

A

Thesis Report

on

Recruitment and Selection Practices of Banking Industry in Bangladesh : A Case Study on United Commercial Bank PLC.

Submitted to

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Submitted by

Name: Md.Hasanur Rahman

ID: MBA2203027015

Program: MBA (Major in HRM)

Semester: Summer-23

Submitted for the partial fulfillment of the degree of

Master of Business Administration

Date of Submission:



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Supervised By:

Ashik Das

Lecturer

Department of Business Administration

Faculty of Business

Sonargoan University

Submitted By:

Name: Md.Hasanur Rahman

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Letter of Transmittal

Date:

Ashik Das
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Subject: Submission of Thesis Report.

Dear sir,

With humble honor and respect, I am submitting my Thesis report on "**Recruitment and Selection Practices of Banking Industry in Bangladesh : A Case Study on United Commercial Bank PLC**". As per partial accomplishment of the requirements for the MBA degree, I have completed Thesis from "**United Commercial Bank PLC**" under the supervision of you.

This report is an integral part of our academic courses in completion of the MBA program which has given me the opportunity to have an insight into the **Recruitment and Selection Practices of Banking Industry in Bangladesh : A Case Study on United Commercial Bank PLC**. I hope this report reflects on the contemporary issues on the **Corporate Branch** that are being practiced by organizations in our country.

In completing the report I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

_____

Md.Hasanur Rahman

ID: MBA2203027015
Department of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the thesis report "**Recruitment and Selection Practices of Banking Industry in Bangladesh : A Case Study on United Commercial Bank PLC**" has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by Md.Hasanur Rahman, bearing ID: MBA2203027015 under my supervision. The report or the information will not be used for any other purposes.

……

Ashik Das
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Student Declaration

I am Md.Hasanur Rahman, a student of Master of Business Administration, ID: MBA2203027015 from Sonargaon University would like to solemnly declare here that this report on "**Recruitment and Selection Practices of Banking Industry in Bangladesh : A Case Study on United Commercial Bank PLC**" has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

Md.Hasanur Rahman
ID: MBA2203027015
Program: MBA
Major: Human Resource Management
Semester: Summer-23

Letter of Authorization

Certified that this Thesis report titled "**Recruitment and Selection Practices of Banking Industry in Bangladesh : A Case Study on United Commercial Bank PLC**" is the bonafide work of Md.Hasanur Rahman, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other Thesis report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Ashik Das
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Abstract

The internship report was created in order to fulfill a part of the requirements for my Master of Business Administration (MBA) degree. I received useful real-world banking experience while working as an intern at United Commercial Bank Limited, which I have described in my report.

This study is the demonstration of the recruitment and selection process that the United Commercial Bank Limited applies to recruit, select and develop a strong manpower in the organization. UCBL allocate the appropriate kind of qualified individuals to the right job post with the support of a proper recruitment and selection process from its human resource department. The appropriate distribution of human resources by the UCBL, across various functional banking areas ensures effective organizational performance.

This qualitative study includes the employee recruitment process, employee selection processes, problems related to employee recruitment and selection process and set of recommendations for the UCBL. The collection of qualitative data from both primary and secondary sources is explained in the findings of the report.

The study's goal is to pinpoint United Commercial Bank Limited's most popular recruiting channels, methods of selection, and established selection model. UCB Human Resource Department makes sure that the proper procedures for hiring, training, development, evaluation and performance management have been established.

The approach of Recruitment Process from both internal and external sources of UCBL includes manpower planning based on the job analysis, job description, job specification, job evaluation, recruitment survey and requirements of candidates. The manpower Selection Process of UCBL completes with the interview, form fill-up, background check, medical examination and final job offer. UCBL uses distinct recruitment and selection process for different level posts.

Lastly, this study includes best possible recommendations based on the key findings and problems related with the recruitment and selection process of UCBL. This report

also summarizes the efficient recruitment and selection processes, human resources-practicing and future recruitment and selection studies for UCBL.

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Chapter One

Introduction

1.1 Introduction

Bangladeshi banks hire and choose employees for a variety of positions in accordance with the Central Bank's guidelines. The banking sector in Bangladesh is constantly broadening its services. The total performance of the banking industry is benefited by the streamlining, simplification, and accessibility of the banking process. Banking is becoming easier and more user-friendly as customers and clients need better services and more amenities on a regular basis, thus banks are creating new, unique ideas, services, and facilities. In Bangladesh, every bank is looking for methods to improve customer service in order to survive and prosper in the intensely competitive banking sector. Because of this, it is now essential for everyone to comprehend banks and banking procedures in order to manage day-to-day activities related to banks. Technology advancement and the rise of globalization are to blame for the quick changes in the global banking industry. Bangladeshi banking needs to upgrade its fundamental banking functions frequently and choose the right person for specific job to keep up with the pace of global growth.

In the current challenging employment market, not only job seekers are struggling to find acceptable employment, but the bank is also working to conduct efficient recruiting and selection processes in order to hire and keep highly skilled personnel in positions that suit them. In order to accomplish organizational strategic goals in an efficient manner, a comprehensive recruitment and selection program guarantees the proper quantity of qualified people. The available skilled people within the bank, in the opinion of United Commercial Bank Limited, are what determine whether the bank can provide better customer service and retain its high level of performance and commitment.

1.2 Background of the Study

In Bangladesh, Sonargaon University is a well-known higher education institution. In today's hypercompetitive market, each professional degree program needs both academic knowledge and practical experience to be successful. I must perform an internship as part of my **MBA** program in order to advance my career by becoming more professional and getting practical experience. To fulfill the requirements of the internship program offered by Sonargaon University, this report's primary purpose is

to fulfill those requirements. **Ashik Das**, Assistant Professor and Associate Head, Department of Business Administration, Sonargaon University, was in charge of the internship, which had me write a report on a certain subject linked to my theoretical knowledge within a three-month time frame. The respected faculty gave me the topic.

1.3 Objectives of the Study

The overall objective of the study is to explore the status of employee recruitment and selection process usually practiced in United Commercial Bank Limited.More specifically, the study objectives are to:

- To explain the employee recruitment process of United Commercial Bank Limited, Corporate Branch.
- To analyze the employee selection processes of United Commercial Bank Limited, Corporate Branch.
- To identify problems related to Selection Practices of Banking Industry In Bangladesh A Case Study On United Commercial Bank PLC, Corporate Branch.
- To develop set of recommendations based on the problems.

1.4 Methodology

United Commercial Bank Limited formulates Human Resource Management policies and simultaneously motivates their staffs according to their needs. In this study the recruitment and selection process are focused and the performance of HRM, selection management, recruiting process, job-oriented judgments and varied interest criteria for various job position is showed.

Type of the study: This is a qualitative study and exploratory in nature.

Analysis of the study: Only qualitative data collected from United Commercial Bank Limited and used to explain the recruitment and selection process.

While conducting the research study both primary and secondary source were explored. But hardly any primary information or data could be found. In the absence

of primary information the majority of the research has been based on secondary information.

Different sources of data:

Primary sources

- Face to face discussion with the branch manager and officials.
- Practical work experience in the different desk of the department of the branch.
- Relevant field study as provided by the branch officers.

Secondary sources

- Website of the United Commercial Bank Limited.
- Different procedure manual published by United Commercial Bank Limited.
- Annual Prospectus and report of United Commercial Bank Limited.
- Different Publications, circulars and journals regarding banking activities & policies.
- Text Books.

1.5 Limitations

The following is a discussion of the study's main limitations:

- For obvious reasons, United Commercial Bank Limited has a variety of policies for revealing certain data and information.
- More secondary data or information is utilized.
- There was not enough time to cover all of the bank's HRM activities, and many issues could not be covered in this report.
- Numerous sources were costly, difficult to manage, and time-consuming.
- Only a small number of persons who were employed in the bank's branch were questioned to obtain information about real-time recruitment and selection procedures.

Chapter Two

Industry Overview

2.1 Meaning of Bank

Bank is the financial institution that deals with money and money worth instruments. A bank is a financial instrument which uses money deposited by customer for investment, pays it out when required, and makes loans at interest. It is an establishment which makes to individuals such advances of money as may be required and safely made, and to which individuals entrust money when not required by them for use.

Banks are among the most important sources of short-term working capital for business and have become increasingly active in recent years in making long-term business loans. The main functions of a commercial bank are to mobilize deposits and to provide loans to people and organizations to finance their consumption and business activities. Thus, banks encourage the flow of money to productive use and investment which accelerates the flow of economic growth. The economy of Bangladesh has growing gradually and as such it needs the support of a financial structure. Based on the time of inception all the commercial banks have been divided into three generations. Banks of all the three generations are introducing new and new products to meet the dimensional demands of the customers.

