi Br
52. Patia SME / Krishi Branch	53. Patuakhali Branch	54. Rajnagar SME/ Krishi Branch
55. Rajnagar SME/ Krishi Branch	56. Demra SME/ Krishi Branch	57 Mymensingh Branch.
58. Aganagar Branch	59. Dholaikhal Branch	60. Rangamati Branch
61. Banglabazar Branch	62. Chapainawabgonj Br	63. Kushtia Branch
64. Maijdee Court Branch	65. Ring Road Branch	66. Damudya Branch
67.Thakurgaon Branch	68.Shishahat Branch	69.Imamganj Branch
70.Sunamganj Branch	71.Asuganj Branch	72.Rampura Branch
73.Nilphamari Branch	74.Debiganj Branch	75.A.K.Khan More Branch
76.Chuadaga Branch	77.Bhola Branch	78.Kishoreganj Branch
79.Subidbazar Branch	80.Nazipur Branch	81.Niamatpur Branch
82.Patherhat Branch	83.Gobindaganj Branch	84.Bhulta Branch
85.Sakhipur Branch	86.International Airport Road Branch	

These are the branches of the bank all over the country. As the banks operations and activities are increasing day by day all over the country the bank also increase the number of branches.

Chapter Three: Theoretical Framework of Recruitment Selection

3.1 History of Human Resource Management

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

Human Resource Management has its root in the late and early 1900's. When there are less labor then there are more working with machinery. The effort also extended into the employee's life outside of the work place. The employer would try to provide assistance to employees to purchase a home, medical care, or assistance for education. The movement focused on how employees group behavior and how employee feelings. This movement was influenced by the Hawthorne Studies.

3.2 Functional area of HRM

- Human resource auditing
- Human resource strategic planning
- Human resource planning
- Manpower panning
- Recruitment / selection
- Induction
- Orientation
- Training
- Management development
- Compensation development

- Performance appraisals
- Performance management
- Career planning / development
- Succession planning
- Talent management
- Safety management
- Staff communication
- Reward

3.3 Recruitment

Recruitment refers to the process of attracting, screening, and selecting qualified people for a job at an organization or firm. It is undertaken by recruiters. It also may be undertaken by an employment agency or a member of staff at the business or organization looking for recruits.

3.3.1 Job analysis

The proper start to a recruitment effort is to perform a job analysis, to document the actual or intended requirement of the job to be performed. This information is captured in a job description and provides the recruitment effort with the boundaries and objectives of the search. Oftentimes a company will have job descriptions that represent a historical collection of tasks performed in the past. These job descriptions need to be reviewed or updated prior to a recruitment effort to reflect present day requirements. Starting recruitment with an accurate job analysis and job description insures the recruitment effort starts off on a proper track for success.

3.3.2 Sourcing

Sourcing involves the following steps:

3.3.2.1 Internal sources:

The most common internal sources of internal recruitment are

1. personal recommendations
2. notice boards
3. newsletters
4. memorandum

1) Personal References

The existing employees will probably know their friends or relatives or colleagues who could successfully fill the vacancy. Approaching them may be highly efficient method of recruitment but will almost certainly offend other workers who would have wished to have been considered for the job. To keep employees satisfied make sure that potentially suitable employees are informed of the vacancy so that they can apply.

Notice Boards

This is the convenient and simple method of passing on important messages to the existing staff. A job advertisement pinned to a notice board will probably be seen and read by a sufficient number of appropriate employees at little or no cost. However many of the staff will probably not learn of the vacancy in this way either because the notice board poorly located or is full of out dated notices that they don't bother to look at it, as they assume there is nothing new to find out. A notice board must be ensured that it is well suited. Wherever it is been placed it should be

Newsletters

Many companies regularly produce in-house newsletters, magazines or journals for their staff to read. It is hoped that latest company news sheet is read avidly by all staff thus ensuring that everyone is aware of the job opportunity advertised in it. Unfortunately this is not always so, because it is sometimes not circulated widely enough and employees may find it boring and choose not to read it. Newsletter can be utilized as the source of recruitment if it is convinced that everybody will see a copy.

2) Memorandum

Possibly the best way of circulating news of the job vacancy is to send memorandum to department managers to read out to the teams or to write all employees perhaps enclosing memoranda in wage packets if appropriate. However it can be a time consuming process to contact staff individually, especially if there is a large work force. It should also be kept in mind as to in which way the memorandum is phrased out so that the job appeals to likely applicants.

3.3.2.2 External sources

There are many sources to choose from if you are seeking to recruit from outside the company.

1. word of mouth
2. notices
3. job centers
4. private agencies and consultants
5. education institutions
6. the press
7. radio
8. television

Two or three points are discussed below.

