PROJECT REPORT

Recruitment and Selection Process of Jamuna Bank Limited

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 Program.

Project Report

On

Recruitment and Selection Process of Jamuna Bank Limited

Course code: INT 4399

Submitted To

Gouranga Chandra Debnath, PhD

Associate Professor,

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Submitted By

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Bachelor of Business Administration;

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Date of Submission

February 05, 2023

Letter of Transmittal

February 05, 2023

Gouranga Chandra Debnath, PhD
Associate Professor,
School of Business and Economics
United International University

Subject: Submission of Project Report on Recruitment and Selection Process of Jamuna Bank Limited.

Dear Sir,
I am pleased to submit my academic project report entitled "Recruitment and Selection Process of Jamuna Bank Limited". This report details the research, analysis and results of the project that I have undertaken as part of my Bachelor Business Administration program.

The project was an opportunity for me to delve into recruitment and selection Process of Jamuna Bank Limited and to apply the theories and concepts learned in class to a real-world scenario. The findings and recommendations included in this report are based on the extensive research and analysis I conducted over the course of duration of the project.

I hope that this report meets your expectations and provides valuable insights into the project of the topic. I am available to discuss the findings and answer any questions you may have.

Thank you for considering my project report.

Sincerely,

Sumiya Tabassum Munia

Sumiya Tabassum Munia
ID: 111 181 008
Bachelor of Business Administration; Major in Human Resource Management
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Declaration of the Student

I, **Sumiya Tabassum Munia**, hereby declare that the project report that I have titled "Recruitment and Selection Process of Jamuna Bank Limited" is my own work and efforts that I have put in during the time that I have spent working on my project to research one of the most well-known private commercial banks in Bangladesh, which is Jamuna Bank Limited. I have done this research in order to better understand the recruitment and selection processes that are used by Jamuna Bank Limited. This report has not been submitted to any other university or other educational institution in order to get credit toward the completion of any other degree or diploma program. All of the sources that were used have been duly recognized, and references have been cited for each one in accordance with the recommendations made available by United International University.

Sumiya Tabassum Munia

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Letter of Acknowledgment

I would like to express my heartfelt gratitude to all those who have contributed to the successful completion of this academic report.

Special thanks go to my supervisor **Gouranga Chandra Debnath, PhD**, Assistant Professor, department of School of Business and Economics, United International University, for his invaluable guidance, support, and encouragement throughout the entire process. I am also thankful to Jamuna Bank Limited (Gulshan Branch) for providing me with the resources and assistance necessary to carry out this research.

I would also like to acknowledge the efforts of the employees of JBL who have helped me in many ways to bring this project to fruition.

Finally, I am deeply grateful to my families and friends for their support, and understanding throughout the journey of this report.

This report would not have been possible without the contributions of each and every person mentioned above, and for that, we are truly grateful.

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Executive Summary

The recruitment and selection process has undergone significant transformations in recent years due to advancements in technology and changes in the job market. Within the banking industry of Bangladesh, having a procedure for recruiting and selection that is both efficient and successful is essential. The process helps to identify and hire the best candidates for the available positions, ensuring that the bank has the necessary human capital to meet its goals and objectives. The selection process also helps to identify individuals who possess the required skills, knowledge, and attitudes to perform their jobs effectively, and can contribute to the long-term success of the bank.

JAMUNA Bank Limited (JBL) is one of the private banks in Bangladesh and a large number of employees around 3000 are working in this bank. Human capital at JAMUNA Bank Limited refers to the company's workers and other individuals, as well as their health and well-being, their years of experience, their creative potential, and their drive to put in a lot of effort. The most valuable asset that JAMUNA Bank Limited (JBL) has is its "Human Resources." JBL considers its workforce, which it refers to as its "Human Capital," to be its key resource for financial support. The main purpose of preparing this report is to study on recruitment and selection process of Jamuna Bank Limited.

In order to put up the study, I drew on a variety of primary and secondary sources while collecting the necessary data and information. Based on the steps of recruitment and selection process; JBL's current recruitment and selection process will be analyzed which were beneficial to both HR department and workforce in the banking industry of Bangladesh. According to the analysis of the study, some suggestions have been provided for the HR department of JBL which are intended to aid in the comprehension of the existing obstacles they are confronted with in the advancement of their organization within the area of recruitment and selection process for finding potential candidates.

CHAPTER 01

INTRODUCTION

1.1 Introduction of the Report

An effective recruitment and selection process in the banking industry. This is because banks are responsible for handling large amounts of financial assets and sensitive information, so it's crucial to have qualified and trustworthy employees. A thorough recruitment and selection process helps to ensure that the best candidates are selected, who have the skills, knowledge, and personal qualities required to meet the demands of the role. It also helps to ensure that the bank complies with legal requirements, such as equal opportunity and anti-discrimination laws.

Besides, due to the banking industry is highly competitive, and attracting the best candidates; banks are subject to strict regulations and must comply with various laws and guidelines by Bangladesh Bank, including anti-discrimination laws and data protection regulations; skill shortages in specific areas to find the right candidates; time-consuming, and fill vacancies quickly, Human Resources (HR) faces challenges in implementing an effective recruitment and selection process in the banking industry. Therefore, HR must approach the recruitment and selection process carefully, considering these challenges and developing strategies to overcome them while ensuring an effective and efficient process. The main purpose of preparing this report is to study on recruitment and selection process of Jamuna Bank Limited. The topic also makes up a significant portion of the main research conducted for the project report. This project report was produced to fulfill a requirement for the Bachelor of Business Administration degree for course completion in the Internship program; its weight in the evaluation process is equivalent to that of other courses. Beside, this study was carried out under the supervision of **Gouranga Chandra Debnath, PhD**, Assistant Professor, department of School of Business and Economics, United International University.

1.2 Objectives of the Report

1.2.1 Broad Objective

- To study on the recruitment and selection process of Jamuna Bank Limited.

1.2.2 Specific Objectives

- To know the recruitment and selection process of Jamuna Bank Limited.
- To find out the different steps of recruitment and selection process of Jamuna Bank Limited.
- To analyze the recruitment and selection process of Jamuna Bank Limited.

- To find out the challenges and problems of the recruitment and selection process of Jamuna Bank Limited.
- To make some recommendations to solve this limitation.

1.3 Scope of the Study

The scope of the report on the recruitment and selection process of Jamuna Bank Limited will cover to a description of the current status of recruitment and selection practices in the banking sector; a detailed analysis of the recruitment process followed by the bank, including job analysis, sourcing, screening, and short-listing of candidates; a comprehensive evaluation of the selection process, including assessments, interviews, reference checks, and final selection decisions; a discussion of best practices in recruitment and selection in the banking sector, including the use of technology and data-driven decision-making and a summary of the key findings and recommendations of the report, and their implications for the future of recruitment and selection in the banking sector.

1.4 Methodology of the Study

In order to compile the report, both primary and secondary sources of data and information have been utilized.

a) Primary Sources of Data

- Observations, discussion and interviews with the employees, and HR managers of Jamuna Bank Limited.

b) Secondary Sources of Data

Additionally, the report incorporates a variety of various kinds of secondary data. The following is a list of examples that may be considered secondary information sources:

- Internal sources:
    - Job circulars of various offers on Jamuna Bank Limited.
    - Annual Report of Jamuna Bank Limited.
- External Sources:
    - Journals, articles and newspaper
    - Web-based studies and articles on a variety of topics connected to the recruitment and selection process in banking sectors of Bangladesh.
    - Web site of Jamuna Bank Limited.

1.5 Limitation of the Study

During preparing the report and the study of the topic, I have faced some limitations that are listed below:

- The main challenge that arose throughout the study was maintaining the privacy of the information gathered from the bank's human resources employees. In many cases, current information is withheld from the public.
- Time and resource constraints also played a role in limiting factors; because every worker is devoted to their work, they do not always have time to provide a response to the question being asked; because it is difficult to acquire accurate information and collect it.

