

**Original Article****Recruitment and Selection of the Dhaka Bank Ltd. in Bangladesh****Abu Zafar Mahmudul Haq**

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E-mail: [cityuniversity1215@gmail.com](mailto:cityuniversity1215@gmail.com)**Keywords:**Dhaka Bank Ltd.,  
Recruitment,  
Selection.**Abstract**

The objectives of the study are to evaluate the existing recruitment and selection process of the Dhaka Bank Ltd. The selection of the Dhaka Bank Ltd., its head office and sample respondents are done purposively. Total thirty three numbers of employees of the credit information division of the head office of the Dhaka Bank Ltd. were investigated for the purpose of opinion survey through pre structured questions as per the census method of the sampling. Secondary source were also used. A simple statistical tool such as percentage was used as the method for data interpretation. The survey period was March-April, 2015. Findings of the study show mixed outcomes. At the end of the study some suggestions were made to review the current recruitment and selection process of the bank that will lead to improve organizational performance.

**1. Introduction**

Recruitment and selection procedure plays a vital role in the concept of present business [1]. Since the company's functions starts with the recruitment and selection, if it is not done in a systematic and effective way, all other functions will get affected (ibid). This is true in case of banking institutions. Banking institution in the world presently faces many problems such as corruptions of employees', loan scandals etc. These situations are also prevailing in the banking sector of Bangladesh [2]. It is expected that better recruitment and selection practices can improve above problems of any banking organization. With this regard, the current study has been prepared in the context of the Dhaka Bank Ltd.

Gupta and Jain [3] in 2014 identified general practices that organization use to recruit and select employees. It also economies the recruitment and selection practices that can effect employee efficiency in central cooperative banks. Their study was a conceptual study and mainly based on secondary data.

In a study by Ayesha [4] in 2011 examined and evaluated the existing recruitment and selection methods including suggestions about the future of the Basic bank for utilization human resources. The one important result her study among many was the intensive recruitment and selection process of the Basic bank that includes CV relining employment tests, interviews and back ground checks.

Khandaker Munni [5] in 2013 presented her report about the recruitment and selection process of the FSIBL, Sena Kalayan Branch, Dhaka. The objectives were to analyses the recruitment and selection process. The study includes secondary information and a survey was also done consisting eighteen employees of the respective branch of the FSIBL. The study concludes that the recruitment and selection process of FSIBL is quite commendable.

Above are few among many literatures in the research areas of the recruitment and selection process. It is not easy to identify the sources of the differences in the previous studies because various objectives, approaches and information were used in the former studies. The current study differentiate itself than other reported in the relevant literatures since firstly, it demonstrates the recruitment and selection process of the Dhaka Bank Limited and later, it conducts an opinion survey among its' employees about different aspects of recruitment and selection process of it with a view to derive an actual scenario of objectives of research.

Generally speaking, research of the recruitment and selection process is known as the greatly neglected topic in the field of human resource management [6]. Therefore, it is expected that this study will

able to minimize the negligence of such research by providing the actual situation of the recruitment and selection process of the Dhaka Bank Limited either in Bangladesh or elsewhere.

**2. Objectives and Methodology of the study**

This study had been conducted to focus on the following objectives:

- 1) To analysis the recruitment and selection process of the DBL.
- 2) To assess the views of the employees of the DBL about recruitment and selection.
- 3) To provide some suggestions for the recruitment and selection process of the DBL.

The study is based on primary and secondary information. Primary information has been collected through a pre-structured questionnaire among 33 employees out of thirty five employees working in the head office of the DBL. Of them, two employees were dropped from the investigation due to their unwillingness of participation. Contents of the pre structured questions and the analyses techniques of interpretation of the employees opinions can be found in relevant literature [4,5]. Interview of employees were also done whenever needs in order to demonstrate study relevant critical issues at the time of the observation of the Banking operations. Secondary information includes different research documents, newspaper, HRM profile of the Dhaka Bank Ltd. and the bank profile from the website. Finally, with a view to fulfill the objectives of the study the selection of the Dhaka Bank , head office of the Dhaka Bank Ltd. and employees were done purposively as it also seen in related studies [3,4,5].

