The Impact of COVID 19 on Recruitment and Selection Process in Banking Industry of Bangladesh: A Study on United Commercial Bank Limited

Name of the student

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This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration.

Internship Report

On

The Impact of COVID 19 on Recruitment and Selection Process in Banking Industry of Bangladesh: A Study on United Commercial Bank Limited

Course code: INT 4399

Submitted To

Mr. Jakowan

Assistant Professor

School of Business and Economics

United International University

Submitted By

Lamia Taskin

ID: 111 163 014

Enrollment: Fall 2021

School of Business and Economics

BBA Program, Major in Human Resource Management

United International University

Date of Submission

January 18, 2021

School of Business and Economics

United International University

Letter of Transmittal

January 18, 2021

Mr. Jakowan
Assistant Professor,
Department of School of Business and Economics
United International University.

Subject: Submission of Internship Report.

Dear Sir,
With due respect, I would like to notify you that, in accordance with your instructions, I have submitted my Internship Report on "**The Impact of COVID 19 on Recruitment and Selection Process in Banking Industry of Bangladesh – A Study on United Commercial Bank Limited**" as per the requirement for the degree fulfillment of Bachelor of Business Administration at United International University. I hope that this report will be both informative and comprehensive.

I found the study to be highly interesting, informative, and insightful. I have tried all I could to prepare a report that is both effective and creditable. The report offers a thorough analysis of the recruitment and selection process and the changes of during COVID 19 pandemic, as well as an evaluation of how it is carried out in the real world. I have acquired this information from a variety of sources, including websites and formal communications with my supervisor at United Commercial Bank Limited.

I would like to express my gratitude to you for your assistance and cooperation with me, and I am grateful for the opportunity you have offered me by assigning me to work on this study.

Sincerely,
Lamia Taskin
ID: 111 163 014
Program: BBA
Major in Human Resource Management

Lamia Taskin

Declaration of the Student

A greeting, my name is Lamia Taskin, and I am a Bachelor of Business Administration student at United International University, major in Human Resource Management. I do hereby declare that the project report on "**The Impact of COVID 19 on Recruitment and Selection Process in Banking Industry of Bangladesh – A Study on United Commercial Bank Limited**" is a presentation of my original work.

This study combines contributions from a number of persons who have been involved in providing suitable references to the literature review, formal and informal interviews for the purpose of analyzing the topics and discussions, and analyzing the data collected altogether. And this report has been prepared under the supervision of **Mr. Jakowan, Assistant Professor**, Business and Economics, United International University.

I additionally declare that I have not engaged in any unethical ways in the course of completing the report, and that the report has been prepared solely for the purposes of academic research.

Lamia Taskin

Lamia Taskin

ID – 111 163 014

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Acknowledgement

At first I would thank to Allah for providing me with the strength to perform my internship report obligations and responsibilities as well as to complete the study and report within the time frame.

After that, I would like to convey my heartfelt appreciation to my course supervisor, **Mr. Jakowan**, Assistant Professor, Business and Economics, United International University for his constructive guidance and valuable support. It is true that I would not have been able to complete the report on time and with accuracy if it had not been for his valuable direction, support, and collaboration throughout the process. I am delighted to have the opportunity to complete my project report under his supervision.

Finally, I would like to express my gratitude to all employees of UCBL (Kanaipur Branch, Faridpur) for participating and giving their valuable time to complete the interview sessions.

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Executive Summary

The internship report has been prepared as a partial prerequisite for the completion of my degree entitled "Bachelor of Business Administration (BBA)". While working as an intern at United Commercial Bank Limited, I gained valuable hands-on experience that I have detailed in my report.

I have conducted a study on "Recruitment and Selection Process in United Commercial Bank Limited and the changes during Covid-19". The primary goal of writing this report is to explain the functioning of the human resources department and the modifications that have been implemented in the recruiting and selection process as a result of the global COVID 19 crisis. I have described the HR activities, shortage of manpower in UCBL, recruitment and selection process, the changes of the process and internship experience in this report and divided the whole write up into six chapters.

The first chapter includes an introduction such as background study, objectives, scope, limitations, and methodology of the report.

The second chapter includes the literature review part. It is the purpose of this chapter to provide information collected from relevant literature addressing the subject matter of this study.

The third Chapter deals with the current banking industry scenario in Bangladesh and Company profile of United Commercial Bank Limited such as Company overview, products & services, culture of organization, CSR activities, HR operations etc.

In fourth chapter I have explained the Recruitment and Selection process of United Commercial Bank limited as well as the new changes during Covid-19 and what alterations they have made in these functional activities during Covid-19.

However, my internship experiences such as positions, duties, responsibilities, training, and contributions to department are elaborated in chapter five.

On the basis of analysis part and internship experiences at UCBL, some obstacles for UCBL are highlighted in chapter six and added some key points such as recommendation and key understanding etc. Finally, I have concluded this report in this chapter.

CHAPTER 01

INTRODUCTION

1.1 Background of the Report

Bangladesh's United International University is a well-known institution of higher education. Each professional degree program requires not just academic knowledge, but also hands-on experience in order to be successful in today's highly competitive environment. In order to complete the BBA degree, I must also take an internship, which will allow me to improve my future steps by gaining more professionalism and gaining real-world experience. The primary reason for preparing this report is to complete the requirements of the internship program offered by the Department of School of Business and Economics at United International University. The internship was overseen by **Mr**. **Jakowan**, **Assistant Professor**, department of School of Business and Economics, United International University, and required me to prepare a report on a specific topic that was related to my theoretical knowledge within a three-month working period. The topic was provided by the respective faculty.

1.2 Objectives of the Report

The objectives of this paper are divided into two categories. There are two types of objectives: broad objectives and specific objectives. The following are the study's objectives in their entirety:

1.2.1 Broad Objective

- To get an understanding of the recruiting and selection process, as well as changes that occur in the workplace during the COVID 19 pandemic in United Commercial Bank Limited.

1.2.2 Specific Objectives

The following are some of the objectives of this report, which are listed below:

- To know about current scenario of Banking Industry in Bangladesh.
- To get an overview of United Commercial Bank Limited.
- To obtaining information about the recruiting and selection processes in United Commercial Bank Limited.
- In order to better understand the challenges that United Commercial Bank Limited confronts during the COVID 19 pandemic on recruiting and selecting potential candidates.
- To provide some recommendations on how to overcome the problem during the recruiting and selection process.

1.3 Scope of the Report

In the course of my internship, I was offered several opportunities to learn directly from United Commercial Bank Limited (Kanaipur, Fraidpur branch) about their recruitment and selection process, how they manage their working lives during a pandemic scenario, how they are taking steps to ensure the safety of their employees, and how they are concentrating on their human resource operations are all quite interesting. By tying theoretical concepts to real-world events, I have been able to take my knowledge to a new level of sophistication.

1.4 Methodology of the Report

In its entirety, the study is based on direct conversation and observation with the members and employees of United Commercial Bank Limited (Kanaipur, Fraidpur branch). For the purpose of this report, both informal and formal interviews were conducted.

1.4.1 Primary Data

Directly from employees of the company, I have acquired data for this report by interviewing them, and the major data for this report has been gathered by following the approach outlined below:

- A face to face conversation about a relevant subject,
- Interviewing employees from United Commercial Bank Limited (Kanaipur, Fraidpur branch),
- Direct observation of the existing state of human resource practices and operations in the Bangladeshi banking industry.

1.4.2 Secondary Data

- Official Website of United Commercial Bank Limited
- Newspapers, journals, annual reports and articles, which are related to the topic of the study.

1.5 Limitation of the Report

The pandemic Covid-19 is the most significant obstacle. Because a large number of employees were affected by Covid-19 at the bank, the working atmosphere was risky for me to complete my internship effectively. As a result, throughout my internship, I worked from home at times and in the office at other times during the last month of my internship period. So, it was difficult for me to collecting appropriate information about the topic of the study.

A further significant limitation was the difficulty of conducting the survey. Because United Commercial Bank Limited is a private leading bank in Bangladesh, some of its personnel are not given priority to intern. Consequently, the topic was studied and analyzed on the basis of open-ended questions throughout an interview.

Beside, the following are some of the limitations:

- Some information cannot be made available due to confidentiality and other banking obligations.
- The HRD of UCBL (Kanaipur, Fraidpur branch) had not given so much time on my interview sessions.

CHAPTER 02

LITERATURE REVIEW

Literature Review Part

It is the purpose of this chapter to provide information collected from relevant literature addressing the subject matter of this study.

2.1 Concept of Human Resource Management

Human resource management (HRM) encompasses all managerial actions and procedures that influence an organization's employees **(Reddy, 2011)**. Human resource management has been defined in a variety of ways by various scholars. Human resource management (HRM) was described by **(Daud, 2006)** as a system, policy, and practices that may have an impact on people who work in an organization. A further definition provided by **(Juyal, 2006)** is that human resources management (HRM) encompasses all choices and practices that have an impact on employees inside firms. According to **(De Cieri, 2008)** HRM is "the policies and practices that impact employee behavior". Human resource management (HRM) is a strategy that seeks to establish an active balance between the personal interests of employees and the economic value that they provide to the organization **(Ahmad, 2012)**. Finally, according to **(Burma, 2014)**, Human resource management (HRM) is an intentional and clear approach for managing the organization's most precious assets: its people.