1) Word of Mouth

Existing employees may have friends and relatives who would like to apply for his job. Recruiting in this way appears to be simple, inexpensive and convenient. Never use word of mouth as a sole or initial source of recruitment if the work force is wholly or predominantly of one sex or racial group. Also employing friends and relatives of present employees may be imprudent because it is not certain that they are as competent as the current staff.

2) Notices

Displaying notices in and around business premises is a simple and often overlooked method of advertising a job vacancy. They should be seen by a large number of passerby's, some actively looking for work. It can also be inexpensive with a notice varying from a carefully hand written post card up to a professionally produced poster. Pay attention to the appearance and contents of the notice if it is intended that it is applied by the right people.

(3) **Job Centers**

Most large towns have a job center which offers employers a free recruitment service, trying to match their vacancies to job seekers. Staff will note information about a post and the types of person sought and then advertise the vacancy of notice boards within their premises. Job center employees can further help if requested to do so by issuing and assessing application forms and

thus weeding out those applicants who are obviously unsuitable for the position. Short listed candidates are then sent out for the employer to interview on his business premises.

3.3.3 Recruiting internally and externally

3.3.3.1 Internal Recruiting:

Recruiting from among the existing workforce offers many advantages. Seeing your employees at work on a day-to-day basis will enable you to evaluate their particular strengths and weakness accurately and choose the most suitable person for the position. When the company recruits from within the organization the employees will feel important and highly valued since it appears that the organization immediately turns to them whenever a vacancy occurs. Their work rate and performance should improve as well as they will realize that increasing job opportunities are available to them if they are industrious and successful at their jobs. However any method has its own merits and demerits.

Merits

- It improves the morale of the employees
- The employee is in better position to evaluate those presently employed than outside conditions
- It promotes loyalty among the employees, for it gives them a sense of job security and opportunities of advancement.
- These people are tried and can be relied upon

Demerits

- It often leads to inbreeding and discourages new blood from entering into an organization.
- There are possibilities that internal sources may “dry up” and it may be difficult to find the requisite personnel from within an organization.
- No innovation are made no new thinking so on new inputs which is very much essential for the growth of the organization
- Usually promotions are based on seniority so the danger is that really capable hands may not be chosen.

3.3.3.2 External Recruiting:

When a company is involved in large expansions and is more oriented towards achieving high growth and high market share, with more focus on quality of the product and high customer satisfaction then it is inevitable for any organization to go for external recruiting. External recruiting is nothing but recruiting the people in your organization from outside the company. It will help the company to make best use of other sources that are laying outside the organization like for example campus recruits is an effective and efficient way of recruiting when a company wants new minds that are more creative and go-getters for any task. If a company wants to concentrate only on its core activities and wants to relieve the burden of the task of recruitment then the more feasible option would be third party recruiting or recruitment process outsourcing RPO. The experienced persons but unemployed can be recruited into the company which may reduce the training cost if they are from same industry. Retired and experienced people can yield more by enhancing their prior experience in new business situations.

Merits

- New entrant to the labor force i.e., young mostly inexperienced potential employee's fresh graduates or postgraduates can be taken and mould in accordance with company's culture.
- External recruiting results in best selection from the large sources
- In the long run this source proves economical because potential employees do not extra training.
- Many different ways of recruiting is available.
- The excess applications generated for current requirement may be utilized for future vacancies.

Demerits

- Extra time is required by the people to adjust themselves to the present working situations.
- If the recruiting is done from large source then it will be more time taking as the applications generated are more and short listing becomes critical.
- Cost of recruiting will be comparatively more than internal recruiting.

- ✶ Sometimes it creates employee dissatisfaction as there may be mismatch between the employee expectation with the company and the company's expectation with the employee.

Before making a choice and making decisions as to which source should be adopted for recruiting both the sources should be thoroughly assessed and must be studied carefully the wide variety of individual sources of recruitment that are available whether Internal or External.

3.3.3.3 Recruitment mistakes

There are a number of methods companies should avoid when putting their recruitment plans into practice. For instance, many businesses have the necessary talent within their organizations, but are too busy looking outside to recruit the skilled employees they already have. Others try to look for a mirror-replacement to the employee they have lost, duplicates with the same attitudes and skills, when companies can benefit more from employees with new experience and outlooks on the position. Some employers forget to include their employees in the recruitment process, or attempt to find the "perfect" employee without noticing the talents of the job seekers they interview.

3.4 Selection

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidates for the required job, the organization will get quality performance of employees. Moreover, organization will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested.

But selection must be differentiated from recruitment though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment

precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

3.4.1 Essentials for selection procedure

The selection process can be successful if the following requirements are satisfied:

1. Someone should have the authority to select. This authority comes from the employment requisition as developed by an analysis of the work-load and work force.
2. There must be some standard of personnel with which a prospective employee may be compared.
3. There must be sufficient number of applicants from whom the required number of employees may be selected.