2.2 History of Banking in Bangladesh

Bangladesh is a developing country with an impoverished banking system, particularly in terms of the services and customer care provided by the government run banks. In recent times, private banks are trying to imitate the banking structure of the more developed countries, but this attempt is often foiled by inexpert or politically motivated government policies executed by the central bank of Bangladesh, Bangladesh Bank. The outcome is a banking system fostering corruption and illegal monetary activities/laundering etc. by the politically powerful and criminals, while at the same time making the attainment of services or the performance of international

transactions difficult for the ordinary citizens, students studying abroad or through distance learning, general customers etc.

2.2.1 Before Independence

The first modern bank in Bengal was Bank of Hindustan, established in 1770 in Kolkata. It was an offshoot of trading company Messrs. Alexander and Co., and operated until 1832 when the trading company failed. The circulation of its notes was limited to Kolkata and its immediate environs. A number of Kolkata-based banks followed, none which survived beyond the middle of the 19th century: General Bank of Bengal and Bihar (1733–75); Bengal Bank (1784–91); The Commercial Bank (1819–33); The Kolkata Bank (1824–29); Union Bank (1829–48); Government Savings Bank (1833–unknown); and The Bank of Mirzapore (1835 – 1837). The Bank of Kolkata, established in 1806, is the oldest still in existence in some form. It was renamed Bank of Bengal in 1809, was merged into the Imperial Bank of India in 1921, and became the State Bank of India in 1955. In 1959, Eastern Mercantile Bank Limited was established. Consequently, in 1965 Eastern Banking Corporation was established. These two banks were established with the initiation of some renowned Bengali businessmen for providing credit to the local entrepreneurs who had limited access to the credit in those days from other financial institutions of West Pakistan.

2.2.2 After Independence

The banking system at independence (1971) consisted of two branch offices of the former State Bank of Pakistan and seventeen large commercial banks. There were fourteen smaller commercial banks. Virtually all banking services were concentrated in urban areas. The newly independent government immediately designated the Dhaka branch of the State Bank of Pakistan as the central bank and renamed it the Bangladesh Bank. The Bangladesh government initially nationalized the entire domestic banking system and proceeded to reorganize and rename the various banks. Foreign-owned banks were permitted to continue doing business in Bangladesh. The insurance business was also nationalized and became a source of potential investment funds. Cooperative credit systems and postal savings offices handled service to small individual and rural accounts. The new banking system succeeded in establishing reasonably efficient procedures for managing credit and foreign exchange. The

primary function of the credit system throughout the 1970s was to finance trade and the public sector, which together absorbed 75 percent of total advances.

2.3 List of Banks in Bangladesh

The banking sector in Bangladesh consists of several types of institutions. Bangladesh Bank is the central bank of Bangladesh and the chief regulatory authority in the banking sector. Pursuant to Bangladesh Bank Order, 1972 the Government of Bangladesh reorganized the Dhaka Branch of the State Bank of Pakistan as the central bank of the country, and named it Bangladesh Bank with retrospective effect from 16 December 1971. Other than the Central Bank itself, banks in Bangladesh are primarily categorized into 2 types. They are Scheduled Banks and Non-Scheduled Banks.

2.3.1 Scheduled Banks

Scheduled banks are licensed under the Bank Company Act, 1991 (Amended up to 2019). Currently, there are 59 scheduled banks in Bangladesh.

State Owned Commercial Banks (SOCBs)

There are 4 state owned commercial banks which are fully or majorly owned by the Government of Bangladesh.

- Sonali Bank Limited
- Janata Bank Limited
- Agrani Bank Limited
- Rupali Bank Limited

Specialized Banks (SDBs)

8 specialized banks are now operating which were established for specific objectives like agricultural or industrial development. These banks are also fully or majorly owned by the Government of Bangladesh.

- **Bangladesh Somobay Bank Limited (Cooperative Bank)**

- **BASIC Bank Limited (Bangladesh Small Industries and Commerce Bank Limited)**
- **Karmasangsthan Bank.**
- **Bangladesh Krishi Bank.**
- **Grameen Bank.**
- **Bangladesh Development Bank Ltd.**
- **Ansar VDP Unnyan Bank.**
- **Rajshahi Krishi Unnayan Bank**

Private Commercial Banks (PCBs)

There is a total of 41 PCBs are in operation right now. They are majorly owned by private entities and classified into two types.

Conventional PCBs

In total 33 conventional PCBs are now operating in the industry. They perform the banking functions in conventional fashion i.e. interest based operations.

- AB Bank Limited
- Bangladesh Commerce Bank Limited
- Bank Asia Limited
- BRAC Bank Limited
- City Bank Limited
- Community Bank Bangladesh Limited
- Dhaka Bank Limited
- Dutch-Bangla Bank Limited
- Eastern Bank Limited
- IFIC Bank Limited
- Jamuna Bank Limited
- Meghna Bank Limited
- Mercantile Bank Limited
- Midland Bank Limited
- Modhumoti Bank Limited
- Mutual Trust Bank Limited
- National Bank Limited
- National Credit & Commerce Bank Limited
- NRB Bank Limited
- NRB Commercial Bank Ltd.
- NRB Global Bank Limited
- One Bank Limited

- Padma Bank Limited
- Premier Bank Limited
- Prime Bank Limited
- Pubali Bank Limited
- Shimanto Bank Ltd.
- South Bangla Agriculture and Commerce Bank Limited
- Standard Bank Limited
- Trust Bank Limited
- United Commercial Bank Ltd.
- Uttara Bank Limited
- Southeast Bank Ltd.

Islami Shariah Based PCBs

There are 8 Islami Shariah-based PCBs in Bangladesh and they execute banking activities according to Islami Shariah-based principles i.e. Profit-Loss Sharing (PLS) mode.

- Al-Arafah Islami Bank Limited
- EXIM Bank Limited
- First Security Islami Bank Limited
- ICB Islamic Bank Limited
- Islami Bank Bangladesh Limited
- Shahjalal Islami Bank Limited
- Social Islami Bank Limited
- Union Bank Limited

- **Foreign Commercial Banks (FCBs)**

In total 9 FCBs are operating in Bangladesh as the branches of the banks which are incorporated in abroad.

- Bank Al-Falah Limited
- Citibank N.A
- Commercial Bank of Ceylon PLC
- Habib Bank Limited
- HSBC
- National Bank of Pakistan
- Standard Chartered Bank
- State Bank of India
- Woori Bank

Non-Scheduled Banks

Non-scheduled banks are licensed only for specific functions and objectives, and do not offer the same range of services as scheduled banks. There are now 5 nonscheduled banks in Bangladesh.

- Ansar VDP Unnayan Bank
- Karmashangosthan Bank
- Grameen Bank
- Jubilee Bank
- Bangladesh Samabaya Bank Limited

Chapter Three

Organizational Overview

3.1 Corporate Profile of United Commercial Bank Limited

In business for more than ten years, United Commercial Bank Limited (UCBL) is now a renowned private commercial bank in Bangladesh. Since 1983, when the bank was established on a basis of proven capital under, it has been aiming at a group of business visionaries who are willing to take measured risks. This bank was sent with the intention of bringing about arbitrary changes in banking and monetary policy, which it effectively did. Today, United Commercial Bank Limited serves its customers through 224 branches and offers about 300 non-bank customers various sorts of assistance. They have dedicated more than three joyful decades to honoring the vow, and after rising from modest beginnings, we are today one of Bangladesh's top private commercial banks. Since its inception, UCB has been steadfast in its mission to offering the best services and support. They are always creating new and inventive products that are both diversified and user-friendly in order to fulfill their mission of offering the best financial services. Without these extraordinarily remarkable people (entrepreneurs), Bangladesh would not be the prosperous nation it is now. UCB has played a significant role in the development, upbringing, and establishment of top entrepreneurs in the country. The Dhaka Stock Exchange Limited and the Chittagong Stock Exchange Limited both have UCB listed as a publicly traded business. In every way, UCB is recognized as one of the finest organizations in Bangladesh.

UCB has four subsidiaries: UCB Investment Limited, UCB Asset Management Limited, UCB Fintech Company Limited, and UCB Stock Brokerage Limited (formerly Capital Management).

3.2 Vision and Mission of United Commercial Bank Limited

Vision: They seek to have a positive impact on the national economy, as well as its customers, shareholders, and employees, through their social obligations.

Mission: The banking and finance sector's goal is to assist its clients accumulate, manage, and increase their money while also enhancing the standard of living in the neighborhoods where they belong.