The fundamental goal of human resource management is to ensure that worker and other persons who are associated with management and organizational goals, such as customers, have a positive experience. The aims of human resource management include, among other things, ensuring the availability of resources, providing easy access to data, processing payroll on time, and ensuring compliance with applicable rules. The goals of human resource management are mostly impacted by company goals and vertical integration. The goal of human resource management is to maintain a stable work environment by centralizing data and ensuring that activities are efficient **(Sampras, 2019)**.

2.2 Operative Functions of Human Resource Management

Human resource management is a broad term that incorporates all actions that are linked to an organization's employees. Management of human resources is concerned with attracting, developing, and retaining a talented workforce, as well as with ensuring that those employees are placed where they will be most productive.

In the words of **(Patidar, 2021)**, operations aspects of human resource management include the following responsibilities:

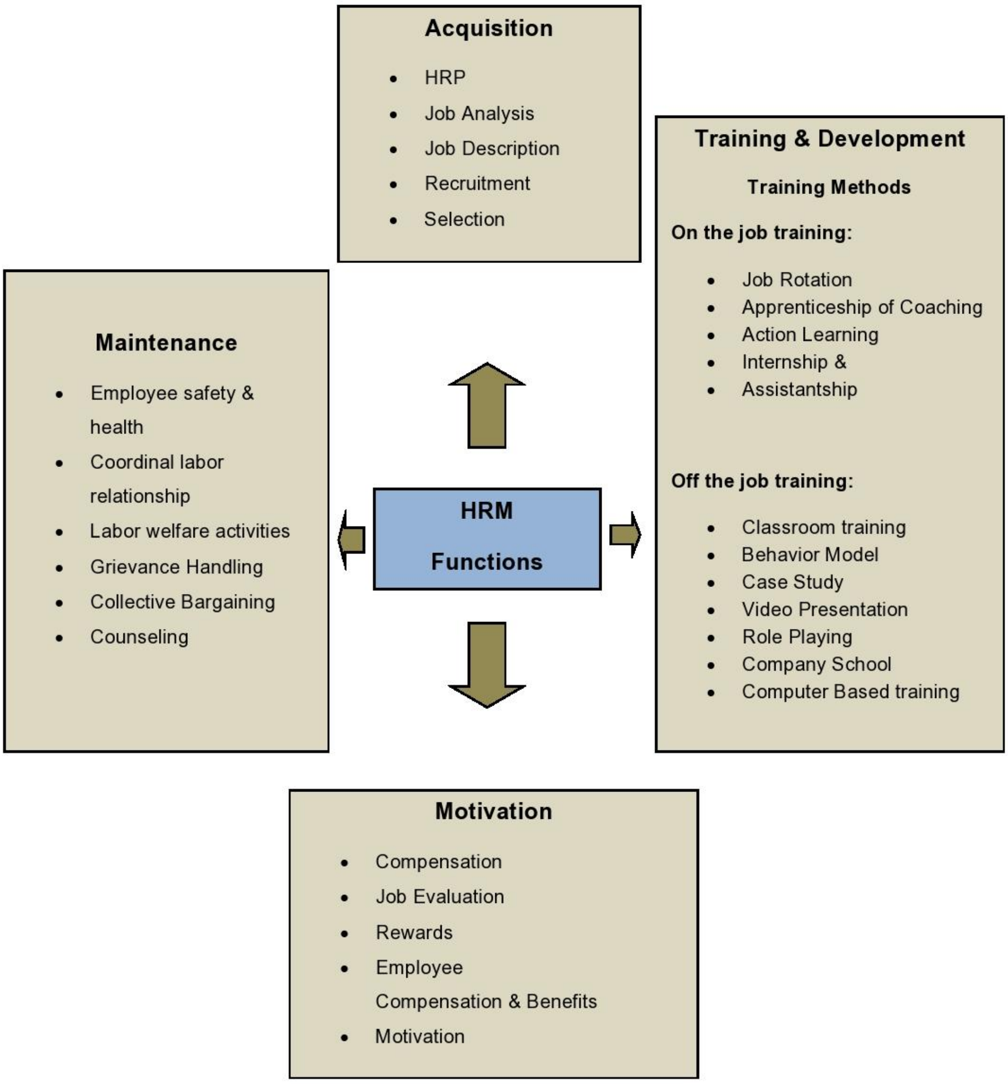


Figure 1.1: Operational Functions of HRM

Source: (Chowdhury, 2020)

The functions of human resources are influenced by the functions of other human resources via the use of a holistic approach. If the human resources department does not provide sufficient manpower to the organization, the skilled and experienced employees of the organization will be in short supply, which will have a negative impact on the operation function and make it very difficult for the company to achieve its objectives.

2.3 Concept of Recruitment and Selection Process

A job description, tasks of the job, a list of prerequisites for individuals wishing to fill the vacancy, a decision on how and where to source recruits for the position, and actually getting people to apply for the post are all examples of what recruiting implies in a corporate environment. Selection entails going through all of the resumes in order to locate competent applicants, holding interviews, short listing candidates, and then selecting the most qualified candidate for the position **(Harness, 2019)**.

Each phase of recruiting and selection contributes to the process of identifying the best qualified candidates for any given position, and you should consider recruitment and retention to be comprised of the eight steps outlined below:

Figure 2.2: Recruitment and Selection Process

*Source: **(Recruitment and Selection Process)***

2.4 Recruitment and Selection Practices in Private Sector Organization

When it comes to hiring and selecting employees, managers and business owners in the private sector consider it as a personal problem, and they often depend on informal recruiting tactics to fill their jobs. As a result of legal mandates, private sector companies are not obligated to publish job vacancies in the press or to maintain any formal recruitment and selection procedures in order to fill available positions **(Absar, 2014)**. They hire as and when they deem it essential, and they only employ people who they believe are acceptable after giving them careful thought. As owners/managers fulfill their social commitments to assist family and friends, friendship and sense of belonging tend to take priority over qualifications and abilities **(Chowdhury S. &., 2012)**. However, in order to operate their company effectively, they must take into account the requirements of political leaders and other prominent organizations. Failure to do so might make it difficult to get business financing, gain essential approvals from government agencies, maintain the security of company locations, and result in other unnecessarily difficult situations caused by the aggrieved parties on purpose **(Absar N. &., 2010)**.

When it comes to hiring for senior jobs in the private sector, most businesses prefer hiring family. Practices connected to promotion, transfer, and perks are therefore controlled in accordance with social connections and personal ties, as shown in the diagram. Occasionally, private sector employers advertise in newspapers, but only for highly-specialized positions that cannot be filled by family or friends. Social connections and personal ties have a larger role in hiring in the private sector than in the public sector **(Khan, 2013)**. When it comes to hiring, these company owners tend to shy away from using a more formal approach based on official regulations because they see it as a challenge to their authority and control. It is not uncommon for a private sector company to advertise for management positions. However, these adverts are more a form of business promotion than a recruiting effort.

High unemployment and fierce competition for the few available jobs encourage senior management to engage in nepotism in the hiring and selection process by giving preference to friends and relatives. Since there is a continual supply of workers due to the massive labor market, companies seldom have problems hiring or maintaining quality employees. On rare occasions, experienced professionals would leave their current position in search of greater salary and other benefits. For top-level management positions in a rising economy, entrants to a sector often rely on headhunters to identify qualified candidates, while informal channels are used to discover acceptable candidates. The government of Bangladesh does not have any legislation in place to regulate the recruiting and selection operations that take place in the labor market.

2.5 HR Challenges and Opportunities in the Times of COVID 19

According to **(Atkeson, 2020)**, the COVID-19 pandemic has created significant human resource management challenges, considering the difficulties in integrating new and current personnel, as well as dealing with significantly changing work circumstances, among others In order to maintain social separation, which is one approach of avoiding COVID-19, employers may consider transferring employees to distant work places or instituting new undesirable workplace regulations and procedures. Individuals are more likely to choose a company or organization if its cultural features, values, and work characteristics are similar to their own views, desires and values in line with the P-E fit theory **(Harris, 2020)**. People who are hired into a company where their P-E fit is ideal tend to flourish, resulting in higher levels of work satisfaction, devotion, and general well-being for themselves and their loved ones in the process. When the workplace's values and beliefs are disrupted, the numerous advantages gained from such a working environment are all adversely affected, leaving the business as well as its employees with no option but to find new ways to restore a harmonious working relationship. Another comparable example is COVID-19. With COVID-19, many of the benefits of a regular working environment have been altered **(Kalogiannidis, 2020)**.

As stated by **(McKibbin, 2020)** In the P-E fit work connections, one of the most often reported ambitions is to develop excellent ties with organizations and to achieve cohesion with colleagues and the employer as a consequence. With this primary purpose in mind throughout the whole hiring process, potential employees are always lured to a firm. There is a real possibility that physical interactions will decrease or disappear altogether as most organizations change their working methods in the wake of COVID-19. The resulting P-E incongruence could have disastrous consequences for the overall productivity and well-being of the workforce, as well as for the organization as a whole **(Harris, 2020)**.

According to **(Khudhair, 2020)**, The most effective ways for making remote work more successful in terms of increasing worker productivity are still unknown to certain corporations even in the midst of new forms of operating organizations, such as working remotely. To maintain a good working relationship between workers and the organization through increasing employee commitment via remote work and implementing strategic policies is a challenge for certain organizations, especially during times like COVID-19 when resources to support such initiatives are few **(Lauer, 2020)**.