3.4.2 Process of selection

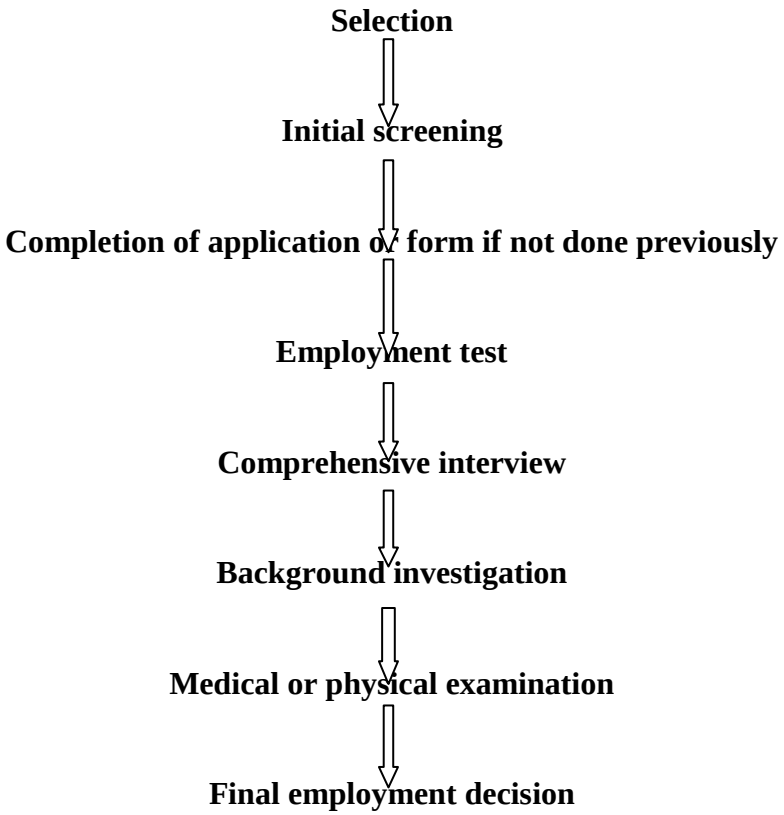


Figure 2: Selection process

The employee selection process takes place in following order:

3.4.2.1 Preliminary interview or screening

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.

3.4.2.2 Application form

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

3.4.2.3 Employment test

- **Written test,**

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

Classification of test on the basis of human behavior

• Aptitude or potential ability test

Such tests are widely used to measure the latent talent and ability of a candidate to learn a new job or skills. They will enable us to know whether a candidate if selected, would be suitable for a job, which may be clerical or mechanical. These tests may take one of the following forms.

a) **Mental or Intelligence test:** Measures and enable to know whether he or she has mental capacity to deal with new problems.

b) **Mechanical Aptitude Test** - measures the capacity of a person to learn a particular type of mechanical work. This could help in knowing a person's capability for spatial visualization, perceptual speed manual dexterity, visual motor coordination or integration, visual insights etc.

c) **Psychometric tests** – these tests measures a person's ability to do a job

• Achievement test

Also known as proficiency test they measure the skill knowledge which is acquired as a result of a training program and on the job experience they determine the admission feasibility of a candidate and measure what he/she is capable of doing.

• Personality test

These tests aim at measuring at basic make up or characteristics of an individual which are non-intellectuals in nature. In other word they probe deeply to discover clues to an individual's value system, his emotional reactions and maturity and motivation interest his ability to adjust himself to the illness of the everyday life and his capacity for interpersonal relations and self-image.

3.4.2.4. Comprehensive Interviews

Interviews are crucial part of recruitment and selection process for most organization. Their purpose is to give the selector a chance to assess the candidates and to demonstrate their abilities and personality. It's also an opportunity for an employer to assess them and to make sure the organization and position are right for the candidate. An interview is an attempt to secure maximum amount of information from candidate concerning his suitability for the job under consideration.

3.4.2.5. Technical interviews:

If a candidates has applied for a job or course that requires technical knowledge (e.g. Position of engineering or IT) it is likely, at some stage in the selection process, that the candidate will be asked technical questions or have a separate technical interview to test his/her knowledge. Questions may focus on the final year project and his/her choice of approach to it or on real/hypothetical technical problems. It seen that the candidate proves himself/herself but also they admit to what they don't know.

3.4.2.6. Background checks and enquires

Offers of appointment are subject to references and security checks. The references given in the candidate's application will be taken up and a security check will be conducted. Security checks can take a while if the candidate has lived abroad for any period of time.

3.4.2.7. Medical examination-

Medical tests are conducted to ensure physical fitness of the potentials employee. It willdecrease chances of employee absenteeism.

3.4.2.8. Final selection decision

Those individuals who perform successfully on the employment test and the interviews and are not eliminated by development and negatives information on either the background investigation or physical examination are now considered to be eligible to receive an offer of employment. Who makes that employment offer? For administrative purposes the personnel department should make the offer. But their role should be only administrative. The actual hiring decision should be made by the manager in the department that had the position open. A reference check is made about the candidate selected and then finally he is appointed by giving a formal appointment letter.