**3. Overview of the Recruitment and Selection of the Dhaka Bank Limited**

Bangladesh economy has been experiencing a rapid growth since the '90s. Industrial and agricultural development, international trade, inflow of expatriate Bangladeshi Workers' remittance, local and foreign investment in construction, communication, power, food processing and service enterprises ushered in an era of economic activities. Urbanization and lifestyle changes concurrent with the economic development created a demand for banking products and services to support the new initiatives as well as to make channel consumer investments in a profitable manner. A group of highly acclaimed businessmen of the country grouped together to respond to these needs and established Dhaka Bank Limited in the year 1995

(Source: Profile of the Dhaka bank Ltd.; Manual of the human resource management of The Dhaka Bank Ltd.).

### 3.1 Recruitment & Selection Process of Dhaka Bank Limited

Human Resource management is of paramount importance for Bank Management. Human resource recruitment involves evolving an appropriate planning process to move the bank from its particular human resource position to desire human resource position and placement of right of people at the right place at the right time (Source: Profile of the Dhaka bank Ltd.; Manual of the human resource management of The Dhaka Bank Ltd.; Discussion with employees).

#### Human Resource planning & Manpower Requisition

Based on the HR Planning respective Division/Department Head informs HR on personnel requirement through Manpower Requisition form, after obtaining necessary approvals from the Managing Director. Employment Requisition Form must contain a JTOR (Job Terms of Reference), comprising Job Description and Job Specifications / Requirements of the position. Requisition form contains some information like- name of the position, status of the employment, job description, job specification and approval of the HRD.

Dhaka Bank Limited believes in paying competitive salary and emoluments to its employees and to get maximum services out of them. Therefore, the authority of the Bank has to be careful in recruiting the right person for the right job. In the recruitment process there are couples of steps that are to be followed:

#### Written test

The recruitment test is combined of both elaborative and MC.Q. types. Usually Dhaka Bank Ltd assigned this to some organization. The particular organization does the entire thing. In the written test a person has to obtain a certain marks to pass the examination. Content for the written test (200 marks) should be as follows: ability to write both in Bengali & English, general arithmetic, general knowledge test organized by bank management or outsourced (IBA/BIBM/Others) and 60% marks will qualify a candidate to appear before interview/viva.

#### VIVA

The candidate after qualifying written test has to face VIVA test. VIVA is usually taken by the top management of the bank. Only short listed candidate are selected finally for the job. Selected candidates are eligible for Viva-Voce test for these posts of Dhaka Bank. After MCQ and written test result will be published for these posts. In the face-to-face interview, the following are taken into consideration: verbal communication, appearance, spoken English (moderate), attitude, etiquette & mannerism, family background & need, reference personnel, willingness to stay longer in routine operation job /cash and 60% will qualify a candidate for primary selection and medical test before formal offer is made in written

### 3.2. Recruitment and Selection Sources of the Dhaka Bank Limited

Dhaka Bank uses both the internal and external sources for their recruitment and selection (Source: www.dhakabank.com.bd ). Internal Sources of recruitment and selection are as follows:

#### Present Employees

This refers to promotion and transfers of present employees to high positions. Dhaka Bank Limited encourages ambitions of their staffs and welcome competent persons to perform

#### Employee Referrals

This involves appointing family members or friends of the existing employees. But of course the candidates has to be well qualified for the post

#### Previous application

Although this is not truly on internal sources, the applicants who have previously applied for job can be contacted by mail and vacancies can be filled quickly without spending too much.

#### Promotion and transfers

This process is also useful for recruitment of the employees. So Dhaka bank limited sometimes uses this method for the recruitment of their employees.

External Sources of recruitment and selection are as follows:

#### Advertisement

Advertisement is a well-known and worldwide accepted source of recruitment. Advertisement can be published in job sites, newspaper, internet or other media like, Wwww. bdjobs.com, Wwww. JobsA1.com, and www.prothomalojobs.com. Etc. When the job requirement is matched with the applicant's CV then HR selects these applications for recruitment.

