Internship Report
On

Recruitment and Selection Process in Bangladesh: A Case Study on Janata Bank LTD

Submitted To:

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Date of Submission: 5 January, 2024

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Submitted To:

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Letter of Transmittal

Date: 5 January, 2024

Md. Shahbub Alam

Lecturer

Department of Business Administration

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Sonargaon University (SU).

Subject: Submission of Internship Report.

Dear Sir,

With humble honour and respect, I am writing to formally submit my internship report titled **"Recruitment and Selection Process in Bangladesh: A Case Study on Janata Bank LTD"** as a partial fulfilment of the requirements for my BBA degree. It has been an honour and a privilege to undertake this internship under your esteemed guidance.

Throughout the duration of this internship, I have had the opportunity to explore the recruitment and selection Process and practices within Janata Bank Limited. This report, an essential component of my academic journey, sheds light on the fundamental aspects of the topic and serves as a testament to my dedication to the BBA program.

In crafting this report, my aim has been to provide a comprehensive overview of the HRM process adopted by Janata Bank LTD. I believe this document serves not only as a record of my internship but also as a contribution to the broader understanding of HRM-related matters in our business landscape.

Once again, I express my sincere gratitude for your invaluable guidance and support throughout this internship. Your mentorship has greatly enriched my understanding and experience in the field.

Thank you for your time and consideration.
Sincerely Yours,

_____

Dipta Sarker

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Certificate of Supervisor

This is to certify that Dipta Sarker, ID No: BBA2001019022, Program: BBA, Major in HRM is a regular student of Department of Business Administration, Faculty of Business; Sonargaon University. He has successfully completed his Internship Program at Janata Bank Limited. He has prepared this report under my supervision. His assigned internship topic is **"Recruitment and Selection Process in Bangladesh: A Case Study on Janata Bank LTD."**

He is very active, sincere, hardworking, and meticulous and possesses a good moral character. I wish his all success at every step of his life.

_____

Md. Shahbub Alam
Lecturer

Department of Business Administration

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Student's Declaration

I, the undersigned, a student of Business Administration, Department of BBA program, Major in HRM of Sonargaon University do hereby declare that the internship report on **"Recruitment and Selection Process in Bangladesh: A Case Study on Janata Bank LTD."** is the original one and has been prepared by myself and has not been submitted anywhere for any degree, diploma, title or recognition.

The report was prepared under the supervision of Md. Shahbub Alam, Lecturer, Department of Business Administration of Sonargaon University.

Yours Sincerely

_____

Dipta Sarker

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Acknowledgement

At first, I want to sincerely thank the Almighty, the most compassionate, for granting me the capability to successfully complete this report. My heartfelt appreciation extends to my supervisor, Md. Shahbub Alam, Lecturer, Department of Business Administration at Sonargaon University. His constant encouragement, diverse guidance, valuable suggestions, and advice during my internship were pivotal in shaping this report. His support was invaluable, and without his direction, completing this work on time would have been challenging. He provided unwavering assistance and the necessary insights to analyse the industry and achieve my objectives.

In conclusion, I wish to express my gratitude to all the esteemed teachers of the Department of Business Administration. Their consistent inspiration and assistance have been a guiding light throughout my academic journey.

Executive Summary

The executive summary presents a comprehensive overview of the recruitment and selection process at Janta Bank LTD, serving as a snapshot for seeking key insights without digging into the entire report.Janata Bank Ltd (JBL) is one of the prominent financial institutions in Bangladesh, renowned for its distinctive Islamic banking principles. This report delves into the intricate mechanisms and practices employed by JBL in its recruitment and selection procedures, shedding light on the unique strategies adopted by the bank within the context of Bangladesh, The recruitment process at JBL encompasses various stages, beginning with identifying vacant positions and culminating in the selection of suitable candidates. The bank prioritizes attracting individuals who align with its values and possess the requisite skills and competencies. JBL's recruitment initiatives focus not only on academic qualifications but also on character assessment, aligning with Islamic banking principles. Moreover, the selection process at JBL is rigorous and meticulous. It involves multiple evaluation phases, including assessments, interviews, and thorough background checks. The emphasis lies on ensuring that candidates not only possess the necessary skills but also exhibit alignment with the ethical standards and principles upheld by the bank. This report presents an in-depth analysis of the recruitment and selection process, highlighting the challenges, successes, and areas for improvement observed at JBL. Additionally, it provides recommendations aimed at enhancing the efficiency and effectiveness of the bank's recruitment and selection strategies. The findings of this report serve as a valuable resource for stakeholders, offering insights into how JBL navigates the intricate landscape of recruitment and selection in Bangladesh's banking sector while upholding its commitment to Islamic banking principles. The recommendations put forward aim to further strengthen JBL's human resource practices, enabling the bank to continue its trajectory of excellence in recruitment and selection methodologies.

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CHAPTER: ONE
INTRODUCTION

1.1 Introduction

The report is a prerequisite for receiving a Sonargaon University Bachelor of Business Administration (BBA) certificate. To get hold of the certificate, every scholar needs to complete an internship application wherein they need to work in an enterprise and put together an internship report whilst doing so. The possibility to function as an intern at JBL became a notable possibility. While operating at JBL's HR Department, it became determined that there are not any huge variations among real lifestyles HR approaches and theoretical HR ideas. As a result, the report is prepared to show JBL's HR Practices.

1.2 Statement of the Problem

Human Resource Management is a committed piece of the association that is worried about the "general population" measurement. HRM can be seen in one of two different ways. To begin with, HRM is a staff, or support in the association. Its job is to give help with HRM matters to line representatives, or those straightforwardly associated with creating association's merchandise and ventures. HRM is a component of each director's activity. Regardless of whether one work in a "formal" HRM office, the realities remain that to viably oversee representatives requires all chiefs to deal with the exercises.

Human Resource Planning chooses the number and sort of people an affiliation Needs. Enlistment seeks after Human Resources Planning and runs inseparable with the assurance method by which affiliations survey the fittingness of the inevitable contender for the movement. Jon examination and occupation arrangement show the errands and commitments of livelihoods and the abilities foreseen from impending work holders (Chart- 1.1). The accompanying sensible development is to pick the right number of people the right sort to fill the occupations. Assurance incorporates two general social affairs of activities: (I) Recruitment and (ii) Selection.



Figure 1.1: Recruitment and Selection Needs

Enlistment is the way toward finding and drawing in able candidates for business. Determination is the way toward picking people (out of the pool of occupation candidates) with imperative capabilities and fitness to fill employments in the association. An affiliation far reaching or little, advantage or organization arranged, paying little respect to whether it is, a conclusive point is to achieve legitimate goal. This achievement must be possible through convenient and effective organization of work. Assurance is a key part in the acquisition of HR. Without a strong and erective decision segment, a business can never flourish, especially in the present universe of market economy, which is uncontrollably engaged. As a general rule after viable culmination of enlistment, assurance and selection process the new specialist must be made to all the almost certain fit the action and the affiliation. Janata Bank Ltd. is the greatest private bank of Bangladesh. Reliably a huge amount of enrolling proceeds in its Head Office. JBL has an enhanced and gifted Human Resource Division. HRD through positive and orderly enrolment and assurance philosophy picks and gets ready up its work for achieving its authoritative target.

In this manner, the examination has been embraced to inspect the strategies, IBBL can receive for enlistment and determination for their better impact in future.

1.3 Objectives of the Study

Main Objectives:

The supreme objective of the study is to closely examine the recruitment and selection process of Islam! Bank Bangladesh Limited.

Specific Objectives:

To achieve the supreme objective, it is needed to identify some relevant and specific objectives. The specific objectives are elaborated below:

1. To find out the steps of recruitment and selection process of JBL.
2. To evaluate recruiting and selection process of JBL.
3. To identify the strengths and weaknesses of existing recruitment and selection procedure of JBL.
4. To make recommendations to overcome the problems.

1.4 Methodology of the study

Approach is the procedure or reason for accumulation of information and data which are required in associating with discovering apparatuses for most ideal circumstance of issue. Expected information to finish this examination has been gathered principally by direct examination of various records, archives, operational process, and faculty. Data in regards to office exercises of the JBL has been gathered through counselling and discourse with the board faculty.

Data Collection

The sources of information are as following:

- **Primary Sources of Data:** The essential data gathered through eye to eye meeting, perception, and by support in the enlistment and determination process.
- **Secondary Sources of Data:** The optional data gathered from site, Magazine, Memorandum, Journals, books and some other pertinent sources, both essential and auxiliary information sources will be utilized to produce this report. Essential information sources are planned revi–ew, casual discourse with experts' and perception while working in various work areas. The optional information sources are distinctive distributed reports, manuals, value refreshes and diverse productions of JBL.
- **Sample Size:** Add up to test was 20. Out of 20 individuals 10 were top dimension officials and 10 were bring down dimension workers.

Data Analysis and Interpretation

The gathered optional date was broken down and translated fundamentally by the specialists so as to make the investigation increasingly powerful, important and helpful to the peruses. Based on the examination and the understanding, the creator has built up the primary draft of the report. At that point the main draft was sent to a few specialists of the subjects including my director. They gave esteemed recommendations on the primary draft. At that point the principal draft was settled in the wake of joining the proposals of the boss and the specialists.

1.5 Limitations of the Study

There were some limitations in the study due to some unavoidable factors. Some of the limitations of the report are as follows:

Limitation of Collection of Information:

The principal impediment of the examination is the gathering of data. Since the majority of the data are classified. In this way, they would prefer not to reveal them and I am not ready to demonstrate any structures which they use in the season of joining or we use to update the documents.

Time Limitation

Time impediment is additionally a noteworthy issue for most specialists to analyse the issue. Like the other examination, it has time restriction to distinguish the genuine issue and give a few proposals.

CHAPTER: TWO

PROFILE OF THE ORGANIZATION

2.1 Overview of the Company

History of Janata Bank in Bangladesh

The Bank emerged as 'Janata Bank' by combining the erstwhile United Bank Limited and Union Bank Limited under the Banks Nationalization Order (President's Order- 26) of 1972 and was restructured as a limited company in November, 2007.

Journey of JBL

Following the independence of Bangladesh from Pakistan at the Bangladesh Liberation War of 1971, Janata Bank PLC was formed combining the then United Bank Limited and Union Bank Limited under the Bank Nationalization Ordinance of 1972 (President's Order 26).

In March 2004, managing director of the bank, Murshid Kuli Khan, visited Greece to study the feasibility of remittance from the country.