3.5 MBL Human Resource Division

MBL Human Resource system is one of the best systems in Bangladesh banking sector. Human Resource Division of MBL follows its own strategy. The strategy that is followed by HR is described below.

3.5.1 Vision HRD

Vision crystallizes their employee focus as the cornerstone of everything they do; to help their customers get the fulfill benefit if banking services in the customers daily lives. It describes their ambition for future, sets a common direction across the group, and shall inspire all employees to imagine how they can contribute. Their values describe what behaviors are necessary to realize that vision.

HR is a Critical Enable for MBL in the pursuit of its Strategic Goals.

HR is a key to ensuring

An Organization, that provides a competitive advantage by being simple, aligned and efficient.

A Culture centered on the employee and characterized by diversity, generosity and an international mindset.

Leaders, who have a passion for business, excel at empowering people and never compromise on MBL ethical standards.

People, who perform at the peak of their ability because they feel a sense of mission, accomplishment and growth.

Chapter Four: Analysis Interpretation

4.1 Recruitment and Selection at MBL

As we know **Recruitment** refers to the process of finding possible candidates for a job or function, usually undertaken by recruiters. It also may be undertaken by an employment agency or a member of staff at the business or organization looking for recruits. And **Selection** is a process by which candidates employment are divided in to two classes those who will be offered employment and those who will not.

Recruitment and selection is one of the most important for every employee. Cause by this company makes a person as a member of it. In Bangladesh perspective many company does not follow any specific process for recruitment and selection.MBL recruitment and selection is done by a specific process and which is very much modern. It starts with manpower requisition and end with appointment. And after that MBL arrange various types of training and development program for the employees to develop their skill. In true sense MBL follow a developed recruitment process for selecting right people in right place.

4.1.1 Role of Human Resources in Recruitment & Selection Process:

In Recruitment and Selection process the main role is played by HR division. The process starts with manpower requisition and end with appointment. When there is a need of manpower, the required departments send the manpower requisition to HR consist the approval of MD. Then HR starts the process. The process include some step or task that done by a sequential order. First step is manpower requisition. It comes from the division who has vacancies. It can be replacement or for the new candidates. In the second step the requisition comes to HR department the particular officer of HR takes approval from the CHRO. Then the third step starts, HR give advertisement for the job, it can be external or internal. After collecting CVs HR starts sorting suitable CVs for that post. After sorting of CV the forth step starts. The forth step is written exam. Written exam has two parts, one is the HR parts and another is the particular department's parts. The candidates must have passed HR part.

When a candidate passed the written exam then he or she gets call for interview. It is the fifth steps of the process. Generally the candidates have to face one interview but sometimes they have to face two interviews. After interview a candidate is selected by the interviewers. Then the

selected candidate has to go for medical checkup. It is sixth step. Then reference check stepcomes. Lastly selected candidates fill up joining forms and then he/she gets the appointment letter.

This is the procedure that MBL HR follow to recruit people. Actually in MBL, the recruitment and selection is totally controlled by HR division. HR division makes the policy for recruitment and selection and also takes the decision sometimes that a department required manpower. When the requisition comes, HR starts the process. HR also supervise that Recruitment and Selection are not simply mechanisms for filling vacancies rather they are viewed as the key factor for suitable placements.

For a better recruitment and selection process HR arrange done some task like-

- collecting suitable and better CVs
- arranging written exam
- arranging interviews
- ensure medical tests
- appointment letter and others

4.1.2 Basic Rule of Recruitment in MBL

For recruitment MBL HR follow some rules. These rules are set up by the HR for better recruitment and selection. The rules are-

- MBL Recruitment is to hire the right kind of people at the right place selecting them through an effective process from a pool of candidates in the job market. Effective recruitment shall ensure the competency and high quality performance of the whole organization.
- MBL Recruitment does not allow any favor or preferential treatment to anyone.
- No one who is below 18 years of age can be hired as an employee for MBL on regular, contract or temporary status.
- Under no circumstances a regular or contract employee of any other organization is allowed to undertake regular or long term contract employment in MBL.