CHAPTER 03

INDUSTRY AND COMPANY ANALYSIS

PART A: Banking Industry

3.1 Banking Industry Scenario (2020-2021)

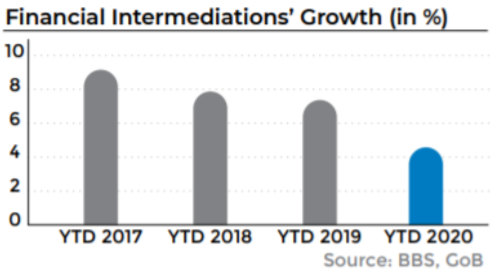
As a result of the COVID-19 epidemic, the global economy has been badly impacted, leading to a halt in corporate activity and economic recession. This has resulted in a slew of scams and irregularities in the banking sector in Bangladesh, includes a significant number of

- Nonperforming loans,
- An increase in loan write-offs,
- A lack of corporate governance,
- An increase in capital shortage, and
- A poor rate of loan recovery, among other things.

This industry is suffering as a result of the covid-19 epidemic, which is a further salting of the wound for the industry. Due to the ongoing consequences of Covid-19, the whole country as well as the financial sector will face new challenges in the next months and years (Tapash Chandra Paul, 2020-2021).

3.1.1 Growth of Financial Sector

According to the Bangladesh Bureau of Statistics, the growth of financial intermediation has been on a declining trend throughout the years, but a significant decline has been noted in 2020 when compared to the previous year.



3.1.2 Impact on Banker

According to Bangladesh Bank figures, 27,237 bankers of commercial banks were afflicted by COVID-19 till June 2021, with 143 bankers dying as a result of the COVID 19.

3.1.3 Transformation on Digital System

Since of COVID 19's pandemic condition, the country's economy — particularly the financial sector — is suffering significantly as a consequence. Because of the social gap that existed at the time of Corona's founding, direct transactions with the organization were restricted. In order for clients to transact from a safe distance, banks need the development of digital banking services, and there is huge potential for the growth of digital transactions in general. As a result of the pandemic situation and its impact on COVID 19, people are more inclined to do digital transactions. Banks have presently developed a variety of online banking services to meet the needs of a diverse range of customers. Some banks in the nation have made it easy to set up secured deposit products, move money rapidly online, create bank accounts, and make transactions online via the use of technology.

3.1.4 Online Banking Services

In recent times, some banks have released new applications for home collecting the money to distribute to distributors from a variety of local and international companies. This implies that dealers may request for a loan via the app if they need one, and the money will be disbursed if the loan is approved.

Standard Chartered Bank carried out block chain transactions for the first time in the nation in order to enhance import-export activities, according to the bank. Letters of credit (LC) have recently been issued successfully utilizing the Contour Block Chain Network, which was developed recently. It should be noted that the block chain is an automated method of completing the transaction operation in a short amount of time. On the Paper Fly home delivery network, **Eastern Bank** has integrated the digital payment method 'Cashless Pay' for online buying, which allows customers to pay with their bank accounts instead of cash. **Dhaka Bank** has launched the following stages to allow customers to do transactions from the comfort of their own homes. There are two of these services that are brand new to the banking business in Bangladesh. In June of last year, the bank established a branch in its hometown. Following the creation of an online account, the Bank will send ATM cards and cheque books to the customer's residence at no cost.

3.1.5 Work from Home and Virtual Activities

At a safe distance, COVID 19 showed to the banks how technology may be used to assist with training courses, seminars, and meetings, among other things. Despite the fact that virtual meetings had been conducted, their reach had been limited. Board meetings and management meetings are held in conjunction with annual general meetings (AGMs) of banks during the time of COVID 19. Prior to Corona, there was little online training available in the nation. However, seminars and employee training are performed virtually throughout this epidemic period. Virtual meetings take place on a daily basis at several banks. Due to the nature of virtual meetings, no rental, usage of services, hospitality, or travel is necessary. As a result, banks attempt to save time and money on training. Additionally, other learners may be brought into training at the same time. Virtual meetings, online trainings, and virtual seminars, among other things, have grown in popularity around the globe as a result of the COVID 19 epidemic. To minimize the risk of corona infection and to maintain banking operations, numerous employees established virtual offices from their homes. On the other hand, senior officials have dispersed material electronically and communicate with their subordinates through technology.

3.1.6 Layoffs Banking Employees

During the Coronation era, the biggest number of layoffs occurred in private banks, marking the first time this has happened in the history of the institution. Hundreds of thousands of people have been laid off by a few of the world's largest banking institutions. Approximately 500 individuals have been put off from many banks in Bangladesh, including the private banks such as City Bank, South East Bank, and AB Bank. There have been rumblings of layoffs in the banks of the nation from time to time, but no one has ever been laid off all at the same time as this many individuals. To summaries the COVID 19, bank employees must be informed in banking as well as other areas in order to cope with such negative scenarios as those described in this situation.

3.1.7 Cuts of Wages

In the context of banking sector in Bangladesh, no private bank has ever heard of cutting its pay allocation, and this is true even now. Due to intense competition among the banks, the banks upped their employees' pay allowances at different periods. No one, on the other hand, anticipated that the pay could ever be reduced. Following the outbreak, a number of private banks have cut salaries in order to reduce expenses. The impact of COVID 19 instilled in bankers the attitude of accepting a certain situation, such as a decrease in the salary allotment for bank personnel. The development of cutting-edge technology, intelligent systems, and computer vision technologies are now being prioritized by financial institutions in order to reduce the risk of corona infection.

3.2 Corporate Profile of United Commercial Bank Limited (UCB)

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

Corporate Structure

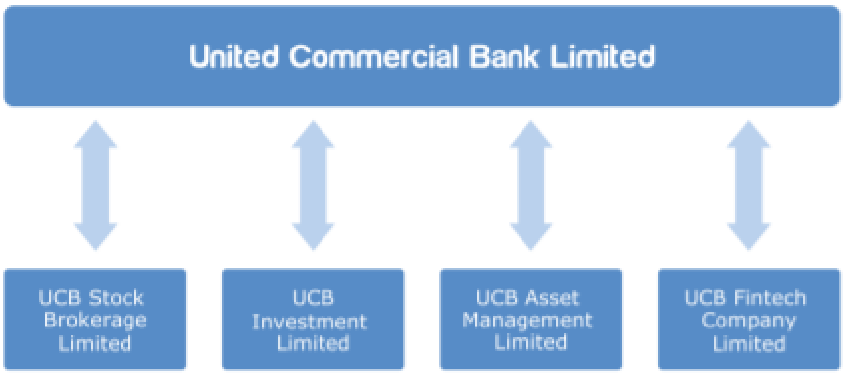


Figure 3.3: Corporate Structure of United Commercial Bank Limited

Source: *(UCB, Annual Report 2020)*

United Commercial Bank Limited (UCBL) is a private commercial bank in Bangladesh that has been in operation for more than a decade. It has been taking aim at a group of business visionaries who are willing to take calculated risks since 1983, when the bank was founded on a foundation of verified capital under. The goal of sending this bank was to bring about subjective changes in banking and monetary administration, which was successfully achieved. Today, United Commercial Bank Limited provides its clients via 204 branches, and it also provides various forms of help to around 300 non-bank customers. They have committed more than three blissful decades to upholding the pledge, and now we are one of the leading private commercial banks in Bangladesh, having grown from humble beginnings. UCB has been unwavering in its commitment to provide the highest level of services and support since the beginning of its existence. In keeping with their goal to provide the greatest financial services possible, they are always developing new and innovative programmers and products that are both diversified and consumer friendly.

UCB has played a crucial part in the creation, nourishment, and establishment of top entrepreneurs in the nation, and without these highly exceptional individuals (entrepreneurs), Bangladesh would not be the economically robust country that it is today. UCB is a publicly traded company that is traded on the Dhaka Stock Exchange Limited and the Chittagong Stock Exchange Limited. UCB is regarded to be one of the top listed organizations in Bangladesh in all aspects.

3.2.1 World Economy and Journey of UCB (2020)

Despite the many obstacles that the COVID Pandemic has posed to the global and local economies, we have been able to sustain positive growth in a number of key business metrics. UCB's performances in 2020 may be seen in the following ways:

- It has continued to produce growth in practically every element of the Bank's activities, and the balance sheet size has increased by 10.42 percent in comparison to the previous year, and is expected to reach BDT 49,331 core by 2020.
- The bank's funds under management (FUM) increased by 7.06 percent, which was a small increase. In 2020, the total amount of deposits at the bank would exceed BDT 35,398 core.
- Total loans and advances climbed by 8.97 percent to BDT 35,168 core in 2020 from BDT 32,273 core in 2019, representing an increase of BDT 32,273 core. The corporate loan exposure in Bangladesh will be BDT 24,559 core in 2020, while the retail loan exposure would be BDT 8,592 core and the SME loan exposure will be BDT 2,018 core.
- The import business saw a modest growth rate of 5.29 percent in 2020, with a total value of USD 3,057 million.
- UCB's export business performed in accordance with the general performance of the nation, which witnessed a 16 percent decline in growth as a result of a reduction in worldwide demand for garment items during this pandemic-affected year. In 2020, our export revenue was expected to reach USD 2,506 million.
- In 2020, UCB provided loans and advances of BDT 2363 core to its clients, compared to a goal of BDT 3264 core set by the Bangladesh Bank as part of several stimulus measures planned by the government to counter the effects of the COVID on the country's economy.
- Faced with a slow economy and a tightening lending rate environment, the bank's operational profit fell to BDT 686 million from BDT 828 core the previous year.
- In 2020, the company's earnings per share (EPS) were BDT 2.35.

In addition, the details of the world economy and banking sector, as well as the home economy, were addressed previously to aid in comprehension.