The management of Janata Bank was changed under the Enterprise Growth and Bank Modernization Project' (EGBMP) which has been taken in 2004–05 in order to reform the nationalized commercial banks. Janata Bank became a public limited companies on 15 November 2007 led by chairman Sohel Ahmed Chowdhury.

After Awami League came to power in 2008, they provided 145.05 billion taka in recapitalization funds to state banks including Janata Bank. In January 2008, SM Aminur Rahman, was appointed managing director of Janata Bank. Fahmida Khatun was appointed a director of the bank in August.

In 2012, Janata Bank recalled their CEO of operations in the United Arab Emirates, Shafiqul Islam, following the embezzlement of 1.3 million USD. The Anti Corruption Commission question seven officials of the bank over the Hallmark-Sonali Bank Loan Scam. Bismillah Group had embezzled 12 billion taka from Janata Bank and four others.

In December 2017, Md Abdus Salam Azad was promoted to managing director of Janata Bank from deputy managing director.

Janata Bank provided loans worth 55.04 billion taka loan to AnonTex Group, led by chairperson Md Younus Badal, from 2007 to 2015 which defaulted. The loans were more than 25 percent of the capital base of Janata Bank in violation of banking rules. The loans were provided from the Janata Bhaban corporate branch under manager Md Abdus Salam Azad, who would later become the managing

director of the bank. The loans were approved by the board of directors led by chairperson Abul Barkat and managing director SM Aminur Rahman.[19] Shaikh Md Wahid-Uz-Zaman, who was the chairman from December 2014 to 2017, blamed the board of directors and management of the bank for the loans to AnonTex Group. AnonTex Group restructured their loan with a 1-2 percent payment rather than the customary 10-15 percent payment needed for restructuring.[19] Bangladesh Bank had provided Janata Bank permission ignore overexposure rules for providing loans to Galaxy Sweaters and Yarn Dyeing, a subsidiary of AnonTex Group.

Bangladesh Bank sought an explanation of the loans to AnonTex Group from managing director of the bank, Md Abdus Salam Azad. The group had laundered the money outside of Bangladesh using false invoicing of capital machinery. The loans were provided following an approval letter by Mizanur Rahman Akon, deputy general manager of Bangladesh Bank, without approval of Financial Integrity and Customer Services Department. Janata Bank tried to delay the loans to AnonTex Group from being declared defaulted by Bangladesh Bank which allowed the group to borrow more money from the bank. The Minister of Finance AMA Muhith spoke in favor of AnonTex Group after meeting it's chairperson.

The Bank had also loaned 12.3 billion taka to Thermax Group which also defaulted. It was 27 percent of the capital base of Janata Bank. The Bank provided 34.43 billion taka loan to Crescent Group which also defaulted. Crescent Group is owned by MA Kader and Abdul Aziz, two brothers, who also own Jaaz Multimedia. Anti-Corruption Commission had found Crescent Group embezzled money from Janata Bank while Customs Intelligence and Investigation Directorate reported that the group had laundered the money out of Bangladesh. Bangladesh Bank stopped Janata Bank from re-hiring Syful Shamsul Alam & Co as its audit company because it had found the company aided Crescent Group in embezzling money from the bank. Janata Bank was fined by Bangladesh Bank for providing undue favors to Beximco Group.

In 2016, Rajib Hasan, a senior officer of the bank embezzled 19.3 million taka from client accounts.

In 2018, the government sought to appointed Hedayetullah Al Mamun as chairman of the bank but reverse course following backlash against the appointment. The government instead appointed Luna Shamsuddoha, the first woman to head a state-owned bank in Bangladesh. Justices Zubayer Rahman Chowdhury and Md Iqbal Kabir of the High Court Division ordered Janata Bank to retake their recruitment test following the leak of the exam question papers.

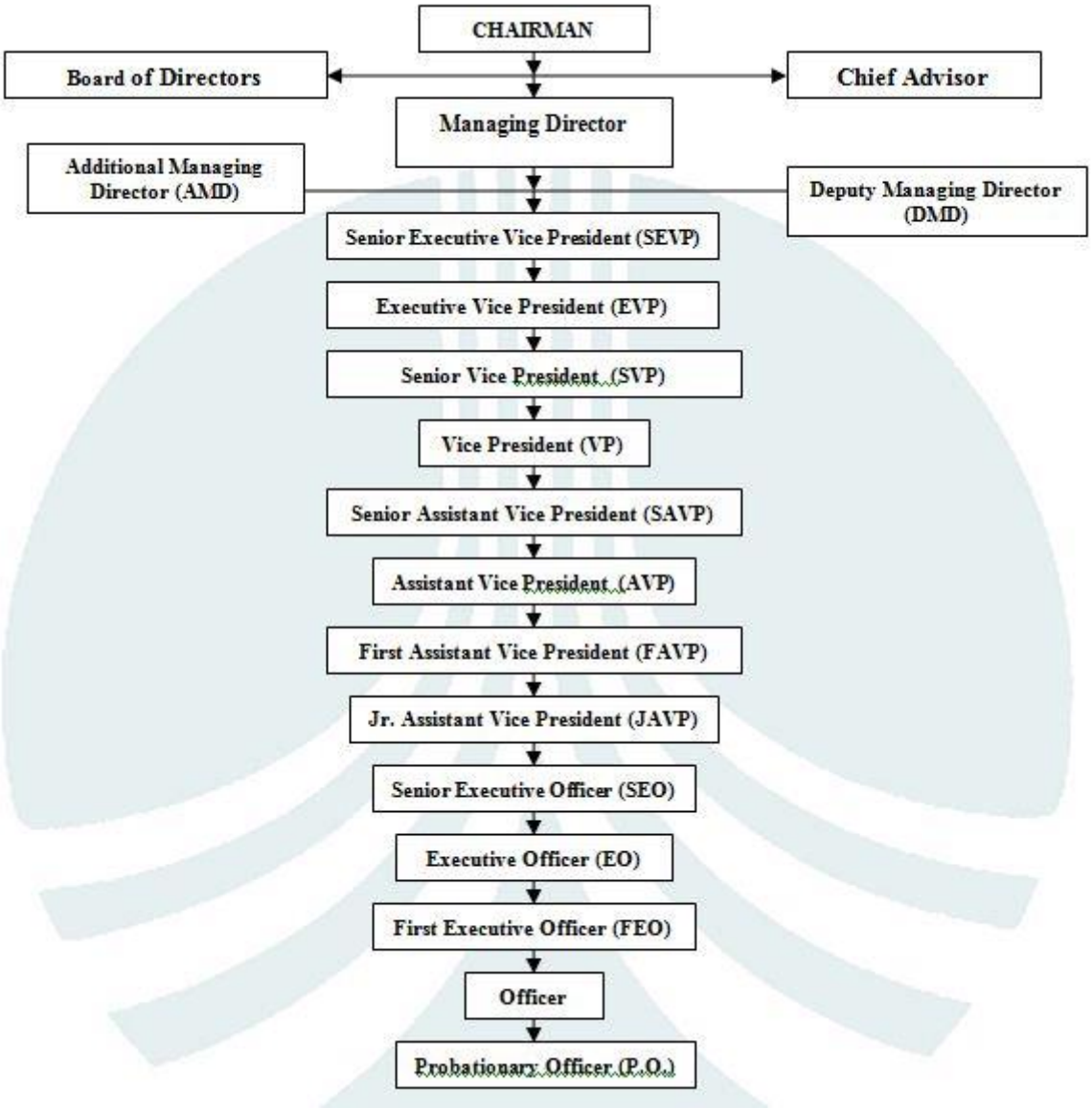
Janata Bank sought to reschedule loans to Root Group which had 10.49 billion taka in defaulted loans in August 2019. Jamaluddin Ahmed was appointed chairman of Janata Bank in August 2019.[30] He is a former director of Bangladesh Bank and the general secretary of the Bangladesh Economic Association. He replaced Dr SM Mahfuzur Rahman. On 28 July 2020, Ahmed was replaced by SM Mahfuzur Rahman as chairman of the bank. In 2020, a cashier of the bank in Noakhali District, Liton Chandra Das, stole 20 million taka from the bank. Janata Bank made a loss of move than 50 billion taka in 2020. Bangladesh Bank recommended actions against the managing director of the bank, Md. Abdus Salam Azad. AnonTex Group sought to reschedule its outstanding loans.

Janata Bank was having difficulty recovering money from non-banking financial institutions which were hit by scams by PK Halder. The institutions were Bangladesh Industrial Finance Company Limited, First Finance Limited, FAS Finance and Investment Limited, International Leasing and Financial Services Limited, Peoples Leasing and Financial Services Limited, and Premier Leasing and Finance Limited.

Janata Bank sought to auction assets of Pacific Denims Limited to recover its loan in 2022.

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2.2 Management Practices



JBL in its initial formation ask their entrepreneurs for providing capital. Bangladesh Bank gives

JBL the permission to sell share for collecting capital. Shareholders active participation make up the Board of Directors. Under their leadership JBL has a disposed administrative structure.

Executive Committee is heads by an executive president who supervises the following departments:

- Secretariat of executive president
- Board of secretariat
- Audit implementation cell and vigilance squad
- Audit and inspection department
- Investment Division
- International business and trade division
- operation division

Above mentioned departments have many sub divisions. JBL has subordinate divisions under investment department. They are given below:

- Commercial investment
- Project approval
- Special inspection project
- Compensation
- Self-employment
- Accommodation department

JBL administrative division has a charity institute. Janata Bank Foundation provides help to poor people, students, widows, food, and shelter to disaster affected people. Member secretary of the bank sets up the sharia council. Sharia council supervises and analyses the day-to-day transactions and projects undertaken by JBL.

The recruitment process of JBL consist of written exam and viva exam. Through this process eligible candidates are selected as full-time employee. Training employees of JIBBL may be of three types: (i) Ideological (ii) theoretical (iii) Practical.

2.3 Marketing practices

For marketing JBL combines the principle of value maximization with the principle of equity and justice. The Janata Bank helps to elevate the standards of both behaviour and living of bankers, customers alike. They are very customer focused. JBL creates the impression that their customer contact employees are Islamic.

(a) Their marketing strategy does not have any false advertising. They reject misleading sales tactics. They avoid sales promotion that use deception. They believe that a seller is a person who is accountable to Allah. According to the Islamic sharia marketers are required to disclose all the faults of the products to their customers. It is said that a sale without any stipulation makes it necessary that the thing sold should be free from defect.

(b) Their target customers those people who want to save their money but they will also have self-interest with it. Conventional banks are a business-oriented place where interest is their main concern. JBL is an outstanding service-oriented place who serves at any capacity for the welfare of humanity.