4.1.3 Recruitment & Selection Process at MBL

The Process of recruitment and selection at MBL is consisting of number of sequential steps. The following picture can show the process very clearly:

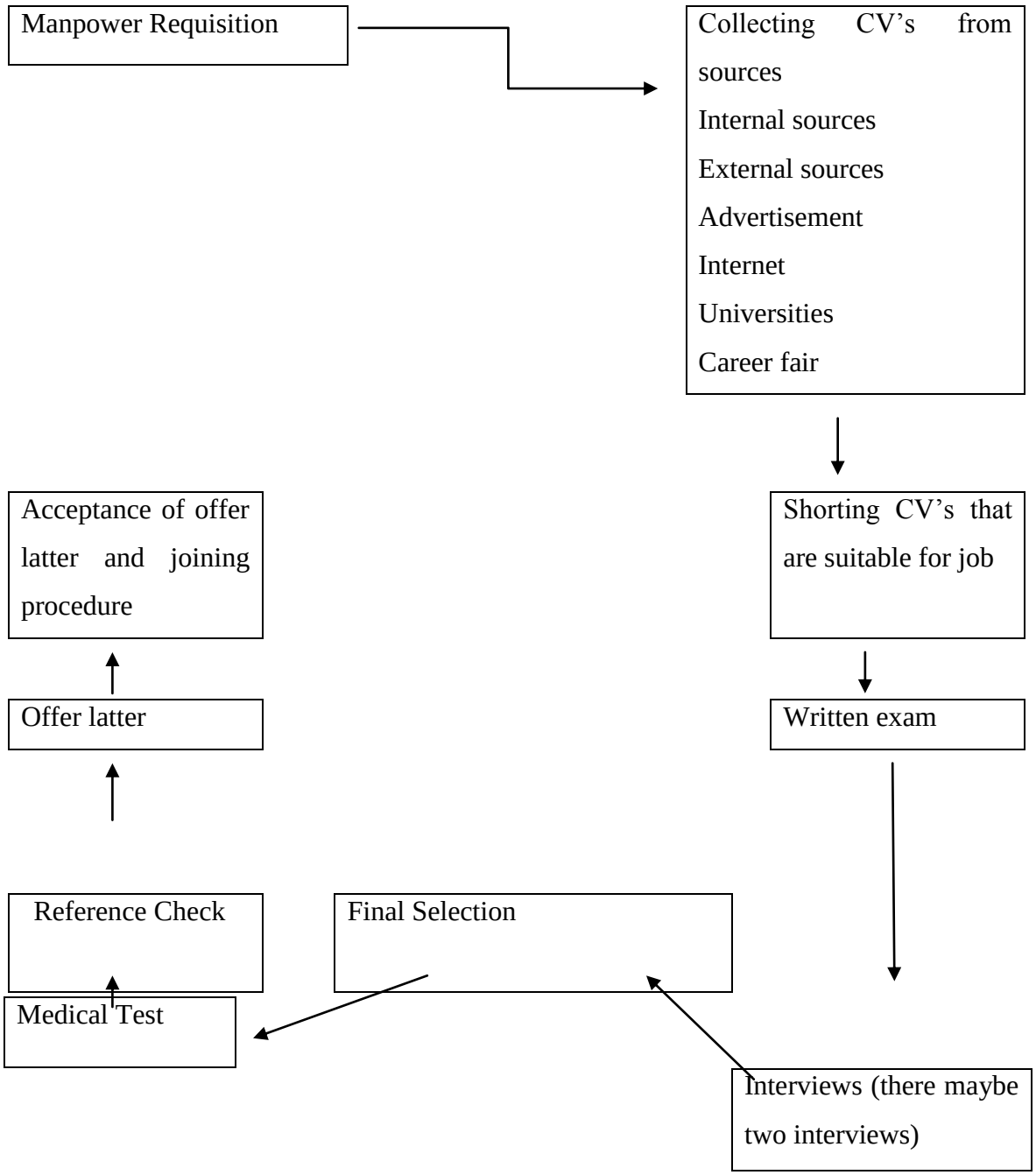


Figure-3: Recruitment & Selection Process at MBL

4.1.3.1 Human Resource planning

Recruitment and Selection are not simply mechanisms for filling vacancies rather they are viewed as the key factor for suitable placements. With a view towards placing the right person at the position, in MBL following procedures in Recruitment and Selection will be practiced:

MBL's Human Resource planning will start at the beginning of the year in accordance with the approved business Plan and budget provisions.

Each Division will submit their month wise recruitment plan to HR for the whole year and on the basis of such requirement HR Division will prepare the upcoming recruitment plan of each Division/Department.

4.1.3.2. Manpower Requisition:

Based on the HR Planning respective Division/Department Head will inform 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
- Approval of the MD

When the approval comes to HR, the process begins by collecting suitable candidates from sources.

4.1.3.3 Recruitment Sources

First and foremost step of recruitment is collecting CVs from sources. There are two sources of recruitment:

- ✶ Internal source (within the organization)
- ✶ The external job market.

4.1.3.3.1 Internal Sources

For encouraging the internal candidate, job vacancies in MBL may be advertised through internal notices to all MBL employees. Recruitment from the internal source may be through Promotion or delegating individuals with new assignments.

In the case of internal sourcing, HR along with the concerned Division/Department will identify prospective candidates on the basis of Individual Capability matching with Competency/Role Profile and will conduct appropriate tests to select the most suited person.