Core Values: The core values of United Commercial Bank Limited are:

- Focusing on Customers First. Practices Professional Ethics.
- Quality Maintenance at all levels.
- Foster participative management.
- Keeping Customers' Trust.

3.3 Products and Services of United Commercial Bank Limited

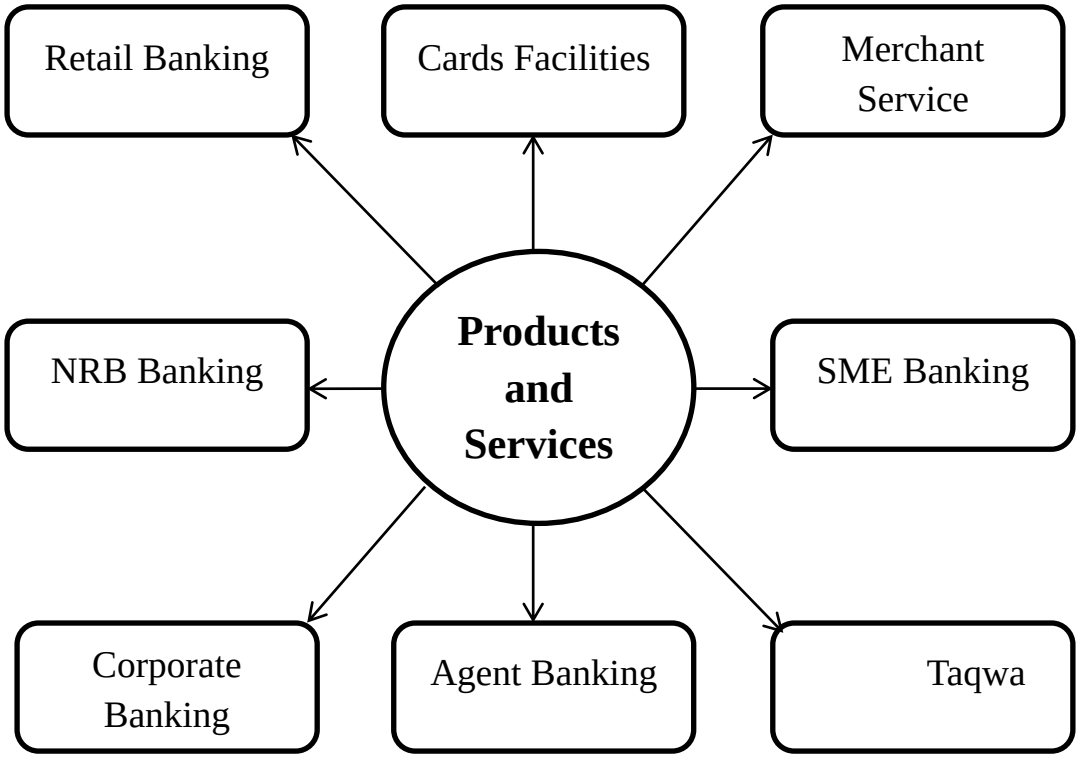


Figure1: Products and Services of United Commercial Bank Limited

United Commercial Bank Limited employs a wide range of distribution channels and subsidiary businesses to meet the banking needs of big firms, small and medium-sized enterprises (SMEs), and private clients. With a vast network of 204 branches, an Off-shore Banking unit, Upay, Agent Banking (UCBL Imperial), Priority Banking (UCBL Imperial), remittance services, credit card business, and a committed human capital workforce of 4,900 people, among other characteristics, private sector banking has already made a noticeable mark in the field of private sector banking. The RMG, import-export, agriculture, small and medium-sized companies (SMEs), and retail

sectors have all received special attention to set the example for financial inclusion and green banking across the nation. United Commercial Bank Limited's fully owned subsidiaries include UCBL Stock Brokerage Limited, UCBL Investment Limited, UCBL Asset Management Limited, and UCBL Fintech Company Limited. On the stock market, UCBL Stock Brokerage Limited offers brokerage services. In Bangladesh, UCBL Investment Limited wants to conduct full-fledged commercial banking operations (Mobile Financial Services known as Upay).

3.4 Board of Members of United Commercial Bank Limited

The eminent experts that make up the United Commercial Bank Limited Board of Directors have years of experience in business, finance, and operations. It comprises 20 members, including the executive director of the institution and three independent directors (MD). The five committees that report to the United Commercial Bank Limited Board are the Executive Committee, Audit Committee, Risk Management Committee, Shariah Supervisory Committee, Nomination and Remuneration Committee.

3.5 Organogram of United Commercial Bank Limited

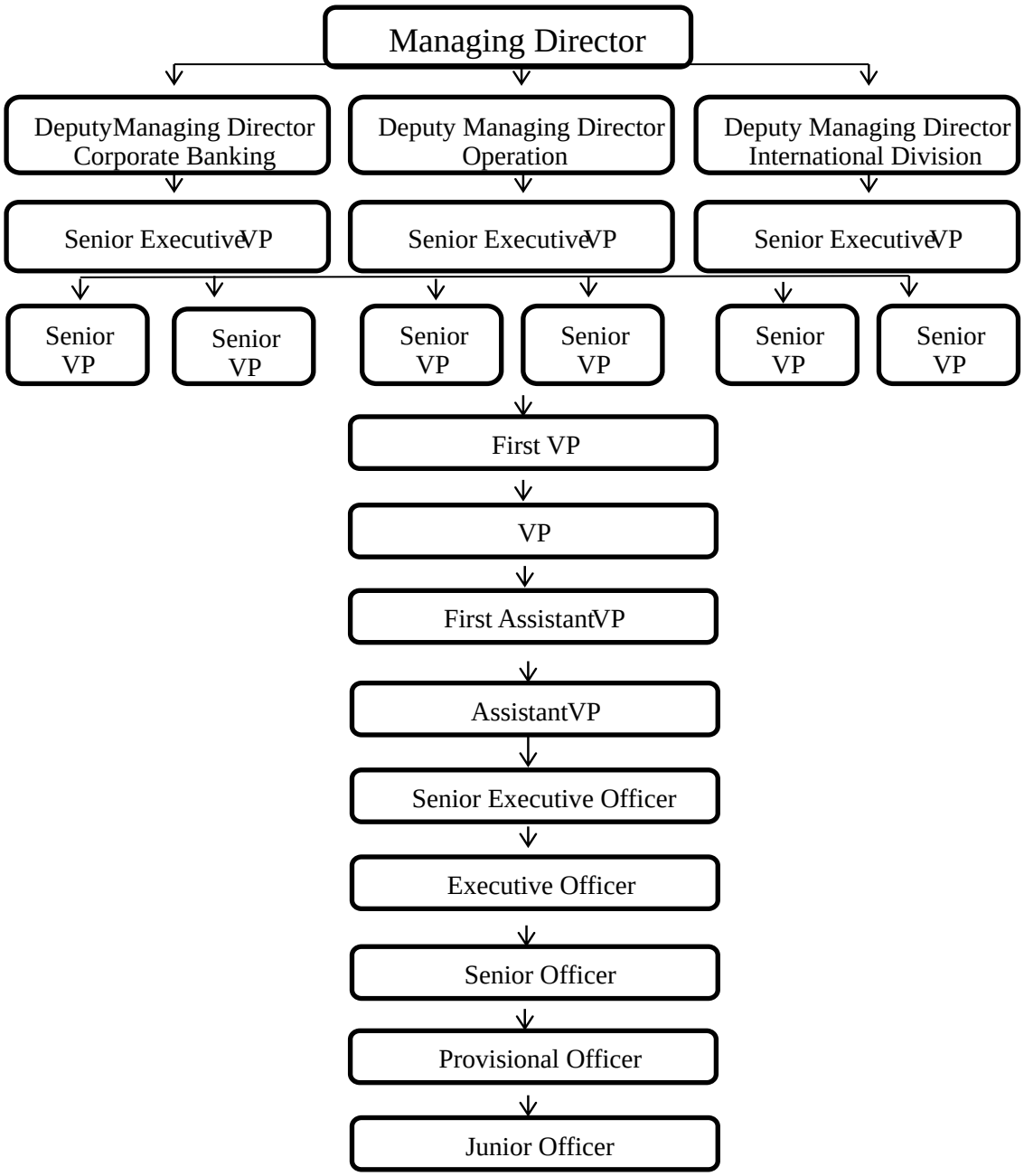


Figure2: Organogram of United Commercial Bank Limited

3.6 Culture of the Organization

For the past ten years, United Commercial Bank Limited has been putting its corporate culture into practice. It is time to look ahead now that United Commercial Bank Limited has been put into use in each and every branch. They consider it valuable when individuals work together to make sense of one another's thoughts, feelings, and behaviors. Individuals may see and understand events, actions, things, and circumstances in a variety of ways. They adapt their demeanor and manners to the particular requirements of the bank and the needs of its clients, both of whom are very important to the business. They are not under any obligation to adhere to the business culture. Instead, it has been attained through their commendable business practices.