3.3 Mission

To assist its clients acquire, manage, and expand their wealth while simultaneously improving the quality of life in the communities in which they live is the goal of the financial services industry.

3.4 Vision

Through their social responsibilities, they want to have a good impact on the national economy as well as its consumers, shareholders, and workers.

3.5 Core Values

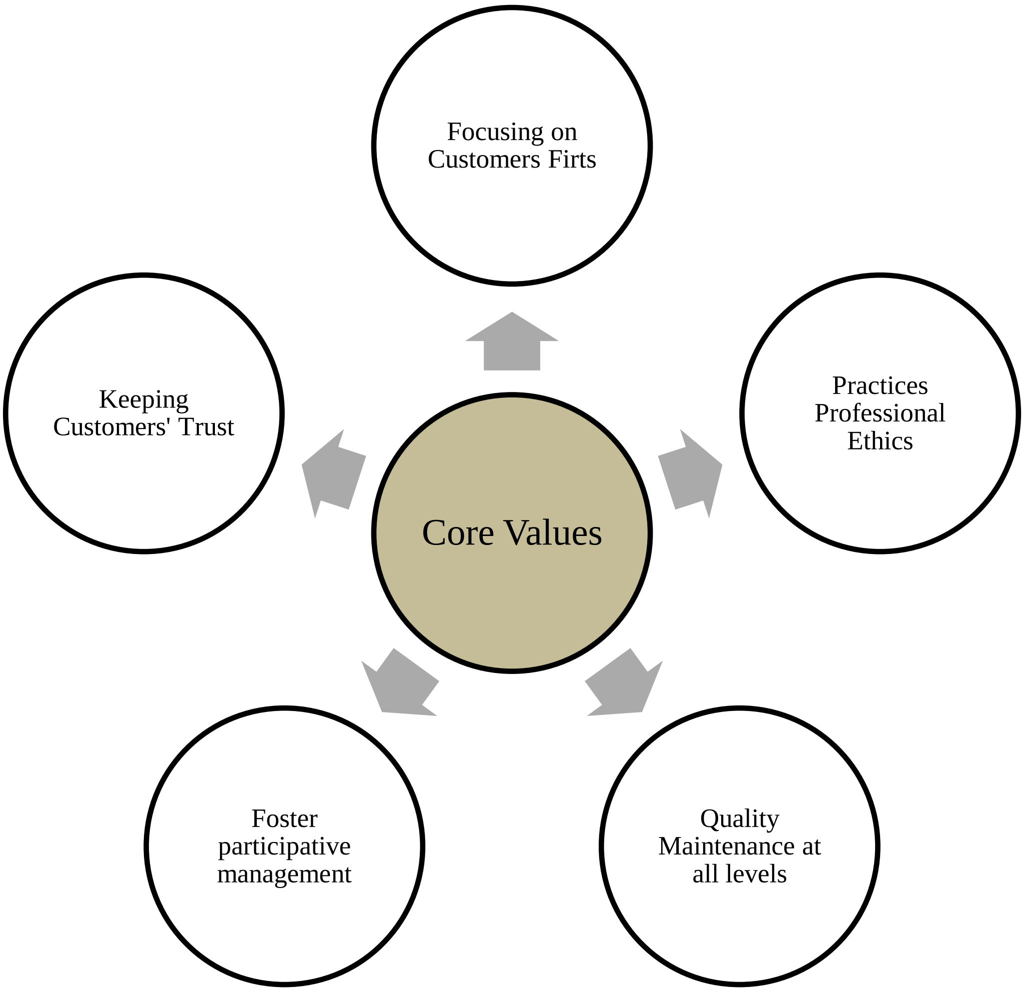


Figure 4.4: Core Values of Unite Commercial Bank Limited

Source: *(UCB, Annual Report 2020)*

3.6 Products and Services

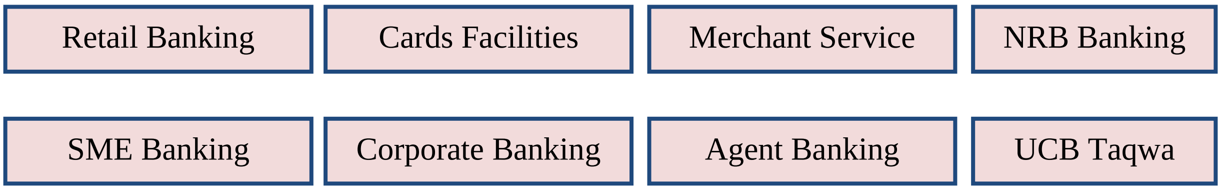


Figure 5.4: Products and Services of Unite Commercial Bank Limited

Many distribution channels and subsidiary organizations are used by UCB to serve the banking needs of large corporations, small and medium-sized businesses (SMEs), and individual customers. Private sector banking has already made a distinct mark in the realm of private sector banking with a vast network of 204 branches, an Off-shore Banking unit, Upay, Agent Banking (UCB Imperial), priority banking (UCB Imperial), remittance services, credit card business, and a dedicated human capital workforce of 4,900 people, among other attributes. To lead the way in financial inclusion and green banking throughout the nation, the RMG, import-export, agricultural, small and medium-sized enterprises (SMEs), and retail sectors have all been given special attention. UCB Stock Brokerage Limited, UCB Investment Limited, UCB Asset Management Limited, and UCB Fintech Company Limited are all wholly owned subsidiaries of UCB. UCB Stock Brokerage Limited provides brokerage services on the stock market. UCB Investment Limited aims to carry out full-fledged merchant banking activities in Bangladesh (Mobile Financial Services known as Upay).

3.7 Board of Members

The members of the UCB Board of Directors are distinguished professionals with extensive industrial, financial, and operational experience. It has 20 members, including three independent directors and the institution's managing director (MD). The Executive Committee, Audit Committee, Risk Management Committee, Shariah Supervisory Committee, Nomination and Remuneration Committee, are the five committees under the Board of UCB.

3.8 Organogram of UCB

Figure 6.5: Organogram of Unite Commercial Bank Limited

3.9 Culture of the Organization

United Commercial Bank has been putting its corporate culture into action for the last ten (ten) years. Now that UCB has been implemented in practice in each and every branch, it is time to look forward. They believe in the value of people making sense of one other's thoughts, feelings, and actions together. There are different ways in which their individuals may perceive and comprehend events, actions, things, and situations. They tailor their manners and etiquette character to the specific demands of the bank and the needs of its clients, both of whom are of essential significance to the institution. It has not been forced on them the corporate culture to which they belong. Instead, it has been accomplished via their business behavior, which is commendable.

3.9.1 Strategic Priority

- To ensure the satisfaction of all stakeholders and to make the whole banking process a pleasurable experience for all participants.
- To comply with all of the regulations and laws that is in existence in Bangladesh.
- Continuous development without affecting the requirements of future generations.
- To achieve the complete satisfaction of all USB clients by providing services via the installation of world-class information technology infrastructure.
- To develop a culture of good governance.
- Assuring an effective risk management strategy across the whole lifecycle of an activity.
- Corporate Social Responsibility (CSR) is being addressed in a responsible way.
- In order to establish and strengthen brand image.

3.9.2 Corporate Social Responsibility (CSR)

As one of the world's most prominent financial organizations, they are aware of their responsibilities to society and seek to fulfill them. Every stakeholder, ethical functioning, employee rights and welfare, respect for human beings and the environment are all important to them. They also share information about their CSR strategy. They are dedicated to making a positive impact on the overall well-being of society by delivering a reliable, secure, and responsible service. They want to be seen as a positive force in the community, which is why they are working hard to achieve this goal. Managing and reporting the impact of their operations on society and the environment in which they operate is critical to everyone, and they are continually looking to improve and strengthen their corporate responsibility policies and performance. They understand that achieving long-term, sustainable development will need ongoing work. Some o their CSR activities are listed below:

- Initiatives to enhance the ability of students in grades K-12, college, and university to participate in extracurricular activities.
- Scholarship programs for brilliant and poor students.
- Financial support for children from low-income families to further their education.
- Improve the financial literacy of our markets' next generation of customers by teaching them smart money management skills including saving, spending, borrowing, and budgeting.
- Donations to charitable organizations, such as those dedicated to education, etc.

3.10 HR Department of UCB

Employees and employers are interdependent, and the Human Resources Department (HRD) of UCB believes that both parties should be handled appropriately in their dealings. In order to achieve this aim, the HRD of UCB intends to be able to complete the following tasks:

- Assist in establishing and maintaining rules that enable UCB to provide a wide range of employment possibilities, such as job postings; remuneration and benefits; transfers; training; and career growth. Every person, regardless of gender, age or nationality or religious views should be able to participate in these policies.
- To create an industry-wide climate of support and trust that encourages workers to work as a cohesive unit while simultaneously fostering their ability to learn, grow, and change as their circumstances dictate.
- To ensure that there are enough employees with the requisite knowledge and skills to satisfy both current and long-term industry demands.
- To ensure the establishment of appropriate processes for recruiting, training and development, assessment, and performance management.
- To oversee the industry's succession planning process for all senior management positions.
- To ensure that all applicable government and company requirements on workplace safety, health, and hygiene are strictly adhered to.

3.10.1 Strategic HR Planning

The human resources of United Commercial Bank Limited are their most valuable asset, and they are assisting them in their attempts to achieve the bank's continual development objectives. One of the most important responsibilities of their Human Resource Department is to develop and maintain the skills of their employees, as well as to contribute to the achievement of long-term success with engaged employees by employing the strongest personnel in the most appropriate position.