In internal source MBL consider mainly three types of employees:

- Contractual
- Part-Time
- Interns

Contractual employees are those who are working in a contact of six months or one year. And part-time employees are those who work in Call Center. And also interns, after completing their internship and completing their graduation can apply for job.

4.1.3.3.2 External Sources

In short external sources mean collecting CVs from outside. MBL collect a lot of CVs from outside. Recruitment from external sources will be through

- *Executive search* – for Senior Managers and Above Positions.
- *Advertisements* - for managers and below positions.

The CVs are collect by following ways:

- HR CV Box
- Advertisement
- Internet Job Sites
- Employee Reference
- Universities
- Career Fair or Job Fair
- Other

CV Box of MBL HR:

There is a Box for CV in MBL HR. In that box anyone can drop his or her CV in anytime. From the CV Box HR sort out suitable CVs for the required position. This box is open for everyone who wants to drop their CV. Almost every day this box gets full of CVs. It contains about five hundreds of CVs. By this way MBL HR collect a lot of CVs for job.

Advertisement

Advertisement is a well-known and worldwide accepted source of recruitment. Like other company MBL also have 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 MBL lunch a carrier website for the candidates.

Like other company MBL also give advertisement over net. Generally MBL 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 MBL gets many CVs.

Employee Reference

Employee Referrals may be collected through circulation of advertisement to all employees. MBL consider employees reference because it got some advantage, the internal employees know how to do the work so he can easily understand who can do the work. If an employee refer someone that means he knows about him better and that helpful for the company because MBL believes employees cannot be harmful for company.

Universities

Universities are big sources of recruitment. Public as well as private universities send CVs for job. When students complete their courses, universities send their CVs to MBL for internship. And sometimes they send CVs for job also.

Other Sources

Depending on the circumstances professional employment agencies, notice boards of universities like IBA, NSU, BRAC etc., and journals may be chosen for attracting applicants against job openings.

4.1.3.4 Screening of Candidates

Following publication of Job Vacancy, concerned Divisional/ Department Head and HR Division will scrutinize the applications and short list candidates for inviting to oral interviews or written tests where applicable.

When screening the following criteria will be followed:

- For the Executive position, candidate must be at least graduated (from MBL preferred universities)
- For Executive and above, candidate must have at least 2nd class in all academic level. However, in case of competent candidates with strong experience in the relevant field such educational qualification may be relaxed.
- For Non-Executive permanent employees, minimum educational requirement is SSC.

4.1.3.5 Written Exam

For every job, MBL HR arranges a written exam for candidates. The written exam is must for each and every candidate.

The written exam is called “General Ability & Psychometric Test”. It contain two parts,

- General Ability

In this section, the general ability of the candidate has been checked.

- Psychometric Test

This is one kind of physiological test by which the behavioral sides of candidates have been checked.

This is the way of written exam that taken by MBL for job. It is a very important and useful way to find our good candidate from the all kind of candidate.

4.1.3.6 Oral Interview

For the oral interview, competency based structured interview will be conducted. The standard Interview Assessment Form along with probing questions will be supplied by HR Division. Position specific structured interview with necessary Proving Questions and Assessment form can also be developed/ used.

The oral interview may take place in different phases according to the decision of HR Division and concerned Division/ Department and on the basis of Position:

- **Preliminary Interview:**

Conducted by the respective immediate Manager and another member from cross functional area.

- **Second Interview or Final Interview:**

Conducted by the particular department's next level managers along with the respective Divisional/ Departmental Heads.

- **Interview of Key Position:**

If the recruitment is for any key position/ AGM or above level a final interview must be conducted with the Managing Director. Sometimes one interview makes the final result and sometimes there are two interviews. Interviews are arrange by HR. HR arrange interview for every post even for a tea boy and for a driver. Generally these interviews are held in HR floor of MBL. There is a separate room for interview.

These interviews are generally taken by managers of the required division and there must be an HR person in that interview. In interview the interviewer find out the fact candidate behavior as well as the ability of the candidate. Interviews also test the intelligence and smartness of the candidate.

Practical Test : MBL take some practical for the technical candidates. Basically technicians have to face this test. This test is called "practical Test". This interview is generally taken by technical people. They find out about the technician can do that or not. They also ask questions about and select candidates who is suitable for the post.

Final Selection: From the interview some suitable candidates comes out. Once the final incumbent is selected, HR Division (Compensation & Benefit) will initiate the compensation Plan and will make offer/ process the appointment formalities. This time HR discuss about few things like:

- Terms and condition of company
- Salary and benefit
- Joining

Final Approval: Like the requisition for appointing candidate the approval of MD is needed. This time HR sends the approval to MD that these candidates are selected in interview for this position and they are going to appoint these candidates for the post.

Medical Test : When the MD approved the appointment of the candidate HR call the candidate for a medical checkup. The candidates have to collect a letter for medical from HR and go for the medical test. The selected candidate must undergo a medical checkup and subject to satisfactory medical report formal appointment letter will be issued.