JBL do not fix their profit rate and account holders receive more profit if business earns more profit. JBL directly is involved on investment production that's why if product price goes up bank earns more profit. Increase of Proportional ratio results to increase in account holder's profit.

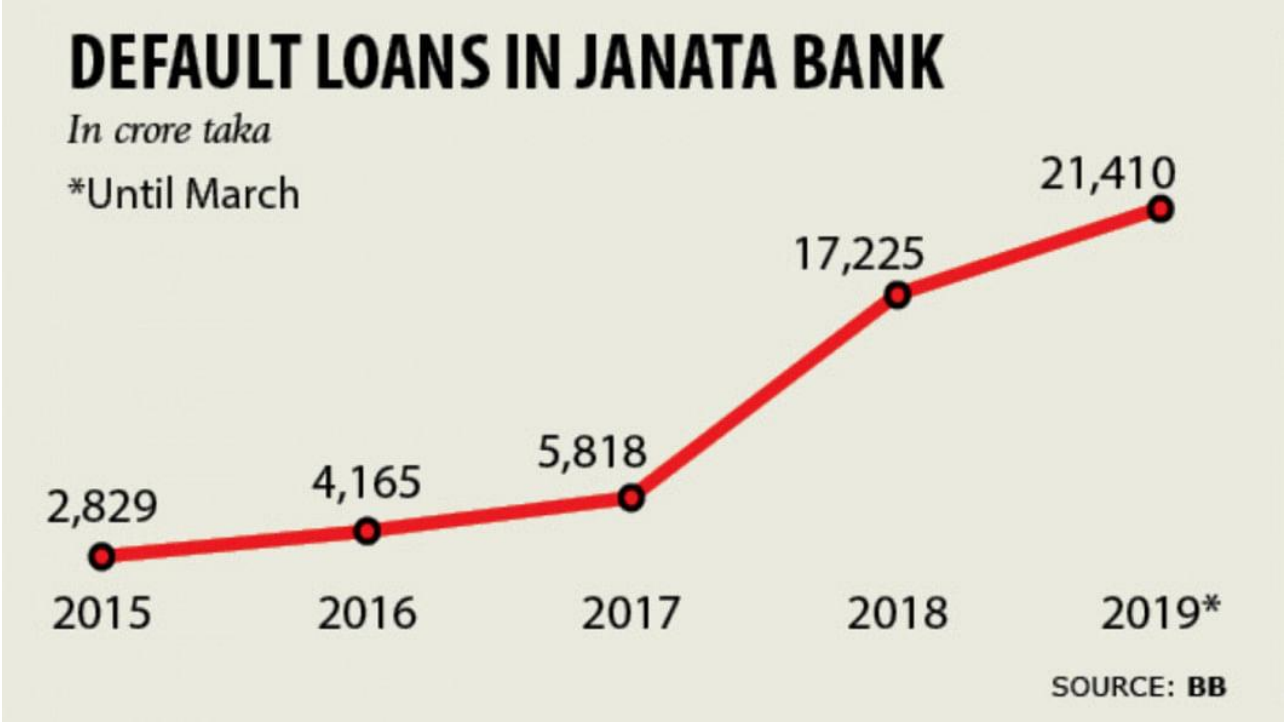
c) They develop their products not based on Preserving SLR and CRR. Their sharia committee believes that tackling risk can be done by invention of Mudaraba Bond can create opportunity of not changing the rate of liquidity ratio.

(d) Their Branding activities are done by buying-selling of foreign currency on spot basis that are related to international debts owed in our daily life activities. IBBL does not participate in foreign currency market. Mufti Taqi Usmani believes that buying and selling of foreign currency can create artificial crisis that will benefit the black-market dealers.

2.4 Financial Performance and Accounting Practices

Financial performance

Financial analysts work in banks, pension funds, insurance companies, and other businesses. Financial analysts guide businesses and individuals in decisions about expending money to attain profit. They assess the performance of stocks, bonds, and other types of investments.



Accounting practices

The trust foundation and the treasury, according to Mufti Taqi Usmani, are units of accountability. According to Shah Abdul Hannan, Islamic banks can also serve as accountability units. As soon as a

2.5 Operations Management and Information System

Banking services are among the most rapidly expanding service in the modern world. The fastest growing services of the modern world. The industrial revolution showed the way for this to happen. The electronic fund transfer system and Cellfin are two examples of technological innovation of JBL. Bangladesh Bank recently established a computerized management information system (MIS) to

enable a smooth flow of information between its many sites around the country. JBL can improve their customer service by implementing a modern accounting system. With the push of a button, customers can be served by a modern system. For bank customers, cashing a check would be a simpler transaction. The sooner JBL utilizes current technology, the better for Islamic banking's long-term viability and development as an alternative banking system. JBL should strive to have a well-designed MIS that will benefit the research department. JBL's image will be enhanced by a comprehensive MIS backed by electronic banking. The controlling system as outlined in the bank laws is highlighted by the JBL accounting system. The explanations must be approved by the bank's sharia consultant, who will be able to comment on the sharia perspective on the explanations as mentioned in the bank statutes. In an interview published on the financial express Md Mahbubul Alam claimed that the top management is trying to convert JBL into Fin-tech based global standard modern bank in the near future from the existing level of the bank. He further adds that currently the bank is using its Fin-Tech platform for sanctioning advances from branches to headquarters for providing better services to clients.

2.6 SWOT analysis



The SWOT analysis means that analysis of organization strength, weakness, and opportunities, threats that are internal & external in nature. It is done for doing well & solving recent problem

that are occurring. Here, internal factors are strength & weakness of organization. External factors are opportunities & threat of organization. Strengths are to be increase, weakness to be decrease, opportunities are to be creating, and threats are to be declining to do better in market in present & long run of Janata Bank Limited (JBL). All company does its SWOT analysis for their improvement in any time. JBL"s SWOT analysis is presented below with discussion

Strengths

According to my internship period, I have seen that there are lot of people comes to jbl for different services. Sometime one employee provide better & multiple service to various consumers. That indicates that they are carrying some skill in each sector. When I was working in account opening section I saw that lot of people came into this SECTOR & foreign remittance section. In remittance sector one employer was absent because of illness. I find out that employee of account opening sector helping to this remittance sector. They are providing better emittance service to consumers than other financial organization & told me that all employee of

.

Weakness

Each & every organization has some weakness that hinders to run this company in better way. So organization must find those & solve those as soon as possible. Weakness means attributes that are harmful to achieving any objectives. Like other organization JBL has some weakness that is presenting below.

- Technological resource not properly use.
- Lack of customer identity knowledge.
- Lack of promotional activities in any service

Opportunities

In Each & every organization has some opportunities that provide help to run this company in better way. So organization must find those & try to make it as strength of organization as soon as possible. An opportunity means external conditions that are helpful to achieving any objectives of organization. It could be in positive & negative in nature. Try to make it as strength. Like other organization JBL has some opportunities that are presenting below.

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Threats

An organization's threats are negative external factors. An organization should explore all possible threats available to it. These threats are intended to diminish the organization. By making

improvements and proper monitoring of the threats, the organization should be able to turn more competitive in the market. The following are threats are available to Janata Bank Ltd Asset Management Ltd in order to threaten its existence.

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CHAPTER: THREE

LITERATURE REVIEW

&

THEORETICAL DISCUSSION

3.1 Literature Review

Enlistment or delegate decision is the "system of social event and evaluating information around an individual in order to extend an offer of business. (R.D. Door wood and H.S. Field) Employee decision is a bit of the general staffing system of the affiliation, which furthermore joins human resource (HR) orchestrating, enlistment, and support works out. By doing human resource organizing, the affiliation expands its possible enthusiasm for personnel with explicit learning, aptitudes, and limits (KSAs), and considers that to the predicted availability of such staff in the inward or outside work markets. In the midst of the enlistment time of staffing, the affiliation tries to develop contact with potential occupation hopefuls by work postings inside the affiliation, publicizing to attract outside applicants, delegate referrals, and various diverse procedures, dependent upon the sort of affiliation and the possibility of the movement being alluded to. Labourer decision begins when a pool of applicants is made by the affiliation's enrolment tries. In the midst of the agent decision process, a firm picks which of the enrolled candidates will be offered a position. Incredible agent decision is an essential piece of a successful affiliation. How delegates play out their jobs is a primary thought in choosing how successful an affiliation will be. Occupation execution is fundamentally controlled by the limit of an individual to finish an explicit work and the effort the individual will progress in playing out the movement. Through convincing decision, the affiliation can extend the probability that its new delegates will have the essential KSAs to complete the businesses they were acquired to do. Thusly, specialist assurance is one of the two critical courses (close by presentation and planning) to guarantee that new agents have the limits required to complete their occupations. It moreover gives the base to other HR practices, for instance, feasible business structure, target setting, and pay that awaken experts to apply the effort expected to do their occupations enough, according to Gate wood and Field. Occupation hopefuls differentiate along various estimations, for instance, enlightening and work understanding, character characteristics, and inherent limit and motivation levels. The method of reasoning of agent decision begins with the supposition that likely a segment of these individual differences is relevant to a man's sensibility for an explicit work. Thusly, in labourer decision the affiliation must (1) Determine the huge individual differences (KSAs) expected to do the movement and (2) Identify and use assurance systems that will constantly and truly overview how much function hopefuls have the required KSAs. The affiliation must achieve these endeavours in a way that does not unlawfully mistreat any action competitor’s dependent on race, shading, religion, sex, national starting, cripple, or veteran's status.

3.2 An overview of the selection process

Specialist assurance is itself a method containing a couple of essential stages, as showed up in Exhibit 1. Since the affiliation must choose the individual KSAs expected to play out an occupation, the assurance method begins with business examination, which is the exact examination of the substance of vocations in an affiliation. Convincing occupation examination tells the affiliation what people having explicit vocations "do" over the range of playing out their businesses. It moreover empowers the relationship to choose the noteworthy commitments and obligations of the action, and parts of the action that are of minor or inconsequential criticalness to work execution. The movement examination as often as possible outcomes in a record called the arrangement of working duties, which is a comprehensive report that nuances the commitments, obligations, and endeavours that make up an occupation. Since business examination can be unusual, dreary, and expensive, organized arrangements of desires have been delivered that can be changed in accordance with an enormous number of occupations in relationship over the world. Two examples of such databases are the U.S. government's Standard Occupational Classification (SOC), which has information on something like 821 occupations, and the Occupational Information Network, which is generally called O*NET. O*NET gives sets of duties to countless. An appreciation of the substance of a job helps a relationship in showing the learning, aptitudes, and limits expected to complete the action.