CHAPTER 02

LITERATURE REVIEW

2.1 Human Resource Management

The process of managing people inside a business is referred to as "Human Resource Management," or HRM. This involves the process of recruiting and choosing personnel, as well as giving them with training and development, controlling their performance, managing their compensation, and providing them with perks and incentives (Reddy, 2011). The purpose of human resource management, or HRM, is to enhance the productivity and efficiency of workers while also ensuring that they are treated ethically and equitably. Additionally, HRM is responsible for managing employee relations, compliance with labor laws, and promoting a positive work environment (Daud, 2006). According to (Juyal, 2006) Human Resource Management (HRM) practices are important for several reasons:

- Talent acquisition and retention: HRM practices help organizations attract and retain talented employees, which is crucial for the success of the business.
- Compliance: HRM practices ensure that the organization is compliant with legal and regulatory requirements related to employment, such as equal employment opportunity laws, labor laws, and safety regulations.
- Motivation and engagement of employees: HRM strategies may assist boost employee motivation and engagement, which can lead to higher productivity and improved performance.
- Employee development and training: HRM practices can provide opportunities for employees to develop and improve their skills, which can benefit both the employee and the organization.
- Employee relations: HRM practices can help improve communication and relationships between management and employees, which can lead to a more positive work environment and increased employee satisfaction.
- Cost-effective: HRM practices can help organizations to make the most of their human capital and minimize costs associated with recruitment and turnover.
- Performance management: HRM practices can help to measure, evaluate, and improve the performance of employees and the organization as a whole.
- Overall, HRM practices are essential for the effective management of the workforce and the success of the organization.

2.2 Functions of Human Resource Management

The managerial functions of Human Resource Management (HRM) are essential for effectively managing and leading an organization's workforce (De Cieri, 2008). These duties include of responsibilities such as job analysis and design, recruiting and selection, training and development, performance management, and pay and benefits administration. These functions contribute to the organization's ability to fulfill its goals and objectives by ensuring that it has the appropriate number and kinds of personnel who are equipped with the essential abilities (Ahmad, 2012). Additionally, these functions help to create a positive and productive work environment, which in turn can improve employee morale, engagement, and overall performance (Burma, 2014). According to (Daud, 2006), the managerial functions of Human Resource Management (HRM) include:

- Planning: Identifying and forecasting workforce needs, and developing plans to meet those needs.
- Recruiting and selecting: Finding and hiring the right employees for the organization.
- Training and development: Providing personnel with the education and training they need to properly execute their responsibilities.
- Performance management: Conducting performance reviews and managing employees in order to guarantee that their work lives up to or surpasses the expectations of the company.
- Compensation and benefits: Creating and managing compensation and benefit packages that are equitable and aggressive in the market.
- Employee relations: Taking care of and finding solutions to any problems or disagreements that may crop up between staff members and the company they work for.
- Compliance: Ensuring that the organization is in compliance with all relevant laws and regulations.

2.3 Role of HRM Practices in Banking Industry

According to (Shimul Ray, 2021), Human Resource Management (HRM) is crucial in the banking industry of Bangladesh as it plays a vital role in attracting, developing, and retaining talented employees. Banks in Bangladesh are facing a highly competitive market and a shortage of skilled and qualified personnel. An effective HRM strategy can help banks attract and retain the best talent, which is essential for the success of the organization. Additionally, HRM is responsible for ensuring that employees are trained and developed to meet the changing needs of the banking industry, which is essential for the long-term growth and competitiveness of the bank. Furthermore, HRM can also help banks create a positive work culture and improve employee engagement, which can lead to better performance and productivity. Effective HRM practices can help a bank attract and retain talented employees, improve employee productivity and motivation, and align employee behavior with the bank's overall goals and strategies. This in turn can lead to improved performance in areas such as customer service, risk management, and profitability. Some specific HRM practices that have been shown to be effective in improving the performance of banks include

- Recruiting and selecting employees who possess the skills and knowledge needed for specific roles within the bank.
- Giving workers enough opportunities to learn and grow so they can do their jobs well.
- Having a framework in place to oversee employee performance that lays out directives, checks in on progress, and praises or punishes success.
- Developing effective communication and collaboration systems to promote teamwork and a positive organizational culture.
- Designing compensation and benefits packages that are competitive and aligned with the bank's overall strategy and goals.
- Overall, efficient human resource management techniques may boost a bank's ability to recruit, retain, and engage its most valuable asset: its workers.

2.4 Recruitment and Selection

Organizations utilize recruitment and selection to find, attract, and ultimately employ the most qualified individuals for available roles. Promotion of available positions, review of resumes and applications, and preliminary interviews are common steps in the recruitment process. Conversely, selection is the process of narrowing down a pool of applicants to a select few who are the greatest match for the open job and the company. Both recruitment and selection are important steps in building a strong workforce and ensuring that an organization has the talent and resources it needs to achieve its goals (Harness, 2019).

Recruitment and selection are critical processes in the banking industry as they determine the quality and productivity of employees. A proper recruitment and selection process ensures that the bank hires the most qualified and suitable candidates for the job, which can increase employee satisfaction and retention. Additionally, a thorough selection process can help identify potential risks and ensure compliance with regulations in the industry. In short, effective recruitment and selection practices can help banks attract, retain, and develop the best talent, which can ultimately lead to improved performance and success (Absar, 2014).

2.5 Recruitment and Selection Process

According to (Phillips, 2013), the recruitment and selection process typically involves the following steps:

- Conducting a job analysis is the initial stage, and this involves figuring out the particular criteria, responsibilities, and credentials required for the available employment.
- Job posting and advertising: The vacancy for the position is publicized via a variety of mediums, including online job boards, social media, and the website of the firm.
- Examining the applications and resumes of potential applicants The next stage is to examine the applications and resumes of potential candidates in order to determine whether or not they satisfy the fundamental requirements for the position.
- Interviewing: Applicants who make it through the first round of screening are normally sent an invitation to participate in an interview, which may take place in person, over phone, or via video conferencing.
- Testing and assessment: Candidates may also be required to complete pre-employment testing, such as skills tests or personality assessments, to further evaluate their qualifications for the job.
- Background and reference check: The final step is to conduct background and reference checks to verify the candidate's employment history, education, and other relevant information.
- Selection and Offer: After completing all the steps, the most suitable candidate is selected and offered the job.
- On boarding: The final step is to introduce the new employee to the company culture, policies, and procedures and provide them with the necessary training and resources to succeed in their new role.

2.6 Role of HR in Recruitment and Selection Process

The department of human resources (HR) is responsible for ensuring that the company is able to seek, choose, and ultimately employ the best possible individuals for available jobs as part of the recruiting and selection process (Chowdhury, 2012). This often entails a wide array of responsibilities, including as writing job descriptions, publicizing available openings, analyzing applications and resumes, conducting interviews, and deciding whom to hire. It is possible that HR is also responsible for designing and executing policies, processes, and practices pertaining to recruiting and selection. This is done to guarantee that the firm is able to attract and retain the most qualified applicants. Additionally, it is possible that HR is responsible for providing managers and supervisors with training and assistance in order to assist them in properly carrying out the recruiting and selection process (Bach, 2008).

A Human Resources (HR) professional's function in the hiring process is to find and choose the most qualified applicants for open positions. This includes all activities related to filling an open position, from writing the job description and posting it through reviewing applications, holding interviews, and selecting candidates. Human resources experts may also be accountable for checking that the hiring procedure follows all relevant rules and regulations and is conducted in an impartial and fair manner. They are also responsible for the new recruit onboarding process, which includes giving new employees with orientation and training to assist them settle into their positions (Bratton, 2007).

2.7 Challenges for HR in Recruitment and Selection Process

According to (Millmore, 2003), there are several challenges that HR professionals may face in the recruitment and selection process. Some of these include:

- Attracting a diverse pool of candidates: Ensuring that the recruitment process is inclusive and reaches a diverse group of applicants can be challenging.
- Time constraints: Finding the right candidates within a limited amount of time can be difficult, especially for high-demand or specialized positions.
- Cost constraints: Recruitment and selection can be expensive, especially for small businesses with limited budgets.
- Managing applicant expectations: Keeping applicants informed and managing their expectations during the recruitment and selection process can be a challenge.
- Ensuring compliance with laws and regulations: HR professionals must ensure that the recruitment and selection process is in compliance with all relevant laws and regulations, such as equal opportunity and anti-discrimination laws.

- Sifting through resumes and identifying qualified candidates: Sifting through resumes and identifying qualified candidates can be a time-consuming process, especially when the number of applicants is high.
- Making the right hiring decision: Making the right hiring decision can be challenging, as it requires evaluating a candidate's qualifications, experience, and fit with the organization.
- Managing virtual recruitment process: With the rise of remote working and virtual recruitment process, HR professionals may face challenges in engaging with candidates and conducting background checks.