#### Internet

Internet advertisement is another new source of Recruitment. Now a day every employee has a website and they collect CVs by internet. Ever there is lots of job website and company can send advertisement over there. Generally Dhaka Bank Limited gives advertisement in www.bdjobs.com. The interested candidates whose profiles match with the requirements can apply for job over the net. By this way Dhaka Bank Ltd. gets many CVs.

#### Professional & trade association

Professional & trade association is another new source of Recruitment. From this source Dhaka bank can recruit their employees.

#### Campus Recruiting

From the field of study or various campuses can also provide lots of capable students which can helpful for recruit for Dhaka bank Limited.

### 3.3 Requirement for all Employees in Dhaka Bank Limited

-She/he must be a citizen of Bangladesh.

-Third division/class in his/her academic attainment shall not be considered for employment in the Bank."

-She/he must be physically fit. All persons to be appointed by the Bank will have to undergo a medical test by the Bank's approved Physician/ Medical Officer so as to ascertain that they are physically and mentally sound health.

-No person shall be appointed in the service of the Bank unless he/ she is declared physically and mentally fit by a medical officer of the Bank or by any other Medical authority specified by the Bank in this behalf.

### 3.4 Restriction on Appointment

- The following categories of employees from other Bank/Organization shall not be employed:
- Employees against whom there are pending charges or who are dismissed, discharged, terminated and forced retired.
- Employees who do not submit formal release order from the immediate past employee
- However, an honorably retired person may be engaged for a particular assignment on a contractual basis.

### 3.5. Selection Activities

#### Screening of Candidates

Following publication of Job Vacancy, concerned Division/ Department Head and HR Division will scrutinize the applications and short list candidates for inviting to oral interviews or written tests where applicable. When screening the following criteria will be followed:

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

#### Job Analysis

Dhaka Bank Limited job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.

#### Job Description

Dhaka Bank Ltd. Job descriptions are written statements that describe the duties, responsibilities, important contributions and

outcomes needed from a position, required qualifications of candidates and reporting relationship and coworkers of a particular job.

**Job Specification**

Derived from job analysis, it is a statement of employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job or function. For the top level recruitment process Dhaka Bank uses the internal source.

**Written Exam**

For every job, Dhaka Bank Limited HR Department arrange for a written examination for the candidates. The written examination is a must for each and every candidate, which is called “General Ability & Psychometric Test”. General Ability & Psychometric Test contain two parts-

**General Ability**

In this section, the general ability on academic background and prior experience of the candidate has been checked.

**Oral Interview**

For the oral interview, competency based structured interview will be conducted. The standard Interview Assessment Form along with probing questions will be supplied by HR Division. Position specific structured interview with necessary Proving Questions and Assessment form can also be developed/ used. The oral interview may take place in different phases according to the decision of HR Division and concerned Division/ Department and on the basis of Position:

**Preliminary Interview**

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

**Second Interview or Final Interview**

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

**Interview of Key Position**

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

**Final Selection**

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

**Final Approval**

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

**Medical Test**

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

**Reference Checks**

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

**Appointment and placement**

Selection panel has issued the appointment letter, who are physically fit according to the medical test. When the appointed candidate join in the bank than the bank provide them the work place according to their post. After completion of probationary / training period, the performance of a fresh officer shall be evaluated by the Management. In the Performance Appraisal, the concerned officer has to score minimum 60%-65% marks for absorption in the regular service of the Bank. In case, he / she fail to secure 60%-65% marks, the Management may extend the probationary.

**4. Opinions of the Employees on Recruitment and Selection Process**

From the above discussion it is unclear whether the recruitment and selection process are being benefitted to the employees of the bank or not. If yes, what kinds of opinions are made by the employees, an attempt was done to get response from the employees by providing them pre structured questions which covered nine inquiries that can be found in the ensuing section.

