

# **Internship Report**

**on**

## **The process of Recruitment and Selection: A Study of Janata Bank Limited**

**Prepared by**

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Student ID: BBA2201025077

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

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**Submitted to:**

Department of Business Administration

Faculty of Business

Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of  
Bachelor of Business Administration (BBA)



**SONARGAON UNIVERSITY (SU)**  
**147/1 Green Road, Panthapath , Tejgaon, Dhaka**

Date of Submission: January 03,2026

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### **Supervised by:**

**Md. Mostakin**

Lecturer

Department of Business Administration

Sonargaon University (SU)

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## Letter of Transmittal

January 03, 2026

Md. Mostakin

Lecturer

Department of Business Administration

Sonargaon University (SU)

**Subject: Submission of internship report on “The process of Recruitment and Selection:  
A Study of Janata Bank Limited”**

Dear Sir,

With due respect and great pleasure, I am submitting my internship report on *“The process of Recruitment and Selection: A Study of Janata Bank Limited”* as a part of the BBA program. It is a great pleasure for me to work under your supervision. I have tried my best to gather relevant information for constructing a complete report as outlined. The preparation of this report enabled me to a great extent to complete my theoretical knowledge with practical analysis. . I am earnestly thankful to you for your guidance during the preparation of this report. I hope you will appreciate my effort.

Sincerely,

-----  
**Surovi Akter**

Student ID: BBA2201025077

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Department of Business Administration

Sonargaon University (SU)

## **Supervisor's Forwarding**

This is certified that this report titled “**The process of Recruitment and Selection: A Study of Janata Bank Limited**” is the bona fide work of **Surovi Akter** researched under my supervision. Certified further that to the best of my knowledge the work reported therein does not form part of any other report or dissertation based on which a degree or award was conferred on an earlier occasion on this or any other candidate.

-----

**Md. Mostakin**

Lecturer

Department of Business Administration

Sonargaon University (SU)

## Student's Declaration

I, **Surovi Akter**, hereby declares that the report entitled “**The process of Recruitment and Selection: A Study of Janata Bank Limited**” is my work. I also declare that I have cited and referenced all the sources that I have used in this study accordingly as required to complete this project report.

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Date

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Surovi Akter

## Acknowledgment

It's a great pleasure to submit the internship report successfully. In the process of doing this at the very beginning, I am extensively grateful to almighty Allah for giving me the strength and patience to make such an authentic report. I would like to express my heartiest gratitude to my honorable Md. Mostakin, Lecturer, Department of Business Administration, Sonargaon University (SU) for providing appropriate instructions and guidance to make this report properly. I am very grateful to those who have always provided me with information and cooperated with me to make this report. I am especially thankful to Md. Ali Ashraf Siddique (AGM, JBL) for permitting me to his branch as an internee. I would like to thank Md. Jahid Hasan (HR Manager) and Md. Al Amin (Senior Officer) for helping me to complete my report. I also like to show cordial thanks to all the staffs of Local Office, Dilkusha, Janata Bank Ltd. They were very cooperative and friendly. It would be very difficult to complete this report successfully without their mindful assistance.

## Executive Summary

This internship report is based on the 45 days internship program that I had successfully completed in Janata Bank Ltd as a requirement of my BBA program.

The objective of the study is to understand the process of recruitment and selection of Janata Bank. As usual, primary data and secondary data were used to prepare this report. Primary data came from my day-to-day observation and interviewing employees and employers. Secondary data was collected by the organization's annual report, website, and relevant books. Janata Bank Limited is one of the significant private sector employers in Bangladesh, which needs a large number of qualified, high potential, and committed staff to attain the organizations' goals effectively.

The findings of the study revealed the recruitment and selection methods of Janata Bank Ltd. The bank follows an extensive selection process consisting of initial screening, employment tests, interviews, and background checks. The study provides some suggestions that can help Janata Bank Limited in developing and utilizing its human resources as a source of distinctive competency.

One important recommendation is adopting an influence-free and fair judgmental process to recruit any new employees and select the right person for the right post. While this is challenging for a public sector bank, the organization can apply certain ethical principles regarding the recruitment and selection of quality HR's.

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## General Recruitment Acronyms

□ HR – Human Resources

HRM – Human Resource Management

HCM – Human Capital Management

TA – Talent Acquisition

R&S – Recruitment and Selection

JD – Job Description

JS – Job Specification

HC – Headcount

FTE – Full-Time Equivalent

□ **Hiring Process Acronyms**

CV – Curriculum Vitae

BD – Biodata

ATS – Applicant Tracking System

RMS – Recruitment Management System

RFP – Request for Proposal

EOD – End of Day

TAT – Turnaround Time

SLA – Service Level Agreement

□ **Candidate Status & Evaluation**

EI – Employee Interview

PI – Preliminary Interview

TI – Technical Interview

HRR – HR Round

BGC – Background Check

VC – Video Conference

PS – Psychometric Screening

**Offer & Onboarding**

CTC – Cost to Company

LOI – Letter of Intent

LOA – Letter of Appointment

OL – Offer Letter

DOJ – Date of Joining

NDA – Non-Disclosure Agreement

BGV – Background Verification

**Employment Types**

FT – Full-Time

PT – Part-Time

C2C – Contract to Contract

C2H – Contract to Hire

W2 – Wage & Tax (Payroll Employment)

**Performance & Metrics**

KPI – Key Performance Indicator

KRA – Key Result Area

ROI – Return on Investment

QoH – Quality of Hire

CPH – Cost per Hire

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# Chapter 1

## Introduction

## **Chapter 1: Introduction**

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resources. People are vital to organizations as they offer perspectives, values, and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefit to the organization. As revealed in Djabatey (2012) this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. Human Resource Management is primarily concerned with the management of people within organizations. Human Resource planning helps determine the number and types of people an organization needs. Recruitment follows Human Resource planning and goes hand in hand with the selection process by which organizations evaluate the suitability of the prospective candidates for the job. Recruitment is the process of finding attracting capable applicants for employment. Selection, on the other hand, is the process of selecting persons with the necessary qualities and skills to fill positions inside an organization. In an organization large or small, profit or service-oriented, the ultimate aim is to achieve organizational goals. This achievement can only be possible through skill and management of power. Selection is a key component in the acquisition of human resources. Janata Bank Ltd has an enriched and skilled Human Resource Division. HRD through definite and Systematic recruitment and selection procedure selects & trains up its manpower for achieving its ultimate goal. This study is important because we find out the methods Janata Bank Ltd. can adopt for recruitment and selection and some recommendation for their better performance in the future.