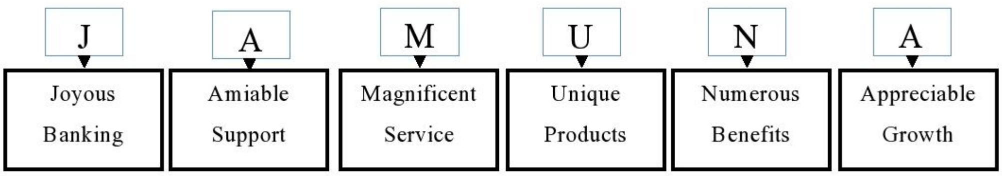
CHAPTER 03

OVERVIEW OF THE COMPANY

3.1 About Jamuna Bank Limited

One of the largest private banks in Bangladesh is JAMUNA Bank Limited (JBL). As of now, they operate 314 ATMs, 149 full-service branches, and 28 satellite locations. In compliance with the Companies Act, 1994, JAMUNA Bank was incorporated as a public limited company on April 2, 2001. On June 3, 2001, it first welcomed customers.

The Bank provides several services to boost the country's commercial and industrial sectors and overall economy, including corporate, retail, SME, Agri-finance & Islamic financing solutions, merchant banking, and securities brokerage. When it comes to export-import, manufacturing, service, infrastructure, and other business solutions, JBL is a crucial cog in the economic development wheel. JAMUNA Bank Limited is always developing new banking options in order to better serve its clients by focusing on the following aims:



JAMUNA Bank Limited (JBL)

Private Commercial Bank, Headquartered in Dhaka

Form of Business	**Banking Service**
Key Business Segments	NRB, SME, Retail, Wholesale and Offshore
Corporate Head Office	Hadi Mansion, 2 Dilkusha Commercial Area, Dhaka 1000, Bangladesh
Website	https://jamunabankbd.com/front/index
Number of Branch	149
ATMs	214
Islamic Banking Branches	02
Offshore Banking Units	01
Employees	3, 096

Table 3.1: Take a look at Jamuna Bank Limited

3.1.1 An Approach to the COVID 19 Epidemic Response

The epidemic is having an effect on each and every aspect of our lives, from the manner in which people at JAMUNA Bank Limited communicate and connect with their families to the manner in which they do their jobs and engage with their customers, coworkers, and communities at the bank.

a) Clients:

- Made their customers feel more at ease at a time of uncertainty by giving them access to government-declared COVID-19 stimulus programs designed to aid companies hard hit by the epidemic.
- They experience a digital shift in banking since they have digitized their services. Some individuals, especially younger generations, are avoiding going to banks in person because of the Covid-19 virus. As a result of these shifts, we have improved the Just Pay digital banking app with additional features. Credit card, utility, and e-commerce bills may now all be paid using the 'Just Pay' app for JAMUNA Bank cards.

b) Colleagues:

- Throughout the epidemic and its aftermath, JAMUNA Bank has continued to invest in ways that prioritize the health and safety of its workers because they know that their people are their most precious asset.
- The bank's employees were treated with the utmost care to avoid the spread of COVID 19, and the bank offered the greatest standards of health and safety on the job, including a clean workplace and the use of protective gear.
- In an effort to reduce the risk of sickness or mental breakdown, employees were offered the option of working from home whenever possible, with all the perks that go along with it. The company has established a rapid reaction team comprised of its highest-ranking executives to keep an eye out for any potentially hazardous activity and to speed up financial services throughout its network.. When the bank went into lockdown mode, employees were rewarded for their efforts to ensure the safety of customers and depositors by removing any potential sources of harm or panic. In addition, the Bank hired family members of those killed in the COVID 19 tragedy.

c) Communities:

- JAMUNA Bank sponsors a variety of community improvement projects. 30 Sewing Machines and 30 Auto Rickshaws were donated by the JAMUNA Bank Foundation and Al-Haj Nur Mohammed Trust to help that in need during the current labor crisis caused by the COVID-19 outbreak.

3.2 Mission, Vision and Objectives

Mission:

- The Bank's main objective is to provide a large selection of products and services at reasonable prices through the efficient application of appropriate technology in order to generate sustainable growth, reasonable returns, and a positive impact on the development of the country with a motivated and professional staff..

Vision:

- To become a leading financial institution and an integral part of the nation's development.

Objectives:

- The greatest feasible CAMEL rating should be attained and maintained.
- Relationship banking may be developed and service quality can be improved via the implementation of strategic marketing plans.
- The primary goal of the bank is to continue to be one of the most successful and asset-quality-oriented financial organizations in Bangladesh.
- Totally automated systems will be introduced as a result of the integration of information technology.
- To make sure we get a good enough rate of return in order to keep things at an acceptable risk level (including any off balance sheet risk).
- To have enough cash on hand while simultaneously meeting maturing commitments and obligations.
- To maintain the company's growth and public profile is of paramount importance.
- To maintain clear communication and visibility throughout all operations to guarantee reliable safeguards are in place.
- To maximize the effectiveness of all current means.

- Ethical standards, transparency, and responsibility must be maintained at all times for a management structure to function effectively.
- Engaging in corporate social responsibility activities to guarantee ongoing assistance to future generations, those in need, and the advancement of disadvantaged communities throughout the country.
- Gaining recognition as a progressive financial institution dedicated to serving its clients' needs.
- Promoting risk management practices that foster a culture of compliance.
- Promoting eco-awareness and "green" area assistance
- The purpose of any good human resource management system is to foster growth and stability in the workforce.

3.3 Core Values

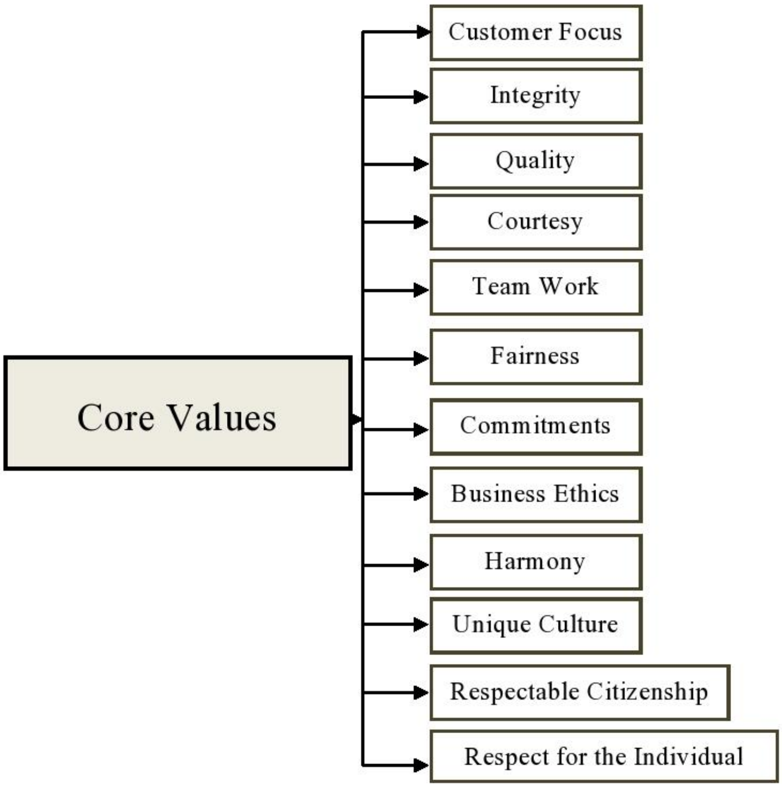


Figure 3.1: Core Values of Jamuna Bank Limited

3.4 Products and Services

They provide a wide selection of products and services to ensure they can satisfy any customer's requirements. JAMUNA Bank is an institution that offers a wide variety of banking goods and services. Together, their valued customers and our team are figuring out what products and services will be most beneficial to their business.