Chapter Four

Literature Review

4.1 Definitions of HRD

Human Resource Development is the part of human resource management that specifically deals with training and development of the employees in the organization.Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities

HRD (Human Resources Development) has been defined by various scholars in various ways. Some of the important definitions of HRD (Human Resources Development) are as follows:

- According to **Leonard Nadler,** "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes."

- In the words of **Prof. T.V. Rao,** "HRD is a process by which the employees of an organisation are helped in a continuous and planned way to (i) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (ii) develop their general capabilities as individual and discover and exploit their own inner potential for their own and /or organisational development purposes; (iii) develop an organisational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees." .

- According to **M.M. Khan,** "Human resource development is the across of increasing knowledge, capabilities and positive work attitudes of all people working at all levels in a business undertaking."

4.2 Importance of Human Resource Development

- **Develops Competent Workforce:** Human resource development helps in developing a superior workforce for the organization by educating and training

them. It imparts all knowledge and skills to employees necessary for carrying out their roles and duties.

- **Improve Relations with Employees:** Human resource development develops a better understanding among employers and employees. Employers guides and cooperates its workforce in performing their roles. It leads to better trust and respect among them which strengthens their relations with one another.
- **Provides Opportunity for Career Development:** It works towards developing the career of all peoples working in an organization. Employees are personally provided various training and development opportunities as per their requirements. It improves people's knowledge, skills, talent, creative abilities, values and beliefs from time to time according to changing demands.
- **Enhance Productivity:** Human resources development has an effective role in increasing organizational productivity. It imparts abilities and skills to employees which are necessary for performing organizational activities. All people working are able to perform well and contribute more to an organization which enhances the overall productivity.
- **Improves Job Satisfaction**: Human resource development focuses on inspiring people for performing better. It works on the good orientation of employees and provides them with a better atmosphere for working. All this leads to high commitment towards roles among employees and results in job satisfaction.
- **Clarify the Roles:** It develops a proper communication network between employers and employees. Employers are able to explain clearly all roles and duties to their workforce. Employees can easily clarify all their doubts or problems with their superiors.

4.3 HRD Functions

The core of the concept of HRS is that of development of human beings, or HRD. The concept of development should cover not only the individual but also other units in the organisation. In addition to developing the individual, attention needs to be given to the development of stronger dyads, i.e., two-person groups of the employee and his boss. Such dyads are the basic units of working in the organisation. Besides several groups like committees, task groups, etc. also require attention. Development of such

groups should be from the point of view of increasing collaboration amongst people working in the organisation, thus making for an effective decision-making. Finally, the entire department and the entire organisation also should be covered by development. Their development would involve developing a climate conducive for their effectiveness, developing self-renewing mechanisms in the organisations so that they are able to adjust and pro-act, and developing relevant processes which contribute to their effectiveness. Hence, the goals of the HRD systems are to develop:

- The capabilities of each employee as an individual.
- The capabilities of each individual in relation to his or her present role.
- The capabilities of each employee in relation to his or her expected future role(s).
- The dyadic relationship between each employee and his or her supervisor.
- The team spirit and functioning in every organisational unit (department, group, etc.).
- Collaboration among different units of the organisation.
- The organisation's overall health and self-renewing capabilities which, in turn, increase the enabling capabilities of individuals, dyads, teams, and the entire organisation.

4.4 Recruitment Meaning:

Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. When more persons apply for jobs then there will be a scope for recruiting better persons.

According to Edwin B. Flippo, "It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation." He further elaborates it, terming it both negative and positive.

He says, "It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e. the number of applicants for a job. Selection, on the other

hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired. ”

In the words of Dale Yoder, Recruitment is the process to “discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

Kempner writes, “Recruitment forms the first stage in the process which continues with selection and ceases with the placement of the candidates.”

In personnel recruitment, management tries to do far more than merely fill job openings. As a routine the formula for personnel recruitment would be simple i.e., just fill the job with any applicant who comes along.

Joseph J. Famularo has said, “However, the act of hiring a man carries with it the presumption that he will stay with the company-that sooner or later his ability to perform his work, his capacity for job growth, and his ability to get along in the group in which he works will become matters of first importance.” Because of this, a critical examination of recruitment methods in use should be made, and that is the purpose of this chapter

4.5 Process of Recruitment:

Recruitment Process Passes through the Following Stages:

(i) Searching out the sources from where required persons will be available for recruitment. If young managers are to be recruited then institutions imparting instructions in business administration will be the best source.

(ii) Developing the techniques to attract the suitable candidates. The goodwill and reputation of an organisation in the market may be one method. The publicity about the company being a professional employer may also assist in stimulating candidates to apply.

(iii) Using of good techniques to attract prospective candidates. There may be offers of attractive salaries, proper facilities for development, etc.

(iv) The next stage in this process is to stimulate as many candidates as possible to apply for jobs. In order to select a best person, there is a need to attract more candidates.

Some Of The Main Factors Are Being Discussed Below:

1. Size of the Enterprise:

The number of persons to be recruited will depend upon the size of an enterprise. A big enterprise requires more persons at regular intervals while a small undertaking employs only a few employees. A big business house will always be in touch with sources of supply and shall try to attract more and more persons for making a proper selection. It can afford to spend more amounts in locating prospective candidates. So the size of an enterprise will affect the process of recruitment.

2. Employment Conditions:

The employment conditions in an economy greatly affect recruitment process. In under-developed economies, employment opportunities are limited and there is no dearth of prospective candidates. At the same time suitable candidates may not be available because of lack of educational and technical facilities. If the availability of persons is more, then selection from large number becomes easy. On the other hand, if there is a shortage of qualified technical persons, then it will be difficult to locate suitable persons.

3. Salary Structure and Working Conditions:

The wages offered and working conditions prevailing in an enterprise greatly influence the availability of personnel. If higher wages are paid as compared to similar concerns, the enterprise will not face any difficulty in making recruitments. An organisation offering low wages can face the problem of labour turnover.

The working conditions in an enterprise will determine job satisfaction of employees. An enterprise offering good working conditions like proper sanitation, lighting, ventilation, etc. would give more job satisfaction to employees and they may not leave their present job. On the other hand, if employees leave the jobs due to unsatisfactory working conditions, it will lead to fresh recruitment of new persons.

4. Rate of Growth:

The growth rate of an enterprise also affects recruitment process. An expanding concern will require regular employment of new employees. There will also be promotions of existing employees necessitating the filling up of those vacancies. A stagnant enterprise can recruit persons only when present incumbent vacates his position on retirement, etc.

4.6 Selection

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In others words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of a right applicant for a vacant position will be an asset to the organization, which will be helping the organization in reaching its objectives

Dale Yoder said, “Selection is the process by which candidates for employment are divided into classes those who will be offered employment and those who will not.”

David and Robbins said, “Selection process is a managerial decision-making process to predict which job applicants will be successful if hired.”

Most managers recognize employee selection as one of their most challenging and important business decisions.

Steps in the selection process are;

1. Initial Screening
2. Completion of the Application Form
3. Employment Tests
4. Job Interview
5. Conditional Job Offer

6. Background Investigation
7. Medical/Physical Examination
8. Permanent Job Offer

1. Initial Screening

The selection process often begins with an initial screening of applicants to remove individuals who do not meet the position requirements.

At this stage, a few straightforward questions are asked. An applicant may be unqualified to fill the advertised position but be well qualified to work in other open positions.

The Purpose of Screening is to decrease the number of applicants being considered for selection.

- Employment & education history.
- Evaluation of character.
- Evaluation of job performance.

Advantages of Successful Screening

If the screening effort is successful, those applicants that do not meet the minimum required qualifications will not move to the next stage in the selection process.

Companies utilizing expensive selection procedures put more effort into screening to reduce costs.

2. Completion of the Application Form

Application Blank is a formal record of an individual's application for employment. The next step in the selection process may involve having the prospective employee complete an employment application.

This may be as brief as requiring only an applicant's name, address, and telephone number.

The application form gives a job-performance-related synopsis of applicants' life, skills, and accomplishments.

The specific type of information may vary from firm to firm and even by job type within an organization.