### **1.1 Background of the Study**

Bangladesh is a developing country with so much potentials where the banks and other financial institutions are mobilizing investment by providing an efficient banking system that is attracting customers in investing in them. The increased investment in the banking sector is becoming possible due to the increased performance of the employees that are assured by the banks by providing continuous facilities towards them. The banking sector is becoming more competitive that is making the businesses through the proper recruitment and selection process to ensure customer satisfaction. The banks are recruiting and selecting the employees bearing in mind that the employees are efficient enough to serve their customers and to attain their organizational goals. Recruitment and selection is the process of attracting individuals on a timely basis, in

sufficient numbers and with appropriate qualifications (Walker, 2009). The recruitment and selection process in any company is a serious business, as every organization's success or efficiency in service delivery is determined by the quality of its workforce, which is recruited through recruitment and selection activities (Ezeali and Esiagu, 2010).

## **1.2 Research Problem**

As technology has changed drastically, recruitment and selection should be effective, auspicious, and time-saving. Employees are the lifeblood of any organization. But it is obvious that not all the employees are equally considerable for this recognition. Only competent, efficacious, and motivated employees are those who add value to achieving the organization's goals. Therefore, recruiting the competent employees is a must for the organization.

Although there are so many articles, research, thesis, studies in this regard, Most of them are based on the private sector. Only a few studies have been conducted on public sectors. This study will attempt to figure out the actual recruitment and selection process of Janata Bank Limited.

## **1.3 Research Questions**

This study will attempt to figure out the answer to the following questions-

- How does Janata Bank Limited recruit and select its desired employees?
- How do employees consider the recruitment and selection process of Janata Bank Limited?

## **1.4 Objectives of the Study**

### **Primary Objective:**

The primary objective of this study is to contribute to the knowledge gap in the area of HR recruitment and selection particularly for future managers to better understand and manage talent in facilitating their organizational goals.

## **Secondary Objectives:**

- To collect information and insight about the recruitment and selection function of the organization.
- To experience different recruitment and selection systems that are being followed by Janata Bank Ltd.
- To relate the theoretical knowledge with the real-life experience of the Recruitment & Selection process of Janata Bank Ltd.
- To have a clear view about what is happening in the field of HUMAN RESOURCH MANAGEMENT (HRM) of the selected business organization.

## **1.5 Significance of the Study**

The study will allow learning about how the process of recruitment and selection takes place in banks, what kind of medium and methods they use, how they attract qualified candidates for a vacant position, how they manage recruiting and selecting the right candidate for a specific position, how they ensure quality work by supplying the qualified candidates and so on. Moreover, this study will help to understand why recruiting and selecting candidates is very important for any organization. This study will be useful for the Human Resource Department of Janata Bank Limited, the employees, the Company, and the Community as a whole. The recommendations I am going to offer some of them might be beneficial to the company to perform better.

## **1.6 Scope of the Study**

Learning from practical knowledge is the main scope of the study, as the learning will enrich my educational background through the real-life experience that was learned from theoretical learning. Working with Janata Bank Limited will provide me with an opportunity in finding out the process of recruitment and selection and in-depth knowledge of the HUMAN RESOURCH MANAGEMENT (HRM) activities practiced by this organization.

## 1.7 Limitations of the Study

I have faced the following problems that may be termed as the limitations of the study:

**Limitation of Time:** Due to the time limit, the scope and dimension of the study have been curtailed. I could not spend sufficient time on this study because the time limit given for submitting the report was very short.

**Data Insufficiency:** Since all the officers were very much busy, they were not always able to provide me with much information. Moreover, all strategic information is not possible to collect.

**Lack of Records:** Insufficient books, publications, facts, and figures narrowed the scope of accurate analyses.

**Fear of Disclosure:** Another limitation of this study is the organization's policy of not disclosing some data and information for obvious reasons. I could not collect all the necessary secret information.

# Chapter 2

## Literature Review

## Chapter 2: Literature Review

For any form of a corporate body, recruitment and selection are fundamental aspects of human resource management. These are terminologies that guide the process of hiring and retaining potential employees. The efficiency of these two functions has a substantial impact on the firm's human resource quality (Gamage, 2014). Recruiting and selecting inept candidates bring considerable negative costs the organizations cannot afford. As a result, the eventual aim of recruitment and selection within the organization is to attain the number and quality of employees required to satisfy the business's strategic objectives at a minimal cost (Ofori & Aryeetey, 2011).

As explained by Opatha (2010) the process of attracting adequately competent individuals to apply for job opportunities in an organization is known as recruitment. It's a set of actions that an organization uses to attract job candidates with the skills and experiences it requires. The process of generating a pool of qualified candidates for vacant positions in an organization is known as recruitment. For Ofori and Aryeetey (2011) recruitment is the process of developing a pool of competent candidates to apply for employment within an organization. Statistics have revealed that larger organizations are more inclined than smaller organizations in implementing advanced recruitment processes (Bacon & Hoque, 2005) with most of the smaller organizations depending on referrals and advertising as their recruitment policies of choice (Barber, Wesson, Roberso & Taylor, 1999).

The common purpose of recruitment according to Gamage (2014) is to assist the organization with a pool of potentially qualified job personnel. Because the organization will select individuals from those who were attracted, the quality of human resources in the organization is highly dependent on the quality of applicants attracted. In the same vein, Henry and Temtime (2009) construed recruitment as the starting point of manpower into an organization and the path an organization must follow from there on to make sure that they have attracted qualified individuals for their culture and vibes so that the overall strategic goals of the organizations are achieved.

On the other hand, the process of selecting the right candidates from a list of applicants sought to fill specified vacant positions is known as selection (Opatha, 2010). Selection is the process

through which specific instruments are engaged to choose from the list of individuals the most suitable for the job available (Ofori & Aryeetey, 2011). Selection is a process that involves using one or more methods to assess an applicant's eligibility to make the best possible selection decision. It may also be viewed as a rejection process because it rejects a large number of candidates while selecting only a few to fill the vacancy. As a result, the selection function could be negative rather than positive (Gamage, 2014).

According to Gamage (2014), the purposes of the selection function are to get the best person to the right position, establish and maintain a good image as a good employer, and maintain the selection process as cost-effective as possible. Selection is an extremely significant aspect to consider for businesses due to several reasons. Often the performance of businesses relates directly to the people working within it, meaning the right people need to be hired to ensure organizational success (Henry & Temtime, 2009). It is also an expensive process to hire someone new into the organization. So it is not something organizations want to put time and money into just to find they have hired somebody who is not suitable. Companies must get the procedure properly the first time because resources are scarce enough as it is. Selecting the right applicant can be a difficult task, but at the end of the day, the organization's reputation is held by the people it employs (Henry & Temtime, 2009). In other words, selection means weeding out unsuitable applicants and selecting those individuals with prerequisite qualifications and capabilities to fill the jobs in the organization. But selection must be differentiated from recruitment, though they are two phases of the employment process.