Conventional Deposit Product

Transactional Accounts

- Current Deposit (CD) Account
- Short Notice Deposit (SND) Account
- Savings Bank (SB) Account
- Special Savings Bank Account
- Resident Foreign Currency Deposit (RFCD) Accounts

Fixed Deposit Receipts

- Double Growth Deposit Scheme
- Triple Growth Deposit Scheme
- Monthly Benefit Scheme (MBS)

Deposit Schemes

- Lakhpati Deposit Scheme
- Millionaire Deposit Scheme
- Kotipati Deposit Scheme
- Monthly Benefit Scheme
- Marriage Scheme
- Pension Deposit Scheme
- Educational Scheme
- Rural Deposit Scheme

Others

- Grihini Savings Account
- Student Savings Account
- JBL School Account
- Senior Citizen Savings Account

Islami Banking Mode

- Al-Wadiah Current Account
- Mudaraba Monthly Saving Scheme
- Mudaraba Monthly Benefit Scheme (MMBS)
- Mudaraba Lakhpati Deposit Scheme
- Mudaraba Millionaire Deposit Scheme
- Mudaraba Kotipati Deposit Scheme
- Mudaraba Education Scheme
- Mudaraba Hajj Savings Deposit Scheme
- Mudaraba Double Growth Deposit Scheme
- Mudaraba Triple Growth Deposit Scheme
- Mudaraba Rural Deposit Scheme
- Mudaraba Pension Deposit Scheme
- Mudaraba Marriage Deposit Scheme

Deposit Schemes for NRB

- NRB Monthly Saving Scheme
- NRB Monthly Benefit Scheme
- NRB Double Growth Deposit Scheme
- NRB Triple Growth Scheme
- NRB Millionaire Deposit Scheme
- NRB Kotipati Deposit Scheme
- NRB Pension Term Deposit Scheme
- NRB Student Deposit Scheme
- NRB Monthly FC Savings Scheme
- NRB Offshore term Deposit

Investment Facilities for NRB

- US Dollar Premium Bond.
- US Dollar Investment Bond.
- Government Treasury Bond (5, 10, 15, 20 Years).
- Treasury Bills (91, 181, 365 Days).
- Wage-Earners Development Bond.
- Non Resident Investors BDT A/C (NITA) –Share Investment.

Corporate Loan Products

JBL Corporate Banking offers a wide range of financial solutions through both Conventional and Islamic Banking products that include-

Short Term Finance

- CC (Hypo)
- CC (Pledge)
- SOD (General)
- SOD (FDR)
- SOD (Financial Obligation)
- SOD (Special Scheme)
- SOD (Share)
- Time Loan
- Loan (General)

Long Term Finance

- Term Loan
- Real Estate Finance
- Lease Finance

Work Order Finance

- Bid-Bond
- SOD (Pay Order)
- Performance Guarantee (PG)
- Advance Payment Guarantee (APG)
- SOD (Work Order)
- Security Bond (Payment Guarantee)
- Guarantee against Counter Guarantee of Other Bank/NBFI (Foreign or Local)

Import Finance/Trade Finance

Post Import Finance

- Loan against Trust Receipt
- Time Loan

Export Finance

- Back-to-Back Letter of Credit
- Packing Credit
- Overdraft
- Foreign Documentary Bill Purchase (FDBP)
- Local Documentary Bill Purchase (LDBP)

Structured Finance

- Loan Syndication
- Project Finance

Islami Banking Investment Products

- Bai - Muzzal (Personal - Investment)
- Bai-Mauzzal (Others)
- Bai-Mauzzal (Commercial)
- Bai-Muazzal (General)
- Bai-Muazzal (Term)
- Bai-Muazzal -Salary (Employee)
- Bai-Muazzal Special Investment Facility
- Bai-Muazzal- Time Investment
- Hire Purchase Sirkatul Melk (HPSM-RE)
- Hire Purchase Sirkatul Melk (HPSM-RE)- Staff
- Hire Purchase Sirkatul Melk (Industrial)
- Hire Purchase Sirkatul Melk (Transport)
- MPI Trust Receipt (MPI TR)
- MPI Trust Receipt - SME Small
- Murabaha Import Bill (MIB)
- Murabaha Import Bill (EDF)-USD
- SME Bai-Mauzzal for Jamuna Swabolombi
- SME Bai-Mauzzal Commercial (SME)

Retail Loan Product

- Auto Loan
- Any Purpose Loan
- Personal Loan
- Salary Loan
- Motor Cycle Loan for Female Students
- Jamuna Homes
- Doctors Loan
- Education Loan
- Overseas Job Loan
- Secured Over Draft (SOD)

SME Financing

- Jamuna Swabolombi
- Jamuna Sommriddhi
- Jamuna Jantrik
- Jamuna Nari Uddogh
- Jamuna Chalantika
- Jamuna Bonik
- Jamuna Green
- Jamuna NGO Shohojogi
- Jamuna Shachchondo
- SOD General under SME
- Bai-Muazzal SME for Jamuna Swabolombi
- Bai-Muazzal Commercial (SME)

Agriculture & Rural Credit

Crop Loan

Pisciculture Loan

Livestock Loan

Agricultural & Irrigation equipments Loan

Nursery & Horticulture Loan

Crop Warehouse & Marketing Loan

Loan for Poverty alleviation activities

Other term loan activities.

Jamuna Bank CARD

- VISA Payroll Debit Card
- VISA Debit Card
- VISA Local Classic Credit
- VISA Local Gold Credit Card
- VISA Duel Currency Gold Credit Card
- RFCD Credit Card
- Exporter Retention Quota (ERQ) Credit Card
- VISA Platinum Credit Card
- VISA Signature Credit Card
- VISA Co-Branded Platinum Credit Card (Only for Gulshan Club members)

3.5 Organogram of JBL

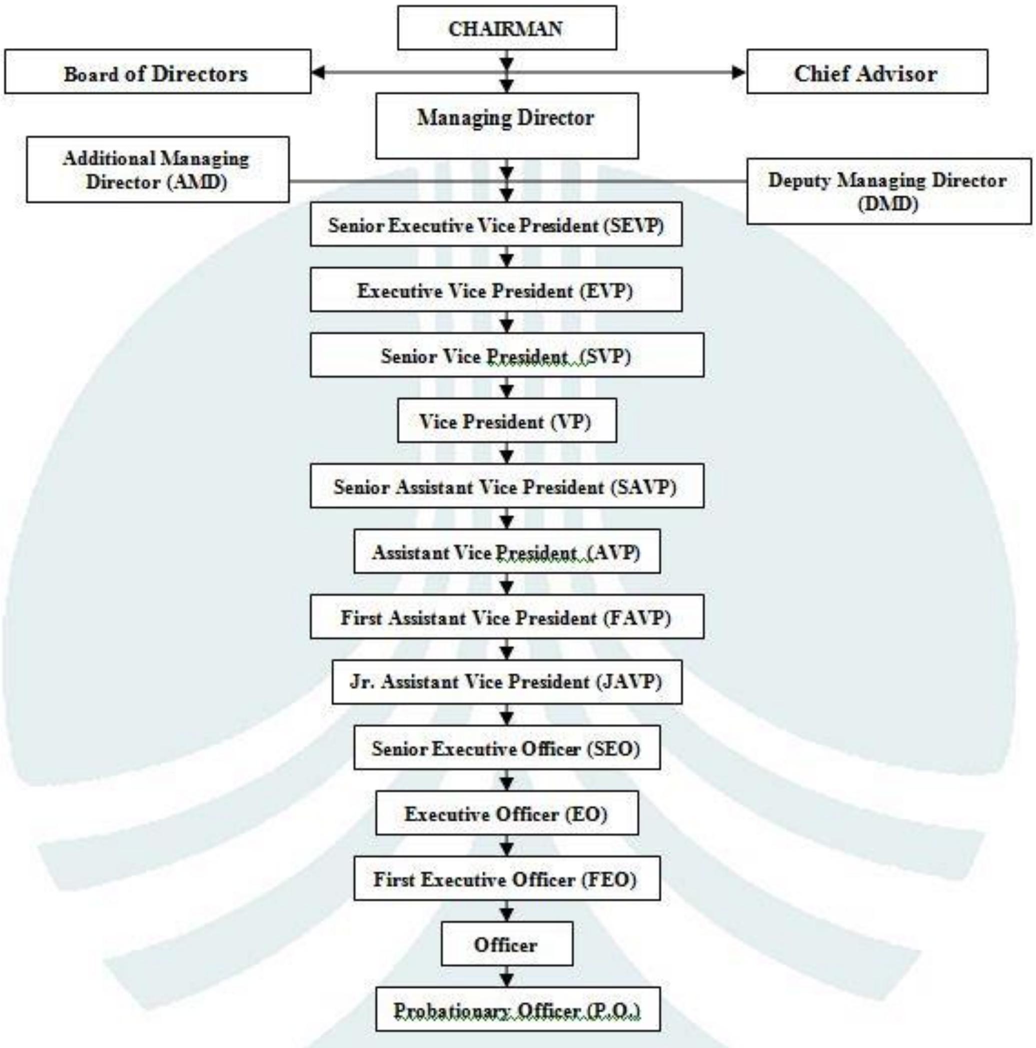


Figure 3.2: Organogram of Jamuna Bank Limited

3.6 Board of Directors

The Bangladesh Bank's Nationalization Order from 1972 created the Board of Directors as the main governing body. Twenty individuals make up the Bank's Board of Directors. A Chairman is responsible for leading the Board. The chairman of the board is often a seasoned executive who has earned widespread respect and approval. The Managing Director of JAMUNA Bank Limited is selected by the Chairman and the Board of Directors. The Directors of JAMUNA Bank Limited are appointed by the central government and come from both the public and private sectors. To run the Bank, the federal government has hand-picked a total of fourteen individuals, including three "independent" directors. A table that displays JBL's board of directors is shown here:

Mr. Gazi Golam Ashria **Chairman**			
Engr. A. K. M. Mosharraf Hussain	Director	Engr. Md. Atiqur Rahman	Director
Mr. Fazlur Rahman	Director	Al-Haj Nur Mohammed	Director
Mr. Md. Saidul Islam	Representative Director	Mr. Robin Razon Sakhawat	Director
Mr. Redwan-ul Karim Ansari	Director	Mr. Md. Belal Hossain	Director
Mr. Md. Mahmudul Hoque	Director	Mr. Shaheen Mahmud	Director
Mr. Md. Sirajul Islam Varosha	Director	Mr. Kanutosh Majumder	Director
Mr. Md. Ismail Hossain Siraji	Director	Mr. Gazi Golam Murtoza	Director
Mr. Md. Hasan	Director	Mr. Md. Abdur Rahman Sarker	Independent Director
Mr. Obaidul Kabir Khan	Independent Director	Mr. Md. Humayun Kabir Khan	Independent Director
Mr. Mirza Elias Uddin Ahmed **Managing Director & CEO**			

Table 3.2: Board of Directors of Jamuna Bank Limited

3.7 Management of Human Capital

Human capital at JAMUNA Bank Limited refers to the company's workers and other individuals, as well as their health and well-being, their years of experience, their creative potential, and their drive to put in a lot of effort. The most valuable asset that JAMUNA Bank Limited (JBL) has is its "Human Resources." JBL considers its workforce, which it refers to as its "Human Capital," to be its key resource for financial support. The Bank has achieved unprecedented levels of success because to the tenets of "Discipline, Individual Efficiency, Customer Service, Quality, and Team Work." The philosophy that JBL uses to manage its human resources is:

- The Human Resources Value Proposition;

- The Generation of Additional Value via the Utilization of Personnel.

The Human Resources team at JAMUNA Bank has a long-standing mentality of leading and winning, and they've been doing well for a long time now so that they can provide value to the bank's most important constituents: the bank's customers, line managers, employees, and investors.

The HR team at JBL has adopted a culture that emphasizes hygiene-motivation factors in order to reduce employee dissatisfaction and increase worker satisfaction; this has a direct impact on the bank's bottom line and is helping to cultivate a talented workforce.

3.8 Approaches of Human Capital in JBL

In the financial sector, Human Resources are known as Human Capital because of how crucial they are to JBL's success. They believe that adhering to these five (5) standards will enable us to generate the highest quality Human Capital, guaranteeing the Bank's achievement of its business purpose via the following strategy:

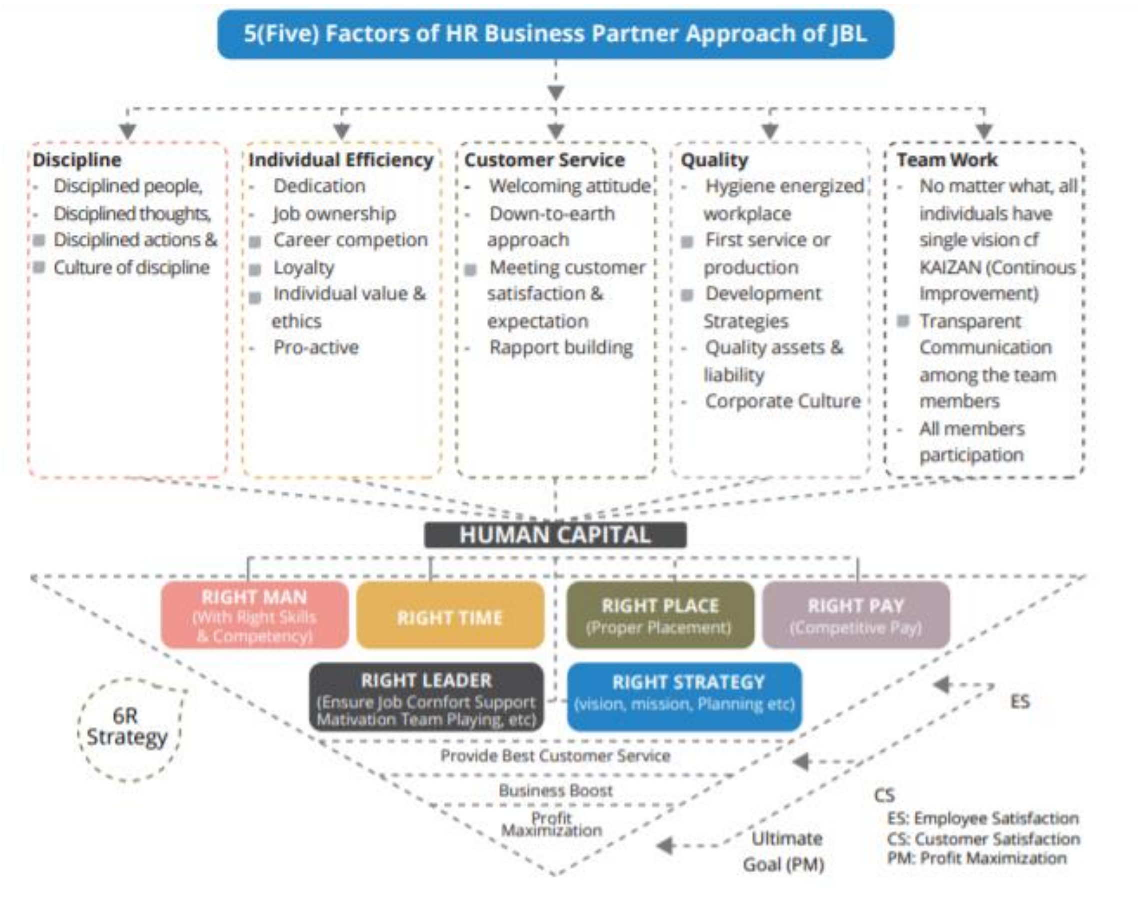


Figure 3.3: HR Business Partners Approach of Jamuna Bank Limited

Their capable management team put in unflagging efforts to execute the aforementioned five factors. Human Capital Management's mission is to ensure that the "Right Person in Right Place at Right Time with Right Pay under the Right Leadership with the Right Strategy" is engaged at all times. This requires a focus on talent attraction, retention, and development. Employee satisfaction is at an all-time high thanks to the 6R method, which has a knock-on effect on the quality of service we can provide our customers, which in turn drives revenue growth and profits upward.

Besides JBL's strongest suit is its bright and ambitious staff. The organization provides its employees with a positive, encouraging place to work depending on their individual success. For the company as a whole, this helps prove that you're doing valuable work. Recruiting and selecting employees based on skills and merit, offering competitive compensation packages, providing ample training and development opportunities, fostering a high-performance culture, and allowing employees to raise concerns and receive counseling are all highly prioritized at JBL to ensure the company's long-term viability.

In order to ensure the company's continued success and growth, human capital is essential. Making the most of the bank's human capital is a top goal. Employees are more committed and productive because the organization values their health and well-being at work and actively invests in their professional growth.

3.8.1 HR Service Excellence

The bank's HR team is striving for service excellence by adapting to new circumstances and providing services that are creative and focused on the needs of the bank's employees. A person's efforts to help them achieve their goals should lead to the individual developing and enhancing their professional skills. To provide its customers with the best posJBLe human resources solutions, they monitor industry trends and advancements closely. Employees, who are the company's "customers," are actively encouraged to provide feedback via a variety of ways.

3.8.2 Digital HR

HR processes are being translated into data for the sake of measurement, analysis, and improvement of the HR services offered to its workers. Skills in-house allowed them to develop HR software at par with the industry's best at a price that was more reasonable for the company's stakeholder group. They're compiling a list of skills and experience in order to hire the perfect individual for each open job. They are also creating a digital learning system since they have nowhere else to go for education. They also employ third-party digital platforms for recruitment purposes.

3.8.3 Standardized Policies of JBL

In an effort to maintain a productive workplace, JBL has formalized some policies and procedures as company-wide norms. Maintaining a happy and productive workforce, providing for their retirement, and ensuring their safety in the workplace are all top priorities for JBL.