3.3 Main responsibilities of HRM

3.3.1 Getting the best employees

1. Workforce planning
2. Specifying jobs and roles
3. Recruiting
4. Outsourcing
5. Screening applicants
6. Staffing-selecting (hiring) new employees

1) Workforce planning

a) Objective of Workforce Planning

Workforce orchestrating is a champion among the most basic activities in any affiliation. It starts with examination of the crucial position of the business. The outcomes of this examination by then feed into a guess of the required enthusiasm for work by the affiliation and how this is most likely going to be given. The last stage incorporates the creation and execution of a HR plan which hopes to pass on the right number of the ideal people for the association.

b) Strategy for workforce plan

The vital position and necessity of the association have the most essential effect on workforce arranging.

Association destinations and extent of exercises:

What are the objectives of the affiliation? What things are to be sold, in which markets; using what kind of scattering?

Affiliation territory - where is the affiliation found? How are the diverse claim to fame units, divisions, limits scattered over the distinctive regions? What master aptitudes are essential in each zone? What are the workforce repercussions of decisions on affiliation region?

Work condition: What is going on to the range of the work drive? What key masses and business designs (e.g. the extending amounts of people managing fleeting or transient contracts) impact the limit of the business to choose staff? What game plan ought to be made for delegate annuity; what business order.

Timetables - to what degree does the key needs of the business require transitory changes in the workforce - or can change be practiced over an increasingly drawn out period. For example, are new retailing or scattering zones to be opened in the accompanying a year that require staff?

c) Forecasting Workforce Demand

Putting a tolerable Human Resources plan together requires a relationship to make a sensibly exact check of workforce gauge. Enter factors to consider in this guess are:

- Demand for existing and new things/adventures
- Organization exchanges and thing terminations
- Introduction of new development (e.g. new age equipment)
- Cost decline programming engineers (most as a rule incorporate a decline in staff numbers some place inside the business)

- Changes to the business various levelled structure
- Business acquisitions, joint undertakings, crucial affiliation.

Forecasting Workforce Supply

The starting stage for surveying supply is the present workforce: an organization ought to evaluate: Booked changes to the plan of the present workforce (e.g. progressions; work turn). Typical loss of workforce - e.g. through retirement, "normal" work turnover

. Potential extraordinary segments - e.g. exercises of contenders that make issues of staff support. . By taking a gander at the figure workforce demand and supply - it is possible to aggregate a guess of net workforce measure. This at that point ought to be differentiated and the key necessities for the affiliation. The result is the "workforce gap" (which is a guess of too much few or such countless). The activity of HRM is to close the gap.

HRM - Policies to Close the Workforce Gap

The key HRM exercises to deal with the workforce hole contain:

- Recruitment designs (what number of individuals, where, what type, how)
- Training designs
- Redundancy designs
- Staff Retention Plans (how the business expects to keep the staff it needs to hold)

2) Specifying jobs and roles

This phenomenon includes two processes;

- Job specification
- Job description

a) Job Specification

Gotten from occupation examination, it is a declaration of specialist qualities and abilities required for attractive execution of described commitments and errands containing an unequivocal action or limit. An occupation assurance delineates the learning, aptitudes, preparing, foundation, and limits affiliation acknowledges are fundamental to playing out an explicit business. The movement detail is made from the action examination. A job assurance harms profoundly with affiliation necessities

however the normal arrangement of duties portrays the commitments and essentials of a delegate's action in detail. The movement specific gives separated characteristics, learning, guidance, capacities, and experience expected to play out the action, with a layout of the express action necessities.

b) Job Description

Sets of obligations are key. Sets of desires are required for selection so affiliation and the hopefuls can fathom the activity. Sets of desires are major for all people in the affiliation. A normal arrangement of obligations portrays a man's activity and duty. Without a lot of working duties, it isn't attainable for a man to genuinely concentrate on, or be viewed as in charge of, a vocation. More diminutive affiliations regularly require staff and heads to cover an increasingly broad or more mixed extent of commitments than in greater relationship (for example, the 'work environment boss' occupation can incorporate cash related, HR, stock-control, booking and diverse commitments). In this way in tinier affiliations, sets of desires may basically contain an increasingly noticeable number of recorded commitments, perhaps 15-16. In any case, whatever the conditions, the amount of obligations should outperform this, or the normal arrangement of duties winds up clumsy and unable.

Some element in most sets of responsibilities is as following;

- Communicating (How to speak with upper and lower dimension of the board from his/her dimension)
- Panning and sorting out.
- Managing data and general organization bolster.
- Monitoring and announcing.
- Financial planning and control
- Producing things.
- Maintaining and fixing.
- Quality control.
- Health and wellbeing.

Importance of Job Description:

Sets of responsibilities enhance an association's capacity to oversee individuals and jobs in the accompanying ways:

- Clarifies association desires for workers.
- Provides premise of estimating work execution
- Provides clear depiction of job for occupation hopefuls
- Provides a structure and control for organization to comprehend and structure all occupations and guarantee essential exercises, obligations and duties are secured by some activity.
- Provides coherence of job parameters independent of director understanding
- Enables pay and reviewing frameworks to be organized decently and legitimately
- Prevents self-assertive understanding of job substance and limit by representative and boss and chief
- Essential reference apparatus in issues of worker/boss debate
- Essential reference apparatus for order issues
- Provides critical reference focuses for preparing and improvement regions
- Provides unbiased and target reference focuses for evaluations, execution surveys and guiding
- Enables definition of range of abilities and conduct set necessities per job
- Enables association to structure and oversee jobs consistently, accordingly expanding productivity and adequacy of enrolment, preparing and advancement, authoritative structure, work process and exercises, client benefit and so forth
- Enables genuine view (rather than instinctual) to be taken by representatives and supervisors in profession movement and progression arranging.

Job Description Components:

- Job title based at (Business Unit, Section - if appropriate)
- Position reports to (Line Manager title, area, and Functional Manager, area if network the executive's structure)
- Job reason outline (in a perfect world one sentence)
- Key obligations and accountabilities (or 'Obligations'. 8-15 numbered focuses)
- Dimensions/Territory/Scope/Scale markers (the regions to which obligations broaden and the size of duties - staff, clients, domain, items, gear, premises and so on.)
- Date and other pertinent inward references.

Internal Promotions: Existing representatives of an association are elevated to fill the required place. An association essentially has two primary assets to get HR inner advancement. (1) Recruitment (2) Outsourcing.

- Recruitment: Organization selects new representatives to fill the empty spots.
- Outsourcing: Outsourcing alludes to an organization those agreements with another organization to give administrations.

Recruitment and Selection: Enlistment is the path towards separating that the affiliation needs to use someone up to when application shapes for the post have connected at the affiliation. Delegate assurance is the "methodology of social event and evaluating information around an individual in order to widen an offer of business (R.D. Gateway wood and H.S. Field) Employee assurance is a bit of the general staffing strategy of the affiliation, which moreover consolidates human resource (HR) masterminding, selection, and support works out. By doing human resource masterminding, the affiliation expands its apparent enthusiasm for work compel with explicit data, aptitudes, and limits (KSAs), and takes a gander at that to the anticipated openness of such staff in the internal or outside work markets. In the midst of the enrolment time of staffing, the affiliation tries to develop contact with potential occupation competitors by work postings inside the affiliation, elevating to attract external applicants, agent referrals, and various distinctive techniques, dependent upon the sort of affiliation and the possibility of the movement being alluded to. Labourer assurance begins when a pool of competitors is created by the affiliation's enlistment attempts. In the midst of the specialist assurance process, a firm pick which of the chose candidates will be offered a position. Incredible labourer decision is an essential fragment of a productive affiliation. How labourers play out their occupations is a main issue in choosing how productive an affiliation will be. Work execution is fundamentally managed by the limit of an individual to finish an explicit occupation and the effort the individual will progress in playing out the action. Through reasonable assurance, the affiliation can increase the probability that its new labourers will have the basic KSAs to complete the occupations they were acquired to do. As such, labourer assurance is one of the two imperative courses (close by presentation and getting ready) to guarantee that new agents have the limits required to do their occupations. It furthermore gives the base to other HR practices, for instance, fruitful business plan, objective setting, and pay that rouse labourers to apply the exertion expected to carry out their responsibilities successfully. Door wood and field authoritative record that subtleties what is required to effectively play out a given occupation. The essential KSAs are called work

prerequisites, which is just methods they are believed to be important to play out the activity. Occupation prerequisites are communicated as far as wanted instruction or preparing, work involvement, explicit aptitudes or capacities, and in numerous different ways. Care must be taken to guarantee that the activity prerequisites depend on the real obligations and duties of the activity and that they do exclude unessential necessities that may oppress a few candidates. For instance, numerous associations have patched up their sets of expectations and determinations in the years

since the section of the Americans with Disabilities Act to guarantee that these reports contain just employment significant substance.

Validity of selection methods: Authenticity implies the idea of a measure that exists when the measure overviews an assemble. In the assurance setting, authenticity suggests the fittingness, centrality, and estimation of the inferences settled on about hopefuls in the midst of the decision method. It is stressed over the issue of whether applicants will truly play out the movement and furthermore expected reliant on the inferences settled on in the midst of the decision technique. The closer the hopefuls' genuine occupation presentations organize their ordinary displays, the more noticeable the authenticity of the assurance strategy.

Determination strategies: An Organization ought to use decision procedures that reliably and unequivocally measure the required abilities. The steadfastness of a measure insinuates its consistency. It is described as "the dimension of self-consistency among the scores earned by an individual." Reliable appraisals are unsurprising transversely over the two people and time. Unfaltering quality is intensified when two people surveying a comparable candidate give comparative examinations, and when the assessments of a cheerful taken at two unmistakable events are the identical. Right when assurance scores are risky, their authenticity is diminished. A segment of the parts affecting the steadfastness of decision measures are:

Enthusiastic and physical state of the contender. Constancy perseveres if hopefuls are particularly worried in the midst of the evaluation methodology. Nonappearance of similarity with the administrator of the measure. Relentless quality continues if hopefuls are "slaughtered" by the examiner and therefore don't "exhibit their stuff" in the midst of the gathering. Lacking data of how to respond to a measure. Trustworthiness perseveres if hopefuls are presented request that are questionable or dumbfounding. Solitary differentiations among respondents. If the range or differentiations in scores on the property evaluated by a decision contraption is significant, that infers the device can reliably perceive among individual inquiry trouble. Request of moderate

inconvenience convey the strongest measures. In the occasion that questions are excessively straightforward, various competitors will give the correct answer and individual differences are diminished; if questions are too much troublesome, couple of hopefuls will give the correct answer and, yet again, solitary differentiations are decreased. Length of measure. As the length of a measure extends, its relentless quality furthermore increases. For example, an examiner can all the almost certain check a competitor's element of social aptitudes by making a couple of requests, instead of just a couple. Up 'til now, our discussion has acknowledged that a business needs to favour all of these. Studies consolidating an assurance measure's authenticity for practically identical occupations in various settings. Data exhibiting the resemblance between the occupations for which the authenticity evidence is represented and the action in the new business setting. Data showing the likeness between the decision measures in substitute examinations making the authenticity verification and those measures to be used in the new business setting.