In addition, they are responsible for human resource planning, the recruitment and selection of potential candidates, the coordination of training and development, the provision of incentives and facilities, the evaluation of performance, and the proper management and monitoring of all human resource-related activities.

UCBL's human resources departments are actively interacting with new technologies to future activate themselves in the face of the COVID 19 pandemic and lockdown, which is especially beneficial in increasing their comprehension and skills. The succession planning approach is used by **UCBL** to predict demand for human resources. In business, succession planning refers to the process by which an organization ensures that personnel are recruited and coached to fill each key position within the organization. Identifying and monitoring high-potential employees who will be able to fill top management roles when they become available is the practice of succession planning.

All employees and executives of **UCBL's** human resources department are permitted to access the FLORA-designed human resource data computers (also known as Core Banking Software), which are placed in their bank's human resources department. Employees from all **United Commercial Bank's** branches may randomly contact any employees from the bank's headquarters using the HRD system if they have any questions concerning a leave request, discharge order, transfer order, training and development, pay and benefits, or anything else.

With the purpose of increasing organizational performance and competitive advantage, the **United Commercial Bank's** Human Resource Department recruits, trains, and rewards organizationally strong personnel in order to realize competitive objectives in a winning community, according to the bank's mission statement.

In order to achieve the goals of the **UCBL**, the Human Resources Department normally prepares the following measures:

- It all gets down to recruiting the most qualified candidate for the most suitable role at the most appropriate time.
- Reduce Turn Over Rates.
- Motivate and motivate employees to work with a high level of enthusiasm and dedication.
- In order to prevent spending time on unproductive interviewing.
- Discrimination in the workplace ought to be forbidden.
- Build strong moral and interpersonal bonds inside the company.
- Maintenance to keep order inside the organization.
- Attract and retain highly competent employees in the bank.
- Recognize and meet the needs and desires of their personnel.

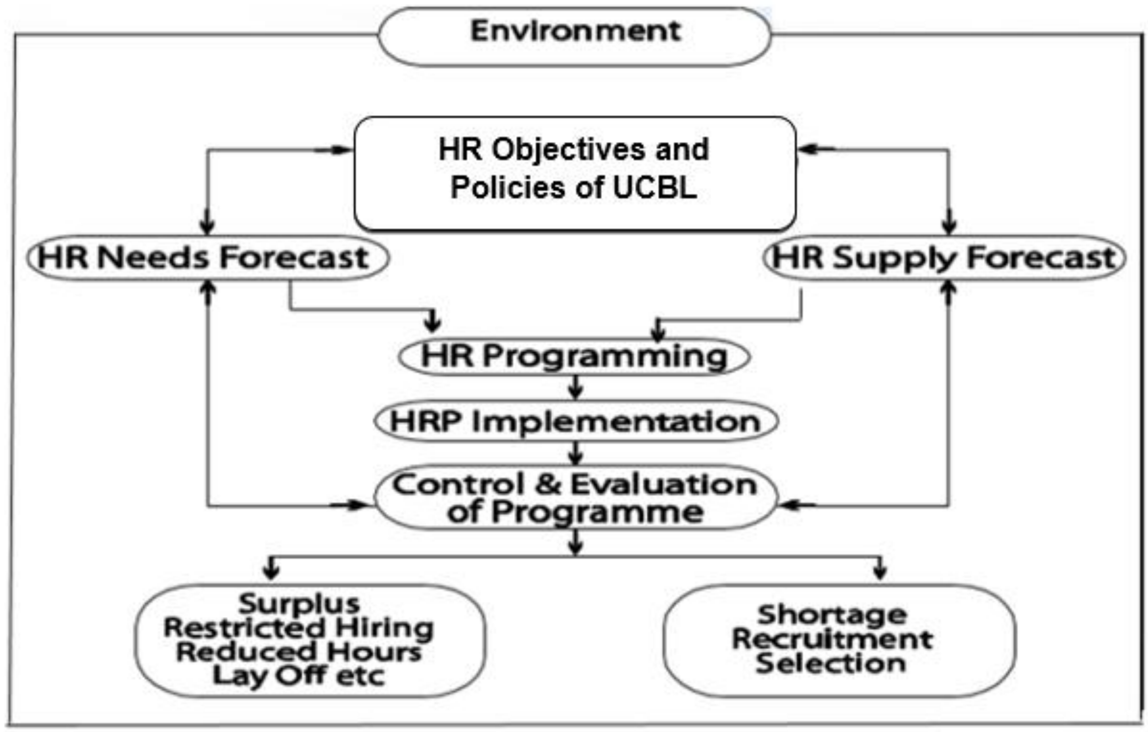


Figure 7.6: Strategic Human Resource Planning of UCBL

3.10.2 Challenges on maintaining Daily HR Operation during COVID 19

HR managers at **United Commercial Bank Limited** have adopted diverse techniques for their organizations' human resource planning, decisions, and day-to-day operations since the beginning of the pandemic scenario in March, 2020. The pandemic scenario has posed several obstacles for them, including the need to establish a new work environment while also adopting social distance with others. When it comes to day-to-day operations, some of their most significant issues are as follows:

- Supporting on mental stress, health and wellbeing of employees.
- To keep maintenance of employees' work life balances.
- Providing remote working facilities.
- Building agility.
- Proper and effective communication.
- Uncertainty and Productivity
- Employee engagement and so on.

CHAPTER 04

ANALYSIS: RECRUITMENT AND SELECTION PROCESS at UCBL

PART A: Recruitment and Selection Process

4.1 Recruitment and Selection Process of UCBL

4.1.1 Approach of Recruitment

The Human Resources Department plays a key role in defining the total personnel needs of the bank. **United Commercial Bank** Ltd provides equitable job opportunities to all Bangladeshi nationals living in the country. The **UCBL** has developed a strategy for attracting, developing, and empowering highly qualified and experienced professionals. The Bank's recruitment policy is normally determined on a regular basis by the board of directors of the bank. A Bachelor’s degree is the entry-level qualification for any formal post, and it is the bare minimum. **UCBL**, on the other hand, needs a minimum of a Bachelor Degree or BBA in any discipline for the designated junior officer level and probationary officer.

For entry-level employment at **United Commercial Bank**, the hiring process starts with a standardized written exam administered and overseen by the Institute of **Business Administration (IBA)** and **Bangladesh Institute of Bank Management (BIBM)**. The written exam is followed by a three-phase interview performed by a panel of experts comprising of the country's most respected and notable bankers, after which the successful candidates are informed of their selection.

4.1.2 Recruitment Procedure for Entry Level Position at UCBL

A. Job Analysis

Performing a job analysis is an in-depth evaluation of the activities, responsibilities, and abilities required to adequately execute a certain employment task. Working with a defined set of important components, such as job tasks and skill requirements, as well as the kind of person who will be employed to do those activities is what work analysis is all about. The job review defines the information that will be used to create the job description and role definition. The **UCBL** has a comprehensive job analysis that covers the following:

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

Generally, the recruitment process would begin with a review of the job description and the qualifications for the position.

United Commercial Bank does a job analysis prior to beginning the first recruiting process. They make an effort to provide information about job analysis to actual employment practices. Once a year, the **UCBL** conducts an employment analysis. It's a time-consuming process that requires patience. The interviewing of 5 to 6 employees will take a few days, and the managers will be engaged in the description of the technique and purpose of the study, which will take place over many days.

B. Job Description

As a consequence of the outcomes of the job assessment, the job description is the process of creating a detailed and written statement about the responsibilities of a certain position. The fundamental objective of a job description is to gather information about a specific position in order to market it. It is used to determine what resources are required to complete a certain activity. Employees are expected to complete certain tasks in response to a specific job vacancy, which is specified in the job description. The job description outlines the title, duties, summary, location, and working circumstances of the position. The **United Commercial Bank** prepared a job description that includes duties performed inside the job, information regarding job tasks and responsibilities, reporting to and from employees, a job summary, salary and wages and a requirement for working conditions.

C. Job Specifications

The job specifications or requirements are yet another component of **United Commercial Bank** in job analysis process. It outlines the kind of person needed (in terms of ability, knowledge, and a distinct attitude, as well as many other sorts of test results) as well as the working circumstances that will be experienced in the workplace.

D. Conduct Recruit Survey

United Commercial Bank determines which department they need to employ for initially in order to meet their hiring needs. Due to these circumstances, an internal poll was conducted by the officer's first assignment from the human resources department, in order to identify where the recruit was needed and how much was needed. They submit a request to Human Resources noting that they need a certain number of applications in any certain area when there is a scarcity of people. Therefore, **United Commercial Bank** immediately identifies the requirement for a job position.

E. Requirements of Candidates

Entry-level personnel at **United Commercial Bank Limited** are evaluated based on a skill level that is established and used to select candidates. They recruit employees with a minimum of a Bachelor's degree from any reputed university. At **United Commercial Bank Limited**, MBA applicants are given a great deal of consideration.

i. **Both for Junior Officer and Probationary Officer:** Candidates must have a minimum GPA of 4.00 on a 5.00 scale, as well as a combined grade point average (CGPA) of 3.00 on a 4.00 scale. First-class divisions are required for candidates for the SSC and HSC exams, with no third-class divisions allowed. Candidates who have completed their O and A levels must have a grade - point average (GPA) of at least 3.00 on a scale of 4.00.