Figure 3.4: Standardized Policies of Jamuna Bank Limited

CHAPTER 04

ANALYSIS AND FINDINGS

4.1 Various Role of HR department in Human Resource Management of JBL

The HR department is responsible for several tasks in the recruitment and selection process, including:

Position	Job Responsibilities
HR	Executive committee, organization planning, HR planning & policy, organization development
Manager recruitment & employment	Recruiting, Interviewing, Testing, Placement & Termination
Manager compensation & benefits	Job analysis and evaluation, surveys, Performance appraisal, compensation administration, bonus, profit sharing plans, Employee benefits.
Manager training & development	Orientation, Training, Management development, Career planning & development
Manager employee relations	EEO relations, contract compliance, staff assistance programs, employee counseling

Table 4.1: Position and Job Responsibilities of HR in JBL

4.2 Human Resource Planning in JBL

With the assistance of human resource planning, JBL's human resource managers are able to have a broad understanding of the future, which enables them to continue supplying qualified personnel and trained experts. Because of this, some people also refer to it as "workforce planning. By going through this procedure, JBL is able to evaluate and satisfy their needs for workforce, in addition to receiving assistance with both prior and future planning. JBL's HRP is sufficiently flexible and adaptive to face the problems of short-term personnel in order for the company to be able to adjust to the changes that will occur in the long-term business environment. In the initial step of their process, JBL's Human Resource Planning department conducts an analysis and evaluation of the present human resource capacity and abilities. They also determine whether or not their workplace has an excess or lack of people. Managing the constantly shifting dynamics of the workplace, such as those brought on by an employee's absence due to sickness, vacation, or promotion, is one of the obstacles and difficulties posed by HRP. It is ensured by Human Resource Planning, which also assures the best posJBLe fit between personnel and employment, therefore avoiding both manpower surpluses and shortages. In general, the Human Resources Department of JBL plans the following actions to accomplish the goals of JBL:

- Conduct recruitment and employment of skilled individuals.
- The most qualified applicants need to be chosen, educated, and rewarded in the most appropriate manner.
- Absenteeism and conflict management should be handled in a straightforward and effective manner.
- Employees are either given promotions or they are let go.

One of the most significant choices that a corporation may make is regarding the evaluation of its HRP. After all, companies are the only entities that possess the capacity to act in such a manner. If employees are hired, and best practices are implemented, there will be advantages to be gained from the differences between product lenses and products.

4.3 Recruitment Process of JBL

4.3.1 Approaches of Recruiting for Entry Level Position

At JBL, one of the most essential components of the responsibilities of human resource managers is the process of recruiting and choosing new employees. The efficiency with which a company can recruit new employees is a major factor in determining the level of execution achieved. JBL has developed and implemented a registration strategy that will aid them in accomplishing their goals and getting the most out of the resources at their disposal. In order to progressively implement it and achieve an incredible level of application power, it is necessary to devise a recruiting strategy that is effective. In order to construct a registration system that is both effective and economical in terms of cost, the method must have the following elements.

4.3.2 Procedure for Entry Level Positions in the Recruitment Process

A. Job Analysis

A job analysis is a comprehensive examination of the tasks, responsibilities, and abilities required to carry out an employment function in an appropriate manner. Work analysis is a technique for establishing the essential aspects of a job, such as the tasks and skill requirements of a position, as well as the kind of person who will be employed to execute it. In other words, it is the process of discovering the essential components of a job. The job review will determine the data that will be used to produce the job description as well as the role definition. A detailed job analysis that covers the following is included in the JBLBL:

- Job descriptions,
- Job definitions,
- And job evaluations.

Reviewing the position's description and requirements is the first step in the recruitment process. JBL Bank does a job analysis before they hire someone. Their goal is to make job analysis more applicable to actual workplace activities. The JBL Bank does an employment analysis annually. Time is needed to complete this process. It will take a few days to conduct the interviews with the selected staff of five to six, and the managers will play an active role in explaining the strategy and purpose of the study.

B. Job Descriptions

Job descriptions are formal, in-depth explanations of specific positions that are developed after an in-depth analysis of previous work has been completed. A job description's principal function is to market a vacancy by gathering relevant information about that position. It is used to tasks to establish what resources are required. It details the duties and responsibilities of the position to be filled. The position's title, duties, summary, location, and working circumstances are all laid out in detail in the job description. The JBL Bank drafted a job description that included the employee's day-to-day activities, the job's objectives, the employee's duties, the frequency of reports to and from management, a brief overview of the position, and the necessary working circumstances.

C. Job Specifications

The job analysis process also includes writing up job requirements. Work circumstances and the kind of person needed to do the job are outlined.

d. Conduct recruit survey

JBL Bank prioritizes hiring based on whatever division has the most open positions. Therefore, the officer's first task from HR was to conduct an internal survey to ascertain where and how much of a need there was for the new hire. They notify Human Resources that they need this many new hires if there is a staffing deficit. Consequently, JBL Bank at first realizes the necessity for a recruit because.

e. Requirements for Candidates

The system has to be able to accommodate a given number of candidates, which may be chosen by the user. The candidates' levels of professional experience might vary anywhere from freshly minted grads to seasoned veterans. The JBL Bank creates a competence level for entry-level workers in order to choose candidates on the basis of that level.

- **For Junior Officer:** JBL gives a great deal of importance to applicants who possess a Bachelor of Business Administration degree from a public or private institution and have completed a minimum of four years of undergraduate study in order to be considered for the position of Trainee Assistant Officer. Aspiring candidates need to have a GPA that is at least 3.50 on a scale of 5.00 in both their S.S.C. and H.S.C. grades, in addition to a CGPA that is at least 3.50 on a scale of 4.00 in their BBA grades. Candidates for the SSC and HSC are required to have a first-class division, and there is no exemption for candidates with a third-class division. And a maximum age of thirty years.
- For the position of Probationary Officer: JBL Bank creates a competence level for entry-level workers to use as a basis for selecting candidates. They give preference to candidates who possess a minimum Master's/MBA/MBM degree in addition to a Bachelor of Business Administration degree earned after four years of study from any public or private institution. Candidates for an MBA are accorded a great deal of importance at JBL. Those who are interested in applying must have a minimum academic grade point total of ten, including a minimum of two first divisions. In the test system, a CGPA of 3 or more is worth 3 points, while a CGPA of 2.25 to 2.99 is worth 2 points. There is to be no division of the third class allowed. And a maximum age of thirty years.

f. Forms of Potential Candidates

Through the use of technology, JBL's target rivals have been identified and accounted for. It might be from the same business, belong to the same category, include people who are now jobless, the most talented animator the company has, and so on.

4.4 Sources of Recruitment

At first, JBL Bank decides which kinds of employees are needed. After receiving a requisition form, HR will distribute the job announcement on many online job boards. JBLBL advertises available positions in a number of different places. Human resources advertise the position to the public after JBL Bank receives the recruiting application from the branches. The JBLBL uses a number of channels, including:

- Online portals,
- Web searches
- Newspapers,
- Employment portals and so forth.

Every single financial institution has a specific job website with which they have a working relationship. Additionally, JBL Bank has collaboration with the online recruitment marketplace BDjobs.com. JBL Bank expresses interest in the specifics of the recruitment process, but refuses to disclose the number of positions available. For example:

a. Newspaper Advertisement

Through the placement of advertising in several national media, the notification of the opening has been brought to the attention of a large number of people. For publishing of advertisements, typically only the most well-known and extensively read newspapers are chosen. The advertising, which is going to be published in significant newspapers, is appealing. It includes facts about to:

- The job description;
- The goal of the employment;
- The area;
- The primary responsibilities;
- The terms and conditions of the position
- The basic minimum educational requirement
- The upper age limit

- Work experience,
- Employment credentials,
- And special requirements.