3.4 Making final selection

The broadness and eccentrics of assurance frames change unbelievably depending upon factors, for instance, the nature of the movement, the amount of possibility for each opening, and the range of the affiliation. A common strategy for applying decision systems to innumerable for a job requiring decently a lot of KSAs would be the going with:

Use application spaces, proceeds, and short gatherings to make sense of which work hopefuls meet the base necessities for the action. If the number of hopefuls isn't excessively gigantic, the information outfitted by applicants can be affirmed with reference and in addition individual examinations.

CHAPTER: FOUR

INTERNSHIP RESPONSIBILITIES

4.1 Internship Responsibilities

During my internship at Janata Bank Ltd (JBL), I was positioned within the Human Resource Management (HRM) department, offering me a comprehensive understanding of the bank's recruitment, selection procedures, and employee compensation methods.

My main role revolved around assisting in the creation and dissemination of circular notices for new job openings within the organization. Crafting these circular notices involved careful consideration of the specific job details, prerequisites, and responsibilities. I collaborated with the HR team to ensure that these notices accurately portrayed the available positions, essential requirements, and deadlines.

Observing this process allowed me to understand the meticulous planning and attention to detail required in communicating job vacancies effectively. I learned how these circulars were distributed both within the bank's internal network and externally to reach potential candidates. This firsthand exposure helped me grasp the importance of clear communication and strategic dissemination in attracting suitable candidates.

One of my primary responsibilities involved actively participating in the process of announcing job openings for new positions within the organization. This included being involved in drafting, reviewing, and issuing circular notices regarding job vacancies. I contributed by assisting in the creation of these notices, ensuring that they accurately reflected the positions available, their requirements, and other essential details.

The creation and distribution of these notices marked the initial phase of JBL's recruitment process. It was fascinating to witness how this process served as a catalyst for engaging with potential candidates, igniting their interest in joining the bank. This involvement provided me with insights into the bank's initial outreach strategies and how it paved the way for the subsequent stages of recruitment.

In addition to the circular notices, I actively participated in various aspects of the recruitment and selection process. This included tasks such as reviewing incoming applications, sorting and organizing candidate profiles, and sometimes assisting in preliminary screenings.

I had the privilege of being part of the initial stages of candidate evaluation, observing how the HR team meticulously scrutinized each application to shortlist potential candidates. Witnessing this

process shed light on the meticulous evaluation criteria employed by JBL to identify candidates who align with the organization's values and requirements.

Moreover, I had the opportunity to be present during certain stages of the interview process. While I mainly observed, this exposure allowed me to understand the manner in which JBL assesses candidates' suitability for various positions. It was intriguing to witness the diverse approaches used by interviewers to delve into the candidates' skills, experiences, and alignment with JBL's organizational culture.

My involvement in these stages provided a holistic view of how JBL navigates through the recruitment process, starting from the initial job announcements to the eventual selection of candidates. This hands-on experience enhanced my understanding of the various components involved in selecting the right individuals to contribute effectively to the bank.

Furthermore, during my internship, I delved into understanding the bank's employee compensation structure. This involved learning about the factors influencing salary scales, benefits, and incentives offered to employees. I gained insight into how JBL designs its compensation packages to motivate and retain its workforce.

Understanding the intricacies of employee compensation allowed me to comprehend the significance of fair and competitive remuneration in fostering employee satisfaction and loyalty. It was enlightening to see how JBL's compensation strategies align with their efforts to attract and retain talented individuals.

In conclusion, my internship at

JBL's HR department was a profound learning experience that provided me with practical insights into the initial stages of recruitment, candidate evaluation, and employee compensation strategies within a reputable institution. The opportunity to actively engage in these processes enriched my understanding of HR practices and their pivotal role in organizational success.

CHAPTER: FIVE
ANALYSIS OF THE STUDY

5.1 Recruitment sources of JBL

JBL usually uses two types of recruitment sources- internal source and external source.

5.1.1 Internal source:

Initially, representatives can be enrolled from the inside source. The board is normally wanted to enrol known and experienced workers from inside the association. In the accompanying ways JBL enrolment from the inner source may occur with the endorsement of the Top-Level Management. This can be happed by following ways:

a) Promotion
b) Upgradation
c) Transfer
d) Temporary task
e) Additional task

5.1.2 External source:

There are also some external sources of human resources recruitment uses by JBL. These are as follows:

a) Advertisement in the Daily Newspaper - (The newspaper that are widely circulated)
b) Employee agencies (Public agencies, Private employment agencies)
c) Professional organizations (Account associations, Labor unions, Management associations)

5.2 The recruitment process for internal and external candidates

This report centres around enlisting and choosing people for work in an association. Enlistment is the way toward recognizing and drawing in a gathering of potential applicants from inside and outside the association to assess for business. When these hopefuls are distinguished, the way toward choosing fitting workers for business can start. This implies gathering, estimating, and assessing data about competitors' capabilities for determined positions. Associations utilize these practices to improve the probability of employing people who have the correct aptitudes and capacities to be effective in the objective occupation.

JBL chooses whether it will enrol inside or remotely or both. Potential favourable circumstances of interior enrolment over outside are –

1. All data on current workers can be accessible.
2. Selection less expensive.
3. Positions topped off quicker.
4. Candidates officially acquainted with association standards and so on., which spares time and costs for acceptance.
5. Internal advancement can be help flagging that great execution are remunerated.

Outside enrolment can likewise offer a few points of interest –

1. Import new thoughts.
2. Reduce representative preparing and improvement, especially, on the off chance that they have been prepared somewhere else.
3. Hiring untouchables can show a difference in business standpoint.
4. Internal individual may not be accessible.

Inward refrains outside enrolment choice is particularly essential for administrative procuring. Cross-treatment of aptitudes among inside and outside info is vital for authoritative development.

As a rule, outer hopefuls were chosen more regularly than inside competitors. Outer competitors now and again bring abilities that can't be found inside the association's present workforce.

JBL fills a more prominent number of positions, the level of mid-and senior-level positions filled by inner competitors (see Figure 1). This may have a superior shot of finding qualified hopefuls inside their present workforce. Moreover, JBL is bound to have all around characterized progression the board frameworks to plan inside contender for advancement.

5.3 Finding Candidates from Internal Source

An examination of staff records uncovers representatives who working in employments beneath their instructive or aptitude levels. It might likewise uncover who have potential for further preparing or who as of now have the correct foundation for the open occupation. Electronic records frameworks can help guarantee that association can think about qualified inside contender for the opening. Rehiring previous representatives is one of the types of finding inside competitor. Be that as it may, it has it's upsides and downsides. On the in addition to side, previous representatives are known

amounts (pretty much) and are now comfortable with the organization's way of life, style, and methods for getting things done. Then again representatives who were given up may come back with not exactly inspirational mentalities and contracting previous workers who left for greener fields once again into better positions may flag current representatives that the best approach to excel is to leave the firm. Anticipating the accessibility of inside official hopefuls is especially vital progression arranging. Progression arranging is extraordinary compared to other shape finding inward applicants. Progression arranging involves three stages recognizing and investigating key occupations, making, and evaluating hopefuls and choosing the individuals who will fill the key positions. In the first place, in light of association's vital objectives, top administration and HR Identify what the organization's future key position needs will be and figure sets of responsibilities and detail for them. Subsequent to recognizing future key position needs, the executives swing to the activity of crating and surveying contender for these employments. IBBL can't generally get all representatives they require from their present staff and at times they simply would prefer not to.

5.4 Finding candidates from external source

Outside enrolment could be through representative referral programs, walk-ins, verbal, business offices, head chasing, work authorities, brief help offices, exchange affiliations, contract offices, schools and universities, and utilizing Information Technology, distributing in expert diaries and so forth. The most widely recognized strategies utilized are radio, TV and paper. Head chasing is one method for seeking exceptionally qualified senior directors through casual meeting process. The strategy is helpful to bring potential people who are very much put in various associations who regularly don't make a difference in light of formal ads. Notices must be finished showing capability, abilities, skills and other pertinent data. It ought to likewise incorporate a short employment rundown, nature of occupation and place of posting, pay bundles and expert references if necessary. Screen application is the one of the imperative things to enrolment and choosing applicants from outer sources. Screening of uses might be founded on subjective or quantitative short posting. It is troublesome employment the same number of candidates misrepresented their aptitudes and skills in CVs. It is seen that almost 30 percent of utilizations contain false data. In the "Comments" segment of the agenda for CVs, the purposes behind choosing or not choosing of uses may plainly be expressed. Screening criteria might be characterized with reference to explicit occupation prerequisites. More often than not, a group makes short posting, ideally from various units and HRM Department. Administration records ought to be counselled before short posting inner applicants.

While screening hopefuls, thought might be given for sex/assorted variety balance in the association. The screening procedure might be led as per benchmark (required aptitudes, capabilities, instruction, and encounters) for each position. Nonetheless, a few however not all aptitudes must be gotten to through perception or recreation or down to earth test. In the wake of screening of uses, tests might be directed relying upon need of the positions. All competitors ought to get a short set of working responsibilities for the position connected for alongside the meeting notice.

5.5 Test & Selection Procedure:

There many tests and selection procedure to select best candidate from large number of applicants. These are-

5.5.1 Written test:

The most widely recognized and essential technique to evaluate candidate's capacity is through composed tests. HRM Department may code composed tests contents to avoid subjectivity amid looking at the papers. This is increasingly imperative when inside and outside applicants sit for a similar test. HRM office must set inquiries by taking contributions from meeting board. Questions should set pertinent to the situations alongside general inquiries. Last inquiry ought to get ready and work out by believed individual and make duplicate just before test. Least two people from various units including the line chief to guarantee reasonableness ought to look at the appropriate response contents. Clearly, the kind of inquiries will rely upon the dimension of position. For the most part, questions ought to be on centre business, on the board related issues and occupation points of interest.

5.5.2 Work Simulations

In work reenactments, a candidate finishes verbal or physical exercises that imitate genuine work. These systems have a high level of legitimacy, as they are hard to counterfeit. To be powerful, work reenactments must be explicit to work; subsequently, exorbitant to create. Model could be to request that the hopeful lead a gathering in a participatory way or connect with client or recipients.