Recruitment is the process of finding candidates for the vacant position and encouraging them to apply for it. Recruitment is considered to be a positive process as it motivates more candidates to apply for the job. It creates a pool of applicants. It is just sourcing data. While selection means choosing the best candidate from the pool of applicants and offering them the job. Selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in the staffing process. Selection involves choosing the best candidate with the best abilities, skills, and knowledge for the required job.

This study will attempt to find out the process of recruitment and selection of Janata Bank Limited.

## **Chapter 3**

### **Method of the Study**

## **Chapter 3: Method of the Study**

The method is the systematic and theoretical analysis of the ways applied to a field of study. It includes the process of gathering, recording, and analyzing critical and relevant facts about any problem in any branch of human activity. The study requires a systematic procedure from the selection of the topic to the preparation of the final report. To perform the study, the data sources were to be identified and collected, to be classified, analyzed, interpreted, and presented systematically and key points were to be found.

### **3.1 Data Collection Procedures**

A questionnaire having several questions related to the recruitment and selection process of the bank was given to the employees of the bank to collect the answer to the research questions. Besides, annual report and some websites were used to finish the study.

### **3.2 Sources of Data**

#### **Primary sources**

All the primary data related to this study were collected from the employees of the head office and the local office of Janata Bank Limited. One of them was the HR manager of the bank.

#### **Secondary sources**

Secondary data was collected from:

- ✓ Janata Bank Activity Report.
- ✓ Different Websites for preparing Literature Review.
- ✓ Booklets
- ✓ The website of Janata Bank.

### **3.3 Sample Size**

Many employees are working at Janata Bank Limited. But it is not possible to get information from all of them. It would be time-consuming and difficult to interview all the employees. So, a random set of 20 employees of Janata Bank Limited (The Head office and The Local Office) were chosen to answer the questionnaire.

### **3.4 Questionnaire Design**

The questionnaire had two parts. The first part was designed to get the demographic data of the employees and the second part was designed to get the information about the process of recruitment and selection of the bank. The questionnaire had 15 questions. Among these questions, four questions were about the demographic of the employees and eleven questions were about the bank's recruitment and selection process. Semi-structured questionnaires were used to collect information.

### **3.5 Data Analysis Tools Used**

Quantitative data analysis software: Microsoft Word and Microsoft Excel are used for analyzing and reporting. Quantitative data software helps to present the condition more easily.

# **Chapter 4**

## **Organizational Profile**

## Chapter 4: Organizational Profile

Janata Bank Limited, the 2<sup>nd</sup> largest State Owned Commercial Bank (SCB) in Bangladesh, is playing a pivotal role in the overall financial activities of the country. With the emergence of Bangladesh as an independent, sovereign state in 1971 after a devastating nine-month war against the West Pakistani occupation army, a war, full of blood and tears, trauma and pain of millions of our beloved ones, the legacy of rebuilding the already broken financial base of the country was felt like an urgent call of the day against a collapsed economic reality of a newly born state.

In this backdrop, to rebuild the country's economy, measures had been taken to merge several banks previously operated in this region and make new banks and this initialed to form the attention of Janata Bank in 1972 by combining the erstwhile United Bank Limited and Union Bank Limited under the Banks Nationalization Order (President's Order No. 26) of 1972.

On 15 November 2007 Janata Bank got registered with the Joint Stock of Registrars and restructured it as a public limited company with the name Janata Bank Limited.

Including 4 overseas branches in the United Arab Emirates, Janata Bank runs its business with 915 branches across the country having a big family of around 11,463 (As of 31.07.2020) employees with its head office located at Janata Bhaban at Motijheel C/A, the heart of the capital city, Dhaka.

At the end of 2020 the Bank held Deposit BDT 691,409,372,051, Advance BDT 548,473,941,439 with Authorized capital BDT 30,000 million and Paid-up Capital BDT 23,140 million ( Annual Report, 2020).

Janata Bank Limited, a corporate body trusted over the years, the 2nd largest (in respect of Deposits/Assets) commercial bank in Bangladesh, has been playing a pivotal role in the overall financial activities of the country and is possessing a long heritage of discharging laudable services to the society since her embankment immediately after the emergence of this verdant rich alluvial soil as a sovereign, independent state.

The contribution of the Bank to the national economy and social reform has set the standard bar so high that others in this business can't help aspire to touch the benchmark of success earned by

JBL. More so a matter of great honor is that the contribution, commitment, and success of the Bank have been recognized with several prestigious awards by national and international organizations of repute.

## **4.1 Vision and Mission**

### **Vision**

To become the effective largest commercial bank in Bangladesh to support the socio-economic development of the country and to be a leading bank in South Asia.

### **Mission**

Janata Bank Limited will be an effective commercial bank by maintaining a stable growth strategy, delivering high-quality financial products, providing excellent customer service through an experienced management team, and ensuring good corporate governance in every step of the banking network.

## **4.2 Core values**

The core values that JBL follows while it is operating are very specific and customer-friendly. According to setting up the best service and facing new challenges there are some core values been set by the bank which are given below:

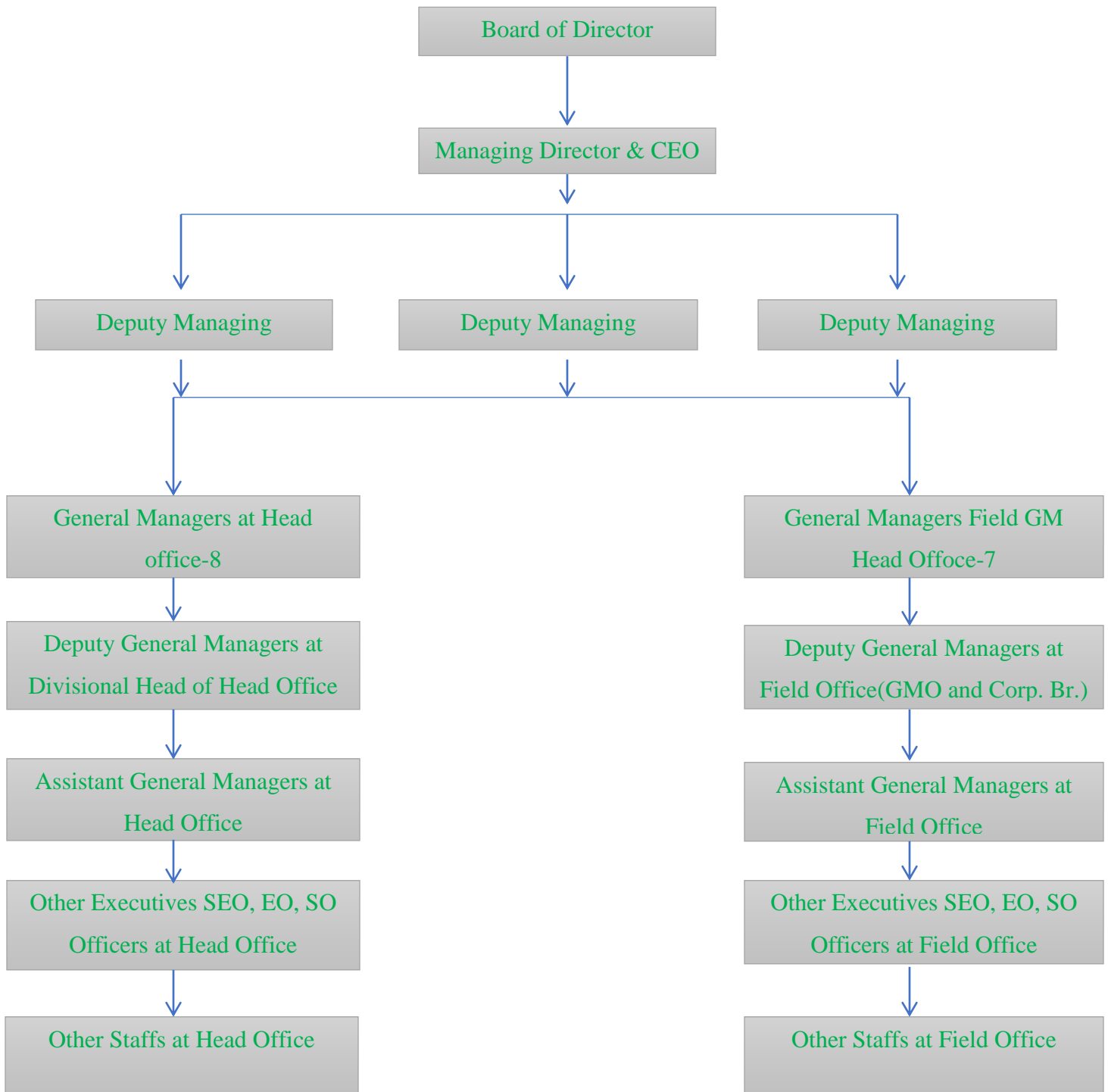
- ✓ Professionalism
- ✓ Diversity
- ✓ Accountability
- ✓ Integrity
- ✓ Dignity
- ✓ Growth

## **4.3 Objectives of JBL**

- ✓ To earn customer satisfaction through diversified banking activities and the introduction of innovative banking.
- ✓ To improve customer services in recent times by introducing several IT-based reform measures.

- ✓ To remain one of the best banks in Bangladesh in terms of profitability and Assets Quality.
- ✓ To maintain a healthy growth of business with the desired image.
- ✓ To ensure optimum utilization of all available resources.
- ✓ To play the role as a socially responsible corporate citizen in a tangible manner by adhering closely to national policies and objectives thereby contributing towards the progress of the nation.
- ✓ To uphold ethical values and best practices.
- ✓ To improve performance by aligning their goals with stakeholders' expectations.
- ✓ To ensure an adequate rate of return on investment.

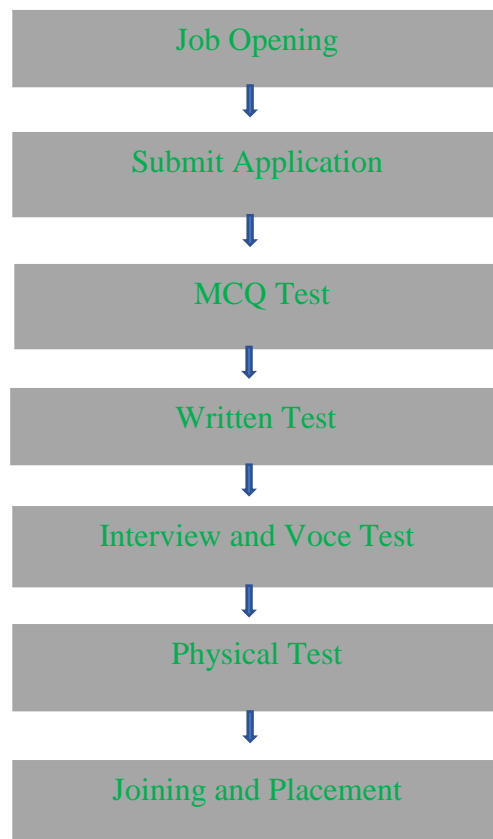
## 4.4 Organizational Structure



**Figure 4.1: Organizational Structure of JBL**

## 4.5 Recruitment and Selection Process

The recruitment process involves finding the candidate with the best skills, experience, and personality to fit the job. The criterion finalized for selecting a candidate for a particular job varies from company to company. Therefore, the selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to be done and interviews to be taken. The procedure for selection should be systematic so that it does not leave any scope for confusion and doubts about the choice of the selected candidate. The recruitment and selection procedure comprises of following systematic steps:



**Figure 4.2: Recruitment and Selection Process of Janata Bank Ltd.**

## 4.6 Product/Service Offerings

The Bank has a collection of modes that prepared financial products and services. Such products are based on Monthly Savings Schemes, Consumer Credit Schemes, Lease HUMAN RESOURCH MANAGEMENT (HRM) and Personal Loan for Women, Shop HUMAN RESOURCH MANAGEMENT (HRM) Scheme, etc. Janata Bank Ltd, is also familiar with Q-cash ATM cards for its valued customers providing 24 hours banking services through Debit Cards JBL offers the following services to valued customers. The Bank is providing different types of services. Some of them are mentioned below:

- Remittance and Collection
- Import and Export handling and HUMAN RESOURCH MANAGEMENT (HRM)
- Loan Syndication
- Project HUMAN RESOURCH MANAGEMENT (HRM)
- Investment Banking
- Lease HUMAN RESOURCH MANAGEMENT (HRM)
- Hire purchase
- Personal Loan for Woman
- 24-hours Banking: Q-Cash ATM facility
- Islamic Banking
- Corporate Banking
- Consumer Credit Scheme
- International Banking

### 4.6.1 Portfolio Management Service

Since inception, we have achieved an unparalleled reputation as a leading Merchant Banker through providing portfolio management services by maintaining a high level of professional expertise and integrity in client relationships. Keeping customer preferences as an investor in mind, Janata Bank Ltd. has designed Investors' Discretionary Account (IDA) and Bank's Discretionary Account (BDA). In these accounts, the customers may enjoy loan facilities at a ratio of 1:1 for investments in a private placement, IPO, and secondary market operations.

#### **4.6.2 JBL Special Banking Services**

Special Banking services of Janata Bank are considering Personal services. The bank is offering a wide range of products and services. These services and products are matching with the customer's requirements. Transactions of accounts, savings schemes, or loan facilities from Janata Bank Ltd make available for every customer in a unique and uniform mixture of easy and expert service superiority. JBL offers Special Banking Services like Current Deposit accounts, Savings Deposit accounts, Short Term Deposit accounts, and Fixed Deposit Accounts. It also offers attractive rates on various deposit schemes.