4.1.3 Sources of Recruitment

United Commercial Bank Limited decides which candidates are necessary in which sectors at the outset of the recruitment process. Upon receipt of the request form, the human resources manager distributes the employment circular to a number of job portals or posting services. **UCBL** advertises job vacancies on a number of platforms. When **UCBL's** Human Resources department receives a recruiting application from the offices, the position is made available to the general public. The **UCBL** uses a number of strategies to advertise employment openings, including:

A. **Internal Recruitment:** Internal recruitment sources have a smaller pool of candidates to choose from than external recruiting sources. Rehiring previous employees or past cooperative education students, recruiting employees who are referred by current employees, and hiring from among those who have applied without being solicited are all examples of internal sources of talents (such applicants are called walk-ins or gate hires).

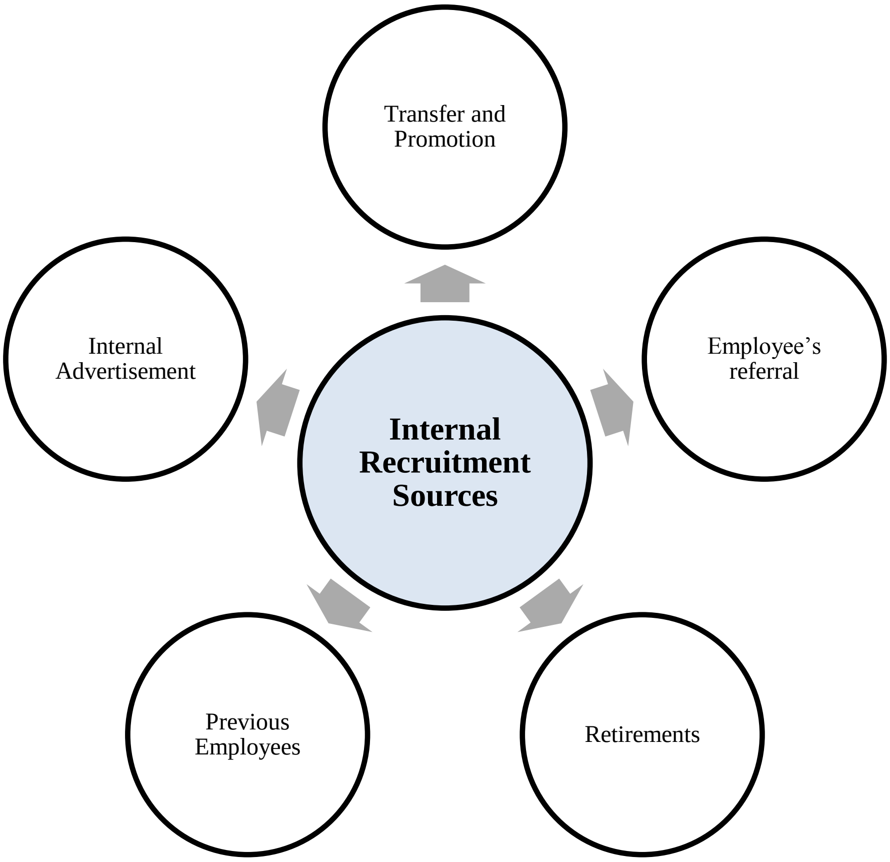


Figure 8.7: Internal Recruitment Sources of UCBL

B. External Recruitment: In the formal approach of external recruitment, applicants who have no prior connection to the company are sought on the labor market. Newspaper advertising, the use of recruitment agencies and executive search companies, and on-campus recruiting have all been conventional techniques of recruiting talent. In recent years, posting job advertisements on the Internet, whether on a company's own website or on a commercial job board, has also grown more popular among employers. Historical records indicate that newspaper advertisements have been the most often utilized way of recruitment. When **UCBL** receives the completed application form from the offices, human resources makes the position available to the general public. The **UCBL** uses a number of ways for posting employment openings, including:

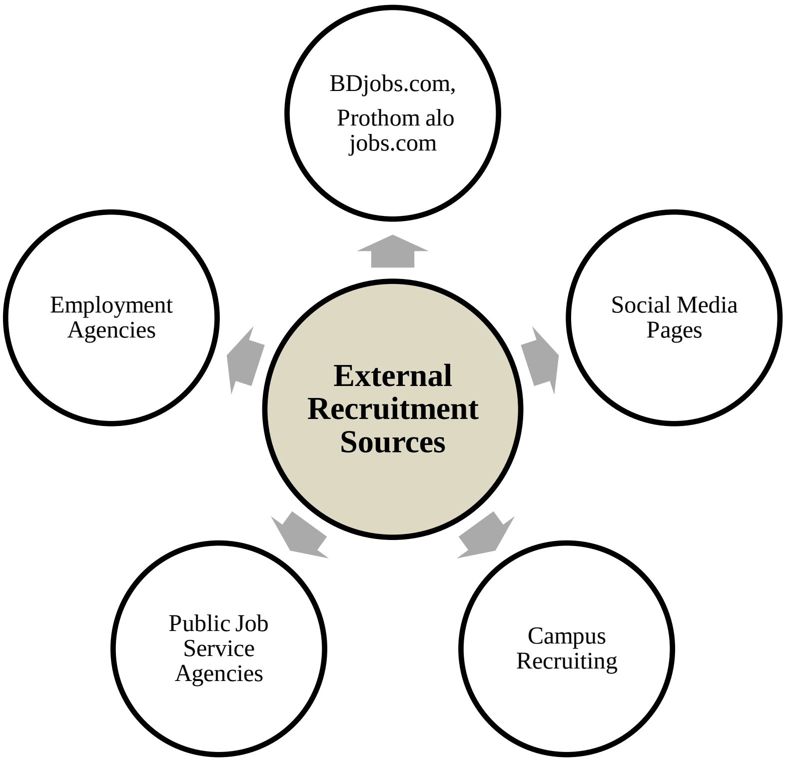


Figure 9.8: External Recruitment Sources of UCBL

4.1.4 Selection Process

Selective activities are often organized in a standardized manner, with the first interview serving as a screening interview and the final hiring decision serving as the conclusion. The selection procedure is normally comprised of eight stages at **United Commercial Bank Limited**, which are as follows:

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

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

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

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

B. **Getting and completing the application form:** After the first screening process has been made completed, candidates are requested to make the application form according to the organization' policy. The applicant's name, address, telephone number, and other details may be all that is necessary in terms of information.

C. **Test for job eligibility:** When it comes to selecting employees, organization has traditionally depended on tests of intellect, aptitude, ability, and interest to give significant input.

D. **Comprehensive interview:** It is possible that the candidate will be questioned by HRM interviewers, a senior management inside the firm, prospective supervisors, potential colleagues, or a combination of any or all of these individuals.

E. **An investigation into the background:** These candidates who look to have promise as employees will then be subjected to a background investigation, which will be the next stage in the process. Contacting former employers to confirm the candidate's work history and obtain their assessment of his or her performance, contacting other job-related and personal references, verifying the educational accomplishments listed on the application, checking credit reference and criminal records, or even engaging in third-party investigation to conduct the background check are all examples of what can be done.

F. **Conditional job offer:** Typically, if a job candidate has "passed" each phase of the selection process up to this point, it is common for a conditional employment offer to be extended to them. In most cases, an HR representative is the one who makes the conditional employment offer. To put it another way, a conditional job offer suggests that if everything checks out "okay" (i.e., if you pass a specified medical, physical, or drug abuse test), the job offer will be withdrawn from its conditional status and will become permanent.

G. **Medical or physical examination:** It is only possible to utilize physical tests as a selection tool to screen out those candidates who are unable to physically comply with the demands of a particular profession.

H. **Job Offer:** Candidates who have successfully completed the previous procedures are now regarded to be qualified to receive the job offer that has been extended to them.

PART B: The Impact of COVID 19 on Recruitment and Selection Process

Manager's Statement

4.2 Shortage of Manpower

According to the statement of branch manager and HRD at Kanaipur, Fraidpur branch of **UCBL**, during this COVID 19, which runs from **2020 to 2021**, the ICT, customer service, transaction & cash and foreign exchange department's forecasted human resource requirement is as follows:

Department	Demanded Position
Customer Service	40%
Cash	20%
ICT and Operational	30%
Foreign Exchange	5%
Others	5%

Table 1.1: Forecasting of HR demand in UCBL

United Commercial Bank Limited had never faced on shortage manpower for running their business. They always have a surplus of human resources personnel on hand. They are perpetually oversubscribed with applicants for open vacancies.

However, during the COVID 19 pandemic and lockdown (2020-2021), the ICT, foreign exchange department is experiencing a significant shortage of manpower due to the postponement of the job circular and recruitment process.