5.5.3 Assessment focuses

Appraisal focuses work from straightforward work reenactments utilizing situational tests or activities with the goal that explicit practices of the hopefuls can be watched and scored via prepared evaluators. Evaluation focuses are particularly fitting for complex properties and capacities that are

exceptional in that they consolidate a few unique kinds of choice devices into one gadget. They have been utilized for quite a while as administrative improvement apparatuses, yet their prominence as a determination gadget has developed lately. An imperative thought in evaluation focuses as determination gadgets is that, to be viable, an appraisal focus should explicitly fit the activity for which it is expected; hence, it very well may be very exorbitant to create.

5.5.4 Practical test/demonstration

A commonsense test/showing ought to be masterminded a few positions like drivers, professionals, circuit tester and so on. It is smarter to test their capacity through doling out down to earth tests. Their assessment criteria are how well they play out their capacities for which they are required.

5.5.5 Interview/Vive Voce

Prospective employee meeting is the most widely recognized gadget to choose perfect individual. If a test is managed, all applicants both inside and outside should step through a similar exam under indistinguishable conditions. Viva meets commonly happen after composed tests or activities. The viva could be on an individual premise (balanced with every individual from the meeting board) or with a board (one meeting before all individuals from the board). In either case, the meeting board ought to build up a lot of inquiries with scoring criteria just before the meeting. Inquiries questions should concentrate on regions important to the activity, including speculative situations and questions with respect to required skills. Similar inquiries ought to be asked to all applicants, however the board may make extra inquiries to test for more data with respect to answers where this appears to be legitimized. This is progressively applicable if the competitor seems promising. No inquiry might be asked of an individual sort that does not identify with employment prerequisites. No contemplations ought to be given on applicant's sexual orientation, religion, culture, physical disable, age and so forth except if such angle is specifically identified with necessities of the activity. Be that as it may, some preferred standpoint might be given to ladies competitors if every single other capability are equivalent and Organizations willing to expand female faculty.

The meeting board/board ought to assess the exhibitions through a reviewing framework for each inquiry. Based on evaluation got in the tests and the emotional judgment, the board ought to set up an advocating note of suggestion for conclusive determination.

5.5.6 Reference Check

HRM office should lead reference check for all at last chosen competitors and based on positive criticism from the officials, the arrangement ought to be given. Refs might be reached through email, phone for formal letters. A compulsory reference check with the representative's last manager is important to assemble trustworthiness and execution related data.

5.5.7 Medical tests

All at last prescribed applicants ought to experience some fundamental obsessive/physical tests to guarantee that the chose individual is physically and rationally fit for business and does not convey any destructive infections. After formalization of determination; chose applicant must be given an arrangement letter referencing every single significant term and conditions including compensation and different support agreement.

5.6 Classification of the posts

The workers of the JBL arranged and assigned as appeared in Schedule-I. Any change, expansion, adjustment in the characterization and assignment will require earlier endorsement of the board. A worker of the Bank other than an Officer selected to a specific post appeared in SI. 14. (Driver Grade-I/Sr. Delivery person Cum-Guard/Sr. Security Guard/Sr. Go down Guard/Electrician Grade-I/Plumber Grade-I) and SI. No. 15 (Messenger-Cum-Guard Grade-I/Security Guard Grade-I/Go down Guard Grade- I/Electrician Grade-II) of timetable I (characterization of posts) and RDS workers might be elevated to the position of Asst. Officer Gr-m through departmental composed test and viva- voce. Be that as it may, just 10% of opening in the position of Asst. Officer Go-III will be satisfied by such advancement and 90% of the opportunities will be satisfied by direct enrolment.

5.7 Requirements for the posts

The prerequisites for the posts are as following:

1. **Nationality:** No individual will be named to any post in the administration of the bank except if he is a subject of Bangladesh. Given that the board may in unique cases, defer this condition subject to satisfaction of different conditions with respect to work of remote nationals in Bangladesh.
2. **Age:** Minimum 18 years if there should be an occurrence of MCG/SG/Plumber/Driver GR-II and counterparts (all sub staff), 22 years in the event of Probationary Officer &Asset. Officers and greatest 30years for every single direct enroll. In parallel section grades greatest age limit will be not surpassing 50 years. Unwinding of age lies with Board as it were.
3. **Physical Fitness:** No individual will be delegated in the administration of the Bank except if he/she is announced physically fit by the enrolled restorative officer (MBBS) or some other therapeutic specialist indicated by the bank for this benefit

5.8 Method of Appointment

Arrangement to the posts of officers and different representatives will be made by direct enlistment or by advancement according to advancement criteria gave that where reasonable applicants are not accessible in sufficient number for the presents on be filled by the advancement might be filled by direct enrolment.

5.9 Qualifications for recruitment

The required qualifications for recruitment are as following:

Prob. Officer: Least capability is graduation with 4 years Honors or proportional ideally Masters in Finance and Banking, Accounting, Management, English, Economics, Mathematics and MBA with least 9 or aggregate GPA-10 on the accompanying premise: First division/Cluss-3 Points or 3.50 GPA if there should be an occurrence of S.S.C/H.S.C or comparable. 3.00 GPA if there should arise an occurrence of Honor's and Master's Degree and least 5 subjects in O level and 2 subjects in 'A' level considering 4 for A-Grade and 3 for B-Grade in the subjects. Normal point: 3 for O level. Considering 5 point for A-Grade, 4 for B-Grade and 3 points for C-Grade normal point: 3 for 'A' level. Second division/Class-2 Points or

3.00 GPA if there should arise an occurrence of S.S.C/H.S.C or proportional.

2.50 GPA if there should be an occurrence of Honors and Master qualification and least 5subjectsin 'O' level&2 subjects in 'A' level considering 4 points for 'A'- Grade, 3 for 'B'- Grade in the subjects. Normal point: 2 for 'O' level. Considering 5 for 'A' Grade, 4 points for 'B'- Grade and 3 points for 'C-

Grade normal point: 2 for 'A' level. Competitors with B.Sc.- Eng., B.Sc.- Eng. of any control from Govt. endorsed Universities with least 09 points or aggregate GPA-10.00 are additionally qualified to apply for the post. Candidatures with third Division/Class or beneath GPA 2.50 in any examinations will not be satisfactory. Conveyance of imprints for 4(four) years Graduation course will be:

For first Division/Class: 4 points For second Division/Class: 3 points

Hopefuls with CA-Inter/ICMA-having qualified in 16 subjects out of 24 might be qualified for the post of Sr. Officer.

Asset. Officer Grade-III: Least capability is graduation or comparable with 6 or aggregate GPA-7.50 on the accompanying premise:

1stDivision/Class-3 Points or 3.50 GPA if there should arise an occurrence of S.S.C/H.S.C or proportionate. 3.00 GPA if there should be an occurrence of Hones degree.

2ndDivision/Class-2 Points or 3.00 GPA if there should arise an occurrence of S.S.C/H.S.C or proportionate. 2.50 GPA if there should be an occurrence of Hones degree.

No third Division/Classer beneath GPA 2.5 in any examinations will be permitted.

Messenger-Cum-Guard Gr-11/Security Guard Gr.-11/Plumber Go-II/ Electrician Go-II/ Driver Go-IL: The minimum qualification is S.S.C or equivalent.

Cleaner: The minimum education is passing of Class-VTH.

Ordinarily, for enlistment in various evaluations, ad will be distributed at any rate in two national dailies welcoming applications for the posts from qualified applicants giving somewhere around 15 days. Exemption might be made with the simultaneousness of the board. Separate notices might be discharged for applications from female competitors. Candidatures for more than one post at any given moment on any event will be dropped. The concerned Committee (framed by the Board) may likewise get applications by draping notices in the Notice Board of the Bank or on the Web-Site for

the posts of specialized nature and delegate appropriate applicants against accessible opportunities according to necessity of the Bank with the endorsement of the Board gave those opening can't be filled in by advancement from lower grades. Composed and Viva Voce Tests will be gone up against two subjects-(I) General Knowledge (General and Professional viewpoints) and (ii) Islamiat (fundamental Islam). In any event half stamps will be treated as qualifying marks for each situation. Answer Scripts on the 'General Knowledge1 subject will possibly be taken into insight if the concerned applicant qualifies in Islamiat i.e. anchors in any event half stamps in Islamiat. Under exceptional conditions, the Board/Special Committee may permit/give general effortlessness marks, if vital. Both Written and Viva Voce Tests of the immediate volunteers will be orchestrated by the Bank itself or through some other organization(s) fit for undertaking the obligation. Such test might be held in Dhaka and additionally somewhere else as considered advantageous. The Board/the Committee for Recruitment shaped by the Board will choose approach and strategy with respect to readiness of inquiry papers and examination of answer contents and the frameworks/methods of Written Test in section and additionally in sidelong passage reviews and loosen up the arrangement of such composed test if there should arise an occurrence of volunteers of horizontal section evaluations and Sub-Staff including Drivers, Security Guards, Temporary Staff/Sub-Staff and authorities on contract premise, whenever regarded important now and again.

The arrangement will be made according to necessity of the Bank based on a board which will stay legitimate for a period not surpassing one year.

5.10 Commencement of Service

Consistently on which a worker reports for obligation at the place and time implied to him/her by the Competent Authority if he/she reports before twelve. The administration under the Bank will initiate from the working and from the following working day if he/she reports toward the evening.

5.11 Agreements

Each worker, selected at either section or sidelong dimension, will be required to outfit a surety security executed by him/herself alongside two other decent identities of methods and standing adequate to the Bank as sureties on a non-legal stamp of the essential incentive such that the officeholder will serve the Bank for a base time of 5 (five) years coming up short which he/she will

undoubtedly discount half of the whole sums gotten by him/her amid the time of his/her administration in the Bank because of pay and recompenses. On entering the administration of the Bank, every representative will sign the Declaration of Fidelity and Secrecy in the shape indicated in Schedule-II.

5.12 Assignment of Duty

A representative will be doled out such obligations as will be resolved now and again. A representative will be required to serve whenever at wherever in or outside Bangladesh. All representatives will need to work/go through somewhere around two years in the Internal Control and Compliance Wing of the Bank to make it increasingly successful.