#### **4.6.3 JBL Corporate Banking Services**

Janata Bank Ltd. offers a complete range of advisory, financing, and operational services to its corporate client groups combining trade, treasury, investment, and transactional banking activities in one package. The corporate Banking specialists will render high-class service for speedy approvals and efficient processing to satisfy customer needs. The Corporate Banking business envelops a broad range of businesses and industries.

- Agro-processing industry
- Industry (Import Substitute / Export-oriented)
- Textile, Spinning, Dyeing/Printing
- Export Oriented Garments, Sweater
- Engineering, Steel Mills
- Chemical and chemical products etc.
- Telecommunications.
- Wholesale trade
- Transport · Hotels, Restaurants
- Non-Bank Financial Institutions
- Loan Syndication
- Export HUMAN RESOURCH MANAGEMENT (HRM)

#### 4.6.4 Online Activities

##### **Parallel introduction of the real-time online core banking system**

The parallel introduction of Real-Time Online Core Banking is in progress. In this regard, the Central Data Center (CDC) & Disaster Recovery System (DRS) have been established. Moreover, a network system has been established between CDC & DRS and 908 important branches of Janata Bank Limited including head office departments for the online banking system. Real-time online banking has been introduced in 174 branches in 2014. Ten (10) IT Maintenance & Support Cells have been established at 10 Divisional Offices of the Bank. Each Support Cell has been accomplished with IT personnel.

##### **Deposit:**

- Current Deposit
- Savings Deposit
- Special Notice Deposit
- Fixed Deposit
- Schemes

##### **Loan and Advances:**

- Agriculture Loans
- Term Loan for Large and Medium Industries
- Working Capital Loan
- Import Loans
- Financing in Green Banking
- Term Loan for Micro and Cottage Industries
- Other Loans
- CC Hypo/ CC Pledge
- Micro-Enterprise and Special Credit
- Other Programs.

**E-Service:**

- ATM
- Internet Banking
- Automated Branch Banking
- Green Banking
- E-GP Payment Service
- OMIS (ERP)
- PMIS
- BEFTN User Manual

**Modern Banking:**

- Online Banking
- JB Green Communication
- JB Remittance
- JB PIN Cash

**Web-Based Spot Cash:**

- Ria Financial Service
- Merchant trade
- CBL Money Transfer
- Speedy Remittance Cell
- Western Union
- IME
- EZ Remit
- Placid N.K. Corporation
- X-Press Money
- NBL Quick Pay

## **4.7 Branches**

There are 918 branches of Janata Bank Limited situated in all districts in Bangladesh. Among them, 107 branches are situated in the Dhaka district in Bangladesh.

## **4.8 Accomplishments, Rewards, and Honors**

- Asian Banking Awards 2004,2005
- Quality Recognition Award 2009
- Best Bank in Bangladesh Awards 2006 to 2009
- Western Union (Worldwide Money Transfer C.) Asia Pacific
- The Bank of the Year Awards
- ICMAB Best Corporate Award
- Position in The Banker's Ranking
- The Asian Banking and HUMAN RESOURCH MANAGEMENT (HRM) Awards
- Business Asia Most Respected Company Awards- 2012
- Foreign Remittance Award etc.

# **Chapter 5**

## **Analysis and Findings**

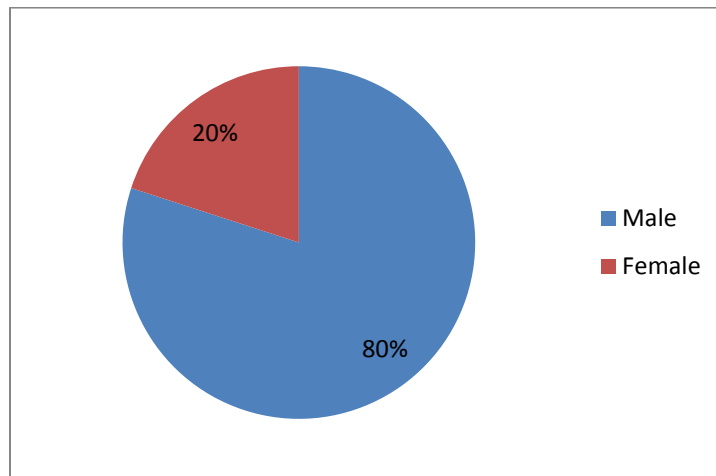
## Chapter 5: Analysis and Findings

Analysis and findings are the most important part of the research. In this chapter, the recorded responses are presented in graphical and tabular form to interpret the result of the study. The questionnaire was prepared in a way that reduced vagueness. All the respondents marked their responses to the questions that have led to the study. This result will assist to comment on the findings.

### 5.1 Demographic Data of the Respondents

Demographic data of samples about their sex, academic qualification, and years of experience are presented below:

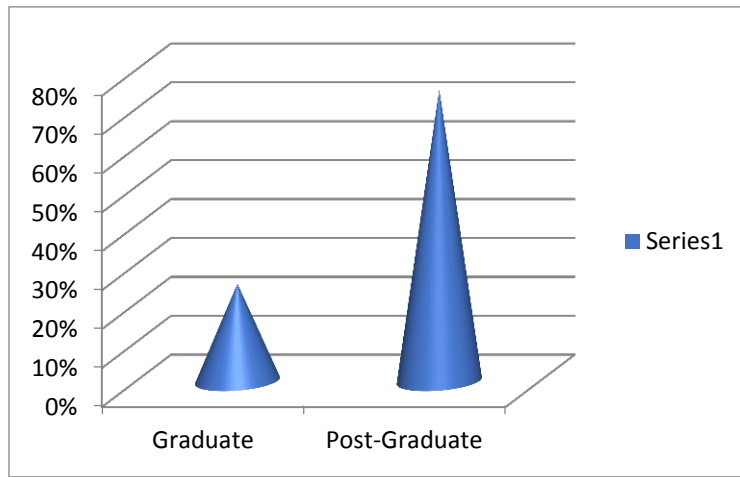
#### 5.1.1 Gender Distribution



**Figure 5.1: Gender Distribution**

**Interpretations:** Out of 20 participants, 80% (16 employees) were males while 20% (4 employees) were female in the face-to-face interview.