A job posting and an application for employment must be sent to HR in a certain format. If the hiring manager doesn't confirm an ad, HR will choose one based on the job description and provide the manager feedback on the chosen advertisement. Before sending out ads to newspapers, the PR team handles the design and visuals.

b. Online Job Portal

Additionally, the JBL Bank is a participant in the online job website. Every financial institution has an agreement in place with a specific construction site. Additionally, JBL Bank has formed a partnership with the website BDjobs.com. As a direct consequence of this, BDjobs.com requested the documents; however they did not provide a detailed description of the requirements. JBL Bank supplied any and all pertinent information in connection to the job offer, including

- ☞ Education requirements,
- ☞ Job responsibilities,
- ☞ Minimum requirements of age
- ☞ Pay packages,
- ☞ Work experience,
- ☞ Location,
- ☞ And special requirements.

c. Career and Job Fairs

In recent years, a job fair has evolved into a somewhat common venue for recruiting new employees. JBL Bank takes part in a wide range of job fairs held on campus by a number of prestigious educational institutions.

d. Internal Recruitment Sources

Candidates from inside the company who are qualified and competent for the existing function or the new role and who fulfill the requirements for the current and future opportunities are invited to apply. It is possible for JBL Bank to make the appointments by virtue of promotion, up-grading, or transfer if they have permission from the authorities. When it comes to recruiting from inside the company, experience was the primary factor that was considered when making decisions. During the probationary period, employment applications are not permitted under any circumstances. The concept of succession planning should be brought to the attention of the internal personnel.

e. External Recruitment Sources

For an external recruiting effort to be effective, proper planning and coordination are essential on the part of the recruiter. The external recruiting process at JBL Bank is carried out in a most confidential and methodologically sound way. This is a private discussion between the two of us. In most cases, recruiters will discover potential applicants, analyze their qualifications, and then present their recommendations to the managers of the different departments that have available positions. When recruiting from the outside, it is also advantageous to choose someone with experience. JBL Bank is committed to recruiting the most qualified candidates imaginable.

4.5 Selection Process in JBL

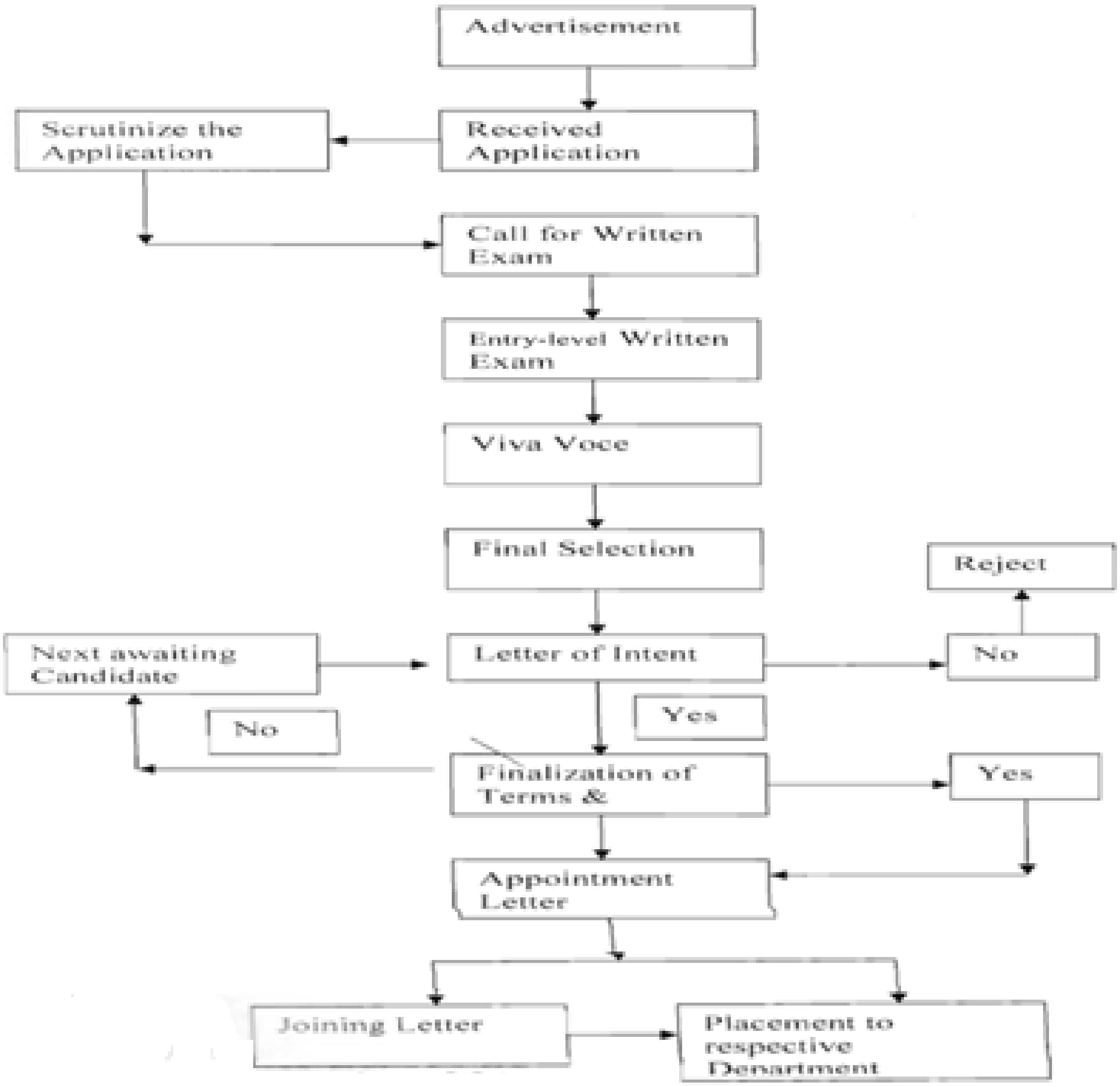


Figure 4.1: Steps of Selection Process of JBL

a. The Submission of Resume/ CV

After the job requirements had been formulated, they were published along with the address, email address, and instructions on how to send the CV. Additionally, information was provided on how applicants could either upload their CV to the website of the JBL bank or send a hard copy to the HR department. Additionally, a cutoff time for the submission of the CV has been established. As a consequence of this, the applicant is required to provide his or her curriculum vitae within the allotted amount of time.

b. Sorting of CV

When a CV is submitted to JBL Bank, the bank immediately begins the process of screening through other CVs. This is to determine whether or not it satisfies the criteria of the job. The sorting will continue until all of the criteria have been satisfied. Recruiters of JBL typically shortlist CVs by quickly scanning the resumes for certain keywords, experience, and qualifications that match the requirements for the job they are trying to fill. They look for concise, well-written CVs that are easy to read and highlight the most relevant information. Additionally, they may also use applicant tracking systems (ATS) which automatically screens resumes and shortlists those that match the required criteria. The goal is to quickly identify the most promising candidates and invite them for an interview

c. Conduct a written test

After the first screening, those candidates who made it through will go on to the written exam. The IBA or the BIBM is the one in charge of directing the competitive written exam. After the CVs have been sorted, they are incorporated into a database, which is subsequently sent to IBA or BIBM. After that, either the IBA or the BIBM will design a questionnaire. The questions in the written examination cover a wide range of topics, such as Bengali, English, Mathematics, Computer Science, Analytical Ability, and general knowledge. The results of the short listing process are communicated to the candidates by JBL Bank via their provided email IDs and addresses. Candidates may get their admission cards from JBL Bank, which also acknowledges the timetable for the examination.

d. Marking criteria

When the exam is finished, IBA will construct a question-answer sheet and evaluate each candidate's performance. They go over each candidate's marks and make sure that they are evaluated in line with the standards. The score with the greatest value is shown first, followed by the score with the lowest value. The candidate who turned in the best grade will be placed at the top of the list, and the procedure will continue like this up to position number 100.

e. Selection of eligible candidates for the Interview

At JBL Bank, there is a recruitment board or team in place. This recruiting team includes the MD, as well as senior management and the head of human resources. They are then given a list of the individuals who were ultimately chosen for the position. After that, the members come to a conclusion and make a choice together. As a direct consequence of this, we will reach out to those candidates who are qualified to participate in an interview.

f. Employment Interview

The interview is carried out by the recruiting team, which is comprised of the MD, senior management, and the director of human resources. The interview is broken up into three distinct parts. During the first phase of the interview, a wide variety of questions are asked of the interviewee. Since the candidates are recent college graduates, it is reasonable to presume that they are current on relevant information and expertise; hence, the questions that are asked are tailored to reflect this assumption. One of the most common types of questions asked by the interview panel is for the candidate to share something about themselves; the most crucial thing to pay attention to is how well candidates react to this question. In addition to that, it considered the candidate's ability to communicate effectively, how well he presented himself, and how informed he was. In this round of the process, JBL Bank also conducts and Computer Test exam and presentation sessions with the applicants.

g. Appointment Letter

After the final choice has been made, JBL Bank will issue a letter of appointment to each of the applicants. When the newly employed workers reported for their first day of work at the bank, the Head Office assigned them to a certain branch for their probationary period.

h. Joining Process and placement

Deliver the selected candidates the appointment letter from JBL Bank. The appointment letter specifies a time limit within which the applicant must begin working, and the candidate must start within that time frame. A typical duration is about a month. Candidates who are recent graduates should anticipate a decision and start date to be determined by the management committee and communicated through email. JBL Bank will provide the applicant one month's notice if they have relevant work experience. Candidates who have been selected for an interview but are unable to start work within the following month due to the absence of a release letter must notify Human Resources before the end of the month. Following that day's hiring, an orientation will be held. All of the department heads were briefed about the new hire, and positions were assigned. Upon joining JBL Bank, new hires will first work in human resources. Eventually, human resources will transfer them to a different division.