5.13 Confirmation

Except if generally indicated in the terms of arrangement, an Officer (Probationary Officer) designated by direct enlistment will be on post-trial supervision for a time of two years. Given that the Competent Authority may, for motivations to be recorded in composing, broaden the time of probation by such further period or periods on such terms and conditions as it will choose. Except if generally indicated in the terms of arrangement, an Asst. Officer Grade-in named by direct enlistment will be on post-trial supervision for a time of a half year. Given that the Competent Authority may, for motivations to be recorded in composing, broaden the time of probation by such further period or periods on such terms and conditions as it will choose. A representative other than Officer, delegated by direct enrolment will be on post-trial supervision for a time of a half year gave that the Competent. Specialist may, for motivations to be recorded in composing, expand the time of his/her probation by an extra time of three months under such terms and conditions as it will choose.

5.14 Example of Recruitment Advertisement

Liability Management of Janata Bank Limited

Chapter 1: Introduction

Liability management is a type of liquidity management that refers to meeting liquidity needs by using the outside sources of discretionary funds like government funds, discount window borrowings, repurchase agreements, certificates of deposits and other types of commercial borrowings. In an economy, banks play the crucial role of an intermediary that channel funds from the surplus economic units to the deficit economic units. So, obviously the fundamental and most important task of any commercial bank is to make the proper arrangements of its liquidity needs that the bank can meets it short term or long term operational activities.

To perform the financial system in the economy smoothly and efficiently, bank plays a major role in channeling funds to borrowers with productive investment opportunities that ensure to earn highest profit. Basically a bank acquires funds by using or selling liabilities, which are consequently also referred to as the source of funds. These types of funds obtained from the issuing liabilities which are used to purchase income earning assets. Due to the changes of commercial banking regulations and operations, in the recent time the bank has introduced many new sources of funds, which have dramatically transformed the liability side of their balance sheets and also put pressure on the bank's operating costs.

Liability management for the commercial bank is essential because these types of current and term liabilities helps both the customers and bank by making assurance of safety of wealth and on the other side, the bank can meet its investment requirements with these sources of liquid assets. The customers of the bank are rewarded by the accumulation of their time interest earned income that create a center of attention to invests or deposits with the preferences of time and the bank is also be able to make a

5.15 Survey Findings

Issue: 1

Level of choosing right person for the right place at JBL

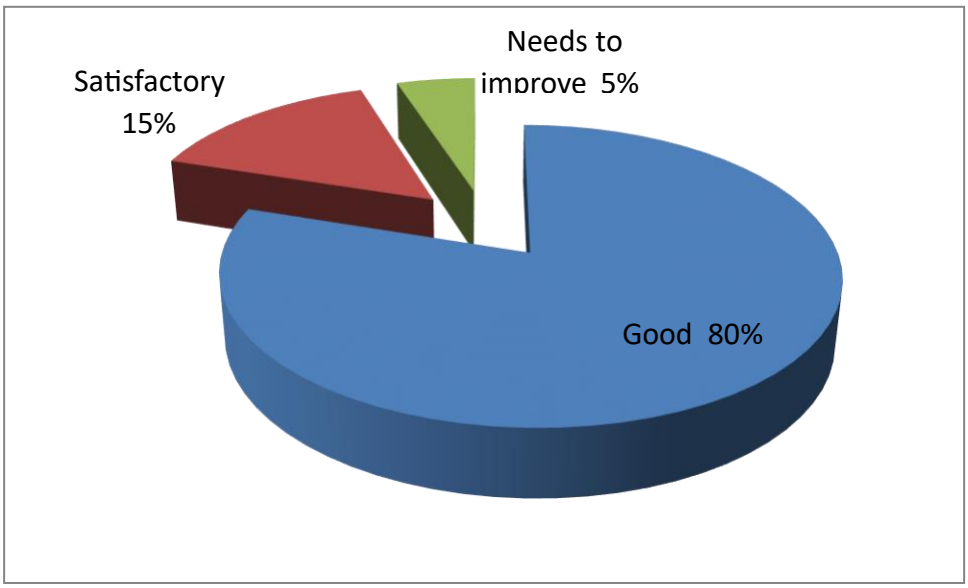


Figure: Level of choosing right person for the right place at JBL

Comments:

Data for finding the level of choosing right person for the right place at JBL has been collected from the officer and above level employees. Here total number of respondents was

20. From graph we can see that 16 people (80%) feel it is good, 3 people (15%) feel as satisfactory, 1 people (5%) feel as needs to improve. So, we can say that, JBL should more emphasize on selection process to choose right person for the right place.

Issue: 2

Times of employee recruitment at JBL

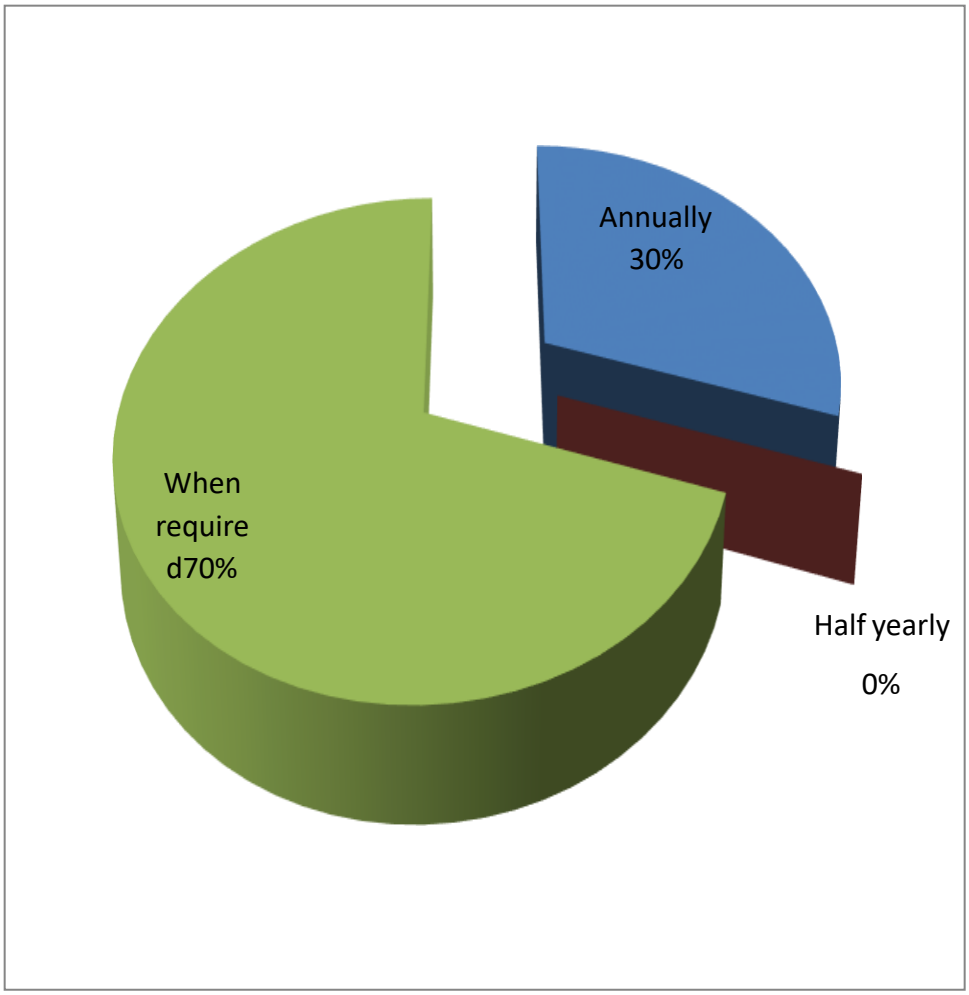


Figure: Times of employee recruitment at JBL

Comments:

Data for finding the times of employee recruitment at has been collected from the officer and above level employees. Here total number of respondents was 20. From graph we can see that 14 people

(70%) say when required, 6 people (30%) say as annually. But at when I worked there, I have seen only recruit employees when they need.

Issue: 3

Satisfaction level of recruitment process

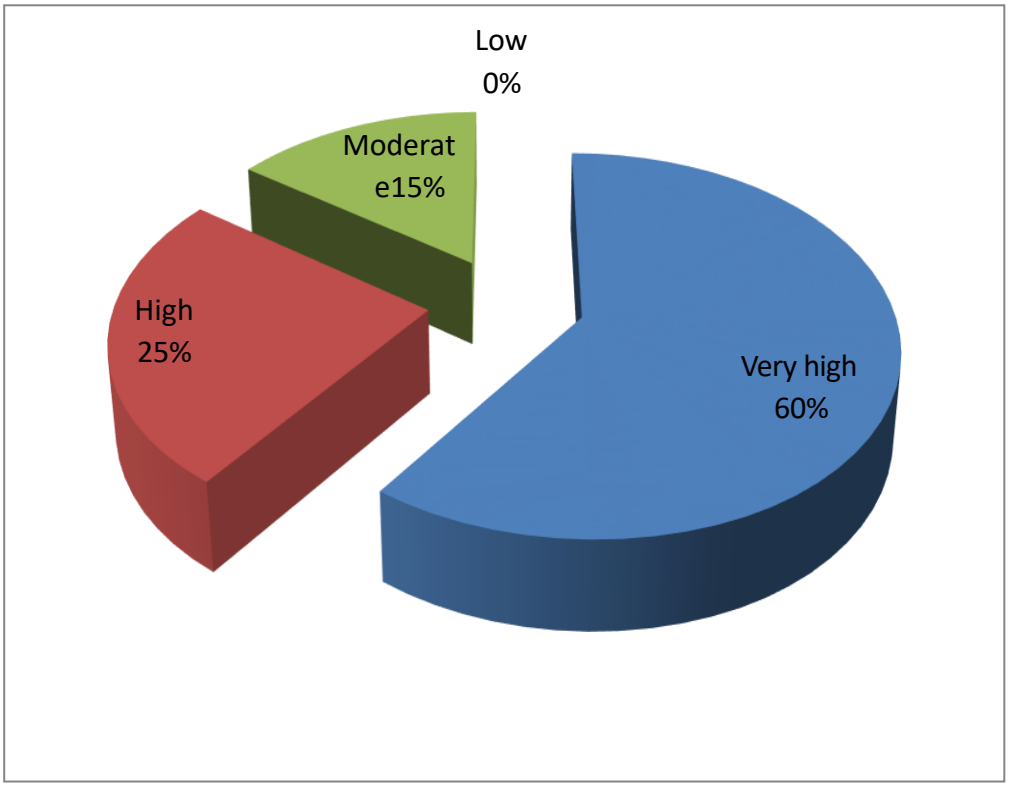


Figure: Satisfaction level of recruitment process

Comments:

Data for findings the satisfaction levels of recruitment process at JBL has been collected from the offices and above level employees. Here total number of respondents was 20. From graph we can see that moderate level is for 15%, 60% feels as Very high level, 25% feels as high level. By analysing

these data, we can say that most of the employees are satisfied but JBL should increase this satisfaction level more.