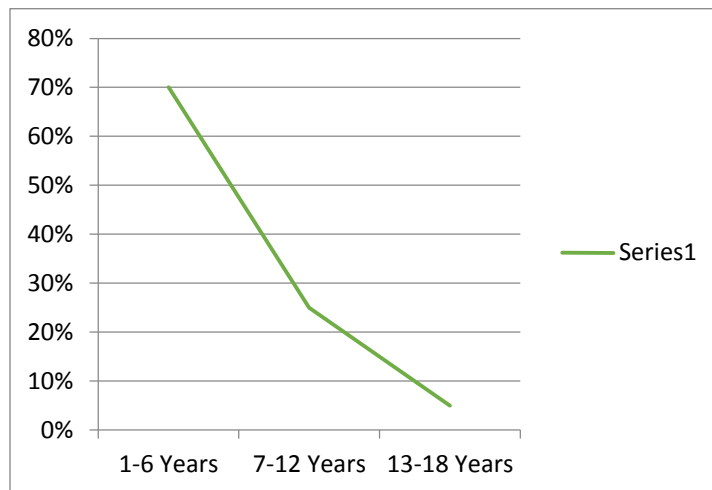
### 5.1.2 Educational Qualification of the Respondents



**Figure 5.2: Educational Qualification of the Respondents**

**Interpretation:** Among the sample, 25% of respondents are Graduates and 75% are Post-graduates. The educational qualifications of the population sample are excellent.

### 5.1.3 Numbers of Years Spent at JBL

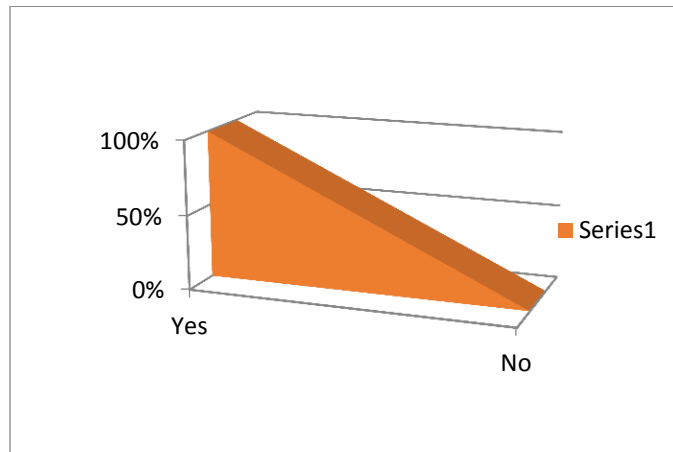


**Figure 5.3: Numbers of Years Spent at JBL**

**Interpretation:** Figure 5.3 shows that 70% of the respondents among the population had worked with the bank between 1-6 years, while 25% had spent between 7-12 years at the bank and only 5% of respondents spent 13-18 years at the bank.

## 5.2 Analysis of Responses of the Employees

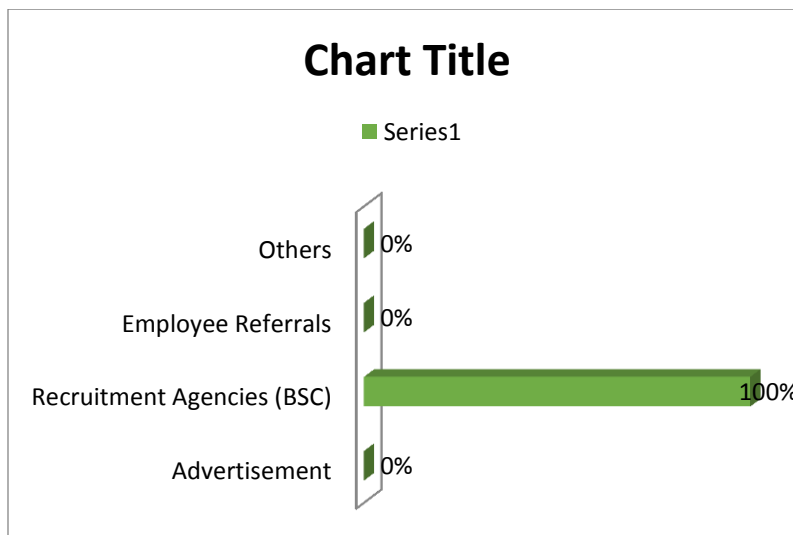
### 5.2.1 Formal Policy for Recruitment and Selection Process



**Figure 5.4: Formal Policy for Recruitment and Selection**

**Interpretation:** Figure 5.4 shows that 100% of respondents agree with the statement that Janata Bank Ltd follows a formal policy for recruitment and selection.

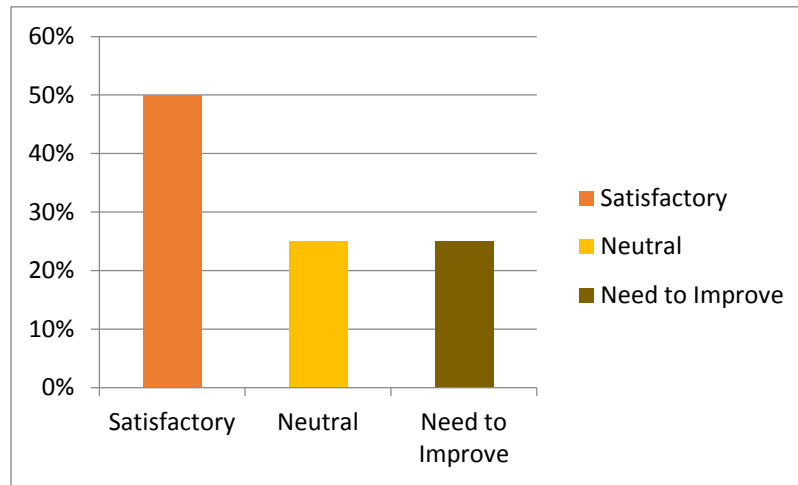
### 5.2.2 Methods of Recruitment



**Figure 5.5: Methods of Recruitment**

**Interpretation:** All the respondents were recruited through Banker's Selection Committee as the bank follows formal policy for recruitment and selection.

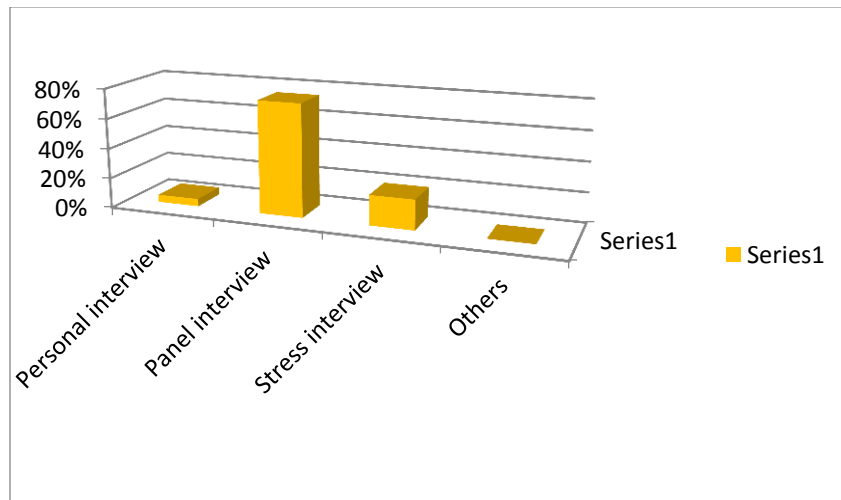
### 5.2.3 Timeliness of Recruitment and Selection Process



**Figure 5.6: Timeliness of Recruitment and Selection Process**

**Interpretation:** 50% of respondents agreed that Janata Bank maintains timely recruitment and selection activities and 25% of respondents responded negatively that the process consumes more time, the rest 25% were neutral.