Application forms are a good way to quickly collect verifiable and fairly accurate historical data from the candidate.

3. Employment Tests

Personnel testing is a valuable way to measure individual characteristics. Hundreds of tests have been developed to measure various dimensions of behavior.

The tests measure mental abilities, knowledge, physical abilities, personality, interest, temperament, and other attitudes and behaviors.

Evidence suggests that tests are becoming more prevalent for assessing an applicant's qualifications and potential for success.

Tests are used more in the public sector than in the private sector and in medium-sized and large companies than in small companies.Large organizations are likely to have trained specialists to run their testing programs.

Advantages of using tests

Selection testing can be a reliable and accurate means of selecting qualified candidates from a pool of applicants.

As with all selection procedures, it is important to identify the essential functions of each job and determine the skills needed to perform them.

4. Job Interview

An interview is a goal-oriented conversation in which the interviewer and applicant exchange information.

The employment interview is especially significant because the applicants who reach this stage are considered the most promising candidates.

Interview Planning

Interview planning is essential to effective employment interviews.

The physical location of the interview should be both pleasant and private, providing for a minimum of interruptions. The interviewer should possess a pleasant personality, empathy, and the ability to listen and communicate effectively.

He or she should become familiar with the applicant's qualifications by reviewing the data collected from other selection tools.

In preparing for the interview, a job profile should be developed based on the job description.

Content of the Interview

1. **Occupational experience:** Exploring an individual's occupational experience requires determining the applicant's skills, abilities, and willingness to handle responsibility.
2. **Academic achievement:** In the absence of significant work experience, a person's academic background is more important.

3. **Interpersonal skills:** If an individual cannot work well with other employees, chances for success are slim. This is especially true today, with increasing emphasis on using teams.
4. **Personal qualities:** Personal qualities normally observed during the interview include physical appearance, speaking ability, vocabulary, poise, adaptability, and assertiveness.
5. **Organizational fit:** A hiring criterion that is not prominently mentioned in the literature is organizational fit. Organizational fit is ill-defined but refers to management's perception of the degree to which the prospective employee will fit in with, for example, the firm's culture or value system.

5. Conditional Job Offer

A conditional job offer means a tentative job offer that becomes permanent after certain conditions are met.

A conditional job offer is usually made if a job applicant has passed each step of the selection process.

In essence, the conditional job offer implies that if everything checks out – such as passing a certain medical, physical, or substance abuse test – the conditional nature of the job offer will be removed, and the offer will be permanent.

6. Background Investigation

Background Investigation is intended to verify that information on the application form is correct and accurate.

This step is used to check the accuracy of the application form through former employers and references. Verification of education and legal status to work, credit history, and criminal record are also made.

Personal reference checks may provide additional insight into the information furnished by the applicant and allow verification of its accuracy.

Past behavior is the best predictor of future behavior. It is important to gain as much information as possible about past behavior to understand what behavior one can expect in the future.

Knowledge about attendance problems, insubordination issues, theft, or other behavioral problems can help one avoid hiring someone likely to repeat those behaviors.

Background investigations primarily seek data from references supplied by the applicant, including his or her previous employers.

The intensity of background investigations depends on the level of responsibility inherent in the position to be filled.

Common sources of background information include:

- References are provided by the applicant and are usually very positive.
- Former employers should be called to confirm the candidate's work record and to obtain their performance appraisal.
- Educational accomplishments can be verified by asking for transcripts.
- Legal status to work.
- Credit references, if job-related.
- Third-party investigators can check criminal records.
- Third-party investigators conduct background checks.
- Online searches as simple as a "Google" search of a candidate can turn up information on press releases or news items about a candidate that was left off the application or resume.

7. Medical/Physical Examination

After the decision to extend a job offer, the next phase of the selection process involves completing a medical/physical examination.

This examination determines an applicant's physical fitness for essential job performance.

Typically, a job offer is contingent on successfully passing this examination.

For example, firefighters must perform activities that require a certain physical condition. Whether climbing a ladder, lugging a water-filled four-inch hose, or carrying an injured victim, these individuals must demonstrate that they are fit for the job.

8. Permanent Job Offer

Individuals who perform successfully in the preceding steps are eligible to receive the employment offer. The hiring decision should be made by the manager in the department where the vacancy exists.

Notification to Candidates

The selection process results should be known to candidates—successful and unsuccessful—as soon as possible.

Any delay may result in the firm losing a prime candidate, as top prospects often have other employment options.

4.7 Selection Process

As we have discussed that Selection is very important for any organization for minimizing the losses and maximizing the profits. Hence the selection procedure should be perfect. A good selection process should comprise the following steps −



- **Employment Interview** − Employment interview is a process in which one-on-one session in conducted with the applicant to know a candidate better. It helps the interviewer to discover the inner qualities of the applicant and helps in taking a right decision.
- **Checking References** − Reference checking is a process of verifying the applicant's qualifications and experiences with the references provided by him. These reference checks help the interviewer understand the conduct, the attitude, and the behavior of the candidate as an individual and also as a professional.
- **Medical Examination** − Medical examination is a process, in which the physical and the mental fitness of the applicants are checked to ensure that the candidates are capable of performing a job or not. This examination helps the organization in choosing the right candidates who are physically and mentally fit.

- **Final Selection** − The final selection is the final process which proves that the applicant has qualified in all the rounds of the selection process and will be issued an appointment letter.

4.7 Difference between Recruitment and Selection

Points of Difference	**Recruitment**	**Selection**
1. Meaning	It is the process of finding and attracting qualified applicants for the job.	It is the process of short-listing candidates, assembling, and final hiring decisions.
2. Priority	Recruitment is the initial process.	Selection is the final process.
3. Time	3. It begins when new recruits are sought and ends when their applications are received.	3. It begins after the applications are received and ends when hiring decisions are made.
4. Level	Generally, lower-level managers deal with the recruitment process.	Mid and top-level managers deal with the selection process.
5. Come & Bye	This process invites applicants by saying “come”.	This process tells ‘bye’ to most of the applicants.
6. Approach	The process of Recruitment is a positive approach.	The process of selection is a negative approach.

BASIS FOR COMPARISON	RECRUITMENT	SELECTION
Meaning	Recruitment is an activity of searching candidates and encouraging them apply for it.	Selection refers to the process of selecting the best candidates and offering them job.
Approach	Positive	Negative
Objective	Inviting more and more candidates to apply for the vacant post.	Picking up the most suitable candidate and rejecting the rest.
Key Factor	Advertising the job	Appointment of the candidate
Sequence	First	Second
Process	Vacancies are notified by the firm through various sources and application form is made available to the candidate.	The firm makes applicant pass through various levels like submitting form, written test, interview, medical test and so on.
Contractual Relation	As recruitment only implies the communication of vacancies, no contractual relation is established.	Selection involves the creation of contractual relation between the employer and employee.
Method	Economical	Expensive

Chapter Five

Recruitment and Selection Process of United Commercial Bank PLC

5.1 HR Department of United Commercial Bank Limited

Because of the working interdependence, employers and employees should be treated fairly in all interactions, according to UCB's Human Resources Department (HRD). The UCB HRD hopes to be able to carry out some special duties in order to accomplish their goal such as contribute to the creation and maintenance of regulations that permit UCB to offer a variety of employment opportunities, including job postings, compensation and benefits, transfers, training and career progression. Participation in these policies should be open to everyone, regardless of gender, age, nationality, or religious beliefs. Promote an environment of trust and support throughout the industry that motivates employees to work together as a team while also supporting their capacity to adapt to changing conditions. UCB make sure there are enough workers with the necessary knowledge and abilities to meet both the short-term and long-term demands of the industry and the proper procedures for hiring, training, development, evaluation, and performance management have been established. HR managers supervise the process for all senior management succession in the sector and guarantee that all relevant corporate and governmental regulations regarding workplace safety, healthcare, and cleanliness are carefully followed. A flowchart of UCBL HR activity:

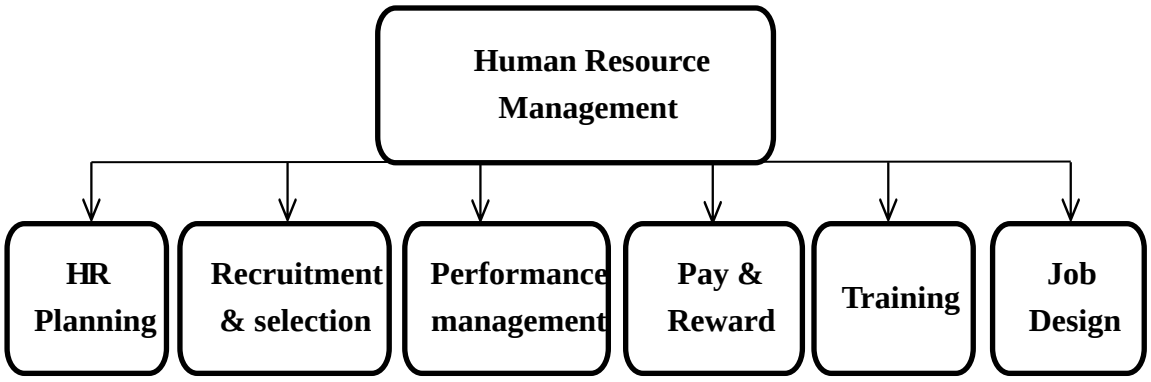


Figure 5: Human Resource Management of United Commercial Bank Limited

Unique HR Planning of United Commercial Bank Limited

The most precious resource that United Commercial Bank Limited owns is its human capital and this capital is helping the bank realize its goals for ongoing development. One of the most crucial duties of their human resource department is to help the company achieve long-term success with engaged employees by placing the best people in the best positions and developing andmaintaining the skills of its employees. The FLORA-designed human resource data computers (also known as Core Banking Software) are situated in the human resources department of the bank, and all employees and executives are welcome to use them. When a branch employee from any United Commercial Bank location has a question about a leave request, discharge order, transfer order, training and development, pay and benefits, or anything else, they can use the HRD system to randomly contact that employee in the bank's corporate office. In order to achieve competitive goals in a successful community, the United Commercial Bank's Human Resource Department recruits, trains, and rewards operationally strong individuals. This is done with the goal of boosting organizational performance and competitive advantage.

The Human Resources Department usually performs the following actions in order to fulfill the objectives of the United Commercial Bank Limited:

- Everything comes down to hiring the most competent person for the best job at the right moment.
- Reduce the rate of job turnover.
- Encourage and inspire workers to put effort and passion.
- Workplace discrimination must be prohibited.
- Develop strong moral and interpersonal relationships inside the firm.
- Focus on maintain order within the institution.
- Acquire and hold onto highly qualified workers for the bank.
- Recognize and accommodate the requirements and preferences of their staff.

United Commercial Bank Limited HR department's recruiting and selection process:

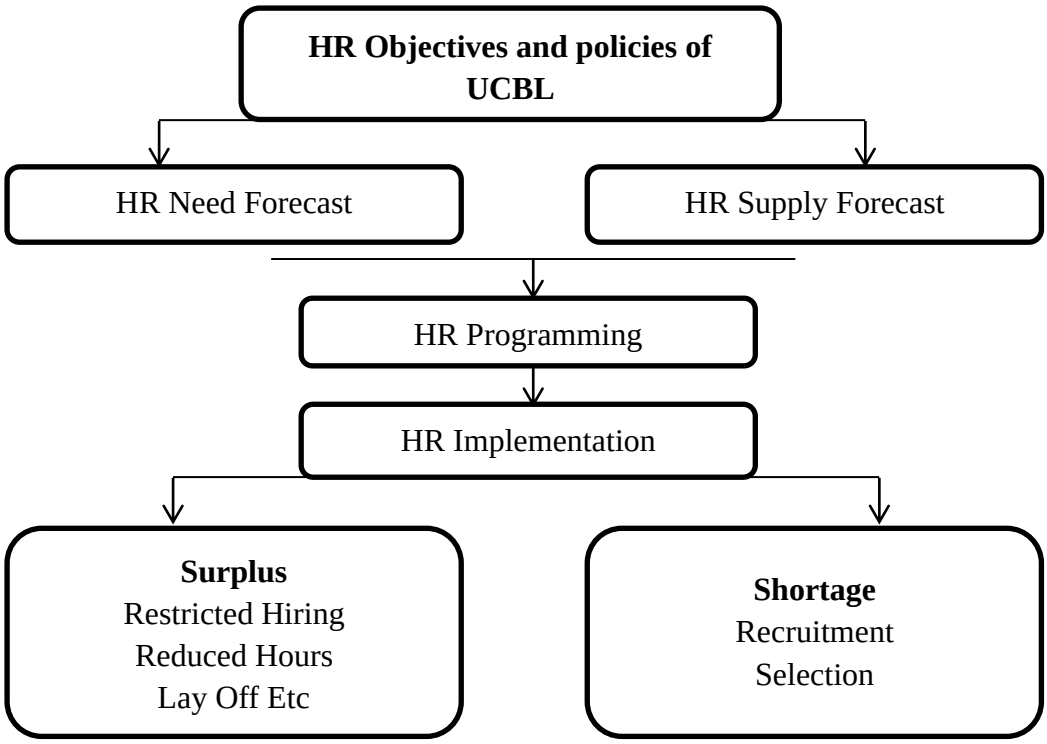


Figure 5.1: HR department's recruiting and selection process of United Commercial Bank Limited

5.2 Recruitment and Selection Process of United Commercial Bank PLC

5.2.1 Approach of Recruitment

In determining the bank's overall personnel requirements, the human resources department is crucial. To all Bangladeshi nationals residing in the nation, United Commercial Bank Ltd offers fair employment possibilities. In order to draw in, nurture, and empower highly skilled and seasoned individuals, the United Commercial Bank Limited has established a plan. The bank's board of directors typically decides on the recruitment strategy on a regular basis. The minimal need for any formal position is a bachelor's degree, which is the entry-level qualification. For the designated junior officer level and probationary officer positions at United Commercial Bank Limited, however, a bachelor's degree or a MBA in any discipline is required.

The Institute of Business Administration (IBA) and Bangladesh Institute of Bank Management are in charge of administering and monitoring a common written exam for entry-level positions at United Commercial Bank (BIBM). Following the written exam, a panel of experts made up of the most renowned and respected bankers in the nation conducts a three-phase interview, following which the successful candidates are informed of their selection.

5.2.2 Manpower Planning

Manpower planning is the first most important task done by the HR managers of United Commercial Bank Limited in the process of recruitment and selection process. Manpower planning steps are:

i)Designing Business plan ii)Determining overall manpower needs iii)Action program for feeling needs

The manpower planning is influenced by major two factors:

a) Internal Environment:

i) **Top Management's Support and Acceptability:** The capability of manpower planning essentially well dependent on how well the top management of United Commercial Bank Limited supports it, accepts it, and associates themself with the varied activities involved in its process and implementation. To achieve this management's support and acceptability, the manpower planner or HR on their part will have to impress upon providing them necessary inputs as the validity of the plan promises. This will help in gaining not only management's acceptability but will be highly useful in the successful implementation of the plan for the achievement of the desired objectives.

ii) **Changes in the Company's Policies:** Any changes in the bank’s policies are another important influencing factor within the sphere of internal environment in the process and implementation of manpower planning.

iii) **Layout of Equipment:** Layout of equipment more particularly in head office or branch may influence manpower planning in its quantitative aspects and to a certain degree in its qualitative aspects too.

b) External environment:

i) **Labor Supply and Demand:** Community's unstable and uncertain manpower supply position and the demands by other banks for their expansion plans and new projects stand as an impediment in the projection of the availability of man force to meet the future anticipated requirements. Such uncertain situations compel the undertaking for greater dependability on local supply of manpower according to needed skills-skilled, semi-skilled, unskilled and white collar. This type of manpower is more popularly termed as "sons of soil".

ii) **Local and Regional Unemployment Trends:** Local and regional unemployment trends have their own influence on manpower planning. In the planning process a manpower planner has to keep a constant watch over the Local and Regional Unemployment Trends.

iii) **Competitors' activities:** it is important to pay attention to banking competition and what is happening in the market. Bank's competition may be traditional recruitment companies and more indirect competitors such as online recruitment portals. Regularly reviewing the market place will widen United Commercial Bank Limited's perspective on their own business, help them to identify and capitalize on market opportunities, keep them informed of new products and services that are being developed and enable you to respond quickly to market changes. Whether they are the offer maker or a recruitment consultant it is equally important to understand the competition.

5.2.3 Recruitment Procedure for Entry Level Position at United Commercial Bank Limited

A. Job Analysis

A job analysis is a comprehensive study of the tasks, obligations, and skills necessary to successfully complete a particular employment task. Work analysis is the process of working with a predetermined set of key elements, such as job tasks, skill needs, and the type of person who will be hired to perform those duties. The data that will be incorporated into the job review and role definition is defined. The following are included in the United Commercial Bank Limited's detailed job analysis:

- Job Descriptions,
- Job Specifications, and Job Evaluations.