**Table 1: Opinions of the Employees**

SL	Inquiries	Strong agree	Agree	Neutral	Disagree	Strong disagree	Total
1	DBL human resource strategy is a good strategy	0(0%)	42.43%(14)	45.45%(15)	6.06%(2)	6.06%(2)	100%(33)
2	Satisfied with the overall recruitment & selection process of DBL	6.06%(2)	36.36%(12)	30.30%(10)	24.24%(8)	3.03%(1)	100%(33)
3	A good induction & placement employees are highly motivation of DBL employees	0%(0)	54.54%(18)	30.30%(10)	9.09%(3)	6.06%(2)	100%(33)
4	Socialization can develop strong bonds that improve productivity of DBL	18.18%(6)	54.54%(18)	21.21%(7)	3.03%(1)	3.03%(1)	100%(33)
5	DBL improve recruitment & selection process	18.18%(6)	42.43%(14)	36.36%(12)	0%(0)	3.03%(1)	100%(33)
6	DBL employees educational requirements is good	15.15%(5)	69.69%(23)	15.15%(5)	0%(0)	0%(0)	100%(33)
7	DBL recruitment & selection process is formal	3.03%(1)	63.63%(21)	21.21%(7)	9.09%(3)	3.03%(1)	100%(33)
8	DBL recruitment & selection process is lengthy process	3.03%(1)	24.24%(8)	30.30%(10)	30.30%(10)	12.12%(4)	100%(33)
9	DBL recruitment & selection process is high costly	6.06%(2)	12.12%(4)	33.33%(11)	36.36%(12)	12.12%(4)	100(33)

Source: Author’s Survey.

N.B- 1) Figures in the bracket denote total number of respondents. 2) DBL-Dhaka Bank Ltd. [7,8]

**5. Findings**

The following major findings have been derived based on the demonstration of the recruitment and selection process and opinions of the employees:

- For external sources Dhaka Bank Limited does advertisement, takes help from the employment agencies (only for technology department), do campus recruitment, arrange internship for the students, take employee from personal contact or by employee leasing.

- Dhaka Bank Limited has a structured and standard selection process. This is strictly followed by the selection board that is empowered by the organization.
- The organization fills the position by promoting the present employees. But most of the times it recruits from outside.
- Interns are recruited based on their performance. Employee leasing is an option.
- Internally the organization discloses the positions of the job and announces it to all current employees. Nature of the position and the

qualification needs for the job is described in the announcement so that the interested candidates can apply.

- Another way to find applicants is through employee referrals by other departments. Informal communication among managers who can lead the discovery for the best candidates who are working in other department in the bank.
- Based on employee skills, educational background, experience of work of employee are recruited in the organization.
- About 42 percent employees said that the human resource recruitment strategy is good.
- Satisfaction of the overall recruitment process was agreed by about thirty six percent employees.
- A good induction & placement employees are highly motivation of employees were not found any strong agreement from the respondents.
- Socialization can develop strong bonds that improve productivity of DBL strongly agreed only eighteen percent employees.
- DBL improves recruitment & selection processes were strongly supported by about eighteen percent respondents.
- DBL employees' educational requirements are good which was agreed by about sixty nine percent respondents.
- Only 3.03% reports strong agreements that the DBL recruitment & selection process is formal.
- About thirty percent respondents disagreed that the DBL recruitment & selection process is lengthy process.
- Most of the respondents reported that the recruitment and selection process of the bank is not costly.

## 6. Recommendations & Conclusion

On the basis of above findings, following recommendations can be provided which might be helpful to upgrade the recruitment & selection process of the Dhaka Bank Limited:

- First of all the main important thing for an organization is the recruitment, which exists in this bank, is assumed traditional. In this case what they can do is that they can go for campus recruitment, hire institute for helping them recruiting people.
- The bank can also go for online recruitment, which is a modern method.
- Dhaka Bank Ltd. is running a well-designed recruiting process but they should follow an influence free and fair judgmental decision to recruit any new employee.
- The organization should give more emphasize on selecting a person.
- Dhaka Bank Limited should analyze the recruitment and selection process as per the opinions of the employees by consolidating with the policy of the bank.

The success of a commercial bank depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of DBL has to be careful in recruiting the right person for each job. As has been seen, the recruitment and selection process of the DBL has enough scope for improvement. The policy and process should be revised. The process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised and streamlined according to the results of the study.

## Acknowledgement

The author is acknowledged to Ms. Anika Sharmila, a BBA student of City University for her support to collect relevant information from the Dhaka Bank Ltd.

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