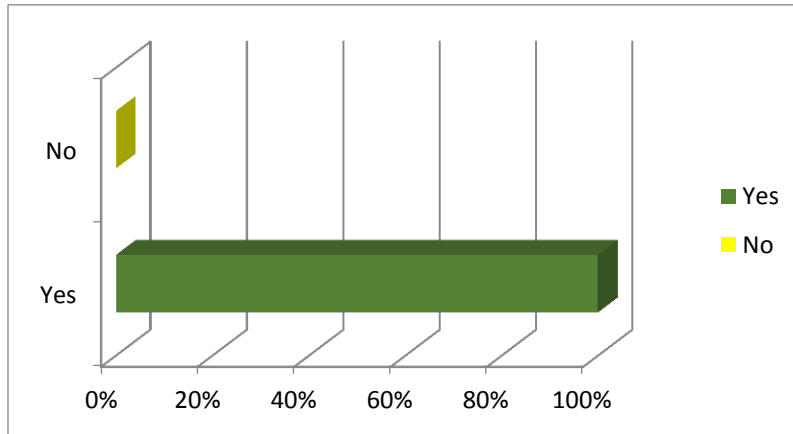
### 5.2.4 The Nature of Interview



**Figure 5.7: The Nature of Interview**

**Interpretation:** Among the respondents, 5% of employees of banks went through personal interview and 75% of them went through panel interview and 20% faced stress interview.

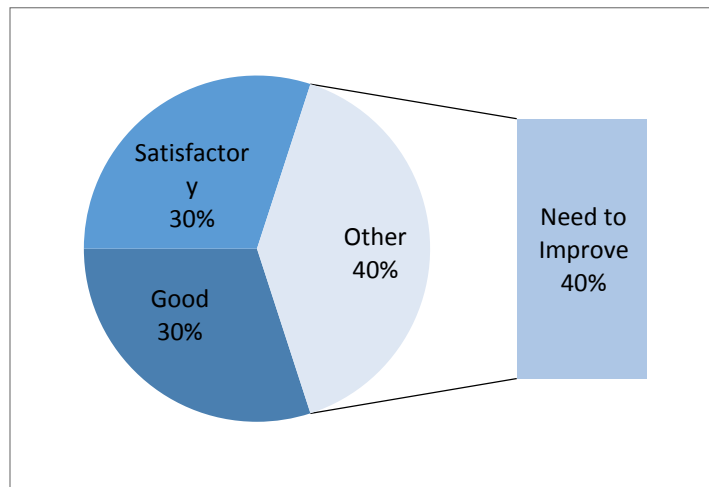
### 5.2.5 Relevance of Questions in Interview



**Figure 5.8: Relevance of Questions in Interview**

**Interpretation:** Graphical representation reveals that most of the employees told that the questions asked in the interview were relevant to the job.

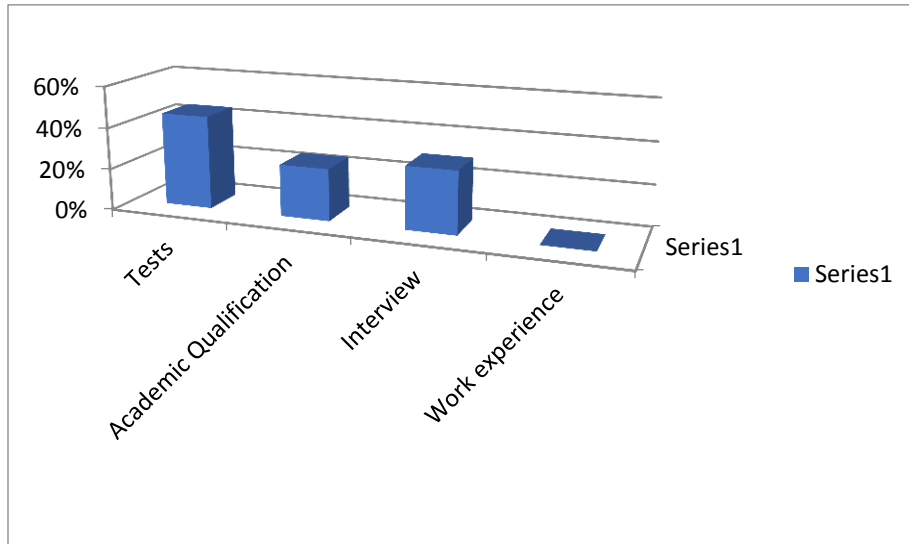
### 5.2.6 Level of Choosing the Right Person for the Right Place at Janata Bank Ltd



**Figure 5.9: Level of Choosing Right Person for the Right Place**

**Interpretation:** Data for finding the level of choosing the right person for the right place at Janata Bank Limited was collected from the officer and above-level employees. From the graph we can see that 6 people (30%) felt it is good, 6 people (30%) felt as satisfactory, 8 people (40%) felt as needs to improve.

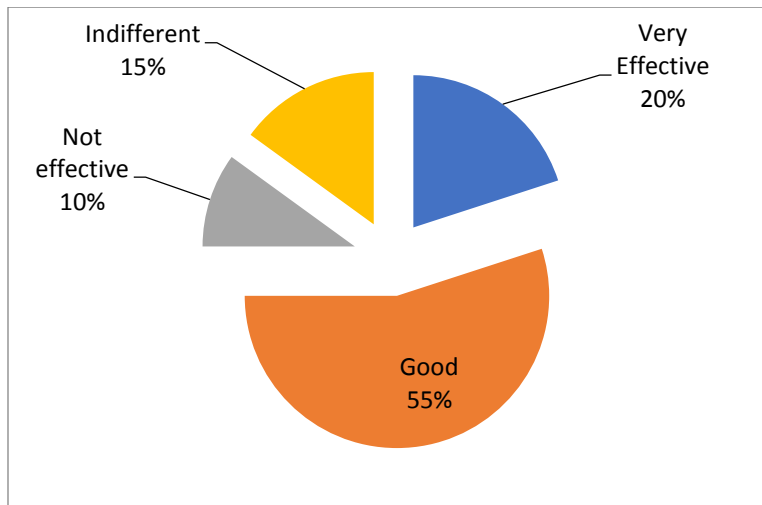
### 5.2.7 Factors Considered before Recruitment and Selection



**Figure 5.10: Factors Considered before Recruitment and Selection**

**Interpretation:** Out of twenty (20) respondents, 25% of them agreed that academic qualifications were the prime selection tools for new employees. While 30% of respondents perceived interviews as the factor of selection and 45% agreed that tests were considered in selecting an employee.