Examining the job description and the requirements for the vacancy would typically be the first step in the hiring process. Before commencing the first hiring process, United Commercial Bank conducts a job analysis. They try to give knowledge about job analysis to actual hiring procedures. The United Commercial Bank Limited performs an examination of employment once each year. It takes a long time and patience to complete. The managers will spend many days describing the methodology and goals of the study while 5 to 6 employees are interviewed over the course of a few days.

B. Job Description

The process of developing a clear and written representation about the duties of a particular post is the job description. This is a result of the findings of the job assessment. The primary goal of a job description is to increase in efficiency about a particular position in order to promote it. It is used to figure out the resources needed to finish a specific task. In accordance with a specific job opening that is detailed in the job description, employees are required to fulfill specific responsibilities. The title, responsibilities, summary, location, and working conditions of the role are described in the job description. The United Commercial Bank created a job description that details the functions performed in the position, details about job tasks and responsibilities, reporting to and from employees, a job summary, salary and pay requirements, and a list of acceptable working conditions.

The bank always focuses on good job description:

1. By giving a clear and concise readily understandable picture of the whole job;
2. By listing each of main duties and responsibilities involved in the job;
3. By avoiding use of superficial words and keeping the style of writing crisp; and
4. By indicating degree of direction received and supervision given.

5. The job description of United Commercial Bank Limited shows up only minimum requirements of the job with flexibility of operations.

C. Job Specifications

Another element of United Commercial Bank's job analysis process is the job specifications or requirements. It describes the type of person required (in terms of skill, knowledge, and a distinctive attitude, in addition to many other types of test results), as well as the working conditions that will be encountered in the workplace. Job specifications are of great utility in manpower planning, particularly in staffing activities. They help manpower planning to translate job requirements into human requirements, the educational experience and personality requirements for any one filling the job. Job specifications are also indicative of any shortfalls in qualifications and to make good those deficiencies, it falls within the purview of manpower planning to determine training and development needs including upgrading of skills in men, granting promotions and transfers for filling vacant and newly created jobs.

- **Job Evaluation:** Job evaluation mainly the process of sum up the job description and job evaluation to choose the right candidate for the United Commercial Bank Limited. This provides the following information:

- Job Identification: Job title, occupational code number, if any, job known by any other different name in use.
- Significant Characteristics of the job: Job location, name of division/section, department and unit where job functions, job open to any hazards or hardships. iii)Duties: Specific operations and tasks as demanded by the job and responsibilities such as safe custody of funds, maintenance of machinery and equipment. Supervision given or received involved in the job.
- Material and equipment as used by the worker like metals, plastics, chemicals, etc., lather milling, drilling machines or any other type of material machinery or equipment.
- Nature of operations of the job.
- Working conditions of the job.
- Personal attributes of the candidate as job demands, such as education, experience, training, judgment, initiative, physical demands, mental capabilities, aptitudes, social skills including communication skills, uncommon sense impulsive demands such as sight, smell, hearing.

D. Conduct Recruit Survey

In order to fill their hiring demands, United Commercial Bank chooses which department to hire for first. Due to these factors, the officer's first assignment from the human resources department performed an internal survey to determine where and how much of the recruit was needed. When there is a shortage of personnel, they send a request to Human Resources stating that they require a specific number of applications in a particular area. United Commercial Bank thus recognizes the need for a job post very away. There are several recruitment survey techniques used by the bank those are:

i) **Top – down Approach:** A commonly used approach applied by the HR managers of United Commercial Bank Limited is the top-down approach of employee demand forecast. In the "top-down" approach, the top management, in consultation with the personnel department and organization methods department prepares the company's and departments' manpower forecasts and with the information and suggestions as put forth by departmental heads, these manpower forecasts are reviewed and agreed consensus obtained. By making use of both this approach, namely "top down", a better manpower forecast can be had.

ii) **Trend projection method:** Of the quantitative approaches in manpower forecasting, trend project method is also sometimes brought in use by the United Commercial Bank Limited. Fundamentally, this is a 'projection of the past trends such as historical evidences of past series of facts, events, observations, etc. into the future, with the assumed belief that the past is a good prediction of the future.

iii) **Manpower Inventories and Computerized Data Bank:** An all-essential and primary requirement in manpower forecasting is a good data base derived from reliable information about each individual employee in the organization. Manpower inventories and computerized data bank serve as ideal methods in manpower forecasting in this regard. United Commercial Bank Limited also uses this forecasting method for recruitment process.

E. Requirements of Candidates

At United Commercial Bank Limited, individuals are chosen and then evaluated based on a skill level that has been defined. They only hire those who have earned a Bachelor's degree from a reputable university. The United Commercial Bank Limited gives prospective MBA students a lot of thought.

Candidates must have a cumulative grade point average (CGPA) of 3.00 on a 4.00 scale and a minimum GPA of 4.00 on a 5.00 scale to be considered for both the Junior Officer and Probationary Officer positions. Candidates for the SSC and HSC exams must have first-class divisions; third-class divisions are not permitted. On a scale of 4.00, applicants who have passed their O and A levels must have a grade point average (GPA) of at least 3.00.

5.2.4 Sources of Recruitment

At the beginning of the hiring process, United Commercial Bank Limited (UCBL) determines which applicants are required in which sectors. The human resources manager sends the employment circular to several job portals or posting services after receiving the request form. On a variety of channels, United Commercial Bank Limited posts job openings. The position is made public once the Human Resources division of United Commercial Bank Limited gets a recruiting application from the offices. The United Commercial Bank Limited uses a variety of techniques to publicize job openings, such as:

A. Internal Sources: There is a limited pool of individuals available from internal recruitment sources than from external recruiting sources. Internal talent sources include rehiring former employees or students who completed cooperative education programs, hiring individuals who are recommended by current employees, and selecting candidates who applied on their own initiative. These candidates are referred to as walk-ins or gate hires. Of the numerous internal recruiting sources, those important and popularly in use include: (i) Present Employees: (ii) Employee' Referrals; (iii) Job Posting and Bidding; and (iv) "Badli" or Temporary workers; and (v) Contractors.

i) **Present Employees:** Present employees are the banks great and valuable assets in the sense that they are not only as likely prospective candidates for being elevated to higher and more responsible positions, but for the reason that they

recommend their relatives, friends and associates to the company for their employment.

ii) **Employee Referrals:** Bank's employee referrals continue to be one of the best internal sources of manpower recruitment. Like United Commercial Bank Limited's employee referrals programs have been conducted for their great benefit and advantage. They have found this system as a very valuable and resourceful source of availability of efficient and good quality workers for their bank.

iii) **Job Posting and Binding:** The 'bulletin board notice', as mentioned earlier under "Employee Referrals" serves a dual purpose. Whereas, it communicates to present employees of the vacancies and invites their suggestions and recommendations for prospective candidates, this also serves another important and gainful purpose by way of advertising for job applicants within the plant more popularly called as "Job Posting". Carrying announcement of job vacancies to enable all the present eligible employees to "bid", that is to offer themselves and apply for these jobs. This is not only highly appreciated but is also a factor in building up good morale. This practice is gaining wide acceptance among various organizations.

iv) **"Badli" or Temporary Workers:** United Commercial Bank Limited continues to maintain "Badli" lists, which comprise of personnel of different types-specially

skilled, skilled, semi-skilled and others. They are taken in and placed on jobs in case of short level vacancies or otherwise. In course of time these lists swell and managements do often draw employees from these lists for employment whenever vacancies occur. Since the personnel from these lists are not new to the various types of jobs, having already shown their dexterity and skillfulness in working at various positions.