Issue 4

Rate of the HR department's performance in the recruitment & selection process.

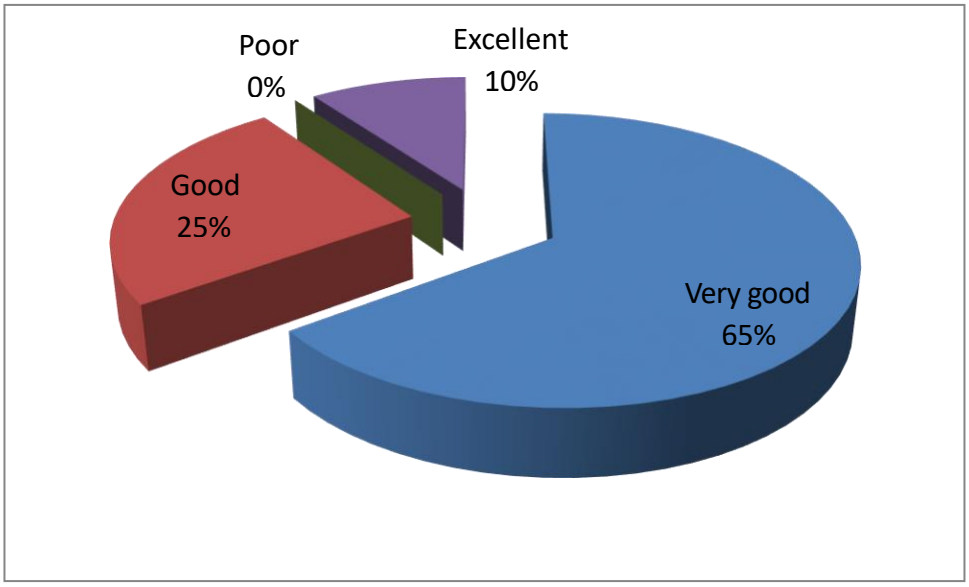


Figure: Rate of the HR department's performance in the recruitment & selection process

Comments:

Data for finding the level of rate of the HR department's performance in the recruitment & selection process of JBL has been collected from the officer and above level employees. Here total number of respondents was 20. From graph we can see that 13 people (65%) feel it is very good, 5 people (25%) feel as good, 2 people (10%) feel as excellent. But we can say that as a top-level bank of Bangladesh JBL Should increase the performance rate of HR department in the recruitment & selection process.

Issue 5:

The recruitment & selection process of JBL is mostly fair & transparent.

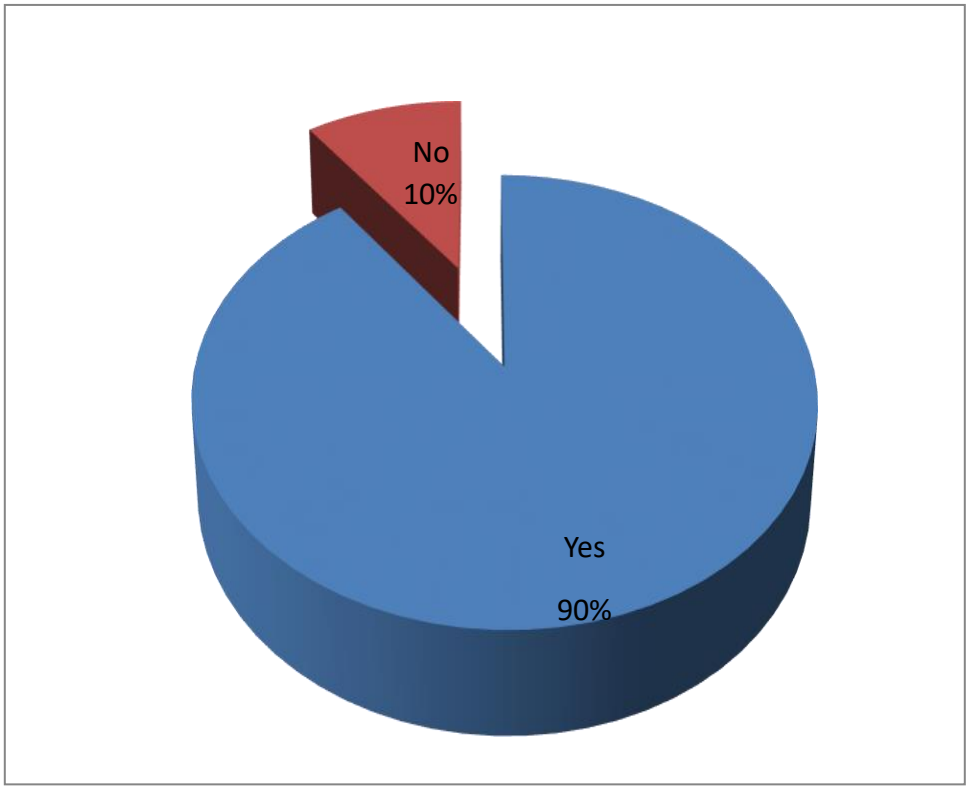


Figure: The recruitment & selection process of JBL is mostly fair & transparent

Comments:

Data for finding the level of the recruitment & selection process of JBL is mostly fair & transparent has been collected from the officer and above level employees. Here total number of respondents was 20. From graph we can see that 18 people (90%) said yes & 2 people (10%) said no. So, we can say that, most of the people mean it is fair and transparent.

Issue 6

Sources used by JBL to hire new employees.

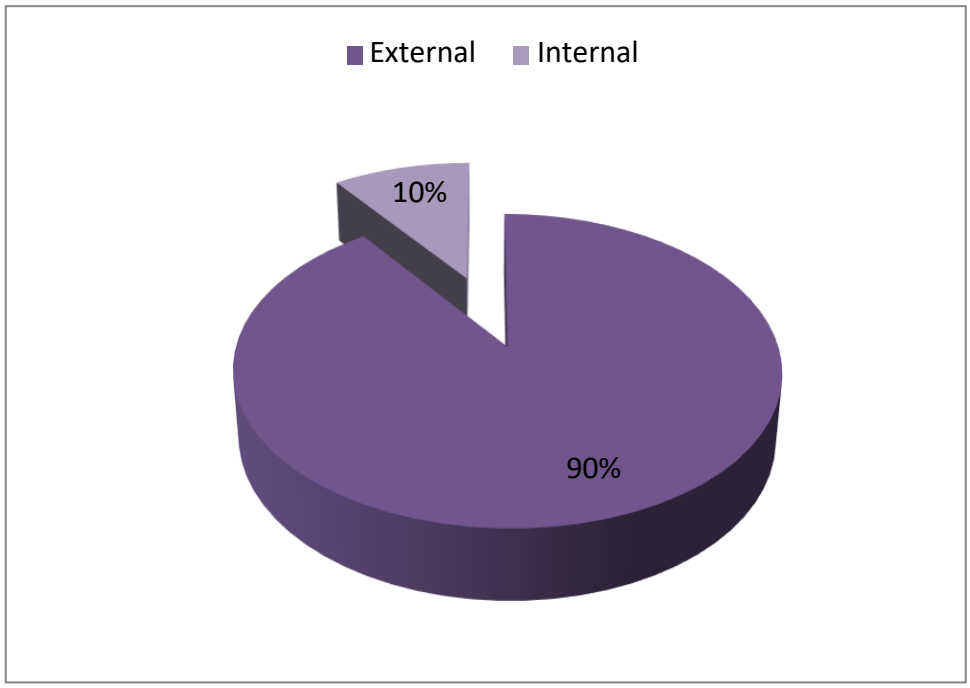


Figure: sources used by JBL to hire new employees

Comments:

Data for rending the level of sources used by JBL to hire new employees has been collected from the officer and above level employees. Here total number of respondents was 20. From graph we can see that 18 people (90%) said external & 2 people (10%) said internal. Here we can say that though the difference between external and internal sources for hiring new employees is high but JBL use both the sources for hiring new employees

CHAPTER: SIX
FINDINGS OF THE STUDY

6.2 Major Findings

The major findings in the recruitment and selection procedure of JBL that are justified in my view are:

1. JBL don’t checks policies during recruitment and selection.
2. Whenever any position gets vacant, bank recruits from outside rather than inside of the bank which takes much more time.
3. JBL don’t emphasize on internal search for recruitment and selection.
4. JBL don’t practices any verification process for background information of a candidate during recruitment and selection.
5. JBL don’t arranges spot or direct recruitment program.

CHAPTER: SEVEN

RECOMMENDATIONS
&
CONCLUSION

7.1 Recommendations

1. **Checking policy:** During the selection process, while interviewing and written exam the authority can check the candidate whether he/she is the same person of the picture provided in the application.
2. **Vacancy fills up:** Instead of filling the vacant position with the outside candidates, company can fill it up with the employees within the organization by determining performance.
3. **Importance of internal search:** JBL always emphasize on external search during recruitment. Therefore, they can develop their own employees with more training so that they can directly go for internal search. For the internal announcement and passing information JBL can introduce a internal communication network which will give more opportunities to the existing candidates. They can make a dashboard in the communication site where all the new opportunities will be placed and employees could directly apply for the new scope.
4. **Background Check:** HR department should start a system of background check of the new potential employees. All the information should be verified by investigating at the previous work place. A strict check should be done to ensure that the candidate does not have any criminal records, checking credit references and other verifications are must to be done by JBL.
5. **Job Fair:** Besides internal recruitment, JBL should participate in different job fairs for direct recruitment. They can participate in career fairs which will give them more exposure as well to get clients. IBBL can introduce a new program for the fresher where they can do direct recruitment from different universities interested to build career in finance and banking background.

7.2 Conclusion

In end we can state that best enrolment and determination of worker is the initial step for authoritative achievement. It is most vital to Human Resources Department to know the need of the candidate and the organization. At all phases of enlistment and determination, HRM Department to look for people with best match of aptitudes and capabilities to the need, the most elevated standard of individual respectability and an eagerness to confront difficulties and create themselves in an evolving situation. Enrolment and choice process must be directed in a straightforward and predictable with pertinent common right laws. It must be non-prejudicial way and participatory to be effective.

JBL with compelling choice framework can more readily recognize and procure workers with the correct expertise and inspiration to prevail in the situation, and in addition some other association. At the point when representatives are fruitful in their activity, the association benefits through expanded efficiency and higher quality items and administrations. Also, when the "right" representatives are contracted at first, they are bound to be fulfilled and stay with the organization. In this way, by utilizing a decent determination framework to enlist qualified representatives, associations can lessen turnover, increment worker maintenance, and eventually enhance basic business results.

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