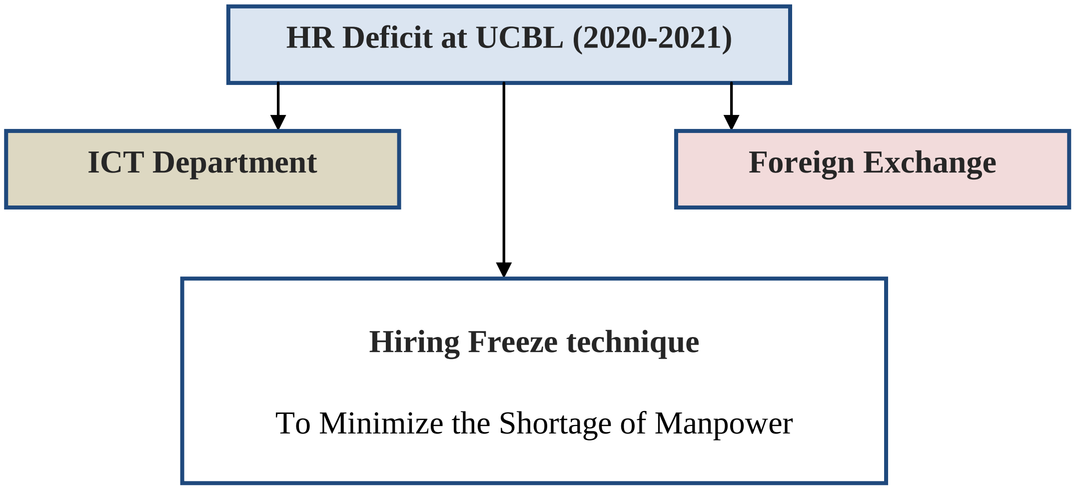


Figure 10.9: Technique of Minimizing the Shortage of Manpower

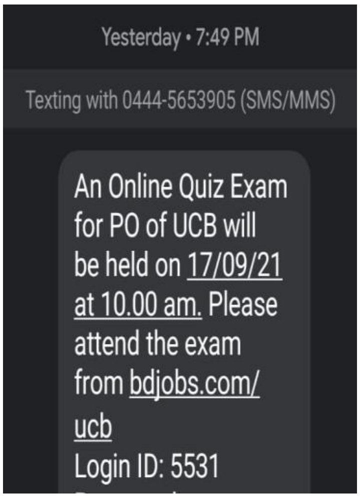
If a company is facing financial difficulties, it may decide to implement a temporary **hiring freeze** to save expenses. This is often done to save money on non-essential employees. It is possible to achieve hiring freezes by not filling vacant jobs created by employee terminations or natural attrition.

4.3 Changes of Recruitment and Selection Procedure

The Covid-19 problem has affected every part of employees' personal and professional lives, and recruitment is no exception. Many sectors have seen a large increase in their economic influence, which has had an impact on the hiring market. In the month after COVID 19's arrival in Bangladesh, new job postings plummeted by 85 percent, according to the HR report of **UCBL**. Therefore, rather of recruiting additional employees in order to grow, **UCBL** has been compelled to downsize its employment and concentrate on sectors that are less lucrative or more difficult to manage. As a consequence, the influence of COVID on hiring has differed from one financial institution to another. People are living in an uncertain period, which needs a considerably more empathetic and thorough approach to hiring than is customary in most organizations. In other words, although the COVID issue has proven to be a big stumbling block, this does not necessarily imply that banks have halted hiring.

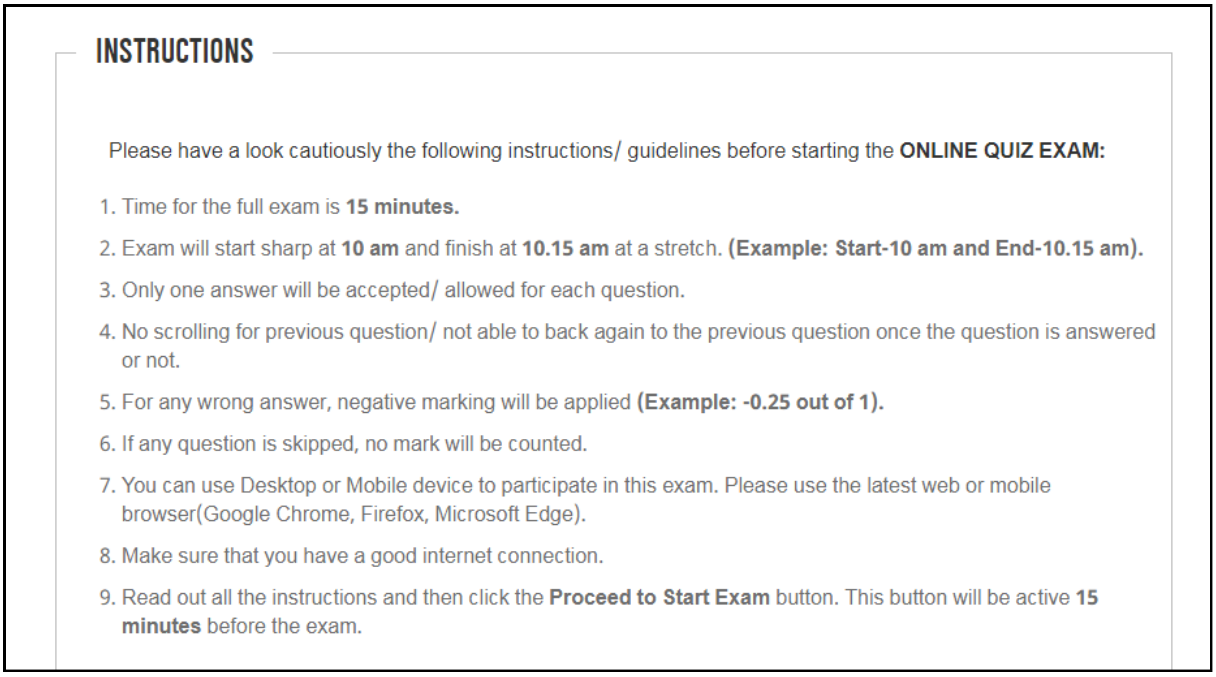
The **UCBL** has made certain adjustments to its procedures for recruiting and selecting new hires. While certain adjustments have been made to the process of recruiting and selecting applicants, all other procedures have remained the same over the years.

When it comes to recruiting new employees, they first and primarily look inside the organization for qualified candidates. When hiring from **outside sources**, it is important to consider the following:



a) **Advertisements on Online Platforms:** UCBL advertises their circulars on several online platforms such as BD Jobs, Career. UCBL.Com as well as via online postings on their respective Face book sites.

b) **Virtual Interview and Online Quiz Exam:** In order to maintain health, hygiene, and safety standards, the recruiters of UCBL uses Zoom Meeting and Skype, as well as an online Quiz test, to assess and interview candidates, as well as text messaging to interact with those who have been shortlisted.


INSTRUCTIONS

Please have a look cautiously the following instructions/ guidelines before starting the **ONLINE QUIZ EXAM:**

1. Time for the full exam is **15 minutes.**
2. Exam will start sharp at **10 am** and finish at **10.15 am** at a stretch. **(Example: Start-10 am and End-10.15 am).**
3. Only one answer will be accepted/ allowed for each question.
4. No scrolling for previous question/ not able to back again to the previous question once the question is answered or not.
5. For any wrong answer, negative marking will be applied **(Example: -0.25 out of 1).**
6. If any question is skipped, no mark will be counted.
7. You can use Desktop or Mobile device to participate in this exam. Please use the latest web or mobile browser(Google Chrome, Firefox, Microsoft Edge).
8. Make sure that you have a good internet connection.
9. Read out all the instructions and then click the **Proceed to Start Exam** button. This button will be active **15 minutes** before the exam.

Figure 11.10: 15 minutes Online Quiz Exam for Entry level post (Probationary Officer) at UCBL

Source: Website of Career.UCB.com on 17th September, 2021.

c) **Skills and Qualification Requirements:** As part of their new transformation banking efforts, UCBL is prioritizing qualified candidates who are mentally fit, confident, and proficient in keeping up with the latest communication tools and technology, as well as issue solutions.

CHAPTER 05

INTERNSHIP EXPERIENCE AT UCBL

5.1 Internship Period at United Commercial Bank Limited

An internship is a short-term job experience opportunity provided by the organization. For a limited time, an internship allows students with a business background to get hands-on experience in their subject of study. Undergraduate students who are about to enter the workforce can benefit from this knowledge. While interning, students also contribute to the organization by carrying out various job-related obligations and duties, and they get a first-hand understanding of the position.

As an intern with United Commercial Bank Limited, a leading private bank in Bangladesh, I had the opportunity to get valuable experience and learn new things at UCBL (Kanaipur, Fraidpur branch). After starting on August 19, 2020, and still going now, my internship is a pleasure. It's a paid internship for a period of three months. Some of the jobs and obligations I am expected to do as an intern may be found here. Recruitment and selection processes are the focus of this paper, as well as "changes that occur during a pandemic at work."

5.2 Job Responsibility

My responsibilities included dealing with customer, understanding about their opinions, observing the whole working process, and keeping track of new customers and maintaining the relationship with them. Aside from these responsibilities, I was also responsible for general banking operations. The usual banking operations that I carried out while working there:

- Opening accounts,
- Cash counting,
- Token delivery,
- At a time handling customers with different product/services,
- Attend meetings.

UCBL provides us with an Excel Survey file to use in order to gather consumer feedback on a weekly basis, and we are responsible for mailing the data to UCB's principal office at Dhaka.

5.3 Training

In the UCBL (Kanaipur, Fraidpur branch), permanent employees get more training than interns, while interns receive less training. Prior to beginning their internship period, UCBL contacts their prospective interns at their corporate headquarters, after which they are assigned to the customer service department at the selective branch. A conversation with the intern's supervisor regarding his or her job responsibilities and expectations is held in the customer service department. As soon as the intern begins his or her internship, the branch manager and supervisor train his or her, and each employee from his or her department contributes to the intern's or employee's training according to banking activities.

Beyond that, they constantly keep an eye on the interns' activities and send them emails with instructions. All branch interns are connected to the UCBL's principle office via a Chat room, which was established by the service department and the HR department in collaboration. The group provides daily instructions while also collecting information from each of the branch interns.