B. External Sources: The formal process of external recruitment looks for candidates on the job market that have no past ties to the firm. Conventional methods of hiring talent have included newspaper advertising, using recruitment agencies and executive search firms, and on-campus recruiting. Employers have also become more accustomed to posting job openings online, whether on their own website or one operated by a third party. Newspaper ads have reportedly been the most often used recruitment strategy throughout history, according to archives. Human Resources

make the position open to the public once UCBL receives the full application form from the offices. The UCBL employs a variety of channels, such as social media pages, campus recruiting, recruitment agencies, etc., to advertise job positions. While considering the sources of external manpower recruitment, it is always better and beneficial, rather essential too, for managements to first have a very systematic and thorough structure of the nature of the labor market and find out exactly what types of employees both in their quantitative and qualitative aspect seeking for jobs are available. Equally important in this content is to find out the limits of the labor markets within which the managements shall have to operate for seeking qualified manpower to meet their demands. Of the external sources of recruitment, these can be broadly classified as under:

i) **Former Employees:** There is a growing trend in banking industry of former employees particularly professionals and executives with good performance and having good and clean records of service who left the organization for good reasons which do not reflect hostility and under good circumstances, when they offer themselves for reemployment they are considered and accepted by the management for vacant job.

ii) **The walk-ins applicants:** Unsolicited sources generally comprise of applicants who voluntarily send their applications through mail or present them personally at the

bank's personnel or employment office. Such applicants are more popularly described as 'walk-ins' or “applicants at the gate".

iii) **College or Campus Sources:** With the rising demand for personnel with scientific and technical education, college or campus recruiting sources are more frequently being used to attract candidates particularly suitable for scientific, technical, professional and managerial occupations. These sources however help filling mainly entry Level or training programed type positions. If a carefully planned and methodical use is made of college or campus sources, they can prove to be of immense value in recruitment particularly of competent scientific and technical manpower with the potential for future development. Some of the important considerations in the process of planning college or campus recruitment.

iv) **Professional contacts, meetings and conventions:** With the increased professionalization of the workforce, a number of new avenues of recruitment have opened up through professional contacts and establishment of personal relationships far and wide, which all have virtually come to be recognized as specialized labor markets.

5.2.5 Selection Process

The initial interview serves as a screening interview, and the final hiring decision serves as the conclusion. Selective activities are frequently set up in a systematic way. At United Commercial Bank Limited, the selection process typically consists of the following eight stages:

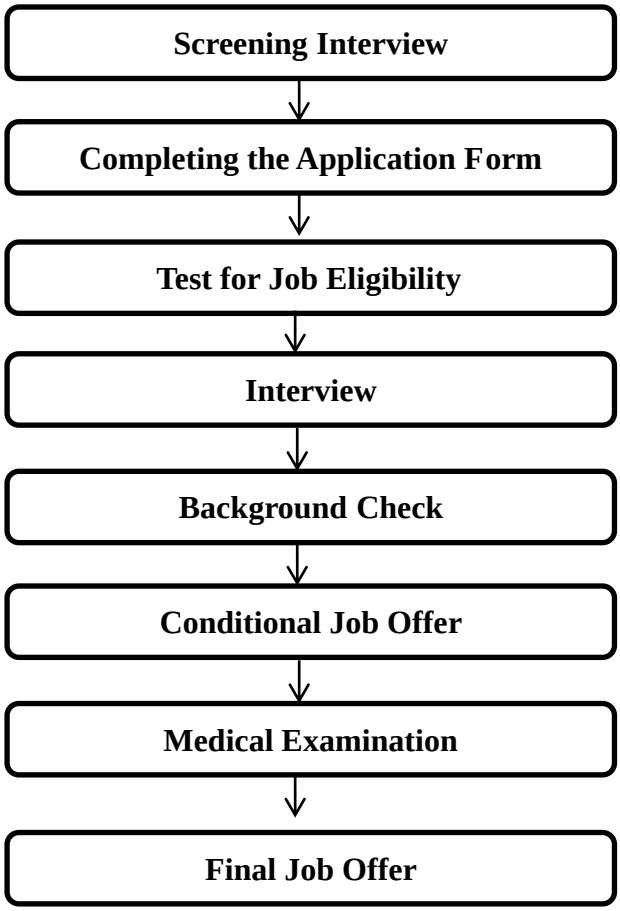


Figure 5.2: Selection Process of United Commercial Bank Limited

a. The first screening interview will consist of the following:-

- Getting and completing the application form

- Test for job eligibility
- Comprehensive interview
- An investigation into the background
- A Conditional job offer
- Medical or physical examination
- The permanent job offer

United Commercial Bank Limited prepares to begin a preliminary evaluation of prospective suitable applicants as the culmination of their recruitment efforts. Initial screening is, in practice, a two-step procedure:

- First, the participant is examined;
- Second, the participant is screened.

External Recruitment Sources: BDjobs.com, Prothom alo jobs.com, Social Media Pages, Campus Recruiting, Public Job Service Agencies and Employment Agencies.

b. Getting and completing the application form:

After the initial screening is finished, candidates are asked to submit an application in accordance with the organization's policy. The applicant's name, address, phone number, and other information can be all that is required.

c. Test for job eligibility:

Organizations have always relied on assessments of intelligence, aptitude, skill, and interest to provide substantial input when choosing staff.

d. Comprehensive interview:

Interviewers from HRM, senior management inside the company, potential supervisors, future coworkers, or a mix of any or all of these people may question the candidate.

e. An investigation into the background:

The next step in the process will involve a background inquiry for those applicants who seem like potential workers. Examples of what can be done include contacting

former employers to confirm the candidate's work history and get their opinion of how well they performed, getting in touch with other professional and personal references, confirming the educational achievements listed on the application, checking credit reference and criminal records, or even hiring a third party to perform the background check.

f. Conditional job offer:

Usually, if a job applicant has "passed" all of the previous stages of the hiring procedure, they will be given a conditional job offer. The person who presents the conditional employment offer is typically a member of HR. If you pass a specific medical, physical, or drug test, for example, a conditional employment offer implies that the offer will be withdrawn from its conditional status and made permanent if everything checks out "okay."

g. Medical or physical examination:

Physical exams can only be used as a screening tool to weed out applicants who are not physically capable of meeting the requirements of a given profession.

h. Final Job Offer:

Candidates are now regarded as qualified to accept the employment offer that has been issued if they have successfully completed the prior steps.

These are the procedures that the United Commercial Bank Limited carefully adheres to in order to finish the hiring and selecting process.

Chapter Six

Major Findings, Recommendation and Conclusion

6.1 Findings of recruitment and selection process of United Commercial Bank Limited

a) United Commercial Bank Limited (UCBL) Human Resource Department follows a structured recruitment process and selection steps in their organization.

b) HRM uses manpower planning and the environmental analysis internally by doing few steps before they go for recruitment and selection process.

c) During the recruitment procedure the department develops job analysis, job description and job specification to identify the need of recruitment.

d) They also do a well-done job evaluation procedure and they conduct survey before they do recruitment

e) They uses top down approaches or projection methods for recruitment.

f) The bank uses different sources for recruitment including internal and external sources.

g) For internal recruitment sources they prefer who are currently working, reference system, job posting and Badli.

h) For external sources they go to former employees or they make a walk-in interview session or they go to the universities for campus recruitment.

i) UCBL begins the selection process with a preliminary evaluation of prospective suitable applicants.

j) In the selection process, HR also calls for application from the candidates to test the job eligibility and arrange comprehensive interview.

k) Considering all the steps the management goes through very details of reference checking and health check.

l) UCBL does not use any online platform or online portal for recruitment and selection process.

m) UCBL priorities move on internal sources rather than external sources.

n) There is no feedback system from the HR department to find out the efficiency of the recruitment and selection system and correct its drawbacks.

o) It is hard for United Commercial Bank Limited assessing the efficacy of the general interview and test of candidates during the recruitment and selection process.

6.2 Recommendations

Like every other bank United Commercial Bank Limited (UCBL) has barriers to overcome. Some recommendations to overcome the barriers of United Commercial Bank Limited are discussed below:

a) Digitalize the current manual recruitment and selection process or online recruitment process will make the process faster and cost effective.

b) Even though the organization practices internal sources which give advantages, the organization also need to consider external sources to bring new talents in the organization.

c) Setting a structured feedback system from the HR department to find out the efficiency of the recruitment and selection system and correct its drawbacks.

d) United Commercial Bank Limited should verify references before shortlisting to avoid a grave problem for the organization.

e) UCBL should include assessment-based interviews and tests to ensure effective recruitment and selection process.

6.3 Conclusion

Effective organizational performance requires that human resources be distributed effectively across multiple functional areas. With the help of a suitable recruiting and selection procedure, a business may assign the correct kind of qualified personnel to the relevant job post, ensuring organizational effectiveness. United Commercial Bank Limited plays a crucial role in Bangladesh's economic development by providing

employment opportunities and hiring a large number of people each year. The main outcomes of the study suggest that United Commercial Bank Limited will favor different recruitment channels and selection procedures to variable degrees. They employ several selection procedures for jobs at various levels. Other notable similarities include identifying the largest issues and adopting solutions for effective recruitment and selection procedures. Line managers and human resource managers are given primary and ultimate decision-making responsibility for hiring. It has been attempted to develop a comprehensive selection model for the various level roles. The data was gathered using a combination of primary and secondary sources. The department of human resources served as the main source for the information. This report's conclusions include a number of suggestions that will benefit banks, firms that use human resources, and next studies.

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