Reference Checks: When a candidate is selected for the job, his or her given reference has been checked by HR. Reference check may be conducted by HR Division upon acceptance of offer. Subject to satisfactory response joining will be accepted

Appointment or Offer Letter: At last the after the medical test and reference checked, the offer letter for the candidate has been issued. After that the candidate gets the call that he or she has been appointed and he or she has to collect the letter from HR.

Acceptance of Offer Letter & Joining Procedure: The joining also has some procedure. In time of joining at first the candidates have accept the offer letter by signing it. Then he or she has to fill up some forms like,

- ID Card form
- Declaration

When all this formalities are over the candidate will become one of the member of MBL and start working as an employee of MBL.

4.1.4 Recruitment Cycle

Human Resources Division will take maximum 50 days to complete a recruitment process. The breakdown of the 50 days as follows:

Requisition	= 2 days
Advertisement	= 14 days
Short listing/Screening	= 14 days
Written test	= 7 days
Compilation & Approval	= 2 days
Reference Check	= 7 days
Medical Check	= 3 days
Appointment letter	= 1 day

4.1.5 Recruitment of Contractual & Others

This policy governs the appointment of individuals on Contract/Causal basis and through Third Party service providers. Prior to process the employment on the above category, the Division/ Department concerned must obtain approval from the Managing Director. The manpower requisition must contain the job specification with justification of the need along with the period.

4.1.5 Contract Appointment

Jobs which are temporary in nature and is likely to be for a limited period or need is for a long term but cannot be hired on a permanent basis due to headcount restrictions. The period of appointment will be of 3 (three) months to maximum 2 (two) years.

A contract appointment should be for a fixed period and will become void automatically on the end date unless the contract is shortened or extended in writing prior to the expiration date. Person appointed on contract may be terminated during the tenure at the discretion of the employing department with reasons (performance/ redundancy) or without assigning any cause. A termination clause (with notice period/pay in lieu of) must be incorporated in the contract. The division/ department concerned will initiate the recruitment in concert with HR. Upon finalizing the selection; HR will issue the formal appointment letter. Employees hired on contract must go

for pre-employment medical test and subject to satisfactory results (fit for work) the incumbent will be allowed to join. Standard terms and conditions similar to permanent employee especially adherence of code of business ethics, confidentiality and full time engagement clauses must be included.

If a contract employee is made permanent (based on performance/capability/ headcount) the service length of that individual will be counted from the first day of the joining provided the contract period was continuous/uninterrupted. Salary and benefits will be fixed based on the incumbents' educational and professional background. A contract employee will be entitled to same level of salary and benefits if he/she is hired in a position that already exists in the permanent payroll. A contract employee will not be eligible for end service benefits or loan facilities from the company.

4.1.5.2 Casual Appointment

Jobs that are totally causal in nature and are required for a short period (maximum of 12 weeks) to cater the additional influx of work or emergency exigencies or filling up a permanent position that is temporarily vacant.

Casual appointment should be for a fixed period or until the completion of the special job/project and cannot be for long periods. Employing divisions/ department must obtain approval from the Division/ Department Head justifying the need, specifying the number of personnel and the required background. Line Manager in concert with HR will process the hiring.

No written contract is required. Appointment will be on a daily worked basis. The line manager will do the necessary arrangements for recruitment and appointment of Casuals keeping HR & Administration informed. The principle of hiring should be the best candidate suited to the job/position. No discrimination will be permitted on the basis of personal relationship regarding hiring of casuals. All individuals involved in the hiring process must be sensitive to the perception of favoritisms and bias.

Salary should be determined based on the incumbent's background and skills. The calculated market median for the type/nature of the job should be taken into account prior to fix the compensation. Casual employee will not be eligible for any other standard benefits of the company and the payments can be on a daily/weekly/monthly basis.

4.1.5.3 Recruitment for Internship

Internship is one of the parts of graduation for student. In case of Bachelor of Business Administration and Master of Business Administration, it is an obligatory. For this reason Universities send CVs of student to MBL for internship.

Recruitment of interns is just like the recruitment of contractual. The candidates have to face the interview and if they get selected then they will appoint as intern. Generally for internship MBL ask for CVs to the reputed Universities like Dhaka University, North South University and BRAC University etc.

The requisition for interns is send by the departmental head or the employee who need intern. When requisition comes HR sort CVs and then arrange interview.

4.1.5.4 Recruitment for Surveyor

Surveyor is a monthly program of MBL. MBL has always done a monthly survey in their Customer Service. This is done for knowing about the customer satisfaction and condition of customer care.

For recruitment the candidates can be undergraduate no need of graduation. Candidates have to face an interview and if he select by the interviewer then he will be appointed.