5.4 Contribution to Departmental Function

As an intern, our first responsibility is to communicate with customers, and when the banking hour is ended, our second responsibility is to visit each department and collaborate with them. UCBL believes that interns are the company's third eye, and that they may increase customer satisfaction while also benefiting the bank. Below is a breakdown of the work that has been done in support of several departments:

- My role in the service department was to engage with clients, ascertain their concerns, and then provide them with the services they need. As a trainee, I assisted the service officers and customer care officers.
- During peak hours at the cash counter, I was responsible for counting the quantity of money and checks on the counter and then leveling each of the bundles with stickers.
- As a customer service representative, I assist consumers in experiencing new banking services and influencing them to create new accounts with the bank.
- As a third eye for the bank, I submitted data to the head office on a weekly basis that included not only consumer feedback but also information about the branch bank's workers' performance.

CHAPTER 06

FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1 Problem Identification and Recommendations

United Commercial Bank Limited to maintain its competitive character in pace and to continue with its motto of "Excellence in Banking" must place some emphasis on its workforce concerns. Such concerns are especially essential for the organizations' development. Because of this, UCBL is required to take remedial action against various personnel unfair practices that are detrimental to the efficiency and effectiveness of the organization in general.

On the basis of analysis part and internship experiences at UCBL, some obstacles for UCBL are highlighted in this section-

a) UCBL is a well-regarded financial institution and one of the leading private banks in Bangladesh; a large number of individuals are interested in working for the bank as an employee. Consequently, when a job opening is advertised, a huge number of resumes are submitted to the HR of this bank. However, at the time of short listing applicants based on assessment criteria, there are a greater number of candidates who meet the qualifying standards; however, only a limited number of candidates are picked for the written exam from among the qualified candidates. All qualifying applicants are entitled to take the written exam; however, HRD does not provide the opportunity to take the writing test to all qualified candidates. Only those who have been randomly selected from among the qualifying candidates will be able to participate in the written exam.

This does not seem to be fair from my standpoint. Every qualifying applicant should be given the opportunity to take part in the written examination. Furthermore, by picking applicants at random, it is possible that the most qualified candidates may be omitted, which poses a serious threat to UCBL. Since they are spending a substantial amount of money, time, and efforts, yet they are not obtaining the most qualified candidates for their company. If UCBL considers that providing equal opportunity to all eligible candidates will raise their costs, then UCBL may conduct a written examination. UCBL will be able to find acceptable personnel for them in this manner, and the candidates will be satisfied since they will have the opportunity to assess themselves.

b) A lengthy process is involved in the recruitment and selection of UCBL. The selection process, especially, since the whole process goes through the decentralized decision-making process, which takes more time to complete than the other processes, is the most time-consuming. In the event of P.O/ J.O placement, HRM requires a least of 5-6 months to complete the whole recruiting and selection process. As a result, after the selection process is over, United Commercial Bank Limited loses out on more competent applicants since the majority of them have moved on to other organizations during this period. As a consequence, the final outcome does not turn out to be beneficial.

As a result of this scenario, UCBL must execute the full procedure as soon as possible in order to get eligible individuals before they go for other opportunities. Shortening the time of the recruiting and selection process would not only boost the efficiency of human resource management by hiring competent personnel, but it would also increase the efficacy of the business.

c) Applicants who are suggested by upper-level management may get more consideration from the recruitment board in particular cases. In addition, it is unfair since the organization may neglect the qualified employees who are much desired to the organization in consideration. A violation of favoritism is expressly prohibited at UCBL, according to its Service Book, when it comes to the selection process. Following that, this malpractice has been perpetuated in every selection program since.

Favoritism must be eliminated for the sake of UCBL's future, and the management bodies must place more emphasis on executing a fair recruiting and selection program, according to this perspective.

6.1.1 Impact of COVID 19

d) In the case of P.O/ J.O placement, the age of job candidates is limited to 25 to 30 years in United Commercial Bank Limited. Management is not interested in hiring persons who are older than 30 years. Education at the private universities, national university, and public universities are all imparted via different educational systems in our country. And the most significant issue is that, during the COVID 19 pandemic, most of the public and national university students had not completed their graduation at a right time. As a result, it is observed that by the time students at national and public universities get their master's degrees, they are already 30 or almost 30 years old. In such instance, they would be unable to submit an application to Unite Commercial Bank in the future. Despite the fact that they have high educational qualifications, they are unable to apply. It not only causes dissatisfaction among students, but it also causes UCBL to lose a large number of eligible applicants. Because UCBL’s primary focus is finding the best qualified candidate, the organization should place more emphasis on talent, intelligence, and merit rather than age in order to ensure its long-term success.

In order to address this issue, UCBL may raise the age limit to 32 years instead of 30 years, ensuring that the company receives the greatest number of qualified applicants each year, making it simpler for the company to pick the most qualified people for the position.

6.2 Conclusion

Human Resource Management is always striving to maximize potential, improve quality, and fulfill all of the needs of the work force. In doing so, recruitment and selection, which is one of the cornerstones of human resource management, addresses the needs of both the organization and the employees.

Employees are the most precious resources for the success of the organization, according to the findings of the study "Recruitment and Selection Procedure of United Commercial Limited" conducted under the Human Resources department. There are several elements that must be considered in the creation of these important resources. The "Recruitment and Selection Procedure" are the most significant factors to consider in this respect. It is crucial for an organization's productivity to be increased via an efficient and dynamic recruiting and selection method. United Commercial Bank Limited employs a progressive recruiting and selection method in its hiring and selection processes. It is now required of United Commercial Bank Limited's human resources professionals to go beyond the scope of contracts and policies in order to make direct contributions to the operation and success of the company's operations.

As a personnel function, recruitment and selection is a primary Human Resource function that is responsible for attracting, obtaining, and retaining competent employees to satisfy the organization's future workforce requirements. The report's analysis finds both positive and negative practices that need to be improved in order to properly manage personnel in the workplace. If the bank takes this analysis into consideration, it will be much easier for UCBL to transform its threats into strengths.

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Appendix

Interview Questionnaire (2021-2022)

The Impact of COVID 19 on Recruitment and Selection Process in Banking Industry: A Study on United Commercial Bank Limited.

The following questionnaire is designed to collect information from Manager, HRD and employees at **United Commercial Bank Limited** and it's about the impact of Recruitment and Selection Process which is based on the current pandemic situation in the context of Bangladesh. The information will be kept confidential and be used only for academic research purposes.

1. What are the main tasks of HRD in UCBL?
2. How HR manager prepares their HR planning and implement the strategic HR planning?
3. What are the changes took place during pandemic?
4. What are the challenges to maintaining daily HR operations in UCBL?
5. Are you done any succession planning for future? If yes then How?
6. On which area you focus more during recruitment?
7. What are if you ever select a wrong person in a wrong place?
8. What types of attitude you expect in an interview session?
9. Which types of methods do you follow in recruitment process?
10. What are the sources of recruitment you follow for the assign position? As well as their advantages & disadvantages?
11. What kind of selection tools are you used during the interview session?
12. What types of test/interview you apply for the different position?
13. Which part found challenging under the recruitment process?
14. What are the challenges you are facing in recruitment and selection process during the COVID 19 pandemic?
15. Is there any shortage of manpower in UCBL during the COVID 19 pandemic?
16. To minimize the HR deficit which technique is used by the HRD of UCBL?

Job Circular of UCBL for Probationary Officer (2021)

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SOMETHING BIGGER

UNITED COMMERCIAL BANK LIMITED | UCB

Build your Career with UCB as "**Probationary Officer**"

Leading private commercial Bank, **United Commercial Bank Limited** is looking for smart, young, energetic, confident, self-motivated and hardworking fresh graduates as "**Probationary Officer**" to meet the growing need of its development platform.

JOB REQUIREMENTS:

- **Academic qualifications:** Applicants should have minimum 4 years' Graduation in any subject/ discipline from UGC approved reputed University / Foreign University with at least CGPA 3.00 out of 4.00 or First Class/equivalent result and minimum GPA 4.00 out of 5.00 in SSC, HSC and equivalent levels. In case of "O" level and "A" level, minimum "5Bs" and "2Bs" respectively.
- **Nationality:** Applicant must be a Bangladeshi citizen
- **Age:** Not over 30 years as on **July 15, 2021**

SELECTION PROCEDURE:

The selection process will be purely on merit basis and short-listed candidates will have to sit for competitive written test. Successful candidates in written test will be called for interview

PLACEMENT POLICY AND COMPENSATION:

Selected **Probationary Officer** shall remain on probation for a period of 1 (one) year with consolidated salary of **Tk.41,900/-** per month. On satisfactory completion of probation period, Probationary Officer will be confirmed as **Senior Officer** in the regular scale of the Bank of **Tk.52,000/-** per month with other benefits

OTHER CONDITIONS:

- Candidates selected for appointment as Probationary Officer will be required to execute a Bond on non-judicial stamp for serving UCB for a minimum period of 03 years from the date of joining
- Candidates **unwilling** to work anywhere in Bangladesh, need not to apply
- Incomplete application will not be considered for selection process.
- UCB reserves the right to accept or reject any application without any reason whatsoever. Persuasion/ canvassing in any stage of selection process shall be treated as disqualification

APPLICATION PROCEDURE:

If you think, you are ready to take challenges and meet the requirements, please apply through **www.bdjobs.com** with attachment of **a recent passport size colour photograph and certificate/ transcript of Graduation** within **July 15, 2021**

Application Deadline: July 15, 2021

For further details, please visit: www.bdjobs.com or www.ucb.com.bd