4.6 Findings of the Study

4.6.1 Challenges for HR in Recruitment and Selection process in JBL

Human Resource (HR) department in JBL faces several challenges in the recruitment and selection process due to various reasons, including:

a) High Volume of Applicants: The bank receives a high volume of job applications, making it difficult for HR to screen shortlist and interview candidates in a timely and efficient manner.

b) Competition for Talent: The bank competes with other organizations for top talent, leading to HR having to find innovative ways to attract and retain the best candidates.

c) Cost Considerations: Recruiting and selecting the right candidate can be expensive, and HR must consider the cost implications of various recruitment methods.

4.6.2 Evaluation of Recruitment and Selection process

a) The recruiting and selection procedure at Jamuna Bank is seen favorably by the bank's employees, who are satisfied with the results. However, in my experience, the process takes a lot of time since applicants have to go through a number of steps before they can get a job. This is one of the reasons why the procedure might seem to be time consuming at times.

b) There will be instances of bias at every stage of the selection process, even when personnel are being chosen for the branch. Another thing to consider is that while Jamuna Bank uses more conventional methods of recruiting, their costs are higher for this.

c) Jamuna Bank Limited does not participate in any campus recruiting or other forms of recruitment such as competitions etc.

CHAPTER 05

RECOMMENDATIONS AND CONCLUSION

5.1 Recommendations

The effective recruitment and selection process has a direct impact on organizational performance. A well-designed recruitment and selection process helps organizations attract and retain top talent, align new hires with organizational goals and values, reduce turnover and absenteeism, and increase productivity and employee engagement. In contrast, a poorly designed recruitment and selection process can lead to a high rate of employee turnover, low morale, and decreased productivity, negatively impacting the overall performance of the organization. According to the findings of the study, some recommendations have been provided below:

a) There are several strategies that HR departments can use to overcome the challenge of high volumes of job applicants, including:
   - Automation: Using applicant tracking systems (ATS) and other tools to automate repetitive tasks such as resume screening, scheduling interviews, and sending follow-up emails.
   - Prioritization: Developing a system for prioritizing and organizing applicants based on qualifications, experience, and other relevant factors to ensure that the most promising candidates receive attention first.
   - Standardization: Establishing clear, standardized processes for evaluating applicants, including objective criteria for assessing resumes, conducting interviews, and making hiring decisions.
   - Delegation: Assigning specific responsibilities to team members, such as reviewing resumes or conducting phone screens, to distribute the workload more efficiently.
   - Communication: Keeping applicants informed about the status of their applications, including estimated timelines for next steps, to minimize frustration and confusion.
   - By implementing these strategies, HR departments can manage high volumes of job applicants effectively, while ensuring that each candidate receives fair and thorough consideration.

b) Human Resource (HR) can overcome competition for talent by implementing several strategies such as:
   - Building a strong employer brand: Create a positive image of the company as an employer of choice by promoting its values, culture, and benefits.
   - Offering competitive compensation and benefits: Offer salaries and benefits that are in line with banking industry standards to attract and retain top talent.

- Improving the candidate experience: Make the recruitment process as positive and efficient as posJBLe to create a great first impression for potential hires.
- Fostering employee engagement: Encourage employees to feel invested in the company by providing opportunities for professional development, recognition, and meaningful work.
- Networking and partnerships: Build relationships with other HR agencies and organizations in the industry to identify and attract top talent.
- Creating a diverse and inclusive workplace: Attract a wider pool of talent by promoting a workplace that values diversity and inclusion.

c) HR can overcome cost considerations on the recruitment and selection process by implementing the following strategies:
   - Utilizing technology: Use of digital recruitment tools such as applicant tracking systems (ATS), video conferencing and online assessments can significantly reduce recruitment costs.
   - Employee referrals: Encouraging current employees to refer qualified candidates can be a cost-effective way to fill open positions.
   - Recruiting through social media: Utilizing social media platforms to post job openings and attracting candidates can be a cost-effective way to reach a large pool of potential candidates.
   - Streamlining the selection process: By simplifying the selection process and reducing the number of rounds of interviews, HR can reduce recruitment costs.
   - Offering flexible work arrangements: Offering flexible work arrangements such as telecommuting can reduce the cost of recruiting and relocating employees.
   - Building a strong employer brand: Building a strong employer brand and having a positive reputation can attract top talent, reducing the need for expensive recruiting efforts.
   - Collaborating with educational institutions: HR can collaborate with educational institutions to recruit recent graduates and reduce the cost of recruiting experienced professionals.

d) HR can overcome the lengthy process of recruitment and selection by implementing the following strategies:

- Automation: Utilize technology to automate repetitive tasks such as candidate screening, scheduling interviews, and sending follow-up emails.
- Streamlining the process: Re-evaluate the recruitment process and eliminate any redundant steps to make it more efficient.
- Pre-employment assessment: Use pre-employment assessments to screen candidates more effectively and efficiently.
- Employee Referral Program: Encourage employees to refer potential candidates, which can help speed up the recruitment process.
- Faster Interview Process: Conduct more efficient interviews, such as using video interviews, or having multiple team members interview the candidate at once.
- Collaboration: Collaborate with hiring managers and recruiters to ensure everyone is aligned on the recruitment process and the desired outcome.
- Continuous Improvement: Regularly review and evaluate the recruitment process and make changes as needed to continuously improve it.
- Implementing these strategies can help HR overcome the lengthiness of the recruitment and selection process, making it faster, more efficient, and more effective.

e) HR can reduce bias in recruitment and selection by implementing the following practices:

- Developing a clear job description and person specification that focuses on the essential skills and requirements for the role, rather than personal characteristics.
- Using objective and standardized selection tools, such as aptitude tests, work samples, and structured interviews, to assess candidates' qualifications.
- Ensuring that the selection process is transparent and consistent, and that all applicants receive equal consideration and treatment.
- Promoting diversity and inclusivity by actively seeking out and encouraging underrepresented groups to apply for open positions.
- Providing diversity and unconscious bias training for hiring managers and interviewers to help them recognize and counteract their own biases.
- Regularly reviewing and evaluating the effectiveness of recruitment and selection processes to identify areas for improvement and ensure ongoing fairness and impartiality.

- Maintaining accurate and up-to-date records of recruitment and selection decisions and processes to demonstrate compliance with equal opportunity laws and regulations.

f) The JBL should go on Campus recruitment process because it is important for organizational performance because it provides access to a large pool of potential candidates who are fresh, highly educated, and eager to launch their careers. This helps organizations to build a diverse and talented workforce, which is essential for innovation, competitiveness, and long-term success. Campus recruiting also helps organizations to establish early relationships with future leaders, which can foster a strong talent pipeline and build brand recognition among future job seekers. Additionally, campus recruiting can reduce recruitment costs and time-to-hire, as well as enhance the diversity of the organization's talent pool.

5.2 Conclusion

The recruitment and selection process in a banking organization is crucial for attracting, hiring, and retaining top talent. The process typically involves various stages such as job analysis, advertising, screening, short listing, interviewing, background checks, and reference checks. The objective of the process is to identify and hire the best candidate who possesses the necessary skills, qualifications, and experiences for the role. Effective recruitment and selection practices can help banks attract and retain the best talent, minimize turnover, and ensure long-term success. The employment of individuals has no positive outcomes in the absence of clear direction. To ensure victory and prosperity, Jamuna Bank Limited only recruits the most competent individuals. Having established its strategic elements and employment goals, the bank require shift its perspective or focus in on the ideal personnel to oversee its operations. Continuous attempts to discover the best personnel should be focused so that the strength of the current team is constantly enhanced.

Bangladesh's banking industry is steadily developing, in line with that of the rest of the globe. These businesses are customer-centric and work to improve the quality of services they provide in order to help their clients build more effective infrastructure. Jamuna Bank consistently placed top ranks among Bangladesh's leading financial institutions. Online recruitment is one of the innovative practices of JBL Bank. It is generally agreed upon among banking professionals that JBL Bank was the contemporary bank that was launched due to its innovative hiring practices.

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