### 5.2.8 Effectiveness of Recruitment and Selection Process



**Figure 5.11: Effectiveness of Recruitment and Selection Process**

**Interpretation:** Out of all respondents, 20% of respondents exposed that the selection and recruitment practices were very effective. 55% of respondents believed that the recruiting and selection practices were good. 10% of the respondents thought that the recruitment and selection practices of the bank were not effective. Some of them indicated nepotism, bureaucratic complexity, and various irrelevant activities at the time of recruitment and selection. 15% of respondents were however indifferent to the question that the recruitment and selection practices were effective or otherwise.

### 5.3 Findings

- All the participants expressed their opinion that the bank follows a formal policy for the recruitment and selection of their new employees.
- A large portion of employees was satisfied with how the recruitment and selection process is conducted. However, few employees claimed the process was ineffective.
- Maximum of the respondents faced panel interview though some went through stress interview.
- The number of female employees was very low both in Headquarter and Dilkusha branch which reduced the number of female participants in the interview.
- Almost half of the respondents perceived that test was the prime selection factor. On the other hand, some perceived that interview and academic result were the selection factors.
- The majority of the respondents who participated in the survey were young and full of enthusiasm.
- Most of the employees were satisfied with the placement of the right person in the right place. Some respondents were not satisfied with choosing the right person for the right place.
- The educational qualification of the employees was excellent concerning their degrees.
- All the employees were recruited through Banker's Selection Committee as the bank follows formal policy for recruitment.
- All the participants acknowledged that they faced relevant questions during the interview.

## **Chapter 6**

### **Conclusion and Recommendations**

## **Chapter 6: Recommendations and Conclusion**

### **6.1 Recommendations**

Finding top talent is difficult, but with a streamlined candidate selection process, an organization can reduce the risk of a disastrous hire, cut costs, and shorten the time it takes to employ.

#### **6.1.1 Recommendations for the Bank**

Based on the above findings, the following recommendations are provided which might be helpful to upgrade the recruitment and selection process of Janata Bank Limited:

- Though Janata Bank Ltd. is running a well-designed recruiting process there is a place for improvement. Some of the respondents suggested strictly postponing question leaks before the exam.
- Few of the participants proposed to avoid nepotism and all kinds of partiality during the process of recruitment and selection.
- The organization can give more emphasis on selecting the right person for the right post because the success of an organization largely depends on this.
- A human resource information system can be used widely. Modern technology, equipment, and material should be linked in the system So that the recruitment and selection process can be easier and more effective as well.
- Some interviewees suggested conducting the recruiting and selecting activities timely to fulfill the vacant post of the bank.
- The number of female employees should be increased compared to the male employees working in the bank to reduce gender inequality.

### 6.1.2 Recommendations for Department

Though the Management department is doing outstandingly well in the corporate sector through its academic coursework and extremely knowledgeable and competent teachers, I discovered a slight discrepancy in the practical application of the knowledge I gained throughout the BBA program while working as an intern at Janata Bank Limited. As a result, here are a few suggestions for our department that may help us become more practical learners:

- The course outlines that we are provided are sometimes deemed backdated comparatively to the current competitive job market. Thus, the department may attempt to upgrade its academic coursework based on the current job market.
- Job-related skill development sessions may be conducted regularly which will make us more competent for the outer world.
- Numerous types of workshops and seminars can be taken to improve our practical knowledge.
- As the banking sector encompasses a large portion of demanding job sectors, thus few more courses related to the banking operation can be introduced.

### 6.1.3 Limitations

- One important limitation was the small number of samples, so it was hard to generalize the findings for the whole banking industry.
- The interview was conducted at the time of their working hour, so the level of data accuracy might not be the desired level.
- There was a lack of necessary data sources to conduct the research properly.
- The respondents had fear of disclosure while sharing about the organization's recruitment and selection process.

## 6.2 Conclusion

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali and Esiagu, 2010). The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top-performing companies devote considerable resources and energy to creating high-quality selection systems. Recruitment and selection process are important practices for human resource management and are crucial in affecting organizational success. The quality of recruits depends upon an organization's recruitment practices, and the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, recruitment and selection are of apex importance to Janata Bank Ltd to get the best employees, however, it faces lots of challenges in its quest to recruit its workforce. It was also realized that equal opportunities can be given to all applicants who apply for jobs at Janata Bank Limited to help ensure fairness in the selection procedure. The analysis of the report shows both positive practices and negative practices which are needed to improve for conducting the employees successfully. If the bank considers this analysis, this will help Janata Bank Limited to turn its threats into strengths. When the best people are selected for the job, productivity increases (Osemeke, 2012).

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## Appendix

### Questionnaire on

#### The process of Recruitment and Selection: A Study of Janata Bank Limited (JBL)

Dear Sir/Madam, This questionnaire is designed to gain an understanding of recruitment and selection practices at Janata Bank Ltd. The information given out is solely for academic purposes and would be treated as confidential. Tick the appropriate option to each of the questions. Thank You.

#### Part-A

Sex:

Designation:

Educational Qualification:

Year of Joining:

#### Part-B

1. Does the bank have any formal policy for the recruitment and selection of employees?

A. Yes                      B. No

2. Which of these methods of recruitment apply to Janata Bank Ltd? You may select more than one.

A. Advertisement      B. Banker's Selection Committee      C. Employee Referrals      D. Others, please specify.....

3. Does JBL outline job analysis (i.e. duties, responsibilities, skills, etc. required for a particular job) before advertising vacancies for employment?

A. Yes                      B. No

4. Does the organization maintain timely recruitment and selection process?

A. Yes                      B. No

5. How do you rate the Recruitment and Selection process in your organization?

A. Satisfied      B. Strongly Satisfied      C. Neutral      D. Dissatisfied      E. Strongly Dissatisfied

6. What Level of choosing the right person for the right place at Janata Bank Ltd. is?

A. Good    B. Satisfactory    C. Need to improve

7. Effectiveness of Recruitment and Selection process in Janata Bank Ltd. is?

A. Very Effective    B. Good    C. Not Effective    D. Indifferent

8. Did you face relevant questions in the Interview?

A. Yes                      B. No

9. What type of interview you faced during your interview?

A. Personal Interview    B. Panel Interview    C. Stress Interview    D. Others, please specify.....

10. Did you face relevant questions in the written test?

A. Yes                      B. No

11. Which of these factor(s) are mostly considered for the recruitment and selection of employees? You may select more than one.

A. Academic Qualifications    B. Work Experience    C. Interview    D. Test    E. Others