4.2 SWOT Analysis of MBL

Strength:

- Strong Brand images to overall Customer through Advertising, Posturing, Sponsorship etc.
- Offer quality service. MBL always support entrepreneurs that are why the organization has different service and product for them.
- MBL is using efficient personnel to give better service to their customers. Now they are using online banking with best quality Network.
- Good relationship with the customer.

Weakness:

- Branches of MBL are not available outside the Dhaka and sometimes even inside Dhaka.
- The company could not cover all the rural area with their online network which is making some dissatisfaction among the customers.
- MBL yet has not developed their ATM service with the demand of their customer.

Opportunities:

- Continuously expanding the network of MBL by increasing branches both rural and urban area of Bangladesh that is why,MBL has the opportunity to increase their customer size.
- MBL is now trying to improved IT division for real time banking system which increasing customer satisfaction. So, more people will come to get their improver banking service.
- Increasing income of population and maintaining better life they may get automation service of MBL and also MBL provides various products (e.g. Credit card, ATM card etc) to fulfill their working requirement.

Threats:

- Restriction of Government as well as Bangladesh Bank regulations.
- There are more than thirty five competitors are existing in Bangladesh for MBL. So MBL has to face high competition to retain the customers.

Chapter Five: Concluding Remark

5.1 Findings

i) Inadequate skilled manpower (HR Background): Mercantile bank have not enough skilled manpower. This is the reason that's why they are unable to do their all HR related activities properly. Others HR related development is also being hampered for this reason.

ii) Used Backward HR Software: The HRD of Mercantile bank don't used the Latest software of HR, they r using most of the software are backward. Now every banking organization using latest Software and its very important for the organization that they should up to date.

iii) Have not followed all steps of Recruitment & Selection: Recruitment and selection process have some step that should be followed by any HRD but the HRD of Mercantile bank not following the all steps of recruitment and selection process. For this reason which employees are hired by this HRD sometimes those employees unable to prove themselves as a perfect employee.

iv) Internal and External Pressure: Therecruitment and selection process of MBL is suffering from versatile reassures. When they recruit employees sometimes political pressure make hamper in recruitment. So, the whole Process is slowly being in flounced and losing its authenticity in making an efficient workforce. MBL's HRD has always taken employee referrals for recruiting and selecting the best candidates to fill-up the vacant of the organization.

v) Have not paid Remuneration quickly: Maximum time MBL unable to paid their employee wages in proper time. In this case employees face many kinds of problem in their regular life. For this reason they cannot concentrate on their regular official work.

5.2 Recommendations

In light of the findings, the recommendations are as follows:

edut their nrrdernational policies to obtain perfect employee,bout recuirtment and selction process.And also they should adopt RERE

i) To recruit adequate HR background employee: MBL management should have to more concentration about recruit adequate HR background employees, because it's really important for an big organization that they should have perfect employees for maintain ongoing development and also all of the regular work.

ii) To use latest HR software: The HR manager of the organization should up-to-date about use latest technology to recruitment and selection policies to overcome the problem and ensure good and justified recruitment and selection program. Now a day's most of the organization uses the latest technology so in this case the mercantile bank also has to use the latest HR software to maintain their HR related practices.

iii) To follow all steps of Recruitment & Selection properly: Mercantile bank have to follow all steps of recruitment and selection process because if they don't follow it there would be bad effect for the whole organization. So they should follow all steps of recruitment and selection process that the best employees they can get. So the committee of mercantile bank should be capable to select the most qualified candidates for filling the vacant positions.

iv) To overcome Internal and External Pressures: The HRD should have to avoid the versatile pressures to ensure the large productivity through the qualified employee. Referral scheme has to be encouraged more at times when the requirement is urgent, but when it's not urgent and have enough time for the process then HRD should be concentrating on qualification rather than referrals.This committee should be capable to select the most qualified candidates for filling the vacant positions.

v) To pay remuneration quickly: If they want better work that have to be done and the best performance have to be done then they have to pay remuneration quickly as much as possible

they can because it’s really important for the employees that they getting their wages quickly and regularly. It would be more effective and productive for the organization.

5.3 Conclusion

Recruitment is essential to effective Human Resources Management. It is the heart of the whole HR systems in the organization. The effectiveness of many other HR activities, such as selection and training depends largely on the quality of new employees attracted through the recruitment the recruitment process.

Policies should always be reviewed as these are affected by the changing environment. Management should get specific training on the process of recruitment to increase their awareness on the dangers of wrong placements.

Effective recruitment is important in achieving high organizational performance and minimizing labor turnover. As of now mercantile bank Ltd. has a team of effective human resource which is efficiently managing the organization at its best.Dynamic and growth-oriented organization recognizes Communication as an important aspect of the Recruitment and Selection system for managerial function in a rapidly changing and economic environment. The company should take the suggestions and ideas from the employees and can conduct and examine the communication skill set within the employees. So that they can analyze the need and act accordingly for a better result and the growth of its own and valuable workforce.

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